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Spotlight on the District

Maj. Melody Smith Deputy District Engineer

Story by Patricia Ryan, Public Affairs

Maj. Melody Smith moved to Rock Island, Ill. in July, to begin her assignment as Deputy District Engineer.

"I love it here, my son and I were welcomed with open arms," Smith said.

However, when asked how the Jacksonville, Fla. native felt about the weather Smith admitted, "I'm not too crazy about it...it's freezing."

This question was asked on a day where the high temperature reading was five-degrees Fahrenheit, and even the locals were grumbling about the weather.

Smith graduated from the United States Military Academy in 1989 with a bachelor of science degree in mathematics and was commissioned in the Corps of Engineers. Her career has been varied and has taken her to many corners of the globe from Bolivia to Japan. She has also served in many campaigns, including Saudi Arabia and Kuwait during Operation Desert Storm, and Sarajevo, Bosnia, in support of peace enforcement operations.

In spite of Smith's impressive list of accomplishments, her face lights up the most when she mentions some her favorite pastimes, the top of that list is spending time with her son and watching him participate in sporting events. Eight-year-old Roderick is in third grade at Paul Norton Elementary School in Bettendorf, Iowa. Like many boys his age, he is interested in basketball and baseball. However, unlike most boys his age, he has a mom

that was an All-American/All Conference varsity softball player at West Point. This soldier-mom says she



enjoys helping her son with his academic and sports interests and that is what takes up most of her time when she's not at work, but she loves every minute of it.

Smith says she still plays softball when she has the time, and if there is a Corps' or a Rock Island Arsenal team she would consider playing if she could fit it into her schedule. A couple of other interests the Major has include playing poker, drinking Col. Duane Gapinski's home brew, and

more recently, attending auctions. Smith was an active bidder at the Combined Federal Campaign fundraiser auction last November, and really got into the swing of bidding on many of the interesting items up for sale in support of the campaign. Although she admitted it was her first auction, most people would never have guessed it as she won the bid several times which contributed to achieving the campaign's fundraising goals.

This brief spotlight can not begin to do justice to the awards Smith has received, which include the Defense Meritorious Service Medal, the Meritorious Service Medal with oak leaf cluster, the Joint Service Commendation Medal with oak leaf cluster, the Army Commendation Medal with two oak leaf clusters, the Army Achievement Medal, the Army Superior Unit Award, the National Defense Service Medal, the Armed Forces Expeditionary Medal, the Southwest Asia Medal with battle star, the Army Service Ribbon, the Overseas Service Ribbon, the NATO Medal and the Liberation of Kuwait Medal.

Smith is a graduate of the Command and General Staff College; the Combined Armed Staff Service School; the Mapping, Charting and Geodesy Officer's Course; the Engineer Officer's Advanced and Basic Courses. Smith is eligible for promotion in 2005, and you can read more about her distinguished career on the District's website at <http://www2.mvr.usace.army.mil/StaffBio/>.

Tower Times
**U.S. Army Corps of
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District Engineer
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On the Cover

Clara Young from Springfield, Ill., shows off the U.S. flag painted on her face at the Illinois Waterway Visitor Center during the Illinois Waterway Bald Eagle Weekend in Ottawa, Ill., Jan. 24 through 25.

See the back cover for more.
Photo by Chris Young, Illinois Raptor Center.

Success!

By Col. Duane Gapinski, District Engineer

In the near future, your supervisor or team leader should introduce to you the District's new Meeting Process and Decision Making protocol. The Strategy 2.3 team has been working on developing these processes for more than a year and I am very excited to see them deployed throughout the District.

A little background ... about two years ago, included as some of the many comments in the feedback report from our Illinois Lincoln Quality Award application, were a couple of comments about our lack of a clear decision making process, and lack of a process to evaluate the effectiveness of team meetings. These comments were entered into the strategic planning process and rose to the top of those things most important to fix in the District. So the Strategy 2.3 team was chartered and asked to research the issue, find best practices, and provide the Executive Steering Board with processes that could be used throughout the District.

On Nov. 12, the Strategy 2.3 recommendations were presented to the Executive Steering Board for review, and shortly thereafter the ESB signed concurrence. I have approved these recommendations.

