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...AND MORE



# JAXSTRONG

*jacksonville*

OUR WORK • OUR PEOPLE • OUR DISTRICT

DECEMBER 2012 | Volume 4 Issue 9



## COMMANDER'S CORNER

### MESSAGE FROM COL. ALAN DODD

TEAM WORK AT ALL LEVELS OF GOVERNMENT RIGHTING HAVOC WREAKED BY SANDY

According to a Reuters news service story, in many respects, Sandy was worse than Hurricanes Katrina and Rita, which ripped through the Gulf Coast in 2005. Those hurricanes destroyed 214,700 homes in Louisiana and caused 800,000 power outages in that state. Sandy destroyed 305,000 houses in New York alone -- a number still climbing -- and caused nearly 2.2 million power outages. Sandy also impacted 265,300 businesses compared to the 18,700 impacted in Louisiana from Katrina and Rita. However, Katrina was much more devastating in terms of human life, killing more than 1,800 people. Sandy has claimed the lives of at least 121 people.

When tragedy strikes this nation, we unite. Government is a big part of the action plan. It's hard to say it better than the boss, so I won't try. I will quote him, though, as he referenced the post-Hurricane Sandy disaster relief efforts by the U.S. Army Corps of Engineers and all of our many, many partners at all levels of government.

"This is a team effort: the Department of Defense working with all the federal agencies down to the local level. We can be proud to be Americans, because even during a tragedy like this, there is goodness in seeing Americans come together to help other Americans in their time of need," said Lt. Gen. Thomas P. Bostick, commanding general, U.S. Army Corps of Engineers.

I'm proud that Jacksonville District was a part of that team, consisting of more than 3,000 employees from North Atlantic Division and an additional 990 team members Corps-wide during the peak response time. My hat is off to Tim Brown, Jason Harrah, Jeff Couch, Michael Drog, Simon Jackson, Gerald Deloach, Paul DeMarco, Aaron Stormant and Logan Wilkinson. They are all scheduled to return to the district this month. Jason Ritter, Huntington District and Brett Bunch, Mobile District were also members of this team.

All have been working on Critical Public Facilities (CPF) in New Jersey. During an emergency response, the Federal Emergency Management Agency (FEMA) Public Assistance Program may task the U.S. Army Corps of Engineers (USACE) through the Housing Planning Response Teams (PRT) to provide critical public facilities to local governments. The critical public facilities mission consists of the placement of temporary structures for supporting local government entities such as fire departments, police departments, public schools, emergency management services (EMS), hospitals, and public works facilities. Temporary structures for these facilities may include modular units, pre-engineered steel buildings, large tents, large inflatable structures or existing warehouses.

A successful critical public facilities mission incorporates the combined USACE functions of contracting, real estate, environmental, project management, design and construction oversight. Close coordination and partnership with FEMA, state and local governments, and other federal agencies is essential. Read more about what this team accomplished on page 4.

Estimated completion date for the Critical Public Facilities Technical Assistance mission is Dec 15. Well done to our Jacksonville District team and all of our many state and federal partners for being where they were needed and when they were needed and for getting the job done.

The job will not be completed for a long time, though, as Sandy's reach was vast. Gov. Rick Scott has asked the federal government for a major disaster declaration for Brevard, Broward, Indian River, Martin, Miami-Dade, Palm Beach and St. Lucie counties. "These counties are heavily dependent on beaches for tourism and derive much of their local sales tax base through tourism and other beach-related industries," the governor wrote President Obama. The state is seeking \$67.2 million to repair beaches, piers and other public property.

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Alan M. Dodd  
Colonel, U.S. Army  
District Commander

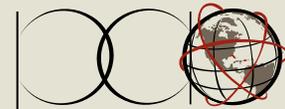
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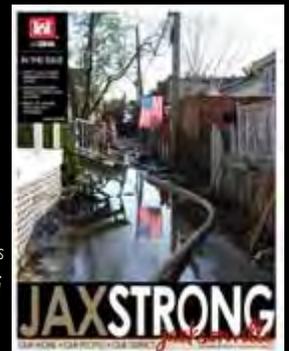
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## ON THE COVER

