

PACSETER

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The MV Mississippi

Nation's largest inland towboat pays historic visit to SWD's McClellan-Kerr Navigation System

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Pacesetter

Serving the men and women of the U.S. Army Corps of Engineers, Southwestern Division

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For more information about the ***Pacesetter***, or to make a submission, call your local Public Affairs Office.

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On the cover:

The Motor Vessel Mississippi just after passing through Newt Graham Lock and Dam 18 near Tulsa, Okla. The nation's largest inland towboat brought the Mississippi River Commission to the McClellan-Kerr Navigation System August 6-11 to learn more about how the system benefits stakeholders in Arkansas and Oklahoma.



A vision to light the way on the road from 'Good' to 'Great'

Col. Thomas W. Kula
Commander, Southwestern Division

A great engineering force of highly disciplined people working with our partners through disciplined thought and action to deliver innovative and sustainable solutions to the nation's engineering challenges.

USACE Vision

In the two months that I have been commander of the Southwestern Division, I've had the opportunity to visit several projects and to interact with some of our key stakeholders. It has been a great experience to participate in an event like the Motor Vessel Mississippi inspection, for example, and see the close bond between the Corps and our stakeholders. An added bonus for that particular event was to see the great public interest in our work.

My orientation visits with the districts are scheduled to begin this month, and I am really looking forward to visiting with all the great Pacesetters out there! The district commanders have provided me with their Top 5 issues or projects, and these visits will be a great opportunity to see up close the projects that you are so deeply involved in every day. You are the ones who execute our mission and provide the disciplined thoughts and actions necessary to accomplish our mission and achieve the USACE vision.

The USACE Vision is indeed the guiding light for the USACE Campaign Plan. If you break it down you'll see the key elements that make up our vision. We all know that we are committed to building a disciplined workforce. "Disciplined thoughts and actions" means that we focus on priority I-Plan and O-Plan objectives.

That discipline is built through training and dedication, and through the continuous support of working with our partners.

As we work with local and state governments, port authorities, flood districts, utilities districts—the myriad of partnerships that each district deals with every day—

remember that our partners are the reason we exist. We have a common goal, and their success is our success. We need to help them achieve that success. Trust is a key part of any relationship, and we need to work at our relationships (vertical and horizontal) routinely. I don't think it's possible to over-communicate in our business. The bottom line is that we want and need our partners to truly feel like they are partners and trust us.

Another key term is "innovative." Innovation isn't simply using new technology, though we must leverage technology to get the most bang for the buck. It is also finding new ways to accomplish a project by thinking outside the box or bringing in

new members of the team for a fresh look at an old obstacle.

In fact, bringing in new team members helps us break into the 21st century—and, in some ways, that means a culture change for the Corps of Engineers. Change is necessary to go from good to great, and it is the impetus to drive our Campaign Plan. Make no mistake, I believe we already have a great culture in the Corps of Engineers. Our people are the best, and our missions enduring and satisfying. Both our internal climate surveys and our customer surveys show many positive results. But we need to refocus somewhat in order to go from good to great as we implement the Campaign Plan.

As we refocus, there are three premises that we should key in on:

- Planning and change are the primary job of leaders.
- People support what they help create.
- Use systems thinking—focus on outcomes—serve the customer!

"The USACE Vision is the guiding light for the USACE Campaign Plan."

See **"Vision"** page 26

E-I-E-I O-Plan: making sense of the Campaign Plan

By Karli Wise
strategic planner
Southwestern Division

Campaign Plans ... I-Plans ... O-plans. What is that all about anyway? This alphabet soup sounds like a children's sing-along-song but it's not; it is much more than that.

These are the documents that the Army chief of engineers and commanding general of the U.S. Army Corps of Engineers, Lt. Gen. Robert L. Van Antwerp, and Southwestern Division commander, Col. Thomas Kula, say will move the division into "greatness."

The Campaign Plan is the overall corporate document that lays out the chief's main priorities and focus areas for the next several years.

Within the CP, there are four main goals: readiness and operations; deliver water resource solutions; deliver sustainable infrastructure; and, build a competent, resilient team.

Each goal has four objectives that detail what the end state for that goal should be, and each goal and objective is led by a USACE senior leader who manages and oversees actions

to reach the goals and objectives.

The chief has spoken many times about the importance of each of the goals and objectives to USACE missions and customers. His key message is that every single employee can find a place within those goals and/or objectives. There is something that each Southwestern Division employee does every day on the job that supports one of the goals or objectives, thereby getting the division to "great."

It is the workforce that makes SWD great.

The division Implementation Plan provides actions and metrics under each applicable objective that put the CP to work. The actions are regional priorities that the commander and senior leaders have set so that the division supports the CP and moves in the right direction. Like the Corps CP, each of the goals and objectives are led by a division senior leader.

The district Operations Plans are like the I-Plan in that they support the Campaign Plan, but also support the I-Plan through tasks and metrics. Every O-Plan is specific and particular to each district and provides clear and defined tasks intended to drive the I-Plan further down the road to "greatness."

This is where the rubber meets the road.

The U.S. Army Corps of Engineers and Southwestern Division will, through execution of the Campaign Plan, the SWD I-Plan, and District O-Plans become a great organization

as evidenced by the following in all mission areas:

- Deliver superior performance;
- Set the standard for our profession;
- Make a positive impact on the nation and other nations; and
- Built to last as evidenced by our strong "bench" at all levels—educated, trained, competent, experienced, and certified.

In October and November, division workplaces will be abuzz with chatter about the regional I-Plan. There will be diligent efforts to refresh the division I-Plan to reflect and support district O-Plans in a more disciplined way.

With holiday spirit and gusto, the refreshed I-Plan will be presented for final approval in December.

After the first of the year, the districts will be ready and able to refresh their O-Plans to reflect the most current and up-to-date actions and metrics in the I-Plan.

With the I-Plan and O-Plans in hand, go forth and do "great" things, SWD.

For copies of the I-Plans or O-Plans, or for more information on the plans referenced in this article, go to the website: <https://kme.usace.army.mil/SWD/HQs/RBD/BMD/SWDIPLAN/default.aspx>. 

Good to great

SWD program manager receives top award from USACE chief

Paris Embree, center, Flood Risk Management program manager for the Southwestern Division, was recently presented with the U.S. Army Corps of Engineers Program Manager of the Year Award by Chief of Engineers and Commanding General of USACE, Lt. Gen. Robert Van Antwerp, left. Also present was USACE Command Sgt. Maj. Michael Bauxbaum. The award was presented during the Senior Leaders Conference held in Seattle in August.



Motor Vessel Mississippi

USA's largest towboat makes maiden voyage up Arkansas River

By Nate Herring, Tulsa District Public Affairs
and Cheri Dragos-Pritchard, Little Rock District Public Affairs

In a historic first, the Mississippi River Commission visited the McClellan-Kerr Arkansas River Navigation System Aug. 8-12 to perform a low-water inspection and meet with stakeholders on board the Motor Vessel Mississippi, the largest towboat in the country and the official vessel of the MRC.

The MV Mississippi began its journey up the Arkansas River Aug. 4 from Memphis, Tenn., traveling through Arkansas' Little Rock District to the Newt Graham Lock and Dam 18 in Oklahoma's Tulsa District, where the inspection was set to begin.

The vessel, which is 241 feet long, 52 feet high and is an operational towboat 90 percent of the time, arrived at Lock and Dam 18 Aug. 7 where 73 stakeholders boarded for an informative cruise to the Port of Catoosa. During the trip, Bob Portiss, Port of Catoosa director, along with Tulsa District personnel and other navigation experts informed riders of the importance of the navigation system.

That evening, more than 150 Tulsa District personnel came to the port for an open house and tours of the vessel.

While Saturday's events helped build an understanding of the importance of the MKARNS, the arrival of the commissioners on Sunday, which started with a formal dinner with stakeholders, began an op-

portunity for stakeholders to share their comments and concerns and to have a positive influence on the future of the system.

The commission's purpose for the trip was to conduct its process of listening, inspecting, partnering and engineering by meeting face-to-face with stakeholders, federal agencies, non-governmental organizations, and local U.S. Army Corps of Engineers offices along the MKARNS.

The MRC, established in 1879, is composed of seven members, each nominated by the president of the United States and confirmed by the Senate. Membership consists of three general officers from the Corps, one member from the National Oceanic and Atmospheric Administration, and three members are civilians, two of whom are civil engineers.

Although the commission has supervised the levee and revetment operations on the lower 92 miles of the Arkansas River for nearly 100 years, it has never completed a system-wide inspection up the Arkansas until this visit.

The MKARNS is 445-miles long and includes the White, Arkansas, and Verdigris Rivers. It has 18 locks and dams – 13 in Arkansas and five in Oklahoma, all of which are operated and maintained by the Corps' Tulsa and Little Rock Districts.

On Aug. 8, stakeholders, Corps personnel, and commission members boarded the MV Mississippi at the Port of Muskogee for a series

See **"Mississippi"** page 23



Left, the Mississippi passes through a lock on its way downstream. Above, Tulsa District employees and their families get a tour of the boat during an open house.

Clearwater named Project of the Year



Clearwater Lake has been named the top Natural Resources Management Project for 2010 in the entire U.S. Army Corps of Engineers. The award was presented at the Corps' recent Senior Leadership Conference in Seattle. Displaying the award from the left are Lt. Gen. Robert L. Van Antwerp, commander of the US Army Corps of Engineers; James Beard, Clearwater manager; Randy Devenport, chief park ranger; Sharon Wills, administrative officer; and Command Sgt. Maj. Micheal L. Buxbaum, command sergeant major of the U.S. Army Corps of Engineers.

By Cheri Dragos-Pritchard
Little Rock District Public Affairs

Clearwater Lake was named the Natural Resources Management Project of the Year at the U.S. Army Corps of Engineers Senior Leadership Conference held in Seattle August 2–6.

