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UPCOMING EVENTS

- November 19
Rec Committee hosts silent auction
- December 9-11
Senior Leader's Conference
- December 10
PRB
- December 12
District Christmas Party
- December 17
SAME
- December 25
Christmas Day



CFC Update

We currently have collected pledges and donations in the amount of \$15,525.00! That is 59.7 percent of our goal of \$26,000.00.

The fall campaign is quickly coming to a close.... so if you haven't made a pledge or donation and are planning to, please contact your office coordinator. Let's try and make our goal! And a special thanks to everyone who has already donated or pledged!!

Thanks,
Sharon Tirpak
2003 CFC District Coordinator

District commemorates FY2002 with Fall Fest

The Recreation Committee is in full swing. Fundraisers are rolling and parties are being planned.

Fall Fest on October 10, 2003, was the first big to-do for the new group of party planners. With the help of the district it went off without a hitch!

Opening the end-of-the-year celebration was a townhall meeting from Colonel Leonard Waterworth. Awards and coins were handed out, 2012 was discussed, and Col. Waterworth was challenged in the jousting ring.

"I enjoyed challenging Col. Waterworth to a duel in the

Pit. I wasn't worried about winning (obviously - his 6-foot-plus to my 5'2"). I was just having fun. I am glad Col. Waterworth didn't duck out cause I know we 'Regulators' can be pretty formidable," boasted Cheryl Jaynes.

Other highlights from the event included; the vigorous Cake Walk where people were fighting for cakes, the Water Gun Assassins game which left the room virtually empty for a few minutes while everyone hid and plotted their attacks, and the Pie in a Face which left one district employee a bit uneasy in regards to the commander.

"I never win anything... except getting to put a pie in the face of my commander. Not sure that was lucky or not! He really took it well and it was really great when he stood up and talked to everyone at the end with the whipped cream all over his face and the pie pan on top of his head. He really made the pie-throwing event. Great event. First time that I can remember our organization having a celebration for the employees for all the hard work performed during the FY. It's a sign of good leadership,
Fall Fest continues on page 4. .

Future fishin' plans in Matagorda

District informs residents on Matagorda related projects during annual festival

Matagorda Day Festival celebrated the oldest town in Matagorda County on Saturday, Oct. 11 with the U.S. Army Corps of Engineers, Galveston District headlining the event.

The Festival presented a new Futures Expo this year to help educate and promote nature and recreational tourism.

The Futures Expo was held in the Matagorda Elementary School from 10:30 a.m. to 3 p.m. The reason for the expo is to explain the economic benefits of nature and recreational tourism and how they complement the established sport fishing industry in Matagorda.

Maj. Joe Hanus, deputy commander of the US Army Corps of Engineers, Galveston District, delivered the keynote address, describing two Corps of Engineers projects taking place in Matagorda: improvements to the jetties and the diversion dam at West Matagorda Bay. He was followed by a presentation from Nicolle Dailey, planning lead, who explained the diversion dam cut plans, and Ronnie Barcak, operations manager, who explained jetty improvements already under construction.

"Matagorda Days is a great opportunity for the locals to come out and be informed on what the Corps is doing in their

Plans continues on page 3. . .



Gov. Rick Perry speaks on the importance of the barrier for Texas.

Barrier dedicated in Beaumont

The Lower Neches Valley Authority (LNVA), the US Army Corps of Engineers, Galveston District and over 300 guests, came together for the dedication of the Neches River Saltwater Barrier on Oct. 29, 2003 in Beaumont, Tx.

Keynote speaker, Gov. Rick Perry, and U.S. Rep. Nick Lampson were on hand to help mark the formal opening.

"This is a beautiful day for an event like this, for the city of Beaumont and for the state of Texas," said Gov. Perry. "This structure ensures that the people who reside here will be protected."

The \$54 million dollar project, with construction started in 2000, was scheduled for completion in December 2003.

"We were on-time and under budget with this project and I couldn't be prouder," said Col. Leonard Waterworth.

"In the beginning, we had challenges and obstacles, and we met them all head on - with the help of our local sponsor, LNVA; our project manager, Richard Tomlinson; project engineer, Floyd Wright and everyone else that made this project happen. I thank you," said Waterworth.

