

Sarge is in charge of  
jump-starting training

Students see the light on the  
“Pathway to the Corps”

Award winners honored for  
their excellence

# Omaha Outlook



**OPERATIONS PLAN**  
SPECIAL EDITION  
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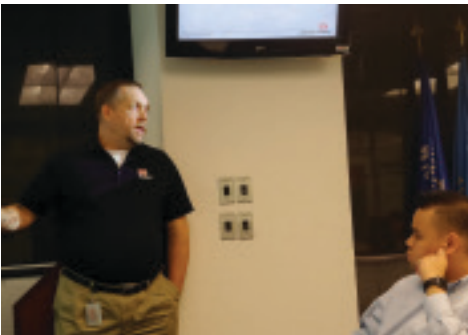
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**On the cover: Park Ranger Karla Zeutenhorst poses with "Cedar" the eastern screech owl at the Gavins Point Visitor Center's Annual Bald Eagle Days. Cedar is an education raptor handled by Volunteer Educator Terrie Hoefer of Save Our Avian Resources. (Photo by Janice Rouse, Park Ranger)**



U.S. Army Corps of Engineers, Omaha District  
1616 Capitol Ave., Suite 9000  
Omaha Neb. 68102

Toll free: (888) 835-5971  
E-mail: [dll-cenwo-pao@usace.army.mil](mailto:dll-cenwo-pao@usace.army.mil)  
Phone: (402) 995-2417  
Fax: (402) 995-2421

Commander: Col. John W. Henderson  
Deputy Commander: Lt. Col. Michael Sexton  
Public Affairs Chief: Thomas O'Hara  
Managing Editor: Kevin Quinn

Contributors:  
Al Barrus - Writer/Photographer  
Cheryl Moore - Writer/Photographer  
Eileen Williamson - Writer/Photographer  
Harry Weddington - Photographer  
Jeremy Bell - Design/Layout/Photographer

Omaha Outlook is a quarterly publication produced by the Public Affairs Office for the U.S. Army Corps of Engineers, Omaha District, in accordance with AR 360-1. This publication is produced for the Omaha District workforce and external audiences including other Corps' districts and stakeholders within the Omaha District's area of responsibility. Content is aimed at highlighting what, why and how the district fulfills its mission.

This publication is available on the district's public website ([www.nwo.usace.army.mil](http://www.nwo.usace.army.mil)) and has a limited print circulation of approximately 500 with distribution in district offices and via U.S. Mail.

Content is prepared in accordance with the Associated Press Stylebook and the Omaha Outlook Style Guide. Contributions are welcomed and highly encouraged. However, the editor reserves the right to make editorial changes to any submitted material as deemed necessary.

The views and opinions expressed are those of the writers and not necessarily those of the U.S. Army Corps of Engineers, the U.S. Army or the U.S. Department of Defense.

## ‘You honor your predecessors’ memory’

**Team,**

As we embark on our 82nd year of service as the Omaha District, the incredible pace and commitment that you all routinely display honors the legacy of those who have served on this team over the past eight decades. Thanks to our long history of solving the Nation’s toughest engineering challenges, we are now better poised to ensure the long-term continued success of our missions in support of the increasingly-complex and ever-changing requirements placed on us by our Nation.

Included in this issue of *Outlook* is a pull-out section denoting the updated district Operations Plan (OPLAN) for the next three fiscal years as we continue to support the Chief of Engineer’s four goals: “Support National Security”, “Transform Civil Works”, “Reduce Disaster Risks”, and “Prepare for Tomorrow.”

We operate hydropower plants and dams, manage mega-projects, support our warfighters, serve as stewards of our environment, and accomplish an amazing array of special missions all over the globe. At the heart of all of this is our team; it is our people who power the Omaha District. It is your fingerprints on the thousands of missions across the district which are completed with exceptional quality. It is your ability to treat our teammates and stakeholders with respect in order to build strong teams and lasting relationships that will allow us to successfully manage a transforming civil works program. It is your unparalleled technical expertise that allows us to support diverse mission sets including fuels, transportation, rapid response, real estate, contracting, resource management, and the many highly specialized, indispensable commodity areas that our District Staff quietly accomplishes every day. It is your competence, commitment, and character that will be passed along to the next generation of Omaha District team members and will ensure our enduring success.

Our workload continues to steadily grow which creates many opportunities as well as challenges. The District OPLAN is our attempt to help us deliberately address these challenges and capitalize on the opportunities, just as our predecessors have done so well. This OPLAN aims to better align our goals and objectives with the on-going priorities of work within the District to ensure that we are focused on the key tasks that will enable our enduring mission success. Finally, we have tried to “keep-it-simple” so that we can all see ourselves in this OPLAN and know where we fit in to the bigger picture.

Please accept my sincere gratitude for all the amazing things that you do every day, and have consistently, humbly, and professionally done over the course of our District’s history. Thank you for the strong team of teams that you have quietly built over eight decades with an engrained culture of work-ethic, character, and technical expertise that has created a reputation for reliability and quality. Let us all rededicate ourselves to the continued success of our mission through our daily actions to invest in our teammates, build strong relationships, respond to the Nation’s challenges, and deliver quality solutions every time.



**John W. Henderson**  
Colonel  
Omaha District Commander

A handwritten signature in black ink, appearing to read "John W. Henderson". The signature is fluid and cursive, with a long horizontal line extending to the right.

# 4TH CAB HANGAR EARNS LEED platinum rating

Five years have passed since the Army began requiring all new construction to earn validation with the U.S. Green Building Council's Leadership in Energy and Environmental Design. The Army's goal is to meet the standard for LEED Silver certification.

The 4th Infantry Division at Fort Carson, Colorado was selected in 2013 to support the new 4th Combat Aviation Brigade. To support this new unit, over \$700 million in new facilities have gone toward housing the troops, maintaining the unit's aircraft and mission supporting functions.

With the surge of LEED-required construction, Fort Carson has one of the highest concentrations of LEED certified buildings in the country. The construction of LEED facilities is not a new concept at this installation. The U.S. Army Corps of Engineers, Omaha District has built and LEED certified 82 buildings. While silver is the minimum acceptable rating, more than half have earned higher ratings, with 39 achieving LEED Gold certification and three attaining the maximum rating of LEED Platinum.

The most recent LEED Platinum certification was in December 2015 for the 4th CAB's 404th Aviation Support Battalion's new maintenance hangar.

"Originally, Department of Defense directives only required projects be LEED Silver certifiable, but not actually certified through the USGBC. Fort Carson was the first place in the Army to start certifying projects before it was required," said Brian Nohr, Omaha District's Sustainability Coordinator. "When it became a requirement, our contractors had a friendly competition to achieve higher certification

levels. Now, half of our projects at Fort Carson are LEED Gold or Platinum certified, which is really commendable, and we are getting better quality, more permanent, and more sustainable facilities, which is the intent of the certification standard, and that's a good thing."

While getting LEED Gold and Platinum certification is nice for project managers, the greatest benefit is to the tax payer, because these certifications translate into future savings in energy and water costs, and they also play a part in strengthening national security.

"The Federal Government recognizes sustainability is important for our security and overall health of the nation," said Nohr. "The Army's Net Zero goal is to ensure a building or installation can stay powered and continue its mission in an emergency situation if an electrical grid goes down. That's a big reason why we are trying to get all of our facilities to Net Zero: to eventually be ready, in the event of a power-grid failure, to be able to respond and continue the mission."

On the contractor side of the hangar's construction, Project Manager Cody Hoff of Jacobs Engineering Building and Infrastructure office in Fort Worth, Texas, completed the design subcontract for the hangar's main contractor, Hensel Phelps Construction.

*“We came up with new evaluation criteria when selecting contractors,”*

“LEED Silver certifiable was our contract requirement because of Fort Carson’s need for Net Zero compliance by 2020, meeting these goals put the project at LEED Platinum certification at no additional cost to the government,” said Hoff. “As the design build team we worked together to review USGBC credits from the design-build phase, and we achieved the ones we said we would. Bonus credits came from the USGBCs ergonomic scores that account for location.

“Forty percent of the building’s power was offset by a photo-voltaic solar panel array, and we had a 57 percent energy reduction prior to the PV implementation, that puts us at 105 percent under energy usage.”

