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Building Strong

A new look at Moffett Field

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A construction worker fits boards along a wall soon to be a truck loading ramp. The ramp is part of an $80 million construction project at Moffett Field to build a 103,500-square-foot Armed Forces Reserve Center and two additional buildings. (Photo by Brandon Beach)

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ARRA Update

SPN contracts supported small businesses in '09

By Joe Barison
District Public Affairs Office

In 2009, 22 percent of U.S. Army Corps of Engineers, San Francisco District's American Recovery and Reinvestment Act contracts — a total of $7.63 million — were invested into set-asides for small and 8(a) businesses.

Minority businesses (Category 8(a) set-asides) received $3.66 million, while other small business firms were awarded $3.97 million in stimulus funded contracts

"ARRA or 'stimulus' funding has played a large role in small business contract awards," said Rick Vredenburg, the district's small business contracting coordinator. "Our contracts awarded to small, disadvantaged businesses and to service-disabled, veteran-owned businesses during the past nine months consisted of at least 80 percent ARRA stimulus money."

Overall, $27.77 million has been awarded through 34 ARRA contracts since stimulus spending was enacted into law as a response to the nation's economic conditions. Federal agencies, including USACE, were allocated funding to award contracts to companies to continue projects designed for the public good.

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SPN Surveyor

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J.D. Hardesty

(Top) South Pacific Division Commander Col. (P) Rock Donahue recently held a "Rally Point" for San Francisco District staff as part of his initial orientation tour. (Left) Col. (P) Donahue shares his vision for the division's way ahead with San Francisco District employees.

Division Commander gives his glimpse 'on the way ahead'

By J.D. Hardesty
Chief, Public Affairs

The San Francisco District hosted the South Pacific Division commander recently during his initial orientation tour to meet district employees, share his vision and give a glimpse into his 'way ahead.'

After spending eight days at U.S. Army Corps of Engineers Headquarters attending the commander's course and meeting USACE executives, "My sensing is I came away ... where everyone understood what the districts were doing," said South Pacific Division Commander Col. (P) Rock Donahue. "I got great feedback on San Francisco, Sacramento, Los Angeles and Albuquerque, but it suddenly dawned on me that no one was talking about the South Pacific Division - nobody ever talks about the region - nobody ever talks about SPD.

"We are a region. We are a family, and we need to understand where we fit," he said.

The division's geographical and political landscape includes:

- 10 States (5 shared with other regions)
- One of the world's 10 largest economies
- Approximately 18,000 miles of levees
- 46 Dams and Reservoirs
- 5 Strategic Ports
- 30 recreation areas
- 300 threatened or endangered species
- 4 EPA Regions
- 4 FEMA Regions
- 4 VA integrated service networks
- 3 U.S. Fish & Wildlife Service regions
- 516 military munitions properties
- 13 Army and 12 Air Force Programs/Installations
- 170 Native American Nations
- 81 U.S. Congressional Representatives
- 20 U.S. Senators

"Where do you fit and how do you contribute to the region," he asked rhetorically as he emphasized, "Everything we do here has purpose."

Purpose and priorities drive the division's new commander as his operational philosophy blends TEAM into Teamwork, Execution, Attitude and Mission.

It is with the same philosophical approach that he describes the current division force.

"The force is us ... it is you," he said. "Those serving in uniform, our contractor, our senior civilians all are serving around the globe on the frontiers of freedom."

"What is the bottom line?" he asked rhetorically. "I'm a student of John C. Maxwell's *The Journey from Success to Significance*. Maxwell is considered one of the foremost authorities on leadership.

Col. (P) Donahue explains Maxwell discusses in his book "the core of our life is determined by three things:

1) The relationships we form;
2) the decisions we make; and
3) the actions we take.

Nesting the headquarters' Campaign Plan with the Division's Implementation Plan and the District's Operation Plan, he said, "We are the first division to 'cut our teeth' on an I-Plan with 12 actions," he said. "Headquarters has the Campaign Plan, the division has actions and the district has tasks. Together, we will build to last; we will build the benchmarks, and we will build your legacy.

"It is all about relationships," he said. "We are the South Pacific Division, and we want to be known for strengthening relationships with others throughout the region."

The division's top officer steeps his "strengthening relationships" philosophy at home as well.

"Our priorities are aligned with faith, family and the force," he said. "For me and my family, I think you have to be grounded in something bigger than yourself."

Others in his family support the force. He recently served in Iraq with his son. His daughter-in-law is serving in Afghanistan and his is eldest daughter is readying for a commission. "It changes your life when your children start serving in a combat zone," he said.

He and his wife also have two daughters attending local high schools.

Building a Strong future force

SPN takes to task missions supporting the Region's Implementation Plan of the Corps Campaign Plan

More than 30 San Francisco District employees have answered the nation's call to support Overseas Contingency Operations since 2004

By Lt. Col. Laurence M. Farrell
District Commander

USACE has four campaign goals with four objectives each that effectively define its vision, mission and path to becoming the world's premier engineering organization (see next page).

Each division in USACE has an Implementation Plan (IPLAN) that supports the goals and objectives of USACE.

The districts in USACE have an operations plan (OPLAN) that supports their division's IPLAN, and subsequently, USACE's campaign plan objectives and goals.

Both SPD's IPLAN and the district's OPLAN will be discussed in a subsequent issue of the Surveyor. The purpose of today's article is to show how the district's day-to-day functions and execution support USACE's four goals and sixteen objectives in becoming a great organization.

Goal 1 - Focuses on how the Corps supports the Federal Emergency Management Agency, the Global War on Terrorism and current Overseas Contingency Operations.

Courtesy Israel Rivera

Israel Rivera says hello to a few of the Iraqis on the staff at Tallil Air Base, Iraq. Rivera sent this photo postcard to thank his San Francisco District coworkers for their support during his deployment.

We do this by being ready, responsive and reliable in delivering high performance to support FEMA during floods, hurricanes, earthquakes, tsunami's typhoons and other national emergencies.

Courtesy

Robin Liffman, a district environmental planner, is serving as chief of capacity development during her deployment to Kabul, Afghanistan, in support of the nation's Overseas Contingency Operations.

Furthermore, we do this by preparing our workforce to respond to no-notice, all hazards contingency events. The district's response has been large and it has been worldwide.

Courtesy

A worker trims boards during construction of a health care facility at Al Zahrawi, Iraq.

Since 2004, more than 100 district employees have responded to domestic emergencies or overseas contingencies. More than 30 volunteers answer the nation's call to support the Global War on Terror and Overseas Contingency Operations.

From responding to emergencies caused by hurricanes Charley, Dennis, Flossie, Gustav, Hanna, Ike, Isabel, Ivan, Jeanne, Katrina, Rita and Wilma, along the nation's coast, district employees faces have become an integral part of FEMA's relief effort.

Faces like Jonathan Guerrero, Alison Bremner, Cynthia Fowler and Joe McCormick have helped our fully staffed, commodities team bring water and ice to the victims surrounded by nature's devastation, while others work on the Corps' "blue" roofing mission or debris removal teams. Still others dropped their day jobs mission to provide assistance to victims of the Red River floods in North Dakota last spring.

