



US Army Corps  
of Engineers ®  
Rock Island District

# Tower Times

Volume 26

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January 2004





# Spotlight on the District

## John Sederwall

Maintenance Supervisor, Saylorville Lake

Story by Shannan Walsten, Public Affairs

A lifetime career with no regrets may sound too good to believe for some people, but for Saylorville Lake Maintenance Supervisor John Sederwall, this is exactly what working for the Corps of Engineers has provided him with during the past 38 years. Although this may seem like a rare find, if one looks even further into Sederwall's life, he will discover several unique aspects to this Corps member; aspects we might want to aspire to in our own careers.

Born and raised in Hannibal, Mo., near Lock and Dam 22, Sederwall met and formed several friendships with workers from the lock. These close friends would eventually convince him to apply for a job with the Corps shortly after attending Southwest Missouri State University for two years.

Since 1965, Sederwall has had the opportunity to watch the Saylorville Dam go from virtually a "river meandering through the Des Moines River Valley, to a great earth structure impounding a lake with completed recreation areas surrounding it." In fact, he was there in 1977, as part of the efforts to make the first gate changes go into effect. In a way, it seems as though Sederwall and the Saylorville Dam have grown and expanded together throughout the years.

Dedication might be a personal value businesses look for in employees, but it is

not always easy to find. Fortunately for Saylorville Lake, this was not the case when they hired Sederwall.

His coworkers say he has shown an exceptional level of dedication throughout the years, but he is most remembered for his outstanding efforts during the Flood of 1993.

"During the flood, I lead the maintenance team in managing the area's flood-

extensive knowledge of the position, our maintenance program, and our project. He will be difficult if not impossible to replace when he decides to retire."

Along with his six-member crew, Sederwall maintains the area surrounding Saylorville Lake. Under his direction, the crew ensures the recreation areas are safe for the public, and they handle any new jobs or repairs that are thrown their way.

"No one person dictates what the crew's work will be for the day," said Sedarwall. "But rather, their work is dictated by what needs to be fixed."

Sederwall says each new day brings with it a possibility for anything, and he doesn't mind the lack of repetition in his job. Perhaps that is why some of his favorite hobbies include camping and fishing. Like his job, he never knows what he's going to get when he sets out for them.

A lifetime career with no regrets is something most people may strive to obtain, but maybe it is more obtainable than one may think.

What worked for John Sederwall? In the overall picture, it appears to be optimism.

Broken down into three steps, his advice includes to: "Always do the best in the position you are in; always attempt to get along with your peers and the public; and always have an open mind and look at both sides of a story."

These principles have continued to work for Sederwall throughout his 38 years. ■



fighting efforts," said Sederwall. "It was one of my proudest moments."

It is no surprise that after serving with the Corps for almost four decades, Sederwall has gained a great deal of respect from his fellow co-workers.

"His expertise, knowledge and corporate memory have proved to be invaluable to myself and the rest of the staff," said Steve Fairbanks, operations manager, Saylorville Lake. "So much of what he does, we take for granted because of his

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# Tower Times

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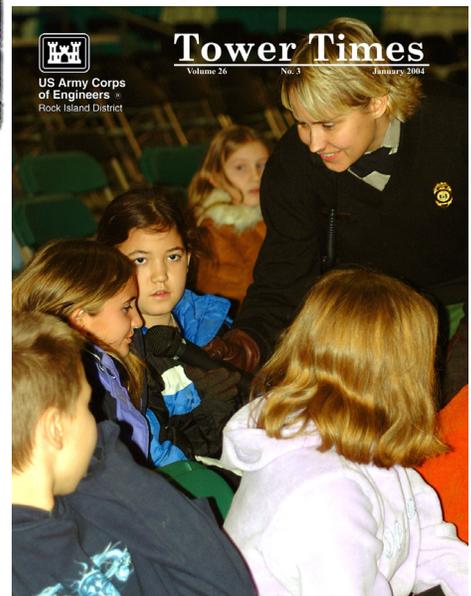
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Wendy Frohlich, Mississippi River Visitor Center, fields a question from a local student at the Quad-Cities Bald Eagle Days held at the Quad City Conservation Alliance Exposition Center in Rock Island, Ill. The event featured numerous displays, which included live presentations of a bald eagle, a hawk, and an owl.

See page 10 for more. Photo by Mark Kane.

# Embracing Change

By Col. Duane Gapinski, District Engineer

**H**appy New Year. I hope everyone had an enjoyable holiday season. This coming year will have its share of challenges. I'd like to talk about a few and give you my perspective.

**Deployment of P2:** Sometime this spring, probably in April, the District will field P2, the project management automated information system. P2 will ultimately allow us to execute the Project Management Business Process more efficiently and effectively by providing one source of information for all our projects.

Realistically, we can expect there will be some bugs to work out; but, as always, our determination, innovation and teamwork will make this work. We will resume PMBP training in the near future, and time this training so we are best prepared for the fielding of P2.

