



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

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Spotlight on the District

Layne Yager

Master Towboat Operator
Illinois Waterway Project Office

By Mark Kane

Many people look up to their parents, learn by their example, and in doing so, could follow in their footsteps. For Layne Yager, a master towboat operator on the Illinois Waterway, working beside his father, who worked for the Corps of Engineers when he was younger, made a lasting impact that led him down his career path.

"I am a second generation employee," said Yager. "I would come to work with my dad sometimes during the summer, and here I am 28 years later."

The Chillicothe, Ill., native now lives in Sparland, Ill., with his wife Susan, who also works for the Corps at the Illinois Waterway Project Office, and their five daughters, Lauren, Roni, Erin, Heather, and Jennifer, who range in age from 15 to 22.

On the Illinois Waterway, Yager said he

specifically works as a boat operator for the Motor Vessel Creve Coeur, the largest boat on the Illinois Waterway, and provides operation of a work fleet consisting of two crane barges, the Hercules and barge nine. He also leads non-subordi-

two tenders during dives for repair.

Yager said he likes his job for a variety of reasons.

"I like pushing tows up and down the river, all the different jobs we do," said Yager. "All the people I work with."

Yager also explained some of the reasons why he likes working for the District and the Corps.

"A full-time job with all the benefits," said Yager. "The opportunity to do different jobs."

During his time with the Corps, Yager has taken advantage of opportunity when it has knocked on his door. He has earned special licenses for diving, as well as a towboat operator Western Water Certification.

Yager has also figured out what some people may never think about ... what he would change if he could do it all over again.

"If I had to do it over I would do it the same," said Yager. "Not every day has been good, but out of the 28 years, there have been a lot of really good ones."

Yager said his hobbies include boating, hunting, fishing, scuba diving, gardening, and being a beer connoisseur.

Yager's advice to anyone reading this article is, "Work hard for what you want and it will happen, (the person's) toes you step on today, you may regret tomorrow." ■



Layne Yager pilots the M/V Creve Coeur on the Illinois River. Photo by Susan Yager, Illinois Waterway Project Office.

nate employees in safe working techniques and is a supervisor for divers and

"Spotlight Someone You Know"

The next District Spotlight employee could be working right beside you, and the only way you'll see that person here is if you let me know it.

If you know someone who you feel is doing a

good job, setting a good example, or is a pleasure to work around, maybe it's time the District knew it.

Ready to tell the rest of the District, then e-mail me at:

Mark.A.Kane@usace.army.mil



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On the Cover

Col. Duane Gapinski, District Engineer, accepts backpacks and school supplies from Muscatine High School Interact Club members (from left to right) Katie Kenyon, Sarah Randleman, and Calli Davison, as part of the club's 102-backpack donation to the Corps for Iraqi students in Baghdad, Iraq. Photo by Mark Kane.

Check out page 9 for more information.

Improving Our District

By Col. Duane Gapinski, District Engineer

Of all the things the District could improve, strategic goals are those few items that are most critical for us. In August, the District's senior leaders developed our strategic goals for 2004-2006. We considered the continuing initiatives such as USACE 2012 and regionalization efforts in order to ensure the goals are important, achievable, and will complement such initiatives.



Before I discuss these new strategic goals, I should recognize that our 2002-2004 strategic goal teams put a great deal of effort into making improvements to District operations. Among the many accomplishments of these talented and dedicated teammates was the creation of a

District Scorecard, which allows all employees to view strategic data and to make decisions based on data, and the improved meeting and decision-making processes. My thanks go out to everyone who had a hand in these accomplishments. Well done!

Using the Malcolm Baldrige National Quality Criteria to guide us in our decision making, the Executive Steering Board analyzed a wide variety of sources of data and information to develop the 2004-2006 strategic goals. Many new data inputs were used in the strategic goal-setting process this year, including key issues from the District's Communications and Employee Climate surveys, public meetings, and congressional visits, to name a few.

After the ESB developed a draft version of the strategic goals, we used an employee focus group to provide feedback for the ESB to use to refine the strategic goals and to develop the charters that goal teams will use to accomplish their work.

