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JAXSTRONG

OUR WORK • OUR PEOPLE • OUR DISTRICT

jacksonville

SEPTEMBER 2014 | Volume 6 Issue 9



COMMANDER'S CORNER

MESSAGE FROM COL. ALAN DODD

Working through complex environmental and economic challenges

Modernizing major infrastructure while protecting our environment is essential to our country's sustainability. No one knows this better than we do. Our roadways, waterways, railways and ports provide a competitive advantage to the U.S. economy and represent a vital national interest, while our treasured ecosystems are integral to our way of life.

Historically, we have come a long way in how we approach, study, plan, design and manage our infrastructure projects. We proactively incorporate environmental safeguards and plan for uncertainty, doing our best to reduce risk to ecosystems and wildlife. We mitigate for known and potential resource losses and incorporate corrective actions into project plans. We take these responsibilities seriously and we systematically use an interagency, interdisciplinary planning process to balance growth and development with environmental protection.

Even so, there is a lot of misunderstanding and sensationalized information in the news, including allegations that our projects will destroy river and harbor ecosystems.

A large portion of our mission today is to help ensure the global viability of Florida's ports. This is a complex economic and environmental challenge. For example, when the Miami Harbor expansion project is completed, it will be one of only three 50-foot deep Atlantic ports able to receive mega-ships once the expanded Panama Canal opens in early 2016. This project is important. Infrastructure improvements enable more efficient and cost effective trade, generate jobs and provide other benefits. We also recognize the importance of this waterway as an ecosystem, home to endangered corals and enjoyed by thousands of people recreationally. Given its importance, Jacksonville District made Miami Harbor its first Florida port expansion project to employ the highest environmental protection monitoring protocols outside of a designated National Marine Sanctuary. As a result, we are also protecting environments like Biscayne Bay and local coral communities.

During a multi-year process, we worked with both state and federal environmental agencies and stakeholders to ensure the continued health of the Miami Harbor ecosystem and surrounding environment. Together we developed plans to prevent unintended impacts and mitigate unavoidable losses of corals and seagrasses. We employ adaptive management strategies to minimize sediment, such as frequently measuring turbidity levels during dredging operations and minimizing overflow on dredge scows. This reduces sediment in the water and maintains Florida's water quality levels. Multiple environmental agencies participate in our routine progress calls, reviewing monitoring and operations data and providing valuable input to the process.

The Miami Harbor project is a landmark for Jacksonville District, our first contribution to the post-Panamax era of shipping commerce in Florida. Jacksonville Harbor, Port Everglades, Palm Beach Harbor, Tampa Harbor and others are also looking for port expansion. These ports each need improved navigation safety features in addition to deepening, and each involves unique ecosystems, economies and urban developments. To keep these ports vital, we must meet both environmental and economic sustainability goals.

Dredging projects of this magnitude – in some of the heaviest trafficked shipping lanes in the world and in proximity to some of the world's most unique and treasured ecosystems – bring complex challenges. However, these projects are also important to the region and the nation, and as the nation's environmental engineer, we will deliver.

Army Strong. BUILDING STRONG®. JaxStrong.

Alan Dodd
Colonel, U.S. Army
District Commander

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ON THE COVER

Birds enjoy 3-D island's sandy beach. Jacksonville District built the 400-acre island known as "3-D" as a dredged material disposal site between 1978 and 1982 while deepening the Tampa Harbor. Dredged material disposal islands such as 3-D are an example of habitat creation, even though that was not the original purpose. Project manager Milan Mora says 3-D will help sustain another 20 years of dredging for the Tampa Harbor project.





Corps 3-D island provides haven for birds

STORY & PHOTOS BY SUSAN JACKSON



Contractors survey the dike on 3-D as the work to raise it from 23 feet to 40 feet, which will provide additional disposal capacity.

Every year, hundreds of birds flock to two manmade islands at the edge of Tampa Harbor's federal navigation channel in Hillsborough Bay. The birds have found the islands, which are posted and protected from trespassers, to provide ideal conditions to safely court, nest and raise their young.

At the moment, though, there are more than just baby birds being raised on one of the islands. Major construction is ongoing at Dredge Material Placement Facility (DMPF) 3-D to raise the dike there and crews are diligently working beside their avian companions.

Jacksonville District built the 400-acre island known as "3-D" as a dredge material disposal site between 1978 and 1982 while deepening the Tampa Harbor.

"This is the first dike-raising at 3-D since its original construction, and it'll bring the dike from 23 feet to 40 feet creating about 15 million cubic yards of capacity," project manager Milan Mora said. With that new capacity, he says 3-D will help sustain another 20 years of dredging for the Tampa Harbor Federal Navigation project.

Beneficial use of dredged materials is normally associated with shoreline protection or as fill for upland areas, but today there's another recognized value. Dredged material disposal islands such as DMPF 3-D create bird nesting habitat, even though that was not the original purpose.



Corps Inspector Kenny Poindexter takes a soil compaction reading along new work on the dike.

(CONTINUES ON **PAGE 4**)



3-D ISLAND (continued from PAGE 3)



Carters Contracting Services, LTD, project managers and LG2 Environmental Solutions, Inc., bird monitors provide a guided tour of the construction and bird communities to Corps personnel.

Mora says the Corps plans to reduce the invasive vegetation that has grown on the island since its creation once the dike construction is completed March 2015. Species such as Australian pine, leadtree, cogon grass, and Brazilian pepper grow rapidly on the island, providing seed sources that spread to other areas in Tampa Bay, and posing some threat to the dike.

"Trees and their root systems can cause erosion on the dike, especially during storm events. We're planting grass along the dike slopes to contain the compacted soils," he said.

Native vegetation in areas not on the dike itself will serve some of the birds' needs, while others prefer the sandy, unvegetated

areas that mimic beaches, said Aubree Hershorin, Ph.D., project biologist. She said that nesting had declined at 3-D in the past several years as birds selected the open landscape on the less vegetated disposal island located just north of 3-D.

The project team recognized during the planning process clearing the island would make it very attractive to nesting shorebirds, Hershorin said, and the contractor would need to work through at least one shorebird nesting season. Extensive consultation occurred with project partners in the region to brainstorm methods for deterring birds and managing construction activities, preventing project shutdowns while avoiding impacts to nesting birds, as mandated by state and federal law.

The Tampa Bay Migratory Bird Protection Committee, which includes members from U.S. Fish and Wildlife Service, the Florida Department of Environmental Protection, Florida Fish and Wildlife Conservation Commission, Tampa Port Authority, and Audubon Florida, meets semi-annually to discuss upcoming dredging projects that may affect nesting shorebirds and actions to avoid impacting them at the two DMPF islands in Tampa Bay.

Hershorin said the ongoing work at 3-D is an example of managing construction in a positive way to prevent impacts to nesting birds while allowing construction activities to continue.

"The success of the DMPF as nesting habitat this spring is a direct result of the collaborative relationship we have with our partners in Tampa Bay," Hershorin said. "It truly takes the whole team of agency personnel and NGOs [non-governmental organizations], along with a cooperative contractor, for nesting to be successful. We also rely heavily on the expertise of the Audubon Florida staff, who worked to monitor these



Within the dike's boundary, this feathered flock made a racket that drowned out the construction noise.

