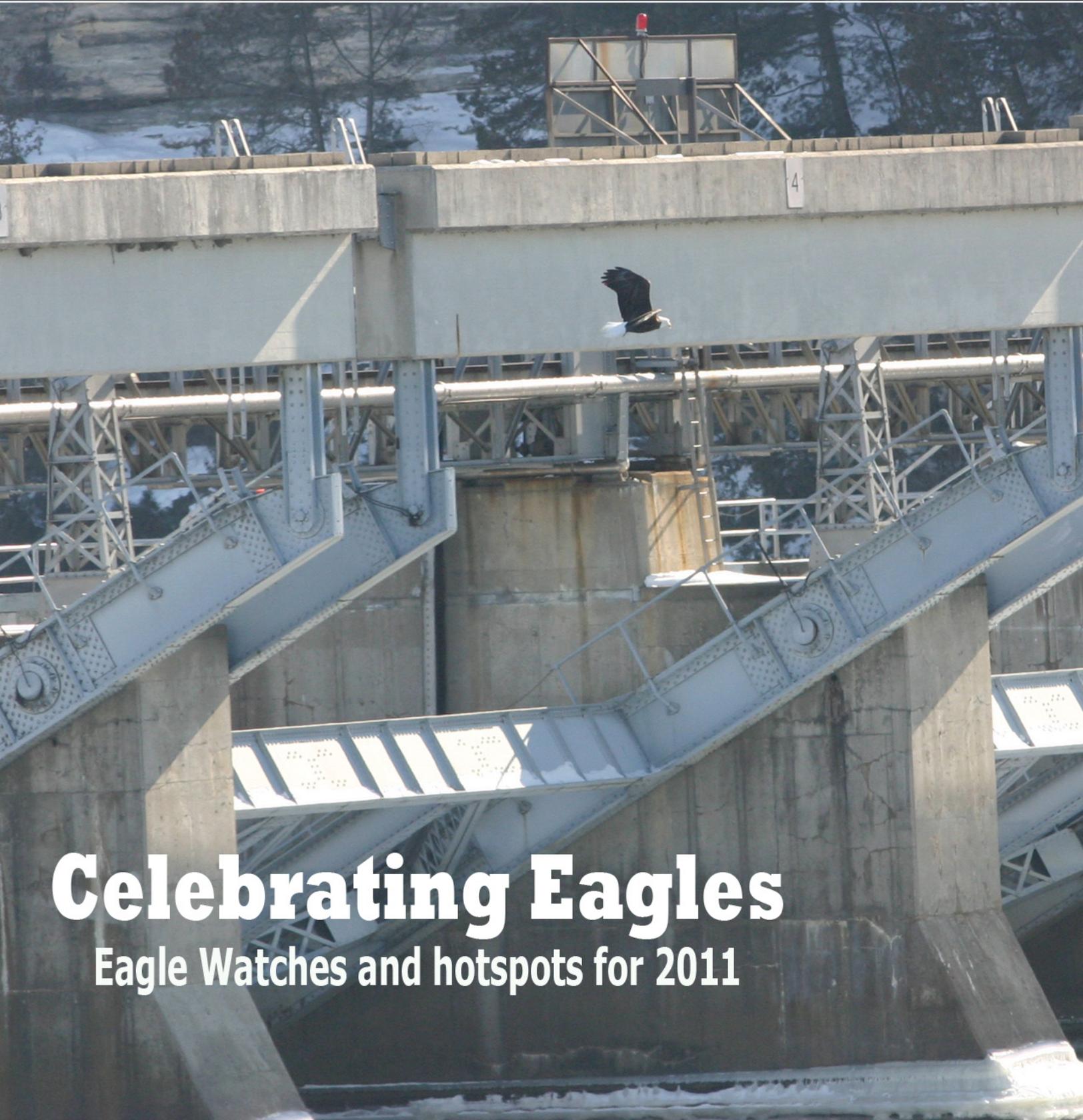


# Tower Times

Rock Island District's News Magazine

January 2011



## Celebrating Eagles

Eagle Watches and hotspots for 2011



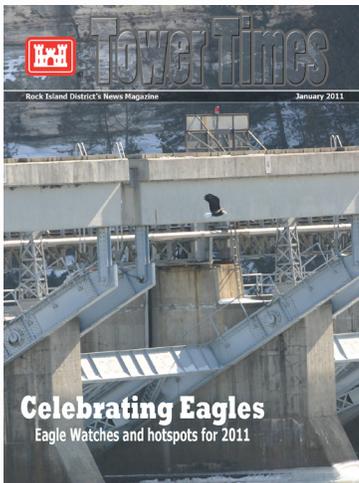
**US Army Corps  
of Engineers** ®  
Rock Island District

# Tower Times

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**January 2011**

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An eagle searches for fish at the Starved Rock Lock and Dam on the Illinois Waterway. The Illinois Waterway Visitor Center Bald Eagle Watch is January 22-23 with educational programs including live birds of prey. See page 13 for an Eagle Watch in your area.

*Photo by Kevin Ewbanks.*

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## *Tower Times*

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*A message from....*

Colonel Shawn McGinley, District Commander



# Time to kick off the New Year

**H**appy New Year and welcome to 2011. Hopefully everyone enjoyed the holiday season and had the opportunity to take some well-deserved vacation time. Now, with a renewed vigor, it's time to start looking forward to the New Year and the challenges ahead.

There are many milestones lurking in the coming months both for the District and the entire Corps. Most notably is June 1, 2011. That is a date we as the Corps of Engineers have committed to for several years as it is when one of the world's largest civil works projects -- the Hurricane and Storm Damage Risk Reduction System (HSDRRS) for the Greater New Orleans area -- will be completed. As many of you probably know, this has been a monumental task shared by the entire Mississippi Valley Division and the Corps. Our team, which we refer to as the Rock Island New Orleans Support office, or RINOS, has been integral in helping the Corps reach its goal of completion by June 2011. The RINOS team, and its partners throughout our Division, are well on their way to reaching that goal and it will be a proud day when the HSDRRS is operational in New Orleans.

The HSDRRS has been driven by some exemplary leadership throughout the Division. This year will mark an end to the tenures of some of those distinguished leaders. Two of the Division's senior executives, Karen Durham-Aguilera and Mark Mazzanti, will move on to new assignments in the coming months. Ms. Durham-Aguilera has already made the move to USACE headquarters and Mr. Mazzanti will most likely move on to his next assignment by this summer. They will take with them a broad knowledge base but will leave behind a legacy of excellence.

Turnover is a way of life with an organization as large as the Army Corps of Engineers and I am sure our team, within the District, may see some of our own workforce turnover. Luckily, we have a very capable, deep pool of professionals to meet our challenges head-on. This year will be a continuation of some high-profile missions like our project in Cedar Rapids. The Draft Flood Risk Management Study passed the Civil Works Review Board in November and will soon reach the Chief of Engineers' desk. We are currently working hand-in-hand with the City of Cedar Rapids, preparing to bring the project into the design phases.