As a result of this analysis and refinement, the new 2004-2006 strategic goals are:

1. Improve two-way communications at all levels within the District. The intent of this goal is to develop a plan that includes strategies to improve two-way communication within the District, suggested communication topics, and who is responsible for implementing the strategies and monitoring their progress. We will monitor our success via the Employee Climate Survey and other means the goal team may suggest.

2. Improve District's cost effectiveness by refining consolidated departmental overhead practices. We are seeking to improve the management of CDO by looking at charging practices, how the CDO committee functions, and developing a systematic process to manage CDO. This effort is critical as we transition to managing CDO on a regional (Division-wide) basis and we seek to have a CDO process that is consistent across divisions and applies the best possible business practices.
3. Better serve the nation's water resource needs by discussing our capabilities, responsibilities and authorities with federal, state and local officials. We want to create a systematic process for spreading the word about our capabilities, responsibilities and authorities to actual and potential stakeholders, partners and customers.

We need your help in improving our District. I urge you to provide feedback on the success of our efforts over the coming year and input on future District goals. You can do this by taking advantage of the opportunities offered through serving on focus groups and completing the climate surveys. I can't emphasize enough that the annual Employee Climate Survey is a great opportunity to have a voice in the District's strategic planning process. The District's senior leaders look closely at the results of that survey. Don't squander your "vote."

Thank you for all you do for the Rock Island District, the Corps, and the nation. ■

With the holiday season upon us, the Federal Emergency Management Agency and the State of Florida Emergency Response Team members are working hard and fast to provide thousands of hurricane ravaged victims with a home.

In order to achieve this monumental task, FEMA called on the expertise of the Corps of Engineers. The Corps supports FEMA in carrying out the Federal Response Plan under the Stafford Disaster and Emergency Assistance Act, which calls on Federal agencies to provide coordinated disaster relief and recovery operations.

Within this plan, the Department of Defense has designated the Corps as the primary agency for planning, preparedness and response under Emergency Support Function No. 3, Public Works and Engineering, which includes temporary emergency housing.

Since August, 3,781 mobile homes and travel trailers have been provided to hurricane victims at leased pads or next to their damaged home, according to FEMA officials. Disaster aid to Floridians affected by this year's four hurricanes has climbed to \$2.38 billion and nearly 1.1 million victims have applied for federal and state assistance. Of that, about \$1.067 billion has been approved for such items as temporary roofs, water, food, ice, and other emergency services.

Trailers and mobile homes have been stockpiled in Florida and additional units continue to be secured to meet the needs of the hurricane victims, according to FEMA Mobile Home Operations Chief Stephen DeBlasio. FEMA traditionally uses travel trailers and mobile homes when adequate housing is not available in the immediate disaster affected counties.

ESF#3 Assistant Team Leader Mark Clark, an emergency management specialist in the Emergency Operations Branch of the District, spearheaded the Corps' Temporary Housing mission from September to November.

To move this mission forward at the Disaster Field Office level, Clark attended coordination meetings and sat in on conference calls with FEMA, Congressional, and state officials regarding ESF#3 mission assignments.

"Travel trailers are being moved directly to people in need of emergency housing," said Clark, "They're being set up and are ready for occupancy within 48 hours."

He also provided daily briefings to the Strike Team, the Task Force, and the Red Tag Sweep Team, which have been implemented to expedite and identify the temporary housing needs in the impacted areas.

Temporary Housing Action Officers Joseph Mose (a civil engineer from the St. Paul District) and Debora Morrissey

(a project manager from the Omaha District) are instrumental in starting the action once the Corps receives direction from FEMA to assess potential acres of land for use as a Group Site or an Emergency Group Site. Mobile homes are placed on group sites for 18 months to two years, and travel trailers are placed on emergency groups sites for up to one year.

Mose is working on Hurricanes Charley and Ivan impacted areas, and Morrissey is working on Hurricanes Frances and Jeanne.

The action officers start the paperwork rolling that activates the Planning and Response Team from the Corps' Emergency Response and Recovery Organization, said Morrissey. This team assesses the sites for utility availability, road access, security needs, and fencing needs.

Story and photo by Brenda Beasley, Memphis District Public Affairs

A Home for the Holidays

Once the site assessment is complete, the action officer makes a recommendation to FEMA on whether or not the site should be used. If FEMA approves the site, the action officer coordinates with FEMA legal and the General Services Administration to obtain a lease for the property and negotiate a contract, according to Morrissey. The PRT awards the contract and Corps' Quality Assurance representatives stay on site for the construction process.