The district remains ready and responsive by maintaining two fully qualified Emergency Support Function-Team Leaders. The district maintains two Emergency Operating Centers, one at its headquarters location on Market Street and the other main EOC at the Base Yard in Sausalito.

The district continues to train its workforce. Our Project Response Teams keep their skills honed by participating in training exercises like in Little Rock and Pacific Ocean divisions.

This year, the district's train-up includes Flood Exercises (Feb. 09), Levee Workshop (May 09), Port readiness Exercise (July 09), Officer Development Program training at Fort Point and Fort Baker (June 09), Military Vehicle Technology (July 09), Coast Guard Operations (Aug. 09), Military Decision-Making Process (Sept. 09), Current Operations Update Iraq/Afghanistan (Oct. 09*)*

Reaching well beyond its operational borders, the district leaves its distinct legacy in construction projects designed to improve the quality of life for Iraqis and Afghanis. Joel Pliskin, Marvin Horton, Billie Fagan, Robert Hoshman, Margarito Rosales, Arnold Lee and several others have deployed to Iraq or Afghanistan in support of the district's Overseas Contingency Operations. Many of the district's

Courtesy

The Kabul Military Training Facility is one of the many projects under the oversight of the USACE Afghanistan Engineer District.

volunteers have served numerous tours "downrange" as we continue building strong in these areas.

Our worldwide district response includes members of our workforce helping the victims of typhoons Melor and Pongsona, the Somoa earthquake and the Indian Ocean Tsunami.

Our workforce - our employees - are our most valuable resource - they volunteer in these emergency and crisis situations.

While they are away from home taking care of business, we have established policies and procedures to assist Soldiers, Civilians and Families supporting USACE operations. We provide quarterly contact with Family members of deployed employees along with informational assistance.

Courtesy

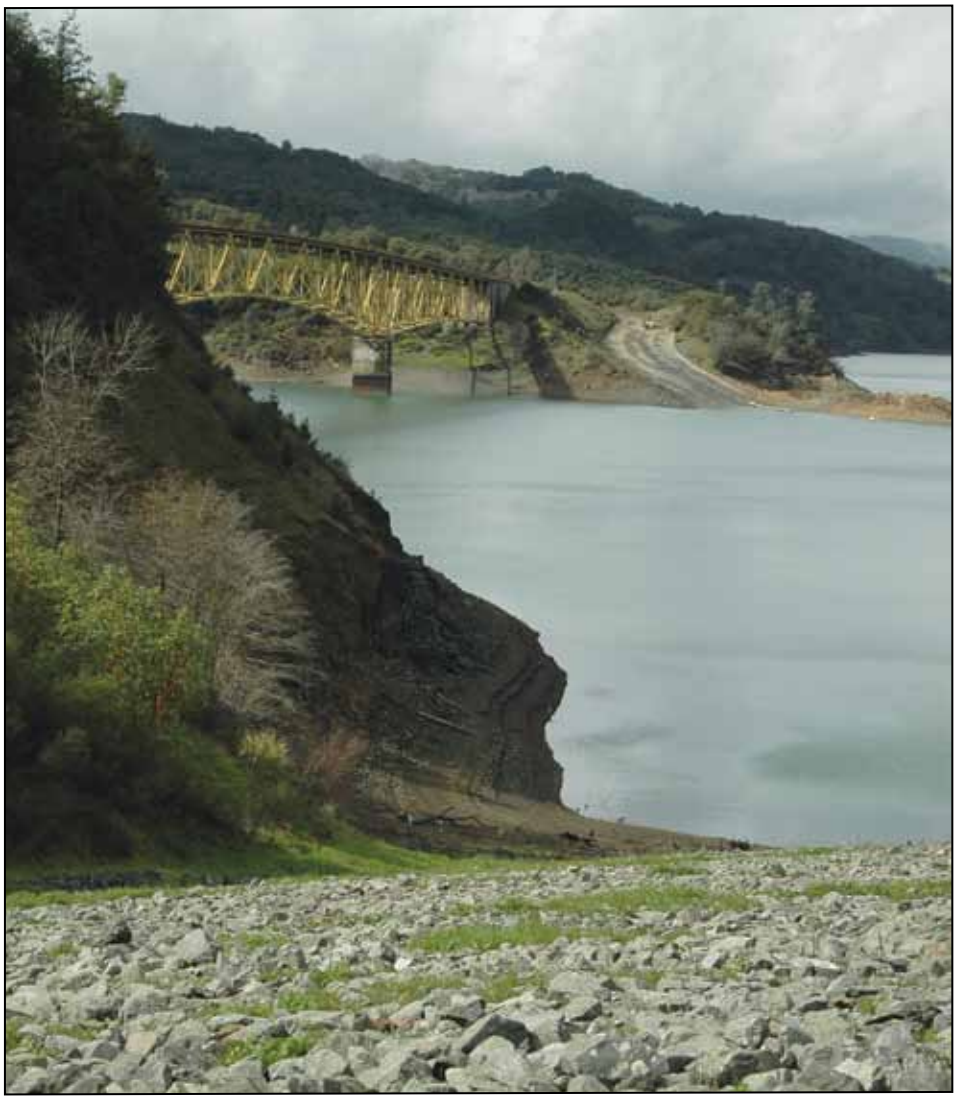
Construction workers pump concrete into the foundation of new barracks being built at Bagram Air Field in Afghanistan.

Goal 2 - Our Civil Works projects are embedded in the essential water resource solutions we provide throughout the district through collaboration with partners and stakeholders.

We work in partnership with FEMA, the Environmental Protection Agency, U.S. Department of Fish and Game, California Coastal Conservancy, Sonoma County Water Agency, Santa Clara Valley Water District, East Bay Municipal Utility District, Port of Oakland, Port of Redwood City, Noyo Harbor District, Humboldt Harbor District, and so many more, each teaming their resources with ours for flood risk reduction, to keep the federal shipping lanes open, building Veteran's Administration Medical Centers. With a shared focus with federal, state and local governments and entities, we work together to ensure watersheds, rivers, levees, dams, ports and other key infrastructure are and will continue to

Brandon Beach

U.S. Congresswoman Barbara Lee, Port of Oakland Executive Director Omar Benjamin and South Pacific Division Commander Col. (P) Rock Donahue congratulate the Corps-Port team that completed the Oakland Harbor deepening project.



Brandon Beach

USACE - San Francisco District gears up in support of the national dam and levee safety campaign. Pictured is Warm Springs Dam at Lake Sonoma, Calif. It is just one of over 80 such sites in California.

be viable in support of the nation's safety, environmental quality and national security.

Recently, we celebrated with our partner - the Port of Oakland - and our 50-foot deepening project, which removed more than 12 million cubic yards of ocean sediment form the bay floor. With future ships being built bigger, the new depth means that the nation's fifth busiest container port now strengthens its market as a global gateway to billions of dollars in commerce and other economic activity.

