

SOUTHWESTERN DIVISION

R E G I O N A L

PACSETER

June 2006
Vol. 2, No. 3





Pacesetter

Southwestern Division
Regional News Service

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

Brig. Gen. Jeffrey J. Dorko
Commander,
Southwestern Division

Rhonda James
Chief, Public Affairs
Southwestern Division

Michele Thomas
Editor
Galveston District

Associate Editors

Mary Beth Hudson
Tulsa District

P. J. Spaul
Little Rock District

Edward Rivera
Fort Worth District

The PACESETTER is an unofficial publication published under AR 360-1 for members of the Southwestern Division and its retirees. Contents and editorial views expressed are not necessarily the official views of or endorsed by, the U.S. Army Corps of Engineers, Department of the Army or the U.S. Government. Articles or photographic submissions are welcome. For more information about the PACESETTER, or to make a submission, call your local Public Affairs Office.



In this issue:

- 3 Our “Battle Rhythm” increases as we move from “A” to “A+” execution - *Brig. Gen. Jeffrey J. Dorko*
- 4 Southwestern Division welcomes Fallon home from Iraq duty
- 5 Learning from ourselves and others
- 6 Dogs days of summer are here and there is work to be done - *Col. Miroslav Kurka*
- 7 Deployed ranger helps save life
- 8 District commander holds listening sessions
- 9 World War II challenges Tulsa District
- 10 Report from Afghanistan
- 11 Little Rock garners 6 regional awards
- 12 Interior Secretary Kempthorne inducts Greers Ferry Lake trail into National Trails System
- 13 It’s the MISSION that counts - *Col. John Minahan*
- 14 Teams brave weather for bass tourney honors
- 15 Time is a resource you can not squander - *Col. Steven Haustein*
- 16 Bahia Grande receives Cooperative Conservation Award
- 16 Galveston District welcomes Maj. Rick Hansen
- 18 Pacesetter Points

On the cover: (left to right) Shakhur Misir from Galveston District, Engineering and Construction, Kyle Clark from Little Rock District, Regulatory Office and Brian Phelps from Fort Worth District, Elm Fork Project Office walk to the Senior Leaders Conference in Austin. Photos were taken by Sam Watson from Galveston District Regulatory Office



Our “Battle Rhythm” increases as we move from “A” to “A+” execution

Brig. Gen. Jeffrey J. Dorko
Commander, Southwestern Division

I continue to be overwhelmed by what you do and how you do it. Since my last column, we’ve hosted the Army and Air Force Exchange Service Commander and Deputy Commander, both of whom were surprised to learn of our diverse missions. We also hosted the Corps’ national Counsel and Equal Employment Opportunity conferences in Dallas.

I had the opportunity also to update members of the Dallas Post, Society of American Military Engineers, on our operations and mission execution last month, and I attended the Army Engineer Association and ENFORCE meeting in Missouri where I was constantly bombarded by USACE folks, others in the Regiment, as well as private industry, all interested in the pace-setting initiatives we are leading.

The point here is not that my calendar stays full. It’s that you all are truly leaders in your fields and everyone from our customers and stakeholders to contemporaries and other agencies realize that and want to leverage our insights and successes.

Later in May, it was on to Austin with many of our regional team members for the Southwestern Division Leadership Conference. Our emerging leaders did an astounding job of planning for and arranging this successful conference. You can read all about it in an article included in this edition of the Pacesetter.

Following that, the entire SWD Team participated in a Texas Hurricane Workshop in Beaumont,

reviewing our Rita response and preparing for this year’s hurricane season.

And last, but certainly not least, the Southwestern Division hosted Maj. Gen. Ronald L. Johnson, Deputy Commanding General, and an eleven-person team from the Corps headquarters, for a Command Strategic Review (CSR), May 24-25.

The CSR provided us an opportunity to engage in a dialog with the Washington part of our One Headquarters focusing on our regional alignment with the Corps’ one Vision, its strategic directions ... goals, objectives and enabling capabilities. Most importantly, we were able to spend valuable time in candid discussions. The purpose of the CSR was to see if we’re getting it right as a regional business center team, to receive guidance, and then to offer up and hear about best practices.

Day-one of the CSR began with a summary of the Southwestern Division Campaign Plan, explaining how the goals of Mission, Workforce, Finances/Resources, and Relationships were developed, an explanation of how our regional goals cross-walk with national goals, and our execution matrix to measure performance. You can expect an article in the Pacesetter soon that will provide you with an in-depth look at how the plans mesh. In general, the team found our plan to be an “excellent placement summary with clarity of communication directives and the execution matrix a good tool.”

The team also reviewed our

USACE 2012 initiatives, noting our strong focus on the Learning Organization, Business Practices and Interdependence.

In addition, several of our regional initiatives were presented and discussed during the CSR. The team noted that we should continue our interdependent regional planning efforts that have led to: our districts having lead roles within our Regional Business Center; efficient leverage of regional resources; active leadership in Military Transformation; and, partnership with the Customs and Border Protection Agency.

The discussions led to suggestions on how we can better quantify and define our achievements in optimizing the Regional Business Center; lean forward with our customers like the CBP to identify sustainability alternatives and more fully engage the Corps’ centers of expertise; incorporate “all hazards” strategies for critical projects; and, review regionalization processes to ensure sustainability considerations are fully incorporated in project execution across all programs.

The team’s impression, among others, is that SWD has a professional, motivated work force, demonstrating through deeds, not words, and that we deserve to continue to lead critical USACE initiatives. That comment is a huge tribute to each and every one of you. You’re not only accomplishing today’s work in the most professional manner, but you’re setting conditions

See “Battle Rhythm” on page 4

Southwestern Division welcomes Fallon home from Iraq duty

Michael P. Fallon, Director of Programs for the Southwestern Division, is back from a temporary assignment in Iraq where he served as the Director of Reconstruction Programs for the Gulf Region Division/Project and Contracting Office, U.S. Army Corps of Engineers, from November 2005 to May 2006.

He was appointed to the Senior Executive Service in August 2005 and subsequently joined the division in October.

While he was in Iraq, Fallon was responsible for program management and project execution of the \$13 billion Iraq Reconstruction Relief

Fund Program. This immense engineering and construction effort consisted of over 3000+ projects that focused on improving Iraq's national infrastructure in the areas of electricity, oil, water and sewerage, municipal buildings, health, education, and transportation.

He previously served as Chief of the Business Technical Division, Deputy Director of Regional

Business, and Chief, Engineering and Construction for the Mississippi Valley Division.

Fallon began his career in 1975 as a civil engineer with the Kansas City District. In 1982, after completing several diverse assignments in



Michael Fallon

engineering design, operations, and military project management, he transferred to Europe Division in Frankfurt, Germany, where he served for nine years in the roles of an assistant value engineering officer, senior project manager, and as deputy chief of project management executing the critical multimillion-dollar Force

Modernization Program for the U.S. Army, Europe.