An American flag is reflected in a sand- and debris-filled alley in Breezy Point, N.Y., Nov. 9, where service members operating under the U.S. Army Corps of Engineers through a FEMA mission assignment cleared debris, conducted assessments, and pumped water from critical facilities and public housing areas in devastated beachfront communities. The joint task force used more than 70 pumps in 15 public housing complexes and one waste water treatment plant. In Breezy Point, Queens, they pumped an average of 750,000 to 1 million gallons of water per day. (PHOTO BY MARY MARKOS, ST. LOUIS DISTRICT)



# Corps responds to Superstorm Sandy

BY JOHN H. CAMPBELL



The U.S. Army Corps of Engineers worked rapidly to repair a levee breach caused by Hurricane Sandy in Mantoloking, N.J. The breach occurred at the end of the only bridge onto the barrier island, effectively cutting it off from the rest of the state. At the peak of the response effort, the Corps had nearly 4,000 employees from across the nation engaged in more than 38 FEMA mission assignments, exceeding a total of \$134 million. (PHOTO BY MARY MARKOS, ST. LOUIS DISTRICT)

It began as a tropical depression over the southwest Caribbean Sea; 10 days later, it had affected millions of people living along the Atlantic coast, destroying hundreds of homes and leaving multitudes without power.

Hurricane Sandy was the biggest storm yet of an active tropical storm season. It formed south of Jamaica Oct. 22, smashed through Cuba Oct. 24-25 and began affecting beaches in Florida by Oct. 26. As it moved further north, concern heightened as it merged with another storm, prior to making landfall near Atlantic City, N.J. Oct. 29.

Jacksonville District engineers were on alert from the beginning. The district activated its emergency operations center (EOC) Oct. 24 and

closely monitored the storm as it moved through the Bahamas. Once reports started circulating about the full range of impacts in New York and New Jersey, several Jacksonville District team members were tapped for duties in a variety of locations.

Among those who deployed was Jacksonville District Commander Col. Alan Dodd; he was assigned to the Corps' Forward Headquarters in New Jersey.

"Our mission was to align support for New Jersey among the U.S. Army Corps of Engineers, Federal Emergency Management Agency and Department of Defense," said Dodd. "It's inspiring to see so many from the Corps providing critical support to response and recovery efforts that help restore power, remove debris and assess damage to critical infrastructure."

Jacksonville District Navigation Project Manager Jason Harrah was one of the first to deploy from Florida to the storm-stricken state. He quickly began working a mission to assess the condition of critical public facilities such as fire stations, schools and hospitals.

"There's a lot of debris and a lot of flooding," said Harrah. "We're getting a lot of requests for help."

As of Nov. 13, the Corps had mobilized nearly 1,000 employees from outside the impacted area to assist with response and recovery activities following the storm. The missions included subway tunnel dewatering, debris management and providing temporary power and temporary housing.

The pumping of water out of the subway had immediate impacts for responders like Jacksonville District Emergency Management Chief Aaron Stormant, who was sent to the area a week after the storm hit.

"I wasn't sure if I would be able to use the subway," said Stormant. "As it turned out, the subway I used was operational because the Corps had pumped water out of it."

At press time, Jacksonville District had about 10 people deployed to the area. However, other people were being assigned to deal with



Damage to homes in New Jersey was widespread. The Corps is working with local, state and other federal agencies to find solutions to debris challenges and other issues brought about by the storm. (PHOTO COURTESY COL. ALAN DODD)

# Jacksonville District's Housing Planning Response Team on the scene in New Jersey

*Team is assessing critical public facilities*

BY NANCY J. STICHT



LEFT - Simon Jackson (back to camera), cost estimator; Gian Garufo, project specialist for critical facilities, FEMA; Valdo Panzera, emergency medical technician, Moonachie First Aid and Rescue, and Gerald DeLoach, electrical engineer, walk through the rescue squad's headquarters to assess the need for temporary facilities for the squad after their building was flooded by Hurricane Sandy. RIGHT - Paul DeMarco, National Environmental Policy Act (NEPA) specialist, takes notes at the Moonachie Aid and Rescue Squad building, Moonachie, N.J., to assess environmental impacts. The building was flooded and badly damaged and the Corps is determining the need for temporary facilities (PHOTOS BY ANDREW STAMER, NEW ENGLAND DISTRICT).

Within days of Hurricane Sandy's landfall, which reaped devastating effects across the northeastern seaboard, a U.S. Army Corps of Engineers, Jacksonville District team was among the many national Corps responders to arrive on the scene to provide welcomed relief and assistance.

