

KANSAS CITY DISTRICT'S NEWS MAGAZINE

# HEARTLAND ENGINEER



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OCTOBER - DECEMBER 2012



**Competent,  
Motivated and  
Experienced**



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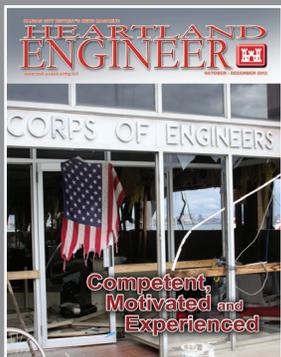
## Where I fit in the OPLAN 2012

### *My Part of the Plan:*

*Action 1.a.: Position the district to be prepared to successfully execute forecasted MEGA projects through advance program planning. Develop program management plans for the following three MEGA projects:*

- 1.a.1 Fort Leonard Wood Hospital Replacement
- 1.a.2 Fort Leavenworth Medical Clinic Replacement
- 1.a.3 National Geospatial – Intelligence Agency – West Campus

Bryan Smith is one of the section chiefs in the Military Programs Branch here at the Kansas City District. He has been assigned Action 1a of the fiscal year 13 OPLAN. The focus of this action item is to look at the long term planning of some of the large military construction projects. Generally the planning on MILCON projects is one to three years out. With the three projects above, they want to look five to six years out. The goal is to take a long-term planning approach and develop problematic management plans to see what kind of organization we need to support these projects, resources that will be needed, and identify the potential risks. The hope is to set ourselves up for successful execution of the projects.



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### ON THE COVER:

Record level storm surge from Hurricane Sandy severely damaged U.S. Army Corps of Engineers facilities at Caven Point, N.J., as seen in this Nov. 2 photo. Photo by Patrick Bloodgood

# Approaching a fork in the road:

## The fork I took that brought me to the **Kansas City District**

At times in our lives, we're all faced with key decisions, forks if you would. One came for me in early 2012, and I took it. Last year at this time, I was tucked away in the northwest corner of Montana at Libby Dam. Surrounded by the mountains, it was cold there, and by Thanksgiving we had snow dusting the gold and green treetops and the eagles were perched along the stilling basin of the dam in hunt of a tasty meal. The holidays were looming and I was miles away from family and friends, yet I did not feel alone. I was with my Corps family. A team of people with a wide range of skill sets from mechanical and electrical engineering, to equipment and facility maintenance, to natural resource management and biology, to administration and much more; all dedicated to their mission. Little did I know that just two short months later, my job and my life would involve a trip to the Heartland and the Kansas City District U.S. Army Corps of Engineers-my new extended family.

When the opportunity to work in the district as the deputy commander was presented, my first thought was, "Whoa! You think I can do that?!" Then I thought, "What an amazing chance to learn and grow, I am absolutely walking through this door." While the terrain is very different and no snow yet, it is the Kansas City District mission set and how we get it done that amazes me every day. As I headed east, I was excited, driving the miles along Interstate 90 and stopping at places along the way that represent the strength and history of our nation. I managed to get to Wall Drug, Custer's last stand, Mount Rushmore and a few other hot spots. Along the way though, I couldn't help but wonder what awaited me in the Kansas City District; if I would be able to contribute in a meaningful way to such a tremendous team of people. As I reflect on the past year, many of my personal and professional lessons learned have come from experiences in this incredible organization with a first-class group of people.

Upon arrival, I knew immediately that the Kansas City District was an organization filled with very talented, motivated people extremely good at executing our mission. I was impressed by how organized we were and that we had systems in place that were actually followed. Believe me, this is not always the case.

Following the events of 2011, it has been another amazing year. In one year, we repaired several levees and restored the level of protection to 11 levees along the Missouri River damaged in the Flood of 2011. We completed work in Joplin in support of FEMA to construct the Mercy temporary hospital facility. We established an extensive Afghanistan Reachback program where we are supporting the engineering and construction efforts there. In the Civil Works and Environmental missions, we have improved the safety of the public we serve and maintained our commitment to the stewardship of the environment in which we all live. We continue to support our military installations, constructing first-class facilities such as the Fort Riley Hospital, troop barracks and training facilities ensuring the troops have places to live, train, and deploy. All of this work and more in just 365 days! Incredible!

We also strengthened relations with the military through the formal establishment of a link with the Operation Warfighter program on two of our installations which cover the entire Kansas City District area of operations. This program provides a way to engage wounded Soldiers in transition to work in some capacity, improving their skill set, while they cannot deploy in support of our nation's wars.

We supported in a very BIG way, the immediate response to Hurricane Sandy and the recovery efforts (see Col. Hofmann's article). What I saw in our response made me so proud to be part of such an incredible team. Many of our personnel were requested by name as subject matter experts- a tribute to our reputation across the entire Corps.

In addition to all this work, we hosted multiple visits of senior USACE leadership to include the new Chief (Lt. Gen. Thomas P. Bostick), the Deputy Commanding General for Civil Works (Maj. Gen. Michael J. Walsh), and numerous members of Congress to name a few. If you wonder whether what we do matters to those outside our area, consider for a moment that the Chief of Engineers scheduled his Missouri River Basin orientation within the first THREE days of his command. *See Fork in the road, page 15*



MAJ Rachel Honderd

*Rachel Honderd*

# Silver Jackets makes a difference



By Amy Phillips

The motto of the U.S. Army Corps of Engineers' Silver Jackets Program, "Many agencies – One Solution – Reducing Risks," captures its overall goal. The district made big strides toward that goal of many agencies working together on hazard mitigation efforts over the last two years. The state-led teams have been very interested in what the program adds to their work.

USACE started the Silver Jackets Program in 2009 in an attempt to stop rising trends of the costs of flood damages in our nation, instead of just reacting when an emergency situation happens. Since no single agency has 100 percent of the solution, the idea was to work together in looking at the risks and developing solutions to better be able to help the public to not only prepare for emergency situations, but also avoid the situations in the future.

The district staff, including the Dam and Levee Safety project managers, Flood Plain Management Service program manager, and the Emergency Management team, support the Silver Jackets coordinator for Kansas and Missouri, Brian Rast, in making the existing state hazard mitigation teams better. Yet the district is just one patch square to the broader patchwork quilt of all the possible solutions that federal, state and local partners offer. Since Kansas City District began attending, other agencies like the National Weather Service have followed the example, said Rast.

"Silver Jackets is actually a USACE initiative that funds our participation on the existing state-led teams," said Rast.

In 2011, the program began offering pilot projects to leverage the technical knowledge, skills and abilities the district has to offer to bring a broader range of solutions to flood hazards. These state teams explore not just constructing projects but also non-structural solutions, such as flood inundation maps that raise awareness about flood hazards. Public understanding of flood risks needs to be constantly worked at. This kind of communication is exactly what Silver Jackets seeks to provide.

The first of the projects, Wildcat Creek in Manhattan, Kan. was a good example of collaboration between the different agencies which included USACE, U.S. Geological Survey, Federal Emergency Management Agency, and the National Weather Service.

"The project's main product, a flood forecast inundation map of Wildcat Creek, was so successful the peer state hazard mitigation teams voted the Kansas Hazard Mitigation Team as the State Team of the Year, Rast said.

Rast and Tom Morey from the Kansas Department of Agriculture accepted the award on behalf of the team and all the participating agencies at the annual August conference, the largest since the beginning of the program. The award recognizes the significant

collaboration, including the pilot project and the state agencies' hard work at hazard mitigation.