“Clearwater Lake was chosen for this award due to your exceptional achievement in management efficiencies, public involvement, public safety, management effectiveness partnerships and environmental compliance,” said Lt. Gen. Robert L. Van Antwerp, Army chief of engineers and commanding general, USACE. “You are commended for your high level of dedication.”

Van Antwerp commended the staff at Clearwater for their customer first program that helps ensure customer needs are exceeded, Corps missions are achieved and project resources are utilized to their fullest.

Clearwater Dam's primary mission is flood damage reduction, although recreation has become a big part of the project. The lake was built to expand from its normal size of 1,600 acres to as much as

10,350 acres when storing floodwater. Clearwater has prevented more than \$245 million in flood losses downstream since its construction.

More than 6.5 million visitor hours were logged at Clearwater Lake in 2009 generating more than \$295,000 in user fees for the Corps and \$5.1 million in revenue for businesses within a 30-mile radius of the lake.

Clearwater project manager James Beard attributes much of the lake's success to its employees.

“The dedication of our employees who provide a safe and enjoyable place for people to visit makes this project work so well,” said Beard.

The project includes five public parks that offer day use areas, 367 campsites ranging from sites with water and electricity to remote sites with few amenities. Reserve America selected Bluff View Park as one of “America's Top 100 Family Campgrounds” for 2009.

A new feature at the project is the Black River Nature Trail, named one of the nation's “Top 50 Hiking Trails” by Reserve America in 2009. The trail lets visitors learn about and see natural and scenic areas.

The Clearwater Lake project includes 18,000 acres of timber and project lands managed by the staff in conjunction with various partnerships to better manage the land for current and future generations.

One such partnership resulted in approximately 180 acres of food plots being planted and 110 acres of additional habitat improvements being made to benefit wildlife on project lands. 

Regional Business Directorate: ready and able

By **Martie Cencki**, Southwestern Division Public Affairs Officer

The new director of the Regional Business Directorate is very pleased to be a part of the U.S. Army Corps of Engineers, Southwestern Division, and the head of the directorate.

“I’m just excited to be a part of this division and this great team,” said Jim Hannon. “And when I say ‘division’ I mean all our folks, certainly not just the headquarters. We have an unbelievable program that we’re executing, both military and civil, and then our support to the overseas contingency operations—it’s enough to keep everything and everyone going non-stop!”

The Regional Business Directorate, which Hannon took charge of in July, covers a huge swath of functions and responsibilities. With its three business divisions, the directorate’s actions influence and impact virtually every area of SWD activities and people.

The Business Technical Division encompasses engineering and construction activities of the districts and division. BTD is also responsible for the water management decisions for all USACE flood damage reduction and navigation projects within the division, including preparing Army programming documents for the commander’s certification; providing regional and non-federal hydropower engineering guidance; regional oversight management of the engineering programs for the districts; execution of the SWD Dam Safety Program; and assisting the districts in assuring that quality engineering services, products and construction are provided to customers.

The Business Resources Division is responsible for the direction and control of financial, manpower and other resources. It involves budgeting, finance and accounting, force development, management engineering and operations research. The focus is on allocation, accountability and use of money, plant and people resources.

The Business Management Division is the strategic arm of SWD. It is the keeper of the division’s Campaign Plan, and puts action behind the vision. Its primary emphasis is the execution of the Campaign Plan.

Hannon, who was appointed to the Senior Executive Service in July, can distill the many functions of his Business Directorate into a simple explanation.

“The RBD provides support to the Programs Directorate and the four districts in the execution of its missions. That’s about as simple as I can put it,” said Hannon.

On the technical side of the house—the BTD—Hannon sees not only the direct influence in working with the districts on engineering

Jim Hannon is the new director of the Regional Business Directorate. Hannon took over the position in July and brings with him 30 years experience working with the U.S. Army Corps of Engineers.



and construction issues, but also looking at technical competencies to make sure that SWD is taking care of its technical workforce.

“That is key for me,” said Hannon. “We need to provide exciting work for them to do and ensure that their training needs are met. We are growing them professionally and giving them opportunities to work on key and exciting work.”

Another key piece is the regional operating budget.

“We need to manage our resources, both human and physical, properly so that the districts are successful in executing their mission,” said Hannon.

“The other piece of what we do in the Regional Business Directorate is looking out to the future, that strategic look three to five years down the road,” said Hannon. “It’s important that we know where we are headed so that we can be aligned properly and take care of our folks so that our workforce is flexible and able to support the mission—it all goes back to supporting the Programs Directorate and the four districts.”

Hannon’s Corps background gives him a perspective with both breadth and depth when it comes to understanding the priorities and challenges that face not only the Regional Business Directorate, but by extension, SWD. In his 30 years with the Corps, Hannon has worked in construction, operations, engineering, and the project management side of the house. His place of work has been field offices, area offices, districts, divisions, and Headquarters USACE for seven months while

“My view is that the districts should feel comfortable in knowing that we have a regional plan to support them and their program and project execution”

See **“RBD”** page 24



The things I get to do ...

Col. Glen A. Masset
Commander, Little Rock District

It seems like only a few days ago I assumed command of Little Rock District, and I must say, time sure does fly when you are having fun!

The day following the change of command ceremony, I hit the road to start seeing and doing the things required of my position.

It's only now, when I reflect back, that I realize I got to do some pretty incredible stuff in such a short time. I thought it would be fitting to share some of these things in order to highlight this incredibly remarkable organization.

On my first real day on the job, I travelled to Mountain Home to participate in a ceremony which celebrated the signing of a Project Partnership Agreement for the White River Minimum Flows on Norfolk Dam. The purpose of this project is to aid downstream trout fisheries by keeping a steady flow of cold water down the White River when hydropower is not being generated. A second PPA for Minimum Flows out of Bull Shoals is under development both dams feed the White River.

On June 18, we awarded a \$6.7 million contract to Mobley Contractors Inc. of Morrilton, Ark., to make alterations to the Norfolk Dam that are necessary to enable the steady release of cold water. This work is scheduled to be completed in December 2011.

Following this ceremony, I was stunned to discover this project had been in development, in various forms, for almost 30 years. I was humbled to be one of the lucky ones to sign the agreement and play a small part in this significant event.

About a week or so later, I was fortunate enough to observe military engineers from five different National Guard organizations conduct a river crossing exercise on the Arkansas River just several hundred meters downstream of the James W. Trimble Lock and Dam near Fort Smith, Ark. As the morning sun rose above the horizon, it was a great sight to see the military and civil sides of the engineer regiment work together to allow this superb training event to occur.

The team from Little Rock District managed the river's navigation schedule to allow no disruptions to the navigation industry and the military training. The river's flow was tamed slightly to facilitate safe training conditions yet provide a challenging training environment. Little Rock's inspection barge provided an excellent platform from which to observe the training.

A partnered training event, as such, was also an excellent opportunity for young military members to learn the roles and responsibilities that

the U.S. Army Corps of Engineers has regarding river navigation. I feel fortunate to have observed such a great training exercise.

In a historic first, the Mississippi River Commission visited the McClellan-Kerr Arkansas River Navigation System in early August. Although the MRC was chartered in 1879, it had never made an inspection up the Arkansas River. The Tulsa and Little Rock districts partnered to co-host this significant event.

The inspection began at the Port of Catoosa, near Tulsa, Okla, and ran the entire length of the navigation system – more than 445 miles. This was a great opportunity for hundreds of stakeholders to let their

voices be heard. I am grateful I had an opportunity to be a part of this event.

A final event to highlight is the signing of the Bull Shoals Water Reallocation Study.

In October 2009, the U.S. Department of Agriculture announced Ozark Mountain Regional Public Water Authority could receive \$56 million in funding through the American Recovery and Reinvestment Act of 2009 to construct an intake structure and treatment plant near Bull Shoals Lake in north

central Arkansas. However, there was a catch. These funds would have to be obligated by Sept. 30, and OMRPWA must have an executed water storage agreement with the Corps.

A study of this sort normally takes four or five years to accomplish. The project delivery team accomplished this feat in just 11 months, making this water reallocation and funding possible. What a great achievement! As a result, more than 22,000 people will benefit from clean drinking water. I am thrilled I got to be a part of something this significant.

These are just four events from my calendar since June. Granted, in my case, timing is everything. The above mentioned events were only made possible through many months, and in some cases many years, of hard, dedicated efforts put forth by many. I'm just thrilled that I was one of those lucky "fellas" who got to reap the benefits by celebrating the conclusion of this fine work.

Even more thrilling is the idea that this is only a glimpse of additional great things to come. 

"I realize I got to do some pretty incredible stuff... I'm just thrilled that I was one of those lucky fellas who got to reap the benefits by celebrating the conclusion of this fine work."

Galveston District dredges Texas City Channel

By Isidro Reyna
Galveston District Public Affairs

The U.S. Army Corps of Engineers, Galveston District, is performing routine maintenance dredging of the Texas City deep-draft navigation channel to maintain a depth of 40 feet.

Galveston District will begin new dredge work in October to deepen the channel from 40 to 45 feet as part of a deepening and incidental widening project that will allow larger and fully loaded ships to navigate to the Port of Texas City.

A \$61,810,000 design-build contract was awarded in October 2009 to Weeks Marine Inc. of Cranford, N.J., and is primarily funded with American Recovery and Reinvestment Act stimulus funds.

“The Corps of Engineers plays a key role in America’s well-being by keeping our waterways open for navigation,” said Sharon Tirpak, U.S. Army Corps of Engineers, Galveston District project manager for the Texas City Project. “Approximately four million cubic yards of material will be dredged using a hydraulic cutterhead dredge.”

The maintenance dredge material from the eastern portion of the channel will be pumped to the north side of the Texas City Dike and placed there for beach nourishment, an added benefit to users of the dike, said Tirpak. Maintenance material from the western portion of the channel will be placed in upland placement areas 5 and 6 on Shoal Point.

“Once new work material dredging begins, open water placement areas will be created to the southeast of Shoal Point and on the western side of Pelican Island,” said Tirpak. “The new open water placement areas will, over time, be converted to emergent marsh, another benefit of the project.”

