



**INSIDE:**

Commander's Column pg. 2

Introducing Col. Steven Haustein pg. 2

Packery Channel receives award from DOD pg. 3

Maj. Joe's farewell pg. 4

Willows waterhole greenway breaks ground pg. 5

District and Calhoun County take steps to fix ship channel pg. 6

LDP Corner: Lessons learned by Jayson Hudson pg. 6

Graduates of 2004 pg. 7

Fort Point Security, a win-win-win situation pg. 7

Wellness: Fun is just over the causeway..take a look at Houston pg. 8

Castle Comments pg. 8

**UPCOMING EVENTS**

June 18  
Engineer Day

June 22  
Texas City Channel  
Public Meeting

June 24  
PRB

July 4-5  
HOLIDAY

July 6-9  
Western Dredging Conference

July 29  
Matagorda Ship Channel  
Public Meeting

August 4  
Change of Command Ceremony

**The Gift of Life**

The Galveston District reached new heights at our last blood drive with a total of 34 donors, and 11 of the donors gave via double red cell apheresis.

Through double red cell apheresis, two units of red cells are collected from a single donor. Apheresis equipment saves the red blood cells, but gives you back all blood components not required. So you feel better physically because liquid volume lost in the donation is restored, and the donation process is more comfortable since a smaller needle is used. Galveston District donated 45 units of red cells!

## Restoring a lost piece of nature

*Port of Houston Authority marks Goat Island's resurrection*

Another landmark action in the Houston Galveston Ship Channel project was noted May 18 when the Port of Houston Authority and the City of Baytown held the "Goat Island Restoration Celebration."

With Baytown Mayor Pete C. Alfaro acting at emcee, the project was lauded for its environmental benefits. The Corps of Engineers has used materials dredged from the ship channel to rebuilt Redfish Island as a boater destination, to create Elia Island as a bird sanctuary, and to rebuilt Goat Island.

In addition, over the life of the project, 4,250 acres of marshland will be built that will act as a nursery for fish and shrimp as well as filtering the water in Galveston Bay.

Goat Island sits in the shadow of the San Jacinto Monument in Buffalo Bayou. Ocean-going vessels and shallow draft tows pass through this narrowing section of the Houston Ship Channel. Erosion, caused in part by wave action of the passing waterborne traffic, has caused the island to disappear completely.

Initially, the reconstruction of the island was to replicate the size and shape of the land mass in 1944 when it formed a long, narrow curve that protected the eastern shoreline near Baytown from the effects of the waves.

However, the concept was changed into two islands with a connecting breakwater in order to accommodate pipelines that bisected the area.

These two islands will create almost 200 acres of upland habitat.

See **Goat Island** continue on page 5...



Gus Marinos, chief of emergency management, presents "eye of the storm."

## Hurricane season now open!

Hurricane season is now open, and with that, it's time to prepare. To organize the district for the upcoming storm season a hurricane exercise was held June 2-3. The purpose of the exercise was to gain an understanding of what needs to be done and to work out any problems that may arise if there were a real hurricane.

"We met our objectives, thank God it's over!" exclaimed Gus Marinos.

The participants in the exercise were the Crisis Management Team (CMT), Crisis Action Team (CAT), and the Alternate CAT (Advance Team).

The Advance Team, including alternate CAT members, small SAT members and Contracting ventured to Addicks for day one of the exercise. There they familiarized themselves with the Rapid Response Vehicle (RRV).

The RRV has been de-

scribed as a mobile office. It contains communications equipment that would allow the teams to continue working, monitor problems and keep things running. This RRV is stationed in Fort Worth when not in service. There are 6 located in the U.S. that can reach 90% of America in 12 hours.

It was also important to introduce Col. Steven Haustein, the incoming District Engineer, and Lt. Col. Christopher Sallese, the incoming Deputy District Engineer to the Emergency Management Team (EMT), the CMT and the CAT.

"The incoming commander and deputy were involved during the entire exercise. They placed high priority on our ability to respond," explained Gary Stangeland, "they need to understand the dynamics of these groups before they get thrown into them in a serious situation."

## Development expands along Texas coastline

*ExxonMobile and others requesting permits for facilities*

With an unprecedented fourteen permit applications proposed for liquid natural gas (LNG) facilities along the Texas coastline in the Galveston District's regulatory office, it is easy to predict a healthy increase in construction activities along the Texas coast.

Companies like Exxon Mobile, Chevron, Cheniere, Shell and Conoco are among those who will be requesting permits from the Corps. Five of the applications will deal with proposed offshore facilities. The remaining nine are for onshore LNG projects from Port Arthur and the Sabine Pass channel to Corpus Christi and Cameron County.

LNG is a condensed form of natural gas. Natural gas is cooled to minus 260 degrees Fahrenheit (minus 162 degrees Centigrade). When liquefied it weighs less than water. It requires much less space in liquid form and is easier to transport over long distances. Specialized ships bring the LNG to receiving terminals. There it can be regasified and moved through the nation's network of natural gas pipelines.

Previously, the United States has been able to supply its own demand for natural gas. As our reserves of natural gas are reduced, and demand climbs, natural gas prices are surging

See **LNG** continue on page 3...

