

NewsCastle

Vol. 36 No. 5

A monthly publication of the Los Angeles District of the U.S. Army Corps of Engineers

Nov/Dec 2006

Project of the Month
Santa Paula Creek

Equal Employment Office
Native American Month

Plus:
District hosts high-powered Lean Six Sigma national workshop
Holiday safety tips
LMO: A lot more than staples and copy paper
And more...



Santa Paula Creek Landscape

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NewsCasting

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Cover Story

DISTRICT HOSTS HIGH-POWERED LEAN SIX SIGMA WORKSHOP

By Mike Tharp



Gary Burger with post-it steps toward a leaner machine

It happens thousands times a year across all Corps offices: a military construction project needs a change order.

But a recent five-day meeting at the District among 21 high-powered team members and military customers from around the nation sought to introduce an innovative money-saving, time-reducing strategy to the routine process.

Lean Six Sigma (LSS), which has become 21st century corporate America's hottest buzz phrase, was the strategy studied and practiced in grueling day-long sessions by men and women forced to think out of the rhombus of how they've always done things. That "lean" thinking now includes the Army and the Corps.

Dornstauder, District Engineer, in welcoming the visitors. "I'm a real big fan of the process, a real supporter of the logic and value-stream analysis. It's very critical to what we're trying to do with a great customer."

Burger, officially an internal review officer with the District's Audit Branch, has shape-shifted himself into a Black Belt holder, one of only three in the Corps. He held a workshop in May that qualified 20 District team members their Green Belts in the approach that promises to increase productivity and inventory savings while cutting cycle times.

Perfectured among Japan's world-beating manufacturing corporations, LSS has now been applied within dozens of blue-chip U.S. companies, and the Army has deployed LSS in several transformational projects. Lee Campbell, the Corps headquarters expert on LSS who acted as fire-starter during the Oct. 30-Nov. 3 session, said the Corps has 19 LSS projects now underway. He estimated that, to date, LSS has saved the Corps \$240 million. "I am Mr. LSS in the Corps," he told the group. "Why? Because there is nobody behind me. This is a national construct we're going to wind up with."



Some of the LSS participants

Allen Chin from Portland District told the group that what they did that week "has a lot of interest at headquarters because whatever comes from the headquarters analysis can be applied Corps-wide. Whatever we do here is value-added and can be used around the Corps."



More LSS participants

Campbell orchestrated a dramatic illustration during the first day's first hour of how crucial reducing process time—making the process "lean"—is to a productive result. Four volunteers sat at opposite ends of a table; each volunteer on the left wrote "George Washington" on a yellow post-it, then handed it on to his teammate, who repeated the task. On the right, each volunteer wrote "George Washington" four times before passing it along. The left side completed the task in 1:20; the right side took 2 minutes. "Usually, the time is twice as long," Campbell explained. "These four guys can have the same output as eight people—these guys are almost twice as fast."

The rest of the week was devoted to applying this simple step to the process now ordinarily used to deal with a change order for a military project. Eventually, 42 post-its would be stuck to the whiteboard, each the product of minutes and hours of discussion, suggestions, back-and-forth wrangling (all good-natured) and eventual consensus.

The post-its formed a value-stream map, with each post-it representing one step in the conventional process of changing an order for a military project. From "problem discovered" to "defining solution" to "mod review board" to "allocate funds" to "notify change customer" to "legal review" to "negotiate with contractor" to "send package to district" to "send package to contractor for signature" to "package consolidated" to, finally, "distribution of package," participants hammered out, based on their own hundreds of years of combined experience, the nuts-and-bolts-and-screwdriver-and-wrench technique now used Corps-wide.

This took two days.

Then came the hard part. Making the column of post-its “lean.”

LSS participants then intellectually wrestled with attaching a “value-added” or “non-value-added,” depending on the concurrence reached around three sides of the conference table. Campbell made sure participants focused “only with the Corps people involved in the process—not the ones we can’t affect.”

Two new concepts were introduced to gauge value: touch-time and flow-time. One involves the actual handling of that particular step of the process, the other the overall duration taken by all persons engaged in dealing with the step. The group determined, for example, that touch-time for “problem discovered” took only 15 minutes, while flow-time for the step encompassed one full day.

One vintage concept also entered the discussion: the number of people involved in the step. For “problem discovered,” only one person was involved. “We want to get a realistic number,” Burger told the group, whom he called “the best and the brightest in the Corps.” Otherwise, he warned, “if we come up with phony numbers, we’re not doing ourselves any favors.”

As the participants squeezed a conclusion out of their arguments, Burger attached a green or red sticker to each post-it, designating “value-added” or “non-value-added.” Some stickers added no value but still were deemed “essential” to the process. Eventually, almost half the stickers were freckled with red stickers. “That means there’s a lot of weeding we can do,” Burger said.



Lee Campbell, Headquarters Lean Six Sigma Implementation Program Manager



The District’s Al Quintero and Campbell try to cut steps

All the while, Campbell sat with his laptop, either in the back of the room or perched under the whiteboard, entering the conclusions into a spreadsheet. On Day 4, he did the math: Based on the recommendations and short-cuts and weeding, he estimated the Corps could cut 120 hours on the flow time (22 percent of the total), 12 hours on touch time (20 percent of the total) and slash the number of people involved in the process to 54 from 77.

The drill wasn’t done in a vacuum. Two participants represented the Air Force as customers, George Gogel of Langley Air Force Base in Virginia and Gene Mesic of Brooks Air Force Base, San Antonio. Mesic, the chief of the base’s Built Infrastructure Division, was able to attend only the first half of the workshop. “It is always productive to have the services come together to share ideas and use their collective brainpower to seek a better way to do business,” he said afterwards. “This ‘Lean’ event was a good example of smart, experienced and forward-leaning managers working together to better one of the many sub-processes in military construction, by

which we’ll all benefit.”

Bob McCollum, Air Force Program Manager at Southwestern Division, noted that two Corps districts in his area do extensive work with the Air Combat Command, and three military districts work as the construction agent for other Air Force and Army customers.

“The quicker we can turn over our projects to the customer, the better our chances of delighting them,” he said after the session. “I agree with the premise that ‘Leaning’ the change order process will help significantly on shortening project turnover. So improving the change order process will help us improve our program execution for our customers.”

Bob Cagle, Area Engineer for the North Carolina Air Force and Special Operations Area Office, noted that this was his first Lean Six Sigma event. “Itw as good to share with other offices doing the same type of process to see what and how they do things,” he reflected after the session, “to look for better ways to do them and to hopefully have a chance to improve the way the Corps of Engineers does business. It was evident from the different steps that some of us go through that there are a lot of hurdles that may not add value that we can cut out and still accomplish our mission and do it more efficiently.”

Al Gallagher with the Corps in Spokane was succinct: “LSS certainly opened my eyes via the Lean Process: how to accomplish tasks in a much timelier manner (cutting out the fluff). The Seattle District plans to implement certain aspects of our agreed-to outcome and recommendations immediately.”

Campbell was also pleased. “This event was no different and right in line with the eight other Value Stream Analyses we have run in the past year. We identified improvements that will lead to a 25% improvement in the time it takes to process a change order and we standardized the process as well.”



Campbell enters a spreadsheet while Burger preaches the Lean gospel

He noted that LSS is far from new. “It combines the best pieces from business improvement efforts of the past. What is different is that LSS follows a rigorous process that concentrates on results and involves the customer. In this event, we had Air Force customers in the same rook, participated in the same process with us and, most importantly, left very happy with the results.”



Burger described the stakes at hand: "What determines whether the process works is to get all the commands to buy into it."

Steps toward eliminating steps

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Feature Stories

District Hosts Navajo Nation President For First Time Ever

By Mike Tharp



Navajo Nation President Joseph Shirley Jr., Valisa Nez and Timothy Kennedy (L-R)

"Native Americans know things we didn't. We're gradually getting there. We've got a long way to go."

Shirley, who was reelected early in November as president of his nation—the first time in 28 years a president has been reelected—expressed his appreciation to Col. Alex Dornstauder and Blackburn for the invitation. He also acknowledged the contribution of Alsup, "a friend," and praised Nez as a clan relative in the complex Navajo family relationship structure.

Part of his appreciation for the Corps' invitation to District headquarters, he said, stemmed from his feeling that "you are giving us respect for what Native Americans have done for this country. Native Americans have been standing with the armed forces of the United States even before we were allowed to vote. We were defending our land, defending our way of life, our freedom." He said seven Navajo troops have been killed so far in Iraq.

His theme, he declared, was "defining our destiny," and he focused on the Navajo Nation's and his own efforts "to try to get back our independence, to get back on our own two feet."



Team members attending the first-ever American Indian Alaskan Native Heritage Month ceremony

in Phoenix, 17,000 in Albuquerque.

Nearly 120 team members attended the first-ever American Indian Alaskan Native Heritage Month ceremonies held in the District Nov. 28 and featuring Navajo Nation President Joseph Shirley Jr. as speaker.