**3-D ISLAND** (continued from **PAGE 4**)

With Tampa in the distance, dike construction continues at 3-D to increase its capacity to 15-million cubic yards for use in disposing Tampa Harbor Project dredged materials.

islands since their construction and provide us with valuable information on the habits of the birds nesting here."

"DMDF 3-D is a critical component of the Hillsborough Bay Important Bird Area, recognized for its global significance as extremely valuable habitat for birds by BirdLife International and the National Audubon Society. It is also on Audubon Florida's list of Important Bird Areas of Florida, which lists the top 100 sites in Florida that are important for birds," says Ann Paul, a regional coordinator with Audubon Florida.

To work in harmony with the island's bird community, the current construction contractor, Carter's Contracting Services, Inc., hired LG2 Environmental Solutions (LG2ES) to provide daily bird monitoring services. Lorraine Margeson, one of the monitors, has been a volunteer bird advocate and surveyor for 12 years, focusing much of her efforts on shorebird, colonial wading bird, and grassland bird conservation efforts.

"LG2 did a great job in prepping the contractors with pertinent nesting bird information, including emphasizing recognition of the calls of the American Oystercatcher, a primary target for bird conservation and nesting potential on this project," Margeson said.

Construction workers were also diligent in reporting bird nesting activity as they worked on the dike raising. Audubon Florida's Mark Rachal, sanctuary manager for the Florida Coastal Islands Sanctuaries, provided in-service training for the Carter's Contracting and LG2ES staff at the beginning of the project. Additional training was conducted by LG2ES staff throughout the nesting season to ensure the construction crews remained aware of the birds nesting at the site.

One worker commented that he's learned more than he ever thought possible about birds. "It's like a daytime soap opera

out here," he laughed (and then described two crows tag-teaming a bird guarding its nest).

Margeson says she comes to work every day jazzed about the birds. "I talk to my fellow workers about it with natural and, I hope, contagious enthusiasm. There are many 'fellow bird stewards' on this very special island."

Workers will complete the dike project in early spring 2015, just in time to avoid another nesting season. During the life of the Tampa Harbor Federal Navigation project, numerous generations of birds will have hatched on 3-D. It's the hope of many in Jacksonville District that future generations of birds will continue nesting on 3-D and dot the skies above Tampa Bay. ♦



Not too far from this quiet site, contractors work to raise the dike, which is seen in the background.

This job is, literally, for the birds!

COMMENTARY AND PHOTOS BY LORRAINE MARGESON



Caspian Tern adults with chicks.



A Caspian Tern chick close to fledging (flying).

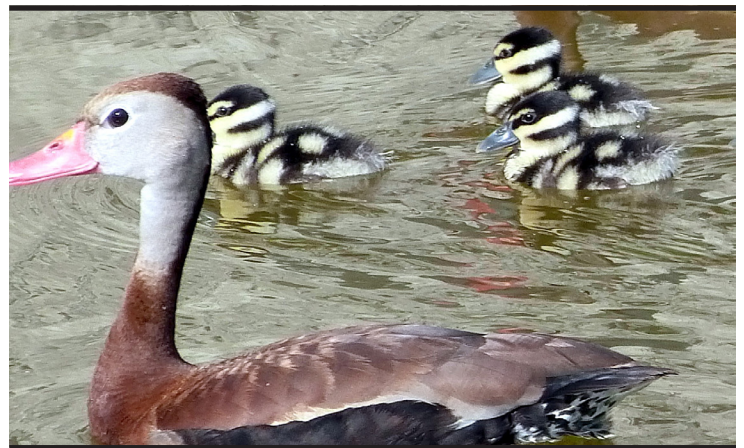
It's still dark before first light brushes the sky; I'm on a boat headed towards an island. As I get closer, an almost prehistoric call assails mine and my companion's ears and alerts us to the wonders of this island.

I am not describing some exotic vacation adventure promising journeys into the unknowns of the natural world. I'm a bird monitor headed for the dike raising project on Dredge Material Placement Facility-3-D. That prehistoric sound was the call of many Caspian Terns guarding their young at one of this year's two successful nesting colonies on DMPF-3-D!

I want to tell you a bit about the bird nesting that has been absolutely fantastic this year!

The Caspian Tern is the world's largest tern, and although distributed worldwide, Florida has only five documented nesting locations, one of which is DMPF- 3D! The excellent cooperation from all workers in strictly following the many management tools has given us glorious success. ♦

About the author: Lorraine Margeson works as a bird monitor for LG2 Environmental Solutions, Inc., the subcontractor for the migratory bird protection program for Carter's Contracting Services, Inc., which is constructing the 3-D dike raising system for the Army Corps of Engineers.



Successful Laughing Gull and Black-Necked Stilt nesting has also taken place on DMPF-3-D. Below Laughing Gull fledglings from the borrow pit colony and a Black-Necked Stilt enjoy this unique man-made habitat.



There's record-breaking breeding success in Florida with Black-Bellied Whistling Ducks on DMPF-3-D. We will likely fledge upwards of 200 ducks!

With proper management and planning, human progress can co-exist with the nurturing of precious wildlife.



Corps completes construction on first contract for Indian River Lagoon-South project

BY JENN MILLER



Construction was completed on the first contract for the C-44 Reservoir and Stormwater Treatment Area project July 31. Once completed, the project will serve a vital role in storing and treating local basin run-off. (Photo courtesy of Phillips & Jordan, Inc.)

The U.S. Army Corps of Engineers Jacksonville District, completed construction on its first contract for a substantial Everglades restoration project in Martin County, Fla., July 31. The project, known as the C-44 Reservoir and Stormwater Treatment Area (STA) project, is the first component of the multi-billion dollar Indian River Lagoon-South project that will serve a vital role in storing and treating local basin run-off.

Once all contracts are completed, the C-44 Reservoir and Stormwater Treatment Area project will capture local run-off from the C-44 basin, reducing average annual total nutrient loads and improving salinity in the St. Lucie Estuary and the southern portion of the Indian River Lagoon by providing, in total, 60,500 acre-feet of new water storage (50,600 acre-feet in the reservoir and 9,900 acre-feet in the STAs) and 3,600 acres of new wetlands.

"Completion of this construction contract is an important step forward for the C-44 Reservoir and Stormwater Treatment Area project," said Col. Alan Dodd, Jacksonville District commander. "We now have the foundation in place to begin constructing the larger components of the project, which when completed, will be extremely beneficial to the St. Lucie Estuary, Indian River Lagoon and our Everglades restoration program as a whole."

The C-44 project includes the construction of a 3,400-acre reservoir, a pump station with a capacity to pump 1,100 cubic feet per second (cfs) of water and 6,300 acres of STAs. Construction on the project's first contract began in 2011 and consisted of constructing the western intake canal, eastern

C-133/133A canal, all access roads and staging areas, and the construction of the Citrus Boulevard bridge and culvert. The Corps is scheduled to award the construction contract for the reservoir summer 2015.