We will also see progress on some of our American Recovery and Reinvestment Act projects as many will be in different stages of design and construction throughout the year. Of course, as is the case every year, our maintenance crews on both the Illinois and Mississippi Rivers will continue their tireless effort to keep the lock and dam system operational and the rivers open to navigation. And, we will continue the operational maintenance of our District's reservoirs.

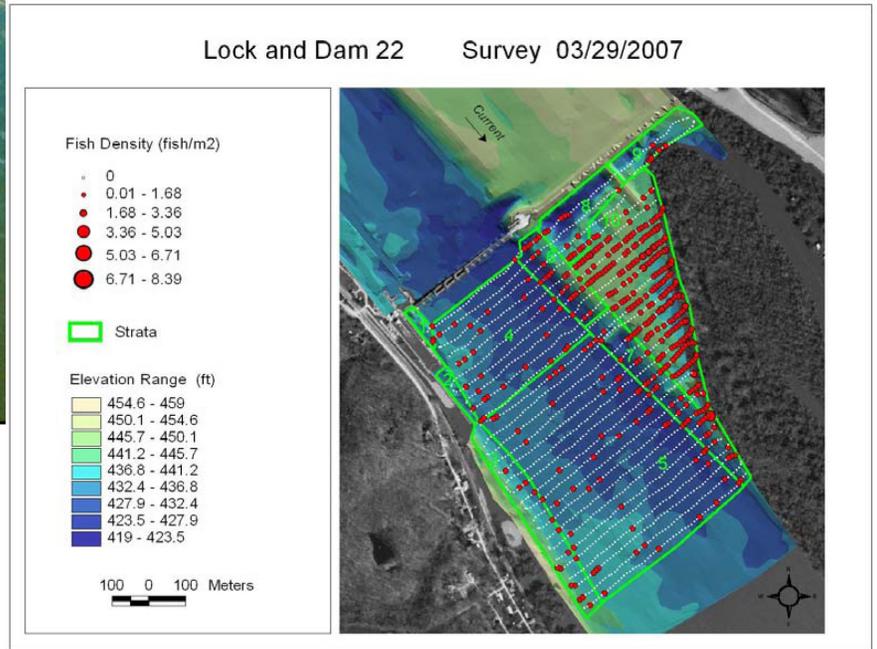
Just before the Holidays, I traveled to New Orleans for the Regional Command Council (RCC). During the RCC we established a revised regional structure to deliver Planning products and services for the Division. This change will provide an increased focus on planning activities, better mentoring and learning opportunities and more integrated use of regional assets. By this decision, all Planning employees within the Plan Formulation and Environmental/Economics branches throughout MVD will be assigned to St. Paul District, for the northern three Districts; or New Orleans, for the southern three Districts. The next steps are to establish an implementation plan, develop operating processes, and set the conditions for success. Our goal is to make this a smooth transition. It was a productive meeting to wrap up the year.

The coming months will hopefully be quiet with regard to flooding. But, we need to be ready for potential flood fighting as it is the nature of our business. It will be a few weeks before we have an accurate assessment of potential spring flooding. It has been a wetter than normal year to the north of us which has resulted in higher than normal base flows. There is a considerable snow pack as well. This is the time to get in the appropriate mind set -- to plan to be involved in flood fighting. I NEED motivated employees to consider volunteering for Flood Area Engineer positions. Anyone interested should contact our Emergency Management team.

I am sure this year will mirror most years within the District -- busy and, at times, unpredictable. As always, ensure you are doing your jobs safely while assessing risk constantly. The District Team has my full confidence as we set off to meet the challenges of the New Year. You should be proud of what you do. Continue **BUILDING STRONG®**. 



Above, shows Lock and Dam 22 which is one of the sights being studied for a fish passageway on the Upper Mississippi River. Right, shows the fish distribution and density following a mobile hydroacoustic survey taken at Lock and Dam 22 on March 20, 2007.



# Virtual fish help lead the way

By Hilary Markin, Editor

An extensive joint effort is underway combining modern and old-fashioned technology to gather data to build the first fish passageway on the Upper Mississippi River. Over the years biologists have considered the effects of the locks and dams on migratory fish species, defining them as fish species that have major annual movements to spawning, foraging, or wintering habitats within the river system; and they are working towards making improvements.

For the last five years the Fish Passage Monitoring Team, comprised of state and federal natural resource agencies, academia and the private sector, have been collaborating in an effort to increase the opportunity for fish passage through dams. Efforts have been concentrated at Mel Price Locks and Dam and Lock and Dam 22 to gain baseline data on species diversity, habits and movement in and around the locks and dams.

Fish studies on the Mississippi River are nothing new, in fact lots of research has been conducted over the years producing valuable background and historic information. This information combined with the new gathered through this effort will be used for project planning and design of the fish passageways. Lessons learned will also be useful for future fish passageway projects throughout the Upper Mississippi River.

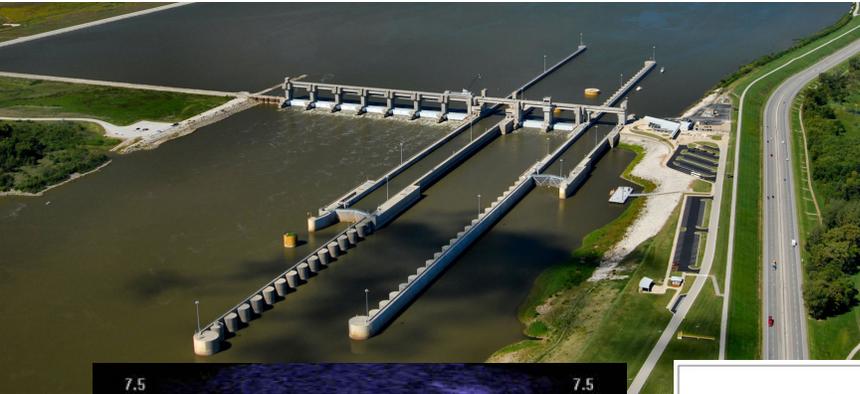
Several data collection methods are being used to generate sound baseline data prior to construction and to answer many questions. For example: If I were a fish, where would I most likely pass through the lock and dam? Does it depend on what species of fish I am? What the river conditions are? What time of year do I want to go through? Those are just a sample of the questions biologists are trying to answer.