One main reason for the pilot's success was how it leveraged the NWS website, creating both an all-the-time tool as a constant reminder for keeping the public aware of flood hazards. In addition, NWS added a forecast point, so now flood stages are offered. This is the difference from typical flood inundation maps.

"Flood responses are delicate times for those suffering, but with recovery, a plan for hazard mitigation needs to be formed so that the suffering doesn't have to happen again," said Rast. "We intend to take advantage of the window of opportunity when interest in correcting flood problems is still high and this is why a floodplain management plan is the second part of the Wildcat Creek project."

For Wildcat Creek, this meant taking advantage of the 40-80 regular attendees of city-organized monthly work groups in response to the June 2011 flood. The pilot's floodplain management plan collects the results of five committees formed, and it stated action items and a schedule for reducing future flood damages and potential loss of life.

"You have to make a friend before you need a friend, which is where Silver Jackets comes to play." Maj. Gen. Michael Walsh, deputy commanding general, Civil and Emergency Operation, USACE, said during the August conference.

That is the reason participating in hazard mitigation teams such as the Silver Jackets is important said Rast. USACE Headquarters also accepts the importance and has approved two more pilot projects for the district making our success rate three out of five. The projects accepted include Cross Creek in Rossville, Kan., for flood inundation maps at another NWS forecast point; and Missouri River Inundation maps from Leavenworth, Kan., to Parkville, Mo., to identify a prototype process for flood inundation maps for a 21-mile stretch of the Missouri River and produce a prototype map book. Besides the major agencies, four state hazard mitigation teams are interested in this project.

"Flood risk management is a team sport—a shared responsibility between federal, state and local governments and the general public. History has taught us that collaboration among all of these partners is critical if we are to effectively manage that risk," said Walsh.

More information on the Silver Jackets program can be found at: [www.iwr.usace.army.mil/nfrmp/state](http://www.iwr.usace.army.mil/nfrmp/state).

See the flood forecast inundation map on the web here: [http://water.weather.gov/ahps2/inundation/inundation\\_google.php?gage=mwck1](http://water.weather.gov/ahps2/inundation/inundation_google.php?gage=mwck1)

Editor's note: Some information for this story came from the Silver Jackets Quarterly Newsletter.

# Wildcat Creek in Manhattan

By Chad Omitt, National Weather Service

Emergency responders and residents living along Wildcat Creek in Manhattan, Kan., have a new tool to help them understand their risks during floods. A partnership of federal, state and local organizations collaborated to provide a comprehensive flood warning system that includes three new stream gauges and on-line access to local flood inundation maps.

National Oceanic and Atmospheric Administration's National Weather Service, the U.S. Army Corps of Engineers Kansas City District, the U.S. Geological Survey Kansas Water Science Center, the Federal Emergency Management Agency, the Kansas Department of Agriculture-Division of Water Resources, the Kansas Division of Emergency Management, U.S. Army Garrison, Fort Riley, Riley County and the city of Manhattan collaborated to provide on-line access to detailed flood inundation maps for a reach of Wildcat Creek in Manhattan.

In addition, U.S. Geological Survey personnel installed a new flood forecast point stream gauge at Scenic Drive and an observation gauge at Seth Childs Road. The gauges provide on-site data collection points for the Wildcat Creek flood maps, which span from 3.5 miles upstream to six miles downstream of Scenic Drive. A third stream gauge was added on Wildcat Creek near Keats, Kan.

"The flood inundation map project for Wildcat Creek in Manhattan demonstrates the multi-agency commitment to identify specific flood impacts and help communities become more weather ready," said Lynn Maximuk, director of the National Weather Service's Central Region. "Now when the Topeka National Weather Service issues forecasts for the Wildcat Creek area at different flows and stages, residents and emergency responders will be able to open the map and see what those stages mean to them."

"The stream gauges and National Weather Service flood prediction model and website have provided extremely valuable tools for our emergency management officials," said Chad Bunger, planner for the city's Community Development Board. "Using the static inundation map library, the folks at Riley County Emergency Management, Riley County Police Department and Manhattan Fire Department are now able to better plan for flood events. Using the map library, they are able to determine, foot-by-foot of flooding, which areas of town will be impacted, what properties will most likely need to be evacuated and which streets need to be closed."

This project was structured under the Corps' Silver Jackets pilot program from 2011. Successful implementation is a proof of concept of the interagency agreement known as the Integrated Water Resources Science and Services, signed by officials of the U.S. Geological Survey, the National Weather Service and the Corps of Engineers. The Kansas Hazard Mitigation Team, led by the Division of Water Resources and the Kansas Department of Emergency Management were also participants.

"The city of Manhattan and Riley County have met monthly with the public since the flood of June 2011 as the Wildcat Creek Watershed Area Work Group," said Brian Rast, senior planner and senior project manager for the Corps of Engineers. "The group has six committees that focus on how to address flood hazards. The committee's work will be summarized in a floodplain management plan, which will be eligible for credit in FEMA's Community Rating System to reduce the costs of flood insurance for land owners along Wildcat Creek. The plan promotes a better understanding of the flood hazards, decisions made on flood risk management, public participation and provides a formal action plan on what will be done next and when."

The Wildcat Creek map, the flood warning system and floodplain management plan are the result of months of planning, research and development accomplished through the federal-state-local partnership. The base funding for the project was provided by the Corps of Engineers Silver Jackets program; however, the partner agencies all contributed their time, expertise and agency assets to develop the project.

A man wearing a red jacket and a red beanie is leaning over a concrete structure, working on a piece of equipment. The equipment includes a solar panel, a metal antenna with several vertical rods, and a clear plastic container. The background shows a wooded area with bare trees and a stream.

The Wildcat Creek project implemented a flood forecast inundation map and flood warning system tied to gages as seen in the photo. Photo provided

# Division commander visits district projects



By Diana McCoy

Col. Anthony C. Funkhouser, Northwestern Division commander, visited several projects throughout the Kansas City District during a four-day, whirlwind trip in early October with senior leaders.

Among the projects toured in the Kansas City area was the Turkey Creek Flood Damage Reduction Project. Melissa R. Corkill, project manager, briefed Funkhouser about the history of flooding in the area and how the district's work has improved flood risk reduction as well as relationships with stakeholders.

Lynda L. Hoffman, Waterways Division manager for the City of Kansas City, Mo., and Daniel C. Fuhrman of Schutte Lumber are advocates of the project and attended the briefings. They spoke to Funkhouser about the partnership and praised Corkill's management of the Turkey Creek Flood Damage Reduction Project.

The NWD commander was also taken to Clark's Point at Case Park in Kansas City. There, he received a briefing from Eric S. Lynn, project manager, about the City of Missouri and Kansas Levee Units project. After the briefing and receiving more praise from stakeholders, Funkhouser commented on the district's accomplishments.

"I'm really proud of my guys," said Funkhouser. "This is graduate-level work, and I'm proud of our ability to partner with sponsors to get this work done."

Senior leaders traveled with Funkhouser to Fort Riley, Fort Leavenworth and Fort Leonard Wood during the rest of the visit to look at several military construction projects.

"We chose to highlight local civil works projects in addition to military construction projects during this trip," said Maj. Rachel A. Honderd, deputy district commander. "Col. Funkhouser received a big dose of the Missouri River basin during the Mississippi River Commission trip in August."