All project components were originally planned to be built by the Corps, but in an effort to construct the project as expeditiously as possible, the local sponsor the South Florida Water Management District (SFWMD) is scheduled to award the construction contract for the STAs and a portion of the project discharge canal October 2014, and award the construction contract for the reservoir's pump station April 2015. Construction of the C-44 Reservoir and STA is scheduled to be completed in 2020. Upon construction completion, up to two years of operational testing will occur.

The Indian River Lagoon is considered the most biologically diverse estuarine system in the continental United States and is home to more than 3,000 species of plants and animals. The C-44 Reservoir and Stormwater Treatment Area is the first component of the Indian River Lagoon-South (IRL-S) project, part of the Comprehensive Everglades Restoration Plan (CERP), a joint effort between the U.S. Army Corps of Engineers Jacksonville District and the local sponsor, the South Florida Water Management District. ♦

Additional information on the C-44 Reservoir and STA is available at: <http://bit.ly/IRLS-C-44>. Project construction photos available at: <http://bit.ly/IRL-S-C44Photos>.



Port Mayaca lock operators play key role in rescue and rehabilitation of injured manatee

BY JOHN H. CAMPBELL



Port Mayaca lock operator Jon Fields points to the area where he discovered an injured manatee. Fields made initial notification to authorities who later rescued the manatee and nursed it to health. (Photo by John Campbell)

March 15 started like so many other days for Jon Fields, a veteran lock operator at the Port Mayaca Lock & Dam on the east side of Lake Okeechobee in south Florida. As he was performing his pre-operation checks to begin the day, he noticed a manatee along the shore of the lake.

"I thought he was eating, so I took care of some other chores," Fields said.

After helping some boats move through the lock, Fields looked at the shore again and noticed the manatee hadn't moved.

"His behavior was unusual," he said, "I couldn't see his fins moving; his back tail never moved."

Fields and his co-worker, lock operator Danny Williams, noted the manatee was still alive. They notified biologist Sharon Tyson who works at the Jacksonville District's South Florida Operations Office in Clewiston. She began working with staff at the Florida Fish & Wildlife Conservation Commission (FWC) to organize a rescue mission.

"I found the seriously injured manatee outside the lock structure," Tyson said. "The lock operators observed the manatee while the rescue was organized. It was able to drift and swim downstream to Indiantown where it was rescued."

Tyson said the manatee suffered numerous broken ribs and a ruptured lung. The injuries were likely the result of an encounter with a boat.

"Imagine eating, breathing, sleeping, mating and feeding young while walking down the middle of a highway," Tyson said. "Manatees live this way every day."

She wasn't sure the manatee would survive following its rescue.

"I was concerned about its condition because there is a certain point of weight loss from which they can't recover," she said.

The FWC transported the manatee to Miami Seaquarium for treatment. It responded well. At the time of the rescue, the manatee was 7½ feet long and weighed 450 pounds. By mid-August, the manatee was over 8 feet in length and weighed 550 pounds.

By early August, the manatee had been rehabilitated to the point that it was ready for release. On August 13, the animal was set free into the St. Lucie Canal at the Timer Powers Park Boat Ramp in Indiantown, about a mile from where it was rescued.

"Everything the lock operators did contributed to success," Tyson said. "They observed strange behavior prior to its passage through the lock. They cautioned boaters in the chamber that an injured manatee was present. They held the gate open until the manatee safely passed. They contacted the Manatee Hotline and observed the animal while performing other duties."

Fields was pleased to hear the manatee had been nursed to health and was being released.

"I'm happy he survived," fields said. "I imagine he's happy to be getting out into water."

If you discover an injured manatee while boating, call the 24-hour FWC Hotline at 888-404-3922 and press 7 at the prompt. You can also dial *FWC from your mobile phone. ♦



Staff with the Florida Fish & Wildlife Conservation Commission (FWC) release the rescued manatee back into the St. Lucie Canal on August 13 after it was nursed to health.

Fast moving tropical storm



In the distance, two Weeks Marine dredge vessels are caught in a storm off the coast of Tampa in the Gulf of Mexico. The Corp's contractor was dredging sand for placement on Treasure Island and Long Key in Pinellas County when the storm struck. Bad weather conditions can play havoc on crews who maintain the vessels 24-hour a day during dredging operations – and on the equipment they use, such as miles of pipeline. Laurel Reichold, Pinellas County Shore Protection project manager, said this crew made good time despite the weather and completed the sand placement in late August. Jacksonville District has completed shore protection efforts on nearly 38.5 miles of beaches in Florida this past year. (Photo by Susan Jackson)

Corps releases Central Everglades report for public, state and agency review

BY JENN MILLER



The revised final report for the Central Everglades Planning Project has been released for public, state and agency review. (USACE file photo)

The U.S. Army Corps of Engineers, Jacksonville District has released the revised final report for the Central Everglades Planning Project (CEPP) for public, state and agency review.

"All of the recommended revisions to the report have been completed and approved and we're now moving forward with public, state and agency review," said Jacksonville District commander Col. Alan Dodd. "The release of this report is a significant milestone for CEPP and reflects the extraordinary efforts of so many to successfully address complex issues and produce this quality report."

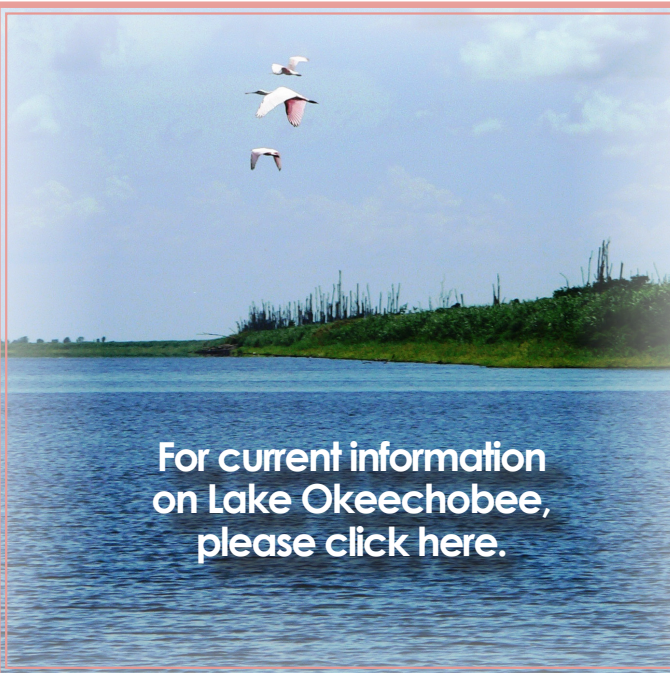
The report is available on the project's Web page at: www.bit.ly/CentralEverglades_CEPP. Comments will be accepted through Oct. 3, 2014. They can be submitted electronically to: CEPPcomments@usace.army.mil or mailed to:

Dr. Gretchen Ehlinger
U.S. Army Corps of Engineers
P.O. Box 4970
Jacksonville, FL 32232-0019

The Corps' Civil Works Review Board (CWRB) provided unanimous approval to release the report for state and agency review once their recommended revisions were incorporated into the report. The CWRB is part of the Corps' internal process to facilitate the review of the recommended plan to ensure consistency with legal requirements, Corps policies and administration priorities. It serves as a corporate check to ensure the report is ready for state and agency review.