One of the hurdles biologists also face are the river conditions. Higher than normal river levels have impacted the number of

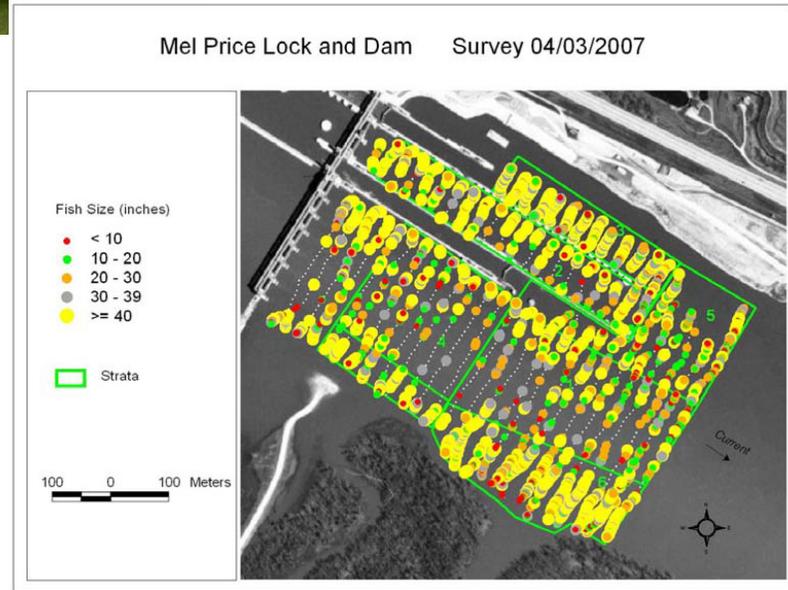
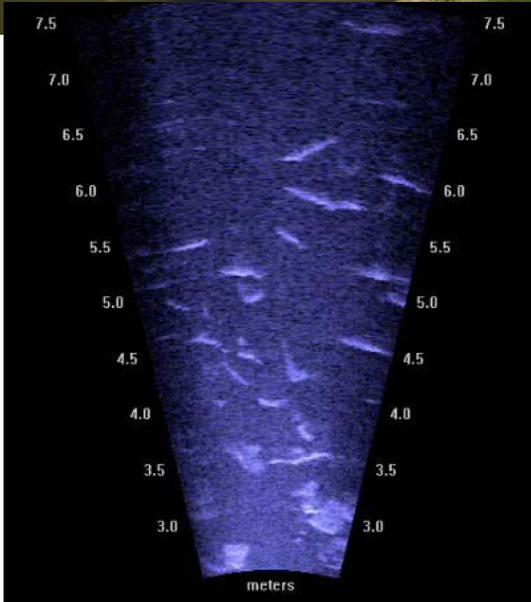
sampling days, clarity of water and ability for sampling equipment to be set and safely collected. These hurdles however, are being overcome by ingenuity and team members relying on one another to assist with collection efforts. Utilizing the diversity of the team and its many resources, the study has been able to collect valuable data.

As the results are collected and analyzed by biologists and team members, new monitoring efforts are launched and modifications are made to enhance data collection. Hydroacoustic monitoring has proved to be a valuable tool with conventional sampling methods also used (netting and deep-water electrofishing). The goal has been to conduct sampling during varying times of the year and during different river conditions. A 2005-2008 Fish Passage Monitoring Summary Report for MPLD and LD22 was published this fall by the Monitoring Team with all of the information discovered from 2005-2008.

“The interagency Fish Passage Monitoring Team has tapped into fish passage experts from around the U.S. to develop and implement a monitoring plan to answer the question; Will it work?” said Mark Cornish, team leader for the Lock and Dam 22 fish passage project. Monitoring has already helped the team identify the optimal location for a fish passage structure at Lock and Dam 22 and has led to some incredible discoveries about fish movements in the Upper Mississippi River. “We are learning a lot about how fish migrate and where they aggregate below the dams,” Cornish continued. “In 2010, our team tracked a female lake sturgeon from Keokuk, Iowa, to the mouth of the Ohio River, traveling an average speed of two and one-half miles per hour for six days in a migration of over 360 miles. We’ve also learned that migratory fish rely on tributaries to the Mississippi River during different seasons and at different river stages. Shar-



Left, an overview of Mel Price Locks and Dam near St. Louis, Mo. Bottom left, is a sonar image taken along the right descending bank of the dam showing a wide range of species and size classes moving upstream. Bottom right, shows the fish size distribution taken during mobile hydroacoustic surveys on April 3, 2007, at Mel Price Locks and Dam.



ing this information with the science community is a key component of monitoring, which is why we are excited about the Summary Report.”

Although a summary report has been published, monitoring efforts are still underway targeting more specific questions generated by the data. One unique use of new technology has been the work being conducted by researchers at the Engineering and Research and Development Center (ERDC) who are creating fish models predicting the movement of fish at the two lock and dam sites. The model Eulerian Lagrangian Agent Method, originated in the Northwest where the Corps is conducting extensive salmon studies in regards to their movement near power plant intakes. Dr. David Smith, ERDC, has been working with the team to create virtual sturgeon to swim through the models simulating real-life conditions. He has used the telemetry data compiled by Southern Illinois University to find trends in fish movement and has identified more specific data needed to improve the usefulness of the data for fish behavior modeling. Built into the models is hydrograph information that can be changed to demonstrate how fish respond when gates are open or closed. These models will help biologists see how the fish behave on the Upper Mississippi River in relation to the locks and dams and how they might respond to a fishway.

Telemetry monitoring efforts have also been a key part to the study. Researchers, students and biologists have been inserting tags into known migrating species (silver carp, shovelnose sturgeon, white bass, and paddlefish) to collect necessary data about the frequency and extent of their movements. Blue catfish were also included in the study at MPLD and lake sturgeon were added when they moved into the Upper Mississippi River from the

Lower Mississippi. The information gathered from these research efforts has been extremely valuable and continues to pay off as the telemetry network continues to register signals from fish with transmitters.

One of the new technologies that biologists are using is the dual-frequency identification sonar (DIDSON) which uses acoustic lens technology to form acoustic images with greater detail than found with conventional sonar and record moving pictures of fish. DIDSON images can also be used to estimate fish abundance, identify species and understand fish behaviors. The use of DIDSON has been primarily concentrated around the lock chambers as biologists try to determine if fish actively use the lock chambers to move up and downstream. They are also trying to determine if assisted fish lockages are a viable option. So far the data collected has indicated that it is more accidental than purposeful when fish lock through.

Cornish said the team realizes that one or two fish passageways are not going to solve the long-known problem of locks and dams prohibiting movement of fish; however, they are a good first step. Fish passage structures that allow for both upstream and downstream movement are one component of a comprehensive ecosystem restoration program that will benefit all aspects of the life cycle for migratory fishes. This program, the Navigation and Ecosystem Sustainability Program (NESP), is a long-term program of navigation improvements and ecological restoration for the Upper Mississippi River over a 50-year period that will contribute to a healthy Upper Mississippi River ecosystem. 