During an emergency response, the Federal Emergency Management Agency (FEMA) may task the Corps to provide critical public facilities to local governments under Emergency Support Function #3 – Public Works and Engineering. The critical public facilities mission consists of the placement of temporary structures for entities such as local fire departments, police departments, public schools, emergency management services, hospitals and public works facilities. Temporary structures for these facilities may include modular units, pre-engineered steel buildings, large tents, large inflatable structures or existing warehouses.

The Housing Planning Response Team (PRT), led by Tim Brown, mission manager, includes Jacksonville District representatives Jason Harrah, subject matter expert; Jeff Couch, action officer; Michael Drog, mission specialist; Simon Jackson, cost engineer; Gerald DeLoach, electrical engineer; Paul DeMarco, National Environmental Policy Act specialist and Jason Ritter, Huntington District, sanitary engineer. The team is

operating out of the New Jersey Recovery Field Office, providing technical assistance to FEMA public assistance teams.

"A successful critical public facilities mission incorporates the combined Corps functions of contracting, real estate, environmental, project management, design and construction oversight," said Brown. "Close coordination and partnership with FEMA, state and local governments and other federal agencies is essential."

In the case of Hurricane Sandy response, technical assistance provided by the Corps team includes helping entities complete project worksheets for grant applications. The project worksheets require detailed documentation of damages, technical scope of work, a site plan and a detailed cost estimate. The team is also assisting in the preparation of environmental documentation required by local, state and federal laws.

"The preliminary assessment of critical public facilities in New Jersey is complete for all 158 critical public facilities that reported damages," said Brown. "We found a need for 31 temporary facilities, including eight fire, eight police, four schools, two city halls, one emergency management service and eight public works facilities."

Brown said that the estimated completion date for the Critical Public Facilities Technical Assistance mission is Dec. 15. ♦



LEFT - Gerald DeLoach, electrical engineer, inspects the circuit box at the Moonachie First Aid and Rescue Squad's headquarters, Moonachie, N.J., during a visit to assess the need for temporary facilities for the squad. (PHOTO BY ANDREW STAMER, NEW ENGLAND DISTRICT). RIGHT - Chief of Engineers Lt. Gen. Thomas P. Bostick, right, visited the New Jersey Recovery Field Office, where he was briefed by Tim Brown, mission manager for the Housing Planning Response Team. (PHOTO BY MARY MARKOS, ST. LOUIS DISTRICT)

CORPS RESPONDS (continued from PAGE 3)



Debris and trash from New York City-area homes and properties damaged during Hurricane Sandy are sorted at the National Park Service's Jacob Riis Park in Rockaway, Queens, N.Y., which has become a temporary waste reduction and disposal site for the city. The U.S. Army Corps of Engineers is working with the city and state, through the Federal Emergency Management Agency, to contract debris clearance and removal teams to assist the hardest hit areas of New York City. (PHOTO BY BROOKS HUBBARD, LOS ANGELES DISTRICT)

storm impacts in Florida. Beaches along the Atlantic coast took the brunt of Sandy's punches.

"We saw quite a bit of damage from Brevard to Broward counties," said Logan Wilkinson, Jacksonville District natural disaster program manager.

Wilkinson and others took to the skies shortly after the storm to conduct aerial assessments of the beach erosion. Enough damage was seen that the district sent notice to local sponsors of hurricane and storm damage reduction projects to solicit applications for potential funding under the PL 84-99 program. If certain conditions are met, this program allows for supplemental federal money to assist with repairs necessary to restore the pre-storm function of the beach project.

Sandy and two prior storms from the summer, Debby and Isaac, have given the emergency management and shore protection programs plenty of work. Seven reports are under draft for beach repairs, while another six reports are in the works for damage to canals. It will likely be several weeks before it is known how much, if any, funding will be available for those projects.

"We anticipate another 10-13 reports will need to be drafted [to address areas] along the east coast [affected by] Sandy," said Wilkinson.

The recovery efforts from Sandy are expected to continue for the foreseeable future.

"We've done some impressive things," said Stormant. "We've pumped water out of subways and provided power; we've made a real difference. It's been uplifting. People are tired, but they are persevering."