Native American Committee members Timothy Kennedy, who is part Choctaw and part Cherokee, and Valisa Nez, a Navajo, welcomed attendees with their own remarks before LTC Mark Blackburn, deputy District engineer, introduced Shirley.

Also present were recently retired Glynn Alsup, the highly influential tribal liaison for the District, and his successor, Kathy Anderson. American Indian crafts, including Kaw, Blackfoot, Cherokee, Choctaw and Apache artifacts, were exhibited, along with tribal newspapers and other publications.

In his introduction, Blackburn observed that he had recently learned he has "a small Cherokee-American history" in his background, then said:



LTC Mark Blackburn presented President Shirley with a District plaque commemorating his visit

Raised mostly by his grandmother in tiny Chinle, Ariz., Shirley that after you become independent, "you should become a contributing member of society, you try to help, try to make better the lives of other people—your children and your grandchildren too. Try to give back to the world."

Shirley, who holds an associate's, bachelor's and master's degrees, was awarded an honorary doctorate last year by Northern Arizona University. "Education is the ladder," he said. "Give us a few months or years and we'll get back to our independence. You (19th century white Americans) promised us a lot, haven't really delivered. We're entitled to it, it's in the treaties. I hope it happens in my lifetime."

He estimated 300,000 Navajo—the largest group of American Indians—live in the Northern Hemisphere, 200,000 or so on "the motherland," 14,000 in Los Angeles and the Bay Area, 24,000

Behind his reelection, Shirley cited his initiative in helping to unfreeze 300,000 acres of land disputed for 40 years between the Navajo and Hopi; getting a larger share of water from the San Juan River; negotiating the power for the nation to do its own site leases without federal supervision; more than doubling the size of the tribal police force to 400 officers; and introducing six casinos onto the Navajo reservation, which he said could generate \$100 million into the nation's coffers."

In closing, Shirley recalled that his grandmother and other elders had taught him that “we are all on the same side. We’re all members of the five-fingered, intelligent, earth-dwellers called homo sapiens—human beings. What can we do to help one another.”

The real culprits, he added, “the real monsters are the famine, the thirst, the greed, the poverty, the ignorance, the disease.

“I have my hopes. That’s why you see a smile on my face.”

Blackburn then presented Shirley with a District plaque commemorating his visit and honoring his contributions to the Navajo Nation.



An exhibition of Kaw, Blackfoot, Cherokee, Choctaw and Apache artifacts



Retirees Honored at Ceremony Oct. 31, 2006





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Project of the Month

PROJECT OF THE MONTH: RAINY SEASON IS HERE—OR AT LEAST NEAR

By Mike Tharp



Looking downstream toward Santa Paula of flood control channel just upstream of fish ladder

the site.”

The project was completed in April 2002 but hasn't been turned over to the sponsor, Ventura County, because the channel and the innovative fish ladder were damaged during several storms between the winter of 2002-03 and 2004-05.



Looking downstream toward Santa Paula of flood control channel just downstream of fish ladder

would slow down the process of obtaining federal funding to clean out the channel and repair the fish ladder.

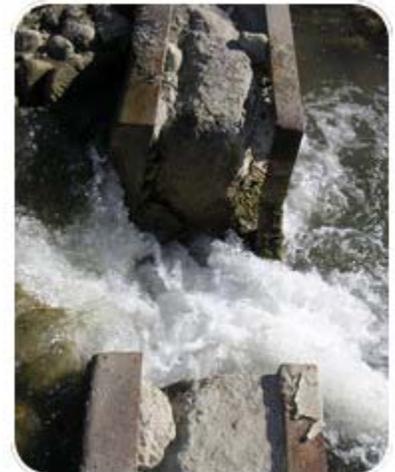
Meanwhile, after the Day Fire—fifth-largest in California history—ravaged parts of Ventura County, the District is exploring funding options and preparing an Emergency Action Plan to clear the Santa Paula Creek Channel should a rainstorm threaten the area.

With the leadership of congressional appropriations committees now in the hands of a new party, it remains unclear when or whether the funds

The Santa Paula Creek project, designed to reduce flood and coastal storm damage on the tributary of the Santa Clara River some 60 miles northeast of Los Angeles, won a 2003 Environmental Merit Award from the Chief of Engineers.

In the award citation, the project was described as designed to protect a two-mile reach of residential and commercial property, highways and railways in the Santa Paula, Calif., area. “Deepening and widening the channel enabled designers to meet the goals of flood prevention and increased water capacity and still meet commercial, wildlife and public needs,” the 2003 citation read.

And it pinpointed an innovation: “a specialized fish passage structure to allow migration of steelhead trout through the project. This in-channel fish ladder, built within the grouted stone invert, is a one-of-a-kind design that will withstand heavy sedimentation and still allow fish passage through



Close-up of damaged portion of fish ladder

One fish ladder in the Oaks area looked as if “it was peeled back by a can opener,” the Santa Paula Times reported in February 2005. Boulders and debris “completely destroyed” the Corps fish ladder downstream from Oaks, the newspaper added.

Cleanout work was completed by a Corps contractor in March 2005 for a total cost of \$162,000, and the channel was restored to a limited capacity (five-year flood protection) downstream of Highway 126; the fish ladder was working.

However, in order to restore the channel's capacity to its design level and to restore the fish ladder to its original condition, the Corps needs about \$ 4 million. The District sent a letter to Corps headquarters through South Pacific Division requesting that amount, as well as emergency funds to be used during any flood emergency.

A letter was sent to Ventura County officials Feb. 16, 2006. However, the sponsor refused to accept the project because county officials thought that



Close up of damaged portion of fish ladder

necessary to sustain and complete the project would become available.

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Area Office Highlights

Arizona/Nevada Highlights - Native Plants Back in Rillito River Swan Wetlands

By Jennie Salas



The Army Corps of Engineers is well into the first phase of a 55-acre project designed to improve a degraded ecosystem along the Rillito River. The Corps has partnered with the Pima County Flood Control District to clear out invasive species and replace them with more native ones. "What they're doing is taking the invasive species out, and putting the plants that were here 50,60,100 years ago," said Burt Slack, a construction representative with the Corps' Tucson Resident Office.

Contractor RECON Environmental began removing invasive species in November. Over 1,000 native plants will replace invasives along an existing flood control project on the south bank of the Rillito River from Craycroft Road to Swan Road in urban Tucson, Ariz.

"In choosing the particular plants, I always had what species would benefit from them in mind," said RECON biologist Carianne Funicelli.

While the project is referred to as the Swan Wetlands by many people, it is not a wetland. It's designed to collect enough rainwater so that is

self-sustaining for the next five years.

The completed project will cost about \$3.2 million, with the county flood control district picking up 25% of the tab, roughly \$800,000.



Arizona/Nevada Highlights - Rio Salado project wins Valley Forwards top Environmental Award

By Jennie Salas

Los Angeles - The U.S. Army Corps of Engineers Los Angeles District's Rio Salado Environmental Restoration Project in Phoenix has won the 2006 Valley Forward Association President's Award for Environmental Excellence.

The project also received two first-place Crescordia Awards in two categories, Open Space & Connectivity (parks) and Environmental Stewardship. (Crescordia is a Greek term, meaning "To Grow Together in Harmony.") Many of the features, including walls, pedestrian bridges, curbed paths and waterfalls were constructed from recycled concrete pieces found in the river.

Rio Salado Project Manager Mike Ternak and Major Brad Endres represented the Corps at the 26th Annual Environmental Excellence Awards where Phoenix, Council members Claude Mattox and Michael Johnson were honored with what is considered the "Academy Awards" of the environmental community.

Valley Forward and Salt River Project honored 37 projects in 22 categories from the 122 entries submitted by Valley businesses, government agencies and nonprofit organizations at the Oct. 13 event. "It is especially gratifying for our organization to honor this project since it has been at the heart and soul of Valley Forward since its inception," said Diane Brossart, president of Valley Forward.

Rio Salado encompasses 595 acres, featuring terraces filled with wetlands, lined with hundreds of lush native trees and shrubs, 10 miles of trails, a variety of birds, fish and insects and an extensive water system that nourish the plants.

Future plans include the Rio Salado Audubon Center, to be located on four acres overlooking the restored Salt River. The city also plans to use the project as an outdoor laboratory with designated classroom areas.



The Crescordia Award



High Desert Highlights - Edwards Runway to Get Extreme Makeover

By Jay Field



Aerial view w/graphic

Edwards AFB's main runway will soon get an extreme makeover that will improve safety for its users.

The runway has survived various test aircraft over its nearly 50 years of use, but is near the end of its functional life, according to an article in the base newspaper.

"The Pavement Condition Index, which begins with a score of 100, dropped from 83 in 1995 to 54 in 1999," said John Stephens, Corps project manager. "The cause of the pavement's rapid deterioration is an alkali-silica reaction." Highly alkaline cement used in the concrete mixture reacts with the silica in the sand and gravel, forming a substance which absorbs water and causes the concrete to crack and crumble over time.

Deterioration of the runway surface poses a vital safety hazard. "If a piece of small concrete, known as spall or popout, was to get sucked up into an aircraft engine, the pilot and the aircraft could be placed in imminent danger," Stephens said.