Morrissey knew when she volunteered to come to Florida that this was a history-making event, but she didn't realize the enormity of it until she arrived.

"It's never been boring," she said. "I've learned a lot of new skills and I've learned how to work in a team environment during long hours under extreme stress. I've gotten through it by keeping in mind that I'm trying to help people get into a home."

And, hopefully, with the help of the Corps' ESF#3 team, FEMA and SERT will have hurricane victims in a "home for the holidays."

Clark came back home to the District on Nov. 5.



Being sharp and alert for a 5:30 p.m. meeting involving about 30 people from several different state and federal agencies after getting to work at 6:30 a.m. is a necessary skill for Assistant Team Leader Mark Clark (on the left in the white shirt with the Corps red castle) as he coordinates the Corps' role in assisting FEMA in meeting their temporary housing goals.



A group of friends pose for this 1930s picture with short spears and a small darkhouse typical of the La Crosse Reach. This was primarily a sport of the young men in that area. Photo courtesy of Finn 2004.

Ice Spearfishing on the Upper Miss

By Ron Deiss, Programs and Project Management

Prehistoric ice spearfishing in the Upper Midwest remained unchanged in its basic form for more than a millennium. Native Americans consider this tradition as part of their woodland heritage. Ice spearfishing is still a popular way to harvest fish during the winter months by many Native Americans and sportsmen in the Upper Midwest. To ice spearfish, a spear, fish decoy, and shelter over a hole on the ice are the major requirements

A two by three feet hole is cut or chiseled to open water. A shelter is placed over the hole to eliminate direct light and glare within. The shelter is called a darkhouse and the hole is illuminated by sunlight that penetrates the ice and snow outside the structure. A decoy in the shape of a fish is tied to a jigging pole. The decoy is dropped through the ice and moved within the water.

Walleye, northern pike, muskellunge and other game fish use sight to seek their prey and will also attack, stalk, or observe decoys. The contrast between the darkhouse interior and the illuminated water enhances visibility for decoying and spearing. With skill and practice, the

decoyed fish are speared and pulled into the shelter. Successful ice spearfishing requires good winter conditions and excellent game-fish habitat.

Prehistoric evidence for ice spearfishing exists throughout the Upper Midwest. Fish decoys made of mussel shells are found at Late Mississippian Phase archeological sites adjacent to the Mississippi River. Many examples have carved and incised details and date to around 1000 or 1100 A.D. Three shellfish decoys were recovered from an excavation near La Crosse, Wis. Another shellfish decoy was found in a rock shelter exposed during road construction in the bluffs near Harpers' Ferry, Iowa.

Elsewhere in the Upper Midwest, mussel shells became obsolete and were replaced by fish decoys carved of basswood, white pine, and maple. These decoys must contain lead for ballast to counter the buoyancy of the wood. During this period of transition, no known evidence exists for early historic Native and European ice spearfishing on the Upper Mississippi River.

A hiatus of ice spearfishing may have occurred between the American military

occupation of the Upper Mississippi River following the Louisiana Purchase in 1803 and the confinement of Upper Midwest tribes to reservations by the 1860s. This period of conflict and turmoil occurred as Americans, British, and Native Americans vied for control of trade and lands through treaties and conflicts. Other than this speculation, little is known about ice spearfishing from this period.

The first mention of ice spearfishing occurred in an 1859 letter written by an early settler of the town of Red Wing in territorial Minnesota. Red Wing is located within the La Crosse Reach. The reach consists of the interstate boundary waters along the western border of Wisconsin and portions of the eastern borders of Minnesota and Iowa, located between the town of Prescott and Cassville, Wis.

