

Falls City Engineer

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U.S. ARMY CORPS OF ENGINEERS
LOUISVILLE DISTRICT



US Army Corps
of Engineers
Louisville District®



**Construction
begins on
Armed Forces
Reserve Centers
in Puerto Rico**

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**Markland
lock final
repair work
underway**

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Commander's Comments

Team,

Fiscal year 2010 is well underway and the district is once again off to a superb start. The new year provides us many opportunities to achieve district goals as we move toward "great." To support the campaign goals from headquarters' and division's Implementation Plan (I-plan), the Louisville District is rolling out its own Operations Plan (O-Plan).

The district operations plan includes three overarching district goals supported by division/office objectives and branch/section actions. All of these are in turn supported by individual performance objectives. Each employee plays a vital role in the O-Plan. The Louisville District cannot go from good to great without everyone's support and focused performance.

The three district O-Plan goals are individually important yet interdependent. They are: (1) strengthen our people and our processes; (2) refine our program execution; (3) increase our customer satisfaction. The focus of this issue is goal number one. In future editions of the Falls City Engineer we will discuss the other two goals.

To strengthen our people, I believe we must focus our resources on improving physical and mental health, reducing stress and increasing technical and interpersonal

skills.

To promote good health, I am working with our safety and occupational health office to develop a "Commander's Fitness Challenge" program. It is my hope that by allowing program participants time each week to exercise and providing rewards for progress, employees and the district will both benefit.

Exercise has proven to be linked to mental health. In addition to the exercise program, we support our employees through the Employee Assistance Program. Whether issues from home, work or the transition from returning after emergency operations deployments, I strongly encourage employees who feel they need some additional support to look into these valuable services. All employees returning from deployment are required to take a five-day break immediately upon return followed by a thorough post-deployment health assessment to assure their physical and mental well-being.

Additionally, senior leadership works to reduce stress by planning for workforce fluctuations through our human capital program. Since I took command, we have increased our permanent workforce strength by more than 70 personnel to provide relief where needed.



Army photo digitally enhanced

Col. Keith A. Landry, Ph.D., P.E.
Commander and District Engineer
Louisville District
U.S. Army Corps of Engineers

To improve our processes we need to identify nonconformities where our International Organization for Standardization (ISO) certified procedures are not being followed and develop effective, standard processes where none currently exist.

I am convinced great organizations are filled with wonderfully talented people capable of delivering projects and services even in the most challenging environments.

Let's find a way to make the O-Plan into "Our Plan."

Falls City Engineer

Vol. 2, Issue 1

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On the cover: *The U.S. Army Corps of Engineers breaks ground on an Armed Forces Reserve Center in Puerto Rico.*

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Construction begins on Armed Forces Reserve Centers in Puerto Rico



Jasmine Chopra, Jacksonville District

Luis Fortuño, Governor of Puerto Rico; Col. Fernando Fernandez, 1st Mission Support Commander; Maj. Gen. Antonio Vicens, Adjutant General, Puerto Rico National Guard; Col. Keith Landry, U.S. Army Corps of Engineers, Louisville District Commander; Col. Donato Dinello, Chief, Army Reserve Division, Office of Assistant Chief of Staff for Installation Management; Todd Korte, President and CEO, Korte Construction Company; and Capt. Kenneth Inselmann, Inspector/Instructor, 3rd Longshoreman Platoon, U.S. Marine Corps ceremoniously break ground on the four Armed Forces Reserve Centers being built in Puerto Rico.

By Ken Beyer, public affairs

A groundbreaking ceremony marking the start of construction on four Armed Forces Reserve Centers that total more than \$85 million in contracts, was held at Fort Buchanan, Puerto Rico Jan. 27. The new centers will replace aging facilities and will serve Puerto Rico's citizen soldiers and Marines.

The four centers – Fort Buchanan, Fort Allen, Ceiba, and Mayaguez – will offer administrative, educational and community services to approximately 1,550 members of the Army Reserve in Puerto Rico as well as a library, learning center, vault and weapons simulators.

"With the construction of these centers, we recognize the dedication and sacrifice of the numerous men and women who have served this nation as citizen soldiers. They have responded to the call with pride and courage," said Puerto Rico Governor Luis Fortuño. "I have always been and always will be completely committed to assuring the presence of the U.S. military forces in Puerto Rico and to providing active Soldiers, members of the Puerto Rico National Guard and veterans with better benefits and facilities."

The four projects are part of the Base Realignment and Closure of 2005 and are required under BRAC law. Notable of the design and construction of these centers is that each will seek to achieve, at minimum, a LEED SILVER rating under

the LEED-NC Version 2.2 Green Building Rating System. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System provides standards for environmentally sustainable construction. LEED verifies a building was designed and built to increase energy savings, increase water efficiency, decrease carbon dioxide (CO₂) emissions, improve indoor environmental quality and improve stewardship of resources and sensitivity to their impacts.

"The military and civilian members of the U.S. Army Corps of Engineers (USACE) have helped the Armed Forces in peacetime and war since the early days of the American Revolution," said Col. Keith Landry, USACE, Louisville District commander. "We are proud to use our engineering expertise and construction experience to provide the Soldiers and Marines of Puerto Rico with the world-class facilities they need and deserve."

Having served as the lead project manager in the construction of these four centers up to this point, the Louisville District now transfers construction oversight to USACE, Jacksonville District's Antilles Branch.

At Fort Buchanan, the center will measure 72,246 square feet and will house two Army Reserve units, two Puerto Rico Army National Guard units, and one U. S. Marine Corps Reserve unit. It is estimated

65 permanent full-time personnel will use the facility with about 400 personnel using the facility on a rotating basis. The project was awarded to DTC Engineers and Constructors, LLC in September 2009. The facility is expected to be ready for use in June 2011.

At Fort Allen, the center will measure approximately 55,037 square feet. It is estimated 15 permanent full-time personnel will use the facility with about 150 personnel using it on a rotating basis. The project was awarded to Korte Construction Company in June 2009 and the center will be ready for use in May 2011.

At Ceiba, the center will measure approximately 78,350 square feet. It is estimated 25 permanent, full-time personnel will use the facility with about 600 Puerto Rico National Guard personnel using it on a rotating basis. The project was awarded to Consigli Construction Co., Inc. in September 2009 and is expected to be completed in June of 2011.

At Mayaguez, the center will measure approximately 57,718 square feet. It is estimated 16 permanent full-time personnel will use the facility with about 400 personnel on a rotating basis. The project was awarded to DTC Engineers and Constructors, LLC in August 2009 and is expected to be completed in June 2011.