The \$93 million project was awarded in August to the joint venture of CH2M Hill and Interstate Highway Construction, Inc. (IHC).

CH2M Hill brings design expertise to the team, while IHC will handle the construction end of the project. IHC recently constructed a jumbo runway at Denver International Airport that can handle the next generation of large commercial aircraft.

The Edwards runway project is divided into two phases; the first phase involves building a temporary runway parallel to the main runway, while the second phase will repave the existing runway.

Stephens said the contractor team is currently designing the project with actual construction slated to begin in February. He expects the temporary runway to be completed in November 2007. Flight operations should move to the temporary runway in January 2008 after a short transition period, and then work will begin on the main runway.



Deteriorating section of runway



Damaged section of runway

Stephens said the phased approach to repaving will minimize impacts. However, not all operations can move to the shorter temporary runway. Under certain weather conditions, some planes will not be able to take off due to limited thrust capability, he explained.

The base tests nearly every aircraft in the Air Force inventory, and is currently working with cutting edge vehicles like the F-35 Joint Strike Fighter and the CV-22 Osprey.

"Due to test missions and the aircraft we test out here, we can't afford to shut down operations, so we had to find a way to keep the mission going," Stephens said. "It's a huge impact if you have to move operations to another base," he added.

"Overall, it's really going to be part of an awesome project, and we expect to build a runway that's going to last another 50 years--one that continues to contribute to the mission the Air Force Flight Test Center performs at Edwards," Stephens said.



Southern California Highlights - Trabuco Ordnance Investigation Ends with a Bang

By Greg Fuderer

Under clear blue skies and a late afternoon sun, munitions experts carefully place shaped charges around the ordnance debris that lay in a two-foot-deep hole. They cover the hole with plywood and several sandbags. With spotters on a nearby ridge and others cordoning off adjacent trails, the ordnance experts connect the detonation cord and reposition themselves to a safe distance at a nearby school. A fire engine from Orange County's Battalion 7 stands by. An air horn blasts its warning signal. "Fire in the hole!" A half-second later a dull thud announces a small explosion. Armed practice bombs have just been rendered safe.

Nearly 60 years after the last practice bombs and rockets landed, the ground at O'Neill Regional Park in Rancho Santa Margarita, Calif., shook once more. The hardly noticeable thud signaled the detonation of the shaped charges that rendered the practice munitions safe and marked the completion of a field investigation at the former military training site.



Practice ordnance similar to these contained

The six-week investigation detected more than 2,000 anomalies or "hits" indicating metal lying underground. Most of it was construction debris or metal trash (cryptically identified as "indigenous material") not associated with the area's previous military use.

small spotting charges and were rendered safe under a controlled demolition

Of more interest to the inspectors were a half-dozen or so items still containing a small explosive, a shotgun shell-sized signal cartridge. The munitions themselves were not live, but did contain a mechanism whose function was to expel a small spotting charge or flare that aided military personnel in locating where the unarmed practice bombs and rockets struck the ground. The aircrews used that information to refine and improve their skills during training for close air support.



An ordnance expert sounds a warning signal immediately before firing detonation cord to destroy the recovered ordnance

"We found what we thought we'd find," said Larry Sievers, the Corps' project manager for the ordnance investigation. "Most of it is scrap metal from bomb and rocket casings and a handful of practice bombs that did not function."

To conduct the investigation, field technicians used a high-tech metal detector mounted on a cart that is pulled over randomly selected zones within the training area. When the detector passes over a metallic object, it registers a deviation in magnetic signature, alerting the crew to the presence of potential ordnance or scrap.

Sievers said that the project's contractors, Parsons, Inc., and ITSI, would provide the results of the survey to the District team, which would then excavate the anomalies. Investigators can then determine the types of munitions and the pattern where the practice munitions hit. This information is evaluated to help decide if and where more sweeps need to take place.

"We'll look at where the detections occurred and what objects were detected, then develop a plan to address the findings," Sievers said. He explained that the options could range from no further action to an intensive effort to locate and remove each anomaly. "Based on what we've seen, it

will likely be some minimal removal combined with what we call institutional controls, but we won't know for sure until we evaluate the findings," he said.

Safety measures include placing informational signs on the area's bike and hiking trails, distributing fliers and fact sheets to nearby schools and businesses and notifying property owners that there might be ordnance debris. "We've used these measures at similar sites, and they've been successful," Sievers said.

Equally successful has been the Corps' involvement with the local community that could potentially be affected by the cleanup activities. In addition to representatives from the fire and sheriff's department, the school's principal observed the detonation. Shortly after the resulting puff of dirt dissipated in the late afternoon sun, they shook hands and agreed to "see you next time."



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Highlighted Division

HIGHLIGHTED DIVISION: LOGISTICS AND MANAGEMENT OFFICE

Written By Mike Tharp

Logistics: the branch of military science dealing with the procurement, maintenance and movement of equipment, supplies and personnel.

Management: the act or manner of managing; handling, direction or control; executive ability.

Nothing in either definition about giving excess computers to needy and worthy schoolchildren. But that hasn't stopped the District's Logistics Management Office from donating the District's surplus computer equipment to schools in all four states where team members operate.

In California, deliveries have been made to schools in Los Angeles, Kern and Ventura Counties; in Arizona, counties included Maricopa, Yvapai, Yuma and Cochise; in Nevada, Clark and Lincoln Counties.

LMO chief Rosemarie Sandoval has been a reliable supporter of the program for years, allowing team members Romano Caturegli and Joe Veloro to depart from their usual chores of making sure all divisions and branches have what they need to operate efficiently.



LMO's Romano Caturegli by Joe Veloro (2006) - Click to enlarge

Most recently, Romano oversaw distribution of computers, monitors and miscellaneous gear to Four Peaks Elementary School in Apache Junction, Ariz.

Located at the base of the Superstition Mountains, the K-5 school has 440 students. When Romano rolled in with his van full of 18 computers, monitors and other gear, "we were blown away," recalled Principal Joyce Gingrich. "I wasn't aware that the government would ever have anything like this. It was a fairly incredible thing for us to receive."

Her technical people are now examining the computers to see where they can best be used, and one teacher already has dibs on a laptop so she can take roll while outside the building. "We were completely unprepared," Gingrich added. "It was quite a wonderful gesture. We really appreciate it very much."

Closer to home base, Romano had representatives of Bishop Mora Salesian High School come to the District Baseyard to pick up the contributed computers. A total of 31 computers, monitors, printers, speakers and other equipment was given to the all-boys high school in Boyle Heights. The Roman Catholic school has 355 students, and some 89 percent of them go on to at least community college. It features both a college-prep track and a general high school track.

The computers were well received. "Your generosity in the past has helped many of our students bridge the technology gap by providing them with equal access to computers," Principal Sam Robles wrote. "Your donation has made a positive impact in the following areas: college counseling, reading laboratories and music appreciation. Your continued support will make an immediate difference in the lives of (our) students. Currently, we are looking to expand the incorporation of technologies at Salesian High School with the creation of a research laboratory facility in our library. Your generosity is going to help this project become a reality."

It's clear that LMO does much more than furnish staples and copy paper to District team members. In its own way, the LMO folks are promoting the nation's most valuable assets: its young people and their education.

As part of its regular mission, LMO furnished items to the General Services Administration to be sold on behalf of the District. Romano recently reported proceeds of \$675 from a spray gun and rider mower, \$1,299 from a generator, \$3,225 from a 1985 International truck, \$6,251 from a 1987 GMC truck and \$2,319 from a 1988 Chevy Suburban. All proceeds from the sales were turned over to the District's finance officer.

Another part of its mission calls for LMO team members to visit District field sites each year to take inventory of government equipment. Romano is usually the one who makes the trips, acting like a frontier circuit-riding judge making his rounds.

In California, he visited the Baseyard in El Monte and the Rio Hondo, Sepulveda, Fullerton, Hansen, Santa Fe, Whittier Narrows, Carbon Canyon,

Prado, Brea and San Antonio Dams; the Campo U.S. Border Patrol Project Office; the resident engineer office at Edwards Air Force Base; Fort Irwin's resident engineer office; the High Desert resident office in Palmdale and the real estate office at Fort Irwin.

Arizona's visits included Alamo Dam, the Arizona/Nevada area office in Phoenix; the Flagstaff project office; Fort Huachuca's project office; Luke Air Force Base's resident office; Painted Rock Dam; Planning Section C, the Plans and Project management office, the real estate office, regulatory office, Rio Salado Project office and the Roadrunner resident office, all in Phoenix; the Tucson resident office and Davis-Monthan Air Force Base; Tucson's real estate office; the Yuma project office; and the directorate of public works at Fort Huachuca.

In Nevada, Romano went to the Las Vegas resident office at Nellis Air Force Base; the Tropicana/Flamingo resident office in Las Vegas; the Nellis Air Force Base real estate office; and the Creech Air Force Base project office.

Often, Romano's is the only home-office face some of these team members see all year long.

All in a year's work for LMO.