“Corps projects are approved based on their benefit-to-cost ratio — meaning what are the benefits of the project compared to the costs? The Texas City Channel’s benefit-to-cost ratio is 8.5-to-1, one of the highest in the Corps,” said Tirpak.

The Texas City channel, which intersects with the Houston/Galveston navigation chan-



Above, a dredge performs routine maintenance of the Texas City deep-draft navigator channel to maintain a depth of 40 feet.

At right, Paula Wise, center, and project manager Sharon Tirpak, far right, discuss the multimillion dredging project with a worker from Weeks Marine Inc., the company doing the work.



nel to the east, serves the Port of Texas City, which in 2008 ranked 13th in the U.S. in tonnage volume, with 52.6 million short tons, according to the Corps’ Waterborne Commerce Statistics Center.

The primary commodities that come through the port include crude oil, gasoline, diesel, jet fuel, intermediate chemicals and petroleum coke, according to the Statistics Center.

“Currently, some of the ships are arriving at the Port of Texas City with a less than full load, and offshore larger ships are lightening their load to smaller ships so that they can navigate the current channel,” said Tirpak.

“The deeper channel will allow larger and fully loaded ships to call on the port which enables more efficient operations.”

The estimated total project cost is about \$70 million and includes both the study and construction processes. These costs are shared with the non-federal sponsor, the City of Texas City, who in turn partners with the Port of Texas City and industry channel users. The cost-sharing is 75 percent federal and 25 percent non-federal.

New dredge work is expected to be completed within 6 to 8 months after its commencement in October 2010 pending weather conditions. 



Fall season marks milestones and planning for SWF

Col. Richard J. Muraski, Jr.
Commander, Fort Worth District

As the calendar turns to the end of summer and dawning of the fall season, the Fort Worth team will mark many personal and professional milestones. For several of the team it means taking your sons and daughters off to college; your child or grandchild's first day of school; adjusting to an 'empty nest,' or creating a nest for the arrival of a little one.

Professionally, the fall will signify the end of fiscal year 2010 and conclusion of several key military, civil and support for other projects, and the beginning of new ones. The new FY will also be another milestone for the district as all of the military Base Realignment and Closure projects will be completed, and the transition of the Fort Bliss Program Office along with the Joint Program Management Office will occur.

Of special significance are the numerous projects that are funded by the American Recovery and Reinvestment Act of 2009, or as many know it, the Stimulus/Recovery Act. The U.S. Army Corps of Engineers as a whole received \$4.6 billion in civil works ARRA funding, with Fort Worth District projects representing almost 13 percent of that workload. On the military construction side, USACE received more than \$2.4 billion with Fort Worth District awarding more than 30 percent.

Your efforts, along with all of the Southwestern Division, have helped USACE establish credibility. When times are tough, you turn to those who have performed well. By doing this, you helped position USACE for success in the future. Well done, team!

For those of you who have been directly involved with or in support of these projects, you quickly realized their magnitude and selflessly adjusted your professional work schedules and sometimes your personal home life to ensure the mission was accomplished. Thank you for your dedication, sacrifice and selfless service. You live the Army values daily and our nation takes notice.

You have also heard the call to support overseas contingency operations in Iraq, Afghanistan and Haiti and have answered that call magnificently. We have increased our support more than 40 percent from last year; however there is still an insatiable need for more to help. In Iraq, Operation Iraqi Freedom has transitioned to a new phase called Operation New Dawn, in which the Iraqis now have the lead, and we are in support.

We still have many projects to complete in Iraq and qualified Fort Worth teammates are needed, not only in Iraq, but Afghanistan as well. Think about the opportunity to serve and have an experience

like no other. Don't worry, we'll handle your work load back here, it's the least we can do. So if interested, please contact our Emergency Management team led by Anthony Semento.

Over the past few weeks I, along with your division chiefs, participated in key off-site strategy sessions. Our central goal was to take those lessons learned and chart the course to ensure we are trained, resourced and ready to achieve an even greater level of mission success in FY11. As we chart that course, I want each of you to be assured that your input and feedback has, and will continue to be, a pivotal part

of our mission strategy and planning process. We must take the lessons learned from accomplishing so much over the past two years with supplemental funds, ARRA and the largest program in Fort Worth's history, and leverage those processes and procedures that have made us successful. We will hold ourselves accountable, and we'll see results over the next six months that we believe will benefit the district. At the conclusion of our off-site, I challenged your division chiefs to take those plans and strategies back to you and to implement them on a near-term basis. I ensured them that if we do nothing and keep doing business as usual, we will still do well, but if we implement those strategies we can do even better and make some of our near term successes enduring.

As a way to get feedback from you, we've started a new interactive feedback mechanism where you can ask me questions. I will do my best to provide you an answer and if applicable share with the entire workforce. The new 'Ask the Commander' link can be found at <https://155.84.71.29>. I look forward to hearing from you.

With each new season change comes. You have done a tremendous job in adjusting to the changes in our programs, and I have confidence you will continue to do so. You should be proud of what you accomplish on a daily basis; I continue to be in awe of your accomplishments. As always, strive to keep balance in your lives. It will help you confront the challenges that await us.

As the Greek philosopher Epictetus once said, "It is not what happens to you in life, but how you react to it that matters." Although we never know clearly what the future will bring, it is those who react well to change that will succeed in life. Let's react well to the changes that will always confront us. Let's finish the fiscal year strong and continue to build strong for the future.

Thanks for all you do each and every day to serve the Army and our nation.

Building Strong. 

"Although we never know clearly what the future will bring, it is those who react well to change that will succeed in life."

Corps of Engineers represented at 105th GICA convention

By **Isidro Reyna**
Galveston District Public Affairs

The U.S. Army Corps of Engineers, Galveston District, participated in the 105th annual convention of the Gulf Intracoastal Canal Association Aug. 11-13 in New Orleans.

District senior leaders and members of the Operations Division took part in multiple informative sessions and programs targeting key issues of importance to the barge industry, including a briefing by Rear Admiral Mary Landry, commander of the U.S. Coast Guard Eighth District.

“Our mission is to provide a safe, maintained and improved waterway to ensure that we have an economical and environmentally sound marine transportation route throughout the Gulf Coast,” said Jim Stark, GICA executive director. “GICA looks to itself as a coordinating body and advocate for all of the



Col. Christopher W. SALLESE addresses convention attendees at the 105th annual meeting of the Gulf Intracoastal Canal Association.

stakeholders that use the waterway and to all the federal agencies we consider partners.”

Stark was impressed with the diversity of the turnout at the convention, as all sectors were represented, including the Corps, Coast Guard, National Oceanic and Atmospheric Administration and industry.

“We were pleased to have all the three Corps district commanders who have responsibilities for dredging and maintaining the waterway and for the construction projects having to deal with locks and dams and flood control structures along the waterway here at the con-

vention,” said Stark. “As true partners, GICA has been able to work with each of the commanders to ensure needs of the mariners and operators of the tow boats and barges are taken into account well in advance before projects are undertaken.”

Galveston District commander Col. Christopher W. SALLESE spoke to more than 200 attendees at the convention, updating them on Galveston District projects, including the Colorado River Locks and Brazos River Flood Gates, along with district accomplishments, challenges and the funding outlook for the upcoming fiscal year.

“The Galveston District maintains 423 miles of the Gulf Intracoastal Waterway, which handles about 78 billion tons of traffic in Texas,” said SALLESE. “What’s unique about the GIWW is that it is the major link between the deep and shallow draft ports, and for the petroleum and petrochemical industry in Texas. That’s important because it’s the main route to economically move large amounts of petroleum product and chemical product

See **“GICA”** page 24

VP Biden: Fort Bliss WTC number one example of successful ARRA projects



In the report “100 Recovery Act Projects that are changing America,” the Fort Bliss Warrior Transition Complex has been cited by Vice President Joseph Biden as the number one example of successful projects born out of the American Recovery and Reinvestment Act of 2009. The report was released Sept. 24. The Fort Bliss WTC was the first ARRA project awarded for the Fort Worth District and the Army’s military construction program. Regionalization and virtual teaming with the Galveston District and other U.S. Army Corps of Engineers districts has been instrumental and seamless in providing project management, engineering, and contracting support for the Fort Bliss MILCON program.

Listen for workplace harmony

By Denisha Braxton, Fort Worth District Public Affairs

Listening is a challenging skill to master in the workplace because of workload and time constraints, but listening is essential to resolving disputes at the lowest level.

Most equal employment opportunity issues and allegations involve a hostile work environment that allows for unwelcome behaviors that inhibit employees from performing to the best of their ability.

Any EEO specialist would say the ideal approach for resolving an EEO allegation is to start with communication between the employee and supervisor.

"Listening is key; be open minded about the concern and ask for suggestions on how it can be resolved," said Robert Blocker, U.S. Army Corps of Engineers, Fort Worth District, EEO specialist.

In many offices, most problems that make it to EEO do so because employees aren't communicating with their supervisors and supervisors aren't communicating with their employees. This often fuels an employee's perception that there is no communication.

One-sided communication hampers effective communication.

"Everyone should be sensitive to each other's feelings and be considerate of one another. If we do those things we will drive the number of complaints down," said James Braxton, Sr., chief, EEO, headquarters USACE.

When an employee is not satisfied with the response after an informal conversation with their supervisor, they perceive they are being treated unfairly and pursue satisfaction at a higher level, which is the EEO office.

EEO specialists are trained to be neutral information gatherers. After facts are gathered they put together an Information Inquiry Summary allowing for the U.S. EEO Commission to investigate and confirm or dispel charges of discrimination.

Early communication between supervisors and employees has

solved problems at the lowest level for the majority of issues.

"A lot of people think our main focus is complaints, but EEO's main job is to educate so that we can be proactive instead of reactive, which is the complaint part of the job," said Blocker.

