

Falls City Engineer

January/February 2011

VOL. 3, Issue 1
www.lrl.usace.army.mil

U.S. ARMY CORPS OF ENGINEERS
LOUISVILLE DISTRICT



US Army Corps
of Engineers
Louisville District

Pier Review:
**Recovery
Act launches
project for
Army's navy**

See Page 4

**Interagency
Partnerships:
Silver Jackets a
defense against
mother nature**

See Page 3

Commander's Comments

Team,

We are already in the 2nd quarter of fiscal year 2011. Time flies! Looking back, the Louisville District's performance improved each year since 2008. I believe this improvement resulted from our focus on delivering high quality on time and within budget for our customers. I also believe we need to stay customer-focused and seek ways to get even better at delivering value for the nation.

In January we held our Open House/ Industry Forum for more than 500 participants from across the nation, the largest turnout in the event's history. This type of outreach helps ensure we get the best companies to bid on our projects, improving our ability to get the highest quality at the lowest price. The FY10 military program customer satisfaction survey results also indicate the tremendous impact you are having. In just one year, the Louisville District vaulted to third place among the 15 Tier-1 military districts in USACE. We were 10th in customer satisfaction in FY09. The civil works program surveys are coming in now and also show improvement over last year. What you do and how you are doing it is having a positive impact. Don't stop!

The start of the new year also kicked

off the District's Commander's Fitness Challenge program. All participants are encouraged to use 30 minutes a day for three days during the work week to exercise. It is my hope that this program will help to reduce employee stress and provide motivation to keep exercising after the 6-month period ends. If you see me getting into an elevator, yell "STOP!" I will only take the stairs for the remainder of my command.

As we move forward, I want to again emphasize the three tenets of the district's Operational Plan (O-Plan) that we should embrace in our effort to become a great organization. Let's (1) strive to refine our program execution within schedule and budget. I think we can best do that by (2) continuing to strengthen our people and our processes through training and feedback as we maintain our focus on (3) improving customer satisfaction. We want to do such a great job at delivering value for the nation that other organizations seek us out.

As we have seen from the recent weather pattern, winter isn't leaving us any time soon. So, I ask that you please use caution on the roadways and sidewalks. We still have several weeks of



Army photo digitally enhanced

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

winter weather ahead and that leaves room for accidents. Always be cautious, bundle up and put safety first. Our safety record is far better than industry averages. We want to keep it that way.

Finally, thanks again for all that you do each day to add to the great reputation of the Louisville District. We couldn't do it without you.

Col. Keith Landry

Falls City Engineer

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On the cover: *A snowy tree glistens at Nolin River Lake in Kentucky after a recent winter storm.*

Contents

Silver jackets a defense against mother nature	3
Pier Review: Recovery Act launches LRL project for Army's navy	4
Funding: A piece of the pie	5
Bicentennial: 200 years of steamboating on America's rivers	7
Boardman Lane mitigation site acquired under ACUB program	8
Chief of Real Estate shares experiences from DLAMP	9
Plans for Lebanon Junction levee repair move ahead	10
Iraqi National Rowing Team practices at Harsha Lake	10
Resource Management searches for biggest loser	11
Corps represented at Louisville RV & Boat Show	11
February is African American History Month	12
Gee is new deputy for small business	12
LEED credits quiz	13
Social Media: Think before you click	14
New faces and fond farewells	15



Silver Jackets a defense against mother nature

By John Neville, public affairs

It can get ugly when the left hand doesn't know what the right is doing. That can sometimes be the case when federal, state and local agencies respond to natural disasters. However, Indiana is a leading example of what many states are doing to improve agency response in bad times.

The Silver Jackets aim to improve the way agencies work together in times of crisis. The Silver Jackets is an interagency team made up of people from federal, state and local organizations. The team finds ways to increase collaboration among agencies, find more ways to leverage resources between agencies, improve public outreach in risk management, and create new paths to collectively solve issues through familiarity with other agencies' procedures and better interagency communication.

Other organizations involved in the program include: universities, river basin commissions, Indiana Departments of Homeland Security (IDHS), Natural Resources, Environmental Management, Transportation, the Indiana National Guard, Federal Emergency Management Agency (FEMA) and the Corps.

Indiana's Silver Jackets program started in 2006, and its efforts have proven

so successful that other states are following Indiana's lead. The team meets once a month in Indianapolis. Louisville District Outreach Coordinator Brandon Brummett makes the drive for the two-hour meeting.

When the program was just getting off the ground, Brummett said not everyone believed Silver Jackets would prove effective. But those attitudes soon changed. The group realized that sitting down and talking to one another isn't really a radical new concept.

"The first few meetings, everybody was just figuring out what each agency does," Brummett said. "Through continued meetings and gaining that familiarity you start building trust with each other and each others' agencies and you start trying to figure out how we can partner on something."

But the meetings are more than finding answers to problems. They are also about forming relationships. "You build a personal relationship with the other persons in the group," he added. "If you've got two phone calls to return, and one is from some faceless stranger and one is from a friend of yours, it's human nature to call the one you know first."

The Indiana Silver Jackets proved their worth during the ice storm that hit the state

Feb. 1, 2009. Indiana IDHS Hazard Mitigation Director Manuela Johnson said that establishing relationships far in advance of these events allowed response teams to be more effective.

"Earlier, the relationships were not built with the common knowledge of one another's role and capabilities," she said. We often did not share something that would have been useful to be shared."

One of the Indiana Silver Jackets' first big successes was designing a flood inundation mapping system for a stretch of the White River in Indianapolis. Several agencies pulled together funding for the system. "There is a hydraulic model that is keyed in with U.S. Geological Survey gauges and National Weather Service Forecasts, and it's kind of a real-time flooding scenario," Brummett said. "So the public can go online and see where it is expected to flood. Efforts are under way to field the system nationwide."

The group also packaged disaster safety tips into coloring books that are now distributed to the public. While a coloring book was seen as trivial by some, Brummett has an answer for the naysayers.

"Some people say big deal, you made a coloring book," he explained. "But what I tell people, if you've ever seen the marketing power McDonalds has started with kids. So we thought, if we can make kids look at a coloring book that has disaster safety tips such as "Turnaround, don't drown" and other information, then maybe one day they're in the car with mom one day during flooding and the kid says, 'Mom, we shouldn't drive through that, maybe we ought to turn around.'"

So where did the term Silver Jacket come from anyway?

When a disaster happens, the Corps shows up in red jackets, FEMA shows up in blue jackets and everybody else shows up in different colored jackets.

"The idea is about coordination," Brummett said. "If you fused them all together, then they might be silver."

Brummett said that a Kentucky Silver Jackets team is in development.