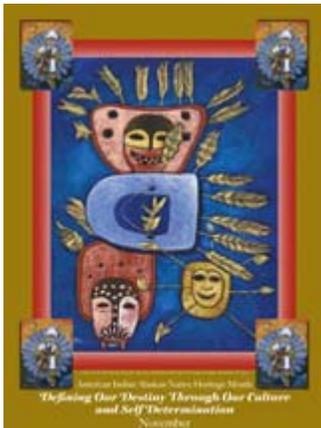
Equal Employment Office (EEO)

On behalf of the EEO Office and the Special Emphasis Program we would like to announce that November is American Indian and Alaskan Native Heritage Month. Many amazing things were accomplished by Native Americans. Did you know the Cherokee Nation has its own written language? Who is Sequoyah and what did he have to do with this language? Here is some food for thought brought to you by Special Emphasis Program Manager Timothy Kennedy. Read on....

American Indian and Alaskan Native Heritage Month

“Defining Our Destiny Through Our Culture and Self- Determination”

From the writings of Golden Ink



Realizing a key to development of the Cherokee Nation was a written language, Sequoyah began work on a graphic representation of the Cherokee language. The syllabary, officially listed as being completed in 1821, took 12 years to create.

Initially, Sequoyah tried pictographs, but soon discovered that the number of symbols in the Cherokee language would be in the thousands. Then he began to create symbols for each syllable the Cherokees use. This was the essential step in creating the syllabary. Sequoyah's written language was not the first example of the concept. A Japanese syllabary was developed from 5th century A. D. Chinese ideographic writing. The concept of an alphabet, which denotes sounds instead of syllables, originated in Phoenicia.

His work was interrupted by the Creek War of 1813-1814, when he joined a Cherokee force under the leadership of The Ridge. After the war, Major Ridge would be called on as leader of the Lighthouse Patrol to punish Sequoyah for trying to create the syllabary. Leaders of the tribe felt that this written language was the work of the devil. To force him to stop they ordered Ridge to remove the tops of his fingers.

Although he lacked a formal education he spoke several languages fluently. Returning to the Lower Towns, he continued his work while he was caught up in the Creek Path Conspiracy. His syllabary originally contained 115 characters, but he reduced this number to 83 before its first publication. Later, three additional sounds were added bringing the number up to 86.



Disenchanted with the movement towards nationalism, Sequoyah left Georgia in 1821 and moved to Arkansas in 1822. He was living here when the syllabary was introduced to Cherokee Nation. In a few short years one man had achieved a means of communication that had taken other civilizations thousands of years to accomplish.

Use of the language spread quickly through Cherokee Nation. Anyone who could speak the Cherokee language could learn to read or write in two weeks. Thousands of Cherokee began to use Sequoyah's invention on a daily basis and the syllabary gave the nation the ability to create the first American Indian newspaper call The Cherokee Phoenix. State Celebrations

The first American Indian Day in a state was declared on the second Saturday in May 1916 by the governor of N.Y. Several states celebrate the fourth Friday in September. In Illinois, for example, legislators enacted such a day in 1919. Presently, several states have designated Columbus Day as Native American Day, but it continues to be a day we observe without any recognition as a national legal holiday.



Please join the Black Employee Special Emphasis Program Committee and the EEO Office in celebrating Dr. Martin Luther King Jr.'s Birthday with a "Delicious Soul Food Luncheon". This "must see" event will be held January 11, 2007 at 10:00 am till 12 noon at 915 Wilshire Blvd 12th Floor District Conference Room. Lunch Cost: \$10.00. Tickets are now on sale and must be purchased in advance, no tickets will be sold at the door. So get your tickets early and save the date to come and hear our keynote speaker the Reverend Rethis Murry. See flyer below for ticket information.

**Black Employment Special Emphasis Program Committee Presents:
“A Delicious Soul Food Luncheon”
In Celebration of Dr. Martin Luther King Jr. Birthday**



Rev. Rethis Murry, solidified his journey while under the 18 year tutelage of Dr. Cecil L. "Chip" Murray at First A.M.E. Church of Los Angeles. There Rev. Murry served as the Minister of Young Adults, Minister of Men's Ministry while working on various projects with Dr. Murray. Those projects included "Reggae Passover" with the Jewish Temple Isaiah

**January 11, 2007
10:00 to 12 Noon
915 Wilshire Boulevard
District Conference Room 12th Floor**

Lunch Cost: \$10.00 in Advance

Tickets will be purchased in Advance ONLY
NONE WILL BE SOLD AT DOOR

Last Day to Purchase Your Tickets January 8, 2007

For tickets, please contact:

Regina Parker X3140, Ruby White X3150, Gabe Brooks X3112, Lashawn Richardson X3159, Barbara Kellough X3115, Bridgett Hollier X3235, Katie Parks X3399 and Matthews Turner X3237

SIGN LANGUAGE INTERPRETER WILL BE PRESENT



Heritage Months

In 1990 President George H. W. Bush approved a joint resolution designating November 1990 "National American Indian Heritage Month." Similar proclamations have been issued each year since 1994. Here is the presidential proclamation issued by President Bush this year:

National American Indian Heritage Month, 2006 A Proclamation by the President of the United States of America During National American Indian Heritage Month, we honor the generations of American Indians and Alaska Natives who have added to the character of our Nation. This month is an opportunity to celebrate their many accomplishments and their rich ancestry and traditions.

America is blessed by the character and strength of American Indians and Alaska Natives, and our citizens are grateful for the countless ways Native Americans have enriched our country and lifted the spirit of our Nation. We are especially grateful for the Native Americans who have served and continue to serve in our Nation's military. These brave individuals have risked their lives to protect our citizens, defend our democracy, and spread the blessings of liberty to people around the world. My Administration is working to ensure that American Indians and Alaska Natives have access to all the opportunities of this great land. My fiscal year 2007 budget proposes more than \$12.7 billion for government programs for Native Americans. Education is vital to ensuring all citizens reach their full potential, and my budget includes funding to help Native-American schools succeed and meet the requirements of the No Child Left Behind Act. The Bureau of Indian Affairs is providing education for approximately 46,000 American-Indian and Alaska-Native children. To help keep Native Americans safe, I have also proposed to increase law enforcement personnel and improve law enforcement facilities in American-Indian communities. My Administration will continue to work on a government-to-government basis with tribal governments, honor the principles of tribal sovereignty and the right to self-determination, and help ensure America remains a land of promise for American Indians, Alaska Natives, and all our citizens.

NOW, THEREFORE, I, GEORGE W. BUSH, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby proclaim November 2006 as National American Indian Heritage Month. I call upon all Americans to commemorate this month with appropriate programs and activities.

IN WITNESS WHEREOF, I have hereunto set my hand this thirtieth day of October, in the year of our Lord two thousand six, and of the

Independence of the United States of America the two hundred and thirty-first.

GEORGE W. BUSH



Memorandum for Officials of Department of the Army

Throughout our history, American Indian and Alaska Native peoples have been an integral part of the American character. With great effort, America's first peoples have endured, and today they remain a vital cultural, political, social, and moral presence. Tribal America has given this country important values that have become ingrained in the American spirit: the knowledge that humans can thrive and prosper without destroying the natural environment and the awareness that diversity can be a source of strength rather than division.

Starting with the American Revolution, Native Americans have served with distinction in America's Armed Forces. Native cultures place a deep value on the contributions and sacrifices of veterans. Strength, courage, spirituality, interdependence with community, honor and pride are all associated with the warrior tradition. Native American veterans' experiences are often celebrated at tribal gatherings with ceremony, song, and dance. Such community activities reflect a history shared with the rest of the nation and serve as a reminder of the unique heritage of service by American Indians and Alaska Natives.



NewsCasting

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Safety

Holiday Safety

By Susan Tianen

The Holiday Season has approached and with party-going and party-giving, the hustle and bustle of shopping, decorating the house, coping with inclement weather... everyone is more prone to have accidents during this holiday season than any other time of the year. To help make this a safe and happy holiday season, here are some safety tips. At this time of year there are more cars, more people, and more confusion than any other time of the year. So when driving, make safety your number one job.

Before leaving for a shopping spree or a big family reunion, be sure your car is holiday safe (water, umbrella, jacket or coat).

Be courteous and respect the rights of pedestrians and other drivers.

Allow for extra time for heavy traffic and slippery roads.

Stay alert for the driver who has over-celebrated.

Expect the unexpected from pedestrians carrying large packages.

Throttle and the bottle

More than half the automobile accidents that occur during the holidays involve people who have been drinking.

When attending a party, try the "one for one" plan. One 1-ounce drink per hour. This spacing of drinks will help avoid getting too much alcohol in your system.

When giving a holiday party, be a friend first- then a host.

Provide non-alcoholic drinks for your guests who may not want alcohol.

Never force drinks on a guest. If they say "No." don't insist.

Plan to close the bar at least one hour before the end of the party. Offer coffee or soft drink as the "one for the road."

Never let a guest drive away from your party under the influence of alcohol. Ask someone to drive the guest home or call a cab.



What is an America's number one fire hazard?