Information taken from the 2005-2008 Fish Passage Monitoring Summary Report for Mel Price Lock and Dam and Lock and Dam 22. To view the full report visit the Tower Times Online at [www.mvr.usace.army.mil/PublicAffairsOffice/TowerTimes/](http://www.mvr.usace.army.mil/PublicAffairsOffice/TowerTimes/).



# Tower Times

Rock Island District's News Magazine

2010 Survey Results

**T**hank you to the many people who responded to the 2010 Tower Times Survey. The results have been captured, analyzed and changes will be incorporated throughout the year thanks to your comments and suggestions. If you did not have a chance to participate in the survey and would like to provide feedback please contact Hilary Markin at 309-794-5730, Hilary.R.Markin@usace.army.mil or send comments to Tower Times Editor, Clock Tower Building, Rock Island District, PO Box 2004, Rock Island, IL 61204-2004. Your feedback is welcome throughout the year. If you see something you like, don't like, or have an idea for an article please don't hesitate to contact the Corporate Communications Office.

1. The Tower Times is currently a monthly print publication with the information displayed online. Which way would you prefer to receive the Tower Times?
  - a. Online – with a monthly email = 43
  - b. Monthly print publication = 16
  - c. Available online and monthly print publication = 37
  - d. Other - Please explain.  
Summarized comments: reduce the number of hard copies to save costs, online pdf format, once a year printable version with the highlights from the monthly versions.
2. How often should the Tower Times be published (online/print)?
  - a. Monthly (12 issues per year) = 53
  - b. Bi-Monthly (6 issues per year) = 26
  - c. Quarterly (4 issues per year) = 16
  - d. Yearly (1 issue per year) = 3
3. The Tower Times provides useful and informative information relative to your job?
  - a. Strongly agree = 11
  - b. Agree = 49
  - c. Neutral = 29
  - d. Disagree = 9
  - e. Strongly disagree = 2  
Summarized comments: great way to hear about projects, interesting and informative, needs more information.
4. The Tower Times is a key source for improving communication about the District.
  - a. Strongly agree = 21
  - b. Agree = 53
  - c. Neutral = 19
  - d. Disagree = 4
  - e. Strongly disagree = 2  
Summarized comments: cover broader topics, good information on important projects.
5. The Tower Times offers a balanced amount of information (i.e. news and information from a wide range of the District).
  - a. Strongly agree = 19
  - b. Agree = 53
  - c. Neutral = 25
  - d. Disagree = 1
  - e. Strongly disagree = 1
6. The Tower Times features the right amount of information and news from District Headquarters.
  - a. Strongly agree = 13
  - b. Agree = 56
  - c. Neutral = 25
  - d. Disagree = 3
  - e. Strongly disagree = 1
7. The Tower Times features the right amount of information and news from field sites.
  - a. Strongly agree = 11
  - b. Agree = 46
  - c. Neutral = 28
  - d. Disagree = 13
  - e. Strongly disagree = 2  
Summarized comments: more information from field sites.
8. Does your office receive the correct amount of Tower Times copies?
  - a. Yes = 84
  - b. No – If no, please provide an additional comment. = 9  
Summarized comments: usually have extras, would like hard copies only in shared areas, don't get enough to go around and crews have to share.
9. What additional topics would you like to see covered in the Tower Times that would benefit employees?  
Thanks so much for the many responses. A few of the comments included: promoting diversity of the organization, include individual photos of new employees, monthly branch or section spotlights highlighting who they are and what they do, more environmental articles, more human interest stories.

*Stay tuned for changes and as always your feedback is welcomed...*

# Record-breaking contributions to the Combined Federal Campaign

By Susan Yager, Public Affairs Assistant

Giving was in the air for Rock Island District employees during this year's Combined Federal Campaign (CFC) drive to raise funds to support local and national charities. During these tough times, Rock Island District employees stepped up to help others in need by contributing more than \$62,000 to the CFC, breaking last year's amount by more than \$3,600.

The CFC is the world's largest and most successful annual workplace charity campaign for federal employees. Pledges from civilian, postal and military donors during the campaign season (Sept. 1 to Dec. 15) support eligible non-profit organizations that provide health and human service benefits throughout the world.

Through much organization, hard work and donated time, key persons and two special Rock Island District events helped make this happen. Key individuals such as George Hardison and Julie Townsend, Operations Division; and Aimee Vermeulen, Office of Counsel, spearheaded different aspects of CFC fund-raisers to help make the Rock Island District's campaign a great success.

A well-established and popular event, the Annual Chili Cook-off was held for the 14th time in October raising \$950 for the CFC. Jody Schmitz and associates organized the sampling of more than 25 chili recipes at an outdoor tasters' contest on the lawn of the Clock Tower. Members from the Rock Island Arsenal and Clock Tower participated in this successful event.

The 13th Annual CFC Auction was once again a record-breaking event. District employees donated more than 55 items while merchants from the Quad Cities area donated more than 200 items. Their generosity helped make this year's auction the best in Rock Island District history. Becoming a local favorite, the on-line auction included nine annually assigned parking spaces. Adding a twist, an additional parking space was raffled for \$5 per chance, or five chances for \$20. The lucky winner... Beth Hann.



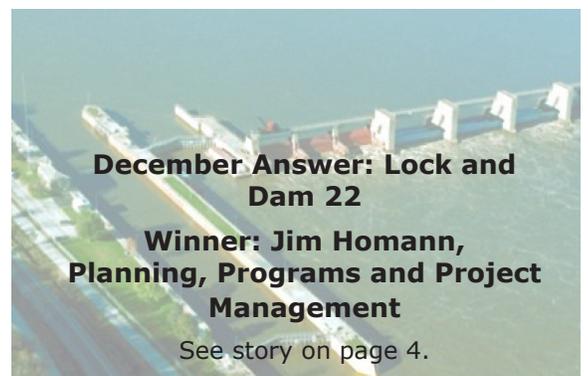
**Participants sample chili during the 14th Annual Chili Cook-off to raise money for the Combined Federal Campaign. Photo by Nick Heleg-Greza.**

The auction is another fun way to raise money for the CFC and has always been helpful in meeting our goal. This year's record-setting auction totaled \$14,672.

Proceeds from the 14th Annual Chili Cook-off and the 13th Annual CFC Auction were designated to the CFC.

And as always, the more traditional approach was taken. Our chairpersons, Julie Townsend and Aimee Vermeulen and 13 key persons worked diligently contacting employees, collecting contributions and promoting the CFC. District employees donated generously to the CFC through cash and payroll deductions and were able to specify which charities to support.

Thank you to the many donators who contributed their time, resources and hard-earned salaries to make the 2010 CFC such a resounding success. Next year, the District is looking forward to adding more fun and innovative ways for our employees to show their generous spirit in support of the CFC and have another record-breaking event. 