# Commander's Column



Col. Leonard Waterworth



## The Sand Castle

[www.swg.usace.army.mil](http://www.swg.usace.army.mil)

*A newsletter for and by  
the employees of the  
Galveston District  
District Engineer*

Col. Leonard D. Waterworth

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*The Sand Castle* is an unauthorized  
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or endorsed by, the U.S.  
Government, Department of Defense,  
Department of the Army, or the U.S.  
Army Corps of Engineers. It is  
published once a month using offset  
printing by the Public Affairs Office of  
the Galveston District, U.S. Army  
Corps of Engineers, P.O. Box 1229,  
Galveston, TX 77553-1229.

Team Galveston, by now you have become aware that A-76 has come to our district. Our Information Management Office will be first to take part in the A-76 competition. Starting in June, we will participate in a process that clearly describes all the work that our IMO shop accomplishes for the district. Subsequently, a competition will take place between the government and contractors to determine if there is a more efficient and effective way for the Corps to do this work. A decision is scheduled for November 2005. I don't know what the outcome will be; however, let me give you some of my personal observations. Cheaper, better, faster is something that we should all strive for and we should all strive to have a positive impact to the accomplishment of the critical mission we do for our Nation. Having said that, I am confident that our IMO will compete well (Note: 85% of the competitions are won by the government!).

As I approach three years as your district commander I have developed a strong confidence in our IMO staff. I know that our IMO staff works and works well. I believe that we have a very good balance of federal employees and contractors; I believe we have the right amount of flexibility in the IMO staff to meet the every changing requirement we find in our current environment. I believe we are currently a role model for the Corps; we are a small district with big contracts supporting the nation's infrastructure requirements.

Do you know who to call for accountability if we did have a hurricane? Do you have an updated evacuation plan? If you don't know the answer, start asking questions now! These were just a few topics that were mentioned in our first hurricane exercise here in the district and I have already received numerous positive comments. CAT and CMT teams, who participated in the exercise, had the opportunity to meet the incoming district commander, Col. Steven Haustein, and incoming deputy district engineer, Lt. Col. Chris Sallèse.

Col. Haustein, who will take command of the Galveston District August 4, will be prepared and ready to respond to any emergency operations. Lt. Col. Sallèse, who is replacing Maj. Hanus, will be reporting in mid-July. We have executed an aggressive transition program with the hope that we will shorten the time it takes them to get up speed. I have spent a considerable amount of time with both these officers and I think you will find both becoming a great asset to Team Galveston.

Maj. "Joe" Hanus, our deputy district engineer, received a grand farewell here at the district. It saddens me to see Maj. Joe leave. In 25 years of service I have not had the opportunity to serve with a  
**See Column continue on page 7...**

## Introducing Col. Steven Haustein, the new district commander

Colonel Steven P. Haustein was born November 15, 1959, in Lawton, Oklahoma. He was commissioned a Second Lieutenant in the Corps of Engineers in the Regular Army through the United States Military Academy at West Point, New York, in 1981.

Col Haustein's first troop assignment was with the 54th Engineer Battalion (Corps) (Combat), 130<sup>th</sup> Engineer Brigade at Wildflecken, Germany, where he served as a Platoon Leader and Company Executive Officer. In 1984, Col. Haustein served in the Assistant Corps Engineer Office at V Corps Headquarters, Frankfurt, Germany as the Assistant Operations Officer. From 1985 to 1989, Col. Haustein served at Fort Lewis, Washington, where he was assigned to the Assistant Corps Engineer Office, I Corps Headquarters, prior to joining the 15th Engineer Battalion (Motorized), 9<sup>th</sup> Infantry Division.

In the 15th Engineer Battalion, he served as the Battalion Logistics Office, Alpha Company Commander, and Assistant Operations Officer. From 1991 to 1994,

Col. Haustein was assigned to the Staff and Faculty, United States Military Academy, West Point, New York, as an Assistant Professor in the Department of Chemistry. After completion of the Army's Command and General Staff College, he was stationed at Fort Carson, Colorado, from 1995 to 1997, with the 4th Engineer Brigade, 4<sup>th</sup> Infantry Division as the Brigade Operations Officer and the 52nd Engineer Battalion (Combat) (Heavy) as the Battalion Operations Officer and Battalion Executive Officer. From 1997 to 1999, Col. Haustein was assigned to NATO as the Chief, Management and Plans Section, Infrastructure Branch, Headquarters, Allied Forces Central Europe, in the Netherlands.

In July 1999, Col. Haustein assumed command of the 168<sup>th</sup> Engineer Battalion (Combat), 3<sup>rd</sup> Brigade, 2nd Infantry Division at Fort Lewis, Washington. After departing Fort Lewis, Col. Haustein served 18 months in the Pentagon as the Congressional Liaison for engineer matters in the Secretary of the Army's Office. Upon completion of the National War College, Col. Haustein reported to the National Geospatial-



Intelligence Agency in July 2003 and is currently serving as the Associate Military Executive.

Col. Haustein's military education includes the Engineer Officer Basic and Advance Courses, the Combined Arms Service and Staff School, the Command and General Staff College, the National War College, and the Army Airborne Courses. He is a graduate of the United States Military Academy at West Point, New York, where he earned a Bachelor of Science degree. He also has a Masters of Science degree in Chemical Engineering from the University of Texas at Austin and a Master Degree in National Security Strategy from the National Defense University.