"This has a high level of visibility," said Harrah. "Jacksonville District is on the front lines, making a difference." ♦

## Corps' Hurricane Sandy response by the numbers

- 4,000 = Corps team members engaged in supporting the response effort at its peak.
- 35 = Debris teams assisting New York and New Jersey authorities.
- 400,000 = Cubic yards of debris removed from New York.
- 162 = Dewatering pumps controlled by the Corps.
- 275+ million = Gallons of water pumped from 14 critical locations, equivalent to:
  - 864 = Olympic-sized swimming pools.
- 512 = Truckloads of water (18,000 liters per load) provided by the Corps to New York, New Jersey, Pennsylvania and West Virginia.
- 55 = Megawatts of power, generated by the Corps at peak capacity:
  - 50,000 = Families' power needs met. ♦

## EMERGENCY SUPPORT FUNCTION #3 Public Works and Engineering

The Department of Defense, through the U.S. Army Corps of Engineers is the primary agency for providing ESF #3 technical assistance, engineering and construction management resources and support during emergency response activities.

Specific actions include but are not limited to:

- Coordinating and supporting infrastructure risk and vulnerability assessments;
- Pre-positioning assessment teams and contractors and deploying advance support elements;
- Deploying protective measures to minimize adverse effects or fully protect resources prior to an incident;
- Executing emergency contracting support for life-saving and life-sustaining services such as potable water, ice, power and other emergency commodities and services;
- Monitoring and stabilizing damaged structures and demolishing structures designated as immediate hazards to public health and safety;
- Repairing damaged infrastructure and critical public facilities such as power, water, sanitation, etc. and restoring critical navigation, flood control and other water infrastructure systems.
- Managing, monitoring and/or providing technical advice in the clearance, removal and disposal of debris from public property and reestablishing ground and water routes into impacted areas;
- Coordinating and providing technical assistance, to include hydrographic surveying and removal of vessels and significant marine debris, to effect the rapid recovery and reconstitution of critical waterways, channels and ports;
- Providing technical assistance, to include engineering expertise, construction management, contracting, structure inspections and real estate services.

## PUBLIC LAW 84-99 Flood Control and Coastal Emergency Act

Under this law, the U.S. Army Corps of Engineers is authorized to execute activities including but not limited to:

- Disaster preparedness;
- Advance Measures assistance;
- Emergency operations;
- Rehabilitating flood control works;
- Protecting or repairing federal shore protection projects; and
- Providing emergency water.

Under certain conditions, the Corps may also supplement state and local entities in flood fighting. ♦

## Portugues Dam subject of international conference BY JOHN H. CAMPBELL



A view of Portugues Dam as it rises above the valley near the Corps' office north of Ponce, Puerto Rico. The dam is expected to be complete by September 2013. (PHOTO COURTESY PABLO VÁZQUEZ-RUIZ)

From Argentina to Vietnam, 350 representatives from 39 countries gathered in Zaragoza, Spain in late October to discuss dams, and included in the discussion was Jacksonville District's Portugues Dam.

The meeting was billed as the Sixth International Symposium on Roller Compacted Concrete (RCC) Dams. Three representatives of Jacksonville District spoke at the event: Portugues Dam Project Manager Alberto Gonzalez, Portugues Dam Resident Engineer Pablo Vázquez-Ruiz and Portugues Dam Project Geologist John Conway.

"The symposium was a great experience," said Conway. "It provided a worldwide view into the RCC construction industry of the past, present and future."

The trio shared their stories and experiences regarding foundation treatment of the dam, and the transition in design from a conventional concrete dam to a RCC dam.

"We talked about how the shift to RCC construction technology was the key element to be successful in delivering a much-needed flood reduction solution for the citizens of Ponce [Puerto Rico]," said Vázquez-Ruiz.



Alberto Gonzalez, Portugues Dam project manager, makes a point while speaking about the transition to a Roller Compacted Concrete Dam during a presentation at a conference in Zaragoza, Spain. Gonzalez was one of three Jacksonville District representatives who participated. (PHOTO COURTESY ALBERTO GONZALEZ)

RCC has the same basic ingredients as conventional concrete: cement, water and aggregates, such as gravel or crushed stone. However, unlike conventional concrete, it's a drier mix, stiff enough to be compacted by vibratory rollers.

"It was very interesting to see how less-developed countries have utilized the RCC technology with modifications based on scarce resources and remote construction sites," said Vázquez-Ruiz. "Despite those limitations, those countries have succeeded in delivering economically effective solutions based on the RCC technology."