His overseas tour was followed by 6 years in South Atlantic Division, Atlanta, Ga., in program management for both military and civil works activities. Fallon also served as a Resident Engineer for Savannah District's construction program at Dobbins Air Reserve Base, Marietta,

See Fallon on page 5

“Battle Rhythm”

Continued from page 3

for USACE to be Ready, Relevant, Reliable, Responsive and RESPECTED in the years to come.

Again, I am proud of what you do and how you do it. We have the right folks in the right places and I urge each of you to continue our intercommunications with our headquarters and regional team.

Finally, I was recently notified by the Chief that I will have the great privilege of continuing to serve with you all for another year. I couldn't be more thrilled and honored. I'm looking forward to continuing to work together with you as we serve our customers and this great nation in the coming year.

Maj. Gen. Harold R. Parfitt, USA (Ret.) has died

Retired U.S. Army Maj. Gen. Harold Robert Parfitt died of a stroke May 21 at Baylor University Medical Center in Dallas. He was 84.

Parfitt served as the Southwestern Division commander from December 1969 to August 1973.

He graduated from West Point in 1943. During his 36-year career, he served in World War II, Korea and Vietnam. He was commander of the U.S. Army Engineer Center and commandant of the Engineer School at Fort Belvoir, Va.

Parfitt concluded his career as the last U.S. governor of the Panama Canal Zone. His awards included two Distinguished Service Medals, two Legion of Merit Medals and the Purple Heart.

Survivors include his daughter, U.S. State Department Undersecretary of Public Diplomacy Karen P. Hughes of Austin; another daughter, Beverly Rose Byrd of Dallas; two grandchildren; and one great-grandchild.

“Our dad was our hero and a very humble man who epitomized and lived his values of duty, honor, country,” Ms. Hughes said.

Learning from Ourselves and Others

Jessica Napier
Fort Worth District

The Southwestern Division holds an annual Senior Leaders / Emerging Leaders Conference to exchange ideas and develop strategies to continue to achieve excellence in individual and organizational performance in an ever-changing environment. This year's conference, held in Austin, Texas, in late May, focused on learning from others in public and private disciplines and from Corps successes and lessons learned in order to:

- Understand and improve organizational resources and processes;
- Learn from best practices, innovations, and from our stakeholders;
- Provide leadership development experiences and training;
- Develop partnerships; and
- Maximize employee productivity.

As part of our effort to achieve excellence and on-going improvement, the Corps must be aware of difficulties facing those in private industry and their innovative solutions. The Director of the



Michael Johnson, left, of Little Rock District's Regulatory Office gets "coined" by Division Commander Brig. Gen. Jeffrey Dorko at the induction ceremony for the Regional Leadership Development Program Class of 2006. The coining took place May 17 at Austin, Texas, as part of the Southwestern Division Senior and Emerging Leaders Conference.

Construction Industry Institute, Maj. Gen. Hans A. VanWinkle, U.S. Army (Retired), provided detailed information about CII's collaborative efforts to improve the engineering and construction disciplines. Mr. Dan Nerison, a Vice President with Fluor, provided an enthusiastic review of Fluor's efforts to develop a knowledge management system similar to our Communities of Practice.

Kristine Allaman, Director of the Corps' Strategy and Initiative Directorate, provided a briefing about the status of implementation of Lean Six Sigma, a tool used to reduce process time while improving quality and consistency. Several representatives from private industry offered insights on how high-performing organizations integrate this tool into their operations and corporate culture. Presenters from

See Learning on page 20

Fallon

Continued from previous page

Ga. In 1998, he became Chief of Design for the Huntington District.

He transferred to Mississippi Valley Division in 2000 when he assumed the duties of Chief, Engineering and Construction.

A registered professional engineer in the states of Missouri, West Virginia, and Mississippi, Fallon

earned a bachelor's degree in civil engineering from the University of Illinois, Champaign-Urbana, Ill. He has completed graduate course work at the Universities of Missouri and Kansas.

He has received numerous awards including the Department of The Army Commander's Award for Civilian

Service and the Department of The Army Superior Civilian Service Award. Fallon has also been awarded The Silver Order of the de Fleury Medal. Fallon is a native of Alton, Ill. He and his wife, Jill, have two children.



The dog days of summer are here and there is work to be done

Col. Miroslav Kurka
Commander, Tulsa District

Although the calendar says that it is still springtime in Tulsa, the thermometer, which is hovering around 95 degrees each day, tells us that the dog days of summer are just around the corner. Similar to the temperature, activity in both our military and civil programs is heating up significantly. The next few months, we will all need to work hard to:

- Continue to support our contingency engineering mission by deploying volunteers to the Global War on Terrorism, deploying Forward Engineering Support Teams to NTC/JRTC, and supporting deployed forces with “reachback” capability through the Base Development Team.
- Prepare for and respond to hurricanes.
- Maintain good relationships with our many stakeholders, the public, and congress.
- Prepare and coordinate the numerous Requests For Proposals required to support BRAC construction at Fort Sill and at Vance Air Force Base.
- Manage military construction and military operations and maintenance work within strict Corps and Air Force metrics.
- Deliver quality and safe recreational services to the great American public at our 250 parks.
- Maintain our vast operations infrastructure at 38 projects on a shoestring budget.
- Meet aggressive execution schedules for our civil works construction projects and studies.
- Close out the fiscal year within our nominal balances while maintaining good affordability.
- Continue to shape the district and develop the workforce to meet the challenges of the future.

Our sister districts in Southwestern Division are facing almost identical challenges, and we’re all working together to achieve success. Fortunately, we have an exceptionally capable workforce and excellent leaders at all levels.

I especially want to highlight our latest class of emerging leaders. I had the opportunity recently at the Southwestern Division Leader Conference to meet all nine members of the SWD Class of 2006 Emerging Leaders; what an outstanding group! They epitomize leadership

that is *RELEVANT, READY, RESPONSIVE, and RELIABLE.*

Allow me a few words about the two Tulsa Emerging Leaders, Patrick Beard and Kalli Clark.

- Patrick Beard is a project manager for military construction at McAlester Army Ammunition Plant and Fort Sill and is a mechanical engineer. He has served the Tulsa District in numerous roles beyond his current job, including mission specialist and logistics manager for the Emergency Operations Power Response Team, engineering planner on FEST-A that deployed to Djibouti, Africa, for master plan development, battle captain for Task Force Restore Iraqi Oil March-June 2003, and executive officer for Emergency Field Office-West hurricane recovery efforts. He has an excellent reputation among his peers and superiors.