We work with our partners to dredge harbors, and we removed 12,000 tons of dry debris that was endangering the federal channel shipping lanes this past year.

According to the port, more than 450,000 California jobs are related to the nearly 2,000 vessels carrying an estimated cargo valued at $33 billion.

We work with our partners and stakeholders as we manage our two dams (Warm Springs Dam at Lake Sonoma and Coyote Dam at Lake Mendocino) and their recreational operations. Our park rangers provide law enforcement and recreational operations for the more than 1.4 million annual visitors.

We continue to establish and develop a collaborative effort as new approaches, initiatives and possible solutions are addressed for both Long-Term Management Strategies for the Delta and San Francisco Bay.

Our regulatory activities work closely with a diverse array of federal, state, tribal and local government agencies, nonprofit groups, businesses and individuals to help balance the impact on aquatic resources fair and flexible, often working with potential applicants during project planning and design to mitigate problems before they arise. Through the permitting process, we team with applicants which helps save development dollars while reducing potential environmental harm. This teaming approach directly builds transparency into the permitting process while streamlining our support for the national goal of "no overall net loss" of wetlands by starting the ecological quality of impact replacement wetlands early in the project planning and design phase.

Goal 3 - The district has re-tooled its capabilities to deliver resilient and sustainable vertical construction facilities through innovative partnerships with governmental agencies such as the Veterans Affairs and the U.S. Army Reserve.

The district is managing three VA Medical Center projects construction:

1) Campus-wide electrical correction to upgrade aimed at reworking the 29-acre campus electrical system from its 4.18 kilovolts (KV) to nearly 12 KV for compatibility with local utility providers.

2) Seismic 5 and 7 project focuses on earthquake safety. The Corps will demolish and replace VAMC Building 5. Building 7 will be upgraded, but both will require California State Historical Preservation Office guidance because of the historical significance of both structures.

3) Seismic 9, 10, 13 and 22 projects focus on earthquake safety for the buildings that will be used as a hospital hotel for patients and their families who have traveled a great distance for treatment. Building 22 will also be fitted with an elevator which will allow for wheelchair access to the second floor.

The San Francisco VAMC is identifying additional projects to partner with the district as we collaboratively team to provide a safe environment for our veterans to receive medical assistance while keeping the historical significance of the site intact.

Another example of retooling our capabilities is the collaborative partnership to build an $80 million, 270,000-square-foot Armed Forces Reserve Center/Regional Readiness Sustainment Command at Moffett Field in Mountain View.

Partnering corps assets from across the United States with the 63rd Regional Support Command, NASA's Ames Research Center and the California National Guard, the project will house 14 different military units and provide support to America's Soldiers/Civilians spread across the seven southwestern states of California, Arizona, Nevada, New Mexico, Texas, Oklahoma and Arkansas.

The district teamed with federal agencies and organizations to bring the Base Realignment and Closure mandated build-out to fruition. The three-building footprint, set to be complete in August, will house a projected 1,500 employee workforce.

We continue to develop and implement

San Francisco Veterans Affairs Medical Center has turned to the district for its vertical construction needs to help strengthen the center's earthquake posture, upgrade campus-wide electrical network and project management. The partnership continues to expand as the VAMC expands it project needs with district capability.

a risk-informed approach to managing our assets and aligning that approach with both programming criteria and budgeting requirements to help us expand our future construction offerings.

Goal 4 - We are developing a Regional Human Capital Plan focusing on identifying top candidates from within our labor market, as well as strategically recruiting to fill key positions with top talent within the Corps' current workforce.

Through the Human Capital Plan, we continue to develop and identify an approach for conducting workload and workforce analysis and leveling; recruitment strategies for leaders; and tools for the retention and development of the technical workforce to accomplish the Corps' mission.

We constantly seek the best, most creative most dynamic engineers, project managers, biologists, wetland ecologists, economists, planners, scientists and administrative professionals to meet our extraordinary professional challenges.

From recruiting the best to internally developing our workforce through technical and leadership skill sets, we use training as a recruiting tool to blend employee career development and retention.

We invest in our employees' success by keeping them informed with an electronic journal, "The Market Street Bridge," which is published on alternating Fridays. More in-depth coverage of our district's mission and successes are published bi-monthly in the "SPN Surveyor" magazine.

We invested in our people:

1) We fund registered professional engineer, project management professional and other professional development classes.

2) We invest in their health and safety by including fitness centers for their use.

3) We also include a strong monthly Equal Employment Opportunity program in our workforce development plan.

With more and more employees volunteering for contingency or natural disaster positions, we are developing a robust family support program to support employees and their families before, during and after deployment in support of Overseas Contingency Operations and natural disasters.

The USACE Campaign Plan provides the vision to move the district from "Good to Great," but it is the hard work and dedication of our employees and the support their families give to the district, the division and the Corps that make it possible.

Brandon Beach

A.R. Smith
Chief Safety Officer

Safety First! is more than a slogan at the San Francisco District, it is embedded in the tenure of A.R. Smith, a retired noncommissioned officer and the district's safety officer.

Smith blends safety audits and risk assessment reports with emergency response coordination. From construction and debris removal to proper posture and wrist support and eye strain in an office setting, Smith is the heartbeat of district safety.

The district continues to focus its resources on workforce improvement.

We created and staffed a workforce development position to focus exclusively on our processes. Olivia Grate manages our human capital assets from the initial request for personnel action to in-processing to National Security Personnel System pay pools to sponsorship programs and overseeing our family readiness program.

Brandon Beach

Olivia Grate
Workforce Development Manager

Grate tracks the timeliness and flow of the district's hiring process. The district's "2009 Employee of the Year" used vision and common sense to streamline our in-processing system. The system welcomes new employees with representatives from each division in the district briefing how the district operates. Streamlining the in-processing system to "welcome new employees" increases efficiency and productivity and saves manpower hours.

It takes outstanding people to achieve the exceptional results we have this year by topping $130 million worth of work in projects, programs and service in FY 2009.

It takes an exceptional team comprised of dedicated professionals to obtain such performance. One of the reasons for our excellence is, of course, our diversity.

Our commitment to diversity is part of our overall Human Capital strategy, but, it is also part of our dedication to our Equal Opportunity/Equal Employment Opportunity programs.

Our employment diversity blends east with west, north with south as ethnicity becomes opportunity, and diverse cultures mean satisfying careers.

Looking ahead, we clearly have the team to meet FY 2010's challenges. To paraphrase Chief of Engineers Lt. Gen. Robert Van Antwerp's metaphor, "We have the right people in the right seats on the bus," which enables us to more than double our district work to an amazing $273 million in FY 2010.

Report Card:

Story & photos by Brandon Beach
District Public Affairs Office

The Armed Forces Reserve Center at Moffett Field is starting to take shape. The 103,500-square-foot facility in Mountain View, Calif., was a steel skeleton a half a year ago. It has a much different look today as roofers, painters, framers, electricians and other construction craftsmen have begun to arrive on site.