Employees will be trained to use P2, if they will be using it to manage resources. Others will be trained to access it to obtain project information. Employees on Project Delivery Teams will be asked for additional information for the management system. All employees, and eventually our customers, will have access to P2 to view project information.

**USACE 2012:** Right now our higher headquarters, Mississippi Valley Division, and Headquarters, are reorganizing to implement USACE 2012. They will do what we have been doing for quite some time – working as project-focused teams. For instance, at MVD there are three District Support Teams – ours services both Rock Island and St. Paul Districts – composed with members representing a variety of functional areas.

The DST serves as our single point of entry into the MVD staff and will become the MVD experts on District issues.

As we all know, change is difficult and the people at our headquarters are going through some major adjustments. I ask your support in helping them adapt. They are all on the same team as us and we owe it to the organization to help them make these reorganizations work. Also, the MVD team will implement the regionalization of support functions by October of this year. District personnel (Larry Barnett and Ron Fournier, to name two) are involved in crafting those plans, and we will share those as they are developed.

Again, change is hard, but the purpose of these changes are to allow us to deliver timely, effective services at the lowest possible cost.

**Continuous Improvement:** We are beginning to implement the work accomplished by some of our strategy teams. These teams

were chartered as a result of our strategic planning process.

Strategy Team 2.3 is putting the finishing touches on their work on the District's meetings and decision-making process, and we will deploy these soon.

Strategy Team 2.1 has created the District Scorecard as a home for the performance measures used by District leaders to run the organization.

Because it is so important for these processes to produce significant results, the District's senior leaders use their monthly Executive Steering Board meetings to continuously review the strategy team charters to ensure what we have asked each team to do is achievable in a reasonable timeframe.

I look forward to incorporating more results into our way of doing business. I will discuss the results of these teams in greater detail at the town hall meeting in February.

**The Navigation Study:** I will be somewhat understating and say that The Upper Mississippi River and Illinois Waterway System Navigation Study is important to the credibility of the Corps.

The study team has done an outstanding job of engaging stakeholders, the public and interest groups and using the best science available to recommend navigation efficiency improvements and ecosystem-restoration actions for this nationally vital system.

Right now the study team is working on the briefing of the tentative study recommendations and the Draft Feasibility Report. The briefing takes place in February, and the draft report will be released in April. The Chief's report is due to Congress in October.

The recommendations we make will include a discussion of all of the accompanying risks and uncertainties. In other words, we will address those issues that have gotten a lot of press lately. We fully intend to lay all of our cards on the table, so to speak, and then the Congress can do as it wishes.

Thank you again for all the great things you do for our nation. This is an excellent organization to be a part of, and I am confident we will rise to these challenges and many more. Essayons. 🇺🇸





# Mentoring Program Celebrates Success, Starts New in 2004

By Gail Clingerman, Programs and Project Management

The 2004 Pathfinders Mentoring Program is underway, with 14 mentor/protégé pairs matched and ready to begin the formal six-month program with a kickoff training and orientation session on Jan. 20.

This is the second year of the District's program, sponsored by the Special Emphasis Program Committee. Last year's program was extremely successful, with the protégés gaining insight on goal-setting and career development. Some of the protégés will continue meeting with their mentors informally to receive feedback, advice and coaching as they work toward meeting the goals that were identified during the formal 2003 Pathfinders program.

"As a protégé in the 2003 Pathfinders Mentoring Program, I found the experience to be rewarding, not only professionally, but also personally," said Adrienne Blackwell, Real Estate.

"If you are given the opportunity to be a protégé or a mentor, just do it," said Blackwell. "The rewards are priceless."

Mentors are the key to the success of the program, and fortunately, the District has an abundance of experienced and enthusiastic employees eager to help others meet their career goals. Many of the mentors are past graduates of various leadership and training courses offered by the Department of the Army or the Corps of Engineers, including the District's Leadership Development Program.

Becoming a mentor is one way for graduates of these programs to pass on their knowledge and give back to the Corps community. Mark Cornish, Programs and Project Management and 2004 Pathfinders mentor, is a 2002 District LDP graduate and was also a mentor in last year's program.

"Pathfinders mentoring allows me to put the skills I learned in LDP into practice," said Cornish.

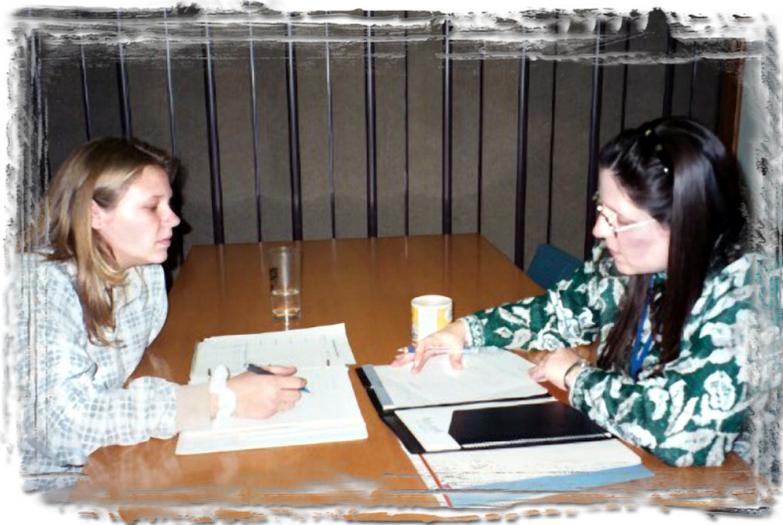
The Pathfinders Working Committee recommended a few changes to this year's program, based on an after-action review. Improvements include the development of a list of potential topics for the mentor/protégé discussion sessions, a mid-program book review, an AAR discussion session with protégés, and a satellite course on leadership for protégés and other interested District employees.