Scott Clark, Energy Manager Fort Carson Directorate of Public Works Efforts is involved with the Army’s Net Zero program.

“Fort Carson was selected as a pilot site for Net Zero in 2011 ... National Renewable Energy Laboratory conducted an analysis of Fort Carson and found that the available technology could almost completely eliminate nonrenewable energy use although it may not be cost effective.”

The USACE project manager confirms that in the USGBC’s credit system, the greatest portion of the 4th CAB ASB hangar’s LEED Platinum certification came from energy efficiency and onsite energy production.

“We came up with new evaluation criteria when selecting contractors,” said USACE Project Manager Jimmy Harding. “Contractors were given higher evaluations if they proposed energy savings and onsite energy production. We made those the most important selection criteria.”

# “Pathways to the Corps”

For an architect with the U.S. Army Corps of Engineers, flying buttresses like those on the Notre Dame Cathedral in Paris, aren't likely part of a design project, but that doesn't mean in-house USACE designers aren't presented with unique projects.

USACE design work is often complex and diverse. “Like other designers, we design and construct projects for specific purposes. We've built large kennels for military working dogs, chapels, visitor centers, missile silos, hangars for specific airframes, dining facilities, housing for single Soldiers and Airmen, and more,” said, David Packard, Northwestern Division Military Construction program manager.

“In the 1970's when I got my architecture degree, it was an exception to the rule to work for the Corps right out of college,” said Packard. “I came to the Corps after working in the private sector and a few years with the National Park Service but didn't really follow a ‘clear path’ to the Corps.” Through the Pathways Internship program, which began in 2012, college students come to work for USACE in a variety of disciplines. These internships provide students hands-on experience through mentoring aimed at bridging their technical skills with the responsibilities associated with active projects. The program offers interns opportunities to influence, be involved with, and lead, projects and efforts early in their careers.

“Corps design teams embrace the challenges these projects present. When architects like Andy Temeyer, who came to us in 2009 right out of college, are recognized as ‘Architect of the Year’ like he was in 2015, it lets future architects know that there are career opportunities with the Corps,” said Packard.

“I see my internship opportunities as very beneficial to my development. Internships allow young professionals the flexibility to contribute to projects in a manner that fosters proper development rather than immediately being constrained by budget and schedule,” said Architect Andy Temeyer.

“Even with standards for certain facilities, we do a lot of designing,” said Temeyer. “We work with customers to identify their needs, ensure designs meet

their needs, and then work with USACE Centers of Standardization to filter the ‘nice-to-haves’ from the ‘need-to-haves.’”

Often, in-house designs are challenging. Sometimes, the work required to capture and present what's needed in a proposal request is so complicated it is easier for USACE designers to do the work.

“During my internship with the Omaha District, it was clear that the federal government was putting its weight behind green design and sustainability,” said Temeyer.

“The government's motivation may be more directed at saving tax dollars versus the ‘green’ aspect of sustainability, but we focus on energy and water conservation in our designs. We've been very successful in integrating those ‘green’ features as well,” he added.

“College students seem to have passion for being environmentally conscious. Our Pathways interns tell us they're proud to do work that helps achieve environmental sustainability goals,” said Packard.

When design work began for the 4th Combat Aviation Brigade at Fort Carson, Colorado, the design team knew Fort Carson was one of the most energy efficient, energy aware military installations in the country.

In 2011, Fort Carson was designated an Army “Net Zero” installation for energy, waste, and water, requiring the installation to produce as much energy on site as it uses by 2020.

The goal for Net Zero has influenced design for all new construction. New facilities need to be highly efficient with energy production goals exceeding a new facility's energy requirements to help meet other facilities' needs.

Designers are also involved in master planning, designing walkable communities, and conducting modeling to evaluate design efficiencies.

“Our projects aren't just buildings and hangars, they're landscapes that don't require irrigation and capture rainwater for reuse; energy-efficient facilities that generate renewable power with solar panels and wind turbines; and buildings that encourage Soldiers to walk between barracks, work sites, and dining facilities,” said Temeyer.

Temeyer's favorite project so far is a 150,000 square foot hangar at Fort Carson, Colorado. The



In August 2009, Andy Temeyer along with other new-hire and student architects and engineers visited a construction project shortly after coming to the Omaha District. Front row (left to right): Melissa Letak, Jay Ling, Timothy Carlson, Back row (left to right): Katie Shook, Sean Denning, Matt Tomanek, Charles Foxhoven, Andy Temeyer and David Fairchild. (Courtesy Photo)

The 150,000 square foot General Support Aviation Battalion hangar at Fort Carson, Colorado, is among Temeyer's favorite projects. The hangar is designed to house four CH-47 (Chinook) and five UH-60 (Blackhawk) helicopters. (Photo by Harry Weddington)



540-foot-long, 60-foot-tall hangar is designed to house four CH-47 (Chinook) and five UH-60 (Blackhawk) helicopters.

"The scale of the project amazes me every time I see it and walking onto the job site reminds me of those early childhood dreams of wanting to be an architect," said Temeyer.

"For me, the magic in architecture lies in the people that we work for and with. I had a professor who told us 'excellent projects require excellent design teams

and excellent clients'.

I truly enjoy working with this organization's wide array of customers. Whether it's a small civil works project or a large Military construction project, the majority of our customers have a real and genuine interest in delivering the best possible project for the government and taxpayer's dollar. It's easy to go to work when you know the work you do serves the people and functions that the Corps serves," says Temeyer.

# Totten rests his case

Photo By Cheryl Moore

Richard G. Totten, District Counsel for the U. S. Army Corps of Engineers, Omaha District, closed the books on an illustrious and honest career Feb. 29.

“The broken lines on my face are not lines of age or sorrow, rather they represent the ethical values of loyalty, duty, respect, selfless service, honor, integrity and personal courage,” said Totten. “These values served me well over the years. They are the foundation of any good organization.”

Totten’s solid foundation was cemented with 19-plus years of federal civil service, 14 with the U.S. Army Corps of Engineers, which began with the Honolulu District in 2002 as the Deputy District Counsel. After five years in Hawaii, he was selected to be the District Counsel for the Albuquerque District. He joined the Omaha District in 2008.

Totten’s interest in law was sparked by a creative and interesting undergraduate Business Law professor at the University of Connecticut, the state from which he hails. He earned a Bachelor of Science degree in Business Administration from the

University of Connecticut, Storrs, Connecticut, with High Honors, and a Juris Doctorate from Southern Methodist University, Dallas, Texas. He holds a Master of Legal Letters equivalent degree from the U.S. Army Judge Advocate General’s School in Virginia, a Master of Laws with High Honors in Government Procurement Law from George Washington

University, in Washington, D.C. and he has completed the U.S. Army Command and General Staff College program, at Fort Leavenworth, Kansas.

He wore the Army uniform, first as a Soldier in military intelligence when drafted during the Vietnam conflict, and then as an active-duty lieutenant colonel.

Totten is a member in good standing of the Supreme Court of the United States; the Supreme Court of Texas and Texas Bar; the Supreme Court of Colorado and Colorado Bar; and the U.S. Court of Military Appeals and the U.S. Court of Military Review. “As a member of good standing with the Supreme Court of the

United States, I am allowed to practice law before that tribunal,” he said. “Trying cases at that level is a rare



Taking it for the team, Rick Totten gets a splash of pie from Noemi Wells while helping raise funds for the annual Combined Federal Campaign. (Photo by Al Barrus)



## PASSING ALONG EXPERIENCE



Rick Totten, District Counsel for the Omaha District was honored with the iconic crystal castle, presented by Colonel John Henderson during a retirement ceremony. (Photo by Jeremy Bell)

honor, which I have not experienced. Being admitted is really one of prestige,” he said.

***“It’s an honor to serve our country in any capacity -- whether it’s to successfully lead a function for the Corps, to mentor individuals one is lucky to have in their charge, or to render quality services in a timely manner,” said Totten.***

Those under Totten’s charge were challenged to describe him with one word. What came back was; Generous, Knowledgeable, Loyal and Barefoot, which is where the rest of the story begins.