The complex includes gates to help regulate the Neches River water supply - especially during drought - and to protect it from saltwater contamination.

The complex, which is just south of the boundaries of the Big Thicket National Preserve, includes public areas for launching boats and for fishing. Additional plans include a picnic area, a walking trail, and stocked fishing ponds.

The ceremony concluded with a ribbon-cutting and a catfish lunch.

Neches photos on page 3. .

Commander's Column



Col. Leonard Waterworth



The Sand Castle

www.swg.usace.army.mil

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

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We have passed a couple of major milestones this month based on all of your hard work. I had the privilege to represent the District at the Neches River Salt Water Barrier Dedication October 29. Turned out to be a great event that received national attention in *USA Today*. In attendance was a who's who of local and state politics. Governor Rick Perry was there as was Congressman Nick Lampson. Senator John Cornyn had a regional staffer present. It appeared to me that almost every mayor, judge and council member was present to celebrate day. It took hard work and a great partnership to get this \$54 million dollar project completed on time and under budget. A special thanks has to go to the PDT lead by Richard Tomlison, the Corps onsite engineer, Floyd Wright and the contractor's superintendent, John Walsh. I know there are many others who helped make this project happen. Plans are to recognize the team at an upcoming PRB.

As I think about the project I also derive a great deal of satisfaction on what this project will do for eastern Texas. It is estimate that the population will double in the next 50 years. As the population expands, there is an increased need for infrastructure within the Galveston Engineer District. This saltwater barrier will play a key role in protecting the water supply and the environment for future generations. Galveston District plays an important role in that future.

A great time was held at our Fall Fest. It was a great way to end the fiscal year, celebrating our success. You might not know this but we were the ONLY district to exceed 100% execution in all three appropriations. If that was not significant on it own, you achieved our goal in spite of a three-month long continuing resolution authority that started the year AND I asked that you reach our target two months early so that we could be postured to execute P2 in the last quarter. YOU MADE IT HAPPEN. So it was more than fitting to have a party to celebrate all your hard work . . . and the pie wasn't too bad, either. Rec Committee, thank you for yet another great event.

2012 is working. As I briefed in the town hall meeting, the Chief of Engineers has set the Corps on a path where we can work as a matrix team at all levels. Galveston District figured this out long ago on the Houston Ship Channel. When we are working on a complex problem we need to build teams with special talents and skills, regardless of their location or organization, to achieve a solution. Teams need to be inter-dependant so we can gain the maximum effectiveness. With our help, the Division and Corps staffs are working hard to figure out what the organizations will look like and how it will function. As we work through the process, I will continue to ask, "how does this make it cheaper, faster and better for my cost-sharing partner." I am optimistic that 2012 will point the entire Corps in that direction.

Just as a side note on doing things cheaper-better-faster. I saw statistics that broke down Operations and Maintenance dollars. Another way to say this is how much money was spent on salaries and how much money was spent on a project to keep it operating. This sheet showed that Galveston spends 9 percent of its O&M budget on labor. That is very low compared to our sister districts. I said before I think Galveston District is a good model for what districts should look like in the future — small districts with Big Contracts meeting the infrastructure needs of our country.

Your doing a great job, thank you for all you have done. Now, finish reading the paper and then get back to work...

BG Robert Crear, Commanders View: October 2003

I have found that commanding Task Force-Restore Iraqi Oil (TF-RIO) has re-enforced the value of many of our on-going initiatives. For example, over a year ago, I wrote about a Learning Organization, never dreaming that we would be given a mission that would provide one of the finest examples of a Learning Organization possible. Learning happens in many ways — on purpose or planned and carried out methodically, as well as by being thrust into a new environment with new challenges and adventures such as we have been. But the point remains the same — to learn from all opportunities that are presented to you and share them with others. We have certainly been doing that within TF-RIO, both here in Iraq and at home with our reach-back support. Accomplishing our mission in Baghdad, Kirkuk and Basra has been a learning experience of a lifetime.