The focus of the program remains the same as when the program was developed in 2002: to capitalize on the experiences of successful

role models (mentors) by making them available on a volunteer basis to District personnel (protégés) who wish to define and develop goal setting and personal initiatives. This is done through two hours of mentor/protégé meetings per month, and attendance at monthly career-development lunch and learns. Last year's lunch and learns included such popular topics as interviewing skills, resume writing, and networking skills. These lunch and learns are open to all District employees, and the Special Emphasis Program Committee plans to offer equally relevant and appealing lunch and learn opportunities in 2004.

This year's program includes four protégés who work in the field, including three wage-grade employees. Field participation in the program is encouraged, since one of the reasons for the development of this program was to fill the gap in existing developmental opportunities, particularly for lower-graded employees. Each of the lunch and learn sessions is videotaped, and the tapes are mailed to the field protégés so they can be viewed at the employee's convenience. In addition, field protégés are generally matched with a mentor at a nearby location, either someone located at a field site or at the Clock Tower Building. This facilitates face-to-face meetings between the mentors and protégés, although some mentoring can be done by phone or e-mail.

The Pathfinders program will be offered annually, with training in January and formal mentoring from February through July. Any questions or comments about the program can be directed to the Pathfinders Working Committee members: Gail Clingerman, Programs and Project Management, Cindy Banks, Equal Employment Opportunity, Karen Grizzle, Real Estate, and Mari Fournier, Resource Management.



Tracy Street, Programs and Project Management, studies under Donna Jones, Operations Division, as part of the 2003 Pathfinders Mentoring Program.

# Mississippi River Winter Work in Full Swing

## Marion



The lower miter gate is repositioned back into place at Lock 15 after it was repaired at LeClaire Base in 2001. Repairs to the upper miter gates from Lock 19 are underway at LeClaire Base. Photo by Mark Kane.

**M**aintenance employees working out of the Mississippi River Project Office have been operating with a full plate this winter, which is business as usual this time of year.

"As our already antique infrastructure grows older with each passing year, our backlog of maintenance grows almost at an exponential rate," said Bill Gretten, Mississippi River Operations Manager. "We work to identify, prioritize and plan our repair work for the future, but new problems continue to surface unexpectedly causing us to throw out our best-laid plans to address something more urgent."

One example of this occurred a couple years ago on New Year's Eve. The Mississippi River Structures Repair Crew had planned for months to remove and repair the lower miter gates at Lock 19, they had already mobilized on site when the failure of a lower miter gate at Melvin Price Lock in the St. Louis District caused a change in plans. The crew left Lock 19 and moved the repair fleet through 15 inches of ice to get to Mel Price Lock and make the emergency repair. This resulted

in delaying the work at Lock 19 by more than a year.

"Folks should understand that the structural damage that requires these repairs is not a result of negligence or abuse by lock operators, but is almost always a result of either towboat allisions (a nautical term used when a vessel strikes or collides with a stationary object) or fatigue failure simply due to the age of the structures and the enormous number of cycles or lockages on the equipment," said Gretten. "Our locks, dams and all associated equipment were originally designed to last 50 years. The fact that the system still operates after nearly 70 years of use is a tribute to the diligent efforts of the lock crews who perform regular preventive maintenance, and the repair crews who perform the larger repair jobs."

Gretten said the hard work of the professionals that work for him is the main reason things continue to operate as well as they do.

"These folks understand the importance of the lock system to the nation's

economy and they strive to minimize downtime to our customers," said Gretten.