During an investigation everything is alleged until proven to be fact and then the issue goes to the formal complaint process. The EEO office looks for the basis of the allegation and determines if the issue falls under Title VII of the Civil Rights Act of 1964, which prohibits discrimination of any employee or applicant for employment based on their race, color, religion, sex, national origin, sexual orientation, age, and physical or mental disability.

According to EEO, mediation is the preferred way to explore solutions. If an employee is still dissatisfied they can file a formal complaint by contacting an EEO official within 45 calendar days after the alleged discrimination occurred, a personnel action is taken, or when the complainant became aware or reasonably should have become aware of the action.

Ensuring that any and all documentation is available will make the report more complete and not reliant on hearsay.

"Always keep an adequate record, which is good advice for supervisors and employees," said Linda Bullock-Bouie, Fort Worth District EEO specialist.

Midyear and annual reviews are opportunities that a diligent supervisor should take to counsel employees on the good and bad so they are aware of their strengths and weaknesses.

"We should continue to educate management on the importance of resolving issues, and recognize employees and value them," said Ardith Hamilton, chief, EEO Fort Worth District.

Each year a variety of allegations are brought to EEO. The simple act of listening along with open communication can go a long way to improve workplace relationships.

EEO training is available and promoted throughout the organization for managers and employees.

"It is a key element to fostering open communication, awareness, and accountability which can lead to overall success of the EEO program, but more importantly, the organization accomplishing its mission and goals," said Ajaye' Carter, EEO officer Southwestern Division. 

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SWD welcomes new deputy commander

By Martie Cencki
Southwestern Division
Public Affairs Officer

The U.S. Army Corps of Engineers, Southwestern Division welcomed a new deputy commander Aug. 30.

Col. Charles H. Klinge Jr. previously was assignment as deputy brigade commander, 130th Engineer Brigade, Schofield Barracks, Hawaii, 2008 to 2010.

Klinge began his military career with the 307th Engineer Battalion, 82nd Airborne Division, as platoon leader and company executive officer during Operation Just Cause and Operation Desert Shield/Desert Storm.

After completing the Engineer Officer Advanced Course, he joined the Engineer Brigade staff, 3rd Infantry Division, Wurzburg, Germany and later served as assistant brigade engineer in Schweinfurt. He commanded Al-

pha Company, 10th Engineer Battalion, later reflagged as the 9th Engineer Battalion, 1st Infantry Division, to include Operation Joint Endeavor in Bosnia.

His first assignment with the USACE was with the Los Angeles District from 1999-2002 as chief of Real Estate, project engineer and project manager, and chief of Military Programs.

Klinge served as executive officer, 8th Engineer Battalion, 1st Cavalry Division and as commander, Baghdad Area Office in the Central District, Gulf Region Division during Operation Iraqi Freedom from 2002-2005. Klinge also served as deputy commander, USACE, New York District from 2005-2006.

Klinge commanded the USACE, Honolulu District, from July 2006 until his assignment in the 130th Engineer Brigade.

Klinge is a 1988 graduate of the U.S. Military Academy and a graduate of the U.S. Army Ranger and Jumpmaster Schools. He holds a Master of Science degree in civil engineering from Purdue University and is a professional



New Southwestern Division deputy commander Col. Charles H. Klinge, Jr.

engineer licensed in the state of Hawaii.

His awards and decorations include the Bronze Star Medal (two oak leaf clusters), Meritorious Service Medal (four oak leaf clusters), Army Commendation Medal (2 oak leaf clusters), and the Armed Forces Expeditionary Medal (with Arrowhead Device). 

Southwestern Division summer intern program

By Laura Dixon, summer intern, Southwestern Division

Over the past three years, the Southwestern Division Summer Hire program has benefited from extra help, while providing students with job experience.

SWD had seven summer hires this year in different fields of study.

Summer Wenet Wu had an internship opportunity in Singapore through Texas A&M, and this fall will finish her senior year there, gaining a degree in civil engineering.

Andrew Bogue participated in the summer hire program for all three summers. He will attend the University of Texas in Arlington studying mechanical engineering.

Jason Ross recently graduated from Alcorn State University in Mississippi and will pursue a Master of Science Administration with a concentration in Health Services Administration at Central Michigan University. He worked in the Office of Counsel.

Ayesha Boyd is new to Texas and will return to the University of Colorado in Denver for her sophomore year studying Psychology.

James Benge plans to attend Northeast State majoring in business and engineering.

And I will be leaving Texas to attend the University of Missouri and study photojournalism.

During their time here, the summer hires did a large amount of work that included filing, binder-making, service contracts, and deployment taskers. This allowed coworkers more time to complete more pressing matters such as presentations.

The summer hires went on two field trips sponsored by Karli Wise and Fred Jensen. The first was to Lake Texoma for a tour of the powerhouse, which helped them to better understand how the Corps office work applies to the real world.

The second field trip was to Lake Lewisville, where they learned about the Lewisville Lake Environmental Learning Area, an organization that educates students about nature and preserves natural tall grass prairies and bottomland forests. On a site they own, there are log cabin replicas that show how people lived in the mid-nineteenth century.

The summer interns also took a tour of a park and learned about the improvements that are being planned and how their work is helping to assist in those changes.

With much ambition, the summer hires have big plans for the future. The summer internship helped them gain an understanding of the workforce and to make connections for their futures.



Closing out a great fiscal year

*Col. Christopher W. Sallase
Commander, Galveston District*

You all have heard the old saying, “Time flies when you are having fun,” and I have to tell you the past 60 days have been an absolute blur and a blast for me. I cannot begin to tell each and every one of you how thankful I am for your patience and understanding as I learn the ropes of this business. You all have taught me so much, and I truly appreciate the time you have spent with me to ensure I have it right. Thanks for your hard work and professionalism.

The end of the year is closing upon us rapidly and we all know the pressure is on to prove we have done our due diligence to ensure we have obligated and executed our appropriations. Our level of obligation and execution for this year will exceed \$500 million and this year will go down as one of the two biggest years in our history. I am simply amazed by the amount of effort put forward by all in the district to achieve this objective. We are not out of the woods yet and I ask that you all continue to work closely with contracting to get the last few contracts awarded. Your hard work has made significant contribution to the security and economic development of the nation.

Every one of you is an ambassador of the Galveston District and the U.S. Army Corps of Engineers. Our team has accomplished so much for the citizens of this great nation, and I need your help to get out and tell our story. For example, we currently have seven of our team members down range supporting operations in Iraq and Afghanistan. I am sure there are members of our community who are not aware of the sacrifices these great citizens and their families have made for the security of the nation. You are the district’s strategic link to the public, and I ask you to take every opportunity presented to you to talk about all the great things these folks and others are doing on a daily basis to make this world a better place. The public needs to know.

Our profession is one that requires diligence and focused development at all levels from formal education through apprenticeships to advanced development of our seasoned workforce. As true professionals, we must be committed to finding, training and honing the skills of our replacements. We all need mentoring and coaching throughout our careers to help us prepare for the future. I ask that you get involved in the district’s mentorship program to help us build a solid bench; pass on your skills and help me avoid the loss of knowledge that occurs every time we see an employee retire. You have the power to influence and shape the district in so many ways, but you have to want to get involved.

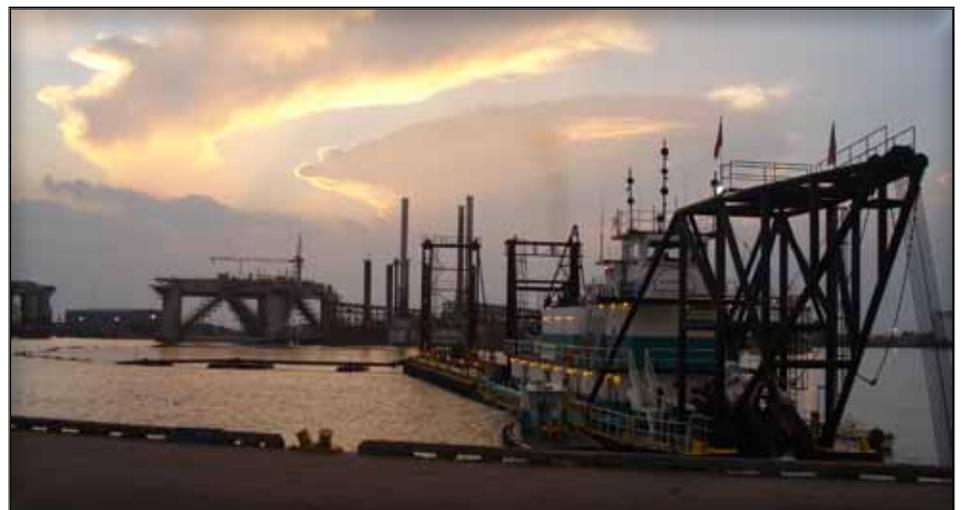
Summer is over, and I want to compliment the entire district for your impeccable safety record. We have been blessed with only a few minor incidents on our project sites, and I accredit this to the great work and diligence of our contractors, construction representatives and safety personnel. We are not out of the woods. The change in seasons brings with it a whole new set of risks to each and every one of you. Hunting season is here, and gun safety is of the utmost importance. If you have not taken a hunter’s safety course in the past 10 years, I highly encourage you to take a refresher course. Do it for your family and friends, if not for yourself.

Lastly, I sincerely hope that each of you has taken some time to reflect on my initial command message of Resiliency-Balance-Safety. My learning curve has been steep, and I have struggled to find the balance between work and family, but I can assure you that I have my priorities straight. Do you?

Thank you again for all your hard work. There is much to be done, but I know the talent and energy of our team is such that we can accomplish anything. 

Dredging the Galveston Ship Channel

The U.S. Army Corps of Engineers, Galveston District, began dredging the Galveston Ship Channel in July to deepen the channel from 40 to 45 feet. The contract was awarded to King Fisher Marine, Inc., of Port Lavaca, Texas, with work expected to be completed December 2010. In the photo, a cutterhead dredge works in Galveston Bay adjacent to the Galveston District’s headquarters building. The Corps’ dredging efforts provide reliable and safe navigation channels for ships and industry.