Carol Labashosky

The Kentucky 2009 Ice Storm pulled down trees and power lines across the state. To better respond to such events, federal, state and local agencies across the country are developing Silver Jackets teams, groups of representatives from many agencies that routinely meet before disaster hits. The meetings are meant to open the lines of communication and establish personal relationships so that agencies can move faster and more effectively before, during and after natural disasters.

Pier review

Recovery Act launches project for Army's navy



Jon Fleshman

In the shadow of Mt. Rainier, contractors prepare a pile to be driven for Pier 23 in Commencement Bay, Tacoma, Wash. The Louisville District Reserve Support Branch is managing the \$13.5 million Recovery Act funded project to replace 1930s era wood decking and piles with reinforced concrete for Army Reserve operations in the South Puget Sound area.

By Jon Fleshman, planning, programs and project management

The Army Reserve's navy of logistical boats is getting a pier upgrade in Puget Sound, Wash., thanks to Recovery Act funds and the work of a variety of local skilled craftsmen.

"We have 24 subcontractors, each with their own specialty such as roofing, concrete, fencing, electrical, roadway and pile driving," said project engineer Peter Krembs of the Seattle District. "The project is even staffed with a full-time marine biologist to ensure our work isn't impacting marine mammal wildlife in the area. Almost all of the subcontractors are small businesses local to the Puget Sound area, which is definitely a value to the local economic recovery."

Since the Louisville District is responsible for the Army Reserve construction program nationwide, Jeffrey Bayers of the district's Reserve Support Branch manages the \$13.5 million project funded by the American Recovery and Reinvestment Act.

He said plans had been in the works for some time to repair Tacoma Pier 23 in Commencement Bay, Wash., but the funds had not been available.

"The Recovery money is allowing us to replace a deteriorating timber section with reinforced concrete," explained Bayers. "The new concrete and steel section is 600 feet long and will support much

heavier loads and larger vehicles."

The deteriorated timber decking boards frequently failed due to the vehicular wheel loads, Bayers said. Since the size of the vehicles was limited, multiple trips were required to service the boats using the pier.

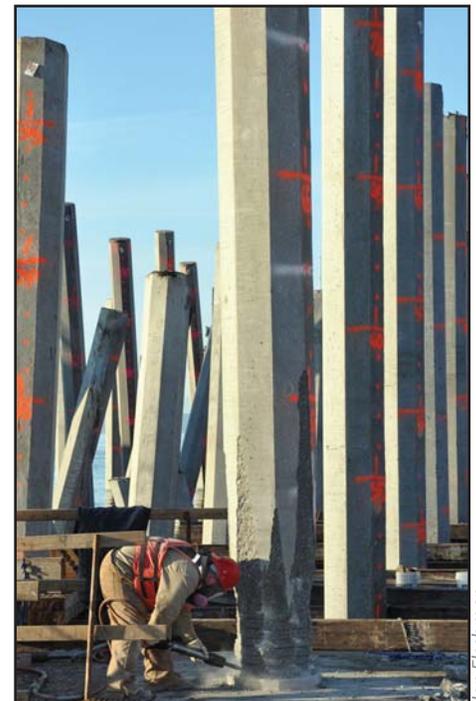
Concurrent with the pier replacement, a separate sediment cleanup project has been executed for the Army Environmental Command and the Army Reserve, Bayers said. The cleanup will improve fish habitat and water quality and at a lower cost since it's being done in conjunction with the pier work.

"Reconstruction of this World War II-era pier allows our Soldiers to have access to a state-of-the-art facility," said Capt. Christopher Larsen, public affairs officer for the 364th Expeditionary Sustainment Command in Seattle, the user units' higher headquarters.

"Replacing the old timber structure with concrete provides our Army Reserve Soldiers with a safer place to work, added stability and more efficient docking space," Larsen said.

"Plus, the cleanup of the old pier area is good for the environment. A cleaner environment benefits everybody, not just the Soldiers who work here," he added.

The pier is scheduled to be completed in May 2011.



Jon Fleshman

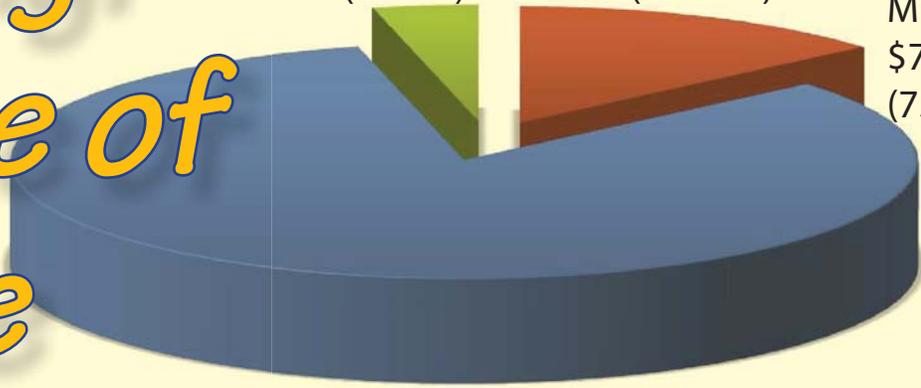
Like a logger in a petrified forest: a General Construction Company pile driver, James Ball of Local 2396, prepares the top of a concrete pile for removal with a rivet buster at the Tacoma Pier 23 project funded with Recovery Act money and managed by the Louisville District's Reserve Support Branch, Planning, Programs and Project Management.

Funding: A piece of the pie

Environmental
\$47.7 million
(4.49%)

Civil Works
\$215.3 million
(20.26%)

Military
\$799.9 million
(75.25%)



In fiscal year 2011 the Louisville District business dollars total \$1.06 billion. More than 75 percent of that total will be executed under the district's military program, more than 20 percent to the civil works program and almost 5 percent for the district's environmental program. To further explain how funding works in each individual program it has been broken down into categories below.

By Carol Labashosky, Jenn Domashevich and Ken Beyer, public affairs

Civil Works

The Process

Civil works projects typically follow six steps.

First, a problem or need is identified. A local community and local government perceive or experience issues that are beyond the community's jurisdiction, financial resources or technical expertise to alleviate or solve. A good example might be a repeated flooding problem.

Then, local officials talk to the Corps about available federal programs. This is often done via the district's outreach program. Local officials contact the congressional delegate if a study authorization is required, and a member of Congress requests study authorization through public works committees.

After authorization, there is a very important study phase which could involve many disciplines. Engineering, hydraulics and hydrology, real estate, geotechnical and civil works and planning are some examples. The study is assigned to the Corps district office, and funds to initiate a 12-18 month reconnaissance study are included in the president's budget. The district conducts the reconnaissance study, leading to a report. If a study continues beyond this phase, a local sponsor must agree to cost share the

(Continues on Page 6)

Military

The Louisville District military program includes Army and Air Force construction projects in a five-state area. The district serves as the project manager for military construction projects for Illinois, Indiana, Kentucky, Michigan and Ohio and serves as the program manager for Army reserve projects construction and design services for Air Force reserves across the nation and Puerto Rico.