Markland Lock final repair work underway



Chaz Gauld

Mark Norton, Louisville Repair Station (LRS), Dale Huckleberry, LRS, Darryl Henry, Nashville District, Mark Worley, Nashville District, Rusty Petty, LRS, Rex McAlpine, LRS, Bill Bockelman, LRS, Keith Browning, LRS, and Mike Fenner, LRS make progress at Markland despite working in harsh weather conditions.

By Carol Labashosky, public affairs

Disruptions due to river and weather conditions have delayed repair work at the 1,200 foot Markland Lock, Warsaw, Ky. The lock will tentatively open later in March, weather permitting.

The Louisville Repair Station fleet was able to re-hang the middle wall gate leaf on Feb. 2 and the river wall gate leaf on Feb. 3. The Henry M. Shreve gatelifter crane departed up river immediately afterward for the Greenup Locks and Dam, Huntington District, on Feb. 4 to help with their ailing 1,200 foot chamber lock gate.

Once the fleet was reconfigured and the river dropped, the repair crew was able to set maintenance bulkheads downstream of the lower miter gate, place the poiree closure upstream of the lower miter gate, and dewater the area in between. The one-foot snowfall and 20 mph winds hindered the work, but the crew managed to caulk the closures and complete the dewatering on Feb. 15.

“While working 12-hour shifts seven days a week in sub-freezing temperatures and snow storms, the (intra-district and inter-district) repair crew has not lost sight of safety and quality in everything we do,” said John Cheek, Chief, Physical Support Branch, Louisville District Operations Division.

The poiree closure, installed upstream of the lower miter gate, allows water to remain in the majority of the lock chamber and only the area in the vicinity of the lower miter gate to be dewatered. Structural limits of a dewatered lock chamber require work to stop at a certain lower gauge. Use of the poiree closure increases

the allowable lower gauge from 23.4 feet to 27.5 feet, which in turn increases the amount of work time in the dewatered work area. The chamber would need to be rewatered or flooded purposely at 29 feet.

Each work stoppage or rewatering extends the completion date of the repairs.

Though subject to change, the current repair plans are:

- Feb. 15-20: Clean the work area and align the miter gate leaves.
- Feb. 21-22: Install and adjust contact blocks.
- Feb. 23-24: Pour zinc backing between contact blocks and miter gate leaf.

Locking delays at Markland have been between six to 10 hours.

For updates on the Markland Lock repairs go to:

http://bit.ly/Markland_gate_failure



Carol Labashosky

The Louisville Repair Station installs bulkheads at Markland on Feb. 11 to set the poiree closure.



Chaz Gauld

Sean Bennett (front), Green River Lock 1, and Charles Smith, Louisville Repair Station, work on Markland lock repairs despite harsh weather conditions.



Carol Labashosky

Brian Holcomb (center) speaks to Keith Browning (left) and Col. Keith Landry about the effects of high water and turbulence when hanging the gates.

Leadership Development Program Tier II Class graduates

By Leadership Development Program Tier II class

Every year, a new Leadership Development Class is initiated with the goal of developing individual leadership skills. A component of the program requires the class to complete a project that will be beneficial to the district. This year was no exception, but had a twist. The 2009-10 Leadership Development Program (LDP) Tier II Class was tasked by Louisville District Commander Col. Keith Landry and Deputy Commander Lt. Col. Stephen Bales to take on the challenge of developing a system by which the Louisville District could engage every customer for direct feedback relating to the district's level of service. This district process should allow frequent customer feedback and provide district leadership with timely information regarding customer needs and expectations. The class evaluated existing tools utilized within the district. The assessment revealed multiple approaches already existed to obtain customer feedback; however, they did not provide interactive and real-time feedback, were not standardized, nor did the existing tools allow multiple branches or offices efficient feedback on the same metrics. Attention was directed toward a system being used on military installations called Interactive Customer Evaluation, also known as ICE.

The ICE system was developed for the Department of Defense (DoD) to collect feedback on services provided by various service providers throughout DoD. Since the system was created specifically for DoD, it is a free system for the district to access and utilize. District costs incurred would only be linked to labor associated with customer engagement, responses to comments and data reporting.

The ability of the Louisville District to actively adapt and change to meet emerging customer needs depends on reliable and timely customer communication. The current annual survey provides an in-depth look at customer feedback by specifically addressing the needs, expectations, and satisfaction levels of the customer, but only at the end of the year. District leadership felt that a tool was needed to facilitate an interactive process to allow customers to provide feedback throughout the year. The ICE system has been engaged



Photo courtesy Leadership Development Class

(Back Row left to right) Deryck Rodgers, Lisa Fleming, Jacqueline Ashmon, Theresa Beckham, Michael Lapina, and Barry Schueler. (Middle row) Alysén Davis, Kalid Williams, Howard "Dee" Goldman, Shenita McConis, Doug Comer, Ian Mitchell, Kari Meier. (Front row) Luke Elliott, Jeremy Nichols, and Casy George.

as a tool to focus on real-time customer feedback. An implementation guide is currently being developed that will serve as a "roadmap" to utilize and implement this system as a component of the Louisville District Project Management Business Process.

Objectives of implementing ICE in the Louisville District are to:

- Create a culture of engagement between the Corps and their customers
- Develop a system that assesses the health of Corps programs
- Identify areas of concern through feedback and respond quickly

ICE surveys are intended to provide district leadership with a pulse on customer satisfaction at any given point in time. The surveys will provide a "heads-up" to managers if there are issues that need quick attention so that they may be addressed throughout the year. The surveys will also help district leadership identify strengths as well as areas which may require improvement. The ICE system accomplishes this by allowing customers to submit instantaneous feedback to DoD service providers by utilizing online comment cards. The system allows the district

to tailor comment cards to the types of services being provided and to monitor the satisfaction levels of those services through data collection and reports. ICE provides the following additional benefits:

- User-friendly custom comment cards for fast submission
- Real-time feedback to service provider managers
- Allows timely response to customers which can improve end-of-year project ratings
- Allows leadership timely data on service quality on a general or customized metric
- Allows managers to compare results to other similar DoD services
- Encourages communication across organizations by comparing best practices to increase performance results

To date, ICE comment cards have been created for 38 management divisions, field offices and branches in the Louisville District. ICE cards can still be created to further subdivide branches into the various sections or teams if necessary to allow for specific monitoring of areas of concern. At this time, the creation of additional
(Continues on Page 6)

comment cards was not promoted beyond the branch level until the system has been implemented and feedback is received for analysis.