Use care with government credit card

Misuse can jeopardize job standing and impact an employee's personal credit history

By Edward Rivera, Fort Worth District Public Affairs

As the 2010 fiscal year comes to a close the District Finance and Accounting Branch offices remind team members of the basics of Government Travel Charge Card usage.

The GTCC is issued to individual employees for their official business travel requirements and is to be used to pay for reimbursable travel expenses such as hotel, rental cars, air fare and meals.

In order to apply for a GTCC, one must be a permanent government employee on the district's employment rolls. Individuals traveling three or more times in a calendar year are considered frequent travelers and are required to use the GTCC.

"It is important to discuss travel requirements with the supervisor to determine if an individual will travel three or more times during the year," said Ramona Collins, Fort Worth District finance and accounting officer.

Individuals who travel fewer than three times a year are considered infrequent travelers and may request an advance of funds to pay for hotel, rental car and meal expenses.

Procedures for requesting travel advances are located on the Resource Management Office, Finance and Accounting Branch, web page. Airline tickets for infrequent travelers will be

purchased with a centrally billed account credit card.

Once you and your supervisor determine that you will be a frequent traveler, contact your district program coordinator for application instructions.

"Anyone requesting a GTCC must complete an application, statement of understanding and take the General Services Administration online GTCC training entitled "Charting the Course" prior to being issued a credit card," said Jim Shaughnessy, Fort Worth District agency program coordinator.

The GTCC is for official business use

holder delinquency, misuse, abuse, or fraudulent activity," said Shaughnessy. "Disciplinary action may range from a letter of reprimand to removal from your job."

Examples of GTCC abuse include:

- Using the card for personal or non-official travel expenses
- Charging another employee's travel expenses to one's individual travel charge card
- Using the card for ATM withdrawals for non-TDY purposes
- Not paying the GTCC bill in a timely manner

GTCC bills must be paid by the bill due date and holders must use the split disbursement function in the Corps of Engineers Financial Management System.

The split disbursement function requires travelers to enter the amount charged to their GTCC when filing their travel vouchers. CEFMS will disburse the entered amount directly to the bank to be

credited to the traveler's charge card account and pay any additional reimbursement to the employee.

"Travel vouchers submitted within five days of completion of the travel, with the appropriate charge amount entered will allow for the split disbursement function to facilitate a timely payment of the charge card bill," said Collins. 

"Department of Defense policy requires commanders and supervisors take appropriate disciplinary action for cardholder delinquency, misuse, abuse or fraudulent activity."

only. Misuse of the card is detrimental to the government, jeopardizes an employee's good employment standing, and can cause the employee's card privileges to be suspended or revoked.

"Misuse can have a detrimental effect on an employee's personal credit history. Department of Defense policy requires commanders and supervisors take appropriate disciplinary action for card-



Having fun with a little bit of work thrown in

*Col. Michael J. Teague
Commander, Tulsa District*

To quote that very famous American philosopher, Jimmy Buffet: “If we couldn’t laugh, we would all go insane.”

To watch the incredible amount and breadth of the current work in the Tulsa District is truly amazing. To sit in a Project Review Board meeting to review all of that work when everyone in the room is wearing their favorite football jersey (and doing a little good-natured trash talking) is priceless!

The last couple of months the Tulsa Team has done everything from riding the Motor Vessel Mississippi to hanging out with the elephants at the Tulsa Zoo at Corps Day. And in all of our spare time we have been racing towards the end of the FY—another record breaking year by a fantastic team.

The visit of the Mississippi River Commission and the Mississippi traveling all the way to the Port of Catoosa was an historic opportunity. The Northern Alliance was front and center with the commissioners, and it started with the great work of Titus Hardiman from Little Rock District, and Amanda Peters from Tulsa District as they pulled together a great program. The turnout from the public as the vessel pulled into each lock showed just what the McClellan-Kerr Arkansas River Navigation System means to this part of the country.

As we drove through the Port of Muskogee, one of the commissioners kept asking, “Where did all this steel come from?” The stakeholders really took the time to answer that question and many more, as they explained the importance of the system and their thoughts on needed changes to the commissioners.

The commissioners and staff were particularly impressed with the partnerships among all of the stakeholders and the cooperative way that everyone works together. Even when stakeholders had competing requirements for the system, the discussions were aimed at finding the way to work cooperatively to improve it for everyone.

The MRC visit wasn’t the only opportunity to showcase the partner-

ing work between the district and our stakeholders. The CrossTimbers development at Skiatook Lake is the demonstration project of the public-private partnership from the National Demonstration Lake Program. The project recently celebrated its fifth anniversary with a special ceremony including U.S. Senator Jim Inhofe and several members of the Tulsa District.

The current project is a great addition to the public recreation at Skiatook Lake and combined with the next stages of development shows just how much can be accomplished when we all work together.

The next opportunity may be the Arkansas River Corridor project as the study continues with lots of interest from across Tulsa County in expanding the partnership with the Corps.

The Customer Care Employee for the third quarter is Patricia Newell. She is a biologist working on environmental assessments and evaluations, but she also serves as the lead planner for the Kansas Water Office. The KWO is one of our strongest stakeholders focused on developing sustainable environmental and water supply solutions. Pat has taken her experience from working on the Oologah Lake Watershed Management Study and has really done an outstanding job of working with the KWO as true partners.

“Care” continues to be an important part of who we are in the Tulsa District from customer care, to the Care Council and Corps Day, to caring for our local community.

Cathy Williams spearheaded this year’s Day of Caring for the district. The Tulsa Area United Way kickoff event had 3,500 volunteers and front and center were several members of the district. While one crew worked at the Busy Bee Day Care Center another worked at the Girl Scouts’ Camp Tookabooshee—overall another great day and a great example of our people.

Now if I could just figure out how to work the elevator at Webbers Falls ... 

It is time for the 2010 Combined Federal Campaign solicitation season. CFC is the world’s largest and most successful workplace charitable drive. Last year Federal workers and military personnel pledged more than \$283 million dollars, setting a new CFC record, said CFC chairman John Berry. Donations to the CFC change lives and bring relief and hope to thousands of communities and millions of Americans. Each SWD district has its own CFC drive and chairperson. Contact them or your supervisor to learn about CFC and the difference it makes in people’s lives.



Volunteers

Generous civilians offer selfless service for greater good

By Brooke Kervin, park ranger, Millwood Project Office, Little Rock District, Scott Fryer, Little Rock District, and Sara Goodeyon, Tulsa District Public Affairs

It takes a lot to maintain the facilities at U.S. Army Corps of Engineers projects, and it could not possibly be done without the selfless contributions of civilian volunteers.

These generous individuals give of their time and talent out of a sense of service to “give something back.”

Many are couples who have enjoyed Corps lands over the years and find themselves in a position to become volunteers who will help maintain Corps projects in exchange for living at the campground.

Here are some of those volunteers.

Larry and Judy

One such couple is Larry and Judy Grimes who love Millwood Lake in southwest Arkansas for the great fishing and raw natural beauty, where it is not unusual to find an alligator sunning on shore.

It was the Grimes’ favorite vacation site and became their home away from home when they became Corps volunteers.

The Grimes’ didn’t set out to be volunteers; they just felt their hearts were at home at Beard’s Lake Campground on Millwood Lake. They began camping there five years ago because they enjoyed the serenity and the excellent crappie fishing.

One day, Judy approached a park ranger, and asked if she could plant flowers around the park as a way to give something back to the place she enjoyed so much. Since that day, the couple has added more than landscaping to their volunteer duties.

Thanks to Larry and Judy’s efforts, Millwood is a prettier place for the public to enjoy. They perform many tasks to maintain, conserve and beautify the land around the lake. Some days they clean trails, pick up trash, update and maintain bulletin boards and landscape parks. Other days they assist park rangers with nature and water safety programs.

While some volunteers travel across the country, Larry and Judy stayed close to their roots. southern Arkansas is home. Larry is originally from Ashdown, and Judy is from Crossett. They reside only 20 miles from Millwood Lake in Ashdown. Every spring for the past three years, they’ve volunteered at the lake.

The couple has worked a lot of volunteer hours – more than 1,200 hours during the past three years at Millwood Lake. Like most volunteers, they serve because they love where they are and what they’re doing. In exchange for their volunteer service, they receive a free campsite and

are exempt from length of stay limits. Many Corps lakes offer a free campsite to volunteers who commit to an extended period of service. While it varies, some lakes ask for 20 to 30 hours of volunteer service from each person per week in exchange for the campsite.

Larry and Judy volunteer on an as-needed basis March through May each year.

“We love to help people, and this is like a second home,” Larry said.

“We have met so many people on this great adventure,” Judy said with a smile.

Chuck and Deb

Hiking trails at Oologah Lake that had almost been lost to over-

continued on next page



Judy and Larry Grimes, volunteer park attendants at Beard’s Lake Campground on Millwood Lake.

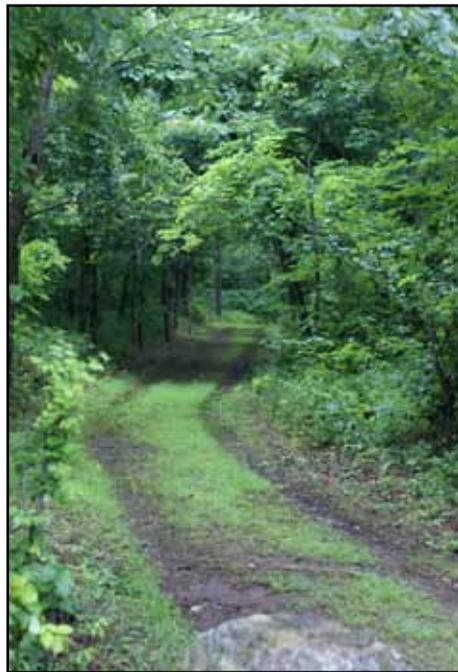


Photo top left, Chuck and Deb Dougherty, volunteers at Oologah Lake, work to maintain one of the trails there. Center, the newly cleared trail at Oologah is wide enough for a ranger truck to pass through and smooth enough for a child's stroller to roll along easily. Top right, Oologah ranger Jason Persons, Deb Dougherty and husband Chuck stand at the head of the Skull Hollow Nature Trail, which is now passable thanks to the efforts of the couple.

growth are now being enjoyed in ever-growing numbers thanks to the efforts of a retired couple who volunteered to clear and maintain the area.