Since the beginning, over 185 volunteers from throughout the Corps, from 27 districts and counting; civilians from the Corps and other federal agencies, as well as active duty and reserve military personnel from the Army, Air Force and Marine Corps, now wear the RIO stamp. We are on our third rotation of personnel in most jobs since we hit the ground running in February. I am just amazed at how our new personnel are able to capitalize on the achievements of their predecessors and make even greater contributions. That's certainly the hallmark of a learning organization. Additionally, we count as team members over 500 contractor personnel from Kellogg Brown and Roots and the 60,000 Iraqi oil workers.

We continue to make significant progress helping the Iraqis restore and rebuild their oil infrastructure. We are on schedule executing the joint work plan developed in July. Together with the Iraqis we will execute more than half the \$1.4 billion program in the next couple months and will import more than \$250 million worth of diesel, propane, gasoline and kerosene. Much of the repair and restoration work is being performed by the Ministry of Oil (MOO) operating companies. The Iraqi State Oil Marketing Organization (SOMO) alone, handles all exports of crude oil. SOMO is also importing diesel, gasoline, kerosene and LPG in exchange for crude oil by-products with other Arab countries by truck and barge. SOMO will import fuels for the first time this month on a cash basis and will eventually import all fuels.



Brig. Gen. Crear awards a solider.

Crear continued on page 8. . .

Neches River Saltwater Barrier Photos



The barrier.



Corps employees, including retiree, George Roehen visit before ceremony.



Jan Stroder cuts the ribbon with the help of an LNVA employee.



The Lamar University band performs the Star Spangled Banner.



Attendees look at construction photos.



Col. Waterworth gives his remarks at the dedication.



Catfish, hush puppies, and french fries were served for lunch to all.

Plans continued from page 1 . . .

community. It also gives us the chance to explain in detail and answer those tough questions when it comes to our projects, such as the diversion dam and jetty improvements," said Maj. Joe Hanus. "We need to let the community know we care."

The expo also included booths from the General Land Office Coastal Resources Group, Texas Parks and Wildlife, Port of Bay City Authority, Texas Department of Transportation, Lower Colorado River Authority, Matagorda

Independent School District, Matagorda Drainage District #2, Texas A&M Sea Grant Marine Advisory Service, Matagorda Waste Disposal and Water Supply and the Matagorda County Birding Nature Center.

The festival kicked-off with a parade and included such attractions as a movie about Matagorda Island, a self-guided historic tour, the annual Fireman/VFW/EMS Fish Fry, free boat and kayak rides, a book sale, kids activities, food and arts and crafts.



Maj. Hanus talks to a local woman after his keynote address. Over 50 attendees came to opening speech, with 75 attendees for the Corps afternoon presentations.

Fall Fest continued from page 1. . .

knowing how to work hard, and how to say thanks for a job well done.”

Overall, the event was a huge success and the recreation committee wants to thank everyone again for participating in the event.

“Fall Fest was one of the better team building events I’ve seen in my years. Kudos to those who put it together and those who participated,” expressed Col. Waterworth.

Upcoming events include a silent auction held at the district in November, a cookbook sale with contributions from the district, future bake sales, and the Holiday Party, which will be at the K.C. Hall in Galveston on Dec. 12. (Please refer to the colorful ad on page 5 for more information.)

Keep an eye out for a chance to help make future events as successful as past ones.



Don Nanninga and Jeff Hill battle it out in the jousting ring, while fellow regulatory employees watch and cheer on.



Paula Wise gets ready.



Paula gives Col. Waterworth her best pie slam.



Do you recognize this man?? It's Col. Waterworth!! Has he ever looked better?



Mike Castelline receives a Commander's Civilian Service award.



John Bember receives an award during the ceremony from Col. Waterworth.



Maj. Joe Hanus with daughter, Allison.



Casey Cutler, Randy Thomas, and Jayson Hudson sample the chili during the chili cook-off.



Costume contest winner, B.J. Johnson.



Casey Cutler smiles for the camera.



Maj. Hanus with a pie in his face.



Elvis (Michele Thomas), devil/angel (Alicia Rea), Dickens' lad (Chris Wrbas), baby Ashley (Ashley Jones) and a witch (Sandy Morrison) all in a festive spirit.