ICE comment cards can be accessed in two different ways. The first method is via e-mail. Per Landry's direction, an ICE link should now be included below the signature block of every district employee. Customers are encouraged to use those links. The second method is via the district's Internet homepage. The LDP Tier II class will be working with public affairs to establish an ICE link that will guide customers to the district's ICE site.

It is the goal of the U.S. Army Corps of Engineers to be a great engineering force of highly-disciplined people working with partners through disciplined thought and action to deliver innovative and sustainable solutions to the nation's engineering challenges. The ICE system is envisioned to be a tool that will create a culture of engagement with customers and encourage improvement of business processes. This, in turn, will enable the Louisville District to better meet customer needs and expectations in the pursuit of going from good to great.

The screenshot shows the ICE Interactive Customer Evaluation interface. At the top, there is a navigation bar with 'ICE Interactive Customer Evaluation' and 'Home - About'. Below this is a breadcrumb trail: 'Home » USACE, Louisville » All Service Providers » Comment Card'. The main heading is 'USACE Louisville District - Planning, Programs & Project Management, Management Comment Card'. A message asks for help to improve services. There is a link for 'Information about this service provider (FAQs, Events, Contacts, Links)'. Below that is a dropdown menu for 'Customer or User Category'. A table titled 'Customer Service:' lists various service areas with radio button options for 'Excellent', 'Good', 'OK', and 'Poor'.

Customer Service:	Excellent	Good	OK	Poor
Effectiveness of Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Service Provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Within Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety and Awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facility Appearance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee/Staff Attitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Above is an example of the Interactive Customer Evaluations (ICE) comment cards that are now accessible through a link at the bottom of all employees' signature blocks. The new system will allow customers and stakeholders to provide feedback about their satisfaction and allow the Corps to evaluate what areas need improvement.

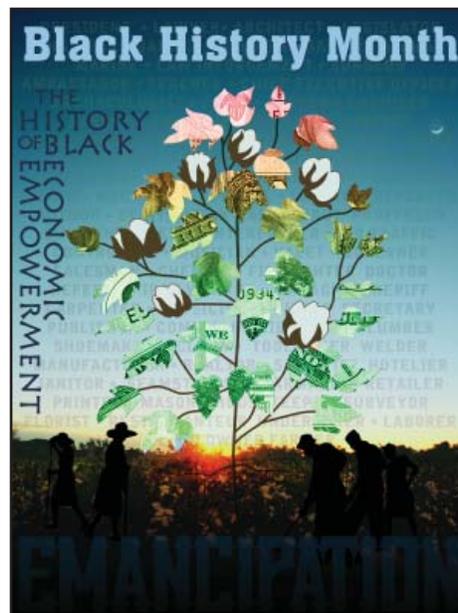
Courtesy Leadership Development Class

February is Black History Month

From the President's proclamation on whitehouse.gov

Black History Month Quiz

1. Who was the first African American man to serve as U.S. Secretary of State?
2. Who was the first African American woman to host a nationally syndicated talk show?
3. Who was the first African American to win the Masters golf championship?
4. Who was the first African American to break into major league baseball?
5. Who was the first African American female to serve as Secretary of State?



The Black History Month poster for 2010 echoes the theme of black economic empowerment.

"This month, we recognize the courage and tenacity of so many hard-working Americans whose legacies are woven into the fabric of our Nation."

-President Barack Obama

Quiz answers

1. Colin Powell
2. Oprah Winfrey
3. Tiger Woods
4. Jackie Robinson
5. Condoleezza Rice

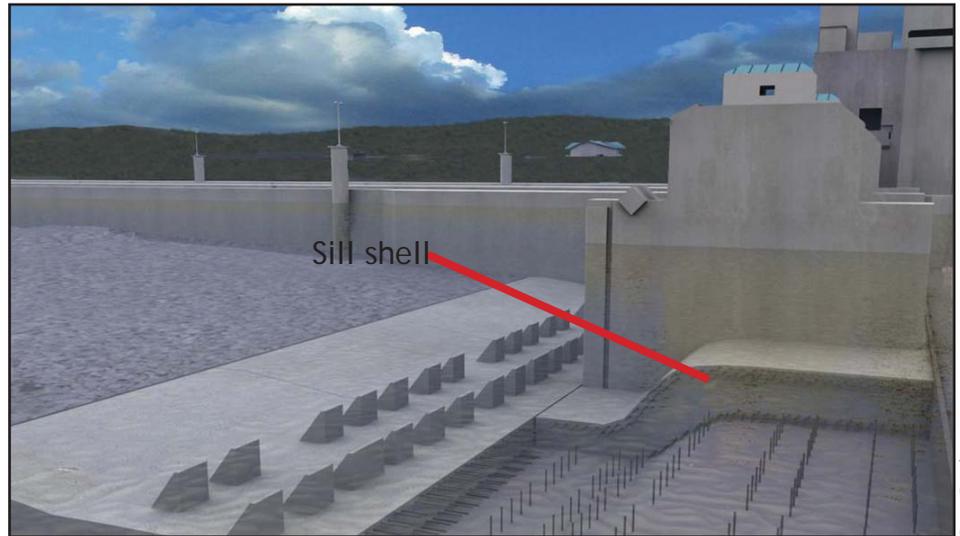
Olmsted dam shell precasting is underway

By Carol Labashosky, public affairs

At the Olmsted locks and dam project site on Ohio River mile 964.4, precasting has begun on several concrete shells which will eventually be placed in the Ohio River “lego style” to form the new dam.

The first of the shells will be installed during low water season of 2010, tentatively scheduled between Aug. 10, 2010, and Jan. 20, 2011. Ultimately, 32 precast pieces will be constructed.

The pre-cast yard, where the massive concrete shells are poured or made, contains five numerical positions in a line in descending order counting down, to the river position. Shells are cast at different positions in this row or line. They will be lifted with the gantry crane, set on the cradle and rolled down the river bank into the river where the catamaran barge will lift the shells off the cradle and will float a short way to the dam construction site. Then, they are set in the river. The catamaran barge is a specialized piece of equipment made exclusively for the Olmsted project, and portions of it were assembled on site.



The sill shells will be set in the river using the catamaran barge. Eventually, the 32 concrete shells, which are now being constructed, will form the new dam.

“It’s been a challenging project, but we’re in production now,” said Larry Bibelhauser, project manager. “The team is working hard with the goal of making the first shell set down date in August 2010.”

Bibelhauser also said receiving the infusion of \$101.5 million in Olmsted

project money in the fiscal year 2011 budget keeps the project on track into the following year.