**Can you name where this photo was taken? If so, send your answer to Hilary.R.Markin@usace.army.mil. The first correct answer will receive a special prize and be recognized in the next Tower Times.**



**Rebecca Kauten shares her visioning poster complete with other participants' visions as well as artwork that further defines her vision of a sustainable watershed.** *Photo by Angela Freyermuth.*

# A picture worth 1,000 words

By Hilary Markin, Editor

A picture worth 1,000 words is exactly what the Iowa-Cedar Interagency Planning Team had in mind when they asked Jim Waddell to facilitate visioning workshops for the Iowa-Cedar River Basin. City leaders, community activists, landowners and residents came together under one roof in December while team members listened to what participants see for the future of their watershed.

"This process is a bit different than the normal 'visioning' sessions with predetermined solutions, the Vision to Action Tool is to listen and obtain individual visions and integrate them into a regional vision," said Waddell. "The only rule for participants is ensuring that their visions are sustainable meaning that they will last for future generations."

Waddell, a Corps employee, started the process many years ago and it has been used more than 40 times, mostly in the Southeast and Northwest parts of the country.

"This is a bottom up process," said Waddell. "The Vision to Action tool is geared more to an open community forum with the goal to listen and obtain a diverse individual vision and then combine them into a community vision."

The Iowa-Cedar listening sessions had more than 50 people attend one of four sessions over a two-day time period. Through the process participants were given markers and paper to draw their vision of the watershed. Drawings ranged from depictions of flood protection in downtown Cedar Rapids, to conservation practices applied to land improving water quality, to visions of children and families enjoying the outdoors. Each individual

draw what they felt a sustainable watershed looked like for the future and then shared their vision with other participants.

"This is an opportunity to get your thoughts out on paper and get a real vision of what you want your watershed to look like," said Jason Smith, watershed study manager for the Rock Island District.

The next step involved integrating visions. Copies were made of each person's first round drawings and additional graphics from previous sessions were available to participants to further define, elaborate and collaborate on their vision. Posters were generated sharing common themes, expanding on ideas and sometimes adding something they hadn't thought about initially. The posters were then shared and some commonalities could be seen amongst participants' visions: clean water, working together, conservation practices, the list goes on. Part of the process is not only generating an individual vision but finding out who else in the community you can collaborate with to achieve some action items.

During the poster presentation, participants were asked to share an action item that they would be working towards in the next couple weeks related to their vision for the Iowa-Cedar River Basin.

"I am proud to say that to start out with houses we have people in town now that are doing infiltration structures off their eave spouts. We've learned that we have to minimize the amount of water flowing down through the ditches. You would be amazed to learn how many thousands of gallons of a half inch rain are

flowing off these properties,” said Tom Watson, infrastructure manager, City of Palo, who participated in the first workshop. “My action plan is to continue talking about storm water management. We need to work more in harmony with Mother Nature. We have fought Mother Nature too many years. We need to work more in harmony with her. My goal is to work more with organizational abilities to get more actions taken care of by the individuals at a grassroots level and help promote that to our legislative personnel.”

All of the artwork generated during the visioning sessions were photographed and team members took notes on participants visions. A professional artist will create a composite rendering combining all of the thoughts, ideas and visions for the river basin. These composite drawings will be communicated back to participants and used to further define a watershed plan for the Iowa-Cedar River Basin. 



Tom Watson and other participants draw their personal visions for the Iowa-Cedar River Basin during a visioning session held by the Iowa-Cedar Interagency Planning Team. Photo by Hilary Markin.

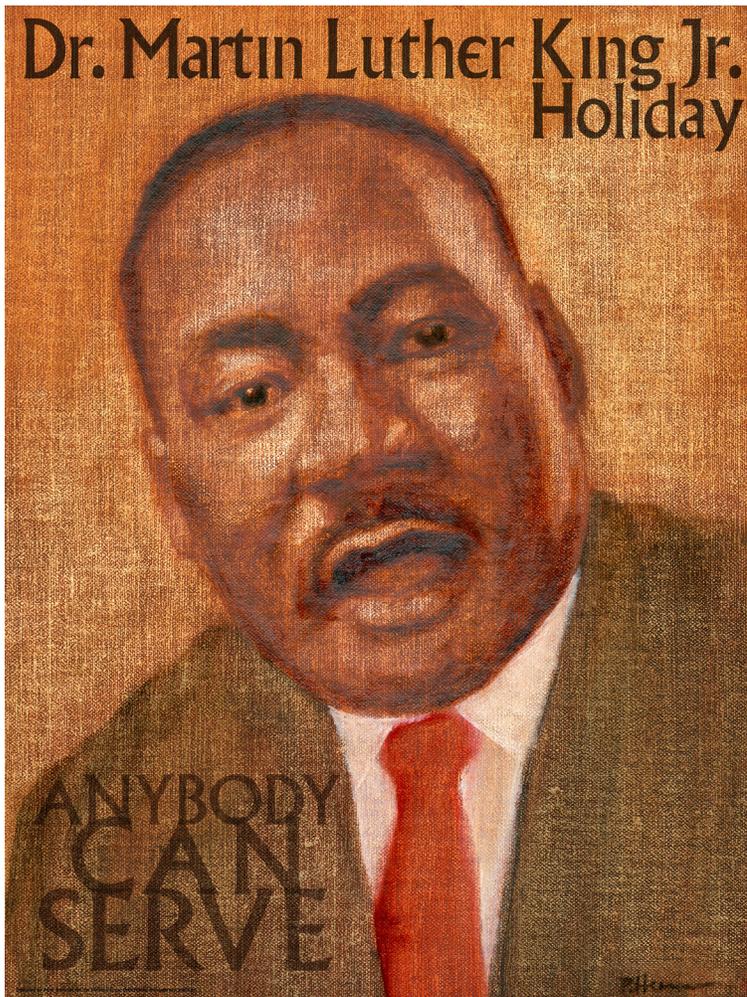


## The Iowa -Cedar River Basin Interagency Watershed Study

In 2009, the Iowa-Cedar River Basin Study was initiated to provide a comprehensive watershed plan and process for interagency collaboration and public participation to address water resource and related land resource problems and opportunities in the Basin in the interests of increasing social and economic value, increasing ecological integrity, and managing risk.

The Iowa-Cedar Rivers Basin is a 12,620 square miles mixed-use basin with a vibrant agricultural sector for crop and livestock production, major manufacturing and high tech industries, and three major growing urban centers. The basin population is about 1 million. In the last several years, the changes in the landscape and in the hydrologic regime of the rivers have increased stress on fresh water sustainability leading to crises such as the Gulf hypoxia (due to excessive export of nutrient loading into the Mississippi River) and epic flooding (notably, the floods of 1993 and 2008). Water agencies, the public and academia are increasingly partnering to face these crises by forging actionable interagency partnerships, building capacity and infrastructure, and mobilizing the local intellectual resources toward addressing and solving the pressing societal problems related to sustainable water resources.