Totten shared some of the hardest cases he faced throughout his career. “When I was a prosecutor or

defense attorney, I’d say the preparation and trying of murder cases were the most difficult,” he said.

Totten also said the Omaha District’s most challenging matters involve litigation, due to the protracted nature of the cases in dispute and the question of who has the rights to water impounded by the United States in the reservoirs we manage along the Missouri River.

In his departing message to staff, he wrote, “To all my dedicated Corps of Engineers Teammates, New District Counsel: With the permission of Col. Henderson, I have the pleasure to announce that Tom Tracy, former Deputy District Counsel, is officially your new District Counsel as of January 28, 2016.”

He went on to say Tracy is a very capable attorney and a wonderful mentor of people in the Office of Counsel. “In addition to his lawyering and mentoring skills, Tom has a pleasant personality and possesses a keen sense of humor,” said Totten

With his keen sense of humor, Tracy had said this about Totten, “He often bought lunch for the office. Of course, they now expect the same from me. Maybe that is my worst memory of Rick,” he said. “I think he set me up!”

Totten’s rebuttal was, “It’s time for this old Soldier to ride off into the sunset. Sadly I do it with a heavy heart.”

Totten’s plans for retirement are to enjoy the beauty of the Rocky Mountains with his wife as they enjoy the serenity of their home in the mountains of Colorado. “This certainly includes trout fishing,” he concluded.



The Omaha District Office of Counsel surround the outgoing District Counsel, Rick Totten, while supporting the incoming District Counsel, and former Deputy Chief Counsel, Tom Tracy. They are from left, Linda Doll, Stacy Birkel, Alecia Dembowski, Erin Murphy, Cathy Grow, Jim Pakiz, Richard Totten, Tom Tracy, Linda Burke, Melissa Head, Amanda Lyon, Stephanie Frazier and Stan Tracey. Not shown is Tom Ingram. (Photo by David Packard)

# Annual Gavins Point Bald Eagle Days draws more than *1,100 visitors*

Bald Eagle Days 2016, held Jan. 29-31 at the Lewis and Clark Visitor Center, Gavins Point Dam Project, Yankton, South Dakota, hosted live-raptor educational programs conducted by Saving Our Avian Resources of Dedham, Iowa. A new set of mounted viewing scopes for bird watching was unveiled at the event. SOAR volunteers Terri Hoefer and Linette Bernard brought five live raptors including owls, falcons and hawks for their educational presentations.

“This year we added two live-raptor educational programs on Friday evening to accommodate the growing weekend crowd. The programs went over extremely well and we will plan on doing that again next year,” said Karla Zeutenhorst, a park ranger for the Gavins Point Project. More than 1,100 visitors attended the three-day event and nearly 950 people attending the 10 programs offered by SOAR.

Gavins Point Bald Eagle Days provides the local community educational activities, and generates awareness for SOAR, which is an all-volunteer agency relying solely on donations.

“The program in Yankton has been great for SOAR. In previous years Karla has had to turn people away because the crowds were too big,” said Bernard, communications director for SOAR. The non-profit organization, established in 1999, maintains permits with the U.S. Fish and Wildlife Service to handle 16 different species of birds of prey, and is dedicated to raptor rehabilitation, education, and research.

Once healed, not all birds can survive in the wild because their vision or ability to fly is limited. These birds may become part of the education

ambassador team and go on the road to educational events such as Gavins Point Bald Eagle Days, where visitors can see the birds up close and learn more about the majestic animals.

“We want to give people an appreciation for our national symbol and raptors in general,” said Zeutenhorst. “We also want people to understand what they are, what they eat, their impact on the environment and our impact on them.”

According to SOAR, lead shot pellets and fishing tackle are especially harmful to raptors, eagles in particular. The organization takes in sick, injured, and orphaned raptors from all over northwestern Iowa. This year already, six bald eagles admitted to SOAR facilities, have died from extremely high levels of lead in their blood.

As scavenging birds, eagles are prone to ingest lead ammunition or fishing tackle. Their digestive systems absorb the lead directly into the blood stream just as it absorbs calcium. A piece of lead the size of a grain of rice will kill an eagle. SOAR recommends hunters and anglers choose



non-toxic ammo and tackle alternatives to prevent poisoning eagles.

For the Yankton residents, bird-watching at the Lewis and Clark Visitor Center is a popular pastime. Eagles help draw those crowds to Gavins Point and other USACE lake projects. Yankton-based Applied Engineering, who donated parts and labor to provide viewing scopes for bird watcher to the project, has several employees who attend Bald Eagle Days each year.

“Karla called us and said they were looking for a company with the capabilities to machine and fabricate mounts for new spotting scopes. They asked if we could make the new parts for the scopes,” said Justin Schramm, Applied Engineering Manufacturing Manager. “A lot of people from Yankton go to the dam and use those scopes pretty often. Our employees saw donating \$2,000 in parts and labor as an opportunity to give back to the Lewis and Clark Visitor Center and the community as a whole.”



Top: Volunteer Educator Terrie Hoefler of Save Our Avian Resources holds “Blaze” the American Kestrel during a training program at Lewis and Clark Visitor Center. Bottom: Members of the public check out the new viewing scopes for bird-watching at the Lewis and Clark Visitor Center. The mountings for the scopes were donated by Applied Engineering of Yankton, South Dakota. (Photos by Karla Zeutenhorst)

# RETIRED FIRST SERGEANT TAKES ON CHALLENGE OF JUMP-STARTING DISTRICT TRAINING PROGRAM

In the Omaha District of the U.S. Army Corps of Engineers, strengthening national security is at the top of the “to-do” list. Keeping the workforce well trained and educated is especially important for an organization whose people are considered the subject-matter expert in several highly technical fields.

That’s where Jonathan Brown comes in: he’s the Training and Developmental Specialist in the Executive Office of USACE Omaha District. While he’s only been here since November of 2014, Jon has hit the ground running.

“The training coordinator position had been vacant, and so the program had fallen into moderate functionality,” said Lt. Col. Mike Sexton, Omaha District’s Deputy Commander. “When Jon was hired we restarted several projects, including the new-employee orientation program ... Jon’s application stood out because of his vast military experience with the Army’s training systems, and we use a lot of those same systems here at the Corps.”

Stepping into a position that’s been vacant for some time takes an expert to jump-start. Luckily, Jon Brown has just that type of experience to help the District stay trained and up-to-date.

“Mr. Brown came in to the district at an ideal time. As a retired education non-commissioned officer he has the experience and know-how to keep the district work-force on track,” said Omaha District Commander Col. John Henderson. “His years of experience in the Nebraska Army National Guard have added expertise to our employees, as he did this type work in the Omaha area for the majority of his military career.”

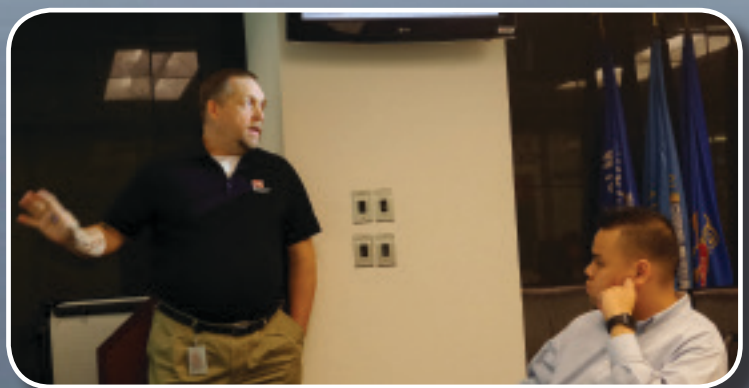
“The good thing is that I have experience in this, having been the State education non-commissioned officer for the Nebraska National Guard. That was a situation where I stepped into a broken program, we

had no liaison or relationship built” explained Brown. “When I came here, I walked into the Leadership Development Program and met the guy in charge of the course at University of Nebraska in Omaha [Harold Sargus]: I had been working with him on the military side, not even knowing he did the USACE LDP, so the relationship was already there.”

Overseeing training programs for civilian leaders is certainly different from Brown’s custom of working as the Operations Sergeant for the Regional Training Institute to train Soldiers in the Warrior Leadership Course at Camp Ashland, Nebraska, where he worked for more than 25 years.