The funding process for military construction projects differs from civil and environmental programs since military projects are fully funded when approved.

Programming process

The military construction program involves a sequence of reviews by the Office of the Secretary of the Army, the Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), and Congress. Program changes continue throughout the review until the military construction program is approved by Congress and becomes law.

The military construction programming process consists of four phases:

Phase 1

- Headquarters Department of Army (HQDA) publishes guidance to include instructions, policy and resources for

(Continues on Page 6)

Environmental

The Louisville District's environmental program manages, designs and executes a full range of cleanup and protection activities such as: cleaning up sites contaminated with hazardous, toxic or radioactive waste or ordnance through the Formerly Used Defense Sites (FUDS) program; cleaning up locations in use by federal government agencies through the Installation Restoration Program (IRP); supporting the Army with the Base Realignment and Closure, Interagency and International Services and Environmental Quality (EQ) programs.

Although each one of these environmental cleanup programs share the same focus—protecting human health and the environment and seeking to reduce risk to human health and the environment in a timely and cost-effective manner – they do not share the same source of funding.

Funding is provided in two ways, a Funding Authorization Document (FAD) and through a Military Interdepartmental Purchase Request (MIPR). In general, a MIPR is used to transfer funds between Department of Defense agencies. MIPRs can be accepted through either a direct citation for funds or reimbursable.

The Louisville District handles all of the funding for the Formerly Used
(Continues on Page 6)

expenses of the feasibility phase. The feasibility phase examines multiple solution alternatives for cost-benefit ratio and environmental impact. The study results in a feasibility report and an environmental impact statement (EIS) which are submitted to Corps headquarters in Washington, D.C.

The report review and approval is made available to the public, and the report of the Chief of Engineers and the final EIS are sent to heads of federal agencies and governors of affected states for comment. Comments from them and the public are fully considered. The Chief of Engineers' report is transmitted to Congress through the Assistant Secretary of the Army and the president's Office of Management and Budget, which offers comments. In most cases, the Corps continues preconstruction engineering and design after the feasibility report is submitted. The report is then referred to the Committee on Transportation and Infrastructure in the House, and the Committee on Environment and Public Works in the Senate.

Civil works projects are normally authorized by the Water Resources Development Act following committee hearings. Occasionally, Corps proposals are authorized by separate legislation or as part of another bill.

Finally, if authorized and appropriated a project can officially be undertaken.

10 Easy steps to Civil Works funding:

1. Projects are requested by city/state/county who is the local sponsor
2. Project cost share agreements signed
3. HQ Reviews and approves proposed projects, and authorizations are sought through chain of command
4. Congress authorizes project
5. Budget process through chain of command
6. President's Budget to Congress
7. Congressional Hearings—projects prioritized, compared and cost-benefit ratios examined
8. President signs Appropriation Bill
9. Funding to Corps and sponsor kicks in their share
10. Construction of project begins

facilities based on the budget

- HQDA will host a review board in March or April to review the one-year budget and ensure projects programmed for the fiscal year budget will be 15 percent designed and cost estimates completed by April 1 of the following design year.

- The major commands and installation management agency responds by submitting a memorandum updating its construction program and plans.

- HQDA reviews, validates and recommends for design the fiscal-year projects.

Phase 2

- As the fiscal-year design projects submissions are under review by the Office of the Secretary of Defense, the Army review board will review and validate projects programmed for the following fiscal year budget.

- The Office of the Secretary of Defense will create a decision memorandum and the approved fiscal-year projects will be included in the Army's budget estimate submission to the Office of the Secretary of Defense in September.

Phase 3

- During the budget year, the Army presents each project in the military construction program before the Office of the Secretary of Defense, the Office of Management and Budget, and Congress.

- The Office of the Secretary of Defense reviews the projects included in the Army's budget estimates.

- The Army makes any changes required by the Office of the Secretary of Defense and the projects are submitted for the President's Budget to Congress in January.

- During this year, final designs and requests for proposals for the first-year design/build projects are completed.

Phase 4

- The military construction program cycle continues when funds are made available for construction of the first-year projects.

- During this year, the final design of the second year projects is completed.

Defense Sites program, Corps-wide. This program received funding directly from USACE Headquarters through a FAD.

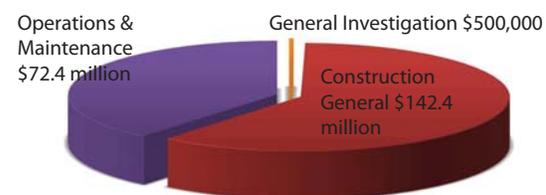
Funding for the Base Realignment and Closure (BRAC) environmental projects are also funded directly through a FAD.

The Installation Restoration Program is funded by the U.S. Army Environmental Command through an Automatic Reimbursable MIPR.

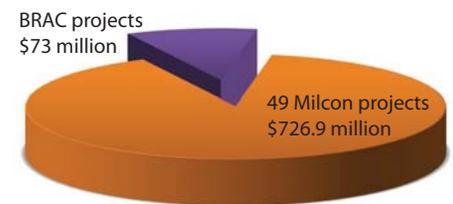
The Environmental Quality (EQ) program is funded through an Automatic Reimbursable MIPR as well. The district does a wide-base of EQ work for various customers, but all work is funded through an Automatic Reimbursable MIPR.

All work performed under the Interagency and International Services program is also funded through a MIPR, and involves work performed on Superfund sites for the Environmental Protection Agency.

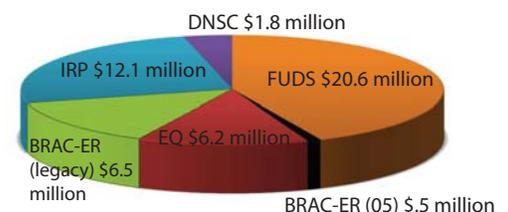
Civil Works



Military



Environmental



Bicentennial: 200 years of steamboating on America's rivers

In 1885, steamboats navigate the Ohio River during the dedication of the Davis Island Lock and Dam. Davis Island was the first Lock and Dam built on the Ohio River by the Corps of Engineers.

By Chuck Parrish, Louisville District historian alumnus

This year marks the 200th Anniversary of the first successful steamboat trip on the Ohio and Mississippi rivers. Two centuries after this important event, few are aware of the significance and impact of this journey in American history and how it still affects our lives today.