"Portugues Dam is unique in that it is a thick arch RCC dam; the first in U.S. territory," added Vázquez-Ruiz. "There are only about 10 to 12 thick arch RCC dams in other parts of the world."

The U.S. Army Corps of Engineers has a long history with RCC dams, pioneering the concept in 1981 with Willow Creek (Ore.) Dam. While controversial at the time, Willow Creek Dam was credited with preventing major damage to nearby Heppner, Ore. during heavy rain events in the spring of 2011.

"The concept has now been applied to 500 dams worldwide," said Gonzalez.

Construction on the dam is expected to be finished in September 2013. Crews finished RCC installation this spring, and have spent most of the summer completing a grouting procedure and working on numerous other features.

"They are now working on the access road," said Gonzalez. "The valve house is finished, but work remains on the pipes that will carry water through the dam."

Additionally, Jacksonville District engineers are working on plans to turn the dam over to authorities in Puerto Rico after the first year of operation is complete. This "turnover plan" includes references, training and a schedule for making it all happen.

"As construction is completed and components of the dam become available, we will conduct tests on everything to ensure it works," said Luis Alejandro, civil engineer in the water management section. "We want to turn over a quality product."

(CONTINUES ON PAGE 7)



PORTUGUES DAM (continued from PAGE 6)



Pablo Vázquez-Ruiz, Portugues Dam resident engineer, gives a presentation at the Sixth International Symposium on Roller Compacted Concrete Dams in Zaragoza, Spain. Along with Project Manager Alberto Gonzalez and Geologist John Conway, Vázquez-Ruiz discussed successes and challenges in the design and construction of the dam, located near Ponce, Puerto Rico. (PHOTO COURTESY PABLO VÁZQUEZ-RUIZ)

The Portugues Dam presentations were well-received at the conference.

"It was an honor to represent the Corps," said Gonzalez. "I looked up on our slide, and saw our red and white castle, and was filled with a tremendous sense of pride standing in front of an international audience."

Once complete, the dam will protect Ponce, a city of 190,000 people along the southern shore of Puerto Rico. It is the final piece of the long-awaited Portugues and Bucana flood risk reduction project.

Earlier in his career, Alejandro worked on Cerrillos Dam, northeast of Ponce, another component of the project.

"Seeing this all come together is very gratifying; it's like tying the final ribbon," said Alejandro. ♦

### Holiday Mail for Heroes

Every year, tens of thousands of Americans provide a welcome "touch of home" for our troops during the holiday season. If you wish to do so, please follow these simple instructions, provided by a major national relief organization and send your holiday cards to:

**Holiday Mail for Heroes**  
P.O. Box 5456  
Capitol Heights, MD 20791-5456

- Cards must be received at the below address by Friday, Dec. 7. Holiday cards received after this date cannot be guaranteed delivery.
- Ensure cards are signed.
- Use generic greetings such as "Dear Service Member." Cards addressed to specific individuals cannot be delivered through this program.
- Only cards are being accepted. Do not send or include letters or inserts of any kind.
- Do not include email or home addresses on the cards.
- Refrain from choosing cards with glitter as it can aggravate health issues of ill and injured warriors
- If you are mailing a large quantity of cards, please bundle them and place them in large mailing envelopes or flat rate postal shipping boxes.
- Each card does not need its own envelope, as envelopes will be removed from all cards before distribution. ♦

## Week of Valor event aims to connect area veterans with employment opportunities

STORY AND PHOTOS BY ERICA ROBBINS



Equal Employment Opportunity Office and Human Resources team members (from left) Adam Morrison, Lilly Chavis, Rosalind Smith, Lucy Soto and Gonzellas "Gonzo" Williams provided information regarding employment opportunities to veterans at the job fair.

U.S. Secretary of the Navy Ray Mabus and Jacksonville Mayor Alvin Brown kicked off the city of Jacksonville's Veterans Jobs Fair Nov. 9. More than 90 companies and universities participated in the event, which attracted nearly 1,000 job-seeking veterans.

"Our veterans have been through rigorous training that develops a strong sense of discipline and a unique skill set that could benefit any company," said Brown. "The Veterans Job Fair was an opportunity to build connections for our veterans so they and their families can make a smooth, successful transition to civilian life."

Mabus welcomed attendees to the event on his third visit to Jacksonville since February of this year.