Top: Col. Anthony C. Funkhouser toured projects at Fort Leavenworth and met several employees, to include Amanda Chirpich (right), at the Fort Leavenworth Resident Office.

Middle: District personnel at Fort Riley showed Col. Anthony C. Funkhouser around projects on the installation. This was part of Funkhouser's four-day visit to the Kansas City District.

Bottom: Col. Anthony C. Funkhouser, assisted by Eric A. Arndt (far left), presents certificates to Julie A. Massey and J.R. Rosa for their work with the Minot, N.D. flood mission.

Photos by Steve Iverson

# Corps receives favorable ruling on Jameson Island restoration project

By David Hoover

In a much anticipated decision, the Missouri Clean Water Commission provided the U.S. Army Corps of Engineers with a favorable ruling on the proposed Jameson Island Unit Shallow Water Habitat Restoration Project.

The commission unanimously rescinded orders issued Sept. 12, 2007, and modified March 12, 2008, and directed Missouri Department of Natural Resources staff to move forward with drafting of the 401 water quality certification for this project.

Issuance of the certification is needed by the Corps to complete the National Environmental Policy Act review of the proposed project. With more than 543 miles of the river located in Missouri, the commission's favorable decision will allow the Corps to resume its efforts in Missouri to meet the shallow water habitat metrics for the federally listed endangered pallid sturgeon included in the U.S. Fish and Wildlife Service's 2003 amended Biological Opinion and to mitigate for the losses to fish and wildlife habitat which resulted from the Corps' Missouri River Bank Stabilization and Navigation Project.

Upon learning of the decision, Maj. Rachel A. Honderd, deputy district commander of the Kansas City District said, "We greatly appreciate the efforts of the Missouri Clean Water Commission and the Missouri Department of Natural Resources to work with us on this important Missouri River habitat restoration project. We now look forward to working with MDNR to obtain the permit that will allow us to restore a small portion of habitat lost from previous Corps projects and provide long term benefits to native fish and wildlife species of the Missouri River."

There has been substantial public interest in the project. More than 400 public comment letters were received and hours of public

testimony were heard at a public hearing and an information meeting. While the majority of Missouri River stakeholders supported the habitat restoration effort, there was substantial discussion about whether the alluvial sediment excavated to construct the habitat would be reintroduced to the active Missouri River bedload by hydraulic dredging. The Corps' Project Implementation Report identified sediment as an important physical and biological component of the Missouri River and that sediment had greatly been reduced from historic levels by Corps dams and river structures. The PIR also provided an analysis of potential water quality impacts and clearly demonstrated the project was in compliance with the Clean Water Act.

Opponents of the Corps' position contended that sediment was a pollutant and must be prevented from entering the Missouri River. The Corps determined that the plan to mechanically excavate and permanently stabilize the material would not be in compliance with the Clean Water Act Section 404(b) (1) guidelines; would not be the least environmentally damaging practicable alternative; would have the highest project cost; and provide the least benefit to the water quality of the Missouri River.

A key turning point for the project was an independent and unbiased evaluation released by the National Academies of Science in 2011. The study, titled "Missouri River Planning: Recognizing and Incorporating Sediment Management," evaluated and reported on the role of sediment management in the Missouri River. In response to that study, four federal agencies (USACE, Environmental Protection Agency, U.S. Fish and Wildlife Service and the National Park Service) signed a position statement related to

creation of SWH downstream of Gavins Point Dam. In that position statement, the agencies stated their support for moving forward with creation of SWH in accordance with their respective statutory responsibilities. The federal agencies also recognized the importance of receiving-water characteristics (i.e., the natural, chemical and physical condition of each specific waterbody and the associated water quality requirements of its resident aquatic life) in relation to the Clean Water Act.

The Jameson Island Unit Shallow Water Habitat Restoration Project is a small part of the Corps' overall Missouri River Recovery Program. The project is located on the U.S. Fish and Wildlife Service's Big Muddy National Fish and Wildlife Refuge - Jameson Island Unit, on the right descending bank of the Missouri River, near river miles 210.5 to 211.7, near the town of Arrow Rock, Saline County, Mo.

Thomas Bell, refuge manager for the unit said, "Today's decision is an important step to increase a type of aquatic habitat that is very rare on the Missouri River. We look forward to the enhancement this project will bring to the refuge and the fish and wildlife population which it sustains."

The project will restore 30 acres of SWH and the dynamic river processes which maintain it for the benefit of native fish and wildlife species, including the endangered pallid sturgeon.

Michael Gossenaer visits with a reporter during a media tour of the Jameson Island Unit Shallow Water Habitat Restoration Project in June.  
Photo by Amy Phillips

# “Tomorrow’s Engineers” at the Missouri State Fair

By James H. Cheney and Sandra J. Wolfe

The Missouri State Fair was the place to be to watch “Tomorrow’s Engineers” in action. Recently a group of volunteers from the U.S. Army Corps of Engineers Kansas City District, Fort Leonard Wood Area office packed up their vehicles with two small bridge replicas, different household items, tables, chairs, laptops, banners, and promotional items in conjunction with the Pulaski County 4-H and headed for the Missouri State Fair where they set up a booth with three different stations.

The first station was the “flubber” station where kids of all ages mixed up a concoction of water, Elmer’s glue and Borax soap and food coloring to create a silly putty type substance called “flubber.” The volunteers added all the ingredients to a bowl and allowed the kids to mix it up with their hands, so that they can feel and see the ingredients go from a watery mixture to a rubbery substance right before their eyes.

Station two was the aeronautical station where a tri-fold poster board with pictures of different types of aircraft and explanations of topics such as “What Creates Lift” are talked about and examined. The kids were able to fold their own paper airplane in a seven-step process and then attempted to launch their aircraft through a hula hoop to demonstrate airlift and distance.

Station three was the highlight of the day where five to seven kids along with several volunteers erected a small aluminum and wood bridge replica together while quizzing the kids on the names of different parts of the bridge, discussing the strength areas and distance spans to educate the kids on civil engineering.

All of this took place in hopes of sparking an interest in kids and students in areas of science, technology, engineering and mathematics. STEM education at all levels is vitally important to the future of the community in keeping with the economic and technological changes in the 21st century and beyond.

The Corps of Engineer office and its volunteers are interested in giving back to the surrounding school districts by conducting after-school programs to encourage students and teachers to get involved in the STEM Program.

In the past, Tomorrow’s Engineers were invited to the 2012 Community Fun Fair on Fort Leonard Wood where more than 1,500 parents, children and students attended and participated in the experiments set up by the Tomorrow’s Engineers volunteers. In March 2012, Tomorrow’s Engineers were invited to participate in a grant proposal meeting along with Society of American Military Engineers officers through the local high school to offer ideas and suggestions on what kind of support Tomorrow’s Engineers could provide the high school STEM program, which ultimately led them to receive a \$2.5 million grant. Tomorrow’s Engineers will continue to produce innovative programs and initiatives throughout the school district in support of science, technology, engineering and mathematics.



# Teaching tomorrow's engineers today



By David S. Kolarik

The “Tomorrow’s Engineers” program seeks to build relationships between U.S. Army Corps of Engineers Kansas City District employees and underrepresented middle and high school students to encourage an interest in science, technology, engineering and mathematics courses and the pursuit of engineering and science career fields. The Kansas City District’s Tomorrow’s Engineers program directly supports the USACE STEM initiative to partner with others to strengthen STEM-related programs and motivate students to seek STEM-related occupations.