"In June, we had about 60 guys here," said Thomas Hanby, a project engineer with the U.S. Army Corps of Engineers, San Francisco District, which is overseeing the $80 million construction project. "This month, we're showing up to 175."

Steel work wrapped up on June 5. Since then, the roof, floors, insulation and more than half of the exterior brick facade has been fitted. The facility is on schedule to open October 2010, according to Hanby, and will be home to the 63rd Regional Support Command and 16 Army Reserve and California National Guard units.

Crews are also busy constructing two other buildings on site including a 25,000-square-foot motor pool maintenance shop and a 51,000-square-foot unheated storage facility.

Armed Forces Reserve Center at Moffett Field

[Left] A painter coats beams with a protective sealer inside the site's unheated storage facility Dec. 4.
[Below] At the 25,000-square-foot motor pool maintenance shop, a construction crew works to complete the building's metal facade.
[Right] An electrician drills into the floor inside the 103,500-square-foot Armed Forces Reserve headquarters building on Moffett Field.

Chuck Ingraham, a project engineer with the U.S. Army Corps of Engineers, San Francisco District, inspects the discharge pumps at a new pump station on Bollinger Canyon Road in San Ramon, Calif. The facility is part of a larger 140-mile San Ramon Valley Recycled Water Program pipeline.

San Ramon Valley Recycled Water Project

Corps, JMR Construction Corps add new pump station, pipeline

Story & photo by Brandon Beach
District Public Affairs Office

With California in its third year of drought, using recycled water makes a lot of sense.

That's why the San Ramon Valley Recycled Water Project couldn't be timelier.

It's a multi-phased 140-mile pipeline construction project designed by the Dublin San Ramon Services District and East Bay Municipal Utility District with several phases federally funded and managed by the U.S. Army Corps of Engineers, San Francisco District.

It came online partially as early as January 2006. Since that time, it now delivers up to four million gallons of recycled non-drinking water per day, most of which is used for irrigation.

And it isn't done yet.

The project is now nearing completion of 6,500 feet or one-and-a quarter miles of additional pipeline and a high-tech pump station on Bollinger Canyon Road in San Ramon.

One of the most challenging aspects of this particular phase of the project proved to be the area's geography. As the name suggests, Bollinger Canyon Road isn't flat.

"We had 184 feet of elevation change to deal with in tying in the new pipeline to the existing system at the top of the hill," said John Morrill, a quality control superintendent with JMR Construction Corp., the project's contractor.

San Francisco District engineers worked closely with officials at EBMUD on designing a pump station that could carry up to 2,500 gallons of water per minute at that location.

It also had to be operated remotely seven miles away from a control center in Dublin. That meant installing an antenna at the pump station capable of sending signals to a transceiver at a reservoir, in this case Knife Reservoir, which is owned by EBMUD.

This two-way talk "acts as a means of maintaining pressure in the system and maintaining levels in the reservoir," said Chuck Ingraham, a San Francisco District project engineer.

The new pump station on Bollinger Canyon Road is a relatively small piece in the project's larger puzzle, which began back in 1995 and envisions eight pump stations, five reservoirs, a water treatment facility and 140 miles of distribution pipeline carrying water from Danville to Dublin.

Next year's phase moves the project closer to its goals as 13 miles of additional pipeline are scheduled for construction.

History of Recycled Water in CA

California has been using recycled water since the late 1800s, when it was first used for agriculture irrigation. Municipal recycled water use in the state started in Pomona in 1929.

Locally, Golden Gate Park in San Francisco began using recycled water for irrigation in 1932. There are currently more than 5,000 sites in California that use recycled water, including the San Francisco 49ers' practice field in Santa Clara; Pebble Beach, Spyglass Hill and San Ramon Golf Club golf courses; and hundreds of vineyard acres.

- Additional reporting by J.D. Hardesty

Regulatory Report

District permit protects Humboldt Bay wildlife

Story & photos by Joe Barison
District Public Affairs Office

The Army is known for digging battle trenches. In Eureka, Calif., the San Francisco District of the U.S. Army Corps of Engineers is known for issuing a critical regulatory permit that allows Simpson Timber Company to clean up a wetland area by digging a trench to facilitate the removal of poisons collectively known as dioxin.

Picture a low-lying wet stretch of land slightly over 1,000-feet long in an old industrial neighborhood in Eureka of 17 acres, only blocks from Humboldt Bay. Railroad tracks run parallel to the wetland, which is subject to tidal exchange from the bay. The land's soil has been identified by the California Regional Water Quality Control Board to contain toxic contaminants that must be removed. But since the marsh's water interacts with Humboldt Bay, the Corps has regulatory jurisdiction.

Under the leadership of Dave Ammerman, a project manager with the Eureka Field Office of the San Francisco District's Regulatory Division, the Corps issued a jurisdictional determination to the timber company's engineering consultant.

Subsequently, the Corps issued an authorization under Nationwide Permit No. 38 — Cleanup of Hazardous and Toxic Waste. The permit authorizes Simpson Timber to remove all sediment and debris; to close the Del Norte Street culvert; to excavate nearly 3,000 cubic yards of contaminated soil and water; to backfill over 2,000 cubic yards of clean soil; to place liner material below the excavation limits; to lower the final grade of the swale within the western-most 200 feet; and to replant the swale with fresh-water and salt-water marsh vegetation.

U.S. Army Corps of Engineers, San Francisco District Regulatory Division authorized the removal of toxic water in this 1000-foot trench along Del Norte Street in Eureka, Calif.

> *If contaminated water reached the bay, it could cause biological or chemical harm.*
>
> **Dave Ammerman**
> ***SPN Regulatory Division***

"This [Del Norte Street] project is important because it will prevent the migration of contaminants into Humboldt Bay and also into adjacent Palco Marsh," said Ammerman. "If contaminated water reached the bay, it could cause biological or chemical harm to many fish species and marsh vegetation."

According to Ammerman, threatened species including coho, chinook and steelhead salmon would be at risk, as well as the endangered tidewater goby. Halibut and flounder, caught around Humboldt Bay for human consumption, could also be affected. As of November, all contaminated soil, water and vegetation removal has been collected and stored in secure containers for removal to a site outside Eureka. On Nov. 6, high Humboldt Bay waves rolled into Eureka's tidal inlet driving water into the eastern swale.

The contractor held back the upstream migration of tidal water and, with the impermeable layer of material in place, prevented toxic soil from mixing with the tidal water. The replanting of wetland vegetation is planned for spring 2010.

SPN Regulatory North Branch Chief Laurie Monarres and Eureka Field Office Regulatory Project Manager Dave Ammerman, middle, discuss the Del Norte Street Project with contractors.

Bay Area dredging, impacts discussed at symposium

By Brandon Beach
District Public Affairs Office

The U.S. Army Corps of Engineers, San Francisco District teamed with the San Francisco Estuary Institute last month to host a two-day symposium on dredging in the Bay Area.

Held at the California State Building in Oakland, the symposium brought together government, industry and academic experts to discuss dredging and its impacts on two specific types of fish: the North American green sturgeon and the longfin smelt.