Chuck and Debra Dougherty have spent countless hours (and gone through one weed eater) working to clear growth and debris that had accumulated on the short and long loops, and the hiking trail at the recreation area.

The two were at somewhat of a cross roads in their lives, looking to downsize and simplify, and they hit upon the idea of being volunteers at Oologah after visiting friends who worked at the lake. Chuck and Deb loved the idea of living at the lake in exchange for helping maintain the recreation area.

They met with Oologah park ranger Jason Person and struck a deal — the Doughertys would live in their recreational vehicle at the lake and take on the task of clearing the trails. Chuck wasn't even dissuaded when Person told him the trails would have to be cleared wide enough to allow a ranger truck through.

"It took a month to get the short loop trail and the long loop trail punched out," said Chuck. "The trails hadn't been used in a while and they were almost gone they were so covered up."

Now the two say more and more people are using the trails, including families with small children, some even in strollers.

It gives Chuck and Deb a tremendous amount of happiness and satisfaction to see people enjoying the Oologah Lake trails. They hope the legacy of their efforts is that those people have lasting, happy

memories of their time together at the lake.

The Dardanelle Aquatic Resources Team

This non-profit group of volunteers has completed several special events and projects at Little Rock District's Lake Dardanelle.

The group has built boat ramps, installed fishing piers, and helped with the construction of a new boat launch and access point.

It is comprised of members from city, state and federal agencies, private organizations and individual community members. The DART committee depends on donations and volunteers to complete each project and special event.

DART heads the annual National Public Lands Day for the Russellville Project Office. This event, which has been conducted for 15 years, gathers an average of 500 volunteers who remove litter from public lands and waters, refurbish trails, trim trees, clear brush, clean illegal dump sites and plant trees. Volunteers roll up their sleeves and spend one day making a difference for the community and all who visit the area.

Why volunteer? Some like the flexibility, some want to gain experience useful in applying for a job, others want to make a difference, and some want to give something back.

Whatever the reason, the outcome is the same for Corps projects; these generous people make a difference by serving as park hosts, visitor center staff, maintaining park facilities, presenting water safety programs, working on fish and wildlife habitats and performing other services. 

Smell the bacon - the best gig in the business

By Landon Thurman
park ranger, Beaver Lake Project Office

Although one group doesn't always realize it about the other, people who work in campgrounds help create special memories for campers, and campers help create special memories for people who work in campgrounds.

For 16 years, George and Johnnie Barnes have often been the first people campers meet when they come to a campground on Beaver Lake in northwest Arkansas. George and Johnnie are park attendants for the U.S. Army Corps of Engineers, Little Rock District, so thousands of campers undoubtedly have memories of their smiling faces.

But those campers often unknowingly leave their mark on this pair. George says his early morning rides checking the park for camper status are nice because he also enjoys the smell of bacon and eggs in the air as campers prepare their breakfasts.

"We love being park attendants at Beaver Lake," said George. "And, yes, I do get offered a slice of bacon every now and then. It's one of the perks of the job."

The couple began working for the Corps in 1995 when they became park attendants at Horseshoe Bend Park on Beaver Lake.

The couple obviously enjoy what they do and like being at the lake. Since their start at the lake, George and Johnnie have worked at five parks—Horseshoe Bend, Starkey, Dam Site Lake, Rocky Branch and now Hickory Creek.

Being at a campground is a lifestyle they say they love, and the park attendant duties work out well for them. "There's always something new and exciting at Hickory Creek Park," said Johnnie. "Each day has new challenges and

rewarding experiences."

The couple takes great pride in taking care of all "their" campers. Helping campers seems to be the bottom line in what these park attendants see as their duties. They begin each day with a trip through the park in their golf cart.

The couple says they are not working through their golden years because they have to, but because they have a passion to provide a public service and help create lasting memories for folks of all ages.

"We make enough money to supplement our retirement," the couple said. "We work four days per week, and we keep our minds sharp. It's the best gig in the business."

During the winter at Beaver Lake, George and Johnnie collect camping fees and clean the facilities.

They have been winter volunteers for six years through a Corps program that uses volunteers rather than paid staff at some locations, especially during slower winter months. They receive a free campsite for their service and have fewer hours and duties than they do during the busy recreation season when they are paid.

The couple has seen many changes at the lake. In the past, they operated the parks using hand receipts and later moved into the computer era of camp-



Johnnie and George Barnes

ground reservations and registration. The Barnes' quickly learned the system and helped other park attendants when they ran into problems. They have gained a wealth of knowledge about the lake and how

to provide quality customer service.

But it runs deeper than the work or the pay or the changes through the years. The focus remains on interaction with the campers.

Johnnie remembered a couple she met several years ago who brought her a bouquet of flowers. The woman confided that she and her husband decided to call it quits after an argument. Johnnie encouraged her not to make a rash decision, to try to work through their problems and to treat each other like they did when they were dating. The couple said they followed that advice, and they credit Johnnie with saving their marriage.

There's no doubt the couple has been a positive influence on visitors to Beaver Lake. It's equally obvious the campers have had an effect on George and Johnnie. They say they will continue working as park attendants as long as their health will allow.

If you go to Beaver Lake, expect to see George and Johnnie patrolling "their" park in a golf cart searching for that next strip of bacon.

No wonder they say it's the best gig in the business. 

Eight towns at SWD lakes named among Outdoor Life 'best 200'

By P.J. Spaul, Little Rock District Public Affairs

It is no wonder so many employees and retirees of Southwestern Division and its four districts choose to live, work and play in what could be described as their own backyards.

Within the division's borders are not only great coastal waters, but also some of the most productive inland waters to be found. And others are taking notice.

Eight towns adjacent to Southwestern Division lakes were recently named in Outdoor Life's 2010 ranking of the best 200 towns in America for hunters and anglers.

Among the eight communities are Mountain Home, Heber Springs and Rogers, Ark.; Lufkin, Texas; and Bartlesville, Poteau, Elk City and Enid, Okla.

Of course, the Corps lakes are not the only reasons these towns ranked so desirably, but the potential for catching a trophy in one of these lakes or in the tailwaters downstream of the dams sure didn't hurt.

Mountain Home, Ark., ranked number seven. The town is nestled between Little Rock District's Bull Shoals and Norfolk lakes. These lakes straddle the Arkansas-Missouri state line and offer a combined 67,000 acres of public waters. Each has boasted multiple fishing records over the years. In fact, the new Missouri striped bass record was recently set on Bull Shoals when a lunker 58-pound, 10.4-ounce striper was hauled in. And if angling in these beautiful lakes isn't enough, try the world-class trout fishing in the tailwaters downstream of either dam.

Heber Springs, Ark., where Little Rock's Greers Ferry Project Office is located, ranked number 16 on the list. This community has grown and developed since the 31,500-acre Greers Ferry Lake was dedicated in 1963 by President John F. Kennedy, and the lake remains the focal point. Several state and world records have been set from the lake and tailwaters. In fact, the tailwaters of Greers Ferry Dam reigned for more than 17 years as having given up the world record 40-pound, 4-ounce brown trout. That record was only recently bested in Michigan.

Outdoor Life said of Rogers, Ark., which it ranked 47th, that "arguably the finest freshwater striped-bass fishery in the country sits just outside of Rogers." The article said Beaver Lake "has given up several 40-plus-pound fish over the years and features stellar white-bass, hybrid-striper, largemouth and smallmouth fishing, too." Paved roads wind through 12 parks and provide ample access to this 28,220-acre lake in the Ozark Mountains of northwest Arkansas. Beaver Lake lays claim to Arkansas' record 64-pound, 8-ounce striped bass.

The proximity of Lufkin, Texas, to Fort Worth District's Sam Rayburn Lake on the Angelina River, as well as the Angelina National Forest that encircles much of the 79-mile-long reservoir, helped place the town at number 80 on Outdoor Life's list. The lake provides opportunity to

catch most any fish in the state. But the number one species of interest is the largemouth bass. Rayburn's current record is a 16.8 pounder, and fish in the 10 to 13 pound range are not uncommon. The lake is on most fishing tournament trails.

The city of Poteau, ranked at 156, is located just 8 miles from Lake Wister. One of the most significant things about Wister Lake is the area around Wister Lake has been inhabited for thousands of years. Wister Lake has 115 miles of shoreline and 7,300 surface acres. The fishing is great, and hunting is available at the nearby. Some examples of fishing available at Wister are Channel Catfish, Crappie, Largemouth Bass, Smallmouth Bass, Spotted Bass and Sunfish. Close by Poteau is the beautiful Talimena Scenic Drive in the Oachita National Forest. The drive is especially beautiful as the leaves turn their many hues in the fall season.

Elk City, ranked at 184, is not located close to any Corps of Engineers Lakes, but is well known for quail, turkey and deer hunting. It is the location of the only historic Route 66 museum on the entire length of the "Mother Road."

Located in north central Oklahoma, Enid, ranked at 189, has a unique place in the history of Oklahoma. Home of the Cherokee strip Museum it is also the home of the Railroad Museum of Oklahoma. Located just 50 miles to the north and west of Enid is the Salt Plains National Wildlife Refuge and USACE Great Salt Plains Reservoir. This area teems with migratory birds. It is also the one of the rare sites where Selenite Crystals can be found. It is the only place in the world where "hourglass" shaped Selenite crystals can be found. The area is open to the public.

How Outdoor Life derived the list

The publication explained that its rankings are based on the performance of hundreds of towns in various socio-economic and outdoors-related categories.

Socio-economic subcategories, which make up 40 percent of the overall score, include population percent growth since 2000, median household income, median home value, cost of living, unemployment rate, population density, mean commute time and amenities.