“We all realize the critical role that science, technology, engineering and mathematics education plays in enabling the U.S. to remain the economic and technological leaders of the global marketplace and enabling the Department of Defense and Army in the security of our nation,” said Lt. Gen. Thomas Bostick, Commanding General and Chief of Engineers. “It is good to see that districts, divisions, labs and other U.S. Army Corps of Engineers’ organizations are committed to teaming with others to strengthen STEM-related programs that inspire current and future generations of young people to pursue careers in STEM fields.”

The Bureau of Labor Statistics projects that STEM jobs will continue to grow faster than other occupations (17 percent between 2008-2018 compared to just 9.85 percent for non-STEM jobs) yet minorities and women are still underrepresented in STEM fields. According to the National Science Foundation, women make up 46 percent of the total workforce but hold only 24 percent of jobs in technical or STEM fields. African-Americans and Latinos each comprise 13 percent of the total workforce and only three percent of the technical workforce.

Kansas City District employees located at the Fort Leonard Wood Resident Office are a prime example of executing the USACE STEM initiative as they have demonstrated on numerous occasions and most recently at the Waynesville, Mo., school district just beyond the gates of Fort Leonard Wood.

“We’re very fortunate to have the Corps and other various resources from Fort Leonard Wood to bring real life experience to the students in the classroom,” said Kymberly McCall, STEM project director for

the Waynesville School District. “We’re excited that, with the help of the Corps, we received a \$2.5 million Department of Defense Educational Activities Grant that will fund this three-year problem and project based learning program for the district.”

The Fort Leonard Wood Project Office teamed up with Waynesville School officials and conducted numerous 45 minute educational presentations to both elementary and high school students highlighting the discipline of engineering and further expounding on the many different engineering fields they can explore.

“The goal is to awaken the natural curiosity of the young mind and open the windows for them to see it from the eyes of Corps employees,” said Eric A. Arndt, Fort Leonard Wood area engineer.

More than 200 students attended the engineering focused presentations and were later encouraged to ask questions to Kansas City District subject matter experts in a variety of different engineering fields. The students later completed surveys of which approximately 75 percent reported being very interested in the STEM program or indicated that they had a positive educational experience from the presentations.

“We’re excited that we can provide a venue for the students to see, learn and grow.” said Sandra J. Wolfe, a civil engineering technician with the Fort Leonard Wood Resident Office.

The Tomorrow’s Engineers program is proving to be a huge success, so much that the FLW Project Office staff has been asked to provide a presentation to the teachers at Waynesville High School to better inform them what an engineer is and what it takes from an educational perspective to meet the post-secondary education requirements for advanced studies in the engineering field.

“The program is quite successful as we’ve been asked to duplicate what we’re doing in Waynesville for eight additional surrounding school districts.” said James H. Cheney, a project engineer and construction representative at the FLW office. “We’re currently in the crawl-to-walk mode but we’re quickly gaining momentum.”

“We’re teaching tomorrow’s engineers today, that’s what we’re trying to do,” Cheney added.



Volunteers assist as children raise a small, aluminum and wood bridge replica at the Missouri State Fair. This was part of an effort to educate the kids on civil engineering. Photo provided



# Kansas City District:

## Heartland Engineers making a difference in post-Superstorm Sandy efforts

By Col. Anthony J. Hofmann

The Kansas City District is leading the way for the Northwestern Division in recovery efforts associated with the devastation from Superstorm Sandy. Numerous volunteers from our Heartland Engineer workforce were requested by name to assist. Why? Because the reputation of our district resonates throughout the U.S. Army Corps of Engineers as a professional, competent and agile workforce of motivated individuals who GET THE MISSION DONE. Our district's efforts in 2011 associated with the Joplin tornado recovery efforts and Missouri River flood fight are recognized by others in the Corps. As Superstorm Sandy hit the east coast in North Atlantic Division's area, leaders immediately contacted Kansas City District personnel for assistance knowing our district had extensive experience in emergency operations specifically associated with Emergency Support Function #3 areas—Public Works and Engineering—in conjunction with the National Response Framework. Reputation matters, and the reputation of our workforce is exceptional and recognized as a vital resource needed for this recovery effort.

I'm certainly no expert on emergency operations; however, with what has transpired in the Kansas City District the past couple of years I am confident in providing an overview of the phases associated with the response to Superstorm Sandy and emergency operations in general. The immediate response to storms of this magnitude is, frankly, a very chaotic environment. This first phase can be categorized as Emergency Response. Time is a critical factor. With respect to Sandy, power outages and flooding from storm surges on key infrastructure created an immediate need to assist the citizens impacted in New York and New Jersey. Critical infrastructure which had an impact on life and safety (such as waste water treatment plants) were without power. Likewise, key transportation nodes in the New York City region were impassable, in particular major tunnels in the metropolitan area. Local and state governments were incapable of reacting fast enough to make an immediate impact. In emergencies of this magnitude, the Federal Emergency Management Agency is called in. FEMA reached out to the Corps knowing that USACE had the ability to make

Top: Lt. Gen. Thomas P. Bostick, U.S. Army Chief of Engineers and Commanding General of the U.S. Army Corps of Engineers, visits with members of the USACE Emergency Temporary Power team, to include Kansas City District's L. Dianne McCoy (red jacket), Nov. 10 at Lakehurst, N.J. The team, working with FEMA, state and local officials and local and state organizations, has completed nearly 495 critical power assessments and installed 99 generators in support of the FEMA mission assignment following Hurricane Sandy. Photo by Mary Markos

Right: Col. Charles Samaris (right), commander, New Jersey Recovery Field Office, and Col. Tony Hofmann, commander, Kansas City District, discuss the power mission that placed generators across the New Jersey area to support critical public facilities after Hurricane Sandy hit the area. As power company crews restore electricity, the generators are being returned to their staging area at Joint Base McGuire-Dix-Lakehurst, Lakehurst, N.J., to be serviced and tested before returning them to their home stations. Photo by Andrew Stamer





## Kansas City District Personnel Deployed to Hurricane Sandy Recovery Efforts

Sharon A. Belcher  
Will L. Breitreutz  
Michael W. Dulin  
Mitchell S. Green  
Col. Anthony J. Hofmann  
Sally A. Hohensee  
Patrick F. Kline  
Jud Kneuvean  
G. Dean Magee  
Joshua A. Marx

L. Dianne McCoy  
Jared S. McLaughlin  
Lawrence Meekins  
Kelly A. Miesner  
Butch Morrow  
Larry L. Myers  
James S. Reenan  
Robert M. Schoen  
John A. Skelton  
Dereck F. Wansing

Col. Tony Hofmann deployed in support of Hurricane Sandy recovery. He led a team whose primary mission was to provide generators for electricity and large pumping units for water removal. Photo provided by Larry Myers

an immediate impact...and the Corps did just that.