Comments and responses during the ongoing review period will be considered and incorporated as appropriate into the final report, and the Chief of Engineers' Report, also known as a Chief's Report, will be finalized for signature. The signed Chief's Report will then be submitted to the administration for review. Based on this timeline, it is anticipated that the final Chief's Report will be submitted to Congress this fall.

The goal of CEPP is to capture water lost to tide and redirect the water flow south to restore the central and southern Everglades ecosystem and Florida Bay. The Corps is jointly conducting this planning effort in partnership with the South Florida Water Management District. ♦



**For current information
on Lake Okeechobee,
please click here.**

2014 Everglades System Status Report available online BY JENN MILLER



Monitoring is the primary tool used by RECOVER to assess CERP performance by determining if ecosystem responses are desirable, if progress is being made toward interim goals and targets, and whether refinement of CERP implementation is needed. (USACE file photo)

The U.S. Army Corps of Engineers and the South Florida Water Management District — the two implementing agencies of the Comprehensive Everglades Restoration Plan (CERP) — announced publication of the 2014 System Status Report (SSR), a comprehensive report evaluating monitoring data within the Everglades ecosystem Aug. 12. The document is now available online at: <http://bit.ly/SSR2014>

This multi-agency report evaluates current monitoring data from different geographic regions within the Everglades ecosystem to determine if the goals and objectives of CERP are being met. The SSR incorporates data collected by the Restoration Coordination and Verification (RECOVER) Monitoring and Assessment Plan (MAP) program for CERP, data from CERP projects and data provided by RECOVER partners.

"The report is a major product of the collaborative interagency RECOVER program for CERP and provides the accountability to the public and agency managers that dollars spent on restoration are producing actual real world results," said Andy LoSchiavo, system status report coordinator.

The 2014 System Status Report's Executive Summary provides an overview of the report, several key findings about current ecosystem status and restoration project performance, and how the report was developed to support CERP implementation. View the report's executive summary here: http://bit.ly/2014SSR_EXSUM

In addition to assisting decision-makers with the timing of planning and implementation of CERP features, the 2014 System Status Report will also provide input into the 2015 Report to Congress, required by the Water Resources Development Act of 2000. Produced every five years, the intent of the Report to Congress is to inform the highest levels of the U.S. government on the progress made toward the goals and objectives of CERP.

"The 2014 SSR is intended to inform at many levels; from before managers, stakeholders and Congress to the scientific community about the progress being made toward achieving the goals of the CERP" said Patti Gorman, system status report Coordinator for the South Florida Water Management District. "It provides a technical basis used to inform decisions about the sequencing of projects, specific project design, improvements to existing projects and the overall operation of the Central and South Florida Flood Control System. The ultimate goal is to assist the engineering and construction of the restoration projects in order to achieve the best environmental benefit to the South Florida Everglades Ecosystem."

CERP is a joint effort between the U.S. Army Corps of Engineers, Jacksonville District and the local sponsor, the South Florida Water Management District.

RECOVER is a multi-agency team of scientists, modelers, planners and resource specialists who organize and apply scientific and technical information in ways that are most effective in supporting the objectives of CERP.

"The RECOVER program ensures monitoring resources are leveraged across multiple federal, state and local agencies to address common restoration objectives in the most efficient and effective manner," said LoSchiavo. "In addition, RECOVER represents the work of 12 agencies and Tribes and incorporates reports from dozens of research institutions, non-governmental organizations and consulting firms that are reviewed by this consortium to ensure the products are high quality and conclusions are well-founded." ♦

Additional information on RECOVER is available at: http://bit.ly/CERP_RECOVER



Revisiting hurricane season 2004, 10 years later

BY JOHN H CAMPBELL



The Army Corps of Engineers mobilized its Deployable Tactical Operations System (DTOS) to Lakeland to provide support just days after Hurricane Charley moved into the area. The DTOS system provides mobile command/control platforms and communications in support of initial emergency response missions. (USACE file photo)

The 2004 hurricane season was unlike any other season in the past century. Since hurricane records started being kept in the 1850s, it was the only time that four storms hit the state of Florida. It was also the first time since 1886, when Texas was hit, that four hurricanes had made landfall in the same state in one year.

The season itself got off to a late start. The first named storm didn't develop until July 31. However, once it got going, the advisories from the National Hurricane Center (NHC) were constant through mid-October. Even the end of the season was slightly delayed, with Tropical Storm Otto being tracked until Dec. 5, a few days past the traditional end of the season, Nov. 30.

Charley, Frances, Ivan and Jeanne—those are four names that Florida residents 10 years ago won't soon forget. The estimated \$50 billion in damages caused by those storms was a record that only lasted a year until Katrina, Rita and Wilma hit various portions of the United States. The four storms resulted in numerous missions for Jacksonville District and other neighboring districts from the U.S. Army Corps of Engineers.

Charley

The storm that would become Hurricane Charley emerged as a tropical wave off the coast of Africa Aug. 4. It took a few days to organize, but Aug. 9, the NHC started issuing advisories on Tropical Depression Three as it entered the Caribbean. The storm was named Charley the next day. By Aug. 11, as the storm was bearing down on Jamaica, it was evident that a strike along Florida's Gulf Coast was likely. Hurricane warnings were issued Aug. 12 for an area stretching from north of Tampa to the Florida Keys.



A home near Punta Gorda was outfitted with a temporary "Blue Roof" following Hurricane Charley. The Corps provided temporary roofing solutions for more than 115,000 structures following the 2004 storms. (USACE file photo)

the 24 hours before it made landfall, Charley demonstrated it had a couple of surprises. First, it came ashore further south than many people expected. Forecasts were largely expecting the storm to hit the Tampa area, but Charley made landfall near Punta Gorda, about 75 miles south. The second surprise was the rapid intensification of winds from an estimated 105 mph to 145 mph. People preparing for a Category 2 storm were instead feeling the forces from a Category 4 event.

(CONTINUES ON **PAGE 12**)



The water tower in Arcadia took a direct hit from the winds of Hurricane Charley after it roared ashore Aug. 13, 2004. The storm intensified greatly before making landfall, with winds increasing from 105 to 145 mph. (USACE file photo)

The storm cut a path of destruction through several communities in southwest Florida including Port Charlotte, Lakeland, Orlando and Daytona Beach. Its winds had decreased to 75 mph by the time it emerged in the Atlantic. The storm made landfall again in South Carolina, but eventually merged with a cold front and lost its tropical characteristics by Aug. 15.

Charley was directly responsible for nine deaths in Florida, another death in Rhode Island and five deaths in Cuba and Jamaica combined. Damages were estimated at \$15.1 billion in 2011, making it the seventh most costly storm in American history.

Frances

Like Charley, the origins of what would become Frances formed as a tropical wave that began moving off the African coast Aug. 21. The NHC started issuing advisories on Tropical Depression Six Aug. 24. The next day, the storm was named Frances. It became a hurricane Aug. 26. At this point it was far from land, but it continued a cycle of intensification and weakening for several days.