Prior to the successful development of the application of steam to a floating vessel, travel in America was by foot, on the back of a four-legged creature, or that creation pulling some conveyance, or by drifting downstream on the currents of some stream.

Through the interplay of many 19th century luminaries on the stage of American history—entrepreneurs, inventors, tinkerers, and dreamers—the application of steam power to a floating vessel was introduced, tried, proven and perfected.

The steamboat was to become the principal technological agent that transformed the Ohio-Mississippi basin from a raw frontier society to economic and social maturity.

The Rivers Institute of Hanover College in Indiana is playing a lead role in planning and coordinating celebration activities in communities in each of the six states bordering the Ohio River. That means 981 miles of programs, exhibits, musical performances, lectures and parties.

Provided is a brief synopsis of that historic river trip in 1811: As far as we know, no one on board kept a journal or diary, and what we do know comes from scant newspaper accounts and personal reminiscences of descendants of those who made the trip.

On Oct. 20 of that year, the steamboat New Orleans, under the command of Capt.

Nicholas Roosevelt, left Pittsburgh bound for its namesake city in Louisiana. This original western rivers steamboat, owned by Robert Fulton and Chancellor Robert Livingston, confirmed the viability of using steam-powered craft to carry cargo and passengers on the western waters of America. Traveling with Capt. Roosevelt (a grand-uncle of Theodore Roosevelt) were his pregnant wife, a toddler daughter, Rosetta, and the necessary crew.

They passed Cincinnati Oct. 22, and reached Louisville at the Falls of the Ohio on Oct. 24. Low water at Louisville forced a prolonged delay, during which Mrs. Roosevelt gave birth to a son. As they waited for a rise in the river, Roosevelt guided the small boat upstream as far as Cincinnati, then back to Louisville. When the river finally rose to a reasonably safe level, they navigated over the treacherous Falls, causing Mrs. Roosevelt to express “feelings of profound gratitude to the Almighty.”

During this historic voyage, they encountered the Comet of 1811, the New Madrid earthquake, and other natural phenomena, along with the Battle of Tippecanoe, ending the Indian wars in the West. These events caused that year to be remembered as “Annus Mirabilis,” or “year of miracles.” They also experienced an onboard fire, threats of Indian attack, low water conditions, and ever-present river snags of trees and debris. Because the boat showered sparks and steam, the Indians called it “Penelore”, or “fire canoe.” They finally reached their destination in January 1812, a journey of nearly three months.

The New Orleans proved its worth by demonstrating its safe movement upstream against the fierce currents of the Ohio and provided a major technological advance-

ment that transformed transportation in America. In just a few short years after 1811, immediate increase in river commerce would lead to the growth of cities such as Pittsburgh, Cincinnati, Louisville, Paducah, Memphis and St. Louis, as hundreds of steamboats plied the inland river system. The success of the New Orleans, together with the subsequent technological advancement in steamboat construction and operation, along with the commercial influence, was to bring dramatic and lasting economic, social, and cultural impact on American life. This, in turn, was reflected in, music, architecture, literature, food, speech patterns, and political movements for river improvements.

In the aftermath of the success of the New Orleans came many sweeping technological changes in America during the Industrial Revolution. Indeed, triumph of this small boat has been hailed as a “harbinger of revolution.”

One writer has stated that the steamboat marked the end of the era of Mike Fink and the beginning of the era of Mark Twain.

The earlier work by Fulton and Livingston occurred on rivers in the Northeast, with an interest in proving that a steamboat could safely operate in the rivers of the Ohio-Mississippi system.

In an 1815 letter to the Cincinnati Gazette, the writer said, “The invention of the steamboat was intended for us. The puny rivers of the East are only as creeks or convenient waters on which experiments may be made for our advantage.”

As river commerce became more important to the national economy, there was a public outcry for improvements in navigation conditions, with the federal
(Continues on Page 8)

government eventually assuming jurisdiction over America's rivers, resulting in the current system of locks and dams throughout the nation. By the late 1800s, steamboats had begun pushing barges, an operation which evolved into today's powerful diesel towboats, carrying thousands of tons of commodities daily, with vast economic impact on our nation.

One writer, in examining the importance of steam power, boldly states that the steam engine "was the most dramatic technological breakthrough since the advent of the printing press at the dawn of the Renaissance. To move on water at will, against wind, tide, and current, was to transform a fundamental fact of life; to say that it marked a revolution is to give an overused word its proper weight."

To celebrate the impact of the trip

of the New Orleans, the Rivers Institute of Hanover College has established a blue-ribbon committee to plan activities and programs. Representatives from Ohio River museums, historical societies, libraries and river historians, are preparing plans for a year-long celebration of the event.

Regional meetings have been conducted at Wheeling, W. Va., Huntington, W. Va., Cincinnati, Louisville, Evansville, Ind., and Paducah, Ky., to bring together a coalition of interests.

In addition to local river town celebrations, the committee has also prepared a book of essays to be published by the Indiana Historical Society Press in spring 2011, a steamboat symposium in Indianapolis (October 2011), a traveling exhibit, a documentary DVD and cruises on the his-

toric Belle of Louisville, the oldest western rivers steamboat in the United States.

The Belle of Cincinnati will join the Belle of Louisville in Madison, Ind., in October for a grand celebration which may include a boat race.

One additional project of the committee is an effort to locate extant structures and buildings which stood in 1811 and which would have been seen by Capt. Roosevelt and crew. Several such structures have been identified, and research continues.

To learn more about the Steamboat Bicentennial see the project website <http://rivers.hanover.edu/steamboat2011>

Boardman Lane mitigation site acquired under ACUB program

By Ken Beyer, public affairs

The final step in the Middletown, Conn., Armed Forces Reserve Center (AFRC) wetlands compensation mitigation process took place Dec. 16 when the Middlesex Land Trust (MLT) purchased 53.8 acres on Boardman Lane through the Army Compatible Use Buffer (ACUB) program.

This property was set aside as an off-site compensatory mitigation requirement under the Clean Water Act Section 404(b)(1) Permit No. NAE-2008-2372. The mitigation at Boardman Lane compensates for the direct loss of about 1.5 acres of jurisdictional wetlands associated with the construction and operation of the Middletown AFRC. As the Army's ACUB partner for the Middletown mitigation, the Middlesex Land Trust received the deeded interest to the mitigation site on Boardman Lane directly from the landowner and will manage the land in perpetuity for conservation purposes that meet the missions of MLT and the Army. This includes providing long-term habitat management of the Boardman Lane property and providing for the terms of the permit to be met.

"After an extensive search, we found a mitigation site on Boardman Lane. Ecologically, it's connected to Sawmill Brook, the tributary that also feeds the Middletown AFRC site," said Diane McCartin, U.S. Army Corps of Engineers project

manager. "There are wetlands on the site that have been degraded by animals grazing on them, and there are plenty of opportunities for controlling invasive species, planting native species to enhance the water quality, and preserving and protecting it as open space in perpetuity."