On the civilian side, similar to the Warrior Leadership Course, the District’s LDP plays a key role in forming new leaders from existing employees. Last year’s LDP was hosted by UNO and coordinated through Harold Sargus, manager at the Nebraska Business Development Center, and he has the opportunity to work closely with USACE employees. What makes USACE Omaha employees stand out?

“I feel the main strength is the employees’ belief in and support of the USACE mission. Everyone I know and meet in the Omaha District is genuinely committed to do their best because they know it



Omaha District Training and Developmental Specialist Jonathan Brown conducts new employee orientation for a group of recently hired District employees. (Photo by Al Barrus)

# EMPHASIS ON TRAINING

serves their country well,” Sargus wrote, about his experience with the LDP students from the District.

However, training and coordinating in an organization of Soldiers simply is not the same when it comes to the mostly civilian workforce of the Omaha District.

“That’s one of the toughest parts of my transition: we are still DoD, we are still Army, but we’re of a different cloth,” said Brown, a civilian since 2014. “In the military I would walk into a room and say ‘Go!’ and the Soldiers would respond ‘Yes first sergeant, moving first sergeant!’ As a civilian I need to be more creative in finding ways to motivate employees.”

There’s also a challenge of keeping a steady flow of new employees trained. Brown says that the USACE training managers are looking at new strategies to keep on-the-go professionals trained, and using the

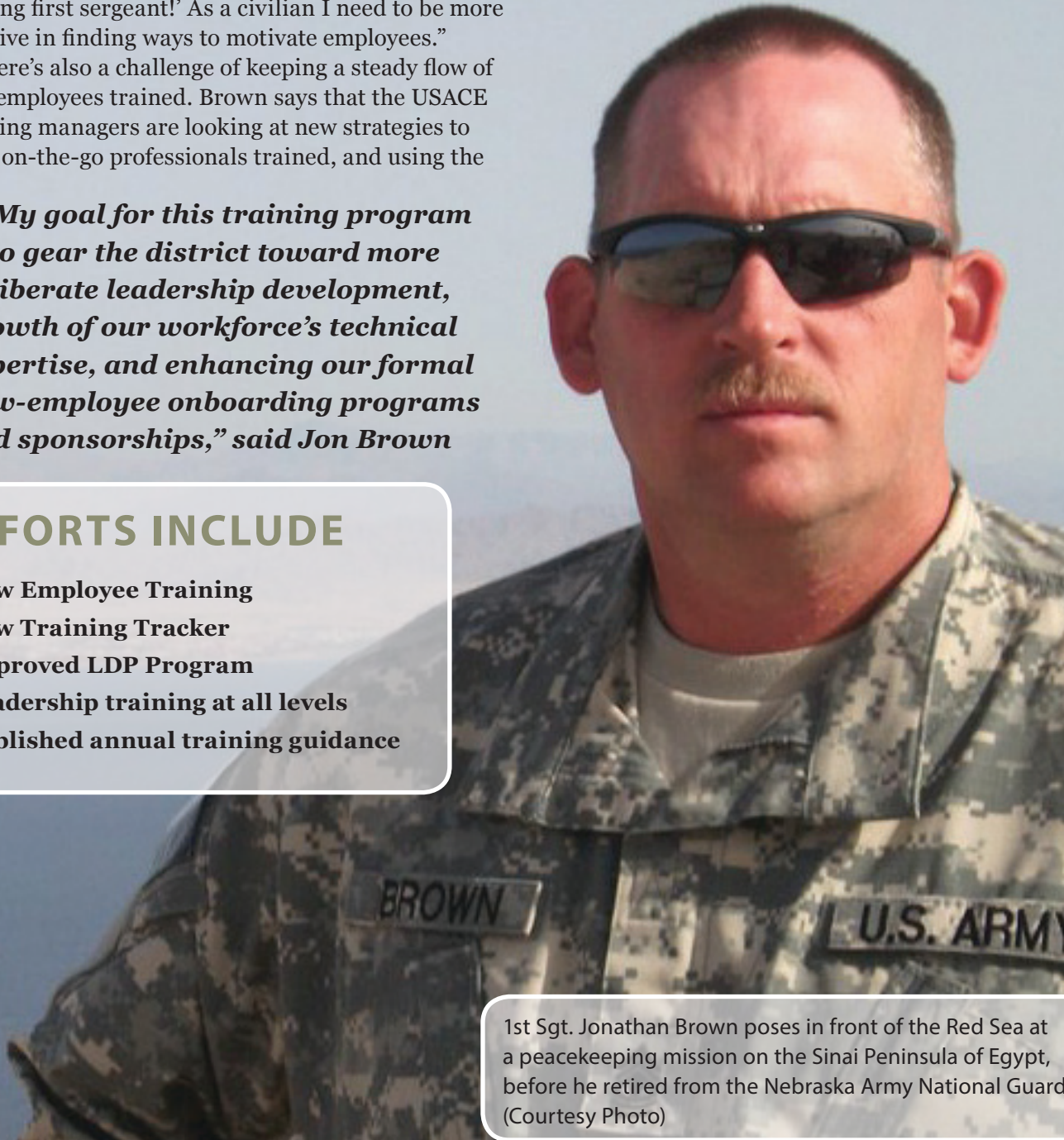
newer generation’s mobility and tech-savviness to the organization’s advantage.

“This isn’t only something we’re looking at for the District: mobile training is an Army-wide conversation,” Sexton confirmed. “As technology progresses more of our younger Soldiers don’t even have laptop or desktop computers at home. They conduct all of their electronic and internet business via smart phone or tablet.”

***“My goal for this training program is to gear the district toward more deliberate leadership development, growth of our workforce’s technical expertise, and enhancing our formal new-employee onboarding programs and sponsorships,” said Jon Brown***

## EFFORTS INCLUDE

- \* New Employee Training
- \* New Training Tracker
- \* Improved LDP Program
- \* Leadership training at all levels
- \* Published annual training guidance



1st Sgt. Jonathan Brown poses in front of the Red Sea at a peacekeeping mission on the Sinai Peninsula of Egypt, before he retired from the Nebraska Army National Guard. (Courtesy Photo)

# STRATEGIC HIRE MOVES

## DISTRICT FORWARD

She's a known front-line dynamo and this new job of hers seems a curious irony with an unpredicted dynamic attached. But it's all part of a strategy...so says a district higher-up.

Kim Thomas is widely respected as a first-rate leader, a coach with fire and creativity and a stalwart in the Omaha District's lengthy fight against floods and subsequent clean-up efforts over the last 10 years. As Chief of Emergency Management, she was an 18-hour a day fixture in the war room or out on soggy levees. Her dedication and toughness set the bar high for the Crisis Management Team which supported her.

Now enter the aforementioned higher-up—Ted Streckfuss. He spent his last 6 years as the “dual-hatted” Deputy District Engineer and Chief of Planning, Programs and Project Management Division (P3MD). His is a huge job, to say the least. He, too, has fought floods and traipsed o'er squishy levees during years of flooding in 2009, 2010 and 2011.

Streckfuss, too, has an inner blaze that comes across when he addresses the workforce at town hall meetings, or when he suggests a better plan during feisty confrontations in district strategy sessions. He knows all the numbers and he's intently focused on constant improvement and relentless future growth and quality of the Omaha District.

So why bring Kim Thomas on as his deputy? Does her background match up with the new position? Will her enthusiasm for leading from a dirty truck on the bad end of a once good levee, beneath the searing spotlight of public and media scrutiny, be squelched by the slower, studious pace of strategic gatherings and countless meetings?

Streckfuss thinks so. He lays out the setting.

“Over the past few years, it occurred to me that I was spending an inordinate amount of time executing ‘urgent’ tasks, yet not necessarily focusing or executing on ‘important’ tasks or initiatives,” he said.

“Kim's presence and performance changes all that. In the past year, we have been able to focus on clear articulation of process, captured in QMS format. We can dedicate significant organizational energy to mentoring and training opportunities, and refine our workload, workforce and income prognostication. It's all incredibly important to the future of a healthy and vibrant District,” said Streckfuss.