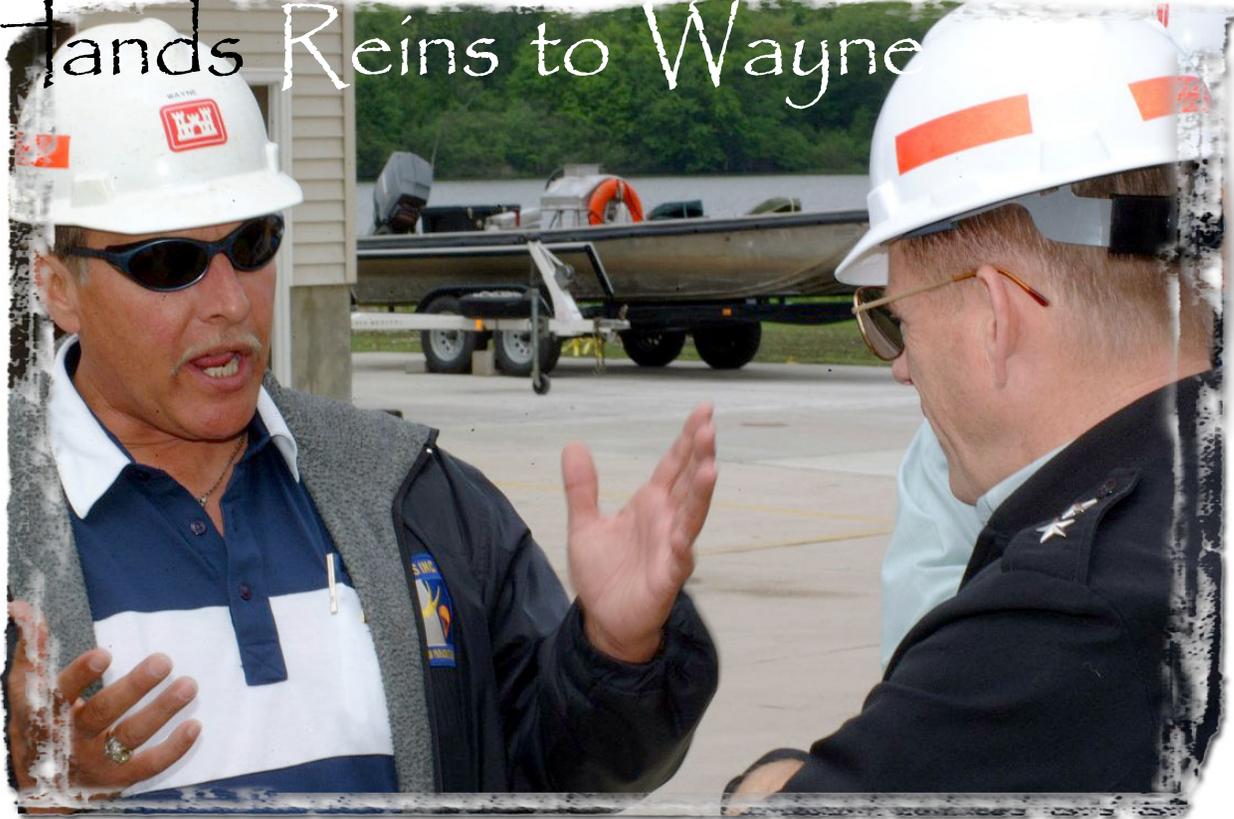
In addition to a lot of long hours, it takes the combined experience and institutional knowledge of many employees that know how to solve numerous repair problems.

"There is no manual or textbook for miter gate or tainter-valve repair," said Gretten. "Such guidance usually comes from the past experience of others."

One of the District's best sources for this knowledge was lost recently when Bud Marion retired from his position as the general maintenance supervisor for the Maintenance Section, Mississippi River Project Office, after almost 35 years of service.

"Bud's knowledge and experience was instrumental in many, many repairs made not only in the District, but also in other river districts from St. Paul down to New Orleans," said Gretten. "Bud's work ethic and attitude was exemplary – you could call him at 2 a.m. on a Sunday morning in January and tell him we had a breakdown at a lock downriver, and his response

# Hands Reins to Wayne



John Wayne discusses the maintenance section's work with Maj. Gen. Hans Van Winkle, deputy chief of engineers at the time of this photo, during the general's visit to Locks and Dams 14 in May.

Wayne was recently promoted to general maintenance supervisor for the Maintenance Section, Mississippi River Project Office, the position previously held by Bud Marion until he retired from the District.

Photo by Mark Kane.

would always be 'I'm on my way' – I never heard him complain once. He would always stick with a problem until a solution was found.

Gretten said he was most impressed with Marion during this past year as he approached his retirement.

"It seems that many folks slow down and ease their way into retirement, but Bud was not about to do it that way," said Gretten. "He continued to work hard up until the day he retired. During his last two weeks on the job, several of us accompanied Bud as he made a last trip to all the locks, Dredged Material Management Program sites, and projects he had underway along the 319-mile stretch of the Mississippi River Project."

Gretten said the purpose of the trip was to make a clean hand-off of all Marion's work to his new replacement, John Wayne.

"In normal fashion, Bud had us on the road at 6:30 a.m. and at 6:30 p.m., in total darkness of course," said Gretten. "We were still out looking at DMMP sites with the truck's headlights as Bud continued to

enthusiastically explain all the work that we were going to accomplish in the coming year. "For three days, we took lots of notes and pictures as we seized the opportunity to learn from Bud one last time.

"The District can rest assured that a clean hand-off was made to John Wayne who, with more than 30 years experience himself, is certainly no rookie to this type of work," said Gretten. "John brings his own enthusiasm and valuable-institutional knowledge to the position, and the transition should appear seamless to the District."