The ACUB program allows the Army to reach out to partners to identify mutual objectives of conserving land, protecting habitat, and preventing development of critical open areas without acquiring new land for Army ownership. The program also allowed the Army to contribute funds toward the purchase of the property.

"We are extremely pleased to be able to partner with the community and the Middlesex Land Trust in particular to accomplish the purchase and management of this parcel that benefits regional conservation and serves the mission needs of the Armed Forces Reserve Center," said Dr. Virginia Busby of the ACUB Program at the Army Environmental Command whose team coordinated the effort.

"The Middlesex Land Trust was pleased to have partnered with the Army to purchase, preserve and enhance the Boardman Lane property. This joint project will provide for the permanent protection of sensitive upland and wetland habitats in the Sawmill Brook watershed, as well as provide public access to a beau-

tiful open landscape.

"It's a great result for the community of Middletown, the watershed, the Land Trust and the Army," said Land Trust Managing Director, David Brown. "We are dedicated to the preservation of land for all to enjoy. Working in northern Middlesex County, we currently own and manage more than 800 acres."

"This land will be preserved as open space in perpetuity and the quality of the wetlands will be enhanced through the Army's mitigation activities," said Louisville District Commander Col. Keith Landry.



Construction began on the Middletown Armed Forces Reserve Center in Middletown, Conn., June 11. The \$54 million project is scheduled to be complete by September 2011.

Chief of Real Estate shares experiences from Defense Leadership and Management Program

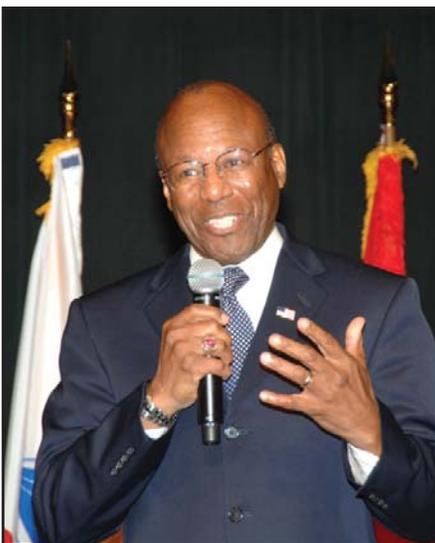
By Amanda Deane, public affairs

Veronica Hiriams, chief of real estate for the U.S. Army Corps of Engineers, Louisville District, graduated Nov. 15, culminating her participation in the Defense Leadership and Management Program (DLAMP) as one of 145 graduates.

Established in 1997, DLAMP has developed a cadre of highly capable senior civilian leaders with a joint perspective on managing the department's workforce and programs. DLAMP emphasizes the qualities required of a Department of Defense (DoD) leader, including an interagency-wide perspective, substantive knowledge of the national security mission and strong management skills.

"The goal is to get the right people with the right skills in the senior executive service," Hiriams said. "It's an opportunity for the senior leadership in the Department of Defense which we are competitively selected to participate in."

Hiriams was selected to participate in DLAMP based on previous leadership skills, her participation in the National Emerging Leaders program, current supervisory jobs, her philosophy and her supervisor's assessment of her proficiency against the DoD's Executive Corps Quali-



Courtesy of Veronica Hiriams

Dr. Stanley, Under Secretary of Defense for Personnel and Readiness, was the key note speaker at the Defense Leadership and Management Program graduation Nov. 15 where Hiriams graduated in a class of 145.



Courtesy of Veronica Hiriams

(From left) Lynn Simpson, Acting Principal Deputy Under Secretary of Defense for Personnel and Readiness and Kathleen Ott (right), Acting Deputy Under Secretary of Defense for Civilian Personnel Policy present Veronica Hiriams with her certificate for completing the Defense Leadership and Management Program.

fications (ECQs).

Part of DLAMP involves classroom, application and scenario-based training at a ten-month premier senior service college in Washington, D.C., called the Industrial College of Armed Forces (ICAF).

There are national and international students and studies at ICAF as well as a good mix of military officers and civilians, teaching students how to work collaboratively with other agencies, while studying topics such as economics and U.S. acquisition systems. Hiriams took regional studies in Europe and focused on how transportation affects national security. She received a Master of Science Degree in National Security Strategy as a result.

"We worked collaboratively and interacted closely with all of the Armed Forces, Department of State and International Fellows. I observed that when we work and study together, we get to understand that our world is bigger—with farther reaching implications—than we think," said Hiriams.

Completing DLAMP took five years due to the amount of time participants devote away from normal duties. For Hiriams, taking on a new job for three months and then moving to D.C. for 10 months

was challenging, but rewarding.

"I think being in this program helped me become a better leader," she said. "Understanding how we're a part of a bigger picture, how we contribute to our national security, and how we support our war fighters and our role in supporting the nation are key takeaways I gained from the program."

I also have the will and the desire to be a better leader. It helps give you exposure to bigger ideas, and gives you the tools and additional insight you might need to make your ideas a reality."

Hiriams has spent most of her career in real estate. She was stationed in Alaska and also spent 20 years with the Corps' Savannah District.

"My promotion to Louisville was my miracle opportunity. What I bring to the table—I am a better communicator, team player and resource for my co-workers," said Hiriams.

DLAMP officially ended in 2010, but will be replaced by the Defense Senior Leader Development Program (DSLDP). DSLDP was created in response to the changing environment, admitting participants in January 2009 and will be condensed to a two-year program.

Plans for Lebanon Junction levee repair move ahead as partnership identifies funds

By Carol Labashosky, public affairs

Thanks to a local, state and federal partnership, the U.S. Army Corps of Engineers will soon begin needed remediation and repairs on the Lebanon Junction levee, Rolling Fork River, Ky.

Work to repair the levee involves sliplining an existing pipe that runs through the levee, removing another pipe and placing back properly compacted clay.

Coordination between The Commonwealth of Kentucky Department for Local Government (DLG) and the Corps is moving the rehabilitation forward. The DLG provided the cost share necessary to get the repairs in motion and to the construction stage.

“Keeping Kentucky infrastructure safe and up-to-date is a priority of my administration,” said Kentucky Gov. Steve Beshear. “The U.S. Army Corps of Engineers does a wonderful job of inspecting and performing essential civil works services, and my office is pleased to work with them to ensure that the Lebanon Junction levee is fully functional.”

An Army Corps of Engineers levee safety inspection team identified the potential need for repairs in 2008 when leakage was observed after a flood. Sev-

eral more levee inspections culminating in May 2010 precisely identified why the levee wasn't properly operating.