- Kalli Clark has served the Tulsa District in roles beyond her position as technical manager, including being tasked to assume project management duties for the Office of Secure Transportation Command Center Facility at the Department of Energy’s PANTEX Plant in Amarillo, Texas. Additionally, she has been selected to execute the BRAC program at Vance AFB which totals over \$15 million, and is a key member of the Fort Sill BRAC Project Delivery Team. Kalli displays effective situational management, flexibility, and candor while leading teams through significant projects, her efforts contributed to Fort Sill’s nomination of Tulsa District as the 2005 Installation Support Program of the Year.

With leaders such as these, I know that Tulsa District and Southwestern Division have a great future. With all the work we face this summer, we will treasure opportunities for recreation. As you venture out this summer, I ask that you keep yourselves, your families, your co-workers, and the public safe. Far too many people die each year between Memorial Day and Labor Day in private motor vehicle accidents and in water related incidents. Key safety points to emphasize are:

- seatbelts save lives - use them.
- do not drink and drive a car, motorcycle,

See Work on following page

Deployed ranger helps save a life

Russell Williams
Project Manager, St. Paul District

A truck driver's life was saved thanks to the quick thinking of quality assurance personnel working the debris removal mission in Louisiana. The actions of Debra Christie, Tulsa District park ranger, and Robert

McKechnie, Detroit District, along with those of two contract QAs, Yvett Young and Justin Bolt, are credited with saving the life of one of the drivers delivering white goods to the Wilkerson landfill in Cameron Parish.

"According to hospital attendants, if they had waited another 15 minutes, he would have been dead" said David Hudson, safety specialist at the Emergency Operation Field Office in Lake Charles, La. The driver had stopped by the tower after changing a flat tire in the dump and Young, the tower monitor, noticed his speech was becoming slurred and that he was sweating profusely. She had Bolt call their supervisor and tell him what was happening. Christie arrived on the scene, was apprised of the situation, and began watching the driver. She suspected that he was suffering from either heat exhaustion or a heat stroke.

Shortly after they began to monitor the victim, they noticed he had stopped sweating although his shirt was still very wet. Christie felt his skin which had become very clammy. She recognized the early symptoms of a heat stroke. The QA team's life saving steps included:

- Placing wet paper towels around his neck and in his elbow joints to cool him down so he could sweat;
- Applying an ice pack;
- Giving him Jello and plenty of water;
- Asking if he was diabetic or on medicine;

He was unable to answer, and Christie called 911. The Emergency Medical Team arrived first and started an



Yvett Young, contractor, and Debi Christie, Tulsa District, at the Cameron Parish landfill where their actions helped keep a man alive.

intravenous tube on the driver. Three minutes later, an advance life support ambulance arrived and transported him to the Lake Charles Memorial Hospital where he was admitted, examined, and treated for the early stages of heat stroke. He was released later that evening from the hospital and was released to go back to work two days later. The driver made a full recovery, and no future complications should be experienced as a result of this near-fatal incident.

QA personnel involved in the life-saving experience had received emergency medical training from various sources, including the Corps. Christie had just completed safety training that week in which heat-related conditions, symptoms, and actions to be taken were covered by the Safety Office. Young had previously completed the same training. Handouts distributed from the LA-RFO through the local Safety Office were stapled to the wall of the tower and served as a constant reminder of symptoms to look for and actions to take.

Editor's Note: Thanks to Jim Pogue, editor of RiverWatch Forward Online, for permission to use this article which originally ran in the May 22, 2006, edition of that publication.

Work

Continued from page 6

recreational vehicle, or watercraft.

- personal floatation devices work – use them.
- safety equipment saves lives. DoD policy

requires the use of safety equipment regardless of the variations in state requirements.

Once again, thank you all for your hard work, patience, trust, and willingness to volunteer to do the hard jobs including hurricane and GWOT duty. Our

RELEVANCE, READINESS, RESPONSIVENESS and **RELIABILITY** are dependant upon you - our expert, hard-working, and dedicated workforce. Be **OPTIMISTIC** - we have good plans and a great future. Please continue to focus on your mission and on those you serve, and to take care of yourselves and each other. **ESSAYONS!**

District Commander holds Listening Sessions at Lakes

Story by Ross Adkins
Pacesetter Staff

Lt. Gen. Carl Strock, U.S. Army Corps of Engineers commander, in his 2005 congressional testimony before the House Subcommittee on Energy and Water Development Appropriations, said “I have issued communication principles to ensure open, effective, and timely two-way communication with the entire community of water resources interests. We know well that we must continue to listen and communicate effectively in order to remain an effective organization.”

Following that lead, “Listening Sessions” were planned throughout Tulsa District, with Col. Miroslav Kurka, commander, conducting the initial ones.

The first was held at Eufaula Lake where competing interests were magnified by declining lake levels. The area was experiencing its worst drought in more than 50 years, and there was a great deal of interest in the lake’s low level and how it was being operated.

The meeting lasted more than three hours, and about 100 people attended, including representatives from congressional offices, Southwestern Power Administration, Save Our Water Lake Eufaula, and lake area marina owners and businesses.

In his welcome, Col. Kurka invited attendees to express their views and share their concerns.

During the session, he provided solutions where possible and enumerated the many factors that

impact Lake Eufaula’s level. Most of the comments heard during the meeting centered on drawing down the lake to provide hydropower to the detriment of other lake uses.

Col. Kurka explained that — although the benefits of recreation have been officially recognized — the current federal budget process prioritizes navigation, hydropower, and flood control over recreation and environmental stewardship.

Col. Kurka emphasized the recognition that conditions have changed in the 40 years since the project was authorized and that water allocations need to be reviewed.

The Lake Eufaula meeting wound up on a positive note. A new lake advisory committee is being given legislative consideration for establishment, and there are expectations for improved communications and development of a conservation pool management plan.

Another listening session was held at Lake Texoma, again hosted by Col. Kurka, with about 200 people in attendance. They included marina owners and other stakeholders, special interest organizations, private citizens, and representatives of U.S. Fish and Wildlife Service, Texas Parks and Wildlife Department, and Oklahoma Department of Wildlife and Conservation.

Several elected officials were represented, including representatives of Senator Inhofe and Congressman Boren from Oklahoma and Texas State Representative Phillips.

Shoreline management was a large topic of discussion. Many people

want additional development around the lake for more recreational opportunities and economic potential while others seek to preserve the natural environment, water quality, and fisheries. This highlighted the need for a revised Shoreline Management Plan with a complete Environmental Impact Statement, both of which require appropriation of funds

There were comments about the Red River Chloride Control Project. Col. Kurka informed the audience that the Corps is not for, or against, this project. Rather, that we are part of the executive branch of the federal government and are obligated to carry out what the legislative branch directs. Current chloride control activities, as funded by congress, are the design of the remaining features in the Wichita River Basin and a reevaluation study, including an Environmental Impact Statement, for Area VI, near Altus, Okla.