"These job fairs are important for veterans, but they are also important for Jacksonville and for America," said Mabus. "It is important to hire veterans because they have a high level of skill, dedication, education and training. But it is also important because they have answered every call and have met every mission that we've asked of them over the last decade when we've been in the longest wars in American history; and now I think it is our turn to do the same for them."

The city of Jacksonville's Military Affairs, Veterans and Disabled Services Department organized the jobs fair, which is one of the key events held during the Week of Valor. Many of the participating companies partner with the city on Jobs For Vets, Brown's online initiative to connect military-friendly companies with job-seeking veterans.

Jacksonville District's Equal Employment Opportunity (EEO) and Human Resources Offices were among the organizations that participated. ♦



U.S. Secretary of the Navy Ray Mabus and Jacksonville Mayor Alvin Brown kicked off the city of Jacksonville's Veterans Jobs Fair. Jeannie Blaylock of First Coast News was the emcee for the well-attended event.

## City of Jacksonville honors its veterans during Week of Valor

PHOTOS BY ANNIE CHAMBERS

Believing that veterans deserve more than one day of recognition, Jacksonville Mayor Alvin Brown recently hosted the 2012 Veterans Summit, to address veterans' challenges and ensure every veteran is provided the services they need. This year, for the very first time, November 5 through November 12 became known as the "Week of Valor." The week included a veterans' job fair and a Jacksonville Jaguars kick-off salute, and culminated with a breakfast and parade on Veterans Day. Jacksonville District's Capt. Shawn Jones was among those honored. ♦



Capt. Shawn Jones and his two-year-old daughter, Sage, wave to the crowds as they ride in the Veterans Day parade. Jones is a project manager in Jacksonville District's Programs and Project Management Division, Everglades section.



The 2012 City of Jacksonville Veterans Day parade drew many to pay tribute to veterans.



Paying tribute to those who paid the ultimate price.

## Corps well represented at Dredging 2012



Planning modernization, one of the cornerstones of civil works transformation, was the topic of conversation for U.S. Army Corps of Engineers representatives at the Dredging 2012 conference, held in San Diego in late October.

Pictured above, left to right, are Laura Herrmann of the Corps' Institute for Water Resources (IWR), Stephanie Groleau of Jacksonville District's Planning Division, Wen Chang of IWR and Deputy Commanding General for Civil and Emergency Operations, Maj. Gen. Michael J. Walsh. Walsh is also the president of the Permanent International Association of Navigation Congresses USA (PIANC USA), one of the sponsors of the conference, along with IWR and the American Society of Civil Engineers.

While at the conference, Groleau gave a presentation about the Jacksonville Harbor General Reevaluation Report to private firms, government agencies and academia. As one of the projects included in President Obama's "We Can't Wait Initiative," the process for the Jacksonville Harbor Deepening Study will be expedited under the planning modernization effort. ♦

PHOTO COURTESY PIANC USA.

**OVERSEAS  
CONTINGENCY  
OPERATIONS**

**WELCOMEHOME**

DENNIS ZEVENY  
RONNIE HUEBNER  
DANIEL FINKE

# Celebrate safely!

*Holiday safety tips from the Jacksonville District Safety and Occupational Health Office and Security Office*

## SHOPPING

- Whenever possible, keep a small amount of cash, credit card and driver's license in a front pocket rather than carrying a purse or wallet.
- Keep a record of all credit card numbers in a safe place at home, and notify the credit card issuer immediately if your credit card is lost, stolen or misused.
- Park in well lit and heavily used areas.
- Avoid overloading yourself with packages – maintain clear visibility and freedom of motion.
- Place packages in vehicle trunk where they cannot be seen.
- When shopping online, go to the web address of the store rather than click on links given in emails, and only enter credit card information on a page that has an address beginning with "HTTPS" - this indicates the page is encrypted. Remember that any time credit card information is entered online, there is a risk of it being compromised so keep a close watch on credit card statements and notify the issuer immediately of any unauthorized purchases.

## DECORATIONS

- Check condition of electrical outlets and cords.
- Avoid using too many extension cords and piggy-backing electrical cords.
- Keep live Christmas tree fresh by watering regularly; avoid placing live or artificial trees near exits or heat sources.
- Use caution when climbing ladders to reach and place decorations.
- Always extinguish unattended candles.