“Kim brings focused attention and dedicated energy to solving of large, complex issues; the intent behind this move is to further the culture of excellence for which the Omaha District is known,” said Streckfuss. “Kim Thomas completely changes the dynamic of P3MD and allows me the latitude of focusing on strategic initiatives that will hopefully pay dividends long after I retire from the organization. And yes—she fits her new role very well.”

Laughing off the misguided jests of being the ‘deputy to the deputy,’ Thomas' position description is still chock full of duties: As second in command to the P3MD chief, Thomas assists the chief in execution of the district's civil works, military, environmental remediation, and IIS programs, along with other business and strategic planning functions for the district. She also exercises full delegated authority in rendering decisions, providing advice and assistance while reviewing and approving recommendations.

Does she like her job?

“I love my job! Developing solutions for the Nation’s toughest challenges, delivering successful projects to satisfied stakeholders, and developing/mentoring future leaders, are exciting and challenging,” says Thomas.

“In such a large, diverse organization that executes over a billion dollars a year consistently, I learn every day.” “I think it is important to continue to challenge yourself and learn something new every day. Continuous learning is vital to the organization for strategic planning, effecting change and developing efficiencies which are all vital to ensure sustainability and service the Nation,” she said.

Thomas, widely respected for her bold, hard-charging work record and work ethic, says her past has led her to this moment. Is her new job anything like the old one?

“There are a lot of similarities in skill sets required, but on a much broader, strategic level that reaches across the entire District. Organization, communication, leading diverse teams, teamwork, strategic planning, tackling hard issues and making informed decisions, leading by example, working hard, healthy relationships, mentoring, accountability to others, integrity...these are all part of the daily regimen.

“P3MD, like the District as a whole, is performing outstanding work, setting the bar for the standard of excellence in USACE,” said Thomas. “We are working on fine tuning to become even more efficient and effective as well as ensuring a sustainable workload and workforce for the future.

“This year we are striving to put discipline in the process, developing processes to ensure sustainability, and taking care of our employees to ensure they are well trained and enjoy coming to work every day,” she added.

“Training is a big initiative right now (see page 10) and we have developed and implemented monthly lunch-and-learns as well as teaming with UNO to gain an outside perspective to the organization and assist us in shaping our training to ensure that we are developing our workforce to be successful in the challenging environment we face each day.

“Long term we are striving to ensure that our stakeholders continue to return to obtain our services, ensure we are building and mentoring future leaders and employees to sustain this outstanding organization and culture that our current senior leaders have built. Living in a volatile, uncertain,

complex, and ambiguous (VUCA) environment, we must strive to be innovative as well as flexible as we navigate the challenges we face,” said Thomas

“The impetus behind this action was predicated on my maturation as DPM, and a recognition of the essential nature of the requirements of the position,”



Ted Streckfuss and Kim Thomas in a strategic discussion. (Photo by Jeremy Bell)

said Streckfuss

The concept behind establishing and filling of a Deputy for P3MD isn’t new or novel,” he added. “Some districts have a dedicated employee or dual-hatted deputy positions within their organization.”

Creating a robust and solid future...that’s what it’s all about. Status quo will not go.

“As we look ahead, having a dedicated Deputy allows me to focus my energy on six key, strategic words: “Aggressive Execution, Technical Competence, and Effective Communication.

“We hope to be moving Omaha along a positive axis that accentuates and focuses our significant strength,” said Streckfuss. “That is success, in and of itself.”

# BUILDING AN EXCELLENT ENGINEER LEADER

Many times I meet with seasoned engineers and after talking about who moved to which firm and the latest projects, conversations often turn to our leaders.

Why do we talk about our engineer bosses? Because they are our bosses. We do what they say, follow their lead, and support the priorities they set. We follow them out of respect and admiration. Often, we follow them because we like them.

What makes a strong engineer leader one we want to follow? As engineers, we like to build things; how do we “build” a strong engineer leader? I have observed strong engineer leaders and believe there are five attributes that make others want to follow them. I will unpack why each attribute is important, and then construct a framework for developing these attributes in ourselves and others.

**1. SHOW TECHNICAL COMPETENCE.** As an engineer ask, “Do I know what I am doing?” We learned a lot in college, but that was a long time ago for many. Am I proficient in the knowledge and tasks I expect from my team? Can I visit a project and speak with authority on what I see? Is my knowledge current and relevant for the area in which I am working? If the answer to any of these questions is no, it is time to hit the books again! Remember what earned that degree and license – reading and studying. Practical application and exercising those skills are equally important. No matter how busy you are,

make time to do the tasks and assignments instead of delegating. Be humble and transparent. Don’t be afraid to ask questions.

**2. HAVE PASSION.** We are engineers with no division in the architectural standard for passion. How do we quantify it or specify passion? Ask yourself two questions, “Do I believe in what I am doing? Do I like it?” If the answer to either is no, then you need a change. Would you follow leaders who don’t believe in or like their work? As leaders, a unique dilemma places us in charge of many things. Many hold little interest for us. They are things we endure to get the job done. We do not have to be passionate about everything in our purview, but something. Passion is contagious – you want your organization to catch it from you. What part of your job really excites you? Focus some time and energy on that every day. If nothing excites you, change jobs.

**3. HAVE VISION.** If we believe in what we are doing, we like it. Now, we need a picture of success. I believe in physical pictures. Through my career, coworkers have laughed at me because I pull out a blank sheet of paper and draw pictures of what I am talking about. My pictures include stick figures frowning or smiling at their situations. I draw roads and buildings,

desks and computers, stacks of reports, lightning bolts and light bulbs. When I am done, everyone can laugh at my crude drafting skills. But, everyone also has an image of what I am talking about. They can see unhappy customers when the road didn’t connect correctly. In a silly cartoon pile, they can see a happy clerk when we deliver a stack of properly prioritized projects. Years later my coworkers have referred to these cartoons and sketches when discussing progress or hurdles. Are you good at conveying your vision to your organization? Do people walk away amused or confused? It really doesn’t matter what works for you, just figure it out and stick with it. In a military briefing to a task force commander in Bosnia I once used my guitar and a song to convey our plan. I knew he played guitar and I thought it would be memorable. It was. If you are





not great at impromptu sketches and motivational speeches, craft a sincere, passionate vision statement or directive. It does not need to be a pithy “We will all strive to be the most excellent customer-oriented blah blah blah.” It can start with “In one year I’d like for this project to be...” Encourage employees to respond to you, ask questions, and challenge your vision. They will sharpen it, feel ownership, and ultimately buy-in to your shared vision.

**4. BE REAL.** Be authentic. Be yourself. Employees see through phony facades as easily as plexiglass. The beauty of sincerity is it is simple and requires little effort to sustain. If you are not the person you want to be, you need to become that person, and soon. Sincerity does not mean perfection in a leader. It does not offer a blank check to fling flaming darts when you are upset. The key is to be real and tangible to your organization. Your employees want to know the real you, and they will go to great lengths to discover it. Who do you think they talk about on breaks? Show sincere emotion. Let them see you frustrated, disappointed, angry, elated, and yes even worried. As you build rapport with your organization, a bit of worry can energize your team to act! Some leaders spend most of their energy masking their real self to employees. Engineers know this is inefficient and ineffective. Be real.

**5. BE HONEST.** For an engineer, honesty is the foundation of everything we build. Without an

honest foundation, the structure sags, cracks, and eventually falls. It starts with honesty in communicating with each other. Tell the truth. Report accurate test results. If you have ever seen test results faked or doctored to cover up bad materials, something like that with an engineer’s signature means you never trust them again. I can think of no better compliment from someone for an engineer than, “He is a straight shooter.” The truth, with tact and diplomacy, always.

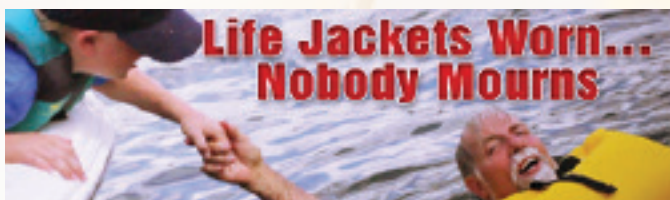
Engineer leaders are a work-in-progress - always under construction. Balancing technical demands with people skills is a daily challenge. Our unique world demands leadership. Machines and material, men and women depend on it. We owe it to the nation and to our team to be the engineer leader they need.