Critical infrastructure such as the Rockaway Waste Water Treatment Plant, which services more than 1.3 million people, was put back into operation in order to stop raw sewage from being distributed into nearby waterways. Key transportation nodes, such as the Holland Tunnel, were quickly un-watered, allowing traffic and commerce to resume while restoring a sense of normalcy to this high-density population area. The coastal barrier system that was destroyed was quickly repaired, providing the necessary level of protection for impacted citizens in preparation for future storms. The Hoboken, N.J., Terminal Pier, a ferry system that transports 40,000 passengers a day, was put back into operation following a weekend of work. It was a monumental effort that was monitored at the highest levels of government. USACE was the lead effort in these and many other high-priority, no-fail missions and once again excelled. Kansas City District's first-responders were called in for their expertise and ability to quickly assess the

situation while providing valuable lessons learned from our 2011 experiences. These lessons learned allowed the North Atlantic Division and New York/Philadelphia districts to gain momentum quickly while time was of the essence.

As of this writing, there has been a shift in phases from Emergency Response to Phase 2, Recovery Operations. Recovery Operations will focus on more "traditional" ESF-3 missions such as debris removal, temporary housing and other longer-term mission assignments. Kansas City district employees were integral in the planning process for assisting USACE efforts in establishing recovery field offices in New York and New Jersey, again, due to our extensive experience in Joplin last year. In essence, the transition from Phase 1 (a "sprint") to Phase 2 (a "marathon") has occurred; your Heartland Engineers have been integral in assisting in both phases.

The key point is this: our district has numerous **COMPETENT**, **MOTIVATED**, and **EXPERIENCED** personnel making a **POSITIVE** difference for our nation's citizens impacted by this natural disaster. We are once again doing the heavy

lifting for our division—leading the way with more deployees than anyone else. We are leveraging our extensive experience from our lessons learned from Joplin/Duquesne as well as our epic 145-day flood-fighting efforts in 2011. Our district's culture is resonating positively across USACE—all supporting our citizens of this great nation and demonstrating the agility and responsiveness of the U.S. Army Corps of Engineers. Our agency is doing hard things and delivering amazing results!

This disaster response has seen an unprecedented reliance on Department of Defense assets, and USACE has been leading that effort. In fact, there has been no resource spared to provide us what is needed. USACE is the main effort for DOD and will continue to do what is needed to finish the mission for the citizens of the United States. This truly is the **VALUE TO THE NATION** that we provide, and our Heartland Engineers will continue to contribute directly to this effort.

We can all be very proud of our district, adding to our storied history and doing whatever it takes to get the mission done.

# Whiteman facility awarded the gold



By Amy Phillips

The Explosive Ordnance Disposal Operations Complex project at Whiteman Air Force Base was awarded the Leadership in Energy and Environmental Design gold certification by the U.S. Green Building Council in May.

“LEED certification identifies WAFB Explosive Ordnance Disposal Administration Building as a pioneering example of sustainable design and demonstrates your leadership in transforming the building industry,” wrote S. Richard Fedrizzi, president, CEO and founding chairman of the USGBC in a letter to the project manager.

Most vertical construction projects currently in progress in the Kansas City District are required to obtain a minimum of LEED silver certification. The EOD facility had 61 documented and approved points qualifying it for the gold certification level under the LEED criteria for new construction rating system.

“The current LEED 2009 program requires 50 points to obtain LEED silver level certification. Adherence to various design and construction criteria which emphasize energy conservation and environmental responsibility will earn project points,” said Traci Davis, civil engineer with the construction support branch.

Projects can earn different levels based on the number of points obtained.

The more than \$7 million U.S. Army Corps of Engineers project began in September 2010 and was completed in February 2012. The project provides a centrally located facility for detection, identification, field evaluation, rendering safe disposal in place, recovery and disposition of explosives potentially hazardous to operation as stated in the contract description. Furthermore, it provides an open office area for the EOD operation control center and workstations for 14 staff members and two private offices. There is also a kitchen area, training room, physical fitness room, maintenance area and other areas to support the operations.

“This was the first facility at Whiteman awarded this high level of certification,” said Stephanie Terry, quality assurance representative for the EOD project.

However, it was not the first facility there to receive certification from the U.S. Green Building Council. The first was the Consolidated Communications Facility which was awarded the LEED silver certification in March.

Currently the Kansas City District has numerous LEED certified projects: Fort Leonard Wood has five gold certified projects and four silver certified projects; Fort Leavenworth has one gold certified project and two silver certified projects; Fort Riley has three gold certified projects and one silver certified project; Whiteman Air Force Base has one gold certified project and one silver certified project.

According to Davis, if the project counts were translated to the number of certified buildings within the projects, the number is significantly higher. Approximately, 43 buildings in the Kansas City District are certified gold and approximately 33 buildings in the district are certified silver.

The district has 27 LEED accredited professionals and three green associates.



The Whiteman Air Force Base Explosive Ordnance Disposal Administration Building was the latest of the Kansas City District projects to receive LEED certification. The facility was awarded gold certification by the U.S. Green Building Council in May. Photos by Stephanie Terry

# District engages stakeholders on the river

By Diana McCoy

The Kansas City District offered stakeholders the opportunity to travel the Missouri River Nov. 5-9 on the Clem Meyer II in order to engage them in conversation and to hear about concerns and provide information about the river and its features.

The Missouri River Area Office in Napoleon, Mo., headed up this effort which took more than 50 stakeholders across 15 different stretches of the river.

“In general, it was a good trip with fairly standard questions,” said James D. Rudy, area engineer at the Missouri River Area Office.

The type of stakeholders who attended the trip was varied. They included levee district members, city officials, airport officials, habitat organizations, and stakeholders affiliated with the navigation, recreation and water intake industries.

The main topics of concern discussed throughout the week were bank erosion and dike notching. Dike notches are constructed for aquatic habitat improvement and flood conveyance. Other topics included explanation of the authorized purposes of the Bank Stabilization and Navigation Project, aquatic habitat objectives, navigation, dredging, weather, fishing holes, the purpose of the Clem Meyer II and many other miscellaneous items.

“This was the most productive boat trip I have been on,” said Michael D. Chapman, section chief of the River Engineering and Restoration Section. “We started discussing [stakeholder’s] issues as we went down river. We explained notching. We pointed out notches. We pointed out bank erosion around dikes with and without notches. They looked and listened and were satisfied at the end of the trip and very appreciative of the



Christopher M. Liles (left) prepares the ramp so stakeholders may disembark the Clem Meyer II at Parkville, Mo. Approximately 50 people took advantage of the stakeholder engagements that took place Nov. 5-9.

opportunity to get on the river.” Rudy said the most raised issue was bank stabilization. Mostly it was centered around erosion above or behind the rock dikes and revetments and near notches.

“My impression was all participants were surprised how long notching had been in progress as well as the lack of a clear erosion pattern associated with notches,” said Rudy. “I’m not sure that many moved from their position that notching did not cause erosion, but they were

clearly giving more thought to their position.”

Chapman said he thinks stakeholders realized a few things when they personally observed the river; bank erosion happens with and without notches, and the type of notching the Corps does to erode the bank is only along public property. Bank erosion along public property does not adversely affect them, and notches along private property are not the cause of bank damage.

Another topic of interest, the navigation channel, reinforced the need for a clear, common understanding of what authorization for the channel means and how reliability of the channel is measured.

“Both issues likely will not be universally agreed to, but all parties need to understand, if not agree,” said Rudy. “This should allow specific issues to be more directly addressed.”

The trips down the Missouri River began on Nov. 5 in Rulo, Neb., and ended on Nov. 9 at the mouth of the river at St. Louis where it pours into the Mississippi.

Rudy said to the positive response, this type of stakeholder trip will continue with at least one planned annually when conditions allow.