ARRA funds John T. Myers lock updates

By Carol Labashosky, public affairs

An American Recovery and Reinvestment Act (ARRA) contract for approximately \$5.4 million was awarded to Semper Tek–Intersteel Joint Venture, Lexington, Ky., for dredging and bank excavation to widen the upstream lock approach to John T. Myers Locks and Dam near Mt. Vernon, Ind.

The work will take place on the Indiana shoreline. The bank is being cut back to allow more space for the tows to turn toward the lock, according to Mike Turner, U.S. Army Corps of Engineers, Louisville District environmental chief, planning branch. An environmental assessment was recently completed for construction of the approach widening. The project groundbreaking is tentatively scheduled for later this year.

The ARRA recently provided the Corps of Engineers with funding to award the contracts for construction of the upper

lock approach widening and resident engineer’s building/visitors’ area. The approach widening contract was awarded on Dec. 17, 2009, and is scheduled for completion in the fall of 2011. The resident engineer’s building/visitors’ area is currently scheduled for award in late March 2010 with completion in late summer of 2011.

John T. Myers, which was placed in operation in 1969, is the second most traversed lock on the Ohio River and the country.

The upstream approach widening is a precursor activity for future extension of the existing auxiliary lock from 600 feet to 1,200 feet.



John T. Myers Locks and Dam near Mt. Vernon, Ind., is undergoing dredging and bank excavation to widen the upstream lock approach.

Corps community members end RAB; partnership continues



In August 2003, the River Valley Local School District opened its new school campus. Congress voted to allow the Louisville District to pay \$15 million toward the relocation of the high and middle schools during the environmental investigation at MED and SOP.

By Jenn Domashevich, public affairs

Over the past 10 years, community members have assembled at Restoration Advisory Board (RAB) meetings to provide meaningful input and receive updates on the clean-ups at the former Marion Engineer Depot (MED) and Scioto Ordnance Plant (SOP) in Marion, Ohio. What was once the setting of intense public interest has now become the setting of waning public concern as the U.S. Army Corps of Engineers (USACE) completes the remaining remedial actions at these sites.

As clean-up projects at MED and SOP draw to a close, so has the RAB that had once assembled in the Tri-Rivers Career Center.

The RAB was formed and co-chaired by USACE in 1998 and consisted of volunteer community members and local, state and federal agency representatives. A RAB can be dissolved when no longer needed or when community interest in the RAB declines sufficiently.

The four community members in attendance at the Nov. 19, 2009, RAB meeting voted to dissolve the RAB. Communications will continue through other means such as a quarterly newsletter, follow-up e-mails, periodic news releases and updates to the Corps' Web pages (http://bit.ly/Marion_OH and http://bit.ly/Scioto_OH).

A public comment period was extended for community members to comment on this proposal, and as the comment period drew to a close Feb. 8, no comments were received to dispute this course of action. USACE is currently moving ahead with

the necessary steps to dissolve the RAB.

"Thank you, guys," said Ted Graham, community RAB member. "You built a new school because of the stigma that was attached to the location. Not only that, but you came in and solved even more problems."

Prior to Graham's proposal to dissolve the RAB, status updates were presented on the remaining projects at MED and SOP.

Project Manager Cynthia Ries from the U.S. Army Corps of Engineers' Louisville District said that all remedial actions will be complete within the next three years for both properties.

"The extra money we received this year helped us get additional contracts and the physical work complete," Ries said.

USACE received \$3 million in plus-up funding in 2009 that allowed two remedial action contracts to be awarded. Currently, areas known to require remedial actions are under contract.

To date, major milestones have been accomplished during the environmental investigation of MED and SOP. These milestones mark the significant steps achieved during the ongoing 12-year investigation that follows the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).

These milestones were accomplished through the partnership of the U.S. Army Corps of Engineers, U.S. Environmental Protection Agency (EPA), Ohio EPA, Ohio and Marion County departments of health, Army Reserve 88th Regional Readiness Command, Army Environmen-

tal Command, River Valley Local School District, contractors, Restoration Advisory Board members and other concerned and involved citizens.

During the course of the investigation, 23 groundwater monitoring wells were installed and more than 1,100 samples were taken from MED. More than 90 reports have been completed since the start of the investigation and are available for public viewing at the Marion County Library.

There were approximately 28 areas of concern identified at SOP, which resulted in the clean-up of residual contamination from tank removals in three areas of concern. Over the years, 26 groundwater monitoring wells were installed in various areas of concern on the property and 40 reports were generated on the SOP investigation.

Although USACE is nearing completion of the investigation and clean-up of the properties formerly used by the military, there are still several areas of concern to be addressed. The Corps expects to complete the investigation of all of the areas of concern at the former MED and SOP by June 2013.

"Thanks everybody for coming here for the past 12 years," Ries said as the final RAB meeting was adjourned, marking yet another milestone in the progress of MED and SOP and the progress made through continued partnership and coordination.

Buckhorn Lake's environmental fair leads to a champion

By Doug Helman, Buckhorn Lake

When Buckhorn Lake employees decided to have their annual environmental fair, they never thought they would capture a state record. Park rangers from Buckhorn and Carr Creek lakes team up annually to coordinate an environmental fair to educate the local school kids on environmental issues and concerns in their neighborhood. Park Ranger Doug Helman organized this year's event that included 115 students. He also invited several other agencies and organizations to participate. Topics of discussion included water safety, coal mining and reclamation, and forestry.

During one of the breaks, an employee from the Division of Forestry noticed a very large River Birch (*Betula nigra*) in the campground, and having recently measured another local River Birch, he felt this one could be the biggest in Perry County. So they began taking measurements. The tree was

measured with a circumference of 205 inches at breast height (4.5 feet), an overall height of 117 feet and a spread of 85 feet. The final score is calculated by dividing the spread by 4, then adding in the circumference and the height to give the overall point total. This gives Buckhorn's tree a total score of 343.25, which shattered the old record by more than 82 points.

The measurements and a photograph of the tree were submitted into Kentucky's Champion Tree Program. Following verification, Buckhorn has been awarded a certificate noting that Buckhorn Campground is now the location of the Champion River Birch in the state of Kentucky.

The state's champion tree coordinator has received permission to enter the tree into the national competition, and preliminary indications suggest that it could possibly be the largest River Birch in the country. The current national

record holder at 341 points, from Tennessee, has not been measured since 2001 and there could be still unprocessed submissions to consider. Stay tuned to find out if Buckhorn's birch makes it into the National Registry for Big Trees. Regardless of the outcome, Buckhorn Campground is the location of one of the largest

River Birch trees ever to be recorded.