Other discussions were on issues such as “No Wake Buoys” and leasing and subleasing of slips for private fishing. A side discussion between fishermen and marina operators apparently successfully resolved a long-standing issue of security versus fishing in the marinas.

Other listening sessions will be held at various areas throughout the district, including the Bartlesville area, Southeastern Kansas, and Southeastern Oklahoma, and lake managers will maintain an open door policy to address other lake management issues.

World War II Challenges for Tulsa District

Story by Judy Bullwinkle
Pacesetter Staff

Begun in 1940 as a water resources district to meet the challenges of flood reduction and other civil works projects, Tulsa District soon found itself in the middle of military construction. On Dec. 1, 1947 President Franklin Roosevelt ordered all military construction centralized in the Corps of Engineers. By Dec. 7 that mission became top priority as America went to war.

Because of its level terrain and sparse population, as well as its location in the interior of the country, Oklahoma became a prime site for airfields, flying schools, bombing ranges and aircraft factories. The weather provided 328 flying days per year.

Responding to the call for the production of 50,000 warplanes per year, the nation began an enormous construction effort.

In early 1941 the new district got its first major assignment: build the Tulsa Aircraft Assembly Plant Number Three, also known as the Tulsa Bomber Plant. The building was a mile long and 320 feet wide, with an airfield of 750 acres. Construction orders accelerated to such a pace that assembly plants were put into operation before the walls of the hangars were installed.

The Tulsa Bomber Plant rolled out its first B-24 some 45 days before the building was finished. During the height of production, the plant produced a B-24, "The Liberator," every 19.5 hours as well as producing or modifying 6,000 other types of aircraft.

Other major construction projects included Tinker Air Force

Base, the Oklahoma Aircraft Assembly Plant, Number Five, that produced C-47 cargo planes; the Oklahoman Ordnance Works; and Camp Gruber, southeast of Muskogee.

South of Tulsa District, Dennison District stood by "producing more work in less time than any of the other 40 Corps districts." Within a year and a half from the nation's entry into World War II, Dennison had built 56 projects, including 16 auxiliary airfields, seven flying schools, five ordnance plants, seven prison camps, three hospitals, and one of the nation's largest bomber plants. The district also built four huge cantonments that housed thousands of soldiers.

Thousands of engineers, technical support and administrative managers served in Tulsa District during this period. To retain important expertise, key personnel were often offered military officers commissions. By 1942, there were 51 Army Officers in the civilian staff. The height of employment in the district reached 2,691 in June 1942. At the height of its production, Tulsa District produced a new facility every 20 minutes, 24-hours a day, seven days a week.

Tulsa and Dennison districts accepted the challenges of a wartime nation and produced the facilities necessary for the country to prevail.

Read more about this in "*Fifty Years Remembered; the First 50 Years of the Tulsa District, US Army Corps of Engineers.*"



Cathey cares!

Cathey Williams of Operations Division has been named Tulsa District's Customer Care Employee of the Quarter for the second quarter, FY 06. Williams works with all Operations Division field projects and Contracting Division to ensure that the projects' service contract specifications have been properly prepared, are in compliance with the guide specifications, and that each contract is awarded or extended on time.

According to her nomination, as P2 coordinator for Operations Division, her efforts are invaluable. Operations Project Managers and business line managers benefit daily from her initiatives. Ms. Williams was detailed to the Emergency Operations Center during disaster recovery.

The nomination states, "Cathey is always ready to assist and has been a go-to person you can count on, no matter what the task is."

Report from Afghanistan

Maj. Bob Corrales
Khowst Resident Engineer

Let me tell you about my visit today at the school right outside of our camp. I took the Navy Seabees as security who had some school supplies sent to them. I came early, and the headmaster was already waiting for me in anticipation. Before the days of the Taliban, both boys and girls went to school together. The Taliban shot up the combined primary and high school. The headmaster also informs me of several outlying “classrooms” in the hinter lands of this agricultural community.

The boys’ high school grades 7 – 12 are in 10 tents donated by UNICEF on a cleared lot. There is nothing else on this lot but tents. The boys sit on the ground crossed legged while the teacher instructs on a cardboard. The tents are divided by grade. There is no fencing, no well, no food, and there are two shifts of school times morning and afternoon. If you were 7 or 8 when you started school in first grade – that’s the grade you’re in. This was true for both girls and boys.

The girls’ school only ran up to sixth grade. The headmaster is trying to get girls to attend past the seventh grade, but in this culture, they are needed at home to tend to animals and household chores. So the primary school is located with the girls’ school. The girls attend in the morning, and boys primary attend in the afternoon. There are very few desks and chairs; girls sit in a row on a mat while the teacher instructs at the front of the room, without a desk, on



a wall with a black square as a chalk board. Some girls are lucky to have backpacks. Some do not, so they wrap their notebooks and what little books they have in a cloth. We saw a girl that used an MRE bag as her knapsack. A lot had no shoes. The teacher has to borrow slivers of chalk from the students. The school has no filing cabinets for papers, and most papers are just stacked up in a corner. Windows are broken, dirt floors and no air conditioning.

When I walked in to the fifth grade class room, the girls stood up . . . Through the interpreter, I asked the girls if they liked school, and their response was enthusiastic. I asked who wanted to be a teacher when they grow up, and over half the girls replied. More wanted to be doctors and engineers. When the Navy lieutenant commander asked to take their picture and brought out a camera, every single girl covered her face with a shawl. Through the interpreter I asked them what they needed at school – one brave little girl stood up and said “water.” There is no food and water at the school. They have no desk to write on or even something to write in – they

keep their notebooks clean as if to last the year. I asked the girls if they knew about our project which was visible from the road. One brave little girl stood up and said, “You’re building an airport.”

What struck me the most was the youngest girls – they were pensive and afraid. I asked the girls if they knew who we were. A girl about five said we were there to take them away. The teacher explained that the girls were afraid of American soldiers. We do look menacing with our body armor, big weapons, Kevlar, and humvees. We wanted to give what little school supplies we had to the headmaster to distribute. He said it would be best if we handed them out to show that we were friendly. One tiny girl cried as I approached her. I had to borrow candy from the teacher to put in my hand to give to her. So, if you have some school supplies, we could use them. The bright eager yearning-to-learn minds of future of Afghanistan could use them.

Editor's Note: This article is taken from an e-mail Maj. Bob Corrales sent to friends back home in Tulsa District. A drive was held, and several boxes of supplies plus the money to mail them were collected.