The Clem Meyer II approaches the landing at Parkville in Missouri as part of the stakeholder engagement trips along the Missouri River held Nov. 5-9. The engagements were meant to encourage dialogue between the Kansas City District and stakeholders. Photos by Diana McCoy



# Providing hope and purpose to our wounded heroes

By Diana McCoy

With thousands upon thousands of veterans left wounded in the wake of war, the Kansas City District is doing its part in assisting these valuable Soldiers, sailors, airmen and Marines with finding a new place in society.

Operation Warfighter, an internship program for wounded service members, is an effort sponsored by the Department of Defense to provide recuperating service members with meaningful activity outside of the hospital environment that assists in their wellness and offers a formal means of transition back to the civilian workforce.

This program assists service members who are convalescing at military treatment facilities across the United States and provides an opportunity for those in a medical hold status to explore employment outside of the DOD.

According to DOD's Office of Warrior Care Policy, Operation Warfighter has placed more than 2,000 service members in internships with more than 105 different federal agencies and sub-components. The Kansas City District has placed four of these valued service members at three different locations.

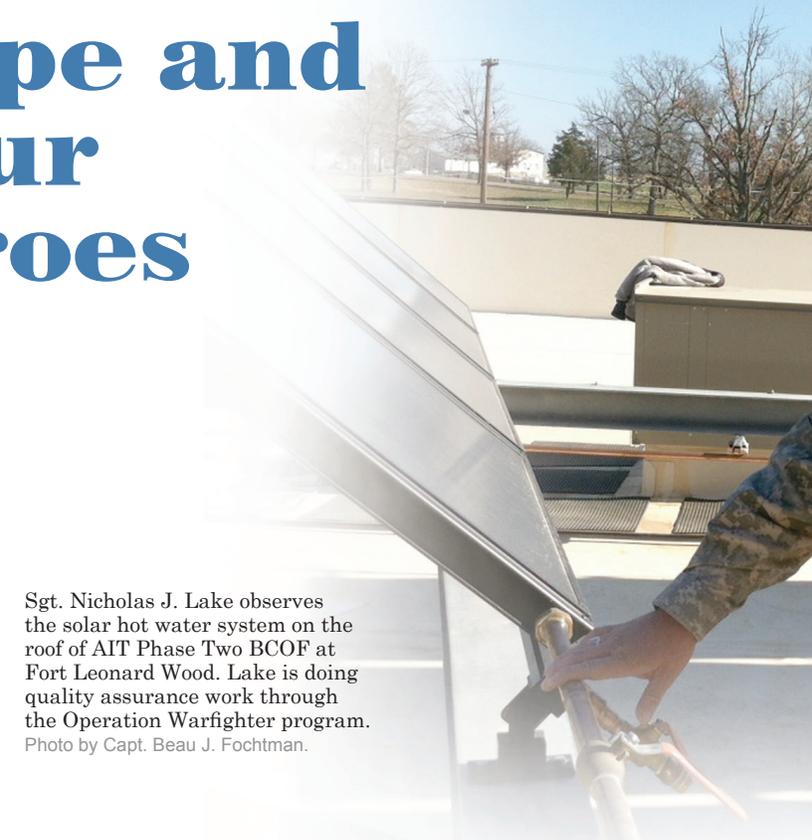
"We partnered with Fort Leonard Wood and the Warrior Transition Unit," said Capt. Brian N. Clason, deputy resident engineer at the Missouri Area Office. "We found out about OWF through Command Sergeant Major Groninger while he was here visiting Fort Leonard Wood."

Command Sgt. Maj. Karl J. Groninger is the 11th Command Sergeant Major of the U.S. Army Corps of Engineers. Clason said the Corps' participation with OWF is one of Lt. Gen. Thomas P. Bostick's, Chief of Engineers, priorities.

One of the great things about the program according to Clason is DOD foots the bill for the service members. The Corps essentially gets the work done for free.

"I think it's a great opportunity," said Spec. Anthony J. Riendeau, one of the Soldiers working for USACE through Operation Warfighter. "Right now they've got me doing some shield work, but eventually I'll be moving to the office and doing some payroll and admin stuff."

Riendeau said he has been working for the Corps for nearly a month and expects to participate in the program for about 10 more months. One of the things that attracted him to the program was that he could count this time towards his federal work experience.



Sgt. Nicholas J. Lake observes the solar hot water system on the roof of AIT Phase Two BCOF at Fort Leonard Wood. Lake is doing quality assurance work through the Operation Warfighter program.

Photo by Capt. Beau J. Fochtman.

Clason said there are only two Soldiers participating in the program right now at Fort Leonard Wood, but there is potential for more participation.

"We wanted to pick two volunteers to start off with so we can figure out all the kinks in the system and to write an SOP that tells us how to make this work," said Clason.

"I've been doing this for about a month now," said Sgt. Nicholas J. Lake. "I love it. I'm an engineer first off, and it's good to be back home working with the regiment instead of sitting around doing nothing. I've gotten a sense of purpose from doing this."

Lake is doing quality assurance work at Fort Leonard Wood and is a site safety non-commissioned officer who has been in the Army for five years and says this opportunity is contributing to his recovery.

"It's a great opportunity," Lake said of Operation Warfighter. "Being actively engaged every day, having a sense of purpose has been great. When I return to my unit, I plan to submit my packet for warrant officer, and working here has been a huge asset with the knowledge gained on the construction side of things."

Lake was hit by an IED and shot while serving overseas. He was at the Warrior Transition Unit for about five months before hearing about the opportunity to work for the Corps through OWF. Depending on upcoming surgeries, he may remain at the WTU anywhere from six to 18 more months.

Capt. Ross J. May is the administrator of the OWF program for the Kansas City District at Fort Riley. He coordinates with the Warrior Transition Unit located adjacent to the new hospital. May says there are Soldiers taking advantage of the program right now—one working at Tuttle Creek Lake and one at Wilson Lake.



“So far, we’re a month into it, but it’s been a great program for us and for the Soldier as well,” said Nolan D. Fisher, park manager for Wilson Lake. “It’s allowed him to transition from being a Soldier to a civilian.”

Staff Sgt. Raymond L. Gawith anticipates being released from the Army, and Fisher said he has been doing tasks similar to what volunteers do. Gawith has been living in a recreational vehicle at one of their campsites.

“What’s really interesting for us is that he’s very interested in bidding on one of our contracts out here, so in a sense, he’s prepping his resume by getting to know the Corps and getting to know us personally,” said Fisher.

Preparing warfighters for the next step in their careers is one of the goals of OWF by representing “a great opportunity for transitioning service members to augment their employment readiness by building their resumes, exploring employment interests, developing job skills, benefiting from both formal and on-the-job training opportunities, and gaining valuable federal government work experience that will help prepare them for the future,” according to the DOD.

Brian McNulty, operations manager at Tuttle Creek Lake, said given the opportunity to have another Soldier work at the lake, he would take it. Sgt. Christopher M. Hall who working at the lake right now is doing some reparations and putting to use some of his carpenter skills. He is also covering a lot of mileage with a backpack and repairing fences around the project.

May said there is potential for three more Soldiers to work for the Corps out of the Fort Riley Warrior Transition Unit—it’s just a matter of matching up the warrior with the skill sets they are looking for.