**About the author:** Joe Wyka attended Ohio Northern University graduating in 1994 with a bachelor’s degree in civil engineering. Commissioned in 1994 as a Corps of Engineers officer through ROTC, he served six years in Germany, Bosnia and Missouri before leaving in 2000. He completed a masters in Engineering Management during his time in the Army.

He worked as the chief deputy city engineer for the City of Mansfield for 8 years. Running a small maple syrup farm on the side, he completed a masters in Engineering. He holds a Colorado PE license, and is a LEED AP.

In 2008 he became Engineering Division chief at Fort Carson, serving for 6 years. He later took the position of chief engineer at the Hale Koa Resort, one of four Armed Forces Recreation Centers worldwide. He later accepted a position as project engineer at Peterson Air Force base in the Air Force resident office for USACE.

His passion is leadership development of engineers. He taught at the Fort Carson Garrison Leadership Academy, which targeted GS-9 - GS-12 emerging leaders. He also started a voluntary leadership development group in the Directorate of Public Works.



# District partners with University of Omaha in celebration of E-Week



1-Omaha District sets up a display to help kick-off Engineering Week at the Peter Kiewit Institute in Omaha. Colonel John Henderson has the attention of a university engineering student, and that of his Public Affairs Chief, Tom O'Hara. 2-Pascual Mauricio, Civil Engineering student at UNL attends the NSBE E-Week event alongside Johnette Schockley. Mauricio recently began a permanent part-time position with the Engineering Division, Design Branch, Structures Section. 3- Omaha District Commanding Officer, John Henderson discusses the opportunities available and the strong work ethics of the district with an engineering student at UNL during Engineering Week activities, as the Associate Dean for Undergraduate Programs, David Jones listens intently.

When that engineering student runs up to your booth, after his final college class of the day, looks down at your table banner and says, is this the Army Corps of Engineers, this is my dream job! You know you're in the right place.

That place was partnering with the University of Omaha in celebration and recognition of Engineering Week, Feb. 21-27.

Omaha District encapsulated the "Engineers make a World of Difference" theme, when Corps team members attended the Peter-Kiewit Kickoff ceremony where more than 85 students were in attendance. Colonel John Henderson, Commander of the Omaha District was on hand to increase the understanding of, and interest in, engineering and technology careers.

Johnette (Johnnie) Shockley of the U.S. Army Engineer Research and Development Center, assisted in educating the diverse and well-educated future engineering workforce who attended the kickoff. College students walked throughout the area of table displays and information booths in a manner similar to a career fair and were able to engage on a more personal level, without the rush of a fair.

"As a representative for the Nebraska Engineering Student Council at Omaha, NESCO, I want to thank you Corps of Engineers for your interest of E-Week. You joining us for the opening ceremony has helped our students

learn more about the work you do abroad and those with global impacts," said Johnathon Hare, Electronics Engineering Class of 2019.

The impact from the Corps continued later in the week when the same team, along with a few additional members attended the University of Nebraska Chapter of the National Society of Black Engineers mixer.

According to Dr. Teri Norton, Associate Professor, Construction Engineering Program Coordinator, there were more than 45 folks in attendance. Other representatives celebrating the E-Week were from Valmont, Union Pacific, United States Department of Agriculture, Nebraska Public Power District, Johnson Controls, Inc., Lincoln Electric System, Inter-Systems and University of Nebraska Medical Center.

Norton said, "Our first NSBE Industry Networking Mixer was during E-Week 2010, making it seven years running this year. This event started as a NSBE-only event as a way to give minority students and opportunity to interact and network with industry professionals. It gave them the focused face time that they wouldn't ordinarily have gotten, especially at a majority institution. From experience, I know that a little attention and support goes a long way when you're feeling like one of the few."

The event is co-sponsored by the student chapters of the Mexican

American Engineers & Scientists, and the UNO Society of Women Engineers and the UNO American Society of Civil Engineers. "It is a great opportunity to interact with and network with other local industry professionals and students from all engineering disciplines," said Jennifer Skidmore, Career Services coordinator.

For students in attendance they could enjoy personal interactions with faculty, alumni and industry partners and learn about scholarships, internships and jobs. They were also able to talk to professional engineers about their experiences in the engineering industry.

And for that lucky college student whose dream is to work for the Corps... well he jetted home during the setup for the evening events and returned, dressed for success. He was excited to have the opportunity to talk with the Commander, and also was able to talk with our Chief of Engineering, John Bertino who was a wealth of information for the many students who stopped by.

For that young college student with the dream of working for the Corps. His name won't be revealed at this time, however his cover letter and resume are on file, as he has applied for a summer hire position. With that dream in the works, E-week came to a close.

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4-Gabriel Nsengiyumva, National Society of Black Engineering student, shares his love for civil engineering with John Bertino, Chief Engineering Division during an Engineering Week event at the University of Nebraska. 5- Jennifer Skidmore, Career Services Coordinator, University of Nebraska at Lincoln, discusses opportunities at the Omaha District with Nicole Walls, Equal Employment Officer at the Corps.

# And the survey says?

Dam Monitoring Survey data from the Omaha District Surveys, Mapping and Geographic Information Systems Section Field Survey team is one element of a larger Dam Safety inspection and monitoring program.

***“Our Dam Safety program and supporting deformation monitoring surveys help to ensure each of the District’s 27 dams is ready to capture floodwater from the next storm,” said John Bertino, Omaha District Engineering Division Chief.***

The field survey team consists of five surveyors whose services include boundary, topographic, and hydrographic surveys using the latest high tech surveying equipment and tools.

In addition to conducting surveys at military installations, for civil works water resource projects, and supporting other U.S. Army Corps of Engineers Districts, Field Survey crews perform surveys at USACE dams as part of a regular inspection and monitoring program.

The Omaha District is charged with operating and maintaining 27 dams within the Missouri River Basin. Among them are six large hydropower dams on the

main stem of the Missouri River, and several smaller tributary dams located in Colorado, North Dakota, South Dakota and Nebraska.

There are 14 dams in Nebraska; 10 Salt Creek dams in the Lincoln area and four Papillion Creek dams in the Omaha area.

The dam safety program at each dam includes annual and five-year periodic inspection requirements. As part of the periodic inspection, Field Survey teams perform a deformation monitoring survey. Each dam has an assigned Dam Safety Engineer who is responsible for plotting the field survey results and evaluating the data against design assumptions and historical trends to ensure the continued safe operation of each project.

This process, including collecting survey data, is called a dam deformation study. Part of the dam monitoring process also requires that, whenever dam safety replacement instruments or additional instruments are installed at a dam, the team conducts a survey to provide information and document these modifications for comparison in future deformation studies.

Approximately five of the Omaha District’s 27 dams undergo periodic inspections each year. One of the dams that will soon be undergoing a periodic inspection is Salt Creek Dam Site 8 at Wagon Train Lake near Hickman, Nebraska.



One of the dams that will soon be undergoing a periodic Dam Safety Inspection is Salt Creek Dam Site 8 at Wagon Train Lake near Hickman, Nebraska. (Photo by Eileen Williamson)

The dam safety engineer for Salt Creek Dam Site 8 provided a survey data task list, which requires the team to survey and record five different types of data points at the dam. The data point types include vertical or horizontal movement for 15 piezometers, four slope or crest movement markers, intake structure movement markers, outlet works conduit movement points, and a centerline profile of the dam.

Each dam has a minimum of two static (non-moving) project control points. The points, placed during construction, are designed to avoid shifting or

displacement. A GPS base station is set up on each of the two fixed control points, then GPS data for instrumentation, such as a piezometer, is collected. This data is compared against previous surveys to determine if there are changes in the position. The project control points are ultra-precise and have a 1/1000-inch accuracy variance vertically and approximately a 0.02 tenths of a foot accuracy horizontally.

Any indication of movement from these data points can provide an early indication of a possible issue at a dam.