Little Rock District garners 6 regional awards

Little Rock District has garnered six Southwestern Division awards this year to include Environmental Compliance Employee of the Year, Natural Resources Project of the Year, Stewardship Employee of the Year, Construction Management Excellence, Planning Excellence, and Outstanding Planning Achievement. The awards were presented June 9 at Little Rock District's annual Engineer Day ceremony. Winners of the division awards are representing the division in USACE competition in their categories.

Environmental Compliance Employee of the Year

George Ann Tabor was named Environmental Compliance Employee of the Year for outstanding contributions to project offices and the entire district. She was recognized for training and fielding newly-established Environmental Compliance Coordinators. She worked easily with others in training and educating employees, managing issues and assuring continued program success.

Natural Resources Project of the Year

The Greers Ferry Lake Project Office earned the Natural Resources Project of the Year award. The Greers Ferry team strives to be a responsible corporate partner through active participation in community, civic, corporate and public school activities. These programs foster civic leadership and development, while building bridges for future cooperative efforts. The Greers Ferry Lake team was recognized for exemplary environmental stewardship and outstanding leadership in the realm of natural resource management.

Stewardship Employee of the Year

Natural Resource Specialist Tommy Green earned the Stewardship Employee of the Year Award for outstanding efforts in partnerships and implementing an aggressive project natural resources program with limited resources at Nimrod Lake. His passion and knowledge helped advance Corps stewardship programs. Green challenges himself and others to ensure these resources are conserved for future generations.

Construction Management Excellence

Amanda Edmonson received the Construction Management Excellence Award for her work as project engineer at Montgomery Point Lock and Dam since 2001. During her tenure, Edmondson was involved with all construction management issues that arose during the construction of the \$200 million lock and dam. Especially noteworthy during the past year was her oversight and coordination of testing mechanical and electrical systems and the closeout for the massive construction project.

Planning Excellence Award

Ron Carman earned the Planning Excellence Award for his contributions as Little Rock District's Planning Section Chief. In a single year, he supervised completion of three reconnaissance studies, a Chief's Report on the White River Minimum Flow Study, execution of more than \$5 million dollars of general investigation funds and an aggressive Continuing Authorities Program. Because of Carman's management skills, Little Rock District has earned CAP performance awards in four consecutive years.

Outstanding Planning Achievement Award

The SWD Outstanding Planning Achievement Award went to the Regional Arkansas River Navigation Study Team. The team, which was led by Little Rock's Ron Carman, identified economically and environmentally acceptable solutions to improve navigation on the McClellan-Kerr Arkansas River Navigation System. Members developed screening criteria and metrics to reduce a possible combination of more than 1,800 alternatives to 5 acceptable and reasonable ones. They used expertise inside and outside the Corps, including team members from multiple districts, the Engineering and Research Develop Center, two offices of the US Fish and Wildlife Service, numerous state agencies and Parsons Inc.

Interior Secretary Kempthorne inducts Greers Ferry Lake trail into National Trails System

The Josh Park Memorial Trail at Little Rock District's scenic Greers Ferry Lake is one of 36 trails in 24 states recently designated by the Department of the Interior as National Recreation Trails. This 1.9-mile fitness and walking trail offers an array of experiences for hikers, runners, bicyclists, and nature enthusiasts.

The designations, announced June 1 by Secretary of the Interior Dirk Kempthorne, added more than 800 miles of trails to the National Trails System.

"The new trails joining the National Recreation Trail System illustrate the diversity of the country's pathways," Kempthorne said.

Greers Ferry Lake Operations Manager Tommy Park explained that the Josh Park Memorial Trail began because the cross country athletes at Heber Springs High School needed a place to practice.

"They did much of the initial work as volunteers," he said. "The basic trail grew because of public use and demand and evolved into a first-class cross country trail, complete with ADA compliant restroom and drinking fountain, paved parking and a fitness center."

The trail was named after Josh Park, a student and cross country and track athlete (and son of Tommy Park and his wife Debbie) at the request of the faculty and students of Heber Springs High School. Josh was killed in 1995 at the age of 17 in an



A map of Josh Park Memorial Park.

automobile accident while returning from a ball game in Batesville, Ark. His friends wanted a way to memorialize him, and the trail seemed a natural since he spent much of his free time running.

Since its completion, the trail has grown in importance to the community. It is now the site each September of the largest high school cross country meet in Arkansas, the Annual Josh Park Memorial Heber Springs High School Cross Country Meet. The event draws 400 runners from three states each year.

The Interior Department announcement coincided with the 14th annual celebration of National Trails Day on June 3. The theme for this year's event, "Experience your Outdoors," encouraged people to use trails for exercise and exploration.

Each of the trails inducted into the



Students from three states compete at the Annual Josh Park Memorial Heber Springs High School Cross Country Meet.

National Recreation Trails System will receive a certificate of designation and trail markers. They join a network of more than 900 trails encompassing more than 10,000 miles.



It's the MISSION that counts

Col. John R. Minahan
Commander, Fort Worth District

This will be my last column as the Fort Worth Engineer District Commander. I am scheduled to change command on July 27. Col. Chris Martin will take my place.

The last three years have gone by fast. Many days have been filled with travel, constant chats with customers, conferences, ceremonies, meetings to solve the crisis of the day, and never ending reflection and discussions on better ways of doing things. NSPS, USACE 2012, P2, Regional Rates, MILCON Transformation, the Civil Works Strategic Plan, the IM A76 Study, Lean Six Sigma, the Logistics High Performing Organization effort and the Facility and Equipment Management System are some of the programs that should help us do things better. Some folks have expressed concern on the success of these programs because of our culture. I am as not as concerned. At the end of the day, whether we use these tools well or not, will not matter as much if we do not accomplish our missions.

We have many mission challenges with large programs at Fort Bliss and Fort Sam, funding uncertainties in our civil works programs, flat line operation budgets, potential large programs in support of DHS and greater expectations in our emergency response. I welcome the new programs and good ideas to help respond better to these new challenges. And we will need to change some of our ways. But, we cannot discount our culture which I think has a strong focus on mission (getting the job done and never quitting). The Fort Worth culture is also based on a strong sense of values. Our traditions, culture and values is what will carry us forward in the years to come.

Our Mission: Execute projects that consistently satisfy our customers to support our Nation.

Our Values: We embrace the Army Values and have identified additional values that reflect the unique and important characteristics of the Fort Worth District. The Commander's Advisory Board (CAB) and I, after much discussion, thought that the following values were most important to the Fort Worth District:

1. **Army Values:** those internal values that sum up those that should be important to a professional who respects the dignity and value of his fellow co-workers. They include: **Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.**

2. **Teamwork** is the collaborative effort of a group of people in order to achieve an organizational objective. Teamwork is essential in today's environment, where high levels of collective performance have become more important than individual accomplishments. Members of the most effective teams apply their individual talents, knowledge, and creativity to team objectives. There is a commonality of purpose, a shared vision and understanding of how to complement one another's efforts. Through teamwork, we are able to obtain results that exceed those possible by any one individual.