Both fish call the Bay Area home, and both are in a relative state of population decline. So much so that earlier this year, the California Fish and Game Commission voted to protect smelt as a threatened species under the California Endangered Species Act, citing the lowest population levels of smelt in the San Francisco Bay-Delta region in 42 years. Since 2006, sturgeon has been listed as a threatened species under the federal Endangered Species Act.

Brandon Beach

Essayons is a hopper dredger operated by the U.S. Army Corps of Engineers, Portland District that annually dredges in the San Francisco Bay.

Most environmental experts point to a number of factors outside of dredging that have led to the collapse of sturgeon and smelt such as pollution, invasive species and record-high water diversions from the Delta in the last few years.

Though not a primary culprit for the two species' general decline, dredging operations do pose their own sets of impacts, and USACE officials note the urgency of identifying ways to dredge in the most environmental manner.

"We need to be investing in protecting these species and bettering our dredging practices," said Doug Clarke, a research biologist with the USACE Vicksburg District. "Being able to assess the risk of a species when it is confronted with dredging operations is not a trivial exercise."

A number of those risks often associated with dredging he said are hydraulic entrainment, underwater noise, ship propeller strikes and sedimentation.

"What dredging stirs up must eventually come down," said Clarke.

Identifying what's called environmental windows, meaning the periods of the year when dredging poses the least harm to certain species, is a goal set out by the Dredged Material Management Office, an interagency board which reviews all dredging permit applications in the Bay Area.

"Over 80 percent of the volume dredged [in the Bay Area] are in the environmental windows to avoid the species," said Brian Ross of the Environmental Protection Agency, during his welcome remarks.

Also presenting on the first day of the symposium was Cynthia Fowler, an environmental science manager with the San Francisco District, who gave an overview of dredging sites, sediment disposal locations and the types of equipment commonly used to dredge in the Bay Area.

Every year, up to five million cubic yards of sediment is dredged in and around the San Francisco Bay.

Harmful dwarf eelgrass stopped by District decision

By Joe Barison
District Public Affairs Office

Pacific eelgrass is a good thing. This native Californian plant thrives in saltwater just offshore in Humboldt Bay and is an established habitat for numerous animals, including Pacific herring and various crab species. The herring lay eggs on Pacific eelgrass. Juvenile salmon, rockfish and crabs hide in Pacific eelgrass from predators. The brant goose migrates through Humboldt Bay, feeding on the eelgrass and on invertebrates living among the eelgrass blades. If the eelgrass were not there, the brant would have no food source.

Dwarf eelgrass is not a good thing. The dwarf version has thinner blades than does the Pacific type and does not allow a habitat for invertebrates upon which migrating birds feed. The expansion of dwarf eelgrass deprives migrating birds of their food source.

According to Kelley Reid, a regulatory project manager with the district's Eureka Field Office, the Corps is evaluating an application from the State of California Department of Fish and Game for a 10-year permit to remove dwarf eelgrass in Humboldt Bay and nearby McNulty Slough. DFG proposes removal methods including hot water, infrared radiant heat, fire with open-flame devices, mat-covering and excavation.

"Normally, we get projects for the sake of [business or housing] development. This is restoration for the sake of habitat. California Fish and Game is doing [the project] out of concern for loss of habitat," said Reid.

Whenever the district's Regulatory Division is asked to grant a permit, project managers such as Reid follow federal environmental laws. In the case of the DFG permit request, Reid explained, "We're obligated to do this. We're obligated to do this in Section 10 waters." [*Editor's Note:* Section 10 is contained within the Rivers and Harbors Act.]

Accordingly, the Corps is pursuing consultation with the U.S. Fish and Wildlife Service and National Marine Fisheries Service to explore potential impacts of dwarf eelgrass removal upon threatened or endangered salmonids, the tidewater goby, the green sturgeon and eulachon (also known as candlefish).

Employee Profile: Tom Kendall

District chief named top civil engineer

By Joe Barison
District Public Affairs Office

Thanks in part to a book he read in junior high school, Planning Branch Chief Tom Kendall received the American Society of Civil Engineers 2009 Government Civil Engineer of the Year Award. The book was *Waves and Beaches*, and it ignited what would become the teenager's lifelong interest in the dynamic interaction between ocean and shore – the essence of coastal engineering.

Entering the University of California at Berkeley, Kendall's interest was in journalism. But when he sat in on a journalism career workshop, he heard working reporters give the college undergrads a wake-up call. Newspaper writers could count on earning five dollars an hour for years to come, a difficult wage for supporting a family even 30 years ago.

Kendall, looking to balance his career interests with practicality, searched the academic landscape for a compelling field that would also allow a young man a decent wage. He began to consider law school until he read UC Berkeley's catalogue about the coastal engineering program. "The description reminded me of the book *Waves and Beaches* that I read in junior high school. I realized that here, in the coastal engineering program, is where the *Waves and Beaches* stories took place," Kendall said.

A career was born, and Kendall majored in civil engineering with an emphasis on coastal engineering. After receiving a Bachelor of Science degree with honors, in 1980, he went on to earn a UC Berkeley Master of Engineering degree with honors, in 1982. Two years later, Kendall joined the U.S. Army Corps of Engineers, San Francisco District, as a coastal engineer. In the ensuing 25 years, he has held increasingly responsible positions with the district, including his current position as chief of the Planning Branch in the Engineering and Technical Services Division.

David Hathcox, ASCE

Tom Kendall, right, recipient of the 2009 Government Civil Engineer of the Year Award, stands with his mother, Angela Kendall, and D. Wayne Klotz, former ASCE president.

In 2008, Kendall was nominated for the Government Civil Engineer of the Year Award. His nominator was Orville Magoon, with whom Kendall worked and who retired from a Corps career as a coastal engineer. Magoon is honored on the U.S. Army Corps of Engineers' South Pacific Division's Wall of Distinguished Employees.

Magoon nominated Kendall for an array of professional accomplishments such as co-authoring an academic paper titled "High Resolution Analysis of the 1960 Chilean Tsunami at Crescent City, California" as well as a paper on the armoring of coastal structures; serving on the U.S. Army Corps of Engineers National Planning Committee on Sea-Level Rise Policy; volunteering at an Engineering Explorers Post at which Kendall mentored high-school students interested in engineering careers; contributing professional services to the American Society of Civil Engineers' Coastal, Oceans, Ports and Rivers Institute; and serving in the Corps as a lead district planner in support of a myriad of environmental projects.

As Magoon wrote in his official nomination paper, "Thomas Kendall has demonstrated the highest professional standards in design … of complex engineering projects. Mr. Kendall has been consistently involved in civic and humanitarian work throughout his career, demonstrated by his work as a local prison ministry volunteer, as well as Sunday school teacher and music ministry leader in his local church …. Mr. Kendall managed the largest study program in the San Francisco District…to investigate navigation, ecosystem restoration and flood damage reduction improvement for the San Francisco Bay Area."