“Established points could be affected by a mower or other heavy equipment so redundant measuring of each data point ensures measurements are accurate,” said Survey Crew Liaison, Danielle Campbell. “If movement or shifting is occurring, we’ll see a change when we compare multiple data points with previous years’ surveys. Movement of a single point could indicate a data collection error or damage to the point itself. But, to eliminate the possibility of a collection error, redundant measurements are taken to virtually eliminate systematic errors and make our measurements very reliable and prove, or disprove, that there is shift or damage to each respective movement point.”

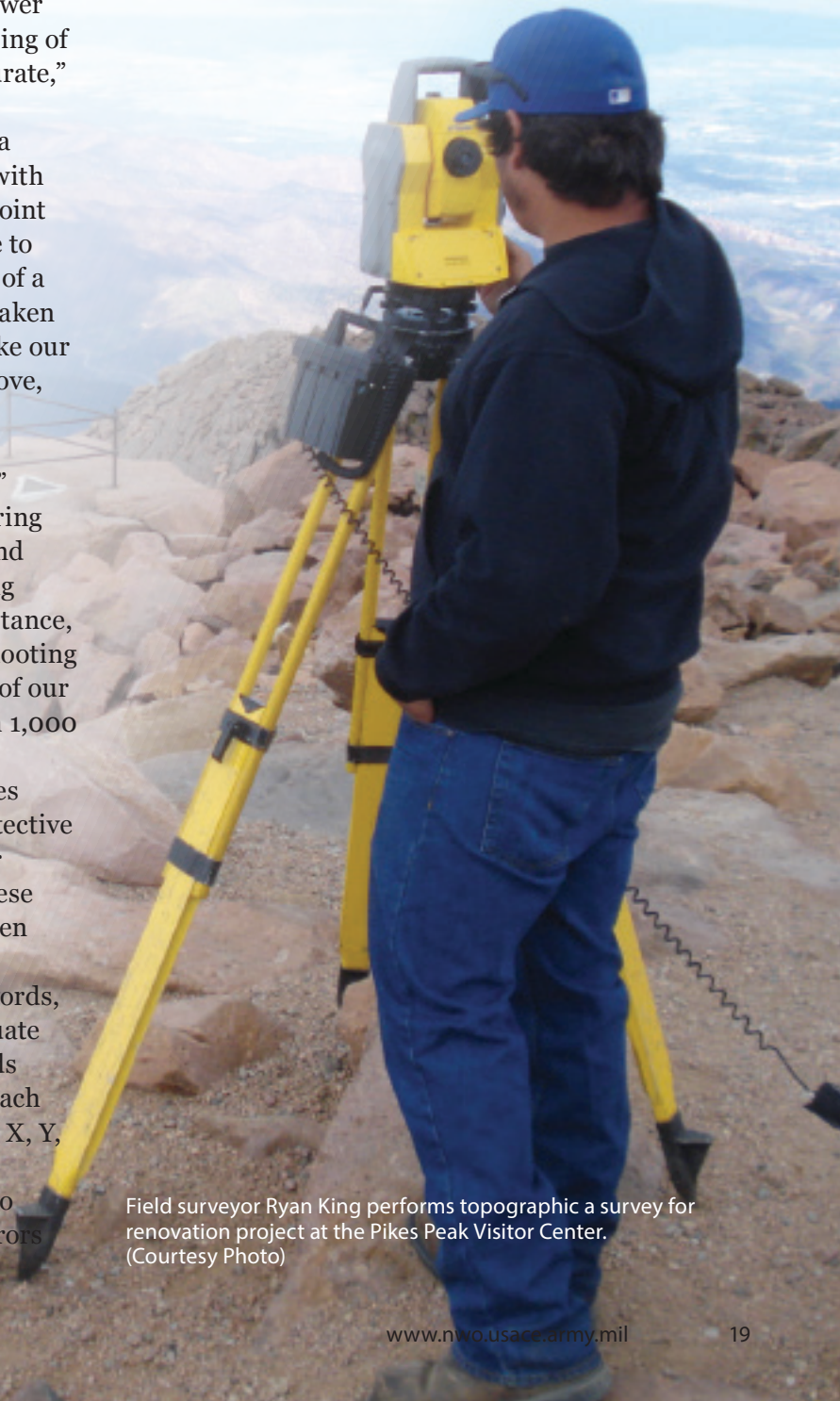
“On any given day, we have crews in the field,” said Campbell. “Our annual dam safety monitoring includes surveying and analyzing established and new dam safety instruments, as well as verifying existing data points (the control points). For instance, the inspection at Wagon Train Lake required shooting 150 historically documented data points. Some of our larger projects can require collecting more than 1,000 data points.”

Measuring movement for outlet works requires confined space training and using personal protective equipment to enter the conduit and measure for movement at each joint within the conduit. “These measurements determine if the elevation between the joints of each section of conduit is higher or lower than historical measurements. In other words, they determine a comparative elevation to evaluate against historical data. With our survey methods and equipment, we can measure movement in each section of conduit and plot the movement on an X, Y, Z axis,” said Campbell.

Once all the data is collected, it is compared to previously collected data as a way to look for errors

and then the survey deformation data is provided to the dam safety engineer.

“We use the survey data to analyze vertical movement (settlement) and horizontal movement of the dam and outlet works. Additionally, it allows us to understand the vertical location (elevation) of the piezometers to more accurately define groundwater levels that are recorded quarterly and during any high water event,” said Carlie Mander, the dam safety engineer who will lead dam safety efforts for the Salt Creek Dams.



Field surveyor Ryan King performs topographic a survey for renovation project at the Pikes Peak Visitor Center. (Courtesy Photo)

## Veterans Affairs supporters receive **USACE excellence** in contracting award

The Aurora Veterans Affairs Hospital Replacement Alpha Contract Team was named the U.S. Army Corps of Engineers' 2015 Procurement Team of the Year in the Excellence in Contracting Awards Program.

Each year USACE recognizes the achievements and contributions of its contracting workforce for their continuing and exceptional commitment and service. The awards program highlights its very best contracting professionals and honors their superior performance and fine accomplishments.

Col. John W. Henderson, Omaha District commander, in an e-mail recognized there were dozens of people who supported the efforts of this team. The nucleus of the team included employees from USACE's Omaha District and the U.S. Army Engineering and Support Center, Huntsville.

Robert Michaels, Doug Hadley, Pete Sturdivant, Glenn Marks, Dick Taylor, Stan Tracey, Sam McGuffey, Jay Ling, and Eric Vokt from Omaha District received support from Huntsville Center's Boyce Ross, Arkie Fanning, Pat Haas and April Rafael-Adams.

"The brilliant efforts of this team to work through extreme complexity to negotiate a new \$571 million fixed price incentive firm completion contract for the remaining work on the Replacement Medical Center for the Veterans Affairs Eastern Colorado Health Care System in Aurora, Colorado are truly laudatory and certainly saved our nation tens of millions of dollars in the process," Henderson said. "Kudos to you all for this very well-deserved recognition."

The team worked together to find a solution for completing a Replacement Medical Center for the Department of Veterans Affairs construction project

in Aurora, Colorado. USACE procured a sole source acquisition with Kiewit – Turner, a Joint Venture, to finish the last half of the project.

"In less than a year, the Contracting Team entered final negotiations at the year end with contract award ready for the first week in October 2015," said John Jacobson, Omaha District chief of contracting. "This was an incredible feat given that during that time the team had to conduct extensive market research, develop an Acquisition Strategy, create and get approval for a justification and approval document to conduct a sole source acquisition, develop and get an approved independent government estimate, develop an in-depth statement of work, develop a complete Request for Proposal, develop a detailed pre-negotiation memorandum, conduct extensive negotiations, develop detailed charts explaining a Fixed Price Incentive (Firm Target) contract and obtain approvals on many of the documents all the way up to Mr. Shay Assad, director of Defense Pricing for the Department of Defense."

Jacobson said the team broke new ground on multiple fronts; from bringing key players from various locations throughout USACE together in one location to develop and complete vital acquisition documents (such as the Acquisition Strategy in record time), to the proposed utilization of a Fixed Price Incentive (Firm Target) contract for a half completed construction project. The collaboration and coordination up and down the leadership chain was noteworthy and was directly responsible for the effective streamlining of the acquisition process.