Some of the items the Mississippi River Maintenance Section is tackling through this winter include:

- Repair and rehabilitate both upper miter gates from Lock 22. (These gates were removed from Lock 22 and transported to LeClaire base where the repairs are already underway.)
- Install a single-point pick-up on Lock 15 auxiliary-miter gates in preparation for removal and repair next year.

- Construct mooring blocks in Smith's Island area of LeClaire Canal.
- Repair of miter-gate strut arms for Lock 22.
- Strike removal (mechanical dredging) at Lock 22.
- Improve the Keithsburg Dredged Material Management Program site (dredge disposal site).
- Inspect Lock 19 tainter valves.
- Repair the Motor Vessel Bettendorf.

While the Mississippi River Project Office maintenance crews are handling the larger projects listed above, the lock crews use the winter period to catch up on their backlog of maintenance and repair. Some of the work that will be completed by the lock crews this winter include:

- Replace damaged miter-gate timbers.
- Inspecting tainter-valve and miter-gate speed reducers and providing oil changes for the reducers.
- Replace and widen some miter-gate walkways.
- Overhauling tractors, Cushman scooters, pumps, generators, etc.

*Bill Gretten contributed to this article.*



# Organizational Change Within the Corps, the Transformational Power of Dialogue

By Doug Davis, Deputy for Small Business

Layout by Joe Nobile, Information Management

Organizational change, in many ways, is like changing the geography or landscape of a city when erecting a new dam, bridge, highway, or skyscraper. Once the plans are laid, construction begins with the placement of the infrastructure, i.e., the footings, the forms, the pilings, etc.

The practice of purposefully developing the ability to engage in true dialogue is emerging as one of the most important elements of transformational change. It can go a long way toward helping an organization establish a solid foundation, especially for the profound, institutional kind of change, the U.S. Army Corps of Engineers is facing today.

Dialogue is about creating a structure for powerful conversations, a structure that encourages and supports exploration, moment-to-moment learning, the freedom to think and imagine, and the ability to move towards a more desired future collaboratively.

It is the structure of dialogue that creates a container that is both open enough and strong enough to allow widely different options to be voiced and heard, a structure that focuses our intentions and attention in ways that allows us to range far and wide, to ask questions we might not have previously dared, to loosen our grip on hallowed certainties and to listen for new ways to live and work together.

If the Corps of Engineers is to improve the quality of life for its employees in these times of “white water” change, we will need a discipline of collective practice to develop intuitive sensibilities and a receptive, non-judgmental environment, where people can learn to treat one another with honor. This is an environment that can be ensured through the practice of dialogue.

Where dialogue is adopted and practiced widely, it changes the underlying culture to one that is more partnership and collaboratively based. Like a wing dam on the Illinois Waterway, dialogue expands our ability to adapt to increasingly complex and rapidly changing conditions.

Millions of dollars are lost everyday by organizations simply because of the limited and ineffective ways they have learned to communicate. Think back to some of the meetings you have attended that were long, dry, boring, and unproductive.

If we are to change the ways in which we communicate with one another, we must find a way to surface the underlying values and mental models that keep us locked into limited ways of speaking and listening.

It is the quality of our relationships that makes the critical difference in getting the results we are looking for. Many times we are culturally blind to this critical factor, because we attend to the results, rather than to how we get the results through working with others.

Cultural blindness is also related to the way we see the world, the lens we look through on a daily basis. I’m reminded of a

story of a father who had just taken his children to see their first 3-D movie that explains the phenomenon quite eloquently.

The father said, “This past weekend I took my kids to see their first 3-D movie. I was blown away with how the glasses altered my vision. Not like I expected though. I was not overly impressed with the 3-D effects in the movie itself; what really surprised me was what happened when I exited the theater. When I came out of the theater and removed my 3-D glasses, I experienced the greatest parable of life. Life is how we view it.

“After wearing glasses where one lens was red and the other was blue, my eyes had adjusted to the colors. Now with my naked eyes, out of one eye the world had a blue tint and out of the other eye the world had a red tint. I could not believe my eyes, I had never heard of that phenomenon before. I rubbed my eyes, closed one eye, and alternated them over and over. Everything looked redder, then everything looked bluer, over and over.

“I had enough scientific knowledge and common sense to know the whole world was not changing colors, timed perfectly to the instant I shut one eye and opened the other. This was the most altered my vision had ever been, yet it was perhaps the clearest I had ever seen the world. I now saw the argument between the optimist and the pessimist solved, it depends on which eye you have open.”

In your life, do you focus on those who have more than you, or those who are less fortunate than you? Do you focus on how bad your job is, or that you have a job? Do you focus on the smallness of your closet and house, or do you see that you have so many clothes you don’t have room to store them? What eye are you looking out of?

If you want the world to look differently, it may be easier for you to open the other eye than to paint the world.

Through an ongoing practice of dialogue, we can breathe new life into our relationships and transcend the limitations of formal job roles and status. We can move beyond the individual to focus on the larger social and cultural context in which we live and work. We can open and look through the other eye.