By the late 19th century, ice spearfishing had increased in popularity throughout the La Crosse Reach. The hub of this activity was at the midpoint of the reach near the city of La Crosse at the confluence of the Black and La Crosse rivers. During this period La Crosse was known as the center of sport fishing on

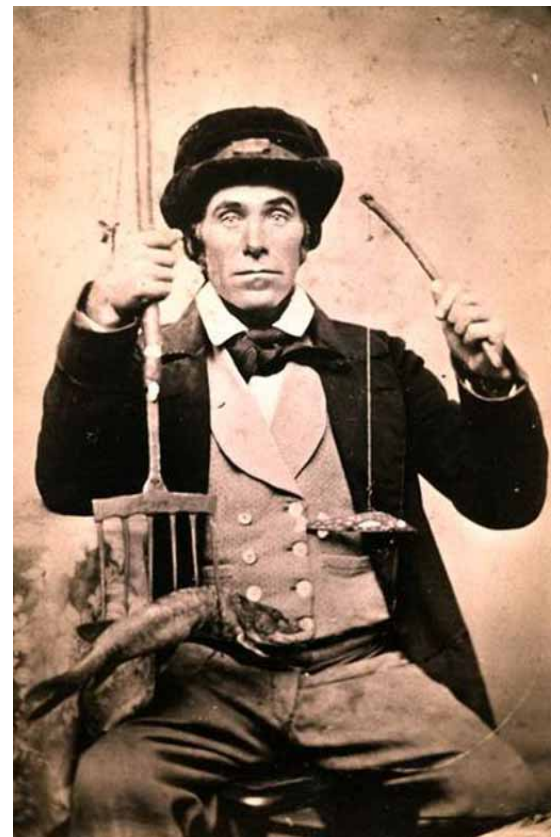


A Northern Pike is attracted by a fish decoy beneath a darkhouse in this illustration by Les Kouba titled, "Darkhouse Action." Graphic courtesy of Leitch 2001: Frontespiece.

A bone or horn fish decoy of possible Native American manufacture is shown. Photo courtesy of Spreck 2004.



Mississippi River



A spear fisherman shows off his catch, spear and fish decoy back in the 1880s. Photo is courtesy of the Wisconsin Historical Society.

the Upper Mississippi River, which included ice spearfishing.

On Jan. 24, 1895, the La Crosse Daily Press article entitled, "Gigging for Fish: A Popular Pastime Among Men of Leisure Just Now," described that approximately 100 people were engaged in the sport. The speared fish were sold in the local markets. The years between 1895 and 1899 had the highest reported fish harvest and may have contributed to the increased participation and popularity of ice spearfishing.

The decoys used throughout the La Crosse Reach were typically small, being four to six inches long. All were carved by hand of local woods and most exhibit excellent craftsmanship. The decoys are also heavily weighted with lead ballast to maintain stability and to be jiggged properly in current. If the fish decoy is too light the swift current would bring it to the river's surface.

Smaller darkhouses are characteristic and could be moved easier to scout for fish locations and removed quickly from the river's treacherous ice. Spearfishing equipment, such as spears, spuds and chippers were proportionate to

darkhouses size and the shorter shafts improved accuracy in swift current. The darkhouses were homemade, while the equipment was manufactured by blacksmiths or by foundry workers.

In 1890, ice spearfishing was prohibited throughout the State of Iowa. By the 1920s conservation measures came to the forefront as game fish populations dwindled. To improve fisheries, states and conservationists focused on management, interstate cooperation and legislation. The decline in fisheries has been traced to changes in the river condition resulting from introduced fish species, sawdust from milling companies, silt from massive lumbering operations, urban sewage, and industrial wastes. In the 1920s the river's health was worsened by basin-wide droughts, which concentrated pollutants in backwater spawning habitats.

The ecology of the river in the early 20th Century was not well documented and the State Game and Fish Commission of Minnesota wrote, "The general grievance seems to be that the game fish are disappearing from the river and that unscrupulous fishermen are responsible

for this state of affairs." Among the remedial measures recommended by the commissioner was, "... that the use of the spear in the taking of all varieties of fish be prohibited." In 1924, the commissioner's report urged the State of Wisconsin to enact similar regulations.

In 1931, Minnesota fishing laws limited fishing to rough and non-game fish in the Mississippi River. Five years later, Wisconsin legislators passed a state-wide law prohibiting the taking of fish through the ice by any means other than hook and line. This legislation closed the La Crosse Reach to one of the oldest methods of harvesting fish.