Col. Haustein is married to the former Lori Arnold of Austin, Texas. They have two daughters - Kimberly, a sophomore at Wake Forest University and Ashley, a freshman at Lake Braddock Secondary School in Burke, Virginia.

# Packery Channel receives special honors at Pentagon



Galveston district employees, Vinod Patel, left, and David Brown, middle, are presented the award by Glen Lamartin, director of Defense Systems.

Over 300 government civilians and enlisted servicemen came to support their fellow co-workers and services at the Department of Defense Value Engineering Awards ceremony held May 12 in the Pentagon, where the Galveston District received a special honors award for the North Padre Island Storm Damage project (Packery Channel).

“It is an honor to be here and to represent the Galveston district,” said David Brown, section chief of general engineering.

The Packery Channel project will restore beaches, re-open a natural pass and provide more storm protection.

Value engineering is a

systematic process to analyze functions to identify actions to reduce cost, increase quality, and improve mission capabilities across the entire spectrum of DoD systems, processes, and organizations.

The DOD Value Engineering Program continues to be an incentive for government participants and their industry counterparts to improve their joint value proposition by promoting innovation and creativity by seeking best value solutions as part of a successful business relationship.

Representing the district was Vinod Patel, David Brown and David Campbell. In attendance at the ceremony was former commander, Col. Nicholas Buechler.

## LNG continued from page 1...

upward and it becomes profitable to import natural gas. Currently there are only four LNG facilities in the United States.

Bryan Herczeg, regulatory project manager at Galveston District, says, “The Federal Energy Regulatory Commission (FERC) is the lead federal agency responsible for licensing all onshore LNG facilities. All of these projects will require an environmental impact statement. The Corps of Engineers is the cooperating agency.”

“The U.S. Coast Guard and Maritime Administration are the lead federal agencies responsible for licensing all offshore LNG facilities (including the shoreside construction sites). Again, these projects will require an EIS, and the Corps will be cooperating agency.”

“As a cooperating agency, the Corps duties will be to the review the EIS, and ensure that our concerns regarding wetlands, navigation, alternative analysis, cumulative impacts and economics are adequately addressed for each project.” said John Machol, Regulatory Project Manager. “It’s a lot of work, but it’s important work.” Machol stated. “We have several actions in preliminary stages now, and we are prepared to deal with the challenge of these new and important infrastructure developments on the Texas coast. Cooperating in the early stages of the EIS provides a comprehensive and streamlined review for our permit decisions”

Several of the projects proposed involve other Corps Districts - New Orleans and Mobile, Herczeg said.

Exxon-Mobile, through its affiliate, Golden Pass LNG Terminal LP, is predicting a three-year construction phase that will involve employment for some 600 workers during peak construction at its proposed LNG facility near Sabine Pass, Texas. It should become operational in the 2008/09 timeframe.

The Exxon-Mobile affiliate, Vista del Sol LNG Terminal LP, plans for a \$600 million LNG facility at Ingleside near Corpus Christi.

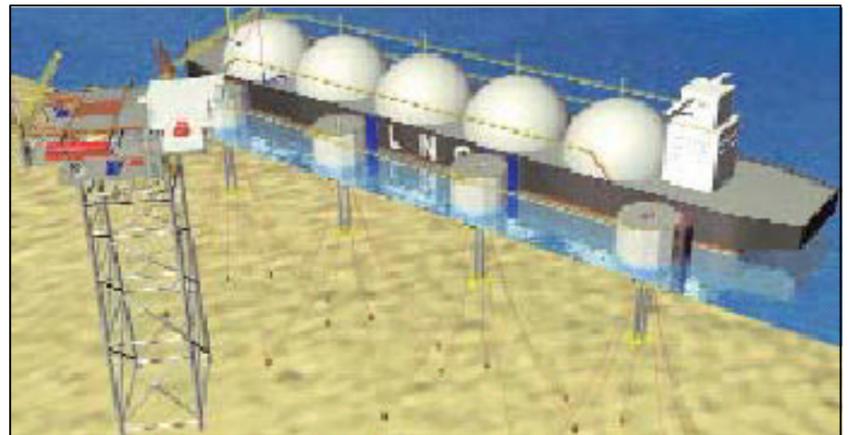
In November, the company entered the Federal Energy Regulatory Commission permitting process for this site. This undertaking involves numerous engineering design, safety, and environmental studies that typically last about 18 month.

In Freeport, Dow Chemical Co., has reached an agreement with Freeport LNG Development, L.P, regarding use of the proposed liquefied natural gas receiving terminal on Quintana Island.

This would satisfy Dow’s demand for natural gas at its petrochemical facilities located along the Gulf Coast. The proposed terminal would also market LNG to other industrial consumers, and to key Gulf Coast natural gas hubs in Texas.

Sempra’s LNG facilities north of Ensenada in Baja California has won all necessary approvals.

It hopes to begin construction this year on a separate facility in Louisiana and has added a third LNG receiving terminal to its plans – a \$600 million LNG facility in Port Arthur, Texas.



A computerized image of a LNG facility in California.