*Fork in the road, continued from page 2*

Since my first day, I have seen the quality of our district extends far beyond the nine-to-five workday. The Organization Day picnic and getting to see more than 600 employees enjoying time together was a rare opportunity. Participating in Kansas City Corporate Challenge was an incredible experience on a personal level. With some prodding and encouragement from a few folks in the district, I actually completed my first half marathon ever. Beyond these events, this district has so many more opportunities for each of us to get involved and grow personally or professionally, whether participating in events put on by the Health and Wellness Committee, or taking opportunities to get training, professional certifications or developmental assignments and deployments. In the big picture, improvement as an individual strengthens the organization and contributes to our ability to deliver quality projects to the public we serve. Whatever your goals, I encourage you to pursue them whether they are linked to a New Year’s resolution or not.

As we start this year, many will make resolutions to improve ourselves and the world around us. Be it personal or professional, the goals will be wide ranging. For this organization, we have our own version of a New Year’s resolution- the Operations Plan. Through our annual OPLAN, we have charted our path to ensure organizational success. Each of us has the opportunity to assist with the development of better processes and usher in change, whether it is participation in OPLAN tasks or suggestions to the district through the suggestion program or the Commander’s Suggestion Box.

Every day in this district brings with it the opportunity for all of us to learn, grow and develop. I am continually learning things about myself and evolving as a leader, which some day might just be a testament to the quality and talent within the Kansas City District. For some of you, training me has been more of a challenge than expected, and I am grateful for your patience and that you take the time to educate and help me develop. One thing that is particularly evident in this organization is the commitment I have seen to delivering quality projects and support to the public. This seems to permeate throughout the teams of people who are the heartbeat of the organization and truly are Heartland Engineers. As you read the following pages in this edition of the Heartland Engineer, I hope you will see what I see every day- the Kansas City District sets the standard for the U.S. Army Corps of Engineers- people who consistently demonstrate the highest levels of professionalism and service to the nation. I strive to emulate the values of a Heartland Engineer as each of you do daily. Thank you for your service to the nation and I look forward to working side by side with you and seeing what opportunities the New Year will bring.

# Protecting the flow over I-29 bridges

By Capt. Damon B. Slaughter

Driving along Interstate 29, just 26 miles north of the Kansas City District office, travelers might notice a set of bridges that carry nearly 30,000 vehicles daily across the meandering Platte River north of Platte City, Mo. From above, those 30,000 travelers feel safe and secure as they make their daily trek, but inch-by-inch, foot-by-foot the normally slow, muddy but frequently aggressive Platte River threatens their daily commute.

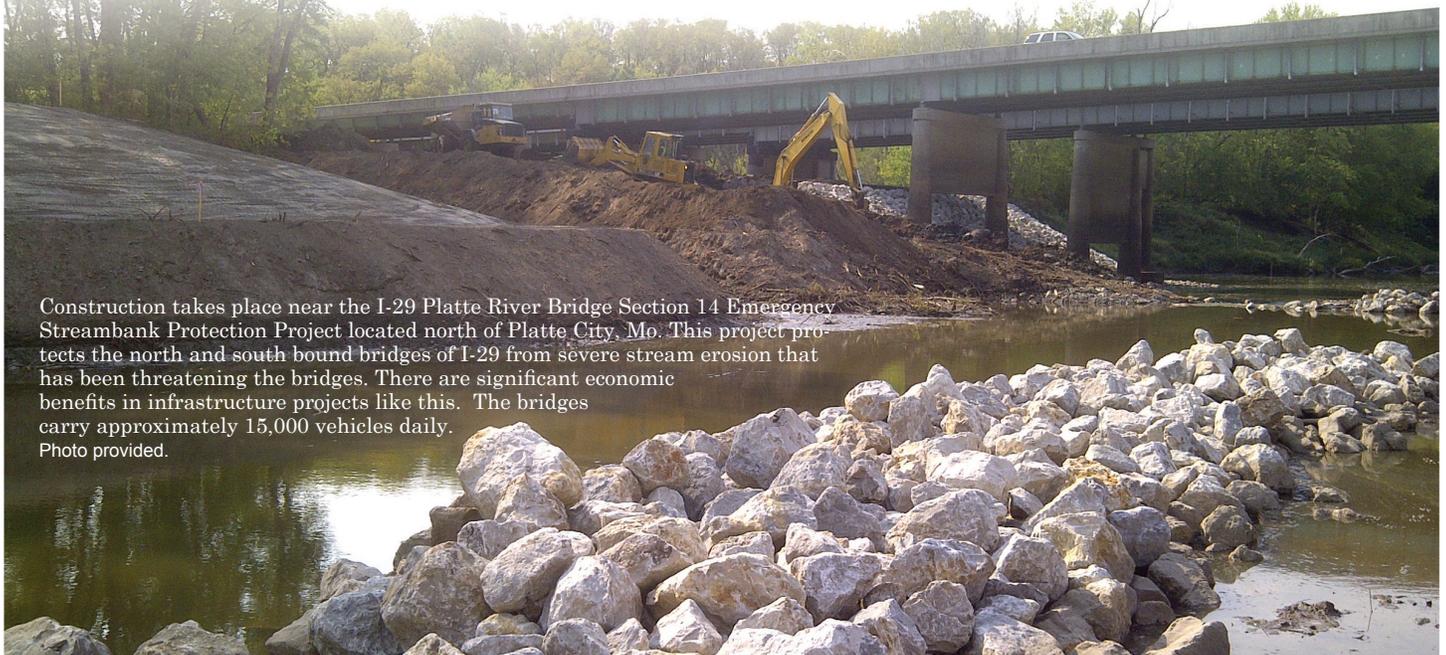
This stretch of roadway is owned and operated by the Missouri Department of Transportation Kansas City District, who, through inspections, discovered the Platte River banks were experiencing instability issues and subsequently threatening the stability of the bridges. The bridges were designed to allow the river to flow between the main piers. Over the years, the right bank has succumbed to lateral bank erosion. If the erosion was to continue, the channel would permanently shift and compromise the shallower pier and abutment which were not designed to be exposed to the highly erosive channel flows. After careful deliberation of possible remedies, in 2009 MoDOT contacted the Corps of Engineers and requested assistance through Section 14 of the 1946 Flood Control Act, as amended. The Section 14 program authorizes USACE to plan and construct emergency streambank and shoreline protection projects to protect endangered public infrastructure such as but not limited to, roadways, bridges, waterlines and schools.

Northwestern Division approved the feasibility report, and the Project Partnership Agreement was signed by the Kansas City District Commander Col. Anthony Hofmann and MoDOT's chief engineer Dave Nichols in September 2011. The cost of implementation for this project is \$1,830,900 - larger than most Section

14 projects but considered a very sound investment as it prevents extensive bridge replacement and detour costs. The signing of the PPA initiated the development of the plans and specifications. Through continuous communication and desire to work together, the plans and specifications were completed with minimal revisions. All of this allowed for a construction contract to be awarded to the contractor, Coastal Environmental, 48 days ahead of schedule.

In September 2012, the project engineer, Adam Alexander, oversaw the construction performed by Coastal Environmental which included slope revetment along the right and left banks and a longitudinal peaked stone toe protection with baffle/tiebacks extending from the right bank. The slope revetments provide protection against bank erosion and the LPSTP directs normal river flows through the original designed opening of the bridge. During high flow events, the LPSTP is designed to be overtopped and once the waters recede, sediment will fall out between the LPSTP and the baffle/tiebacks, promoting growth of beneficial vegetation that adds to the overall stability of the right bank.