Using dialogue and the skills that support it can be the beginning of a fundamental change in organizational culture, and one of the most valuable activities available are conversations about the assumptions that drive all strategies, planning and decision-making activities. Dialogue is a powerful practice field for developing these capabilities.

Creating the kind of breakthrough thinking that is needed in the complex world of change that the Corps of Engineers is, and will continue to experience in the months and years to come, will require a combination of skill, craft, art, and an ability to address crucial, yet often undiscussable aspects of an issue or problem so that better choices can be made.

Dialogue is the primary key. ■

# Navigation Study Nears Completion



A tow maneuvers its barges through LaGrange Lock and Dam on the Illinois River in early October. Photo by Mark Kane.

## By Patricia Ryan, Public Affairs

Most people who work for the Corps know about the Upper Mississippi River and Illinois Waterway System Navigation Study. However, depending upon a person's individual job and interest, the level of knowledge varies, especially in a study as multi-faceted and far-reaching as this.

The Corps restructured the study in late 2001 to take a more comprehensive approach toward the relationship between the environment and navigation. A simplified look at the Study reveals a two-part effort targeting navigation efficiency and ecosystem restoration. A benefit of this holistic approach is the high level of public involvement that is required, which also acts as a method of allowing any person, group or stakeholder to voice their opinions and concerns and have them addressed. The public had the opportunity to see, learn about, and comment on the Draft Feasibility Study at seven public meetings held in October.

The Corps contracted with the National Research Council to review the Plan, and in December they issued a report discussing their initial findings. The NRC report offered both positive comments and areas of concern in addressing the Feasibility Study.

The NRC review will continue through the completion of the Feasibility Study scheduled for this fall. This is the first of three reports the NRC will produce in the course of their review. The NRC review is an ongoing process and the review committee is still collecting and evaluating input to study. Their findings are likely to evolve as the review and coordination continues.

"I welcome the comments of the NRC, and we will use their input to improve the quality and content of our study," said Lt. Gen. Robert B. Flowers, chief of engineers.

"Independent review is essential for large and controversial studies like the Upper Mississippi River and Illinois Waterway Navigation Feasibility Study to ensure the quality of the study analysis and process and to ensure the best available science and engineering are applied in conducting the study," said Flowers. "The NRC has the right combination of integrity, reputation and technical excellence to help the Corps achieve the best possible study and recommendations."

The study team is now gathering input on the range of alternatives and considering public comments, along with the input of stakeholders in the river system, to

narrow the list of options to a single, integrated recommended plan. Details of that plan will be documented in the Upper Mississippi River - Illinois Waterway System Navigation Study Draft Feasibility Report slated for release in April.

"This study is extremely important to the economic and environmental sustainability of the region," said Denny Lundberg, Navigation Study regional project manager.

The next opportunity for public comment will be after the Draft Feasibility Report is released in April, when a series of public meetings will be conducted to answer questions, receive comments, and gather public and stakeholder feedback on the proposed alternative reflected in the Draft Plan.

"Although this seems like a long process, the careful consideration of myriad interests including agricultural, economic, political, environmental, and financial must meld together to create a long-range effective plan benefiting all and meeting the challenges of the future," said Lundberg. ■

### On the 'Net

[www2.mvr.usace.army.mil/umr-iwwsns](http://www2.mvr.usace.army.mil/umr-iwwsns)





## Around the District

### District Supports Quad-Cities Bald Eagle Days

The District once again provided support to the Quad-Cities Bald Eagle Days held Jan. 9 through the 11 at the Quad City Conservation Alliance Exposition Center in Rock Island, Ill.

Staff from the Mississippi River Visitor Center provided important support during the Friday school day and interfaced with more than 1,500 students, teachers and parents during the event, which is a record number of participants.

The Visitor Center staff also provided coverage for a Corps' booth during the indoor portion of the event, with 719 participants stopping at the booth to learn more about the District's support of natural resource management along the Mississippi River.

All told, an estimated 16,000 people attended the Quad Cities Bald Eagle Days. ■

### Gapinski to Give First Town Hall

Col. Duane Gapinski, District Engineer, will conduct his first District Town Hall Feb. 10, at Naval and Marine Corps Reserve Center Rock Island.

The Town Hall will begin at 10 a.m. and will give Gapinski the opportunity to talk about current Corps initiatives that will affect the District.

This will also be your opportunity to ask him questions about issues that concern you.

All employees are encouraged to attend, and a videotape of the Town Hall will be made available to employees located at field sites who cannot attend. ■

### Commander's Award for Civilian Service Awarded to Deployed District Employees



**Jim Wilson**, Operations Division, and **Joel Peterson**, Engineering Division, earned the Commander's Award for Civilian Services while deployed in support of Operation Iraqi Freedom.