## Proposed LNG Projects

### Onshore LNG Projects<sup>1</sup>

<u>LNG Project</u>	<u>Location</u>
Freeport LNG	Quintana Island Brazoria Co., TX
Golden Pass LNG (ExxonMobil)	Sabine Pass Channel
Sabine Pass LNG (Cheniere)	Sabine Pass Channel
Corpus Christi LNG (Cheniere)	La Quinta Channel
Vista Del Sol LNG (ExxonMobil)	La Quinta Channel
Ingleside Energy Center LNG	La Quinta Channel
Gulf Coast LNG	Point Comfort
Sempra Energy LNG	Port Arthur
Cheniere Brownsville LNG	Cameron Co. TX

<sup>1</sup>FERC is lead Federal agency for onshore LNG projects, EIS required

<sup>2</sup>COE participation as Cooperating agency with FERC EIS

<sup>3</sup>Pipeline segment extends into New Orleans District jurisdiction

### Offshore LNG Related Projects<sup>1</sup>

<u>LNG Project</u>	<u>Location</u>
Chevron Graving Dock (Port Pelican Offshore LNG)	Harbor Island Nueces County, Texas
Exxon Mobil Graving Dock (for Pearl Crossing Offshore LNG)	Various – Corpus Christi, Freeport, TX
Conoco Phillips Graving Dock <sup>4</sup> (for Compass Point Offshore LNG)	Various – Corpus Christi, Freeport, TX

<sup>1</sup>USCG is lead Federal agency for offshore LNG projects (Deep Water Port Act), EIS is required

<sup>2</sup>FEIS does not address impacts from the construction of the graving dock

<sup>4</sup>Offshore LNG Terminal and/or portion of the pipeline in Mobile District jurisdiction

# Maj. Joe, say it ain't so...

*After serving as Deputy District Engineer, Maj. Joe Hanus heads toward a colder climate*



*Maj. Joe Hanus in a flack jacket at his farewell luncheon.*



*Col. Waterworth presents Maj. Hanus with medal.*

Upward and onward, it's the way of life for men and woman in the military.

Deputy District Engineer Maj. Joseph Hanus has left south Texas and ventured north to Wisconsin, where he began his military career.

Over a 100 Galveston District employees took part in Maj. Hanus's farewell luncheon on May 26.

"In all my military career, I have never worked with a better major," said Col. Waterworth. "Joe gave 110% with everything. I know whatever his future holds, he will be successful at it."

After everyone chowed down on Texas barbecue, it was time to begin the roast and presentation of awards and gifts.

Among his gifts were games, a rubix cube, a book on Galveston, a bible, and the first Galveston district safety coin, presented to Maj. Hanus by Danny Wyatt, chief of safety.

"It has been a real pleasure working with Maj. Hanus," said Dennis Lanigan. "Working closely together, I can honestly say, this man has all his bases covered. He is a wonderful person and a fine officer. He will be missed."

He was commissioned as a 2nd Lieutenant in the U.S. Army from University of Wisconsin, Platteville and was awarded a bachelor's degree in Civil

Engineering in 1990. He later earned his master's degree in Civil Engineering from the University of Minnesota, Twin Cities, in 1998.

Hanus' military service includes serving as a construction platoon leader in the Wisconsin Army National Guard, a mechanized combat platoon leader for the 54<sup>th</sup> Engineer Battalion in Wildflecken, Germany, and various staff positions in 5<sup>th</sup> Corps Headquarters, Frankfurt, Germany; the 130<sup>th</sup> Engineer Brigade Headquarters, Hanau, Germany and the 2<sup>d</sup> Engineer Brigade, Camp Howze, South Korea. He commanded Bravo Company, 44<sup>th</sup> Engineer Battalion, Camp Howze, Korea.

Before traveling south to Texas, Hanus completed a tour as an Assistant Professor in the Civil Engineering Department at the United States Military Academy, West Point, NY.

Hanus moved to Galveston Island with his wife, Denise, and two daughters Anna and Allison to assume the position of deputy commander of the Galveston District on June 1, 2002.

"The final test of a leader is that he leaves behind him in other men the conviction and will to carry on." (Walter Lippmann, 1889-1974) Hanus has done just that!

## A story on "Mayor" Joe?!

"Where are we going?" asks the security element, as we drove quickly down a secondary road away from Kirkuk and towards the west. "I don't know", answers the civilian, "MAJ Joe is leading." The security element turn their heads toward the civilian, then away and lock and load their weapons. The civilian asks "What's wrong?", and they reply "we were with him last week, you'll see." Twenty minutes later they arrive at Alpha Company, 122 In Bn where they stop to gather information, pick up the 50 most wanted posters from the company commander and then off again, to the west. This time the civilian asks "where we headed?" The small convoy slows down to a virtual crawl as they squeeze the Dodge Duely through a crowded marketplace in the center of town, known to all as way point for Fehadeen, guerrilla insurgents, and gun smuggling operations going into Kirkuk. As the duely brushes up against smaller, inferior vehicles (horse carts) there is a big ruckus up to the front, and it seems to be coming from MAJ Joe's vehicle. It sounds like they are chanting "You must Go!! You must Go!!" As the rear vehicles close, they realize that they are not chanting , You must Go, but instead "Mayor Joe!!, Mayor Joe!". The team is relieved and inspired as they pass through the terrorist hotbed unscathed. Later, during the debriefing, its learned that Major Joe had been so popular in Kirkuk that the neighboring community had adopted him as well.