## CAR TRAVEL

- Drive defensively.
- Ensure your car is winterized and that the battery, brakes, muffler and exhaust system are in good condition.
- If you must drive in foggy conditions, allow extra time – slow down and use low beam headlights so you can see and be seen.
- Beware of "black ice."
- Seat belts save lives – always buckle up!
- Save the phone calls and text messages for when you are out of the driver's seat.

## PARTIES

- Celebrate responsibly - ensure that all party guests designate a driver in advance and provide non-alcoholic beverages for them.
- Keep the numbers for local taxi companies handy and take keys away from anyone who is thinking of driving while impaired.

Teach children about safe holiday practices with the Safety Time Activity Book, available for download at:

[www.safetyathome.com/wp-content/uploads/2011/10/UL\\_ActivityGuide\\_SAH\\_UpdatedLogo3.pdf](http://www.safetyathome.com/wp-content/uploads/2011/10/UL_ActivityGuide_SAH_UpdatedLogo3.pdf) . ♦



Florida Governor Rick Scott greets Capt. Shawn Jones at the Veterans Day breakfast. Scott's father was in the 82nd Airborne during World War II. After attending high school and community college, Scott enlisted in the United States Navy, where he served on active duty as a radar man aboard the USS Glover.



Jacksonville Mayor Alvin Brown congratulates Mr. Frank Heppner, U.S. Army veteran. Heppner enlisted in 1943 and was a D-Day, Battle of the Bulge combat engineer.



A Soldier greets children along the Veterans Day parade route.

# Corps teams with NASCAR to promote water safety

PHOTOS BY ANNIE CHAMBERS



TOP - U.S. Army Corps of Engineers water safety mascot, Bobber the Water Safety Dog, greets driver Jeff Agnew prior to the NASCAR Camping World Truck Series Ford EcoBoost 200 race at Homestead-Miami Speedway Nov. 16. The black #07 truck promoted water safety with a hood decal featuring Bobber and including his website, [www.Bobber.info](http://www.Bobber.info). Many NASCAR fans are also fishing and outdoors enthusiasts, an important audience for water safety information.

LEFT - "Wear your gear," Bobber tells NASCAR driver Jeff Agnew prior to the start of the race at Homestead-Miami Speedway Nov. 16. Just as drivers wear protective gear when they race, the U.S. Army Corps of Engineers, the nation's leading provider of outdoor recreation, wants everyone to wear protective gear (personal flotation devices, or life jackets) whenever in, on or near the nation's waterways.



## Coming Soon

*"You can't connect the dots looking forward; you can only connect them looking backwards. You have to trust that the dots will somehow connect in your future."*

- STEVE JOBS

*"We will open the book. Its pages are blank. We are going to put words on them ourselves. The book is called Opportunity and its first chapter is New Year's Day."*

- UNKNOWN

Coming up in the January issue of JaxStrong, we'll start the New Year by setting the stage for the future and taking a look back at the highlights of 2012. ♦

## BOOKNOOK

### AMERICA'S COVERT WARRIORS: INSIDE THE WORLD OF PRIVATE MILITARY CONTRACTORS

BY SHAWN ENGBRECHT. PUBLISHER: POTOMAC BOOKS © 2011.

A MONTHLY BOOK RECOMMENDATION BY DISTRICT LIBRARIAN ORIANA BROWN ARMSTRONG, MLS



Private military contractors, especially those in Iraq, have taken on far more than their original mandates required. Initially intended for combat support, they have become full-fledged warriors, many with little experience, scant oversight and no accountability to the rules of engagement that constrain the U.S. military coalition forces. When occupation forces turned into a fight against an insurgency, overwhelming U.S. forces, the demand for private military contractors skyrocketed. The explosive growth of such firms as Crescent or Blackwater resulted in a relaxation of recruitment standards at precisely the same time the United States' own Army military standards began faltering; however, the standards for private military contractors fell much further and faster. The predictable result included excessive civilian casualties, the human tragedy whose full effects have yet to be seen by the American public. Author Shawn Engbrecht has been recruiting and training private military contractors for more than a decade. Acknowledging that some private military contractors are out of control, he argues that the oft-made suggestion to fire them all is not the solution. Instead, Engbrecht contends that with proper training and development of recruits, along with enforceable regulation and oversight, private security companies can be successfully integrated into a total force package with a professional operational staff. ♦

SUMMARY IN SYNETIC SOLUTIONS, INC.