The Strategy 2.3 team's work, including flow charts (such as the one seen below) and accompanying text, decision papers, recommendations, and action plans, can be viewed in the Outlook public folders under Strategic Planning/Goal 2/Final 2.3 team package. I recommend that each of you review this excellent work. The 2.3 team is available to assist teams in implementing these new procedures. Team members include

Mike Cox, Operations Division; Kelly Gilhooly, Executive Office; Sharryn Jackson, Programs and Project Management; Dan Johnson, Engineering Division; and Larry Jones, Executive Office. These members can supply additional information and answer questions as they arise. In addition, the team is working with the Workforce Development Specialist, Mari Fournier, Resource Management, to identify applicable training opportunities.

You may be asking yourself, "OK, what does this mean to me?"

First, standardizing decision-making and team meetings can help all of us work more effectively together. If you are leading a team, these processes can help you better prepare to lead your next meeting. If you are a team member, these processes can help you come to the meetings better prepared. They should also help to clarify the goals of the meeting and the role you play.

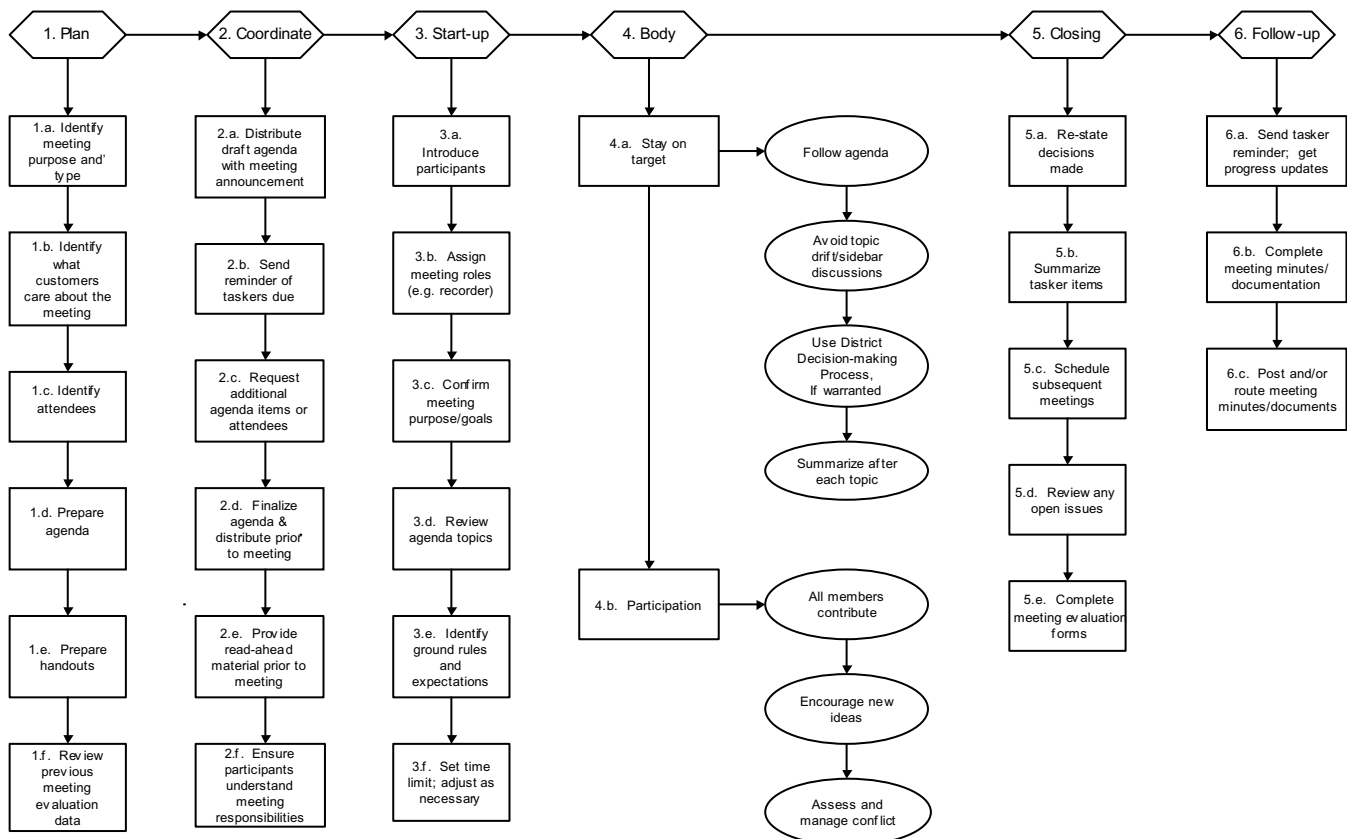
Second, the decision making process will help us solve problems more efficiently as it outlines a step-by-step method to think through issues.