Please join us for a
Holiday Celebration!

Dancing, Lunch & More

Friday, December 12, 2003
11:00 a.m. - ?
KCHall
1912 Winnie

Holiday Attire

Cost of tickets are \$7 for adults
12 and under \$3.50
and can be purchased in PAO

RSVP by December 8, 2003



LDP Corner AMSC: Sustaining Base Leadership and Management with the Non-Resident Program

by Janet Thomas Botello - LDP member

The Army Management Staff College's (AMSC) Sustaining Base Leadership and Management (SBLM) Program is available to civilian employees who are serving in or have potential for advancement to key leadership positions, have a career or career-conditional appointment or career status and are serving in grades GS 11 (on exception), and GS 12 through GS 14.

The SBLM program provides graduate level education on topics which include but are not limited to broad based leadership, management, critical thinking and decision making, military forces and doctrine, force integration, resource management, acquisition and logistics, personnel management, information and installation management. Credit gained through this program can also be applied towards an online graduate or undergraduate degree at the American Military University in Virginia.

The SBLM program offers two avenues from which students can select to complete this training: the Resident and Non-Resident Programs.

The Resident Program involves a three-month stay at Fort Belvoir, Va., in-class activities, presentations, tests,

daily journaling and some written assignments.

The Non-Resident Program is achieved through work at home through the course of a year, via the Internet, and 3-one week resident sessions at Fort Belvoir, Va.

Tuition, travel and per diem costs for the program are centrally funded.

I personally couldn't spend three months away due to family obligations, so I chose the Non-Resident program. I think that it offers a unique learning opportunity for serious students and it is the wave of the future when it comes to long distance learning opportunities. It removes several of the most common reasons that people use when they decide that they can't pursue more education: cost, distance to school, the lack of transportation and daytime obligations.

Benefits that I've gained from the Program include lessons and perspectives in leadership and my leadership style, a wider view of the Army and current world events, a greater perspective of where the USACE and this district fits in the larger picture, information on organizational culture and change management and invaluable input from a professor on

my writing and presentation skills.

As with the Resident Program, students in each class live in different parts of the nation and world.

My class consisted of students living throughout the continental US, as well as Hawaii, Alaska, Puerto Rico, Europe and South East Asia. Each class is further subdivided into "Seminars" within which students participate.

I found that the design of the learning process in the Non-Resident Program is very different from that of the Resident Program. With the exception of the 3 resident sessions, in-class participation isn't possible.

The program involves at least 21 written assignments and approximately 1500 hours of predicted time investment. Throughout the year, my seminar participated in weekly Internet classes during which all of the students and instructors were logged in at the same time. We also conducted other chats classes known as "caucus sessions," or online debates and discussions on various topics. We completed them by logging in at different times throughout the day, for a certain number of days, and posting statements on an Internet bulletin board for

others to consider. Written assignments were completed either individually or as a team. All lesson plans and reading references were taken from the AMSC Electronic Campus, which is a great Internet site.

All in the District who have participated in this program agree that one of the biggest challenges is successful time management.

We had to maintain the same high quality product at work, meet family obligations and successfully complete program requirements. Due to the volume of reading and writing involved, the majority of the work for this program had to be accomplished at night and on weekends.

Even though the program can be intense and requires a great deal of personal effort, I believe that it is a great experience and a worthwhile endeavor for anyone interested in obtaining future leadership positions.

Information on this program can be obtained at <http://www.amsc.belvoir.army.mil>, and from the following District personnel who have completed this program: Janet Thomas Botello, Paula Rankin Wise, Rick Medina, and Ronnie Barcak. Kim McLaughlin is currently enrolled as well.

Lessons learned on Hurricane Lili anniversary

by Nicolle Dailey

One-year ago residents of some South Louisiana communities were recovering from Tropical Storm Isidore. Many others evacuated their communities because Hurricane Lili, at one point a Category 4 hurricane with wind gusts over 155 mph, was making landfall.

Today, we know that Isidore and Lili caused more than \$1 billion damage to insured properties and led to Federal Emergency Management Agency (FEMA)/State disaster assistance of more than \$235 million. The American Red Cross, Salvation Army and other volunteer organizations served more than 1.5 million meals and snacks in the aftermath of the storms.