Recent controversies and increased regulation have focused on traditional native rights and the sporting value of ice spearfishing. In 1987, the Ojibwa tribe in Wisconsin regained treaty rights under the Voigt Decision to spearfish on former tribal lands. Presently, the states of Alaska, Michigan, Minnesota, Montana, the Dakotas, and Wisconsin permit restricted forms of ice spearfishing where it continues as one of the oldest traditional methods of harvesting fish during the winter months. 🇺🇸



American Bald Eagle Watch Winter Schedule



Dubuque Bald Eagle Days

Jan. 8

- Outdoor viewing at Lock and Dam 11 from 8 a.m. to 4 p.m.
- Live bird program, 10:30 a.m. to 1 p.m.
- Exhibits from 9 a.m. to 3 p.m.
- Indoor location at Grand River Center - Port of Dubuque
- For more information call (563) 556-4372

Clinton Bald Eagle Watch

Jan. 8

- Outdoor viewing at Lock and Dam 13, 8 a.m. to 4 p.m.
- Live bird programs and storytelling at Clinton Community College, 11 a.m., 12:30 and 2 p.m.
- Exhibits for viewing 9 a.m. to 3:30 p.m.
- Free bus service from the college to the outdoor viewing area.
- For more information call (815) 259-3628.

Quad Cities Bald Eagle Days Quad City Conservation Alliance Exposition Center, Jan. 8-9

- Live eagle and bird of prey programs by the World Bird Sanctuary
- Wildlife art show and sale
- Environmental Fair
- Special attractions – Live arctic wolf seminars by Arctic Encounters, plus live “Dangerous Reptiles of the World” seminars by Clyde Peeling of Reptiland
- Hours – 10 a.m. to 7 p.m. on Jan. 8 and 10 a.m. to 5 p.m. on Jan. 9
- Admission - \$4 for adults and \$1 for children 16 and under
- For more information, call the Mississippi River Visitor Center at (309) 794-5338 or Dave Burrows at (309) 441-5695

Muscatine Bald Eagle Watch Riverview Center, Jan. 15

- Outdoor viewing from 9 a.m. - 2 p.m.
- Live raptor programs at 9:30 and 11 a.m.
- For more information call (563) 263-7913

Mississippi River Visitor Center Jan. 15 – Feb. 20 (Weekends Only)

- Combination eagle watches and Clock Tower Tours.
- Hours are 9:30 a.m., 1 p.m. and 3 p.m.
- Reservations required. Group size is limited. Call (309) 794-5338

Keokuk Bald Eagle Days

Jan. 15 – 16

- Indoor programs and environmental fair at Keosippi Mall in Keokuk, Iowa.
- Live eagle programs on Jan. 15 from 9:30 a.m. to 3:30 p.m. and on Jan 16 from 10 a.m. to 3 p.m.
- Outdoor viewing at the South Side Boat Club
- For more information call (319) 524-5599

LeClaire Bald Eagle Watch

Jan. 22 – 23

- Outdoor viewing at Locks and Dam 14, Jan. 22 from 10 a.m. - 1 p.m., Jan. 23 from 1 p.m. - 4 p.m.
- Indoor programs (at Mississippi Valley Welcome Center) Jan. 22 at 10 a.m., 11 a.m., and 12 p.m.; Jan. 23 at 1, 2 and 3 p.m.
- For more information call (563) 322-3911 x120

Illinois Waterway Visitor Center Bald Eagle Watch, Ottawa, Ill.

Jan. 22 - 23

- "Live Eagle Program" by the Illinois Raptor Education Center will be on Jan. 22 and 23 at noon, 2 p.m. and 4 p.m. each day. Admission is free, but seating is limited. No reservations accepted, you must come to the visitor center to get tickets.
- Native American Bald Eagle Dance demonstration by Rudy Vallejo will be on Jan. 22 and 23 at 11:30, 1:30 and 3:30 each day. Admission is free.
- Outdoor viewing at the visitor center 9 a.m. to 5 p.m.
- High-power scopes available for eagle viewing with park rangers and Audubon members on hand to answer questions.
- Children activities from 9 a.m. to 5 p.m. both days.
- For more information call (815) 667-4054

Quincy Bald Eagle Watch

Jan. 27

- Outdoor viewing at Quincy City Park from 10 a.m. to 4 p.m.
- For more information call (217) 228-0890