Outdoors-related subcategories, which combine to account for 60 percent of the overall score, include the gun-friendliness of each town's state, huntable and fishable species nearby, proximity to public land and waters, and the potential for taking a trophy-caliber animal or fish nearby.

Outdoor Life's article and complete list of best towns can be found on the magazine's Website at www.outdoorlife.com/photos/gallery/hunting/2010/06/best-towns-2010?photo=0. 

Regional Leadership Development

Program Spotlight on three outstanding RLDP Level 3 participants

By Karli Wise, strategic planner, Southwestern Division

The Southwestern Division Regional Leadership Development Program provides a means for developing and enhancing leadership skills to better meet the changing needs of the U.S. Army Corps of Engineers and to improve execution of our missions.

The RLDP provides a means for team members at all levels within the division to develop and enhance leadership skills to better meet the changing needs of the region and to improve execution of our mission.

Team members who participate in this program will learn how to improve their performance through relevant training and on-the-job experience.

RLDP is a four-level program.

Level 1—focuses on Institutional Awareness and the Strategic Direction of our Organization and is self-paced.

Level 2—focuses on teamwork, self-awareness and exposure to leadership styles and is a two year program. The former Emerging Leaders Program, now Level 3 of the RLDP, is a regional program.

Level 3—provides individuals who have exhibited leadership potential the opportunity to further develop and refine their leadership skills. Additionally, Level 3 participants will have the opportunity to observe the leadership styles of their peers and the USACE Senior Leadership while participating in various conferences, workshops and meetings.

Each year two, or more, people from each district and SWDO are selected for the Level 3 program and these individuals, along with the current Level 3 participants, participate in Southwestern Division's Annual Senior Leader/Leadership Development Conference.

The new Level 3 participants will also have a chance to be selected to represent SWD at the USACE Annual Emerging/Senior Leaders Conference.

Level 4—still under development, will ultimately be administered by USACE headquarters. In the meantime, SWD LDP participants who have completed all Level 3 requirements are encouraged to continue their self-development and leadership skills maturation by increasing their awareness and knowledge of USACE Senior Leaders, pentagon officials, and congressional staff's strategic perspectives and abilities to affect change

Here the *Pacesetter* presents profiles of three of Southwestern Division's outstanding RLDP Level 3 participants.

Name: Melanie Ellis

Job Title: Project Manager

Pacesetter Q: What do you really do every day?

Ellis A: I get to work with great people on important projects and tell the Corps story!

Q: How many years have you worked with the Corps?

A: I just started number eight.

Q: Why did you sign up for Regional Leadership Development?

A: I signed up for the RLDP because I needed to challenge myself to be a better contributor to the district and our missions.

Q: What has been your best experience in the Regional Leadership Development Program?

A: It's hard to pick one so I'll list two. First, I've made incredible friends while going through the RLDP. Their support and friendship is invaluable to me. Second, is my experience at the headquarters, USACE Senior Leadership Conference. I learned firsthand how what I did at the local level is utilized at the senior level.

Q: Why should someone else join?

A: The RLDP has been a great experience. You learn a lot about yourself, working with senior leaders and how our actions support USACE as a whole. It is a personal commitment but worth every minute!



Photo above, Melanie Ellis, project manager, Southwestern Division, is a Level 3 participant in the Southwestern Division Regional Leadership Development Program. She has worked with the U.S. Army Corps of Engineers for eight years.

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Dana Coburn, Chief, Environmental Branch, Planning and Environmental Division, Little Rock District, has been a Corps employee for ten years and is currently participating in Level 3 of the Southwestern Division Regional Leadership Development Program

Name: Dana Coburn

Job Title: Chief, Environmental Branch, Planning and Environmental Division, Little Rock District, U.S. Army Corps of Engineers.

Pacesetter Q: What do you really do every day?

Coburn A: I get to work with an outstanding group of professionals in our Environmental Branch every day.

We work on National Environmental Policy Act-related actions for Little Rock District; execute geospatial programs and projects for both military and civil works; address cultural resource issues within SWL; and support environmental restoration of Formerly Used Defense Sites.

Q: How many years have you worked with the Corps?

A: Ten years.

Q: Why did you sign up for the Regional Leadership Development Program?

A: For the opportunity to observe and learn from the senior leadership in the Southwestern Division, and to have a role in planning the future of our region.

Q: What has been your best experience in the Regional Leadership Development Program?

A: Attending and participating in the Emerging Leaders/Seniors Leaders Conference in August 2009.

Q: Why should someone else join?

A: To learn more about the Corps overall, to meet new people, and to have the opportunity to grow professionally and personally.

Name: Keith Rice

Job Title: Project Engineer, Tulsa District.

Pacesetter Q: What do you really do every day?

Rice A: I manage my projects by tracking their performance and quality and work to resolve conflicts in a timely manner to keep the projects moving forward.

Q: How many years have you worked with the Corps?

A: Four years

Q: Why did you sign up for Regional Leadership Development Program?

A: To become more familiar with how the Corps is structured, to learn what the different branches of the Corps do, and to meet and work with new individuals outside the Tulsa District and not in my area of expertise or discipline.

Q: What has been your best experience in the Regional Leadership Development Program?

A: Participating in the Senior Leaders Conference and experiencing firsthand how our Senior Leaders identify, discuss and resolve issues that the COE employees face every day.

Q: Why should someone else join?

A: To become more intimately aware and involved in how the COE operates. The projects that the Corps is responsible for have a powerful impact on the quality of life for all Americans. It's amazing and rewarding for me to be a part of the COE and to also have the opportunity to meet the people making the decisions, and learn how those decisions are made, that shape the path of the Corps in the future. 



Keith Rice, project engineer, Tulsa District, is a Level 3 participant in the Southwestern Division Regional Leadership Development Program. Rice is participating in the program to learn more about the overall way in which the U.S. Army Corps of Engineers functions

of panels informing the commission about the navigation system and its importance to the region. During the trip to W.D. Mayo Lock and Dam, the MRC members listened to stakeholders speak about a variety of issues and concerns including hydropower, shipping, deepening the channel to 12 feet, and the impacts of the Panama Canal expansion on the MKARNS. They were also told of the importance of the navigation system and its impacts on the economy in and outside of Oklahoma.

Stakeholders informed the commission that 11.7 million tons of cargo valued at more than \$2.3 billion were transported on the MKARNS in 2009. Several of the MRC members told stakeholders they had no idea the navigation system was so important to the success of the region, and they were pleasantly surprised at how well developed the ports are along the system.

Commissioner Sam Angel was the sponsor for the visit to the MKARNS and was delighted that the commission approved the trip.

"The trip was incredible, and we learned a tremendous amount about the issues and concerns of the people who live along and depend on the Arkansas," he said.

After leaving the Tulsa District portion of the MKARNS, the MRC continued into the Little Rock District portion of the navigation system, where they met with more stakeholders and continued their process of listening and gathering information.

On the first day within Little Rock District boundaries, the commission was briefed on hydropower and navigation. On the second day, the commission listened to briefings about the importance of environmental stewardship and restoration projects. Then on the third day, the topics included recreation, tourism, commerce and economic development.

Staying true to the theme of the day, Little Rock District made arrangements for the commission to visit Dickey Stephens Park, which overlooks the Arkansas River at North Little Rock and watch an Arkansas Travelers baseball game after the day's business was complete. Maj. Gen. Michael Welsh, Mississippi River Valley Division commander, also



An Oklahoma Highway Patrol boat escorts the MV Mississippi up the McClellan-Kerr Navigation System near Tulsa.



Col. Glen Masset, commander Little Rock District, Col. Thomas Kula, commander Southwestern Division, and Col. Mike Teague, commander Tulsa District speak to members of the MRC.

serves as president-designee of the Mississippi River Commission. He was invited to throw the first pitch at the game.

Returning to the trip the next and final day, the briefings consisted of topics such as water management, dam safety, flood risk management, levees and navigation, to include the importance of deepening the navigation channel from nine-foot deep to 12-foot deep, which has been authorized by Congress but not funded.

Paul Latture, Little Rock Port Authority executive director, talked about the importance of navigation on the river and how getting the channel deepened would benefit the shipping market. He also mentioned how the many industries the river created now thrive in the Little Rock port and how these businesses employ many people throughout the state. He also informed the commission that the navigation system has allowed them to open up to international trade, bringing tonnage from countries in Asia and Europe.

Col. Glen Masset, Little Rock District commander, also talked about the 12-foot navigation channel and how the changes to the Panama Canal will affect the MKARNS.

"The MKARNS system needs to remain relevant in light of changes within the industry," Masset said. "With the widening of the Panama Canal, the barge industry is converting to shipping stacked containers which require a 12-foot channel."

Masset assured the commissioners and stakeholders that, "Little Rock and Tulsa districts work hand-in-hand to regionally manage the system and prioritize maintenance activities."

He said necessary dredging is done promptly, and the channel is open year round.

The commissioners will take all the information they gather and write a report that will include their recommendations for any improvements or changes to the navigation system. The report will be provided to the chief of engineers and the assistant secretary of the army for civil works, who will then use the information to provide testimony during congressional hearings. 

“RBD” *continued from page 7*

the chief of operations was deployed to Iraq.

“I’ve been fortunate to be involved in any and everything that we’ve done in our organizations, and that has helped me shape some kind of model of the direction that we should be going as we are aligning with the chief’s priorities and the Campaign Plan,” said Hannon.

One of his top priorities is establishing a sound three year program looking into the future, a regional program that SWD can use on which to base workforce planning decisions, prioritization of projects, and how the division manages these projects and resources to support the project execution.

“My view is that the districts are responsible individually for the project execution, but they should feel comfortable in knowing that we have a regional plan to support them and their program and project execution.

“And the real cornerstone of that will be uploading the three year program into P2 and utilizing that tool to our benefit in helping we manage all of this,” said Hannon.