Huntsville Center's Arkie Fanning, April Rafael-Adams, Pat Haas and Boyce Ross are part of the team receiving the Procurement Team of the Year in the 2015 USACE Excellence in Contracting Awards Program. (Photo by Jeremy Bell)



“We borrowed contract capacity from the Walla Walla District Civil Works Cost Center of Expertise and used a firm out of Atlanta that our cost engineers had worked with in the past (Project Time and Cost). The estimating team from the Center, augmented by as many as 15 PT&C estimators, developed a detailed estimate of the work left to do on each building in the medical center complex over a 60-day time period. Ultimately the Fixed Price Incentive (Firm Target) was established very near the government’s estimate, the first time that has occurred in my career,” said Huntsville Center’s Boyce Ross.

“It was great to see Omaha reach out to so many people in USACE. Savannah District, Fort Worth District, Huntsville Center, Walla Walla, and Headquarters, USACE all contributed to this contract getting awarded,” Ross said. “There were several instances where Mr. Lloyd Caldwell, director of Military Programs, and Mr. Stuart Hazlett, director of Contracting, took direct control of the negotiations with K-T, ultimately handing it over to Omaha’s team to finalize and award. It was a great USACE team effort.”

## *Achievement, efforts recognized on awards day*

Forty two employees of the Omaha District received recognition during a quarterly awards ceremony held February 26. Awards ranged from Army Unit Award Pins showcasing the efforts of volunteers for assistance during Hurricane Sandy. Other awards included Letters of Appreciation, Letters of Commendation, to Commanders Coins and Achievement Medals for Civilian Service. One of the districts’ newest employees was recognized with a Commanders Award for Civilian Service from his previous employer. Wrapping up the ceremony was the presentation of the Pioneer Award, which recognizes team members who exhibit Army values and the Omaha District reputation of excellence in their day to day efforts. Following the individual awards and group awards all those being recognized and their supporting supervisors gathered for a group photo outside.



(Photo by Jeremy Bell)

**Army Unit Award Pins:** Barbara Kimball, Matthew Krajewski, Kimberly Martin, Charles Mason, Dean Matuszewski, Charles McWilliams, Eileen Williamson, Joseph Evans, Robert Karlen and James Muilenburg.

**Letters of Appreciation:** Ryan Maas, Laura Delong and Kathy Krollman.

**Letter of Commendation:** Andy Winslow

**U. S. Army Corps of Engineers’ 2015 Procurement Team of the year in the Excellence in Contracting Awards Program:**

Robert Michaels, John Bertino, Jr., Dick Taylor, Doug Hadley, Eric Vokt, Sam McGuffey, Stan Tracey, Glenn Marks, Leslie Jaramillo, Doug Manly, Andrew Anderson, John Jacobson, Pete Sturdivant, Jay Ling and Andrea Rodriguez

**Note from Chief of Engineers:** Joe McMahan  
**Commander’s Coin:** Aaron Sandine, Hector Santiago, Mike Morrison, and Amy Schmidt.

**Achievement Medal:** Amy Schmidt, Harry Weddington and Sheena Tubrick.

**Commanders Award for Civilian Service:** James Vanarsdale.

**Pioneer Award for Building a Strong Community:** Timothy Zabrocki



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Omaha District

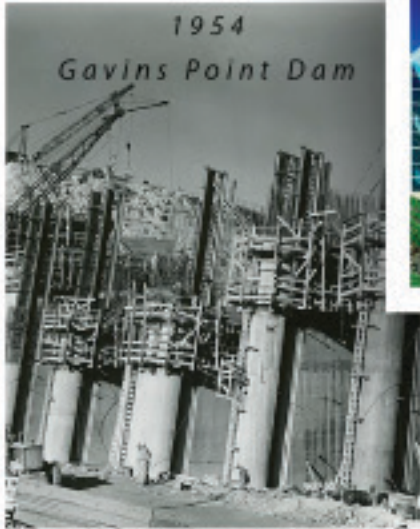


Col. John Henderson, Omaha District Commander honors Maj. David A. Bragg during a retirement ceremony in Colorado Springs, Colorado, Jan. 31, 2016. "It's important to celebrate not only our teammates' accomplishments, but also the contributions and sacrifices of their families, and their transition from government service," said Henderson. Bragg's retirement marks the end to an 18-year military career with his final assignment being as the Omaha District Deputy Commander-West of the Rocky Mountain Construction Division in Colorado Springs, Colorado since June 2014.



# OMAHA DISTRICT OPERATIONS PLAN FY 16/18

1954  
Gavins Point Dam



1982  
Space Command



2011  
Missouri River Flood



2016  
STRATCOM



*"We provide solutions for the Nation's toughest engineering challenges."*



# OMAHA DISTRICT OPERATIONS PLAN FY 16/18

## Mission:

The Omaha District delivers quality engineering solutions in a timely and cost-effective manner, through collaboration with our partners, to secure our Nation, energize our economy, reduce disaster risk, protect our environment, and manage our resources.

## Vision:

Engineering solutions for the Nation's toughest challenges in order to be the federal engineer of choice.

### GOAL 1 — Support National Security

- Develop capability to provide reach-back design support to TAD.

- Deliver USSTRATCOM Facility.



- Improve worldwide coordination/management of EPA/DIA/DLA programs.

- Achieve MCX for current Omaha Fuels program.

### GOAL 2 — Deliver the Program

- Improve delivery of Civil Works solutions in close-collaboration with stakeholders.

- Develop Missouri River Management Plan and Continuing Authority Program opportunities.



- Complete EIS for the Yellowstone Intake project in support of project to facilitate species recovery and jeopardy avoidance on the Missouri River.

### GOAL 3 — Reduce Disaster Risks

- Fully exercise Cascadia Disaster Response; maintain ESF team readiness; fully support response efforts ICW DOD, Interagency, State, and Regulatory partners.

- Master asset management throughout life-cycle to reduce infrastructure risk.



- Improve interagency coordination with regard to multi-agency permitting.

- Build the Productive Infrastructure Executive Modification to reduce risk within N

### GOAL 4 — Prepare for Tomorrow



- Proactively address command climate concerns in order to develop a climate of trust, competence, commitment, and character.

- Enhance District cyber security and information assurance initiatives.



- Develop Human Capital Strategy to ensure balanced workload/workforce.

solutions in a  
 corporation with our  
 economy, reduce  
 our water



*"We provide solutions  
 for the Nation's  
 toughest  
 engineering  
 challenges."*

choice.

ve USACE  
 certification  
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 ha District  
 TCX  
 ram.

- Partner with Military/IIS stakeholders to improve ability to deliver FSRM.

- Design and construct environmentally/operational sustainable projects.



## END STATE

Deliver innovative, resilient, and sustainable solutions to DoD and the Nation.



- Deliver quality solutions to IIS program; procure and execute Aurora VA.

- Build Acquisition Support Team to streamline acquisition and provide procurement discipline, quality, and risk-management throughout project lifecycle.

Deliver enduring and essential solutions using effective strategies.

e Dam Safety  
 on Center to  
 Dam Safety  
 tions that will  
 risk to life safety  
 WD and POD.



- Create hydropower rehabilitation strategy; pursue customer funding.

Deliver support that responds to, recovers from, and mitigates disaster impacts to the Nation while ensuring sustainable operations.

- Increase outreach to improve diversity and engagement with Wounded Warriors, ROTC, and STEM students.



- Enhance leader development, growth of technical expertise, and formalize employee sponsorship/on-boarding programs.

Build resilient People, Teams, Systems, and Processes to sustain a diverse culture of collaboration, innovation, and participation to shape and deliver strategic solutions.

# ABOUT THE OMAHA DISTRICT



For more than three quarters of a century, the Omaha District has been serving the upper Midwest and the nation. The district boasts a boundary that includes 1,100 miles of the Continental Divide on the west and nearly 400 miles of the Canadian border on the north. It covers an area of about 700,000 square miles in the northern Great Plains. Currently, the district is executing a total program in excess of \$1 billion—a historical peak—across its multiple mission areas in military construction, environmental remediation and rapid response programs, and civil works projects, including flood protection, navigation, hydropower, recreation, regulatory, recreation, flood damage control, coastal emergencies, and ecosystem restoration.