By a methodical and multi-discipline approach, the Corps then examined how and why the deficiencies happened. Issues included improperly sealed pipes that run through the levee, joint separation and seepage. Levee fill was incorrectly placed in the levee, which caused settling and some pipe was improperly installed. The incident has since propagated enhanced quality control by the district and improved contractor supervision.

“When the Corps designs and constructs a project, we bring the best resources to the project that we can. This deficiency is a rare and isolated occasion. Working together will get the levee fixed and operating properly,” said Sharon Bond, chief of the Louisville District's planning branch.

Construction will begin in spring when weather conditions allow. Cold winter weather keeps the ground frozen so repairs have to wait until the spring thaw. The levee is 1.8 miles long with .06 miles of floodwall with three closure structures. Prior work to raise the levee had been

done in 2004. The contractor for the upcoming levee repair project is PDBC3-EDT Joint Venture Group, Campbellsville, Ky. The total project cost is approximately \$400,000.

All parties involved agreed that funding was the critical aspect to get the repair moving forward. “The Department for Local Government is committed to serving Kentucky communities by providing funding that supports critical public works,” said DLG Commissioner Tony Wilder.

Lebanon Junction Mayor “Butch” Sweat said he appreciated the many calls from fellow officials that were made on Lebanon Junction's behalf to identify funding sources. “I am looking forward to getting it (the levee) taken care of,” Sweat said.

“It is wonderful to see federal, state, and local governments taking care of flood protection needs, said State Rep. Dwight Butler.

Iraqi National Rowing Team practices at Harsha lake

By Linda Romine, Harsha Lake

Last fall, William H. Harsha Lake was the last stop for the Iraqi National Rowing Team as it prepared for the Asian Games in Guangzhou, China and ultimately for the 2012 London Olympic Games. Well-known locally and nationally as a premier venue for rowing events, Harsha Lake stepped into the international rowing spotlight when it was chosen as one of four locations to host the Iraqi National Rowing Team during an eight-

week training tour of the eastern United States.

From Oct. 25 to Nov. 6, the six-man team and their coach practiced on the relative calm of Harsha Lake, far different from the war-torn waters of Iraq's Tigris River.



The Iraqi National Rowing Team and their coach practiced at Harsha Lake in Ohio last fall in preparation for the 2012 Olympic Games.

Ohio Department of Natural Resources

Resource Management searches for "Biggest Loser"

By Sarah Mattingly, public affairs

In a move toward healthier living, employees in Resource Management (RM) have begun an intra-office challenge to get fit. "RM's Biggest Loser" began as a competition between Mark Brohm, Alicia Fidler and Debbie Brown as a healthy start to 2011. With the approval of RM Chief Alyse Roberts, they extended

the challenge to the entire office, increasing the number of participants from three to 11.

"The goal of the challenge is to promote a healthy lifestyle, while engaging in friendly competition and teambuilding within our department," said Brohm.

The competition is based on "The Big-

gest Loser," a popular television program where contestants compete to lose the most weight over the course of several months. RM's version of this contest had participants privately record their starting weight Jan. 10. Each subsequent Monday, they are to report their weight loss or gain—the program works on the honor system, and no participant has to report his or her actual weight. At the end of 15 weeks, the two RM employees with the most pounds lost and the largest percentage of weight lost, respectively, will be declared RM's two Biggest Losers.

"About 45 percent of RM is participating and we have seen a bit of a culture shift already," said Roberts. For example, to support the Biggest Loser competition, at a coworker's upcoming baby shower there will be no cake.

"A week ago this would have been unheard of," said Brohm. He added that although much appreciated, Rick Shultz's table full of candy "tests the will power of participants on a daily, hourly, minutely basis."



Sarah Mattingly

(From left) Alicia Fidler, Debbie Brown and Mark Brohm move toward their goals in the new fitness center at the Mazzoli Federal Building.

Corps represented at Louisville RV & Boat show

By Amanda Deane, public affairs

Representatives from the U.S. Army Corps of Engineers answered questions and emphasized water safety at the Louisville RV and Boat Show Jan. 26-30. "We got a lot of boating and camping questions," said Larry Lemmon, Green River Lake park ranger.

Visitors could try on the new inflatable life jackets and pick up safety-themed items such as coloring books for children, chip clips or water bottles. Children and adults hugged Bobber, the water safety dog, and had their pictures taken with him. Division lake brochures were also available.



Amanda Deane

(From left) Park rangers Danielle Treadway, Nolin Lake; Larry Lemmon, Green River Lake; Thomas Jackson, Cave Run Lake, as Bobber the Water Safety Dog, and Lisa Freeman, Taylorsville Lake staffed the water safety booth at the Louisville Boat Show Jan. 29.

February is African American History Month

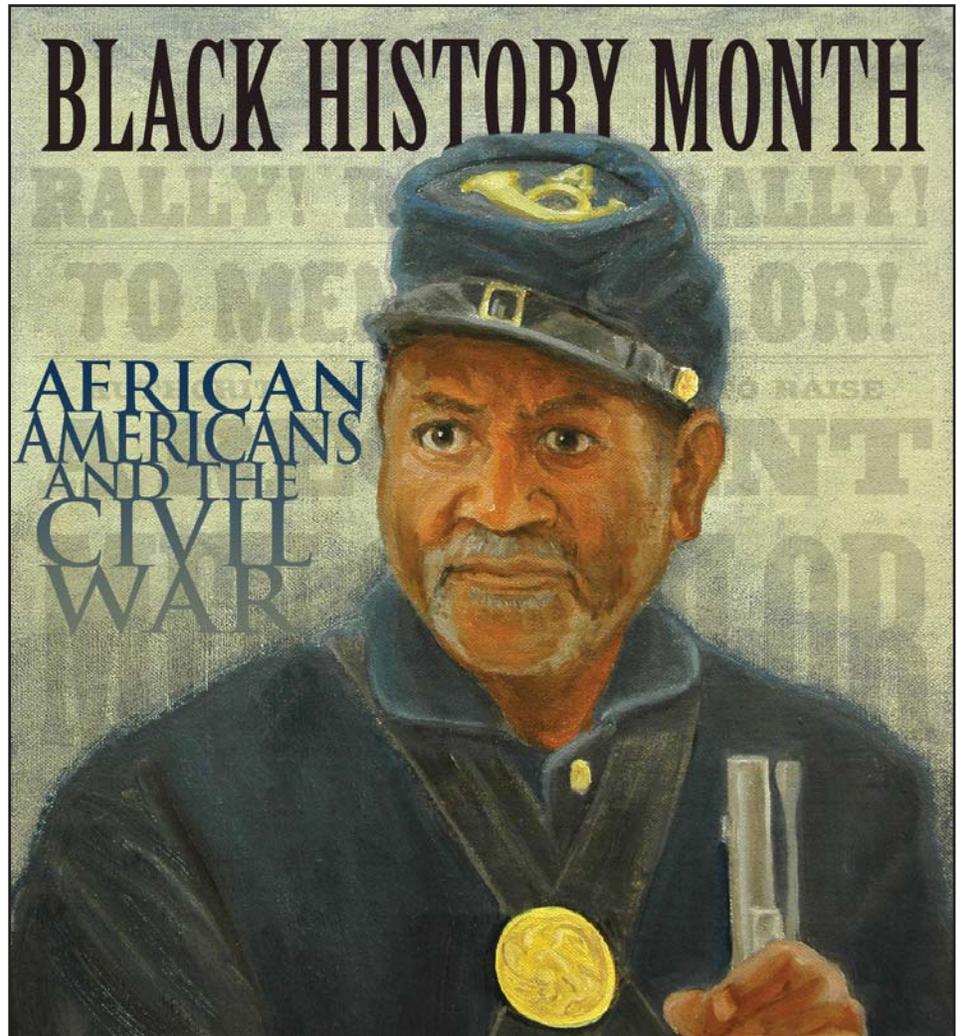
Source: www.africanamericanhistorymonth.gov