In October, Kendall traveled to the American Society of Civil Engineers' ceremony in Reston, Va., where he received his award.

He is quick to acknowledge those who

Continued next page

About the award

The Government Civil Engineer of the Year Award is presented annually by the American Society of Civil Engineers. The Society gives the award to "a distinguished engineer employed in the public sector" judged primarily on "sustained outstanding civil engineering performance in the public sector, evidence of high character and professional integrity, and civic and humanitarian activities."

District workforce reflects many countries' cultures

By Joe Barison
District Public Affairs Office

A civil war is partly responsible for the U.S. Army Corps of Engineers, San Francisco District having its current Equal Employment Opportunity manager.

Malcolm Seisay, the district's EEO manager, moved from the Republic of Sierra Leone, on Africa's West Coast, to the United States when he was in his mid-20s for educational opportunity. Upon graduating Hampton University, in Virginia, Seisay considered returning to his native country. However, a violent civil war was raging back home, a major factor he cites in his decision to live in the U.S.

"If my country wasn't experiencing a civil war, I probably would have gone back. But instead, I decided to stay in the states. I became a citizen and joined the U.S. Army. I'm a Vietnam-era veteran," said Seisay.

Seisay is not the only San Francisco District team member who was born outside of the U.S. In fact, the district benefits from the professional expertise of people – all U.S. citizens – who were born in the Philippines, Hong Kong, Ethiopia, Sudan, Russia, Laos, among other countries.

Legese Abebe, a Department of the Army intern, moved from his native Ethiopia to the U.S. as a result of winning a Diversity Visa lottery. The Diversity Visa is a program the U.S. offers to Third World countries. His most difficult adjustment was leaving his parents, sister, brothers, girlfriend and longtime, close friends.

However, Abebe decided to stay. "Why not stay a little bit and try to make a little bit of fun and money out of it," he recalls. He soon saw the U.S. offering "ample opportunities that I would never have gotten in my country." After working low-level jobs, Abebe said, "By working menial jobs, opportunities couldn't come toward me unless I pushed myself towards them. That was when I enrolled into community college and [eventually] completed my Bachelor of Science in civil engineering at Sacramento State University."

Abebe believes his Ethiopian heritage serves him well in his Corps work. "The majority of the cultures and religions in my [home] country teach genuineness, respect for each other, hard work, as well as the values of societal life. What I bring to the San Francisco District is not far from this." And Abebe is only beginning. "I don't always want to stop when the road ends; rather, I would like to try to make my own road if I can," he said.

Yelena Oselskaya, also a DA intern, relocated with her family from her native Russia, primarily for religious freedom. Her biggest adjustment was the new language. "In Russia, I preferred to speak, and now [in the U.S.] I prefer to write, though my writing is not without an accent," said Oselskaya. For example, she explained, "It took me awhile to learn that here the question 'How are you?' implies only one correct answer: 'Good.' And I still do not understand why people do not use 'Hello' instead of 'How are you?,' as it logically would be more correct."

Oselskaya sees a disadvantage and an advantage to coming from a different country. "English will always be a second language [making it difficult] to do work the way a native English-speaking person can." On the other hand, the "Russian education system provided kids with more knowledge than is offered to kids here through public schools. Studying civil engineering was not hard for me even in English," Oselskaya said.

So it turns out ultimately that, irrespective of a person's place of birth, district people do good work because of their individual qualities, not because they came from this or that country. As Seisay said, "True, I grew up in Africa, but everything I do – my work in the Corps, really my life – is based on my experiences as an individual, from being here [in the U.S.]."

The district's international diversity demonstrates daily that in the U.S. Army Corps of Engineers, the important thing is not where you start out; the important thing is where you end up.

New employees join SPN roster

Erik Romani
Debris Collection Worker
Navigation Branch

Kevin Premore
Civil Engineer
Geo-Sciences Section

Cpt. Michael Bennon
Project Engineer
Executive Office/PPMD

Kendall, continued from previous page

have given him special opportunities. "Roger Butler and Terry Mendoza worked with me at the Engineering Explorer Post. Terry was key to getting it started 20-some years ago, and Roger was invaluable in its final years," said Kendall. "I am also very appreciative of Jim Howells, my assistant Planning Branch chief, who holds down the fort while I'm off giving talks or participating in some regional or national initiative. I just couldn't do what I do without the solid support of Jim and the other section chiefs, Fari [Tabatabai], Laurie [Suda] and Mark [Bierman]."

But life is not all work for the Planning Branch's chief. When he's not leading the district's environmental planning, teaching classes or volunteering, he relaxes by surfing or playing guitar, alone and in jam sessions with friends.

What's next for this community-oriented professional? Asked about his goals, Kendall thought for a moment then said, "Keeping doing what I'm doing. I like what I do."

Holiday postcards from Afghanistan

Hello from Mazar-e-Sharif,

My name is Dennis Griffin. I am in the middle of my first year tour. A typical day for me can be from a heater catching fire in an Afghan barracks to rain water flooding a million dollar communications building. It can also be something as simple as a faucet or window that is broken. Interworking with all the different military branches has been rewarding.

I am currently responsible for O&M [Operations & Maintenance] on over 75 buildings on the ANA [Afghan National Army] Base, which is right next to the American base. I also have responsibility for 15 plus ANP [Afghanistan National Police] sights and that continues to grow. Most of these sites are too far for me to reach, some as far as a seven-hour drive. I have local engineers there working for me who give me reports and pictures.

Everyone who works here realizes the team effort involved and that this is a once in a lifetime experience, seeing progress first hand and Afghanistan people with hope. It is nice knowing while we are here that we are getting full support from the San Francisco District. Friends and fellow workers from Lake Sonoma keep in touch, and this helps down time go by. I have been with the government 35 years and feel it keeps getting better every day. Thanks to everyone!

Dennis

Hello from Kabul,

My name is Marty Plitsch. I arrived in country on Nov. 20 and was promptly whisked away to my new "home," which is just a few blocks from the American Embassy. It is a remodeled mansion that I share with 12 other Corps employees and "real" Army guys.

I have been assigned to the Kabul South Resident Office. One of my projects is the Ministry of Defense compound, which is equivalent to our Pentagon. We are constructing two K-spans, a rather large kitchen (able to feed 1,800 troops three times a day) and a remodel of a dining facility.

Another project that I am really excited about is an alternative energy contract, which I am told is the first of its kind in this area. We are providing solar and wind generated power to some guard houses in a remote area. Nothing like a little four-wheeling in an armored Land Cruiser.