Lili was the first hurricane to make landfall in the United States in three years. Between Hurricane Irene in 1999 and 2002, FEMA, the U.S. Army Corps of Engineers, the National Weather Service and state and local emergency management officials conducted evacuation studies, developed an evacuation information system, updated

storm surge models and refined emergency plans.

In the past year, FEMA, the U.S. Army Corps of Engineers, the National Weather Service and state and local emergency officials have collaborated to conduct a post-storm analysis of Hurricane Lili and Tropical Storm Isidore. The study looks at evacuation, emergency sheltering, actual storm surge heights and the effectiveness of public information efforts.

The assessment is based on data analysis, interviews with state and local officials and a behavioral survey of more than 1,800 randomly selected residents in Texas counties and Louisiana parishes. More than 500,000 residents of Louisiana and Texas were advised to evacuate threatened areas in advance of Hurricane Lili's landfall. The assessment's behavioral surveys indicate that 40-56 percent of advised residents heeded evacuation recommendations.

While 83 evacuation shelters were opened, housing 18,000 people, the assessment found

that more than 90 percent of the evacuating population found safety by staying with family, friends or in hotels.

In the middle of an active hurricane season, the preliminary assessment offers important recommendations or lessons learned.

- Improved hurricane forecasting and new technologies, combined with increased news media coverage has improved notification and increased knowledge of individual storm threats.

- Government, volunteer organizations and the news media need to expand public awareness information materials. Materials should target vulnerable segments of the population such as residents who live in manufactured housing. Federal and state



Storm destroys an Exxon gas station in New Iberia, La.

agencies continue to evaluate evacuation routes. More "real time" traffic counters that feed data to traffic information systems are recommended.

On March 1, 2003, FEMA became part of the Department of Homeland Security. FEMA's mission within DHS is to lead the effort to prepare the nation for all hazards and to effectively manage the federal response and recovery efforts for any national incident. To help meet this mission, FEMA oversees the National Flood Insurance Program, the U.S. Fire Administration and Citizen Corps.



RDFW is filled with local sand to show how easy and non-time a job would take.

Demonstration proves useful

Galveston District, with its major mission of flood control damage reduction, is investigating a new, faster and cheaper way of helping cities and communities erect a new type of wall to keep floodwaters at bay.

Since 1928, the U.S. Army Corps of Engineers has spent over \$35 billion on flood control programs, preventing \$300 billion in flood damage. At the same time, flood risks to many communities are increasing because of extensive commercial and residential development along our nation's waterways and coastal areas.

For more than 100 years, our nation has relied heavily on sandbags as a primary means of immediate flood protection. This sandbag technology is dated, costly, labor-intensive, unreliable and time consuming for the cities and communities at risk.

On October 15, 2003, Geocell Systems Inc. visited the district and demonstrated the Rapid Deployment Flood Wall (RDFW). The RDFW is an innovative new, flood-fighting technology that is specifically designed to replace or augment sandbags during flood events. RDFW is an expandable, stackable, modular wall made of a tough, lightweight, environmentally responsible plastic that can be filled with sand and other locally available fill material for use as a flood protection barrier.

Assembled by as few as two people, an RDFW wall is quickly expanded into place and then filled from the top with a loader, excavator, bottom-dump, or other piece of earthmoving equipment.

Al Arellanes, 20-year veteran flood fighter, in conjunction with the Corps, began developing improved and innovative methods for combating floods in 1983. Drawing on his flood fighting experience, Arellanes and the Geocell team designed RDFW specifically to meet the needs

and constraints of real world flood fighting situations. Besides being fast to deploy, RDFW is light enough to be handled by two people, small enough not to be unmanageable in the wind, fits easily into a pickup truck or helicopter, requires no special tools, and is simple enough for anyone to use.

According to the State of California Department of Water Resources State Flood Center, a 35-person crew can construct a trapezoidal sandbag wall four-feet high and 100-feet long in 19.5 hours. With RDFW, a seven-person crew can construct a wall of equal height and strength in just one hour. Equipped with RDFW, a 35-person crew could construct 9,750 feet of wall in 19.5 hours, compared to the 100 feet they could construct with sandbags.