*Contributed by Maj. Sean Jones*



# Willows Waterhole Greenway breaks ground

*The project, being built through partnership between Corps and Harris County Flood Control District, will have walking paths, bike trails, and a pavilion.*

Ground was broken May 20 on the Willows Waterhole Greenway Project being built through a partnership between the U.S. Army Corps of Engineers and the Harris County Flood Control District.

The project contains a series of detention areas with low water ponds which will also be used as green space to be developed for recreation.

A prime example of regional partnership, the HCFCD, the City of Houston Parks and Recreation Department and the Texas Parks and Wildlife Department have combined talents to provide a project that can better benefit the community.

A \$750,000 grant by the Texas Parks and Wildlife will fund construction of the recreational features included in the project.

Walking paths, bike trails, playgrounds, a pavilion, picnic areas and low water ponds will be maintained by the Houston Parks and Recreation Department.

Mike Talbott, HCFCD director, stated in the ceremony's opening remarks, "all of you had the vision to turn a stormwater detention basin, basically a big hole in the ground, into something that's an asset for the community."

Particular care was taken during the plan development to protect the existing environmental features.

In order to preserve as much as possible, the location and species of individual trees within the project area were mapped, according to Rhonda Brown, the Corps' project manager. One particularly impressive live oak became the symbol of the project.



*This massive live oak tree has become a symbol of the project. The project will preserve this and other trees for future generations to enjoy.*

The project falls under Section 211 of the 1996 Water Resources Development Act that allows the local sponsor to take the lead in planning, design and construction.

The Corps monitors and approves the work. Project cost sharing is 75/25 with the federal government carrying the larger share, said Arthur Janecka, chief of Project Management.

The Willow Waterhole Greenway flood damage reduction project is in southwest Harris County, in the vicinity of South Post Oak Road.

Work on Project Brays, a \$450 million project to reduce flood risks along Brays Bayou, one of the seven major bayous in Houston, scheduled for completion by 2014.

The Willow Waterhole detention facility is one of many detention facilities included in the Project Brays.



*The green space in the project will surround St. Catherine's convent which is in the center of the project area. More than 60 individual parcels of land were purchased to make the Willow Waterhole greenway possible.*



*Rhonda Brown, project manager, and Arthur Janecka, chief of projects management, were present at the ground breaking ceremony.*

Goat Island continued from page 1...



"Work on the re-creation is scheduled for completion in October," said Dalton Krueger, Corps of Engineer project manager. "Great Lakes is the prime contractor, Luhr Brothers is doing the rock work."

The Corps will rough grade the islands, then Texas Parks and Wildlife and the city will take over their planting and final contouring.

In addition to providing recreational enjoyment, Goat

*Left: Photo of the Goat Island project. It will provide erosion protection for the Baytown Nature Center, a park built on a former subdivision site, which was the object of a buyout following Hurricane Carla.*

Island will provide erosion protection for the Baytown Nature Center, a park built on a former subdivision site that through erosion and subsidence was the object of buy-out following Hurricane Carla when the houses had eight to ten feet of flood water inside their walls.

No evidence of the subdivision remains and the City of Baytown has developed a park that picknickers, fishermen, nature lovers and others can enjoy.

"This project is a great gift to the citizens of Baytown, says Mayor Alfaro.

# District and Calhoun County Navigation take steps to fix channel

With the stroke of a pen, Col Leonard Waterworth, US Army Corps of Engineers, took a major step towards completion of a study on the problems facing the Matagorda Ship Channel. Waterworth joined Randy Boyd, chairman of the Calhoun County Navigation District board of directors, in the signing of a cost sharing agreement that will provide the funds needed for a feasibility study regarding the jetties in the channel.

Representatives from the Corps of Engineers, the Calhoun County Navigation District, the Port of Point Comfort, and private industry all met in Point Comfort, TX on June 2. This special meeting of the navigation district board was called so everyone involved could witness the signing and discuss the importance of the channel.

The Matagorda Ship Channel is a 28-mile long deep-draft waterway that connects the Port of Point Comfort to the Gulf of Mexico and the Gulf Intracoastal Waterway. Concerns about the

stability of the channel's jetties are threatening the existence of the channel, the only access to the port.

"The local sponsor brought the scouring problem to the Corp's attention," said Volker Schmidt, Project Manager with the Corps of Engineers. Scouring has caused a deepening of the channel that is threatening the structural integrity of the jetties and could cause them to collapse. Schmidt said the study will recommend a plan of action to remedy the situation. "Our effort has been to identify the problem and understand the best way to proceed from here."

The study will take about three years to complete and is projected to cost 3 million dollars. By signing the cost sharing agreement, the Corps of Engineers and the Calhoun County Navigation District agree to split the cost.

Also in attendance at the meeting were representatives from Formosa Plastics Corp., Alcoa, and BP Chemicals, all major users of the waterway.



Entrance to the Matagorda Ship Channel

Everyone involved in the meeting agreed that keeping the channel open is vital. "This channel is a lifeline for us," said Skip Sockell of BP Chemical.

Boyd discussed the economic consequences of a possible jetty failure. "The economic impact (of a 30 day closure) could be in excess of one billion dollars. None of us can afford to let this happen." Waterworth agreed that maintenance of the channel was important on more than just a local level. "Economic prosperity is another way to define what you do here," Waterworth said.

"What you do here is important for the community, the port, and the nation."