The dangers that lay beneath those 30,000 travelers went mostly unknown, and through the partnership between MoDOT and USACE a reliable, beneficial project that finished ahead of schedule and within budget prevented those dangers from ever being realized. From day one MoDOT has been an involved, responsive partner throughout the planning and implementation of the project. The Kansas City District has an exemplary Section 14 program with numerous projects that have protected critical infrastructure in northwest Missouri and eastern Kansas for many years. This project is one of the more noteworthy examples of our work supporting the national economy.



Construction takes place near the I-29 Platte River Bridge Section 14 Emergency Streambank Protection Project located north of Platte City, Mo. This project protects the north and south bound bridges of I-29 from severe stream erosion that has been threatening the bridges. There are significant economic benefits in infrastructure projects like this. The bridges carry approximately 15,000 vehicles daily. Photo provided.

# *How can we help you?*

Take time to think through what you're about to do....



The Kansas City District Safety Office (pictured from left to right) Michael Mosby, Joseph Fentress, and Dean Magee, are always available to help with safety needs. Safety is and will always be one of the district's number one priorities.

Photo by Diana McCoy.

*By Dean Magee*

So many times we're faced with more tasks than there seems to be time for. Everyone handles pressure differently, but one thing that remains common; many hard-working employees focus on getting from point A to point B as quickly as possible so we can move on to the next task. The fact is, skipping important steps, like risk management, can lead to unforeseen incidents and possible injuries. It doesn't take long for a simple, physical task to go south in a snap, when proper planning isn't conducted.

The old adage "Murphy's Law" dates back to 1952 when it was first described as "the fourth law of thermodynamics" which states: "if anything can go wrong, it will." This has been and continues to be one of the most accurate and telling aphorisms of all time. This principle is the basis for why the Corps of Engineers requires the use of the Activity Hazard Analysis for field operations and physical tasks.

*The AHA is a simple tool that promotes forethought:*

1. What steps are involved with this task?
2. What hazards are involved with this task—what could go wrong?
3. What controls will we use to prevent these hazards from causing an accident?

Take time to think through what you're about to do. Before beginning your tasks, whether routine or something new, take a few minutes and ask yourself, "What kinds of things could go wrong while I'm trying to get from point A to point B?" Make risk management work for you!

Contact your Kansas City District Safety Office for questions or assistance any time.

**We are here for YOU!**

# *Awards:*

## **Award for Excellence in Service-Disabled Veteran-Owned Small Business Contracting for Fiscal Year 2012**

Col. Anthony J. Hofmann (on behalf of the district as part of the Northwestern Division)

## **Certificate of Appreciation from the Missouri River Flood Task Force**

Col. Anthony J. Hofmann

## **2011 State Team of the Year Kansas Hazard Mitigation Team**

Brian T. Rast

## **Achievement Medal for Civilian Service (NWD PDT Team of the Year for Regionalized Chemical Battalion Complex Project)**

Michael L. McCollum

Jonathan C. Petry

Mian H. Rehman

Chris Sinkler

John W. Wilkus

Alison E. Wiltz

## **NWD Division Commander Coins –STEM team members developed “Tomorrow’s Engineers”**

Christopher C. Teel

Matt J. Ward

Shannan N. Worley

## **USACE Small Business Champion Award**

Steven Iverson

## **Special Recognition**

Lt. Col. Chad B. Neidig on his promotion from major to lieutenant colonel.

## **2012 Chief of Engineers Awards of Excellence Design Merit Award: Restoration**

Building 465 Renovation at Fort Leavenworth, Kan.

# FY2013 OPERATIONS PLAN

## **ACTION 1: (MISSION)**

- Successfully execute forecasted MEGA projects
- Consolidation Analysis to improve efficiency
- Reduce water based fatalities
- Establish better understanding of O&M budget process
- Develop Recreation Evaluation Plan
- Align NWK FEM processes with USACE practices
- Implement Navigation focus group
- Support NWD in completing 2011 Post Flood Assessment
- Enhance NWK expertise in sustainability
- Regular coordination with FEMA F7

## **ACTION 3: (RELATIONSHIPS)**

- Implement communications and strategy plan for KS River Dredging Permit Review
- Create Regulatory 101 Model
- Develop a process and strategy for Recovery Program Communication
- Quality Assurance/Quality Control of District Internet Site
- Develop and synchronize Strategic Communications Plan

## **ACTION 2: (BUSINESS)**

- OPORD 54 CAP Initiatives
- Review and update the ASB process
- Develop and update file management BQP
- Assess our internal pre-construction processes for developing small construction projects
- Develop strategy for new business development
- Create a NWK schedule management BQP
- Improve PMP Quality, Monitoring and Approval
- Perform quarterly project line item reviews
- Project Wise Implementation
- Source Selection Process
- Investigate the feasibility of employing AMRIP tool
- Complete integrated security plan
- Establish a vehicle operation SOP
- Update District Safety SOP's

## **ACTION 4: (WORKFORCE)**

- Streamline Opportunities/Gain Efficiencies/Affordability Study
- Strengthen supervisory competencies
- Update Human Capital Management Plan
- Develop and execute a Wall Art Plan
- Develop a sustainment plan for Suicide Prevention Training

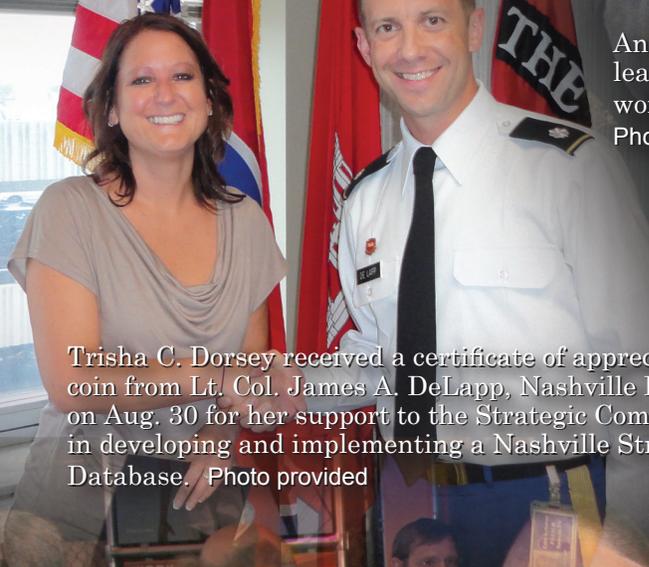


**BUILDING STRONG**





Park Ranger James D. Bell (right) works with volunteers during a fish habitat project at Hillsdale Lake on Sept. 29. Bell organized the event to coincide with National Public Lands Day in which 20 volunteers showed up to help. Photo provided by Susanna G. Gehrt



Annual BBQ event is hosted by district senior leaders as a gesture of thanks for the hard work employees do throughout the year. Photo by Diana McCoy



Trisha C. Dorsey received a certificate of appreciation and district coin from Lt. Col. James A. DeLapp, Nashville District commander, on Aug. 30 for her support to the Strategic Communications Team in developing and implementing a Nashville Strategic Outreach Database. Photo provided



## Around the District

Employees meet comedian Bernie McGrenahan on Oct. 2 at the College Basketball Experience at the Sprint Center in Kansas City. McGrenahan was the guest speaker at the suicide prevention training, in which he presented his Happy Hour program with a 30-minute stand-up comedy show followed by his personal testimony. Photo by Jennie L. Wilson