This year's theme, "African Americans and the Civil War," honors the efforts of people of African descent to destroy slavery and inaugurate universal freedom in the United States. The theme was chosen by the Association for the Study of African American Life and History. The group urges all Americans to study and reflect on the value of their contributions to the nation this month.

African Americans and the Civil War

- African Americans served as soldiers, spies, nurses and recruiters.
- The Bureau of Colored Troops was established by the War Department in 1863.
- By the Civil War's end, 16 Black soldiers had been awarded the Medal of Honor for their valor.
- Approximately 179,000 black men served in the Army and 19,000 in the Navy.
- Nearly 40,000 black soldiers died over the course of the war.
- There were nearly 80 black commissioned officers.
- Black women, who could not formally join the Army, nonetheless served as nurses, spies and scouts.

Source: Defense Equal Opportunity Management Institute



Gee is new Deputy for Small Business



Jacquie Gee has been selected as the Louisville District's new deputy for small business.

Gee is looking forward to fulfilling the role of her predecessor, Linda Hunt-Smith, who retired in December after 33 years of civilian service.

"I hope to be able to educate not only our contractors on the Small Business Program, but also our customers and district employees," Gee said.

The panel selection was made from a competitive and well-qualified group of candidates, according to Louisville District Deputy Commander Lt. Col. David Winget.

"Last year we exceeded all our target goals for small business and I feel confident that we will continue this trend under Jacquie's leadership," said Winget.

Jacquie comes to the Small Business Office with 30 years of federal government service—all in the contracting field.

For the past five years Gee has been working in the district's contracting office as a contracting officer in the civil, operations and environmental branches.



LEED credits quiz

Test your green knowledge, take away mug

By Jon Fleshman, planning, programs and project management

LEED-NC stands for Leadership in Energy and Environmental Design, New Construction, and it's a category in a rating system set up by the U.S. Green Building Council to promote sustainable buildings. Projects are registered in the system, usually during their design phase. They may then go through a rating process that awards points for sustainable features, or credits, in an attempt to earn one of four levels of certification. The Army's goal is to have all its new buildings achieve at least silver certification.

The following photos show Louisville District project manager Jeffrey Bayers pointing out green building features at two of his projects in Washington State. The first two Louisville District employees to correctly match all the features (A-F) to their photo (1-6) wins a Louisville District thermos mug or a collapsible cooler courtesy of the safety office. E-mail your answers to: Jon.Fleshman@usace.army.mil



1



2



3



4



5



6

- A** Certified wood. Encourage environmentally responsible forest management.
- B** Dust control. Protect the HVAC system during construction, control pollutant sources and interrupt contamination pathways.
- C** Recycling. Divert construction, demolition and land-clearing debris from disposal in landfills and incinerators.
- D** Air barrier. Provide a comfortable thermal environment that supports the productivity and well-being of building occupants.
- E** Daylighting. Provide the building occupants a connection between indoor spaces and the outdoors through the introduction of daylight and views into the regularly occupied areas of the building.
- F** Materials reuse. Reuse building materials and products in order to reduce demand for virgin materials and to reduce waste, thereby reducing impacts associated with the extraction and processing of virgin materials.

Jon Fleshman

Safety Spot

Social Media: Think before you click

Source: *Geotags and Location-Based Social Networking*, www.army.mil

In August of 2010, Adam Savage, of “Myth-Busters,” took a photo of his vehicle using his smartphone. He then posted the photo to his Twitter account including the phrase “off to work.” Since the photo was taken by his smartphone, the image contained metadata revealing the exact geographical location the photo was taken. So by simply taking and posting a photo, Savage revealed the exact location of his home, the vehicle he drives and the time he leaves for work.

Privacy and security aren’t what they used to be. With advancements in technology, managing privacy and security is a full-time job. You should be aware of what information is actually embedded when you update your Facebook status, send a tweet, or upload a photo.

Geotagging

Geotagging—the process of adding geographical identification to photos, videos, etc.—is the equivalent of adding a 10-digit grid coordinate to everything you post on the internet. Many smartphones and cameras have built-in GPS, and geotags can be automatically embedded in pictures. When those photos are uploaded to the Internet, you can expose yourself to a multitude of security risks.

Checking in online

Social media sites are creating buzz with new location-based features. Facebook, Foursquare, and other websites allow users to “check in” at various places, potentially earning points, badges, or discounts. Consequently, this also broadcasts their locations to a not-always friendly audience.

The information contained in geotagged photos and location-based social networking apps can be used by criminals to gather all kinds of useful nuggets: who you are, where you live and work, when you’re home—and when you’re not. Looking at a series of posts can often establish patterns in your behavior and make you a vulnerable target. Army employees should be especially careful because disclosing their locations in certain situations can pose a threat to national security. Many phones, cameras, and websites have geotagging and location-based features automatically enabled, so you should review your users manual and check your online privacy settings to make sure you’re not sharing more information than you intend.

“Today, more than ever, it is vitally important that Army leaders, Soldiers and Army civilians understand what kind of data they are broadcasting and what they can do to protect themselves and their families.”