RDFW is cost-competitive with sandbags, according to the company. Because it is reusable, RDFW becomes dramatically more competitive after its first use.

A 1,000-foot RDFW standing four-feet high would cost approximately half as much as a sandbag wall of the same height and strength when contract labor is used. Sandbags only last about 30 days and usually require costly disposal at designated landfills. RDFW is easy to clean up and can be reused. The sand or fill material can be stockpiled or reused as needed for other projects. In addition, RDFW segments collapse for easy storage and reuse.

Because it can be built faster, RDFW enables communities to protect a greater area with a smaller labor force in a shorter period of time. The cost of RDFW is minimal when compared to the massive cost of restoring damaged infrastructure, farmland, and other valuable property lost to flooding.



Right: A member of Geocell Systems Inc. locks the Rapid Deployment Flood Wall (RDFW) into place for the demonstration held at the district in October.

Below: Members of the Geocell Systems Inc. team carry the RDFW in its collapsed state that allows for easy storage, shipping and carrying.

Below Middle: The RDFW before material is placed into the shell.



First Aid Information: Where is the AED?

The automatic defibrillator or AED, used if someone goes into cardiac arrest, is now located in a wall-mounted case on the ground floor of the Jadwin Building (next to the First Aid box).

This case is unlocked so that everyone may access the AED if needed. When opened, a loud alarm will sound.

In addition to knowing the location of the AED and First Aid Cases in the building, we encourage all employees to post the First Responder Team (FRT) contact numbers near their phones. The FRT was



The AED.

created to offer aid until an ambulance arrives or until you elect to seek medical treatment from your doctor or hospital. If you have any questions about the team, please contact one of our members.

Felicity Dodson

+ The Gift of Life

Thirty-nine donors gave the gift of life at the blood drive held September 9th at the Jadwin Building, and at another group's drive, crediting our Donor Group:

Robert Ahlfinger
Gloria Appell
Ronny Beesley
Bruce Bennett
Jerry Butwid
Don Carelock
Roslyn Colston
Paul Cox
Casey Cutler
Delia Deckard
James Fawcett
Jessica Flores
Ryan Fordyce
Glenda Gallaway
Anavalli Gordon
Robert Hauch
Tabetha Havasy
Brenda Hayden
Bryan Herczeg
Jeffrey Hill

Edward Huff
Jennifer Hymel
Steve Ireland
Bill Jakeway
Kenny Jaynes
Debra Lindsey
John Machol
Kristi McMillan
David Newell
Vinh Nguyen
Lynette Radcliffe
Denise Sloan
Michael Smith
Jody Stephens
Jeffrey Sweeney
M. Vanderbeck
Rachel Wheeler
Andrew Williams
William Wise

Twenty-four donors, including one "first time donor", gave the gift of life at the blood drive held on November 4th :

Bill Jakeway
Michael Smith
Vinh Nguyen
Pauline Villalobos
Debra Lindsey
Donald Carelock
Joseph Rajasehar
Delia Deckard
Jennifer Hymel
Bruce Bennett
Denise Sloan
Robert Hauch

Ronny Beesley
Karl Brown
Pramod Desai
Eric Russek
Paul Cox
John Machol
James Fawcett
Bryan Herczeg
Anna Valli Gordon
John Gebo
Jeffrey Hill
Clark Bartee

Castle Comments

Congrats to...



Johnnie Simmons son, Joshua Simmons was spotlighted in Galveston I.S.D. news. Students at Scott Elementary School designed cards and wrote thank you notes to the Galveston Fire Department to honor them for being the first to respond on September 11th and for every day of the year. Pictured, from left, (front) are Sheridan Hopkins, *Joshua Simmons*, and Matthew Owens and (back) are Galveston Fire Fighters Joe Lloreda, Ed Gearke, Mel Rourke, and Scott Elementary School Principal Felica Garrett.

Congrats to **Janelle Stokes**, who has been selected for the technical 13 position in Environmental Section.

Help Wanted!!