If you said the home you were right. Fifty-seven percent of all home fires are caused by defective heating equipment, especially during the holiday season. The cold weather of the holiday season puts extra demands on your heating system:

Check your furnace. It should be cleaned and checked.

Inspect your fireplace for safe operations. Use a screen or glass front. Never leave your fireplace unattended. Don't burn gift wrappings, tissue, or evergreens in the fireplace.

Holiday lighting can cause fires.

To reduce the chance of fires from derocative lights:

Only use lights approved for outdoor use outdoors. Check for UL label.

Make sure circuits are not overloaded.

Place cords away from traffic areas and heat sources, not under rugs.

Check cords and plugs for wear, frayed insulation. Cracks and loose connections.

Christmas trees are another serious threat to holiday safety.

An eight-foot pine can burn completely in just 27 seconds and create tremendous heat. Some safety tips to remember:

Place you tree away from heat sources and open flames

Check the lights before placing them on the tree. Look for loose sockets or broken and frayed wires.



Keep water in tree base container and check it often
Turn lights off when you leave you home unattended
Never use a regular string of lights on the metal tree. The danger of shock is great. Use a spotlight to illuminate a metal tree.



Make your home “Fall-free”

Sidewalks and driveways should be kept free of ice and snow.

Walkways should be considered when you are arranging furniture to make room for the tree

Ladder, not stools or chairs, should be used for those out-of-reach decorating jobs.

Toys, boxes, paper, etc., become tripping hazards when left on floors or stairs.

Don't let an accident mar your Holiday Season. Think safety all the time !



Turn Around – Don't Drown

By Susan Tianen



Each year, more deaths occur due to flooding than from any other thunderstorm-related hazard. Why? The main reason is that people underestimate the force and power of water. Many of the deaths occur in automobiles as they are swept downstream. Of these drownings, many are preventable, but too many people continue to drive around the barriers that warn you the road is flooded.

Whether you are driving or walking, if you come to a flooded road, Turn Around – Don't Drown. You will not know the depth of the water, nor will you know the condition of the road under the water.



Follow these safety rules:

- Monitor the NOAA Weather Radio, or your favorite news source for vital weather related information.
- If flooding occurs, get to higher ground. Get out of areas subject to flooding. This includes dips, low spots, canyons, washes and other areas where water can collect or flow.
- Avoid areas already flooded, especially if the water is flowing fast. Do not attempt to cross flowing streams. Turn Around – Don't Drown.
- Road beds may be washed out under flood waters. NEVER drive through flooded roadways. Turn Around – Don't Drown. If your vehicle is suddenly caught in rising water, leave it immediately and seek higher ground.
- Do not camp or park your vehicle along streams and washes, particularly during threatening conditions.
- Be especially cautious at night when it is harder to recognize flood dangers.

Flash Floods



Except for heat-related fatalities, more deaths occur from flooding than any other hazard. Why? Most people fail to realize the power of water. For example, six inches of fast-moving flood water can knock you off your feet.

While the number of fatalities can vary dramatically with weather conditions from year-to-year, the national 30-year average for flood deaths is 127. That compares with a 30-year average of 73 deaths for lightning, 65 for tornadoes and 16 for hurricanes.

National Weather Service data also shows:

- Nearly half of all flash flood fatalities are vehicle-related,
- The majority of victims are males, and
- Flood deaths affect all age groups.

Most flash floods are caused by slow moving thunderstorms, thunderstorms that move repeatedly over the same area or heavy rains from tropical storms and hurricanes. These floods can develop within minutes or hours depending on the intensity and duration of the rain, the topography, soil conditions and ground cover.

Flash floods can roll boulders, tear out trees, destroy buildings and bridges, and scour out new channels. Rapidly rising water can reach heights of 30 feet or more. Furthermore, flash flood-producing rains can also trigger catastrophic mud slides.



Occasionally, floating debris or ice can accumulate at a natural or man-made obstruction and restrict the flow of water. Water held back by the ice jam or debris dam can cause flooding upstream. Subsequent flash flooding can occur downstream if the obstruction should suddenly release.



Don't Let the Flu Ruin Your Holidays!
Get vaccinated!

Please contact Cynthia at the Fit-to-Win gym, to schedule your appointment time.



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Security

By Sgt. Maj. Jeff Koontz

Security, as defined by Webster, is freedom from risk or danger; safety. Freedom from doubt, anxiety or fear; confidence. By definition, security that is good should make us all feel "warm and fuzzy." In fact, security alone in other areas of your life is a must for all, even for the hardest of individuals.

When considering security we must all start out at the same baseline. I believe we can all agree that you can't possibly have enough security, or at least, pay for an adequate amount. It is impossible to see the immediate results of security because we don't exactly know what has been thwarted. If you are active in the news media, you will see time and time again different locations that various subversive groups are surveilling as possible targets. We also know that these groups pick targets that they think are "soft targets," that is to say, a target that they will be successful in hitting with little to no difficulty.

Conversely, in the Security field, you will hear the term "hardening targets or hardened targets" used extensively. Basically, this is taking anything that you deem to have value (facilities, equipment and personnel) and assessing what you are attempting to protect them from and implementing measures, procedures and/or physical barriers to attempt to thwart or mitigate loss of your valued items.

If you see something fishy...



REPORT IT!

Realizing that we don't have unlimited resources or funding for security, we must be wise in the usage of security funding we receive. We will use the term "bang for the buck" (BFTB) to describe how we have utilized our funding at the LA District. Commander COL Dornstauber realizes that his most precious asset is his personnel and has decided to emplace additional Personnel Security measures. This is evident with the recent addition of the elevator lock-offs of our facility. Utilizing the BFTB principles we were still good stewards of the taxpayer's dollars because we utilized our existing card reader capabilities to simply add-on a secondary security measure for enhanced personnel protection.

I pose a question to you at this time. Why do I need to worry about security? I will answer by saying this, "The life you save might be your own." When reviewing all recent terrorist incidents, somewhere along the process of the tragic event individuals interviewed as witnesses noticed something unusual or peculiar, but failed to act on their suspicions. Point being is that the more eyes you have on a problem, the better, and the real deal is that security is everybody's responsibility because we all have a vested interest in it, perhaps even our lives.

When in doubt, report it. Security is a learning environment, and just like in education, "there is no dumb question or concern." I could go into great detail about events throughout my life that were brought to my attention that were acted upon and resolved, minimizing property loss and more importantly life. I can be reached 24-7 at (213) 479-3059. I look forward to hearing from you!

*Respect the
memory of
our fallen
heroes.*



**PRACTICE
SECURITY**

*like a
life
depends
on it.*



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Human Resources

Join the Corps in the Big Easy

Make History in New Orleans-Make a Difference for America is the catch phrase being used in a campaign kicked off today to encourage Corps of Engineers employees to check out Corps job opportunities in New Orleans.

Because the area is rebounding after Hurricanes Katrina and Rita, the Corps is working hard on its reconstruction program to help the area return to its traditional, fun, family-friendly way of life. Task Force Hope, Hurricane Protection Office and the New Orleans District through its Protection Restoration Office are seeking people with talent, ability, vision and dedication.

In the new brochure and poster, employees are encouraged to check out career options in a city that is often called the Jewel of the south, the Big Easy and the Crescent City. The brochure promotes New Orleans as one of the most beautiful and interesting places in America, renowned for its unique culture and cuisine and the home of the Mardi Gras and the French Quarter.

However, the city offers a lot more for those Corps employees who want to make a difference.

In one of the largest public works project in American history, the Corps is restoring, repairing and improving the hurricane protection system of southeast Louisiana noted Commander and Chief of Engineers Lt. Carl Strock. In encouraging staff to come to New Orleans Lt. Strock said, "I can't promise you fame or glory, but I can guarantee you the satisfaction of being part of something bigger than yourself-of truly making a difference."

And while helping to rebuild New Orleans, potential employees will have the opportunity for promotion and eligibility for higher-level positions throughout the Corps, and "return rights" for the position they left.

Interested employees should call (504) 862-2800 or visit www.mvn.usace.army.mil www.cpol.army.mil or www.usajobs.gov



2007 Open Season

The 2007 Open Season for the Federal Employees' Health Benefits program (FEHB), Federal Employees' Dental and Vision Insurance Program (FEDVIP), and Flexible Spending Accounts for Federal Employees (FSAFEDS) is 13 November 2004 thru 11 December 2006. Visit the OPM Insurance Programs page for more details <http://www.opm.gov/insure/>. Information on these programs and the open season is also available on our Benefits page and in the November 2006 newsletter.