—U.S. Army



New faces and fond farewells

New November/December employees



Benjamin Evans
Engineering Technician
Engineering Division



Brittney Hyde
Civil Engineer
Engineering Division



Vernon Walker
Senior Programs Analyst
Engineering Division

Not pictured:

Joseph Carnall, engineering division
Elizabeth Clark, planning, programs and project management
Lisa Ann Duffy, contracting division
Michael Hatcher, operations division
Kelly Jackson, construction division
Michael Joiner, operations division
Sarah Rife, planning, programs and project management
George Triggs, real estate division

November/December retirements

Stephen Allison, office of counsel
Debra Bruner, contracting division
Debra Case, office of counsel
William Craig, operations division
Susan Harvey, planning, programs and project management
Roy Holmes, office of counsel
Carol Holtman, resource management
Lee Hoskins, operations division
Linda Hunt-Smith, executive office, small business office
William Johnson, construction division
Larry Keith, safety office
Barry Meyer, operations division
David Nicols, operations division
Angie Puckett, construction division
Mary Alice Wright, construction division



Jack Sweeney

By the numbers

Louisville District totals

- 1,312 employees
- 14 Department of the Army interns
- 33 volunteers deployed

Deputy Commander promoted

By Amanda Deane, public affairs

On Feb. 14, Louisville District Deputy Commander Maj. David Winget was promoted to Lieutenant Colonel during a ceremony held in the basement of the Romano Mazzoli Federal Building. Winget has been Louisville District's deputy commander since June 2010 and was promoted by Maj. Gen. John Peabody based on performance.

Maj. Gen. Peabody commended Winget on a job well done and a much-deserved promotion. Peabody explained the three officer levels; company grade officers, field grade officers and general officers. "Lieutenant Colonel means you are successful in your career as an officer," said Peabody. "Lieutenant Colonel says 'now you've made it.'"

Winget expressed his appreciation after his new rank was pinned on. "It's not so much about your accomplishments, but who you've become because of the quality of the people around you."

Carnival

Live it up on Fat
Tuesday with these
Mardi Gras favorites



Easy New Orleans Red Beans and Rice

Ingredients:

- 1 sm. bag red beans
- 2 cloves garlic, chopped
- 1 kielbasa sausage
- 3 med. onions, chopped
- 1 bay leaf
- 1 lb. bag white rice

Directions:

Soak bag of beans in cold water overnight. Drain in the morning. Add more cold water to cover beans by about 2 inches. Add chopped ingredients and simmer for 1/2 hour. Add cut-up sausage and bay leaf and continue cooking until thickened, stirring

occasionally. Mash beans lightly.

Cook rice according to package directions and drain. Spoon rice onto plates and then spoon red bean mixture over the rice.

Beignets

Ingredients:

- 2 1/4 teaspoons active dry yeast
- 1 1/2 cups warm water (110° F)
- 1/2 cup white sugar
- 1 teaspoon salt
- 2 eggs
- 1 cup evaporated milk
- 7 cups all-purpose flour
- 1/4 cup shortening
- 1 quart vegetable oil for frying
- 1/4 cup confectioner's sugar

Directions:

In a large bowl, dissolve yeast in warm water. Add sugar, salt, eggs, evaporated milk, and blend well. Mix in 4 cups of the flour and beat until smooth. Add the shortening, and then the remaining 3 cups of flour. Cover and chill for up to 24 hours.

Roll out dough 1/8 inch thick. Cut into 2 1/2 inch squares. Fry in 360° F hot oil. If beignets do not pop up, oil is not hot enough. Drain onto paper towels.

Shake confectioner's sugar on hot beignets. Serve warm.



Crawfish Etoufee

Ingredients:

- 1/2 cup butter
- 10 tablespoons all-purpose flour
- 1 1/4 cups chopped celery
- 1 cup chopped green pepper
- 1/2 cup chopped green onions
- 1 (14.5 ounce) can chicken broth
- 1 cup water
- 1/4 cup minced fresh parsley
- 1 tablespoon tomato paste
- 1 bay leaf
- 1/2 teaspoon salt
- 1/4 teaspoon pepper
- 1/4 teaspoon cayenne pepper
- 2 pounds frozen cooked crawfish tail meat, thawed
- Hot cooked rice

Directions:

In a heavy skillet or Dutch oven, melt butter; stir in flour. Cook and stir over low heat for about 20 minutes until mixture is a caramel-colored paste. Add the celery, pepper and onions; stir until coated. Add the broth, water, parsley, tomato paste, bay leaf, salt, pepper and cayenne pepper. Bring to a boil.

Reduce heat; cover and simmer for 30 minutes, stirring occasionally. Discard bay leaf. Add crawfish and heat through. Serve over rice.



Frequently Asked Questions

The Louisville District Public Affairs office receives many inquiries. Below is the answer to a question the district is often asked.

Q: What should I do if I have a wetland on my property and I want to alter it?

A: Let's first define what a wetland is: A wetland is an area covered by shallow water or has waterlogged soils for long periods during the growing season in most years. Prolonged saturation with water leads to chemical changes in wetland soils which in turn affects the kinds of plants that can grow in wetlands. Wetland vegetation often looks quite different from that of surrounding non-wetland areas.

Corps policy requires that at least one indicator from each category – vegetation, soil, and hydrology – must be present for

an area to be identified as a wetland under Section 404 of the Clean Water Act.

Contact the Corps district office that has responsibility for the Section 404 permitting process in your area. This office will assist you in defining the boundary of any wetlands on your property and will provide instructions for applying for a Section 404 permit, if necessary.

For properties in Kentucky contact Lee Anne Devine at (502) 315-6692.

For properties in Indiana contact Greg McKay at (502) 315-6685.

For properties in Illinois contact Mike Ricketts at (812) 853-0472.

Source: U. S. Army Corps of Engineers
Recognizing Wetlands brochure



Caesar Creek Lake Ranger Thomas Jackson shows visitors at Carr Creek Lake a spotted newt, one of the many species that benefits from the development of wetlands.

Louisville District social media

The Louisville District's social media sites serve as a fast and easy way of getting news. Be sure to check out the district's latest happenings on Facebook, Twitter, Flickr and YouTube. On the sites you will find photos, news, events and videos.



www.facebook.com/louisvilleusace
www.youtube.com/louisvilleusace
www.twitter.com/louisvilleusace
www.flickr.com/louisvilleusace

Check out the district YouTube site:

- Time-lapse videos that chronicle the construction at Olmsted Dam
- Stills of shells being set
- Going green videos

www.youtube.com/louisvilleusace

Snapshot from the past



The Ohio River freezes solid at Chanoine Pass at Dam 41 in February 1936. Dam 41 in Louisville, Ky., was renamed in 1960 to its current name, McAlpine Locks and Dam.

Falls City Engineer is an unofficial publication under AR 360-1, published bimonthly for Louisville District employees and members of the public by the U.S. Army Corps of Engineers, CELRL-PA, P.O. Box 59, Louisville, Ky. 40201-0059 under supervision of the public affairs office. Views and opinions expressed are not necessarily those of the Department of the Army or the Corps of Engineers.



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