Bald Eagle Days

Pella Community Center & Lake Red Rock Feb. 18-19

- Feb. 18, area school children are invited to attend the programs, and on Feb. 19, the programs are open to the public.
- Indoor presentations with live eagles and other birds of prey. Programs given on the hour at the Pella Community Center from 10 a.m. - 5 p.m.
- Outdoor viewing is available in the wild at their feeding area below the Red Rock Dam. Follow the signs from the Community Center (please bring your binoculars).
- The Red Rock Visitor Center, located on the south end of the Red Rock Dam, will also be open to provide additional information about the program and lake area.
- For more information call at (641) 828-7522 or (641) 628-8690.

Saylorville Lake Bald Eagle Watch Feb. 27, 12 - 4 p.m.

- Begin at Saylorville Lake visitor center for orientation and to pick up your driving tour map and passport.
- Follow the tour route to both indoor and outdoor viewing stops around Saylorville Lake filling your passport along the way.
- Some stops will include eagle viewing through spotting scopes along the Des Moines River and Saylorville Lake.
- Other stops will focus on ice safety and eagle viewing etiquette
- Attend a live eagle presentation at Jester Park Lodge.
- Those who fill their passports will be entered into a drawing for a new pair of binoculars.
- For more information call 515-276-4656, ext. 6509. 📍





(From left to right) Muscatine High School Interact Club members Calli Davison, Sarah Randleman, and Katie Kenyon, hand off the last of the club's 102-backpack donation to Col. Duane Gapinski who loaded the contributions into a vehicle for delivery and storage at the Clock Tower Building prior to being transported to the Memphis District for eventual shipment to the Green Zone School in Baghdad, Iraq.

District Gathers Backpacks for Baghdad

Story and photo by Mark Kane

After several months, a Memphis District lead effort to gather 800 backpacks filled with school supplies for children attending classes at the Green Zone School in Baghdad, Iraq, has gathered momentum and has resulted in a small "mountain" of backpack donations at the Rock Island District.

The Memphis District spread the word throughout the Division that Iraqi Green Zone School students were in desperate need of basic school supplies and backpacks, and the District trumpeted the call to its employees, which did not go unheeded.

Through the coordination efforts of Justine Barati, Public Affairs, and numerous others in the District, more than 300 backpacks (with supplies) have been collected toward the 800 backpack goal.

On Nov. 19th alone, the District collected more than 100 backpacks from the Muscatine High School Interact Club (a rotary international-based youth service organization with a local and international focus). Col. Duane Gapinski, District Engineer, and Barati personally travelled to MHS and accepted the backpacks from the Interact Club.

The 30-member club learned about the Corps' effort through the group's facilitator, teacher Andrea Stewart. Her husband, Matt Stewart, Engineering Division, told her about it.

"I thought it was perfect for Interact," said Andrea.

Interact member Calli Davison, a senior, said her club began collecting supplies for the children in October. Member Katie Kenyon, a junior, said the club set a goal of 100 backpacks and began getting others involved. From Oct. 25-29, the club invited MHS students to bring in supplies and offered a pizza party to the group with the most donations.

"We had a good turnout," said Kenyon.

Members also received a total of \$425 in donations from local Muscatine businesses.

Through Jodi Staebell, Programs and Project Management, the District has also coordinated its backpack drive with the Quad-City area Boy and Girl Scouts. Their efforts resulted in more than 150 backpacks.

Although the initial efforts to gather backpacks have passed, anyone still wishing to contribute a backpack with school supplies can donate.

The backpack should be new or in

good condition and contain pencils, pens, a pencil sharpener, crayons, a ruler, spiral notebooks, scissors, erasers, a coloring book, a small toy, and some hard candy. The backpack and toy should be non-gender specific.

Contact Justine Barati for additional information at 309-794-5204, or e-mail at justine.a.barati@usace.army.mil.

Cynthia Beaudette, Muscatine Journal, contributed to this article.



Dana Brosig, Engineering Division, poses with two of the Green Zone School students who will be helped with Corps' backpack and school supply donations. Brosig was deployed in support of the Global War on Terrorism from May through November.