To find out if you may have a champion tree nearby and to see the State Record River Birch tree, visit: www.forestry.ky.gov/programs/kybigtree/ and click on the species name to view the tree.



Buckhorn Lake

Park Ranger Doug Helman stands by the state champion River Birch tree at Buckhorn Lake. The tree is one of the largest ever recorded at Buckhorn Lake and could possibly be the largest in the United States.

Sweeney receives construction management excellence award



(Front row, far left) Karen Sweeney stands with her team in front of the Human Resources Center of Excellence at Fort Knox last July.

Fort Knox Resident Engineer Karen Sweeney has been selected to receive the Ohio River and Great Lakes Division construction management excellence award for her work on the Human Resources Center of Excellence project in Fort Knox, Ky.

According to division, Sweeney was recognized for her exceptional contract administration and management skills on the Human Resources Center of Excellence project.

"Karen is one of construction division's seasoned senior field leaders, and the award is well-deserved for her relentless efforts and that of her entire resident office team on this unique and showcased project," construction division chief George Jageman said.

As the division winner, Sweeney's nomination will also be submitted to the U.S. Army Corps of Engineers headquarters.

Photo courtesy Gerry Lynn, contractor

The Human Resources Center of Excellence at Fort Knox is expected to be complete by June 2010.

Developing a strength training program



By Tony Spinosa, director of health fitness, National Defense University



Tony Spinosa, who visited the Louisville District for the executive fitness conference last year, is sharing his strength training tips for 2010.

The goal of any strength training program is to develop optimal muscular strength potentials in a manner that is prudent, productive, practical and purposeful. That is to say, maximal levels of muscular strength—developed in the safest, most successful, sensible and specific manner.

What is a prudent strength training program?

The answer lies in two questions: “Are the training protocols orthopedically safe?” and “Are the training protocols physiologically sound?” Obviously, it is the intent of any strength training program to *enhance* the physical potentials rather than *endanger* the person. In other words, use your common sense. If an exercise or training technique looks dangerous—it probably is.

An orthopedically safe program has at its foundation the execution of properly performed repetitions. The emphasis should always be on *how* the repetition is lifted rather than *how much* is lifted. Every effort should be made to minimize the biomechanical loading (bouncing, recoiling etc.) on muscles, joints and connective tissue, and to maximize muscular tension. Each repetition should be lifted under control in a deliberate fashion. Flex the muscle momentarily in the midrange of the exercise when the muscle is in its “fully-contracted position.” Then lower the resistance slowly to the starting position. Obviously, this is the most difficult way to train; however, it is also the most productive and prudent way to train.

A physiologically sound program is one that includes in its design the fundamental principles of training right, eating right, resting right and living right. As simple as it is to understand, it is anything but simple to do. To compromise any one of these principles would likewise compromise your results. Do not allow yourself to be fooled into thinking that there are “secret,” “shortcut” and/or “simple”

means to achieve maximum strength gains—there are none. Rather, there is no substitute for progressively intense exercise, a nutritious meal plan, ample rest/recovery and a common sense approach to a consistent training routine.

What is a productive strength training program?

Any progressive strength training protocol that has a systematic plan of increasing resistance/repetitions will produce results. However, despite what strength training program is used, it is the *intense* and *intelligent* application of the person’s *effort* that is most responsible for their results, not the program. The bottom line is, and always will be, an issue of *consistency* and *hard work*—not how many sets or reps were performed.

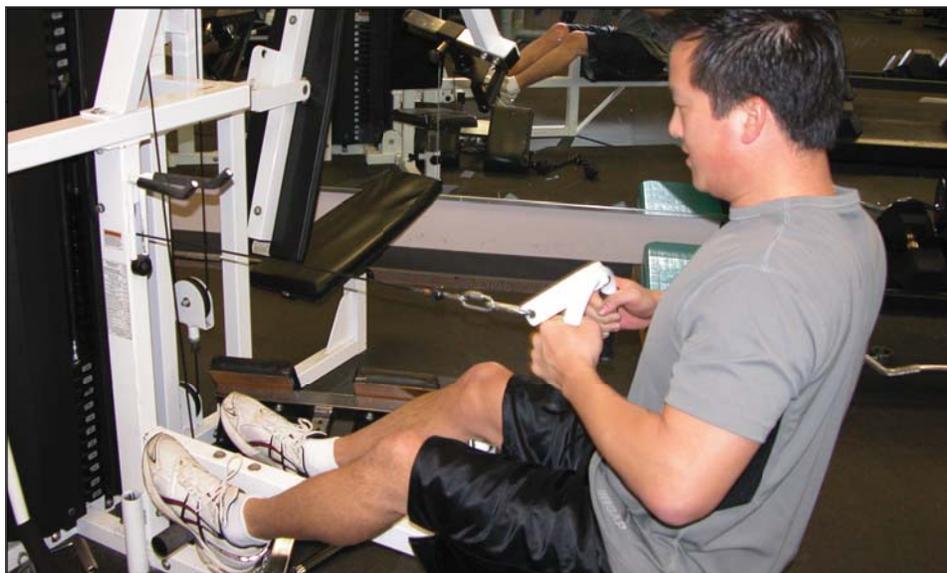
Maximal effort is required to develop maximal results. Do not confuse “hard work” to mean “more work.” Truth be told, it does not take a maximal amount of work and/or time to develop maximal results. It does require maximal effort and maximal perseverance. In other words, strength development is “use it or lose it”—and don’t abuse it. Train hard, chart your progression, allow ample time to rest and recover between workouts and incorporate variety into your program to prevent overtraining and monotony.

What is a practical strength training program?

As stated, all progressive strength training protocols are *productive*—none more significant than the other; however, not all are equally *practical*. Strength can be developed either by exposing the muscle to a lengthy “high volume” of exercise or by brief “high intensity” exercise. Both training protocols have their advantages and disadvantages. However, given your time constraints, it is much more practical to decrease the volume of training in favor of increasing the intensity of training to get the same results in less time. In other words, the training goal should be to spend the minimal amount of time to derive the maximal amount of benefits. Period.

What is a purposeful strength training program?

Strength training is a means to an end, not an end in itself. You are **not** training to become an Olympic weightlifter, a powerlifter or a bodybuilder. Rather, the goal is to develop maximal levels of muscular strength to meet the demands of an active and physically fit lifestyle. The development of muscular strength is the general progression of increasing the muscle’s ability to produce force.