The Iowa-Cedar Basin is one of the newest watersheds to be named a United Nations Educational, Scientific and Cultural Organization (UNESCO); Hydrology for the Environment, Life and Policy (HELP) basin. It is one of five in the U.S. and the first in the Midwest. UNESCO-HELP fosters a collaborative framework for water law and policy experts, water resource managers and water scientists. The HELP initiative consists of a global network of 91 HELP basins in 67 countries around the world. 



Defense Equal Opportunity Management Institute

**M**artin Luther King, Jr. Day is a United States holiday marking the birth date of Rev. Dr. Martin Luther King, Jr. and observed on the third Monday of January each year, around the time of the King's birthday, January 15. King was the chief spokesman for nonviolent activism in the civil rights movement, which successfully protested racial discrimination in federal and state law. He was assassinated in 1968.

On August 23, 1994, Congress passed the Martin Luther King Jr. (MLK) Holiday and Service Act designating the King Holiday as a day of volunteer service. Executive Order 13401, dated April 27, 2006, further delineates responsibilities of Federal agencies with respect to humanitarian efforts on the King Holiday. The MLK Day of Service will be Jan. 17, marking the 25th anniversary of the federal holiday.

The national recurring theme of this holiday is "*Remember! Celebrate! Act! A Day On...Not A Day Off.*" It calls upon the American people to engage in public service and promote non-violent social change. Dr. King's unfinished movement toward equality can be achieved by our united, enduring efforts.

Ways to serve:

- Volunteer at a local soup kitchen
- Donate blood
- Donate food and items to a shelter or food bank
- Help a neighbor with home improvement projects

To find volunteer opportunities in Iowa visit [www.Volunteeriowa.org/](http://www.Volunteeriowa.org/). In Illinois visit [www.Volunteerillinois.org/](http://www.Volunteerillinois.org/) type in your area and you will find ways to serve in your own backyard. Also check your local newspaper for specific events surrounding the MLK Day of Service. 

*Information from the Defense Equal Opportunity Management Institute.*

## Remember When ...

*Highlights from previous Tower Times editions*

**January 1981** - Beginning in October 1981, the Federal Employees' Group Life Insurance program will increase basic regular insurance for eligible employees under age 45 at no additional cost.

The C.W.A. sponsored "Angler of the Year" 1980 Fishing Contest concluded December 31. Ron Cover (Gen. Engr.) won the trophy with a 1st Place finish in the Brown Trout category and a 2nd Place finish in the Rainbow Trout category.

**January 1983** - Channel Maintenance 1982 - The Rock Island District performed eight Channel Maintenance dredging jobs with the Dredge Thompson on the Mississippi River. 661,120 cubic yards of sand was dredged, which is the largest amount of Channel Maintenance dredging since 1974.

**January 1984** - Mississippi River cargo shipments in the Rock Island District of the U.S. Army Corps of Engineers during the first 11 months of 1983 are up nine million tons from the same period in 1982. A total of 41,504,675 tons of cargo were reported from January through November 1983, compared to 32,594,918

tons during the same period in 1982.

Illinois Waterway Visitor Center in 1983 - The biggest event of 1983 was the celebration of the 50th anniversary of the Illinois Waterway. A special anniversary weekend was held at the Visitor Center with various speakers and exhibits commemorating the opening of the waterway on June 22, 1933.

**January 1989** - Rangers Leon Hodges and Lynette Ripley helped with the capture of an injured Horned Owl in November. The owl was taken to a veterinarian for medical attention.

Barbara Lee, Engineering Division, was selected as the Employee of the Month for October, 1988.

**January 1991** - Employees at Rock Island District enjoy many diverse hobbies during their off-duty hours. Flying model airplanes is the hobby of choice for at least four district employees -- Gary Danford, Resource Management; Mike Smith, Operations Division; Bill Whetstine, Safety Office, and John Kincaid, Engineering Division. 

# Good to Great ~ Communication and Collaboration are Essential

## What makes “star” teams? (continued from December)

4. Build the team.
  - Co-locate the team or promote face-to-face interaction.
  - Facilitate team meetings to develop behaviors that manage meetings and make decisions effectively.
  - Discuss and agree on goals.
  - Provide recognition - early and throughout team life.
  - Discuss norms often include openness, willingness to confront differences, timely and full attendance at meetings, mutual respect, and appreciation for the value of humor and fun.
5. Measure performance
  - Use whatever systems provide reasonably reliable information.
6. Manage performance
  - Provide real-time, direct feedback.
  - Soften outcome measures on costs and schedule with process gains like client satisfaction, team attendance, team morale, and performance reviews.
  - Most team-developed measures focus on inputs, outputs and efficiencies.
  - Encourage feedback directly from the client.
6. Manage performance
  - Hold periodic reviews.
  - Define clear goals, measure progress objectively and openly.
  - Recognize excellence and celebrate team events.

*“We trained hard, but it seemed that every time we were beginning to form up into teams, we would be reorganized. I was to learn later in life we tend to meet any new situation by reorganizing, and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralization.” ~ Petronius Arbiter, 66 AD*

## Planning an effective meeting

### What is the purpose of the meeting?

*Think before you meet. It is not unusual to spend as much time planning the meeting as it does running it.*

### What outcome do you want to achieve in the meeting?

- Information exchange
- Consciousness rising
- Training
- Brainstorming
- Goal setting and analysis
- Accomplishing tasks
- Building relationships



### Meeting overview

- Introduce participants, their roles in the organization and their function in the project
- Assign meeting roles and ensure that each has the tools they need for their role
- Confirm goals of meeting and type of meeting to be held
- Review and finalize agenda topics and their order in the meeting
- Assign times to each topic

### Who needs to participate?

*The decision about who should attend depends on what you want to accomplish in the meeting and whose input is necessary.*

*Information from Team Development Tool Kit, 2002 Leadership Development Program*

Participants to include:

- Person with authority to make decisions
- Person with authority to carry out decisions
- Subject matter expert
- End user or customer
- Person(s) who's buy-in is needed

### Developing an effective agenda

A clear purpose of the meeting should be stated on the agenda. What outcome do you want?

The measure of a great agenda is its relevance to the meetings objective.

- To achieve our objective, what do we need to do in the meeting?
- What conversations will be important to the participants?
- What information is needed to begin?

Read ahead material should be provided in sufficient time to review prior to the meeting.

Agendas should be distributed along with the meeting notice.

Limit meetings to 90 minutes, or schedule breaks into the agenda.

*“The mind can only absorb, what the bottom can endure.”*

## Rock Island District ~ BUILDING STRONG®

**ONE DISCIPLINED TEAM** - in thought, word, and action - meeting our commitments, with and through our partners, by **“SAYING WHAT WE WILL DO, AND DOING WHAT WE SAY.”**

# SAFETY CORNER

## The health effects of using tobacco products

It's difficult to avoid the many health warnings related to the use of tobacco products in our culture, yet so many people ignore these warnings. According to the Center for Disease Control and Prevention (CDC), smoking kills 1,200 people every day in the United States. With this many deaths from smoking it is likely that you have known someone who has died from a smoking related illness.