3. **Balance** is care and growth in all four dimensions of our nature — physical, mental, social, and spiritual. Balance enables both organizations and individuals to maintain peak performance over the long term. For individuals, the physical dimension involves exercise, nutrition, and relaxation; the mental dimension involves reading, writing, and thinking; the social dimension involves relationships with others; and the spiritual dimension involves inspiration and commitment to a value system. For organizations, the physical dimension is production; the mental dimension is the recognition, development, and use of talent; the social dimension is how people are treated; and the spiritual dimension is purpose, i.e. contributing to the common good.

4. **Professionalism** is dedication to and achievement of the highest standards. Professionalism is reflected in actions that show competence, inspire confidence, and include respect for and good treatment of others. Professionalism is reflected in appearance that is situationally appropriate.

5. **Client Satisfaction** means many different things to our varied customers. To some, quality is most important, while others seek timeliness, lowest cost/within budget, or some mix of these three, or possibly other factors.

See **Mission** on page 19...

Teams brave weather for bass tourney honors

Story and photos by Charlie Burger
Project Engineer
Fort Worth District

As a cool front marched through the Sam Rayburn Reservoir area accompanied by flashes of lightning and the rumble of thunder, fishing teams participating in the 6th Annual Fort Worth District Spring Bass Tournament launched their boats. The tournament was held on April 8 and was organized by Fort Worth District team members from the Mid-Brazos and Sam Rayburn Project Offices.

The start of the fishing action for the competitors was harsh as they were met by a howling north wind that turned the massive reservoir into an inland ocean. Some boaters estimated seven- to eight-foot swells on the open water. Many of the participants found themselves restricted to small, sheltered coves, and some even drove their boats for up to an hour to and from the tournament site to find calm water.

“We had originally launched the boat at the public boat ramp, but once we rounded a bend and speared two waves, we decided it would be best to load the boat and trailer up north to San Augustine Park in order to be safe,” said Tom Webb from the Whitney Lake Powerhouse.

Despite the harsh conditions, everyone kept an eye out for safety and went forth to compete in the tourney. With the weather slowing the fishing to a crawl, teams struggled to locate both big fish and numbers.

Several teams were unable to put together five-fish, 14-inch limits to weigh in with most catching only smaller fish. When the teams assembled for the weigh-in at Mill Creek that afternoon, it became



Taking the trophy and cash prize for Big Bass with an 11th-hour effort was Sammy Read of the Town Bluff Lake Office, catching a 7.68 pound bass on his last cast, less than 30 minutes before the weigh-in.

evident just how tough fishing had been. But there were some quality fish brought in, and the excitement built as the competitors brought their catch to the scales.

Tom Webb and his brother Donny, weighed in their limit at 8.65 pounds, which put them in third place, almost a half pound ahead of the next team. According to Tom Webb, they caught their first fish at about 7:15 a.m., but it was a slow bite.

“Most of our fish were caught on a Zoom Super Fluke,” said Tom Webb. “It was all work and no play on this fishing trip.”

The second place team of Kurt Floyd and his partner Steve Rouse were one fish shy of the limit but jumped to the top of the leader-board with four fish totaling 11 pounds, anchored by a solid 5.11 pounder. Floyd was a tournament organizer for the first annual tournament at Sam

Rayburn in 2001, but deployments to the Middle East and other military commitments had prevented his fishing in the tournament in the years since.

“We made a very rough run from Mill Creek to the public boat ramp at Twin Dikes,” said Floyd. “My partner, Steve caught the first fish at 7:00 a.m. on a DT-14 Bream colored crank bait.”

According to Floyd, they spent most of the day on the large point fighting the wind and Carolina rigging full sized Zoom Brush Hogs in 8-16'. Rouse caught their largest bass at 5.11 pounds. around 10:30 a.m. to fill out the four-fish stringer.

In the end, however, Sammy Read of the Town Bluff Lake Office, and his son, Corey, hit the scales with a bang, the numbers flashing to a stop at 15.55 pounds, to take a commanding lead and the coveted first-place awards. Sammy also took the trophy and cash prize for Big Bass with an 11th-hour effort, catching a 7.68 pound bass on his last cast, less than 30 minutes before the weigh-in.

Sammy Read described a different strategy, saying, “We caught all but one of our fish on wacky worms. Most were caught on green pumpkin, but the big one came on watermelon candy colored soft plastic on a Carolina rig.”

Teams reported fish were caught on a variety of methods, with patterns being hard to find in the post-frontal passage conditions. The Webb brothers reported most of their fish were caught in the first couple of hours while fishing wind blown points. This year, the tournament featured participants from the Fort Worth and Galveston Districts, as well as from the Lower Neches Valley Authority.



Time is a resource you can not squander... make the most of it every day

Col. Steven Haustein
Commander, Galveston District

Whenever I sit down to write another column for the Pacesetter, I'm always struck by how fast the time has gone by since the previous edition. In a flash, two months have gone. Time is one resource that we can't afford to squander. I have a simple set of three questions that I ask myself on a regular basis so that I make the most of my time. I want to share them with you for your consideration and possible use. The answers I get tell me what to do. The three questions are:

1. Where should I be? (If I'm not physically where I should be, I move to the right place. Command presence is a powerful tool. You can only be in one place at a time so choose it wisely.)
2. What should I be doing? (If I'm not doing what I should, I stop what I'm doing and start doing what I should. Focus on the important stuff first.)
3. What should my organization be doing? (If they aren't doing what I want, then it's time for me to issue some orders. Organizations actually want someone to lead. The person in charge may actually provide this service but if not, someone will fill the gap.)

Right now, my answers are telling me to be here at this computer drafting this letter so I'll get on with it. I believe that we are currently experiencing the calm before the storm for this fiscal year. June and July are scheduled to be the largest execution months of the FY civil works program in the district. With the number of projects that are currently behind schedule, this is a troubling future. The clear project management mantra in the Corps of Engineers this year has been to schedule your work and work your plan. Our metrics now measure success based on how close actual execution is to our scheduled execution. The schedule represents an obligation to our stakeholders and being able to execute our plan is a mark of a professional organization. I need your help more than ever to get project delivery back up

to speed based on our base schedule for the rest of the year. Execution is still everything...now it's just tied to the schedule as well.

At the same time, the district cannot ignore our obligation for disaster response and recovery if the need arises. The one single topic that comes out at every conference that I attend is hurricane season. Whether it's a review of last year's events or predictions for this year, hurricanes are the hot topic de jour. Since February, I have attended a series of lessons learned meetings between FEMA and USACE. FEMA, the Corps and SWD are better prepared for hurricane season this year than ever before. Personally, I pray for a quiet season without a single storm making landfall anywhere in the U.S. that brings anything more than needed rain. At the same time, the district needs to be prepared for the worst. You all have a role here even if your role is only personal evacuation. Be prepared...now.