Upon completion of the study, the construction required to solve the problem would begin. However, the money for this phase of the project would require congressional approval. Waterworth urged those in attendance to send their message to Congress. "You make sure that the people who make decisions know what you do, because what happens here is of national importance."

## LDP Corner My Lessons Learned

by Jayson M Hudson

As my time in the Leadership Development Program (LDP) begins to come to an end I wanted to take a few moments to share with everybody the lessons I have learned. Now, I could spend 500 words telling you about PMBP or the re-chartering of the LDP or our effort to bring leadership training to the District or all of the books I read or the classes I took, but I'm already beginning to lose interest in the article.

Now that's not to say that what I learned was boring, not at all. I have enjoyed my time in the LDP and will continue to learn and improve my skills for my lifetime. But as a former educator, I know that even the most interesting subjects can put the best student to sleep. So here is what I would like to do, I am going to share with you my 20 lessons learned and several of my favorite quotes.

### Jayson's 20 Leadership Lessons:

1. Take responsibility for your actions and the actions of your subordinates.
2. Know yourself and your beliefs and seek self-improvement.
3. Set the example and be optimistic.
4. Develop your subordinates.
5. Ensure that the job is understood, supervised, and accomplished. A leader helps the group realize the purpose for which it was created.
6. Know your men and women, and look after their welfare. A leader helps the group meet the needs of the individuals.
7. Keep everyone informed.
8. Set goals you can reach.
9. Make sound and timely decisions.
10. Know your job.
11. Practice teamwork. A leader helps knit the individuals into a cooperating group. A leader helps them all to see a common reason, a common goal that is mutually desired, and he delegates responsibilities among the individuals.
12. Listen effectively.
13. Seek the input of others before making a decision and, ask for help when you need it.
14. Reflect on your past and learn from it.

15. Practice empathy and forgive as quickly as possible.
16. Give constructive feedback.
18. A leader must know how to use small successes to generate larger ones, how to learn from others and how to fail and accept it.
19. A leader must know the team members and be interested in their welfare, hopes, ambitions, abilities, and limitations and what they want to learn, or at least where and how to get the knowledge.
20. Never panic and don't faint.

### Some of my favorite quotes:

*Don't tell people how to do things, tell them what to do and let them surprise you with their results. ~ George S. Patton*

*A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him....But of a good leader who talks little when his work is done, his aim fulfilled, they will say, "We did it ourselves. ~ Lao Tzu*

*To lead people, walk beside them... ~ Lao Tzu*

*The leadership instinct you are born with is the backbone. You must develop the funny bone and the wishbone that go with it. ~ Elaine Agather*

This is a short list of what I have learned. The only way to learn and train to be a leader is to practice leadership. This can be done at any level because leadership is an action, not a position. If you are interested in developing and practicing your leadership skills you can apply for one of the leadership programs offered here in the District.

The Leadership Development Program is in its open season for the 2005 class, and has revamped the program making it better than ever. If you are interested, read through the new charter that Maj. Joe sent out. We look forward to seeing you in the 2005 LDP class. And remember, life is change. Growth is optional. Choose wisely.

Column continued from page 2...

finer officer. Joe was spectacular in every way and a fine complement in the executive office. Even though it will be a loss for the District, don't be sad for Maj. Joe, Denise and children; they will be living near family in Wisconsin. In three short years and a long dissertation, he will be off to the U.S. Army Military Academy, where he will teach in the engineering department preparing future leaders of the Armed forces.

As a member of Team Galveston, you impact the future of the Texas coastline each and every day. In a recent article in the Houston Chronicle, titled "Cleaned-up industrial site finds buyer", it discusses the Tex Tin property and how it is being cleaned up with the efforts of the communities and agencies. The District worked with EPA and others in this Superfund site cleanup effort that has become a factor in the economic growth of Texas City. Combine this with other recent accomplishments, such as the Goat Island celebration and the signing of Matagorda MOA, I find your accomplishments never ending.