Eric Cheng, engineering division, uses his lunch break as a time to focus on fitness. The wellness room located on the 8th floor is open for Corps employees to use.

Katie Newton

District employee a historical Soldier



Louisville District employee B.J. Chinnery (far right) marches during the 1991 dedication of the National Medal of Honor Museum of Military History. Chinnery was one of the first women authorized to wear the Honor Guard tab, the tab worn by members of the 3rd U.S. Infantry Regiment's (Old Guard) Honor Guard teams. Parts of her uniform now sit in the Women's Army Corps Museum located in Fort McClellan, Ala.

By John Neville, public affairs

It was the summer of 1978 when B.J. Chinnery graduated from high school in Pampa, Texas. A week later, the 17-year-old was wearing combat boots and Army fatigues.

For Chinnery, now a Louisville District project support assistant, joining the military was her way of following her mother's orders—have a full time job and be fully self-supportive following high school graduation.

"At first I thought she was joking, and then a week after I graduated, my luggage was out on the front yard," Chinnery recalled. "I didn't know until later that the luggage was empty. She was trying to stress a point."

At the time, the Army was undergoing one of its biggest transitions in the force's history. Women were not wholly integrated into the Army until 1978, serving instead in the Women's Army Auxiliary Corps (WAAC) and then later in the Women's Army Corps (WAC). The WAAC, established in 1941, served with the Army but was not officially part of the service branch. Then, in 1943, President Franklin Delano Roosevelt signed the bill that officially established the WAC, as part of the Army. Between 1976-1978 there

was a two-year integration from the WAC to the Army.

Chinnery was one of the first 13,000 women who reported for active duty in the fully-integrated Army. She signed up to be a medic, but the Army cancelled the class Chinnery was scheduled to attend. So, the Army offered her three choices—learn to be a mechanic, a truck driver, or "go home to mama," her career counselor said. She chose to be a mechanic.

"I still had that vision of luggage in the yard," she said.

After a tour in Germany and then at Fort Carson, Colo., Chinnery transferred to the Active Guard Reserve. She was a single mother at this point in her career, and the Army didn't allow single mothers to serve on active duty. In 1985, the Army assigned Chinnery to the 125th Army Reserve Command (ARC) where she worked as a personnel clerk, but she wasn't pushing paper for very long. Chinnery was about to join an elite unit, and, once again, become part of the Army's efforts to integrate its ranks.

Before 1987, only men served in the 3rd U.S. Infantry Regiment's (Old Guard) Honor Guard teams—the ceremonial units that perform on behalf of the president. According to Chinnery, Rosalyn Carter,

wife of former President Jimmy Carter, wanted to see women perform with the heralded unit, but the Army didn't assign females to the Honor Guard until the end of Ronald Reagan's term. Up until then, women were part of the Old Guard's Fife and Drum Corps. Vice President George H.W. Bush and the 125th ARC commander, Chinnery said, hashed out an agreement wherein female Soldiers from the unit would be trained to perform in an honor guard team—alongside men—on behalf of the president.

The Army sent Chinnery and the unit's other Soldiers who were part of the 125th's Color Guard to Fort Myer, Va., home of the 3rd U.S. Infantry Regiment's famed Old Guard. But, Chinnery and the other Soldiers of the 125th weren't authorized to wear the famous Honor Guard tab on their sleeves just yet. They had to meet the unit's legendary standards first.

Training began at 4 a.m., and not a minute later. Tardiness made for long, grueling days that sometimes didn't end until midnight.

"That's part of the code of the Old Guard," Chinnery said. "You're to be there 15 to 30 minutes ahead of time. The reason being, you had to look good in your uniform."

(Continues on Page 12)

The extra time, she explained, allows for one final uniform check.

Chinnery's five-person team carried the nation's, the Army's, and the 125th's colors—more than one hundred pounds of flags and streamers. They marched shoulder to shoulder, moving as one unit. Teams who master their skills are supposed to be able to perform in the dark. In fact, Chinnery did just that when she marched during the dedication of the National Medal of Honor Museum of Military History, which is located in Chattanooga, Tenn.

"As we started down the street, I had a kid come up to me and throw heaps of confetti on me," she recalled. "One of the pieces got stuck in my eye and actually ended up cutting it. But through the body movements and signals they taught us, I was able to march another two miles with my eyes closed."

Chinnery's completion of the ceremony "in the dark" aptly reflects what she said was the biggest lesson learned while part of the Old Guard—persistence.

"Whenever you accomplish something you never thought you could before, with a little persistence, you know you can accomplish anything," Chinnery said.

Bill Peoples, Chinnery's commander in the 125th, knows all about her persistence. "She was a great Soldier, very consci-

entious and dedicated to her job," he said. "As a member of the 125th Army Reserve Command's Honor Guard, she went above the call of duty. It really struck home that women can do just about every job in the military, and do it very well. It was a privilege to serve with every Soldier, but she still stands out as one of the best."

Chinnery retired in 2005 after a 27-year career in uniform. Like many Soldiers who spend decades in uniform, leaving the service was a culture shock for her.

"One day you are everything," she said. "You are the focal point of everything. I had the pass codes to everything. I had the unit status reports. I was in charge of everything. Then the very next day, I had nothing. It was such a cultural shock. I knew I wasn't in a good place."

She went back to school before taking a job as an Army civilian in Birmingham, Ala., with the 81st Reserve Support Command, a unit she served with for 13 years while in uniform. As a Soldier with the 81st, Chinnery helped mobilize units and process personnel for operations in Iraq and Afghanistan. She knew the faces of the hundreds of names that passed over her desk. However, Chinnery retired from the Army before the unit's deployment ended. Between the time she retired and the time she returned as a civilian to the

unit, she wondered what happened to the men and women she helped deploy. Most made it home safely, but she slowly discovered during processing that not everyone came back alive.

"There was a healing part of going back to the 81st," she explained. "I got to close out some of the paperwork that I started on these same people. Some of these people worked for me, and I didn't know what happened to them."

It's now been more than three decades since Chinnery left Texas for the Army. Working for anyone else just wouldn't feel right to her.

"I can't think of any other place to work, except for the Army in some form or fashion," she said.



John Neville

Louisville District employee B.J. Chinnery was one of the first women in the Honor Guard.



Going Green in 2010

In an effort to become more "green," the Louisville District is in the process of developing a sustainability program.

The district hopes to execute its missions and conduct operations in a sustain-

able manner that is more friendly to the environment.

Sustainability is defined as integrating human activities with the environment while preserving biodiversity and natural ecosystems.