Another priority is consistent processes throughout the region. “That gets to really fully embracing our quality management system and continuous process improvement process,” said Hannon. “I know that some folks think that QMS is another buzz word of the time, but for us to operate in this realm of decreasing budgets that we are possibly facing over the next few years, workloads coming down to something more historically normal than what we’ve had, we’ve got to have consistency in how to do things.”

The Regional Business Directorate is also looking at the regional governance boards. “The third big priority is to look at the governing boards, such as the Regional Management Board, Regional Program Review Board, Acquisition Strategy, and the RPBAC, and make sure that we are doing the right things, that we are most efficient and effective in how we are operating these boards—and that we are looking to the future, which is what these boards are really for,” said Hannon.

The IPLAN is another priority, along with all the adjustments and tweaking, and then using it, because it is a tool, said Hannon.

“Once we line out the future and determine what is important, and then we use that IPLAN to help us stay focused on those future visioning events,” said Hannon.

Along with priorities come challenges, and Hannon sees several facing the organization. “We have been executing full speed ahead in the past couple of years, and the sheer size has caused us to be focused on that project and program execution,” said Hannon. “While that is understandable and laudable, if we’re not careful we will not take time to step back and look to the future program and where we are headed in the next 3-5 years.”

He also believes that the organizational culture of the Corps can be a challenge. “After 30 years in the Corps, I think I can say that our culture can be a challenge for us sometimes, because we are independent, but we need to think more interdependently in this day and age. We need to be looking at how we can rely on each other and utilize each other’s skills and talents to execute our programs.”

In spite of changes and challenges, Hannon is optimistic about the future direction of SWD. Hannon’s past experience as deputy director of regional business for the Mississippi Valley Division gives him a unique perspective on regional business issues for the division.

“As we continue to develop and implement consistent standards and fully utilize the tools in front of us—like P2 and our Quality Management Systems—we will be a workforce that is regionally positioned to be interdependent, to be flexible, and capable and ready to execute our mission regardless of what that is,” said Hannon.

“What is left is for our great folks throughout the Southwestern Division to help us figure out what ‘right’ looks like for us, and set ourselves up for success in the future,” said Hannon.

The Regional Business Directorate is ready and able to help lead SWD down that road. 

“GICA” *continued from page 11*

between those plants to continue the refining process.”

“The GIWW is a truly functional system that interlocks and provides a benefit to not only the state of Texas, but to the entire nation,” said Sallese. “It is the only way to economically push fuel to the Rio Grande Valley, which produces fruits and vegetables for the nation.”

Stark applauded Sallese’s efforts to let boat operators know when they see problems so they can build that into their planning system for operations and maintenance needs in future years.

“We will certainly do that,” said Stark. “Our operators are in touch with me; they’re in touch with our board members and their own companies. As I receive those reports, I’ll forward on to the Corps and Coast Guard.”

GICA attendees also heard presentations by the commanders of the Mobile and New Orleans districts. 



Jim Walker, headquarters USACE, Cherrie Felder, GICA president, Col. Steven Roemhildt, commander, Mobile District, and Col. Christopher Sallese, commander, Galveston District.

Pacesetter Points

ARRIVALS

Col. Charles (Chuck) Klinge, Southwestern Division, deputy division commander, arriving from Schofield Barracks, Hawaii.

Lt. Col. Dave Wong, Southwestern Division, deputy emergency management chief, U.S. Army Reserves.

Rebecca Sullivan, Southwestern Division, admin support assistant, Programs Directorate, arriving from U.S. Army Dental Activity, Fort Hood, Texas.

Saji Varghese, Southwestern Division, civil engineer, Planning and Policy Division, arriving from the New England District.

Tonya Bright, Southwestern Division, realty specialist and region program manager for Armed Forces Recruiting Facilities, arriving from the Jacksonville District.

Mario Muñoz joined the Galveston District Aug. 30 as a transportation assistant in Logistics. Previously, he was an asset manager for an onsite health company.

DEPARTURES

Linda Robinson, Tulsa District program analyst, Construction Branch, retired August 31st after 27 years of Federal Service.

CONGRATULATIONS

Debra Overstreet, ACP, a realty assistant with the U.S. Army Corps of Engineers, Tulsa District, was installed as affiliated associations director for the National Association of Legal Assistants/Paralegals July 16 at the annual membership meeting during the association's 35th annual convention in Jacksonville, Fl.



Debra Overstreet

Overstreet will serve on the NALA board of directors for the 2010–2011 operational year.

Overstreet has worked in the legal field for 30 years, formerly serving as clerk and bailiff for Wagoner County Associate District Judge Pete Simmons. She also worked for private law firms for a time and served in both criminal and civil divisions of the Northern and Eastern Districts of the US Attorney's Office.

A member of NALA since 1999, Overstreet earned her certified legal assistant credential in 2000 and received advanced certification in "Discovery" in 2009. She is a member of the Tulsa Area Paralegal Association and the Oklahoma Paralegal Association.

NALA is the nation's leading association for professional certification, continuing education, and career advancement for paralegals. The association has more than 6,000 individual members, and another 12,000 are represented through local and regional affiliated associations throughout the U.S.

Little Rock's **Patricia Bennett** was selected as the Acquisition Branch chief for Real Estate Division. She brings 27 years of experience working in Real Estate as a cartographic aid, realty clerk and realty specialist in the Acquisition, Planning and Control section within Real Estate.

Willie Joe Honza, a civil engineer for the Galveston District, was named chief of the district's Professional Services Section Aug. 29.

Curtis Scott, contract specialist with Tulsa District, and wife Amanda, welcomed Genevieve Isabella Scott Friday, August 13, weighing 7 pounds 14 ounces and measuring 19 ¾ inches long.



Genevieve Isabella Scott

Jason Shreve, a safety and occupational health specialist for the Galveston District, completed the CP-12 Joint Services Safety and Occupational Health Training Program at the U.S. Army Combat Readiness Center at Fort Rucker, Ala. Upon completion, Shreve received his certification as an occupational health and safety technologist, which is awarded to individuals who meet the experience and education requirements, which included passing a four-hour examination.

Sheri Willey was selected as a technical specialist for the Galveston District's Planning Section. She will serve as one of the Southwestern Division's Civil Works Planning experts. Additionally, she will also serve as the district's senior specialist on plan formulation and civil works policy compliance in support of the district's civil works planning mission.

Debbie Lermey, Tulsa District Real Estate Division, welcomed granddaughter Abigayl Lermey, Sept. 16. Abigayl weighed 6 pounds, 6 ounces and was 19 inches long.



Abigayl Lermey

CONDOLENCES

David Hudson, Tulsa District, and wife Debbie suffered the loss of their son, Brian, in July.

Johnny Parrish, Tulsa District, passed away July 26. Mr. Parrish was the civil engineering technician at Eufaula Lake for many years and retired earlier this year.

George Dout, Tulsa District retiree, passed away August 27.

Johnny Bell, Tulsa District, suffered the loss of his father, Johnny Lee Bell Sr., Sept. 3.

continued on next page

Joe Sear's, Tulsa District, suffered the loss of his mother, Clara Pace, August 1.

Austin Boyd, retiree, Tulsa District passed away at age 85, July 27.

Dan Baumann, Tulsa District, suffered the loss of his father, Bruce Baumann, age 83, August 13.

Richard Stout, husband of **Latreta Stout**, retiree from Waurika Lake Office, Tulsa District, passed away August 11.

Terri Nolen, chief, Business Technology Division, suffered the loss of her father, Robert Grote, Aug. 8.

Elizabeth Beat, program analyst, Planning and Policy Division, suffered the loss of her mother Margarita, Aug. 31.

Sulochana Gandhi, mother to Little Rock's **Rajesh Gandhi** of the Little Rock Air Force Base Construction Office, passed away Aug. 1

Sincere condolences to **Ryan Johnson**, lock and dam operator at the Colorado River Locks, whose grandfather, Dale Johnson, passed away Aug. 14..

Little Rock's **John Skarda**, budget analyst, Regulatory Division passed away July 30.

He is survived by his wife of 36 years, Beverly Schoemaker Skarda.

John had two daughters, Amy Patterson and Emily Skarda.

John was a retired Medevac pilot in both the Army Reserve and the Army National Guard. He served as a member of the 374th Medical Detachment in Desert Storm and was assigned to Det. 1 149 Medical Co. in support of Operation Enduring Freedom in Bosnia.



John Skarda

Recognition

Little Rock District's **Kenneth McLain** of the Russellville Project Office was presented the 2010 Castle Award at the Senior Leaders Conference Seattle. McLain leads a work unit that is responsible for performing heavy maintenance and repairs on six navigation locks and dams on the McClellan-Kerr Arkansas River Navigation System, and routinely provides heavy repair and maintenance support to other Little Rock and Tulsa District civil works projects.



From left, Lt. Gen. Robert L. Van Antwerp, commander of the U.S. Army Corps of Engineers, McLain, and Command Sgt. Maj. Micheal L. Buxbaum, Command Sgt. Maj. of the U.S. Army Corps of Engineers.

"Vision" *continued from page 3*

These three principles act as our roadmap as we seek to align the Campaign Plan with our O-Plans and I-Plans. And they show why I believe each member of our team should have a "My Plan"—their individual efforts to support the I-Plan builds buy-in that leads to a positive outcome.

At the recent Senior Leaders Conference, we were fortunate to hear from Steve Haines and Terry Schmidt, advocates for "Systems Thinking." While the briefings were too lengthy and complex to really delve into in this writing, some of their key points are in this article, and you will start noticing a different kind of think-

ing to the Corps leadership. This systems thinking will help us align our I-Plans and O-Plans with the USACE Campaign Plan. And that will lead us to successfully executing our Campaign Plan and moving us down that road from Good to Great!

Thanks for all your great work! We have much ahead of us as a new fiscal year soon begins. As a great Pacesetter team, and with the right kind of thinking and a Vision to guide us, we can accomplish it all! Remember: "execute, execute, execute" as we close out Fiscal Year 10 programs. It's been a record-setting year, and let's finish strong! 