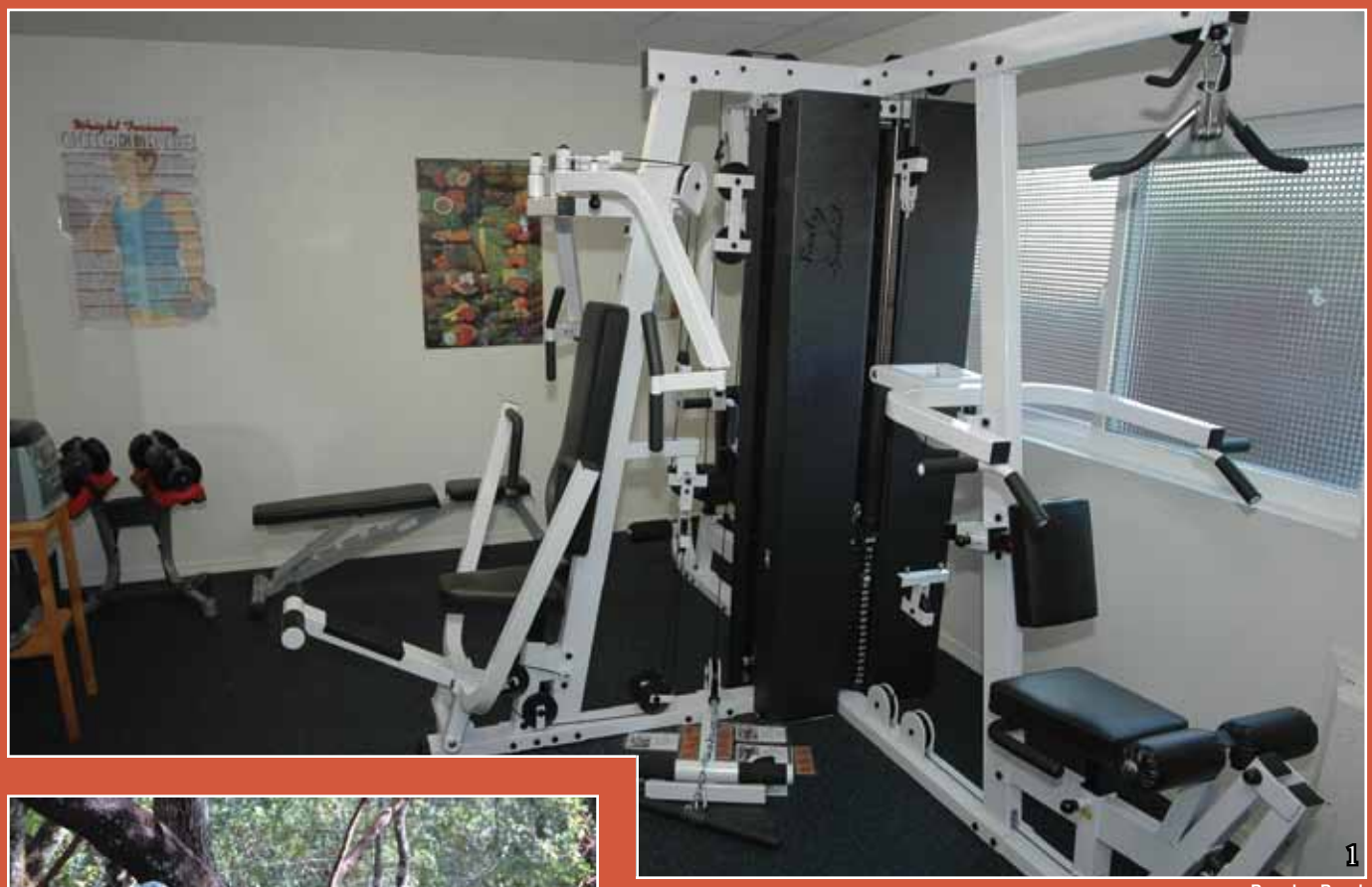
After spending my second straight Thanksgiving in Afghanistan, I am looking forward to completing these projects and heading back home to my family. Snow capped mountains are pretty to look at but cannot compare to being out on the San Francisco Bay.

Merry Christmas and Happy New Year!

Regards,

Marty

SHAPING UP



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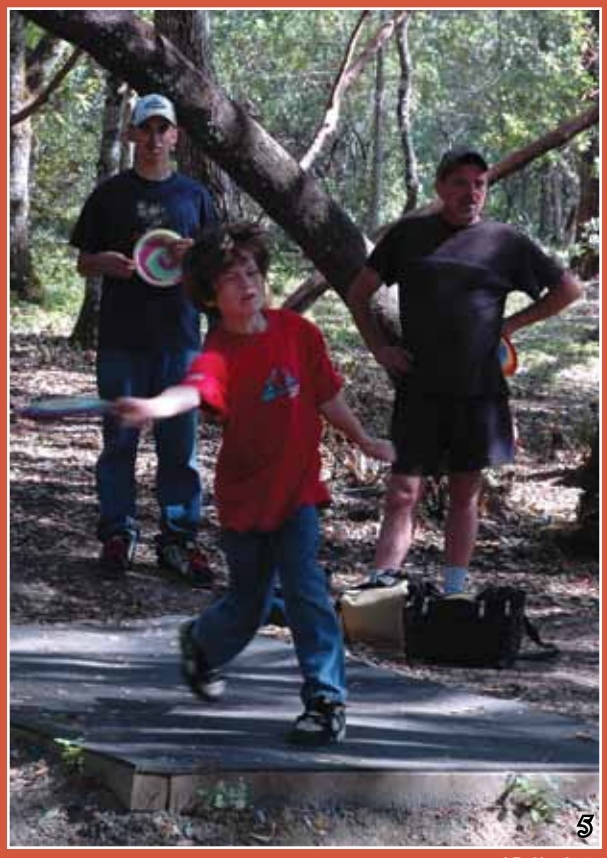
Brandon Beach



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J.D. Hardesty

San Francisco District opens fitness centers at shipyard, recreational lakes

2

Brandon Beach

4

J.D. Hardesty

3

J.D. Hardesty

[1] The district's fitness program has expanded to include a new fitness center at Lake Mendocino, which is equipped with a quad multi-gym system.

[2] Staff at Lake Sonoma have several workout options including a treadmill, elliptical trainer and an adjustable dumbbell system at their fitness center.

[3] Local sportsmen enjoy the recreational opportunities district parks offer. Here, a visitor unloads his boat to begin a family day on Lake Sonoma.

[4] 1st Lt. Matt Brauer, San Francisco District operations officer, does tricep pulldowns at the new gym inside the district's base yard in Sausalito, Calif.

[5] A visitor throws his frisbee at the goal of a new disk golf course at Lake Mendocino. The course is just one of the recreational opportunities at district lakes.

Season's Greetings

District employees enjoy holiday luncheon

More than 100 San Francisco District employees rang in the holiday season with an afternoon luncheon Dec. 3. Held at the district's headquarters building on Market Street, the two-hour event was capped with live music, an international buffet and appearances by Mr. and Mrs. Claus. It was hosted by the district's Activities Council.

[1] Jaime Yu is all smiles after receiving a district coffee mug during the candy cane drawing. [2] Sarah Mello, middle, joins Blair Jackson, left, Brian Hubel and Tom Kendall for a lively rendition of "Jingle Bells." [3] Sandra Lee enjoys the afternoon's events. [4] Employees line up for a buffet of international dishes. [5] Terry Reyes, left, and Rodney Mitchell pose as Mrs. and Mr. Claus. (Photos by Brandon Beach)

The District Commander thanks the members of the Activities Council and the many volunteers for making this a truly special event.