Several key jobs are opening soon for Task Force Rio in Iraq. Included are: GS-12/13 Project Managers, GS-12/13 Project Engineers, GS 5-7 Admin. Assistants, and many others. If you are interested, and have your supervisor's concurrence, please call Linda Ranallo at 214-767-2385 or Jim Barton at 214-767-2370 for more information.

APFT challenge results

Argh...another close loss for the Army-Guys! Details follow: Army-Guys, Score = 260
COL Waterworth, LTC Flynn, MAJ Hanus, CPT(P) Jones

Challengers, Score = 263
Mark Lumen, Rose Caballero, Mary Ann Patlan, David Janda, and Doug Boren

Army-Guys relied upon the "2 Mile" to score points, averaging 93 points, whereas, challengers relied upon the "push-ups" to score points, averaging 100 points! Next test in April 2004!

Crear continued from page 2. . .

The Corps' RIO's success is now the model for how to plan, organize and successfully execute a contingency support mission. That is why other RIO-like organizations have been formed by the Corps and the Coalition Provisional Authority. You have probably heard about a new Task Force called Restore Iraqi Electricity (RIE). Headed by BG Hawkins from the Great Lakes and Ohio River Division, this TF will be in country 90 days to make a significant difference in the dependability of the electricity system. We welcomed them with open arms and made room for them at our facilities in Baghdad in order to expedite their transition.

Our production goals remain 2.5 million barrels per day by 31 March 04 and 3.0 million barrels per day by 31 Dec 04. Current production has been hovering at close to 2 million barrels/day for the last two weeks. Our target production for this time is 1.5 million barrels/day. A free Iraq is exporting over a million barrels of oil per day with total exported to date approaching 80 million barrels. We are consistently meeting or exceeding the daily requirements for refined products through refinery production and imports.

The Iraqis are hardworking dedicated people who really appreciate our presence. I am

amazed everyday how they are able to do so much with so little. Most of Iraq's oil facilities would not work in our country because of age and lack of repair parts, etc.

There is no doubt in my mind that this country will one day be a leader in this region, if not the world, because of the education and talent of its people. They are eager to learn and master the world class equipment and techniques that they were denied under Sadam Hussein's regime.

Team, congratulations on another great year-end close out and program execution! I miss being able to share in all the great work going on in Dallas and the Districts that will impact the future direction of the Corps. This work is in addition to the full plate of daily issues; to include USACE 2012, PMBP and P-2, just to name a few.

I want to personally thank Col. Mike Schultz for doing a magnificent job as both the Deputy and Acting SWD Commander in my absence. I would not be able to give my full attention to TF- RIO without him. His leadership keeps SWD's reputation intact as the "Pacesetter" division.

We truly are, "One Corps Serving The Army and the Nation in Peace and in War." I Look forward to seeing you soon.

Thanks to you

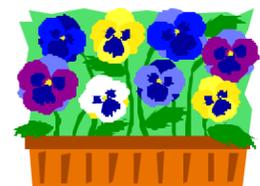
Lynette Mills of Northern Area Office wants to thank everyone that supported/sponsored her and her family for the Juvenile Diabetes Research Foundation - Walk to Cure Diabetes. Because of your generosity they were able to give \$759.00 for this great cause.

Baby on board

Darrell Johnson of the Northern Area Office became an uncle for the first time. Born Oct. 9, Jake Daniel Allen, was 8 lbs 2 oz. 20 1/2" long. The proud parents are Darrell's sister, Mandy and husband Daniel of San Antonio. Proud grandpa is Bruce Mickle of King Fisher Marine Service in Port Lavaca.

Condolences

Please keep your thoughts and prayers with **Richard Whitmire** and his family, Port Arthur Office. Richard's father passed away in October.



A sincere thanks from Art Janecka

I want to thank you very much for your concern, your prayers and your friendship during the period leading up to and after my surgery on June 26, 2003.

You, the people of the Galveston District, not only do outstanding professional work but you care about each other. I am so sorry that I didn't send this to you as soon as I got back but I was looking for the right words. I am blessed to have come through the surgery and able to continue my life.

I am thankful to have a strong supportive family here and at home. I felt your prayers, they were powerful and healing. Thanks so much for being who you are.

Arthur Janecka