It wasn't until Aug. 31 that it became apparent Florida would see its second hurricane of the year. Hurricane warnings were posted Sept. 2 for the Atlantic coast of Florida stretching from north of Daytona Beach to south of Miami. This storm had peaked repeatedly with winds of 145 mph. However, Frances had a surprise in store as well—it slowed down while approaching the Florida coast.

When a hurricane warning is issued, it's an advisory that hurricane conditions are expected in the warned area within 24 hours. However, people along the Atlantic Coast had to wait nearly three days while the forward speed of Frances slowed below 10 mph, almost becoming stationary for a time. As it approached the Florida coast, Frances weakened but still packed a punch. It made landfall as a Category 2 storm near Stuart during the early morning hours of Sept. 5, the Sunday of Labor Day weekend. It exited the state as a tropical storm within 24 hours, and came ashore again on the Gulf Coast south of Tallahassee the next day.

While Frances wasn't as strong as Charley, it certainly left its mark. Five people were killed in Florida, another in Ohio, and one more in the Bahamas. Fort Pierce was hit hard, as was Cape Canaveral, where NASA reported damage to the vehicle assembly building at the Kennedy Space Center. Several college football games had to be canceled, including Florida State at University of Miami. Perhaps one of the biggest impacts was the evacuation of 2.8 million people, the most since Hurricane Hugo in 1989. The damage from Frances was estimated at \$9.5 billion in 2011, making it the ninth most costly storm.

Ivan

While Frances was threatening the Bahamas and Florida Aug. 31, another wave was forming off the African coast. Tropical Depression Nine was identified Sept. 2, and the storm was named Ivan the next day. Ivan became a hurricane Sept. 5, and quickly intensified into a major storm. It followed a path similar to Charley for a few days, coming in close contact with Jamaica before taking a more westerly track. While traversing the Caribbean, Ivan would reach Category 5 status three times. On Sept. 11, forecasts put southern Florida in the bull's eye yet again, but Ivan continued to drift west. As it skirted by the western edge of Cuba with winds of 160 mph, the threat had shifted from south Florida to the Panhandle. Hurricane warnings were issued for Apalachicola and points west Sept. 14. Ivan made landfall near Gulf Shores, Ala. with winds of 130 mph during the early morning hours of Sept. 16.

Ivan was a much larger storm when compared to Charley and Frances, as hurricane force winds extended 105 miles and tropical storm winds extended 300 miles from the center. It quickly decreased in intensity as it made its way through Alabama, but continued to produce rain over the eastern United States. It lost tropical characteristics Sept. 18. However, the remnants emerged into the Atlantic Ocean off the coast of Maryland, headed south and turned west (crossing Florida along the way), and re-emerged in the Gulf of Mexico as a tropical storm Sept. 22. It made landfall again near the Texas-Louisiana border Sept. 24.

Ivan's power showed up in the damage it left behind. Fourteen people were killed in Florida, another 11 were killed in other states, while an additional 67 were killed in other countries. Portions of the Interstate 10 bridge at Pensacola Bay were

**HURRICANE SEASON** (continued from PAGE 12)

severely damaged, as was the U.S. Highway 90 bridge in the same area. The 2011 damage estimate placed the total from Ivan at \$18.8 billion, ranking it as the sixth costliest storm in American history.

Jeanne

As with the other storms that hit Florida in 2004, Jeanne traced its beginnings to a tropical wave that emerged off the African coast Sept. 7. However, it was nearly a week before the system developed into Tropical Depression Eleven. On Sept. 14, the system was named Tropical Storm Jeanne. As Hurricane Ivan was pounding the Florida Panhandle Sept. 16, Jeanne strengthened into a hurricane.

At that point, Jeanne was just off the coast of the Dominican Republic. The storm moved over land which caused a decrease in intensity. As the storm moved over the mountains in the Dominican Republic, the rain increased. The heavy rain, coupled with the slowing forward motion produced torrential downpours in Haiti, causing floods and mudslides that killed thousands.

Jeanne emerged off the coast of Haiti Sept. 17, but the storm struggled to find direction over the next few days. Part of the reason for the slowing motion was due to the remnants of Ivan, which was now in the Atlantic Ocean moving south. That blocking ridge caused Jeanne to make a full loop near the Bahamas. The storm gained strength during this time, and became a hurricane again Sept. 20.



Workers staff an Army Corps of Engineers Emergency Response & Recovery Office (ERRO) following the 2004 hurricanes in Florida. The purpose of the recovery field office is the management and execution of FEMA recovery missions assigned to the Corps. In 2004, those missions included temporary roofing (the "Blue Roof" Program), temporary housing, power, ice and water. (USACE file photo)

Jeanne started on a westerly track again Sept. 22. At first it appeared that Florida might be spared. But each subsequent advisory over the next 24 hours placed the track of Jeanne further west. Finally, during the late afternoon hours of Friday, Sept. 24, hurricane warnings were posted for many of the same areas which had been impacted by Frances three weeks earlier. South Florida was told to prepare yet again.

Jeanne picked up strength Sept. 25. Winds increased to 115 mph making it another major hurricane. Jeanne made landfall shortly after midnight Sept. 26. It worked its way toward the Orlando and Tampa areas before turning north toward Gainesville on its way to Georgia.

Jeanne killed three people in Florida, and one additional person in South Carolina. However, in Haiti, the loss of life was more severe as an estimated 3,000 people died. The damage estimate from Jeanne was \$7.6 billion, making it as the 11th costliest storm in American history.



Damage is still apparent in this photo, taken almost three months after Ivan struck the Florida Panhandle. Of the four storms that hit Florida, Ivan caused the most damage, an estimated \$18.8 billion. (USACE file photo)

Response from the Army Corps

Multiple districts were charged with responding to the hurricanes in 2004. Jacksonville District took the lead on the response to Charley and Ivan, while Mobile District had the lead in responding to Frances and Jeanne. Missions included temporary roofing ("Blue Roof" Program), temporary housing, power, ice and water. The Temporary Roofing program alone helped more than 115,000 homeowners with damaged roofs.

The Corps also mobilized its Deployable Tactical Operations Systems (DTOS) and stood up Emergency Response and Recovery Offices (ERROs). The DTOS provides a capability for mobile command/control platforms and communications in support of initial emergency response missions. The ERROs were established to manage and execute FEMA recovery missions assigned to the Corps under authority granted in the Stafford Act. For the 2004 storms, ERROs were staffed well into 2005 as the Corps worked the missions it was assigned.

The lessons from 2004 were immediate for Jacksonville District. After Charley struck, district leaders noticed it was taking considerable time to gather signatures on right-of-entry forms necessary to allow contractors to install temporary roofing materials. As a result, the district dedicated a team of people to focus on collecting right-of-entry forms. In 2005, when Hurricane Wilma struck Florida, the quick response in getting right-of-entry forms resulted in temporary roofing materials being installed the day following the storm, saving homeowners untold thousands in additional property damage. The right-of-entry team has now been among a major storm event, a practice that continues to this day. ♦

'I couldn't give up,' recounts ex-POW

THIS STORY AND THE ACCOMPANYING SIDEBAR WERE WRITTEN BY CORPORATE COMMUNICATION OFFICE'S SUSAN JACKSON IN 1984. THE ORIGINAL STORY WAS PUBLISHED IN THE MADIGAN MOUNTAINEER, AUG. 9, 1984. IN RECOGNITION OF NATIONAL POW-MIA DAY, WE ARE RE-PUBLISHING THE STORY.