Wilson earned the award for his achievements while serving as the Iraq Reconstruction Office sector manager for airports. His technical expertise, attention to detail, and straight-shooting reviews, with respect to job orders, provided the U.S. Agency for International Development Support Office with a necessary platform for revisions that resulted in team's overall success and USAID's endorsement of the IRO operation.

Peterson earned the award for his achievements while serving as the Iraq Reconstruction Office sector manager for water and sanitation. Specifically, he earned the award for his labor-intensive work with USAID Support Office and the Ministry of Municipalities and Public Works on prioritizing a project list for a \$350 million supplemental package. His coordination skills, coupled with his knowledge and on-site leadership, contributed greatly to the team's overall success and USAID's positive outlook on the IRO operation. ■

### Recent Retirements ...

**Harold Rieck**, lock and dam operator, Lock and Dam 16, Operations Division, will retire Feb. 2, after dedicating 34 years and two months to the federal government.

### District Commander's Award

**Michael Hoh**, Contracting, received the October District Commander's Award.

Hoh, a contract specialist, earned the award through his initiative of volunteering to act as the contracting officer technical representative to replace the carpeting in Contracting and meet contract delivery date. His efforts included providing packing and moving instructions, meeting security requirements, and locating a staging area for the installation of the carpet. As a result of Hoh's hard work, a quality product was delivered and installed. ■

### Readership Survey ...

We're looking for your feedback to improve your Tower Times.

Our District's official news magazine, the Tower Times, is written and published for the employees, and retirees and families of the Rock Island District. It's your publication and this is your chance to impact what is covered, how often it's published, and how well you like the content.

We need your input to gage the Tower Times' effectiveness in meeting your needs as a reader.

The results of the survey will be used to improve the Tower Times and work to serve the publication's readership to the maximum extent possible. ■

*The survey is located on Rocky, the District's Intranet, and can be accessed electronically at the following address:*



[http://  
intranet.mvr.usace.army.mil/  
Surveys/TowerTimes/  
TowerTimesSurvey.cfm](http://intranet.mvr.usace.army.mil/Surveys/TowerTimes/TowerTimesSurvey.cfm)

## Notes from the Mississippi\*

### *Lock and Dam 11, Dubuque, Iowa*

- ✓ Winter snow equipment prepared.
- ✓ Dam restriction-sign brackets fabricated.

### *Lock and Dam 12, Bellevue, Iowa*

- ✓ Roller-gate chains replaced.
- ✓ Roofs on pier houses replaced.
- ✓ Security fence installed.

### *Lock and Dam 13, Fulton, Ill.*

- ✓ Lock equipment winterized.
- ✓ Dam safety blocks secured for the winter.

### *Locks and Dam 14, Le Claire, Iowa*

- ✓ Lower-unit oil in all outboards changed.
- ✓ Loft handrails rebuilt.

### *Locks and Dam 15, Rock Island, Ill.*

- ✓ Fire extinguishers tested and inspected.
- ✓ Roller gate motor-brake coil replaced.

### *Lock and Dam 16, Muscatine, Iowa*

- ✓ Spillway buoys removed and cleaned.
- ✓ Tainter-gate controls and limit switch repaired.

### *Lock and Dam 17, New Boston, Ill.*

- ✓ Mule-rail stops replaced.
- ✓ Batteries on generator and bridge crane replaced.

### *Lock and Dam 18, Gladstone, Ill.*

- ✓ Unneeded fence removed.
- ✓ Mower decks cleaned and repainted.
- ✓ Electric man holes pumped.

### *Lock and Dam 19, Keokuk, Iowa*

- ✓ Gage-well heaters repaired.
- ✓ Insulated door built and installed.
- ✓ Bulkhead lifter serviced.

### *Lock and Dam 20, Canton, Mo.*

- ✓ Safety blocks replaced.
- ✓ Water lines drained.
- ✓ Generator serviced.

### *Lock and Dam 21, Quincy, Ill.*

- ✓ Parking-lot curb painted.
- ✓ Fence and posts removed.
- ✓ Restroom exhaust-fan motor replaced.

### *Lock and Dam 22, Saverton, Mo.*

- ✓ Security fencing and mechanical entrance gate installed.
- ✓ Sidewalk repaired.

\*This is a small sample of work completed at District locks and dams throughout the month.

## Speakers Bureau

By Shannan Walsten, Public Affairs

On Dec. 15, **Jim Ross**, Programs and Project Management, spoke to more than 40 students at Horace Mann Elementary School in Clinton, Iowa. The topic of his discussion was the button industry.

**Mark Hoague**, Engineering Division, spoke about his career in engineering with more than 25 students at Rock Island High School on Jan. 8, in Rock Island, Ill.