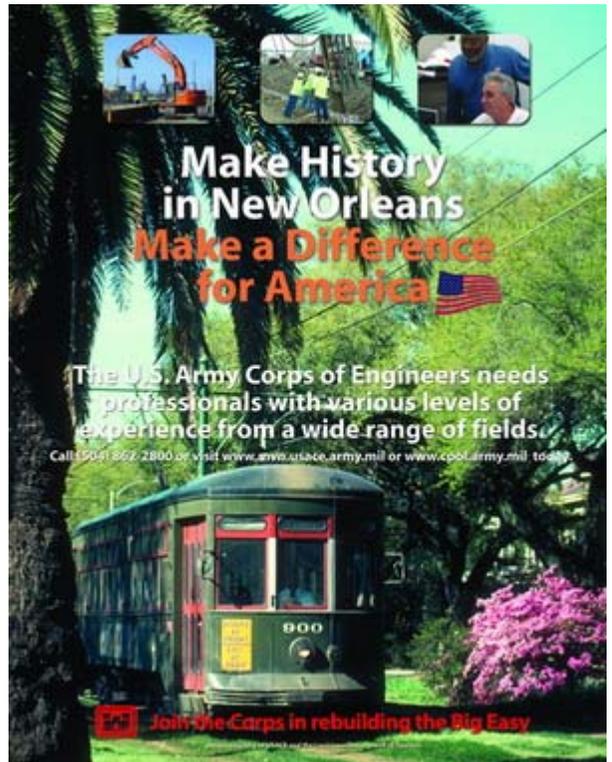
Important note: Enrollment in FEDVIP does NOT take place directly with an insurance plan. The Office of Personnel Manager (OPM) issued the following message so employees will be aware of exactly which supplemental dental/vision insurance carriers are part of the FEDVIP.



Update on 2007 Civilian Pay Raise



Background: The House approved a 2.7 percent pay increase for civilian federal employees in 2007. Representatives voted for the raise as part of the fiscal 2007 Transportation-Treasury appropriations bill, which passed by a vote of 406-22. President Bush proposed a 2.2 percent raise for both military and civilian employees, but in May, the full House approved a higher 2.7 percent military raise as part of the 2007 National Defense Authorization Act. Shortly after that action, 10 members, led by Reps. Tom Davis, R-VA, chairman of the Government Reform Committee, and House Democratic Whip Steny Hoyer, D-MD, sent a letter to appropriators asking for the same hike for civilians. A policy statement released by the administration said the president "strongly opposes" the higher raise, citing



an additional \$600 million cost and noting that the 2.7 percent exceeds the average increase in private-sector pay as measured by the Labor Department's Employment Cost Index.

The bill expressly included Homeland Security and Defense department civilian employees in the 2.7 percent raise. Those two departments have new pay-for-performance systems in the works that are intended to eliminate automatic pay raises for all employees. In a statement following the vote, Hoyer said the "Washington area delegation works hard every year to provide federal employees with a fair pay adjustment that follows the principle of pay parity, including Department of Defense and Department of Homeland Security employees." The president's statement specifically urged deletion of the 2.7 percent raise for those departments because of the personnel system changes -- particularly those at the Pentagon, which rolled out its new system for the first 11,000 employees in April. "The provision is ambiguous as to how the increase would be applied to employees covered under these departments' modernized pay systems and will unnecessarily complicate their implementation", the statement said. This year was the first time that President Bush proposed equal pay raises for both groups, but the move did not forestall the annual pay parity battle in Congress.

President Bush did not submit an alternative across-the-board 2007 pay raise for white-collar federal employees, which resulted in a de facto endorsement for a 1.7 percent raise based on calculations provided for in 1990 legislation.

What Happens Next: The president has until 30 November 2006 to submit a plan for locality increases. "The president's budget provides a pay raise for civilian employees that is designed to recruit, retain, reward and motivate a top federal government workforce", Office of Management and Budget spokeswoman Andrea Wuebker said. "The administration is not taking any action on an alternative pay plan at this time". President Bush's decision not to submit an alternative pay proposal to Congress means that the 1.7 percent increase would go into effect in January 2007, unless Congress votes to substitute a different raise, which it has already moved to do.

NewsCastle

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The Punch List

Nominated for the 2006 Installation Support Professional of the Year Award

Mike Brown

In June, Mike R. Brown was nominated for the 2006 Installation Support Professional of the Year Award. His exceptional performance of duty has been instrumental to the delivery of mission essential facilities that support the Global War on Terrorism and facilities that improve the quality of life for the soldiers and their families at Fort Huachuca, Arizona, home of the U.S. Army Intelligence School.

His hard work and diligence in the planning, design, and construction phases of the projects at Fort Huachuca reflect his professionalism and dedication to serving the military customer and the interest of the public.

Mike exhibits exemplary character through his dedication to mission accomplishment with the Corps and his volunteer spirit of helping others on his personal time. His outstanding service to the Fort Huachuca mission, soldiers, and surrounding community make him an ideal candidate for this award.

Congratulations, Mike!



First time parents Kayla and Louis Uptmor welcome their new arrival, Grace Ann. Baby Grace came into our lives on December 7, 2006 at 6:08 a.m. She was 22 inches long and weighed 9 lbs 13 ounces.

Congratulations Kayla and Louis!



Holidays A Time of Stress for Service Members and Families

The holidays can be a time of stress for any family, but particularly so for families affected by deployments or those who have lost someone in theater. Separation at this special season is particularly difficult and the feelings of loss can intensify into emotional issues that impact functioning and your ability to relate to your family.

The Mental Health Self Assessment Program is an online mental health screening program available 24/7 at <http://www.militarymentalhealth.org/>. It is taken anonymously and is designed to help families address emotional issues by letting them walk through a self-assessment and connect with support and treatment services provided by the DoD and VA.

Family support organizations and programs are urging use of the program. "Families and service members can take advantage of this anonymous assessment tool," says Tanna Schmilidi, Chairman of the Board/CEO, National Military Family Association. "This is a beneficial, easy-to-use instrument that allows individuals to confidentially take an online self-directed assessment for depression, alcohol disorders, PTSD, and anxiety disorders."

The Mental Health Self-Assessment Program is funded by Force Health Protection and Readiness, Office of the Assistant Secretary of Defense, Health Affairs

Other tips for battling the season's sadness:

1. Don't expect the holiday season to be perfect.
2. Set spending limits and stick to them. If you are feeling down, spending money in the long run is not a good remedy to cheer oneself up.
3. If you have suffered a loss lately or have a loved one away from home, dampening your holiday spirit, be honest with other people about the way you feel. They will respect your feelings if you express them and understand why you might decline certain invitations.
4. Create a space and time for yourself during your get-togethers. Take a walk outside or just find a quiet corner in the house. Run to the store for something you "need" if that is the only way to get a few minutes alone.
5. Continue healthy eating and drinking habits. Alcohol is a depressant and can make a sad, down mood worse and can interrupt your natural sleep cycle.
6. Plan your shopping and cooking in advance so that you don't do it all in a rush and become completely exhausted. Share the preparations with others as much as possible. If someone offers to help, let them. Let them wash pots, bring a side dish, or help wrap presents.
7. Talk to someone. Seek support and affirmation of how your dreams and wishes for the season aren't always in concert with reality. Once you share some of the holiday mishaps you may find they are funny in hindsight. A good listener and a good laugh are great stress relievers.
8. Get physical. Keep up your exercise regimen or at least go out for a walk.

Contacts:

Joelle Reizes, Screening for Mental Health, Ph: 216-593-0313
DoD Force Health Protection Strategic Communications, Ph: (703) 578-8548



The mission of Let's Say Thanks is to provide a way for individuals across the country to recognize U.S. troops stationed overseas. By submitting a message through this site you have the opportunity to send a free personalized postcard greeting to deployed servicemen and women.

The postcards, depicting patriotic scenes and hometown images, were selected from a pool of entries from children across the country.

All you have to do is click on your favorite design and either select the message that best expresses your sentiment or draft a personal note. The postcards are then printed on the Xerox iGen3® Digital Production Press and mailed in care packages by military support organization Give2TheTroops®.

Xerox is committed to helping people across the nation express their gratitude to our troops overseas. The launch of this program is aimed at reminding them how much Americans appreciate their service.

Click here to learn how to say thanks... <http://www.lets saythanks.com/Home1024.html>



Put out more books...to Col. Horvath

Yesterday we posted the appeal of a soldier stationed at the Counterinsurgency Center at Camp Taji for books to stock the Center's library. I sought out Lt. Col. Jan Horvath, deputy commandant of the Center, and asked if we could ask readers to ship books to him. He has kindly obliged, adding:

Our camp usually seems like a sanctuary for the Coalition Leaders who are studying. We try to ensure they have the best reading material available as they reflect on the principles being taught and apply them to their areas of operation.

Books can be packaged and shipped to Iraq in a large priority mail box for a flat fee of \$8.10. With the help of a patient postal worker yesterday, I stuffed six books in a box bound for the library. If you would like to contribute to the library at the Counterinsurgency Center, please address your package:

Lt. Col. Jan Horvath
Headquarters COIN CFE
Camp Taji, Iraq
APO AE 09378

In response to my message yesterday, Col. Horvath added: "I have never met a soldier who didn't enjoy receiving mail, and books are special."