The CDC states smoking harms nearly every organ in the body, causing diseases and reducing the health of smokers in general. The effects of smoking on the body can be detrimental to your health. Smoking can put you at risk for things such as cancer, heart disease, respiratory conditions such as chronic bronchitis and a very long list of other illnesses. CDC statistics show smoking causes 90 percent of all lung cancer deaths in men and 80 percent of all lung cancer deaths in women. Many of the risk factors that come with smoking are deadly. Luckily, just by quitting you can reduce your risk for these deadly conditions.

Smoking is not the only form of tobacco use, many also use smokeless tobacco. Smokeless tobacco contains 28 cancer-causing agents and increases the risk of developing cancer of the oral cavity and pancreas. It is also strongly associated with leukoplakia - a precancerous lesion on the soft tissue inside the mouth. Other health issues include the recession of the gums, gum disease and tooth decay; it can also cause reproductive health issues. Just like smoking, smokeless tobacco can lead to a nicotine addiction and dependence.

It is important to understand that tobacco use is an addiction both physically and mentally. The first and most known reason for addiction is that tobacco products contain nicotine. This is an ingredient much like caffeine or sugar that your body becomes dependent on over time. The CDC states that nicotine dependence is the most common form of chemical dependence in the United States. Another reason tobacco use is addicting is the social aspect of it. People smoke and chew in social settings and feel lost when they take tobacco use out of the social equation. The

act of using tobacco is a habit that is very difficult to break and for many, it is part of an everyday routine that is done without thinking of the consequences on their health and wellbeing. If you or someone you know wants to quit using tobacco products there is help.

There are many ways to stop tobacco use and it seems no two success stories are the same, so don't give up trying to quit. Below is a list of things that may help you or someone you know get started on a tobacco free life.

- Schedule your quit day so you are well prepared for it.
- Find a good support system.
- Join a program or group that helps people quit smoking.
- Have a plan and make small goals along the way.
- Ask your doctor about medications made to help with quitting.
- Find things to keep you busy so you don't fall back into the habit.
- Eat right, exercise.
- Use these hotlines for more advice on how to quit 1-800-LUNG-USA or 1-800-QUIT-NOW.

You may also want to talk to your doctor about ways that are best for you to quit using tobacco products. Remember there are many programs set up to help people be successful with quitting. You can find out more about these programs at your local hospital, the American lung association website (<http://www.lungusa.org/>), and the CDC website (<http://cdc.gov/tobacco>).

In addition, the Rock Island Arsenal offers a free quit smoking support class every Wednesday from 3-4 p.m. at Building 101. If you want more information on this class call Rita at 309-782-2552. These programs are a great form of support because others are working toward the same goal. These meetings will also benefit you long after you have quit by encouraging you to stay smoke free. It is never too late to make your health your top priority. 

The Rock Island District recently signed Policy Memorandum #48 - Smoking Policy on Nov. 2, 2010. The District is committed to ensuring a safe and healthful work environment for all employees. In support of this commitment, the smoking of tobacco products within Rock Island District occupied workplaces is prohibited. Individuals who choose to smoke outdoors must do so at least 50 feet from the nearest facility in designated smoking areas. This includes all facility entrances and exits. Smoking is also prohibited inside all GSA vehicles, aircraft, vessels and work buildings. All enclosed areas on floating plants are also "no smoking" areas including office barges, pilot houses, galleys, and any common rooms used for offices and breaks.

The policy also established that there are no designated "smoke breaks." Those employees who smoke are responsible for smoking in conjunction with their 15 minute morning and afternoon breaks and during the lunch period while in a duty status.

Smoking Cessation classes are also available through the Rock Island Arsenal Employee Assistance Program for employees who desire to participate, at no expense to the employee. The classes are typically one hour in length for six weeks. Duty time can be granted to employees to attend this program or a similar program offered locally by the supervisor if necessary. Employees may participate in the smoking cessation program at no cost only one time during their employment with the Rock Island District.

For more information read the policy on the Intranet under Rules and Regulations, Policy Statements or contact the Safety Office.

# Celebrating the success of the Bald Eagle

## **Quad Cities Bald Eagle Days**

**Jan. 7-9**

QCCA Expo Center  
Live eagle & bird of prey programs  
Special attractions – live wolf and animal shows  
Call 309-794-5338 for more information

## **Clinton Bald Eagle Watch**

**Jan. 8**

Outdoor viewing - Lock & Dam 13  
Educational programs - Clinton Community College  
Live bird and nature programs  
Call 815-259-3628 for more information



*Photo by Ron Huelse.*

## **Quincy Bald Eagle Watch**

**Jan. 29**

Outdoor viewing - Lock & Dam 21  
Call 217-228-0890 for more information

## **Muscatine Bald Eagle Watch**

**Jan. 29**

Outdoor viewing - Lock & Dam 16  
Educational programs – Pearl City Station in Riverside Park  
Live eagle programs and Eagle Dance performances  
Call 563-263-7913 for more information



*Photo by Stan Bousson.*

## **Mississippi River Visitor Center - Eagle Watch/Clock Tower Tours**

**Jan. 15 - Feb. 20, weekends only**

Reservations required - call 309-794-5338

## **Keokuk Bald Eagle Days**

**Jan. 15-16**

Outdoor viewing - along river front  
Educational programs - River City Mall, Keokuk  
Environmental fair and live eagle programs  
Call 1-800-383-1219

## **Dubuque Bald Eagle Watch**

**Jan. 15**

Outdoor viewing - Lock & Dam 11  
Live eagle and bird of prey programs at Grand River Center  
Special attraction – live cougar presentations  
Call 563-582-0881 for more information

## **Illinois Waterway Visitor Center Bald Eagle Watch**

**Jan. 22-23**

Educational programs - Illinois Waterway Visitor Center  
Live hawks, owls and eaglesspry  
American Indian eagle program  
Call 815-667-4054 for more information

## **LeClaire Bald Eagle Watch**

**Jan. 29-30**

Outdoor viewing - Lock & Dam 14  
Educational programs - Mississippi Valley Welcome Center  
Call 309-277-0937x120 for more information

## **Saylorville Lake Bald Eagle Watch**

**Feb. 27**

Driving tour around Saylorville begins at the Saylorville Lake Visitor Center  
Call 515-276-4656 for more information

## **Red Rock Bald Eagle Day**

**March 5**

Outdoor viewing - Lake Red Rock  
Educational programs - Central College, Pella  
Environmental fair and live animal programs  
Call 641-828-7522 for more information

# Around the District



## Retirements ...

**Lawrence Squire**, lock and dam operator, Locks and Dam 15, Mississippi River Project Office, Operations Division, retired Dec. 3, after dedicating 31 years and three months to the federal government.