Capt. William S. Reeder, Jr., shakes hands with a high-ranking official at Hanoi's Gia Lam Airport, Vietnam, a prisoner of war for nearly a year, is released to U.S. control in March of '73. (Photo courtesy Department of Defense)

When a person is running for his life, is near death's door several times, is suffering from wounds and malaria, is being treated worse than anything the imagination can conjure up, what makes this person want to keep living in such despair? What makes him want to remain a soldier after having been a prisoner of war nearly a year?

According to Lt. Col. William Reeder, "Being a POW helped me to realize what I'm fighting for—freedom. I couldn't give up my faith in the American people then, and I won't now."

Reeder grew up during the draft era, before the Vietnam War began. He says there was never a doubt in his mind that he was going to be drafted, but knowing that isn't why Reeder enlisted.

"Originally I was going to wait around for the draft to catch up to me but something happened that changed my mind. In 1964 we had the Tonkin Gulf incident in Southeast Asia and we entered a war in Vietnam. By 1965 the whole thing was built up pretty well and I felt I had to do my duty to serve my country."

He enlisted for Airborne School but was also interested in joining Special Forces. Once in the service, he graduated his initial training as an artilleryman but he also decided to go to Officers Candidate School before pursuing other special training. After being accepted and graduating from OCS, Reeder wanted

to earn his wings and go Special Forces but the Army had other ideas. At the time the Army didn't need Airborne artillerymen.

After serving one year in a rocket battalion Reeder volunteered for Flight School and in '68 he began flying the OV-1 Mohawk, fixedwing aircraft. Soon afterwards he was sent to Vietnam to experience his tour there as a reconnaissance pilot. His job was to report vital information on enemy movement. During one such mission, Reeder was shot down.

He says he felt very lucky. "out of 16 aircraft in my company that had been shot down, only four crewmembers had been recovered and I was one of the four. I was on the ground for about an hour with enemy forces close by. Luckily an Air Force helicopter rescued me."

Reeder left the war to return to the states and finished his Bachelor's Degree in Political Science. En route to Vietnam once again, he received more flight training – though this time he learned to fly the Cobra Attack Helicopter.

It was during this second tour that Reeder was shot down and wasn't rescued until a year later. During his time as a prisoner, Reeder learned the true meaning of freedom and the struggle for survival.

At the time he was a Cobra pilot, air mission commander, and in gunship lead during a mission which should have only lasted a little more than two hours.

"As we reached our target, I started to take fire. I called to my wing copter (another Cobra flying cover behind Reeder's) to tell them I was taking fire but I didn't get an answer. After I went down nobody came to get me but I found out later that my wing man was taking fire at the same time. They were shot-up, but not shot down."

Reeder's helicopter was on fire and during the crash landing it had spun around on the ground. When the spinning finally stopped, the cockpit was already being engulfed in smoke and flames. His co-pilot had been shot, had a broken back, and had been knocked around during the crash. He died. Reeder, though, who also had a broken back, head injuries, and shrapnel lodged in his ankle, could move, but barely.

"I knew I was hurt real bad, that was probably the first thing I thought of when my mind unfogged. I was afraid too." Because the copter was in flames, Reeder's first instinct was to clear the aircraft. In the midst of his agonized struggle to get out of the cockpit, he was unable to get two important essentials: his weapon and survival kit.

Regardless of his wounds, Reeder's fear of being burned alive gave him the strength to crawl/climb from the burning wreckage. He crawled to a weeded area a short distance from the wreck and lost consciousness. Later, during the same day, he awoke with temporary paralysis.

When Reeder was again able to move he put his navigating skills to use and began to crawl in the direction of the friendly forces.

"I got about 200 meters from a Ranger encampment but had to stop. Enemy elements were attacking the camp and I would have had to crawl through a clear area which contained mines. I was in no condition to do this so I chose to go southeast

(CONTINUES ON PAGE 15)



EX-POW (continued from PAGE 14)

where other friendly forces were located 30 miles away."

Still in agony, Reeder moved out once again. Previous training courses had prepared him somewhat. He stayed off trails and tried to travel at night but found that to be impractical due to the absolute darkness and the density of the foliage.

He drank whatever water he could find and used large leaves to collect fresh rain water. "I remember being told once to look for plants that were abundant in the area so I did and I tore a small piece of leaf from one and ate it. I waited about half an hour to see if I'd have any reaction to it. When I didn't, I tried again with a larger piece and then waited an hour. It wasn't poisonous so that's what I continued to eat."

Reeder says that the enemy came close to him several times but he was also experiencing problems with friendly forces. During the second day he spotted a friendly recon airplane and tried to signal it by waving around his shirt.

"I thought they saw me because they left right away and I thought they were going for help. When they came back, though, they came with fighter aircraft and started bombing the area. They must have thought I was the enemy or spotted enemy forces near the area."

On the third morning, struggling though the bush had taken a toll on Reeder. He realized he needed some protein so he started eating ants which are very high in protein. He also searched for recognizable fruits and vegetables.

During the day he stumbled in on an enemy encampment. "I couldn't see a thing through the jungle but soon as I heard men talking I stopped and squatted down. I was hoping they'd think I was an animal moving around. Next thing I knew I was surrounded by five North Vietnamese pointing guns at me. That was it, I was captured."

For the next three days Reeder was beaten constantly while being interrogated. When they couldn't gain information from him they decided to move out. After a few days of traveling Reeder was processed into a camp which contained more than 300 prisoners but only one other American. Reeder and the other soldier made plans to escape during their next transfer movement.

"It's kind of ironic what happened. He wanted to wait until I recovered so we'd be able to travel and survive once we'd escaped. We delayed our plans and he died on the journey north."

During that same journey Reeder's leg (below the knee) had swollen up three times its normal size with the skin cracked down the middle. It was badly infected and filled with puss, causing Reeder excruciating pain. When he got to the point where he couldn't walk anymore, he fell down and couldn't get up once again.

"After I fell I thought they'd just take me on the side and shoot me, which was normal. Two South Vietnamese (friendlies) picked me up and one in particular did most of the work. He got me up on his shoulders by the arms and dragged me to our goal for the night."

Reeder has his first taste of medical treatment at this station. He remained there for five days while getting shots of penicillin. When it looked like he was on the mend, Reeder was forced to move out to another POW camp.

His journey, once he left the Cambodian located camp, lasted more than three months. When he arrived in Hanoi, Reeder was jailed in – what some Americans called – the Hanoi Hilton. The Hilton was located in downtown Hanoi, a city comparable in size to San Francisco. Its walls 25 feet high, contained glass fragments and guards were posted at intervals on top of them. Reeder says POWs were constantly surrounded by guards and were either watched outdoors or locked in a cell. "Even if we managed to have escaped, we would have been in the center of a city dressed in maroon prison uniforms."