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Calendar

Date:	Event:	Point of Contact:
7 Nov 06	Meeting with Riverside Conservation Authority	Castanon
7-9 Nov 06	SAME Conf (Chief of Engineers will attend, San Francisco)	Delgado
7 Nov 06	Election Day	Padilla
8 Nov 06	NSPS Training Session #1	Warren
11 Nov 06	Veterans Day/Rep. Howard Berman's San Fernando Valley Parade	Dornstauder
13 Nov 06	House and Senate reconvene	Padilla
13-14 Nov 06	10th Annual Small Business Conference, St. Louis, Mo.	Nestor
15-17 Nov 06	District Commanders' Conf, St. Louis, Mo.	Nestor
15 Nov 06	Tropicana/Flamingo monthly meeting	A. Jung
15 Nov 06	Prado Dam partnering session	Apodaca
16 Nov 06	Santa Ana monthly meeting	A. Jung
16 Nov 06	OPM Health Benefits Fair	Warren
16-17 Nov 06	Joint Recruiting Facilities Command meeting	Kiene
23 Nov 06	Thanksgiving	Turkey
24 Nov 06	Liberal Leave	Supervisor
29 Nov 06	NSPS Training Session #2	Gomez
29 Nov 06	Govt Purchase Card Orientation/Training Class	Chavez
30 Nov 06	San Luis Rey Public Hearing	Lamb/Inada
1 Dec 06	DE meeting with POLA's Geraldine Knatz	Imamura
1 Dec 06	DE meeting with SAME	Imamura
3 Dec 06	Disabled Person Day	EEO
4 Dec 06	Cedric Pelt farewell luncheon	F.Anderson
5 Dec 06	Transportation subsidy distribution	LMO
7 Dec 06	Pearl Harbor Day	
7 Dec 06	Holiday breakfast	Building Managers
8 Dec 06	CO meeting with Phoenix/Flagstaff/Tucson	Imamura
9 Dec 06	SAME holiday ball	
13 Dec 06	DE military luncheon	Imamura
14 Dec 06	Office Holiday Party	Each Dept
20 Dec 06	Tropicana/Flamingo monthly meeting	K. Inada
21 Dec 06	Santa Ana monthly meeting	K. Parks
16-23 Dec 06	Hanukkah	
25 Dec 06	Christmas	
26 Dec 06	Kwanzaa observed	
30 Dec 06	Groundbreaking at Fort Irwin for MOUT facility	Field
30 Dec 06	Groundbreaking at Yuma Wastewater facility	J. Salas
30 Dec 06	Eid-al-Adha begins	



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Final Word

A Nation in Full

Within days, America will pass the 300 million mark in population. Behind the numbers, the changes are dramatic. A look at the biggest:
By Silla Brush

It took the United States 139 years to get to 100 million people, and just 52 years to add another 100 million, back in 1967. Now, one day in October-after an interval of just 39 years-America will claim more than 300 million souls. The moment will be hailed as another symbol of America's boundless energy and unique vitality. It is that, of course. But it is also true America has grown every time the Census Bureau has taken a measurement, starting in 1790, when the Founders counted fewer than 4 million of their countrymen-about half the population of New York City today.

The recent growth surge has been extraordinary. Since 2000 alone, the nation has added some 20 million people. Compared with western Europe, with birth rates plunging, or Japan, its population shrinking, America knows only growth, growth, and more growth. It now has the third-largest population in the world, after China and India. "Growth is a concern that we have to manage," says Kenneth Prewitt, former head of the Census Bureau, "but it's much easier to manage than losing your population."

Examine the numbers closely, and three broad trends emerge. The first is migration. As the industrial base of the Northeast and Midwest has declined, millions of Americans have moved to the South and the West, now home to more than half the population-and growing strong. Immigration is next. Over the past four decades, immigrants, primarily from Mexico and Latin America, have reshaped the country's ethnic makeup; of the newest 100 million Americans, according to Jeffrey Passel of the Pew Hispanic Center, 53 percent are either immigrants or their descendants. Last are the much-ballyhooed boomers, many now on the cusp of retirement. America, says the nonprofit Population Reference Bureau, "is getting bigger, older, and more diverse."

The implications are both vast and varied, affecting America's culture, politics, and economy. One obvious example is the stormy debate on immigration now roiling Congress. Another: As population shifts continue, congressional redistricting will follow, tipping the geographical balance of power. A markedly older America will also have a profound effect on government spending-all three issues giving a new Congress and, before too much longer, a new president, plenty to ponder.

THE NEW MIGRATION

BOISE, IDAHO-Sitting between the Rocky Mountain foothills to the northeast and the Great Basin desert to the south, between big sky and dusty desert, Boise has always been a pioneer town. In the early 1800s, legend has it, French-Canadian fur trappers came upon a clump of trees and exclaimed "Les Bois!"-the woods. And so Boise grew up a mining, logging, and farming hub, the capital city of one of the most rural states in America.

Those laid-back days are long gone. The 1970 census reported that Idaho had become more urban than rural; only a few years later, Micron, one of the world's largest superconductor producers and now the state's largest private employer, was founded here, and Hewlett-Packard's printer plant was on the way. The main industry now is growth and how to manage it. The Boise metro area's population has grown 79 percent just since 1990. Onion and beet farms about subdivisions not even half finished; on Chinden Boulevard, a main artery, a sign proclaiming "Hay for Sale" stands across from a flashy placard advertising the new Paramount housing development.

The challenge for city planners is as difficult as it is stark: find enough room, housing, and jobs for more than double-or perhaps even triple-Boise's metropolitan area population, 530,000, as it charges toward 2030, when the population could reach 1.5 million people. "What we have today, we have to find room for again. ... That's daunting," says James Grunke, economic development manager at the Chamber of Commerce, looking out his eighth-floor conference room windows toward the foothills.

Daunting perhaps, but such growth is the envy of most mayors, though truth be told not all that uncommon among Grunke's regional peers. For four decades, at the expense of the Northeast and Midwest, the South and West have taken off as America's fastest-growing areas, buoyed by immigration, lower costs, and recreational opportunities. Between 1990 and 2000, all five of the fastest-growing states were out West: Nevada (66 percent), Arizona (40 percent), Colorado (31 percent), Utah (30 percent), and Idaho (29 percent). Between 2004 and 2005, Florida, Georgia, North Carolina, and Texas were also among the fastest-growing states. Massachusetts, by contrast, declined in population between 2000 and 2005.

"It's so cheap," says Patrick Sweeney, bike messenger and bartender, who left San Francisco two years ago and bought a house in Boise for \$121,000. "And the traffic isn't anything like California. That's why I got out." Adds Sue Williams, 49, who used to work at AT&T but left Redmond, Wash., for Boise less than two months ago and is renting an apartment with her 10-year-old son as she looks for a house: "We wanted to buy a house, and you can't buy in Redmond for less than \$500,000." Over 80 percent of Boise residents say recreational opportunities are one of the

city's top draws; 125,000 people floated through the center of town on the Boise River last year.

Seattle, Portland, and California's biggest cities provide the majority of new Boise residents each year. Unemployment in Idaho's Treasure Valley region, including Boise, Meridian, Nampa, Caldwell, and surrounding towns, rests at 3 percent. And though still a relative bargain, housing prices skyrocketed 29 percent in the past year, the second-fastest rate in the country behind Bend, Ore.

At first glance, it's hard to imagine the nation's most isolated metropolitan area running out of room. Drive less than 5 miles southeast from the city on Warm Springs Avenue: Cow pastures lie to the north, a small ministorage park to the south. Yes, there is still a lot of land left. But it's being purchased at a feverish pace by developers. In Ada County, one of the two largest counties in the region, 19 planned communities are either proposed or under construction. That has led to lengthy discussion about land use and economic development.

Two years and \$1 million later, the valley region has yet to finalize a comprehensive plan to manage growth. Each municipality has its own vision. It might as well be the Old West in Boise's sprawling suburbs, such as Meridian-which since 1990 has grown six times in size to 66,000 people. The suburbs, says Ada County Commissioner Fred Tilman, are in an "annexation war" to acquire more land. Economic planners are also concerned about how to ensure that Boise is attracting solid jobs. "I do have some worries that we're an economy of people building houses for people building houses," says Jeffrey Jones, Boise's head of economic development. The region is spending \$5 million over the next five years to attract 5,000 highly skilled jobs and stay ahead of perennial regional threats: Albuquerque, N.M.; Reno, Nev.; Colorado Springs and Fort Collins, Colo.; and Salt Lake City. Then there is the traffic problem. Only one highway serves the region and almost no one uses public transportation; that could change with a light rail system, but only if planners are able to raise enough money to get one built.

Ace Greeley's 1850s paraphrased proverb of manifest destiny, with a bit of a southern flavor added, still rings true today: "Go West and South, young man, and grow up with the country."

A WAVE OF IMMIGRANTS

FORT WAYNE, IND.-Matthew Schiebel was born just three blocks from Northwood Middle School here in northeastern Fort Wayne, a gritty rust belt city of 220,000 formerly known as a canal and rail gateway to the West. When Schiebel, 41, attended grade school 20 years ago, "we used to think of diversity as black-white," he says. Now Northwood, where Schiebel is principal, is 13 percent Hispanic. Each year the number of students taking classes in English as a second language increases; this year, it's 90 students out of a total of 802. Thirty-two flags hang from the lobby ceiling, each representing a student's ethnicity. Among those added recently: Rwanda, Portugal, and Honduras. The United Hispanic Americans, a community organization, sends four to five tutors to the school twice a week.