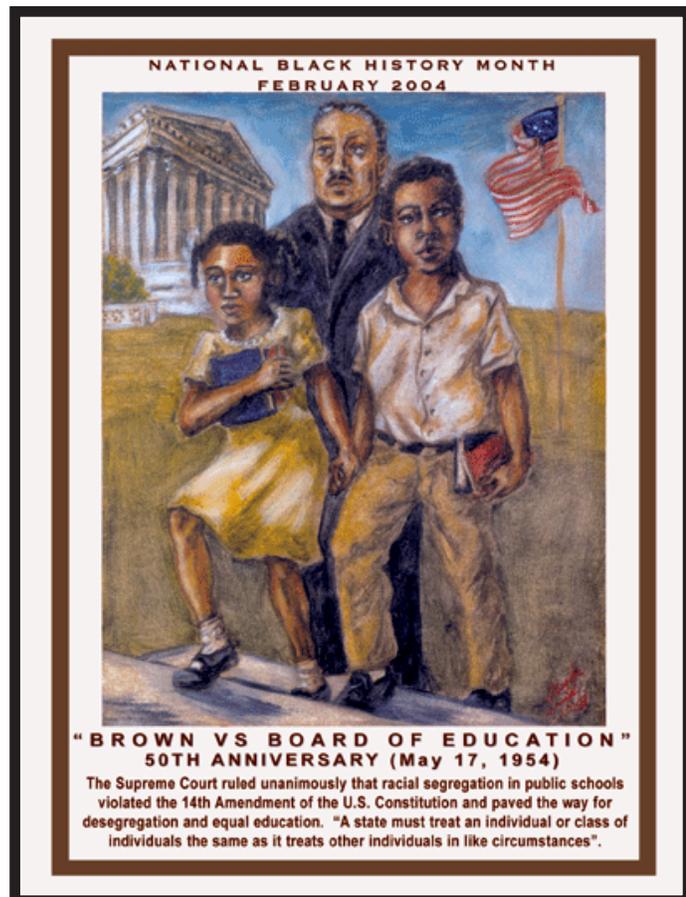
The Speakers Bureau is part of the District's outreach program. Through these programs, employees work to foster positive relations between the community and the Corps. Contact with our public provides an opportunity to reaffirm the importance of the District's role in our communities, the Midwest and the nation. District employees interested in these outreach opportunities can learn more by visiting our website at

[www.mvr.usace.army.mil/](http://www.mvr.usace.army.mil/)

[PublicAffairsOffice/](#)

[CommunityRelations.htm](#) or by contacting

Justine Barati at ext. 5204. 📞



# SALARY TABLE 2004

Incorporating the 1.5% General Schedule Increase and a Locality Payment of 10.09%  
for the Locality Pay Area of Rest of U.S. Effective January 2004  
(Net Increase: 1.94%)

## Annual Rates by Grade and Step

### GRADE

	1	2	3	4	5	6	7	8	9	10
1	17,000	17,568	18,133	18,695	19,262	19,595	20,152	20,715	20,738	21,263
2	19,115	19,568	20,202	20,738	20,969	21,585	22,202	22,818	23,435	24,051
3	20,855	21,550	22,245	22,939	23,634	24,329	25,023	25,718	26,413	27,107
4	23,412	24,192	24,973	25,753	26,534	27,314	28,095	28,876	29,656	30,437
5	26,195	27,068	27,941	28,814	29,687	30,560	31,433	32,306	33,179	34,052
6	29,198	30,171	31,144	32,118	33,091	34,064	35,037	36,010	36,984	37,957
7	32,447	33,528	34,609	35,690	36,771	37,852	38,933	40,014	41,095	42,177
8	35,933	37,131	38,329	39,527	40,724	41,922	43,120	44,318	45,516	46,713
9	39,690	41,013	42,336	43,659	44,983	46,306	47,629	48,953	50,276	51,599
10	43,708	45,164	46,621	48,077	49,534	50,990	52,447	53,903	55,360	56,816
11	48,022	49,623	51,224	52,824	54,425	56,026	57,627	59,227	60,828	62,429
12	57,556	59,475	61,394	63,313	65,232	67,150	69,069	70,988	72,907	74,826
13	68,443	70,724	73,005	75,286	77,567	79,848	82,129	84,410	86,691	88,973
14	80,880	83,576	86,272	88,968	91,664	94,360	97,056	99,753	102,449	105,145
15	95,136	98,308	101,480	104,652	107,823	110,995	114,167	117,338	120,510	123,682

The Wage Grade Salary Tables are not available at this date. These salary tables can be accessed from the Internet at [www.cpmis.osd.mil/wage](http://www.cpmis.osd.mil/wage), once they become available. From that page, choose Appropriated Fund Pay Schedules. Most of the Rock Island District falls within area 53, which shows up under Iowa, otherwise pick your state and county.

Special-salary rate tables for engineers and information technology career fields can be found on the Internet at <http://apps.opm.gov/ssr/tables/index.cfm>.



## USACE 2012 and Us

**Is district support being reduced while regional control of resources is bolstered?**

One of the underlying concepts for USACE 2012 is that of interdependence and making expertise available across the organization. If the concepts work the way they are intended, districts will have more support, because they will be able to tap into the regional assets that are available.

**For more in-depth information, the entire USACE 2012 plan is available at [www.usace.army.mil/stakeholders](http://www.usace.army.mil/stakeholders).**