The district plans to integrate sustainability into its operations and daily activities by using the latest technologies to minimize negative environmental impacts while maximizing their value to the district missions.

To stay up-to-date with the sustainability program, visit the new section on the Intranet identifiable by a green logo for tips, stories and more.

Five easy ways to be green at work:

1. Reuse office supplies such as file folders and paper clips whenever possible
2. Don't forget to use the blue bins for recycling all white paper
3. Reuse paper whenever possible as scrap or fax paper. Tip: Have a tray for scrap paper by office printers
4. Use reusable cloths, handkerchiefs, silverware, cups, containers, etc., rather than disposable paper and plastics
5. Save things electronically rather than printing off a hard copy whenever possible. When printing is necessary use both sides of the sheet for printing or copying.

Matt Teives

Safety Spot

Be at the height of safety

Whether it is a simple step stool, or one which soars to many feet above the ground, ladders help you reach heights you never thought you could. There is far more to safe ladder use than having a sturdy ladder and lots of physical agility. Many people are seriously injured by falling from ladders, whether from close to the ground or higher up.

By following some simple safety procedures, you can ensure that you successfully climb a ladder to your destination...without experiencing a fatal “downer.”

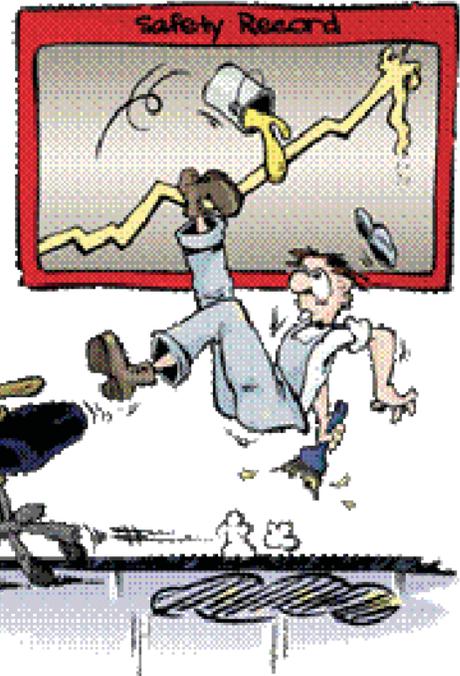
- Choose the right ladder for the job. They range from very short step ladders to extension ladders which must be well supported. They are made of various materials such as fiberglass, aluminum or wood. Never use a chair, boxes, desk, or other objects not designed for the job.

- Examine your ladder before you use it. You do not want to use one which is defective or in need of repair...it could mean injury to you.

- The rungs, side rails and locking spreaders should all be sturdy and in good condition. Oil the spreaders on a regular basis to keep them working smoothly. Do not paint ladders. Cracks and splits may be hidden under the paint and the paint itself may provide a slippery surface.

- Instead of painting a ladder to protect it, try double coating it with two coats of clear wood preservative such as shellac, varnish or linseed oil. The steps or rungs should be solid and non-slip.

- Aluminum ladders should not be bent out of shape. Make sure the ladders are free of grease, clean and dry.



- Do not use aluminum ladders when working on or near electricity, even if all you are doing is changing a light bulb. Aluminum acts as a conductor for the electricity and you could be seriously injured.

- How you set up your ladder is important. The area where you are working should be clean, and people should be warned to stay away. The ladder should not be placed on an unstable foundation but rather on a solid, flat surface. Position it so that you can easily reach your work.

- Step ladders should be fully opened before climbing. Extension ladders should be used with a 1-4 lean ratio. This means that for every four feet of height, the ladder should extend from the supporting wall by one foot. All ladders should be firmly secured to prevent “kick-out” when being used.

- When you climb your ladder, have both hands free for climbing. Carry your tools up in a tool belt or placed in a

bucket that can be hoisted as you climb.

- Work smoothly on the ladder, avoiding sudden movements. If you cannot reach without your upper body going beyond the side rails, do not do it.

- It is not a good idea to work on a ladder outside in bad weather. You could be put at risk by wind, blinded, or faced with slippery conditions by rain or snow.

- If you are feeling tired, dizzy, or are under the influence of drugs or alcohol, you should not be climbing a ladder. Not only is your judgment impaired, but also your physical agility and sense of balance.

- For obvious safety reasons, only one person at a time should work on a ladder.

- When you are finished using your ladder, put it away in a safe, clean area where small children cannot play on it.

When you are up on a ladder, you should also be up on safety. Take the right steps to ensure that you climb with confidence.

Source: Army Safety Gram

New faces and fond farewells

New November and December employees



Ryan Cushenan
Co-op
Engineering Division



Louis Dinatale
FOIA officer and paralegal
Office of Counsel



Cindy Guennoui
Financial technician
Resource Management
Office



Christopher Saffran
Automation Clerk
Planning, Programs, and
Project Management



Mark Thompson
Project engineer architect
Engineering Division

Not pictured:

Louis Clementz, *civil engineer, construction division*
Daniel Filiatreau, *geographer, engineering division*
Timothy Fox, *quality assurance representative, construction division*
Alexander John Kleinke, *student, planning, programs, and project management*
William Joseph Lawrence, *project manager, reserve project management branch*
Matthew Lesaint, *civil engineer co-op, engineering division*
Quincy Meade, *project manager, reserve project management branch*
Cowan Whitnabe, *accountant evaluator, internal review office*
Lance Yearby, *lock operator, operations division*

November/December Retirements

James Hughes, *operations division*
Gordon Johnson, *operations division*
Earl Wilson, *operations division*

Did you know?

The Louisville District has a family support coordinator located in Emergency Operations Center to provide support before, during and after deployment.

The Louisville District is committed to assisting responders and their families by keeping them informed of key information and providing a support network during deployment. The family support coordinator will provide family members with information and points of contact that may assist them in planning for deployment and obtaining the support needed during and after deployment. Information includes deployment handbooks, check lists, pamphlets and Web sites to prepare and assist them through all phases of deployment. The Louisville District family support coordinator is Jame Sanders. She can be reached at 502-315-6934 or by e-mail at jamey.m.sanders@usace.army.mil.