See Time on following page

Corps celebrates Bay Day



Corps employees from the Galveston District's Southern Area Office and the Corpus Christi Regulatory Office manned a booth at Earth Day – Bay Day sponsored by the Coastal Bend Bays Foundation, at Cole Park, in Corpus Christi, April 22.

Bahia Grande receives Cooperative Conservation Award

Galveston District Staff Report

The Bahia Grande Restoration Partnership project has received the Department of Interior's 2005 Cooperative Conservation Award. The Galveston District issued a Nationwide Permit to the U.S. Fish and Wildlife Service and the Brownsville Navigation District in February 2005 allowing construction of channels that will re-introduce tidal waters into the 10,000-acre Bahia Grande bay complex in southern Texas.

Tidal waters were not able to reach the Bahia Grande following construction of the Brownsville Ship Channel in the 1930s.

The project proposes to reflood and restore the area by construction of a channel or channels designed to take advantage of the normal tidal regime in the area and permit adequate tidal exchange of salt water to maximize water circulation as well



Here it comes! Tidal waters re-enter the Bahia Grande area as part of a giant environmental restoration project in southern Texas. Partners on the project are the U.S. Fish and Wildlife Service and the Brownsville Navigation District.

as allow migration of marine organisms into and out of the basin.

Project benefits include the restoration of an extensive estuarine nursery area for aquatic species, contributions to the anticipated re-establishment of the red-headed duck

population, and significantly aid in the abatement of a serious problem with wind blown dust in the region.

The project is situated within the Laguna Atascosa National Wildlife Refuge complex, 5.9 miles southwest of Port Isabel, Texas.

Galveston District welcomes Major Rick Hansen



Hansen

Major Rick Hansen was commissioned a second lieutenant upon graduation from the United States Military Academy in May 1990 with a

Bachelor of Science Degree in Physics Solid State. He also has received a Master of Science Degree in Engineering Management from the University of Missouri-Rolla

Hansen is a graduate of Command and General Staff College, U.S. Army

Sapper School, Jumpmaster School, Airborne School, Air Assault School, Instructor Trainer Course, and the Engineer Officer Basic and Advance Courses.

His first assignment was to the 362nd Engineer Company, Fort Bragg, N.C., as a Platoon Leader, Well Drilling Detachment Commander, and Executive Officer where he deployed to Somalia in support of Operation Continue Hope (UNOSOM II) and to Haiti in support of Operation Uphold Democracy.

His next assignment took him to 2nd Infantry Division where he served as the Assistant Brigade Engineer for 2nd Brigade and commanded Alpha Company, 2nd Engineer Battalion. Following that command, he was a

Captain's Career Course instructor at the U.S. Army Engineer School, and at Fort Leavenworth, Kan. he became a licensed Professional Engineer.

Following CGSOC, he was assigned to the 1st Cavalry Division in Baghdad, where he served as the Assistant Division Engineer during OIFII, and later as the Executive Officer of the 2nd Brigade Special Troops Battalion.

His awards and decorations include: UN Peacekeeping (Somalia), Overseas Service Ribbon, Army Service Ribbon, Global War on Terrorism Expeditionary Medal, Korean Defense Service Medal, Bronze Star Medal, Master Parachutist Badge, and the Sapper Tab.

Time

Continued from page 15

As the summer temperatures climb, so does the risk of accidental death and injury. The same beautiful beach that draws us to the Gulf Coast also represents a threat to weak swimmers who drown every year in rip currents. The highway leading to that summer vacation spot is also a threat to every person on the road due to drivers that are drunk or too tired to drive safely. You have heard these before and there are many other examples. Enjoy the summer but be safe.

I want to say farewell to Lt. Col. Sallese who is headed to battalion command at Fort Stewart, Ga. I know that he will add the same energy and vision to his battalion and its soldiers that we were able to enjoy here

for the past two years. And, finally, I want to welcome John Curtis to the district as our new Chief of Construction Branch and congratulate Volker Schmidt on his selection as the new Chief of Programs Branch. Once again, the district has hit a home run in filling these two positions with such great individuals.

Well, I asked myself those three questions again and I need to be moving elsewhere and doing something different. Help me out on the third question by asking yourself if you're doing everything that you can to accelerate program execution at the same time that you're making yourself ready for hurricane season. Thanks for all that you do today and every day.



After the project –

The \$60 million Sargent Beach project was completed by Galveston District in early 1998. It built an underground revetment that halted the fast moving wind- and wave-generated erosion on the Gulf of Mexico that was threatening to breach the Gulf Intracoastal Waterway. In the eight years that have passed, the area has turned from a dusty, weed strewn acreage between the GIWW and the Gulf to an area with parks, flowers and houses. The homes on the left are separated from the mainland by the GIWW, to the right. Almost all the houses were built since the project's completion. The road, in 1998, was just a sandy path.

Pacesetter Points

Congratulations

Lanora Wright, Regional Economist, was promoted to GS-13 as a member of the Galveston District Support Team in the Southwestern Division's Programs Directorate. Wright, formerly with Fort Worth District, joined the Southwestern Division headquarters in April.

Frederick Olson was selected as an Environmental Engineer, GS-14, in the Southwestern Division's Programs Directorate. Olson, who joined the Southwestern Division headquarters in April, came from a position with the Federal Aviation Administration.

Brent Hyden, Civil Engineer, was promoted to GS-13 as a member of the Fort Worth District Support Team in the Southwestern Division's Programs Directorate. Hyden, formerly with Fort Worth District, joined the Southwestern Division headquarters in April.

Family Matters

Ryan Noland, son of **Linda Noland**, Security Specialist, Southwestern Division headquarters, graduated with honors from Plano East High School, May 30. Noland will attend Texas A&M in the fall.

Elaine Edwards, an engineer in Little Rock District's Regulatory Office, announced the graduation of her daughter, **Jamie Elaine Edwards**. The graduate was salutatorian of Episcopal Collegiate School and received an Honors College Fellowship from the University of Arkansas at Fayetteville where she

will study in the School of Architecture.

Paul Wagener of Little Rock's Engineering and Construction Division and his wife, Debby, both of whom used to work in Fort Worth District, announced the graduation of their son, **Devin David Wagener**, from North Pulaski High School in Jacksonville, Arkansas. He plans to study engineering at Louisiana Tech University under a Louisiana Tech Bulldog Scholarship and an additional academic scholarship.

Tulsa District's Oologah Lake would like to announce the arrival of a new baby Park Ranger. **Evan Andrew** was born to **Jason and Beth Person** on Friday evening, April 28, at 8:35 p.m.