ENGINEERING CHALLENGE

Take on the engineering challenge in this month's SPN Surveyor. The first to solve this mathematical puzzler will receive a commander's coin, with the results being published in the March/April 2010 issue.

The Problems

No. 1: A military construction project (MILCON) is awarded design-build for a new barracks and mess hall. Contracted value is $20 million. Mobilization date is 1 Jan. XX. The construction period is one year. At 1 June XX, the facilities are 40 percent complete when measured on a features-of-work basis. The project has had several modifications, both credit and at-cost. The modification balance is $1 million in the government's favour. What is the Earned Value (EV) of the project as of 1 June XX?

Considerations: EV is the value of the work performed in terms of the portion of the project budget assigned; EV = Percent Complete x Budget at Completion (without regard to schedule); EV = Percent Complete x Planned Value (PV = awarded contract value); Schedule is at 50 percent of contract period, budget is at 105 percent of contract value, but features-of-work are 40 percent.

No. 2: Mike is the new project engineer on an existing creek restoration project. In assessing his new project, he notes that the work is about half done, and the contracted budget is about 80 percent spent. There are no modifications to the contract, yet. What is the EV of the project at this point?

No. 3: At the weekly construction meeting for a demolition project that was awarded under a unit price contract, the contractor's superintendent announces that the project is exactly on schedule. The project engineer notes that twelve months of an eighteen month contract have now passed. She reports that the EV is therefore 66.7 percent. Is this accurate?

No. 4: The district's contract dredging company submits a progress claim based on their own progress survey. They have worked in 80 percent of the contracted area to date. Their survey indicates that they have dredged 120 percent of the contracted volume. What is the EV?

This issue's Engineering Challenge was submitted by Lt. Col. Don Davis.

Brandon Beach

Submit your answers via e-mail to John Jacobson at John.H.Jacobson@usace.army.mil.

Congratulations to last issue's winner!

Brandon Beach

U.S. Army Corps of Engineers — San Francisco District Commander Lt. Col. Laurence M. Farrell, left, presents a commander's coin to Facundo Funes, a San Francisco District project manager and winner of the Surveyor's Nov/Dec Engineering Challenge.

The Answer

In the last issue of the SPN Surveyor, readers were asked to determine if a contractor's test results differed from a contracting officer's test results in regard to fines associated with a fictitious paving job at Moffett Field. Here is how Facundo, in his own words, solved the problem.

"Yes, using the calculated value of t = 4.5 (rounded) and comparing it to the probability table with a 1 percent significance level and a degree of Freedom value of 13 (which is 11+4-2), we see that the t-value of 4.5 is higher than the t-distribution of 3.01. Therefore, the contractor's test results do differ from the contracting officer's test results."

Bonus Question: What do you call a t-party with more than 30 people.

"A good turnout. I had to actually look this one up — a Z-party."

February is Black History Month

U.S. Army salutes history of African American diversity

Dept. of the Army Release

Throughout American history, from the Battle of Lexington to the Battle for Fallujah, black Soldiers have honorably answered the call to duty, serving with great valor and distinction in America's Armed Forces.

During February, the Army celebrates and pays tribute to African-American Soldiers and recognizes the important contributions they have made in past wars and are continuing to make today in the War on Terrorism.

The following individuals are some of those notable African-Americans who have served or are serving in the U.S. Army.

William H. Carney

In 1863, Sgt. William Carney entered the military and became a member of the 54th Massachusetts Colored Infantry. In July of that same year, Sgt. Carney found himself in the fierce Battle of Fort Wagner.

After being wounded, Sgt. Carney saw that the color bearer had been shot down a few feet away. Sgt. Carney summoned all his strength to retrieve the fallen colors and continued the charge. During the charge, Sgt. Carney was shot several more times, yet he kept the colors flying high.

Once delivering the flag back to his regiment, he shouted, "The Old Flag never touched the ground!" For this act, Sgt. Carney became the first African American to receive the Medal of Honor.

Cathay Williams

On Nov. 15, 1866, Cathay Williams enlisted in the Army using the name William Cathay. She informed her recruiting officer that she was a 22-year-old cook. An Army surgeon examined Cathay and determined the recruit was fit for duty, thus sealing her fate in history as the first documented African-American woman to enlist in the Army even though U.S. Army regulations forbade the enlistment of women.

She was assigned to the 38th U.S. Infantry and traveled throughout the West with her unit. During her service, she was hospitalized at least five times, but no one discovered she was a female. After less than two years of service, Cathay was given a disability discharge but little is known of the exact medical reasons.

Benjamin Davis, Sr.

Benjamin O. Davis first entered the service during the War with Spain as a temporary first lieutenant of the 8th U.S. Volunteer Infantry.

Later in 1940, he became the first African-American General Officer in the U.S. Armed Forces, earning the rank of brigadier general.

Gen. Davis served as an inspector for the Inspector General and later as a special investigator for the Secretary of War's Advisory Committee on Negro Troop Policies.

His investigations of discrimination and racial disturbances brought to light the problems of a racially closed military.

Colin Powell

On Jan. 20, 2001, Colin L. Powell became the first African American to be appointed to the position of Secretary of State. Before becoming Secretary of State, Powell served 35 years in the Army, achieving the rank of General and serving as Chairman of the Joint Chiefs of Staff during Operation Desert Shield/Desert Storm.

Gen. William Ward

Gen. William Ward became the first commander of U.S. Africa Command in Stuttgart, Germany, on Oct. 1, 2007. AFRICOM is one of six unified geographic commands within the Department of Defense unified command structure.

Prior to this position, Gen. Ward served as Deputy Commanding General/Chief of Staff, U.S. Army Europe and Seventh Army.

Martin Luther King, Jr. Day

IRS security head to speak at district's MLK observance

District PAO

The San Francisco District Equal Employment Opportunity Office will host its Martin Luther King, Jr. recognition ceremony Jan. 15, 11:30 a.m., in the lobby conference room on 1455 Market Street.

Save the date:

Jan. 15, 2010
11:30 a.m.

Guest speaker will be Cathy Dunlap, a senior commissioner's representative with the Internal Revenue Service in Oakland.

History of MLK National Holiday

By Shmuel Ross and David Johnson

It took 15 years to create the federal Martin Luther King, Jr. holiday. Congressman John Conyers, a Democrat from Michigan, first introduced legislation for a commemorative holiday four days after King was assassinated in 1968. After the bill became stalled, petitions endorsing the holiday containing six million names were submitted to Congress.

Public pressure for the holiday mounted during the 1982 and 1983 civil rights marches in Washington. Congress passed the holiday legislation in 1983, which was then signed into law by President Ronald Reagan. A compromise moving the holiday from Jan. 15, King's birthday, which was considered too close to Christmas and New Year's, to the third Monday in January helped overcome opposition to the law. (*www.infoplease.com)*