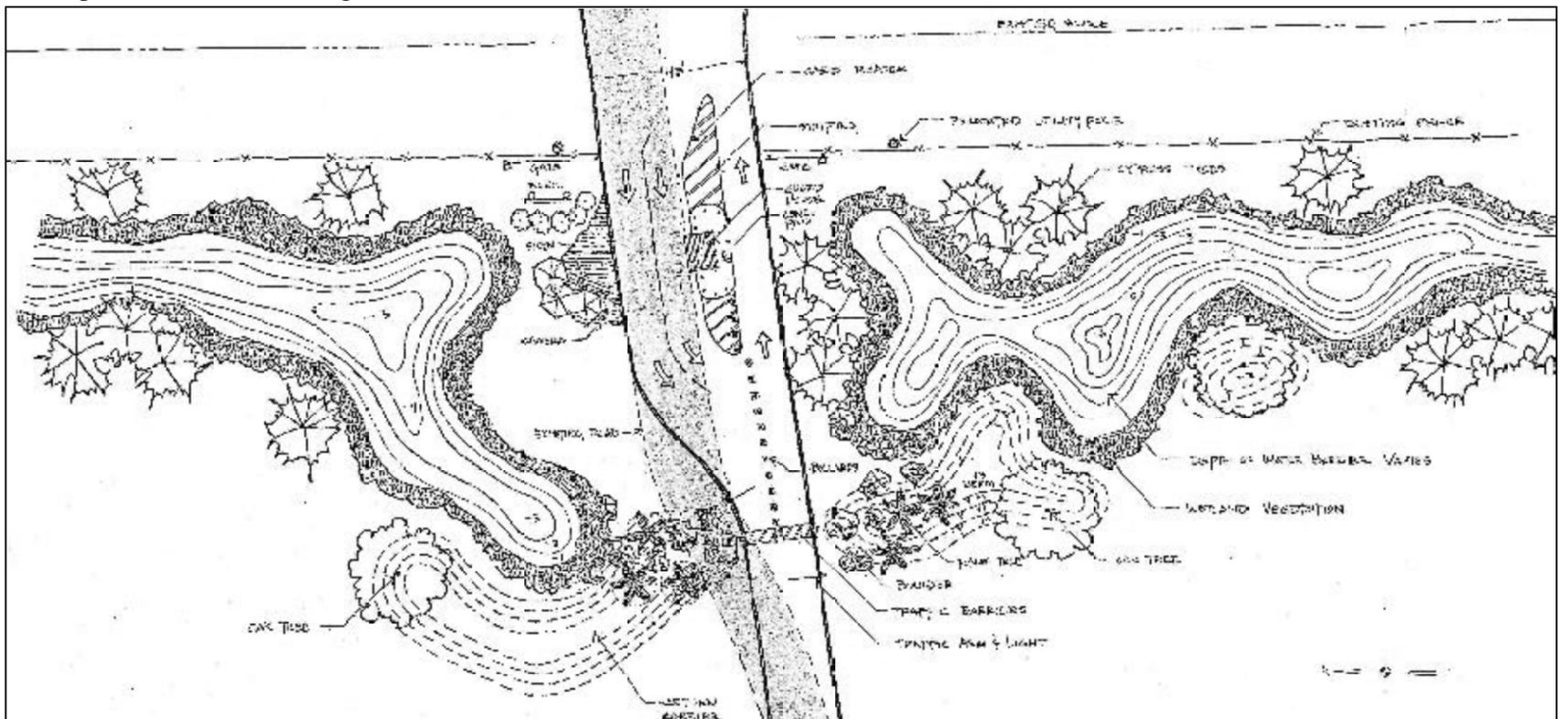
## Congratulations to our Graduates of 2004



Congratulations to Guy David Campbell, son of David Campbell, chief of engineering branch, on graduating with honors from University of Texas at Austin with a Doctor of Pharmacy.



Congratulations to Christina Shirlynn Simmons, daughter of Johnnie Simmons, resource management office, on graduating from Ball High School. She will be attending Galveston College.



## Fort Point Security Features....a Win-Win-Win situation

On September 11, 2001, the world changed forever, along with the requirements for security at the Fort Point property. The typical response in protecting public facilities has been to line the property with concrete barricades and steel fences. While these materials can accomplish fortification of boundaries, they can also create a sterile public image and detract from the beauty of a site.

The project development team researched methods which would be most economically and environmentally

sustainable. One of the methods chosen by the PDT to secure the boundaries at Fort Point is the use of water bodies as "non-structural barriers". The creation of these non-structural barriers will minimize construction costs since the excavated material will be used to widen the main entrance road. The District will also save approximately \$10,000/yr in maintenance costs by reducing the mowing and fertilizing by 2 acres. The PDT will be incorporating other boundary protection elements identified in

the technical design guidance, including topographic relief and vegetation.

Along with the non-structural barriers, the main entrance to Fort Point will be getting a new guard house with a wider entrance road. In order to expedite employee access while still allowing for visitors to be signed-in, there will be two lanes for entering and one lane for exiting. In a future phase, there will also be metal hydraulic wedge barriers installed at the main entrance. The entrance gate next to the

Ferry Landing will receive some minor upgrades as well.

The construction is scheduled to begin in late July/early August. During construction, District employees will be routed through the gate entrance near the Seaborne building until the main entrance is complete.

This project is an example of how the Galveston District promotes environmentally sustainable design and is a leader in implementing Gen. Flowers' Environmental Operating Principles.

# Castle Comments

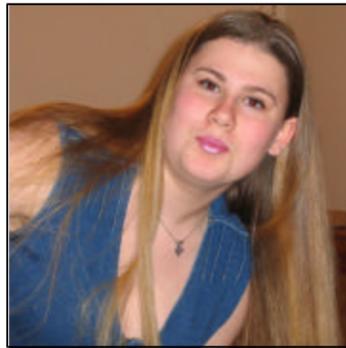
## Congrats...

Josh Russek, son of Eric Russek, Bay Area Office, was selected to the 8-year-old Bayside Area Little League All Star District 14 Tournament Team that was undefeated until the semi-finals when they lost to NASA East 4-3.

Along the way, they beat League City, La Marque, Baytown and NASA West. District 14 is comprised of teams from Galveston to Santa Fe and north to Baytown. He played pitcher and centerfield.



Josh Russek



Halley Jaynes

Halley Jaynes (junior at Ball High), the daughter of Cheryl and Kenny Jaynes, regulatory, came in as a top ten winner in a state-wide poetry competition (winning poem is to the right). She received a \$25 savings bond and an entire page of the journal featuring her poem. The book is called *Celebrate! Young Poets Speak Out; Texas - Fall 2003*.