By the numbers

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Louisville District totals

- 1,355 employees
- 19 Department of the Army interns
- 20 volunteers deployed

Healthy Recipes

Contributed by Debbie Davis, Health Unit

Sunshine Rice

From the U.S. Department of Health and Human Services: National Heart, Lung, and Blood Institute website

Weight Watchers Points-5

Ingredients:

- 1½ tbsp. vegetable oil
- ¼ cup celery, with leaves, rinsed and finely chopped
- ½ cup onion, finely chopped
- 1 cup water
- ½ cup orange juice
- 2 tbsp. lemon juice
- Dash hot sauce
- 1 cup instant white rice, uncooked
- ¼ cup slivered almonds

Directions:

1. Heat oil in a medium-sized saucepan. Add celery and onion, and sauté until tender (about 10 minutes).
2. Add water, juices, and hot sauce. Bring to a boil over high heat.
3. Stir in rice, and bring back to a boil. Cover and turn heat down to simmer until rice is tender and liquid is absorbed, about 5–10 minutes.
4. Stir in almonds. Serve immediately.

Fish Veronique

From the U.S. Department of Health and Human Services: National Heart, Lung, and Blood Institute website

Weight Watchers Points-3

Ingredients:

- 12 oz. white fish cut into 4 portions
 - ¼ tsp. salt
 - 1/8 tsp. ground black pepper
 - ¼ cup dry white wine
 - ¼ cup chicken broth; skim fat from the top
 - 1 tbsp. lemon juice
 - 1 tbsp. soft tub margarine
 - 2 tbsp. flour
 - ¾ cup low-fat or fat-free milk
 - ½ cup seedless grapes, rinsed
- Cooking spray

Directions:

1. Preheat oven to 350° F.
2. Spray a 10 x 6 inch baking dish with cooking spray. Place fish in dish, and sprinkle with salt and pepper.
3. Mix wine, chicken broth, and lemon juice in a small bowl, and pour over fish.
4. Cover and bake at 350° F for 15 minutes.
5. Meanwhile, melt margarine in a small saucepan. Remove from heat and blend in flour. Gradually add milk. Return to stovetop and cook over moderately low heat, stirring constantly, until thickened.

Chicken Breasts stuffed with Ricotta and Goat Cheese

From the American Heart Association website

Weight Watchers Points-5

Ingredients:

- Vegetable oil spray
- 4 boneless, skinless chicken breast halves, all visible fat discarded

Stuffing: 7 ounces fat-free or reduced-fat ricotta cheese

- 2 oz. soft goat cheese
- 2 tbsp. snipped fresh parsley or 2 tsp. dried, crumbled
- 1 tbsp. snipped fresh chives or chopped green onions (green part only)

Sauce: 8-oz can no-salt-added tomato sauce

- 2 tsp. salt-free Italian herb seasoning
- 1 1/2 tsp. chopped fresh oregano or 1/2 tsp. dried, crumbled
- 1 medium garlic clove, minced
- ¼ to ½ tsp. salt
- 1/8 tsp. pepper

Directions:

1. Preheat the oven to 350° F. Lightly spray a quart casserole dish with vegetable oil spray. In a small bowl, stir together the stuffing ingredients. In another small bowl, stir together the sauce ingredients.
2. Put the chicken with the smooth

5 things to do for a healthier, happier you:

1. **Sleep.** It helps relieve stress, feel more alert, helps prevent overeating and decreases risk for heart disease.
2. **Laugh.** It helps decrease stress and increase circulation and gives an overall feeling of happiness and well-being.
3. **Walk.** Walking 30 minutes a day helps decrease stress, increase circulation and cardiovascular wellness and overall sense of well-being.
4. **Brain teasers.** Do crossword puzzles, Sudoku and other things to use your brain to help prevent Alzheimer's disease.
5. **Eat more color and fish.** Eat a variety of fresh fruits and vegetables to include a variety of color for different nutritional needs. Eat broiled or baked fish at least two times a week for a heart healthy lifestyle.
6. Remove fish from oven, and pour liquid from baking dish into "cream" sauce, stirring until blended. Pour sauce over fish and sprinkle with grapes.
7. Broil about 3 inches from heat for 5 minutes or until sauce starts to brown (and fish reaches a minimum internal temperature of 145° F).
8. Serve one fillet with sauce.

side up between two pieces of plastic wrap. Using a tortilla press, the smooth side of a meat mallet, or a rolling pin, lightly flatten the breasts to a thickness of ¼ inch, being careful not to tear the meat.

3. Spoon about one quarter of the stuffing down the middle of each breast. Starting with the short end, roll up the breast jelly-roll style. Place the breast in the prepared casserole dish with the seam side down (no need to secure with toothpicks). Repeat with the other breasts. Spoon the sauce over the breasts.

4. Bake, covered, for 40 to 45 minutes, or until the chicken is no longer pink in the center.

Corps evaluates PRIDE applications

On Feb. 12, the Huntington, Louisville, and Nashville districts and the Personal Responsibility in a Desirable Environment (PRIDE) organization reviewed applications for environmental infrastructure projects in southeastern Kentucky. PRIDE projects benefit 38 counties in Southern and Eastern Kentucky by cleaning up problems in areas where raw sewage is being discharged through failing septic systems or straight-pipes.

The PRIDE initiative was launched in 1997 by Congressman Hal Rogers and the late Gen. James Bickford, the former Secretary of the Kentucky Natural Resources and Environmental Protection

Cabinet. Their vision was to restore the natural beauty of their native region by encouraging citizens to take responsibility for protecting their environment and by providing the education and resources they need to do so.

PRIDE unites citizens with the resources of federal, state and local governments in order to:

1. Improve water quality in the region.
2. Clean up illegal trash dumps and other solid waste problems.
3. Promote environmental awareness and education.



Corps employees and members of the PRIDE organization evaluate environmental applications for infrastructure projects Feb. 12.

Louisville District job vacancies

Administrative Support Assistant

There are many continuous vacancies for this position. It is a permanent full-time position.

Salary: \$34,907 - \$45,376 annual

Duties: Perform a wide range of word processing functions and preparation of analytical reports.

Project Support Assistant

This is a permanent full-time position.

Salary: \$34,907 - \$45,376 annual

Duties: Provides clerical support and administrative coordination of a variety of office services.

Program and Budget Analyst

This is a permanent full-time position.

Salary: \$47,448 - \$61,678 annual

Duties: Function as a program and budget analyst performing a variety of duties required in the financial control and utilization of funds for assigned military or civil programs or projects.

Contract Specialist

Fest-M position located at Fort Knox, Ky.

Duties: Responsible for negotiation, award and administration of contracts.



For more info
go to
www.cpol.army.mil
or call
Angie Yuschishin
at
(502) 315-6165

Snapshot from the past



Chunks of broken ice make their way down the Ohio River during the ice storm of 1940.

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**US Army Corps
of Engineers**
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