While in captivity Reeder came down with dysentery, two types of malaria, three types of intestinal parasites, and his wounds hadn't completely healed yet. Luckily for him, a flight surgeon had also been captured and shared a cell next to Reeder's. His cellmates described the symptoms to the surgeon who in turn told them to keep Reeder as cool as possible, using whatever cloth and water was available. After much complaining to camp officials the surgeon finally convinced them to give Reeder medication.

During this time of his incarceration, Reeder believes he weighed about 120 pounds – 70 less than his normal weight. The POWs were only fed squash or cabbage soup, and rice, twice a day. Reeder says he tried to

exercise as much as possible but was really too weak to do anything.

Although his body was kept inactive, Reeder's mind was not. His thoughts were of home and of the future. "I planned what I was going to eat during the first days of my release. I had every meal figured out, three meals a day. I used to dream of jogging with my son in matching sweat suits and I planned what my retirement home was going to look like. We didn't use pencils and paper (that they had managed to steal), those were used for command messages. I planned my retirement home in my mind, from the basement up. Most of us did this, we needed to hold on to something."

The enemy used many tactics to make the POWs give in to their propaganda schemes and one of them was to tell the prisoners false information concerning the United States and the war situation.

"They'd show us articles cut out of Time Magazine, Stars and Stripes, and other U.S. papers, but the stuff was all one sided. It was like a scrapbook of disasters, Jane Fonda's sympathy for the North Vietnamese, and the protests that went on here. They tried to convince us that no one cared anymore."

All the POWs could do was hold onto the past and believe in the future. Reeder was finally released in March '73, after almost a year of captivity. His hopes and expectations had been fulfilled. Reeder says other soldiers should learn from ex-POWs. "I had talked to a few ex-POWs and had read some books by ex-POWs about it, before I was captured. It helped me. Soldiers today need to learn these same survival techniques. They also have to keep their sense of humor when the going's tough and to be optimistic. Most importantly, they have to believe in their country and what they're fighting for."

"I had to believe I was going to live and that I was going to come home. If I didn't I wouldn't be alive today. Before I made my decision to be a career soldier I had to ask myself if I could go through it all again. Being a POW helped me to decide. I believe in my country and fighting for freedom." ♦

'That was it, I was captured'



Bracelet foretells future romance



Capt. William S. Reeder, Jr., stands before a OV-1 Mohawk, fixed-wing aircraft. Reeder was shot down once during his first tour in "Nam" while conducting a reconnaissance mission. The second time he was shot down it cost him nearly a year of imprisonment. (Photo courtesy Department of Defense.)

In 1972, a young female lieutenant bought a prisoner of war bracelet from her post chaplain. She had no idea who a Capt. William Reeder was, only that he had been captured in Vietnam.

1st Lt. Jean Phillips was assigned to Madigan in 1974, so was William. They met at a Halloween party being held at Fort Lewis and although William's name sounded familiar, she didn't realize that she had worn his bracelet.

It wasn't until more than a couple months after dating that William mentioned he had been a POW. Jean, of course, was shocked. "It was a very emotional experience for me, and for Bill. It was almost as if destiny wanted us to meet."

They dated for nearly a year and then in April of '75, Bill's back problems caused him to be hospitalized. Doctors did a spinal fusion and Bill wore a body cast for nearly five months.

During the same time period Jean was reassigned to Germany. After Bill's operation he visited her while on convalescent leave. "He was still wearing his body cast when he proposed to me. Three days after he got the cast taken off, we were married," says Jean with a smile at the thought of it.

Today Jean is a major, Maj. Jean Reeder, and she's once again working at Madigan's Operating Room as a nurse.

Although destiny might have played a large part in their meeting, Jean wasn't immediately convinced that Bill was her "Mr. Right," or that the right choice was to marry him.

Marrying an ex-POW raised a few questions in her mind. "I thought, 'Will this guy be able to live a normal life?' I was also concerned about his health, 'Would he eventually become

paralyzed due to his back injuries?' 'Would he go crazy like some of the POWs were?' I thought about it a lot and we both talked about it. I decided he was worth the chance and I was right."

During the first few years of their marriage Bill had nightmares but, according to Jean, he recuperated fast emotionally. He's got his act together, she says.

"What's really nice is that he's able to talk about his experiences to educate other people. There aren't too many ex-POWs still in the Army who can talk to, or lecture, other soldiers. When Bill talks, people listen because there's an awful lot to learn."

One of the things that Jean learned from Bill is that whenever something affects a patient, it also has a large impact on the patient's family.

"When Bill was a POW he was away from his family for a long time. (He was married and had two children but was divorced when he came back from 'Nam.) It left a great impact on them, and on him. Because he was a prisoner there was a certain sense of unknown, a prolonged period of anxiety – Bill wasn't the only one who felt it, his family did too.

"It's comparable (the experiences of anxiety and of the unknown) to what our patients and their families go through. I realized that we needed to include the family in whatever care we give our patients. I think we're seeing more surgeons and operating room staff use this type of thinking."

Jean says that Bill doesn't allow himself to get wrapped around life's everyday problems and worries. "I'm sure, psychologically, this is partly due to his experiences in Vietnam.

"He's taught me to really appreciate life the way he does. Bill feels as if he's been given a second chance and he values it."



POW share their experiences so others learn

SECOND IN A SERIES, THIS ARTICLE IS A COMPOSITE OF MANY REPORTS.

So, why were the Hanoi Hilton prisoners so resilient during and following their imprisonment? A variety of studies concluded that their faith, in each other, in the nation and in their beliefs gave them optimism in the face of death and immeasurable pain.

People might also say the prisoners held at the Hilton had a slight advantage because they were generally more educated and mature than the average U.S. service member fighting in Vietnam. Many were pilots and crew members who relied heavily on their survival, evasion, resistance and escape (SERE) training. Not many escaped, but the great majority survived to lead successful lives.

**POW PART 2** (continued from **PAGE 16**)

Lt. Cmdr. Bob Shumaker became the second U.S. pilot shot down over Vietnam Feb. 11, 1965. He was taken to the Hanoi Hilton and held in isolation. As more American prisoners arrived, they were also isolated. Shumaker wondered how they could communicate and support each another. Notes and whispers were attempted, but both were often detected and the prisoners were severely punished. According to numerous reports, a "tap society" evolved and was primarily how prisoners communicated.

By August 1965, most of the prisoners had been initiated into the "society" and were communicating by tapping on cell walls to fellow prisoners. "The building sounded like a den of runaway woodpeckers," recalled former Air Force Capt. Ron Bliss, who was imprisoned for more than six years.

Navy pilot James Stockdale was the senior commander at the Hilton and later retired from the Navy as a vice admiral. He wrote in his book *"Love and War:"* "Our tapping ceased to be just an exchange of letters and words; it became conversation. Elation, sadness, humor, sarcasm, excitement, depression – all came through."