## Wellness

by Cindy Burke

## Houston: Fun over the causeway is just 45 minutes away

When was the last time you had some fun? When was the last time you got out of the house, and got out of your rut and did something different? Do you ever drive into Houston to take advantage of what's GOOD about it? I hear a lot of people complain about how much traffic there is, and how congested it is, and how flat and ugly it is down here, and on and on and on. I've even made these same complaints myself, but I finally realized that focusing on all these negative things about the Houston area is not making me any happier. And I know we all want to be happy. The fact is we have all chosen to live down here since we were blessed with such good jobs. So the question is, what can we do to have more fun, and how can we take advantage of what is good about living near the 4<sup>th</sup> largest city in the United States?

The fact of the matter is there is A LOT to do, much more than can be discussed in a short article. Once you start researching by looking at websites such as <http://www.houston.citysearch.com>, <http://www.villagehouston.com>, and <http://www.houstonchronicle.com>, the problem becomes choosing what to do. Here are 5 of my favorite destinations that I usually visit at least once each year.

**Miller Outdoor Theatre** (<http://www.ci.houston.tx.us/specialevents/miller/>) If you've never been to one of the free performances at Miller Outdoor Theatre, you've gotta go! It's the only free open-air theatre of its kind in the United States.

It is located in the heart of Hermann Park, and you can catch performances by some of Houston's most dynamic arts

organizations such as HITS Unicorn Theater, Houston Grand Opera, the Houston Ebony Opera Guild, Festival Chicano, Houston Symphony, Theatre Under The Stars (TUTS) and a host of other multi-cultural groups and theater companies. Every performance in the March to November season is free. People usually bring chairs and blankets and coolers loaded with food and drinks. It's even OK to bring in alcohol, as long as it isn't packaged in glass. It's a great way to spend a summer evening with friends and family. Check the link and find a performance you think you would enjoy, and then go!

**The Houston Zoo** (<http://www.houstonzoo.org/>) The Zoo is also located in Hermann Park, and it is open 365 days a year, from 9:00am to 6:00pm. Admission for adults is \$7.00, and \$3.00 for children under 12. Set in a lush 55-acre landscape, the Zoo is home to more than 3,100 exotic animals representing more than 500 species.

**The Toyota Center** (<http://www.houstontoyotacenter.com/>) just opened in Oct 03. It is the home of the NBA Houston Rockets, the WNBA Houston Comets, and the AHL Houston Aeros. I don't like watching sports on television, but attending a game is fun!

Houstonians love their sports, and sometimes just watching the crowd is entertainment in itself. The Houston Comets just began their season, and they'll be playing throughout the summer. There are several concerts scheduled for this summer also, including Simon & Garfunkel, Sarah McLachlan, and Phil Collins. The arena is located downtown at 1510 Polk Street.



Houston skyline.

**Minute Maid Park** ([http://houston.astros.mlb.com/NASApp/mlb/hou/ballpark/hou\\_ballpark\\_history.jsp](http://houston.astros.mlb.com/NASApp/mlb/hou/ballpark/hou_ballpark_history.jsp)) The new home for the Houston Astros opened in Mar 00. It is located near the George R. Brown Convention Center. Check the website for directions and tickets. You can catch an Astros game now through October. Tickets range from \$5 to \$40.

**Cynthia Woods Mitchell Pavilion** (<http://pavilion.woodlandscenter.org/>) Summer is not complete unless you make a trip up to the Woodlands for a concert. Yes, it's a long drive, and it's worth it. The structure alone is fabulous. I like to sit out on the lawn up on the hill so I can take it all in. You can catch a breeze on the lawn, and there are three huge screens if you want to get a close-up of the performers. This is another great place to watch people. Check out the website for the long list of upcoming performances. When you go, take I-45 north to 610 East, to the Hardy Toll Road. The Hardy Toll Road will dump you out on I-45 North just a few miles before the Woodlands. It's really an easy trip, and the venue is one of the best I've seen.

An oval surface  
of reflective light  
that never lies.  
The darkened face  
of tired mornings  
glares from the surface  
with glassy, shining eyes.  
The reflective joy  
of a tiny kitten  
playing with eye shadow  
and becoming entangled in  
wayward jewelry.  
The face you hide from  
with deep brown eyes  
and yet a stranger is seen  
from behind masks and  
fronts.  
The glowing surface  
of perfection reflected  
on pure, shining eyes.  
An oval surface  
of reflective light  
that is often backwards  
but never lies.

These are just five of my favorite destinations in Houston. We didn't even discuss the Theatre District with all the new facilities there, or shopping in the Heights or the Rice Village, or the museums, or any of the venues for live local music, or the newly revitalized businesses in Downtown.

You know, you gotta bloom where you're planted. We may not live in the most breathtakingly beautiful city in the free world, and there may be many annoying things about Houston. We are not going to change one thing by complaining about it. It is what it is. Since most of us won't be moving any time soon, we might as well enjoy where we are. Bite the bullet and get into Houston and do something fun. You island people will not die if you cross the causeway. Besides, having fun makes you happy. Happiness is a good thing. It stimulates our immune systems. It makes us more fun to be around, and it makes us more pleasant to work with. Do your co-workers a favor. Get out and have some fun this summer!