Investing In Our People

Around the District

District Commander's Awards

Mike Cox, Operations Division, received the May Commander's Award. Cox earned the award for his efforts as the team leader for the Strategy 2.3 Team. He coordinated the final and important step of putting on a District Lunch-and-Learn to explain to all District employees the 2.3 teams' products.

Michael Coltrain, Saylorville Lake, received the June Commander's Award. Coltrain earned the award for coordinating the shelter reservation and day-use fee program at Saylorville Lake from being contracted to in-house control.

Justine Barati, Public Affairs, received the July Commander's Award. Barati earned the award for successfully organizing the 2004 Corps Day Picnic held at the Shady Creek Recreation Area.

Angela Freyermuth, Information Management, received the August Commander's Award. Freyermuth earned the award for completing work on several brochures for the District and welcome packets that the Executive Office hands out to visiting VIPs. She also completed the draft District submission for the 2004 Army Performance Excellence Award.

Marshall Plumley, Programs and Project Management, received the September Commander's Award. Plumley earned the award for coordinating the finalization of the Pekin Lake Southern Unit Feasibility Study, after having overcome hurdles like funding deficiencies, hazardous, toxic and radioactive waste, real estate, and wetlands issues.

Retirements ...

Gerry Bledsoe, secretary, Operations Division, retires Dec. 31, after dedicating 30 years to the federal government.

Laurel Irvin, information technology specialist, Information, Integration and Implementation Branch, Information Management, retires Dec. 31, after dedicating 34 years and five months to the federal government.

Larry Johnson, lock and dam operator, Lock and Dam 18, Operations Division, retires Dec. 31, after dedicating 10 years and three months to the federal government.

George Kimbrell, assistant lockmaster, Lock and Dam 20, Operations Division, retires Dec. 31, after dedicating 17 years and one month to the federal government.

Richard Mattson, realty specialist, Federal Lands Support Branch, Realty Estate Division, retires Dec. 31, after dedicating 37 years and six months to the federal government.

Paul Ostrander, park ranger, Lake Red Rock Project Office, Operations Division, retires Dec. 31, after dedicating 13 years and seven months to the federal government.

William Pettyjohn, lock and dam operator, Lock and Dam 12, Operations Division, retires Dec. 31, after dedicating 19 years and five months to the federal government.

Michael (Frank) Robbins, lockmaster, Lock and Dam 18, Operations Division, retires Dec. 31, after dedicating 34 years and three months to the federal government.

Jesse Job, lock and dam operator, Lock and Dam 19, Operations Division, retires Jan. 1, after dedicating 34 years and 10 months to the federal government.

Mary Strassburger, chief, Logistics Management Office, retires Jan. 3, after dedicating 31 years and six months to the federal government.

Richard Thomann, lock and dam equipment mechanic, Locks and Dam 14, Operations Division, retires Jan. 31, after dedicating 22 years and eight months to the federal government.

Sympathy ...

Loren Dickinson, 84, of Cedar Rapids, Iowa, died Dec. 2, in St. Luke's Hospital, Cedar Rapids.

Dickinson worked for the District as a hydraulic engineer from 1949 to 1974. He served in the Army during WWII in the European Theater.

Leonard Carlson, 94, of Corvallis, Oregon, died Nov. 21. Carlson worked for the District from 1931 to 1965 in the Planning and Reports Branch.



Archibald "Archie" Emerson, 76, of East Moline, Ill., died Nov. 3, at his home.

Emerson retired from the District Sept. 3, 1993, after 15 years of service. He was an electronics mechanic leader in Information Management. Prior to that, he worked with the Operations Division in the radio repair shop.

He entered the Marine Corps in 1946. In 1950, he entered the Army. He retired from the Army in 1967, with the rank of sergeant first class.