They often found humor in coming up with abbreviations, a necessity forced by time constraints. "Passing on abbreviations like conundrums got to be a kind of game," Stockdale said. "What would ST mean right after GN? Sleep tight, of course. And DLTBBB?" Stockdale said he laughed to think what their friends back home would think: two fighter pilots standing at a wall, checking for shadows under the door, pecking out a final message for the day with their fingernails: "Don't let the bedbugs bite."

One POW said that at the risk of their lives, two fellow prisoners gave him the means to communicate using the tap code. He said these "conversations" were how he was able to retain his pride and his sanity through two years of solitary confinement. Prisoners warned each other about the worst guards, what to expect in interrogations, encouraged each other not to break, and offered consolation and hope when they eventually did break.

Each man would break – they all understood this, but they didn't give in easily.

Navy pilot Harry Jenkins refused to give up what his father did for a living. Once he gave in, he knew the interrogators would only want more information. Jenkins passed out several times during consecutive torture sessions before he finally said that his father grows flowers. At one point, the six-foot-five man was hung from his wrists – with his hands tied behind his back – from a meat hook.

Every day, for years, the torture was constant and the living conditions were horrific. The prisoners said they found ways to remain strong and true.

Cmdr. Jerry Denton was hauled before TV cameras by the North Vietnamese and blinked "t-o-r-t-u-r-e" in Morse code on the air.

Many prisoners thought of themselves as traitors because the guards bested them physically. By communicating with others they learned differently. They were brought into a "game" of trying to frustrate the guards as much as possible. And, when they finally did break from torture, they lied.

It was the only form of combativeness allowed them in that circumstance, said Air Force pilot David Gray. Shot down in 1967, Gray spent more than six years at various prison camps. He said many prisoners made up stories during torture so they could survive.

Their sense of optimism didn't just help them survive imprisonment. It's likely what helped the released prisoners leave behind the extreme trauma and live productive lives, according to the findings of a study published in the *Journal of Traumatic Stress* by the Robert E. Mitchell Center for Prisoner of War Studies in Pensacola, Florida. Over a 40-year period, the center evaluated more than 400 former prisoners of the Vietnam War.

The study found that faith (hope and optimism) were stronger predictors of resilience than the level of trauma, such as type and severity of torture, a prisoner received.

One example of this is an Army Cobra Attack Helicopter pilot who was shot down and captured by the North Vietnamese. He endured a three-month journey on the Ho Chi Minh Trail to the Hanoi Hilton, a trip that nearly cost him his life many times.

Retired Col. William Reeder, Jr., Ph.D., told his story to a young Soldier 30 years ago and continued throughout his life to share important experiences with Soldiers. He tells them that the Army today is much better than the Army that fought in Vietnam because of factors such as SERE training and Soldiers' education levels. Read "I couldn't give up" on page 14 for more about Reeder's experience as it was told 30 years ago. ♦





Everglades invasive species management summit provides a call to action BY ERICA SKOLTE



One hundred forty three partners receive updates on key invasive species issues, efforts and research at the 2014 Everglades Cooperative Invasive Species Management Area Summit, setting the stage for action-oriented breakout sessions the following day.



Jacksonville District team members along with a diverse group of 143 members attended the 2014 Everglades Cooperative Invasive Species Management Area (ECISMA) Summit, July 23- 24 in Davie, Fla. to learn about recent efforts and plan for the upcoming year.

The ECISMA is one of many formal partnerships of federal, state, and local government agencies, tribes, individuals and various interested groups that manage invasive species throughout Florida.

For some, a conference is simply a place to sit and listen. For the partners of ECISMA, the annual summit is always a call to action.

The first day of the summit allowed members an opportunity to provide updates on their efforts, research, successes, and lessons learned.

"The Everglades Cisma is one of the best examples of interagency cooperation that I have seen. You come to the summit and you see federal partners, tribal members, state agencies, county parks, city workers, zoo employees, non-profit groups and researchers from various universities. Invasive species have no boundaries, so our efforts to combat them must reach across boundaries as well," said Jessica Spencer, a biologist in the Jacksonville District's Invasive Species Management Branch. Spencer works with CISMAs throughout Florida.

According to the agency, the ECISMA help ensure the success of Everglades restoration while formalizing areas of coordination and cooperation among agencies. It will provide multi-organizational agreement and support toward the development of an Invasive Species Master Plan as part of the Comprehensive Everglades Restoration Plan.



During small group breakout sessions on the second day of the Everglades Cooperative Invasive Species Management Area Summit, members discuss and plan action items and strategies for the management of invasive plants and animals in the coming year.

Jacksonville District's chief of the Invasive Species Management Branch, Jon Lane said, "The ECISMA Summit is an opportunity to learn about the latest research and control efforts for a wide variety of invasive species, both plants and animals from the leading experts in the field working in the Everglades. But the summit is about more than just coming to listen and learn. It is action-oriented. The decisions and actions enacted and carried out by ECISMA partners are critical to the success of the Comprehensive Everglades Restoration Plan and true restoration of the Everglades." ♦

Everglades Cooperative Invasive Species Management Area (ECISMA): <http://evergladescisma.org/>

Florida Invasive Species Partnership (Cooperative Invasive Species Management Areas throughout Florida): <http://floridainvasives.org/>



National Hispanic Heritage Month

SEP 15–OCT 15, 2014

HISPANICS:
A Legacy of
HISTORY
a Present of
ACTION
and a Future of
SUCCESS





District Library conducts annual group book discussion in September.



Changeology: 5 Steps to Realizing your Goals and Resolutions by John C. Norcross, Ph.D

"Reading is underappreciated as an essential component of leadership development."

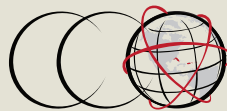
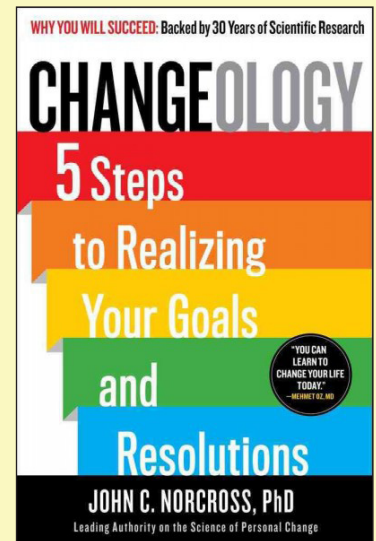
"Encourage others! After working on a project with colleagues, I'll often send them a book that I think they'll enjoy. It might encourage discussion, cross-application of important lessons, and a proliferation of readers in your workplace."

"Reading is the best way to relax. According to new research, even six minutes can be enough to reduce stress levels. Psychologists believe this is because the human mind has to concentrate on reading and the distraction of being taken into a literary world eases the tensions in muscles and the heart." - John Norcross, author *Changeology*

Reading gives opportunities for both youthful and seasoned employees to interact with each other. Learning from peers within is an excellent means of strengthening an organization.
- *Harvard Business Review*

"Leaders must be readers. If you are a leader, you should be striving to develop knowledge to improve yourself, your company, your brand, and the people who work for you. To do anything less is to shortchange your leadership." - Kathy Meyers, *Forbes Magazine* ♦

September 24
11:30 a.m.
Video Conference room, 4108



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