The Hoosier State's second-largest city is still overwhelmingly black (16 percent) and white (74 percent). But immigration growth is rapidly transforming Fort Wayne. Since 1990, its Hispanic population has grown about four times to 16,500. With fertility rates tumbling in the 1980s and 1990s (and projected to stay low through 2050), immigration has become the main driver of population growth. Since 2000 alone, there has been a 16 percent rise in the number of immigrants living in American households.

In 1967, at the time of the 200 million mark, the biggest immigration story was about "brain drain" from western Europe to the United States. After President Johnson signed the Immigration and Naturalization Act in 1965 to stop racial and ethnic quotas for new immigrants, and once the Mexican economy tanked in the 1970s, immigration, both legal and illegal, skyrocketed. In Fort Wayne, nearly 80 percent of Hispanics are Mexican. An estimated 12 million undocumented immigrants now live in America, up from 5 million just a decade ago. Prior to the early 1990s, a third of new immigrants came to California, and a full three quarters wound up either there or in just five other states: Illinois, New Jersey, Florida, New York, and Texas. But in the past 15 years, immigrants have spread out. States like Georgia have seen massive increases. Demographers have also noticed a third wave of dispersion to the meatpacking plants in Iowa and Nebraska and to farming, manufacturing, construction, and service-sector jobs in places like Fort Wayne.

When Zulma Prieto moved 16 years ago from Colombia to Goshen, Ind., a farming and RV-manufacturing town an hour west of Fort Wayne, there were only three Hispanic stores in the area. "It was almost a surprise to see someone speak Spanish," she says. There were some migrant farmworkers, but in the early 1990s, the Chamber of Commerce started advertising for workers. "All of a sudden a lot of people started to come," says Prieto, editor of the newspaper *El Puente*.

Goshen's population is now about 30 percent Hispanic. Los Galanes, a Spanish market with piñatas hanging from the ceiling, sits about 2 miles from one of the first Wal-Marts in the country to provide stables for Amish horse and buggies. Each year, the Mexican consulate in Chicago sends a "mobile consulate" to issue IDs. In Fort Wayne, Sam Hyde, who runs Hyde Brothers Booksellers, can remember the first Mexican restaurant opening 40 years ago at a truck stop. In the past six years, a Mexican restaurant and a bakery opened across from his store on Wells Street, the city's hip arts neighborhood. "The biggest business on this street is wiring money," Hyde says. Mega 102.3, the first Spanish radio station in the area, opened last month with an estimated audience of 50,000.

But the influx has brought accompanying tensions. St. Patrick's Church in Fort Wayne, the area's only church with a full Spanish service, has seen its congregation grow from a couple of hundred to standing room only on Sundays, with more than 900 people attending. When the church moved to a heavily Hispanic neighborhood, many white members left. "It was a big change, and a lot of people were really hurt," says Blanca Navarro, who works at the church. According to a survey done for Republican Rep. Mark Souder, who represents Fort Wayne and Goshen, 76 percent of his district's residents think there should be a fence along the Mexican border. "We have Ku Klux Klan here," says Goshen Mayor Allan Kauffman. "So of course everyone isn't accepting.... It's getting more integrated, but it hasn't been the smoothest transition."

THE GRAYING OF AMERICA

WILMINGTON, N.C.-It's a cliché, elderly parents telling their kids how they "don't want to be a burden" to them. Right out of *Guilt Trip* 101. Well, if the number crunchers are right, all those aging baby boomers-the first ones turned 60 this year-probably shouldn't waste their breath. Economist Laurence Kotlikoff of Boston University is typical. He describes the onslaught of 77 million aging boomers as a "generational storm" that will pose

"a crushing burden for the country."

The United States is growing dramatically older. Back in 1900, the median age in the United States was 22.9 years. But with people having fewer babies, that number started to climb. Lower fertility rates mean older populations. The baby boom caused a brief pause in this movement during the 1950s and 1960s, but the aging trend has since resumed. The median age is up to 36.5 and is expected to rise to 39 by 2030 before leveling off. Or, to put it another way, America in 2030 will look like Florida does today. Some 12.4 percent of Americans are 65 or older today-up from 9.9 percent in 1970-but that number will rise to 19.6 percent of Americans in 2030.

But at the local level, the perspective's a little different. Seniors a burden? That sure isn't how his gray-haired residents look to Mayor Bill Saffo of Wilmington. "They're a real asset to us," he says. "The seniors retiring here are active in our community. They're involved in nonprofits, but they are also working part time or creating businesses."

Wilmington, on the Cape Fear coast, has become a magnet for retirees, thanks to its great beaches, low cost of living, and abundant golf courses. During the 1990s, a decade when the city grew 35 percent, Wilmington saw its over-65 population grow 46 percent, the eighth-fastest rate for any metro area with a population under 1 million residents, according to research by demographer William Frey. Wilmington also saw its pre-elderly population-ages 55 to 64-jump 52 percent, the seventh-fastest rate for any city in America. And there are few signs the river of older residents has abated.

Wilmington also has plenty of what some urban experts call "street corner strange," a quirky, artsy atmosphere fed by the presence of the University of North Carolina-Wilmington and its role as a frequent Hollywood film location. On a recent rainy morning, not far from Saffo's office, Wilmington's main drag was narrowed by the bulky presence of large vans used in filming TV's *One Tree Hill*.

Among the folks now making their home here are Bill and Mary Lou Bryden, who moved to Wilmington from Britain six years ago when Bill retired from Lockheed, where he worked on air-traffic-control automation systems. In addition to the great boating opportunities, "we really loved the fact this was a college town," says Bill, 71. The Brydens hardly fit the "round of golf, dinner at 4 o'clock" stereotypes of retirees. Bill serves on the local transportation board, a railroad museum board, a charity board, and a bank board. Mary Lou, 70, still designs and sells stained-glass windows. "You move here with different talents and abilities, and the city wants you to keep using them," she says.

There's no doubt that seniors have been a boost to economic activity. Prof. William Hall, senior economist at the Center for Business and Economics Services at UNCW, estimates that retirees-often well-to-do-generate \$2 in economic activity for every \$1 they spend. And there are indirect benefits, too. Connie Majure-Rhett, president of the Greater Wilmington Chamber of Commerce, says it's no coincidence the area's health services are getting an upgrade. The New Hanover Regional Medical Center, based in Wilmington, is undergoing a \$200 million expansion. As a matter of fact, Saffo says he's hard-pressed to think of any downside to the flood of seniors here.

A CHALLENGING FUTURE

Demographers say America's growth will only accelerate further. By around 2043, or in less than another 40 years, the nation's population is expected to reach 400 million. And many of the trends now altering the American landscape will become even more pronounced.

The South and West will be home to roughly two thirds of the country's population: The Phoenix and Tucson metropolitan areas, for instance, are projected to merge, and the population of those regions is projected to double to 10 million.

Demographers expect that the impact of births by new immigrants in coming years will be an even larger force than the impact of immigrants actually crossing the border. For the 2000-2005 period, Latino births surpassed the number of new Latino immigrants nationally for the first time since the 1960s. "I expect that over the next 50 years, we'll see more Latino births than immigrants," says Passel. "In the next 100 million [in population], the role of future immigration will be a bit less." And according to one calculation, those children will help push the country to the brink of becoming a "majority minority" nation, just as California, the District of Columbia, Hawaii, New Mexico, and Texas are now. Whites could make up just about half of the population, down from two thirds now. The black population could grow 50 percent, and the Hispanic and Asian populations could each more than double. "For the past half of the 20th century, we were more or less a suburban middle-class society," says demographer Frey, a visiting fellow at the Brookings Institution. But now, he says, we're headed back to more of a melting pot.

Over the course of the next 25 years, the over-65 population is expected to double to 71.5 million. As a result, the Social Security and Medicare systems are headed for trouble. Each year, the overseers of Social Security and Medicare, the two largest entitlement programs, warn that they're on the cusp of bankruptcy. Why the pessimism? Starting somewhere around 2017 or 2019, the Social Security program will pay out more money in benefits than it takes in from taxes. Then by around 2041 to 2046, the Social Security trust fund will run dry. There are plans to change how Social Security works-the retirement age, for example, could be extended or future initial benefit increases could be linked to inflation rather than wages-but the fight is sure to be bruising.

Medicare starts drawing down its reserves a whole lot sooner-in 2010. If the national debt sounds staggering, at \$8.5 trillion, try Medicare's projected shortfall of \$32.4 trillion over 75 years. Not only does Medicare have to deal with the same demographic challenges as Social Security; it's also plagued by the complex and politically vexing problem of rising healthcare costs. "I could give you a plan to fix Social Security," says Rand Corp. economist Michael Hurd. "But nobody has a very good plan for fixing healthcare." Turns out the new America has more than its share of both opportunities and challenges. Meeting the latter may determine how quickly America reaches its next milestone.