Big brother **Jackson** would like to announce the arrival of his baby sister, **Erin Quinn Underwood**. She was born May 1, at 6:45 p.m. Their proud parents are **Don and Susan Underwood**. Don is a park ranger at Fort Supply Lake, Tulsa District.

William Tate Holder was born to **Melissa and Tommy Holder** May 18. His parents are rangers at Lake Texoma, Tulsa District.

Outreach Activities

Elaine Edwards, Sarah Usdrowski and **Tim Scott**, all of Little Rock's Regulatory Office, recently assisted the Natural Resources Conservation Service with an Earth Day program known as Waterfest 2006 at the Mabelvale Magnet Middle School. The trio demonstrated the value of

wetlands and the importance of water conservation. About 100 students were involved in the day-long project. More than 50 sponsors helped organize the project to foster water conservation and pollution awareness.

Retirements

Gary Cooper hung up his "Smokey Bear" hat when he decided not to return this summer as a temporary park ranger, a job he has done for 35 years. He began work at Little Rock's Mountain Home Project Office in 1970 and has worked every summer since. His co-workers report that his mischievous eyes, quick wit, friendly handshake and country approach help make him a great storyteller. He incorporates card tricks and math brainteasers to captivate an audience and make a point. Cooper is a retired math teacher and coach who led a team to a State Championship in 1975. He was born at home on the heels of the Great Depression and grew up on the family-farm where he now raises cattle. His grandparents homesteaded in the late 1800s. His parents built a house on the land and lived there until their deaths in the 1980s. Cooper is a Korean War veteran and is active in his community and church.

Condolences

George Lennart Aldeen, retired architect from Tulsa District, died peacefully, Thursday, May 30. He loved architecture, Texas Exes, University of Texas sports with his son, trips to National Parks, movies,

theater and happy hour with his friends.

Lois Ferguson Reid, 91, died Sunday, May 7, in the Stillwater Medical Center. Her husband, Karl Reid, was a civil engineer with the Tulsa District Corps of Engineers until his retirement in 1972.

Ruth Walton, retiree and long time employee of the Tulsa District Public Affairs Office, passed away suddenly May 5 after 90 years of vibrant and fruitful life. She was the editor of the Tulsa District Record for many years. She was active in many community organizations such as the Tulsa Garden Club, Herb Society, etc., and at her church, St. John's Episcopal. Notwithstanding hip surgery, joint replacement and other debilitations of advanced years, she was active until her last hours.

Wes Baker, Central Oklahoma Resident Office, lost his mother on Sunday, April 30. She was buried in Geary, Okla.

Sue Morris, Tulsa District Resource Management Office, lost her brother April 17.

Carol McConnell's husband **Stan** passed away April 14 after struggling for many months with cancer. Carol works in Operations Division, Tulsa District.

Lila Larson, mother of Jim Larson, park ranger at Tulsa District's Kaw Lake, passed away Tuesday, April 11, in Oklahoma City.

Karla Fleming, Engineering and Construction, passed away Wednesday, April 12, from an apparent pulmonary embolism. Co-workers have planted a tree in her memory at the Tulsa District office.

Bobby Merl Baker, Tulsa District retiree, passed away. He was the maintenance leader at Kaw Lake until his retirement.

James Seibert Quinton, retired Mechanic at Little Rock's Clearwater Project Office, passed away May 20, one day before his 75th birthday.

Michael Gene Youngblood, brother of Little Rock's **Lisa Thompson** from the Beaver Project Office, passed away May 8 because of complications from diabetes.

Charles Jones, father of Little Rock's **Stan Jones** from the Table Rock Power Plant, passed away May 5 in Tennessee.

William C. Milholland, father of **Mark Milholland**, Little Rock District's Russellville Project operations manager, passed away April 19 at the age of 86.

Mission

Continued from page 13

Critical to the success of our Project Delivery Teams in achieving "client satisfaction" is communicating often and effectively with our customers to gain a clear understanding of their expectations. Once known, then plan accordingly and do what we say we are going to do. The District's ability to delight and fulfill the expectations of our customers with the ultimate goal of achieving "client satisfaction" is every team member's responsibility.

I welcome the continued flow of good ideas and new programs to help us change some of our processes to work better in the 21st Century. We need to be on guard of those who may characterize our culture as a liability. It is our strength and what will carry us forward as it has for the entire Corps in support of our Army and Nation over the last 231 years.

I am proud to have served in Fort Worth with so many dedicated professionals and thank everyone for their hard work. I will never forget those I worked with together on the countless missions that we accomplished. I will move to SWD and serve as the Deputy Commander. I look forward to continued service in the Army, in the Corps and to Mission Accomplishment.

Essayons, COL Minahan



Carla Burns, Flood Damage Reduction Manager for Piney Woods Project in Operations Division, Fort Worth District, visits with Robert Slockbower, Director of Regional Business, Southwestern Division, at the Senior Leaders Conference in Austin.

Learning

Continued from page 5

the Army Materiel Command, the Lower Colorado River Authority, Lockheed Martin, and 3M spoke about their efforts to streamline and advance their business processes using Six Sigma principles.

Understanding the factors that influence individual and organizational success is important and can be accomplished in many ways. Allaman and Karen Northrup, a Project Manager in the Northwestern Division, coordinated a StrengthsFinder Workshop to teach Senior and Emerging Leaders about talent and performance management.

The workshop led to increased understanding of the talents of our Regional Management Board and the importance of building teams with complementary strengths. Emerging Leaders had the opportunity to observe the members of the Regional Management Board in action as they considered and made decisions on important issues.

According to Colonel John R. Minahan, Fort Worth District commander, the Southwestern Division Senior

Leaders / Emerging Leaders Conference this year was “a great mix of individual and professional development.”

This year’s conference promoted team building, strategic planning, and leadership development, which should lead to improved organizational effectiveness by increasing innovation and creating a sustainable environment for producing excellence. Interaction among senior leaders and emerging leaders provided opportunities to share insights from different standpoints on important issues on the Corps’ horizon.

As the Corps is faced with increasingly diverse and complex challenges, we will continue to be committed to learning from others and ourselves and to continue to provide excellent service to the nation.

Correction from last issue:



Cynthia Kitchens is the Tulsa District Woman of the Year. She is project manager in PPMD.



Carol Roberts (left), Mentor of the Year, has a positive attitude and exemplifies patience, respect and commitment to others. She has demonstrated leadership and a belief in encouraging and uplifting women in the workplace.



Latreta Stout (right), Administrative/Clerical Employee of the Year, exhibits a professional attitude and takes great pride in both her job and her work. The accuracy and efficiency with which she accomplishes her duties reflect her superior knowledge of the rules and regulations governing those duties.