SUPPORT, SACRIFICE FOR CORPS

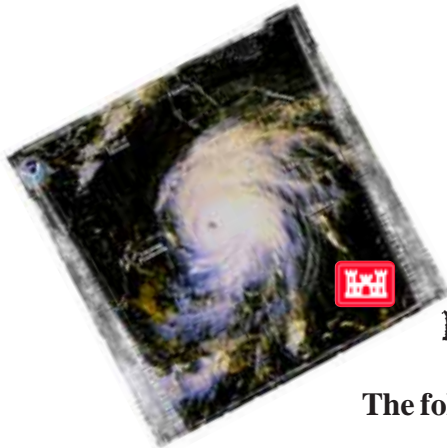
Thanks to our employees currently supporting the Global War on Terrorism

Dave Bequeaith, Randy Brotherton, Julie Fisher, Mark Hoague, and Nick Peschang, Engineering Division; Dave Dierickx, Lance Gardner, Terry (Sam) Hoover, and James Trail, Operations Division; Randy Kraciun and Chuck Theiling, Programs and Project Management; and Ron Williams, Real Estate.

Thanks to our employees for their support of the Global War on Terrorism

Eric Aubrey, Dave Bequeath, Dana Brosig, Pete Corken, Dan Foltz, Christian Hawkinson, Mark Hoague, Brian Lane, Larry Melaas, Nicholas Peschang, Joel Peterson, Ron Plante, Tom Reinhardt, Richard Rupert, Ray Tatro, Charles VanLaarhoven, and Judy Walters, Engineering Division; Bob Balamut, Randy Brotherton, Brett Call, Alois Devos, Lee Myers, Steve Russell, Karl Schmitz, David Varner, Randy Walters, and James Wilson, Operations Division; Randall Braley, Paul Holcomb, Daniel Holmes, Ricky Stebens, Construction Division; George Sporer, Ralph Werthman, and Ron Williams, Real Estate; Darryl Carattini and Perry Hubert, Programs and Project Management; Nancy Pierce, Logistics Management; and Jan Hancks, Contracting.

Thank You For Serving!



District Employees Support Hurricane Relief Operations

The following District employees are currently deployed in support of Natural Disaster Relief Operations

Bob Balamut, Pat Flaherty, Lee Harold Schweiger, David Varner, and Patrick Wharry, Operations Division; Roland Fraser, Jeff McCreary, and Rick Nickel, Engineering Division; and Riddel, Terry, Real Estate.

The following District employees have completed duty in support of Natural Disaster Relief Operations

Robert Adams, Kevin Carlock, Dan Crone, Rick Granados, John Kilburg, Mike Mannhardt, Lucas McCutcheon, Jennifer McDermott, Manis McDougal, David McIlrath, Chris Reger, Kathryn Soska, Larry Spengler, and Bob Wild, Operations Division; Eric Aubrey, Sue Brown, Cory Haberman, Toby Hunemuller, Ted Kerr, Brian Lane, Amy Moore, John Quick, David Swanson, John Vanwatermulen, and Matthew Zager, Engineering Division; Mark Clark, Sarah Jones and Kent Stenmark, Emergency Management; Harry Bottorff, Jan Hodges, and Bob Willhite, Programs and Project Management; Heather Rentz, Terry Riddell, and George Sporer, Real Estate; Ron Flowers, Nancy Pierce, and Mary Strassburger, Logistics Management; Paul Holcomb and Rick Stebens, Construction Division; and Al Lopez and Chris Rentz, Information Management.

THE 2004-2006 STRATEGIC GOALS

1 Improve two-way communications at all levels within the District.

3 Better serve the nation's water resource needs by discussing our capabilities, responsibilities, & authorities with federal, state, & local officials.

2 Improve District's cost effectiveness by refining consolidated departmental overhead (CDO) practices.

GOAL 1'S INTENT: The team will deliver a communications plan that includes strategies to improve two-way communication within the Rock Island District, suggested communication topics, and who is responsible for implementing the strategies and monitoring their progress. This goal will be accomplished when the Employee Climate Survey indicates that communications have improved.

GOAL 2'S INTENT: The team will provide a strategy for improving the management of the CDO including: recommended changes to charging (labor and non-labor) practices, an updated CDO Committee Charter, a systematic process to manage CDO, and an improved District understanding and deployment of information about how the CDO rate works. This goal will be accomplished when the District has a CDO process that is consistent across divisions and applies the best possible business practices.

GOAL 3'S INTENT: This team will create a systematic process for making presentations about our capabilities, responsibilities and authorities to actual and potential stakeholders, partners and customers. This goal will be accomplished when there is a "Presentation Effectiveness" metric on the District Scorecard that is routinely collecting data and demonstrates improvement.



ESSAYONS!

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