**William Robinson**, lockmaster, Lock and Dam 19, Mississippi River Project Office, Operations Division, retired Dec. 31, after dedicating 33 years and nine months to the federal government.

**Lyle Crum**, lock and dam operator, LaGrange Lock and Dam, Illinois Waterway Project Office, Operations Division, retired Dec. 31, after dedicating 17 years and 11 months to the federal government.

**James Headley**, lockmaster, Lock and Dam 16, Mississippi River Project Office, Operations Division, retired Dec. 31, after dedicating 33 years and four months to the federal government.

**Daryl Packard**, lock and dam operator, Locks and Dam 11, Mississippi River Project Office, Operations Division, retired Jan. 1, after dedicating 41 years to the federal government.

**Leo Smith**, lock and dam operator, Dresden Island Lock and Dam, Illinois Waterway Project Office, Operations Division, retired Jan. 1, after dedicating 31 years to the federal government.

**David Wielosinski**, lock and dam operator, O'Brien Lock and Dam, Illinois Waterway Project Office, Operations Division, retired Jan. 1, after dedicating 41 years and four months to the federal government.

Best wishes to all the District's retirees and thank you for your nearly 230 years of combined federal service!

## Sympathy ...



**John Wirtz**, 80, of Davenport, Iowa, passed away Dec. 16, at Clarissa C. Cook Hospice House in Bettendorf, Iowa. Wirtz was an engineer in Design Branch for the Rock Island District from 1959 until he retired in 1991.

He served during the Korean War.



**Ben Bagwell**, 64, of Maquoketa, Iowa, passed away Dec. 5, at his home. Bagwell was a tow operator with the Projects Maintenance Crew retiring in 2004.

He served in the U.S. Army from 1966 to 1969 and the Navy from 1975 to 1978.



**George B. Coe Jr.**, 74, of Moline, Ill., passed away unexpectedly Dec. 16 at Trinity in Moline. Coe worked for the Corps for a period of time and drove truck for a number of different companies.

He served in the U.S. Air Force during the Korean conflict.



**Arthur Hartung**, 97, of Rock Island, Ill., passed away on Dec. 17; 22 hours after his wife of 78 years. Hartung worked for the Rock Island Corps of Engineers for 34 and one-half years, retiring in 1972.

## NOTE

Please send achievements, births and sympathy announcements to [Hilary.R.Markin@usace.army.mil](mailto:Hilary.R.Markin@usace.army.mil) or call 309-794-5730 and provide the information. Without your input we may not be aware of the information to share with the District.



# Spotlight on the District

## Jason Smith

### Study Manager/Civil Engineer

By Hilary Markin, Editor

Serving the people while protecting the environment can be a difficult task but some are up to the challenge. Jason Smith is one of those. He graduated from Colorado State University with a degree in environmental engineering and got a job working for the Natural Resource Conservation Service in San Diego, as a field engineer. There he became a professional engineer and a certified professional in erosion and sediment control. He worked on numerous projects in San Diego and in the Imperial Valley helping land owners find solutions to agricultural and land resource issues.

Gaining additional experience, Smith went to work for the County of San Diego as a grading inspector for residential and commercial developments.

“It was really interesting watching \$20 million estates be built from the ground up,” said Smith reflecting back on his experience. “These houses were sometimes 20,000 square foot with a guest house the size of normal houses.”

A need to work more with the environment again began to surface and Smith looked for an opportunity to move closer to family. He had been keeping an eye out for job openings and jumped at the chance to work for the Corps of Engineers, an agency known for its engineering services.

He began working for the Rock Island District in July 2009 as a study manager/civil engineer in the Planning Formulation Branch. Since starting he has become involved in numerous projects coordinating all the pieces of the studies working with engineering, environmental, real estate and others.

“I oversee all of the pieces of studies that I work on and bring them together into a completed study,” said Smith. Some of the bigger name projects he is involved with are Emiquon Floodplain Restoration and Blackhawk Bottoms, both Section 206 projects. He has also worked on Navigation Ecosystem Sustainability Program projects, Section 14 Streambank Restoration projects and the Iowa-Cedar Comprehensive Plan.

“The Iowa-Cedar Comprehensive Plan is a unique interagency project that I am involved with; working with more than 17 other agencies and partners to put together a comprehensive watershed plan,” said Smith. “This is unique because we can leverage all of the agency strengths and are not limited by any one agency’s constraints.”



His position allows him to see a unique cross section of the District stretching across many disciplines. He relies a lot on his engineering background which helps him know which questions to ask and when.

Smith grew up in Colorado Springs, Colo., where he spent a lot of time in the outdoors on the ski slopes. Following college, he spent three months backpacking all across Europe as a once in a life time opportunity to explore.

He currently resides in Davenport, Iowa, and is married with two young boys ages 2 and one-half and 5 months. In his spare time he enjoys snowboarding and golf. He is hoping to hit the slopes this winter but knows it won’t compare to skiing in Colorado.

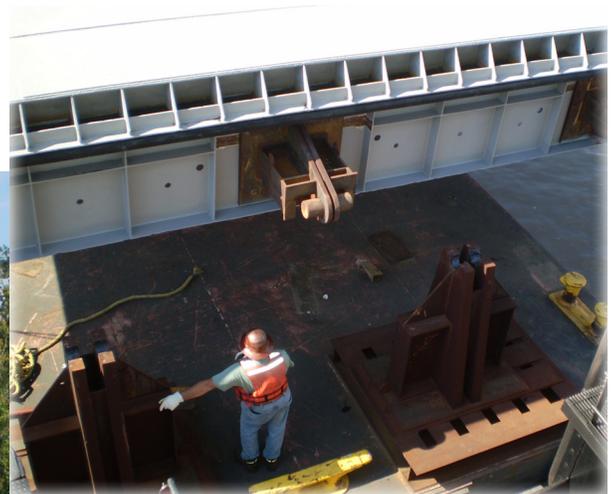
For advice he shared a quote from Henry David Thoreau, an author, poet, and naturalist; known for his writings on natural history and philosophy. “What lies behind us and what lies ahead of us are tiny matters compared to what lives within us.” 

DEPARTMENT OF THE ARMY  
U.S. ARMY ENGINEER DISTRICT, ROCK ISLAND  
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ROCK ISLAND, IL 61204-2004

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# *Supporting the region*

Photos by Susan Yager



Above, Johnny Dyer, maintenance supervisor, communicates with the crane operator as the gate is lowered and placed onto the barge pedestals.

This fall the Illinois Waterway Structures Maintenance Unit traveled south to support the New Orleans District with a gate exchange at Old River Lock, Lettsworth, La. Above, the Hercules holds the gate while crews prepare the site for the installation.