From a District level, these new improvements bring us two steps closer to achieving our vision of being the premier public-engineering organization.

This team's work is a good example of what this District has done and what we must continue to do in order to continuously improve. Essayons! 🇺🇸



DISTRICT MEETING PROCESS



W Fragmentation

When looking over the crowd of a typical management seminar, we typically see glassy-eyed stares, and beneath them, deep-rooted frustration, the basis of which are years of program of the month attempts to resolve deeply perplexing problems. This is largely due to an embedded "Newtonian" mechanistic view of the world and its application to organizational life.

Today, we face a crisis in the way we see the world. This crisis is one of perception, a result of our learned process of fragmenting the world into categories, classes, elements, parts, and components.

Our natural tendency is to think in terms of the many distinctions within the many categories, within the many classes. This thought process has lured us into a sort of hypnotic state, which according to the late Quantum Physicist David Bohm, has even caused us to forget that we are the ones who created the fragments.

To make matters worse we act as if the fragments represent reality. Bohm says, "This is not something we do as individuals, rather we do it as a community, as a collective-body, as organizations." He goes on to say, "fragmentation is now very widespread, not only throughout society, but also in each individual."¹

O Understanding Complexity

Our large complex organizations continue to be frustrated by programs to reduce deficiencies that either fail or lead to minimally effective results. William Isaacs of Harvard thinks there is a way to help. He says, "We must begin by stepping away from fragmentation, to incorporate a different way of thinking, to examine and change the underlying assumptions or theories behind our actions."²

When faced with the complexity of our highly interactive organizations and the task of managing the complex, voluminous and ever-accelerating levels of change, we must shift our view to a more systemic one.

Drawing from the theory of Complex Adaptive (living) System, we can see that organizations are very much non-linear, fractal, replete with feedback loops, and inherently sensitive to changes selected to alter constituent behaviors. Organizations collectively experience change as an emergent process, i.e. arising out of the interaction of many participants.



Managing Organizational Change in the New Century

By Doug Davis, Deputy for Small Business

Until recently, people did not need to understand complex feedback systems, and there was no way to estimate the behavior of organizations except by contemplation, discussion, argument, and guesswork. Now, the new science of complexity, along with system dynamics, provides us with a more biological, less mechanistic framework from which to perceive organizational life. By understanding organizations as complex adaptive systems, we can begin to understand the patterns of relationships within them, how they are sustained, how they self-organize, and how outcomes emerge.

From an organic or biological perspective, we can look for insight and explanations from urban planning, organizational design, and technologi-

cally advanced computer systems. We can begin to build systems that are sustainable because of their capacity to live. Living computer systems, living teams, living communities, and living organizations.

The new science shows us how we developed our intuition from an exposure to simple systems and how we therefore notoriously search for answers to complex problems by seeking solutions that address causes which are close both in time and space to the symptoms. However, since root causes are often far removed in both time and space from the symptoms, we frequently end up repeating the application of the solution over and over with only limited success.

A Mental Models

As we work to solve problems, we use "mental models" for decision making. The mental images in our minds about our surroundings are only models and all the decisions we make are based on them. Our mental models are frequently very fuzzy, incomplete, and change over time, even during the flow of a single conversation.

Even when a single topic is discussed, we use different mental models to interpret the subject. This is why two people can observe the same event and interpret it a completely different way. Part of the problem is that while assumptions differ, they are often not brought into the open. Goals are different but left unstated. No wonder compromise takes so long to accomplish. Even when consensus is reached, the underlying assumptions may be false and lead to policies and programs that fail.

O Thinking Systemically

Organizations have only a few sensitive leverage points through which behavior can be changed. When considering the possible solutions we often see an obvious conflict between short-term and long-term approaches and we find that the influence or leverage points are frequently not where we expect them to be.

We know from historical evidence that short-term improvements often degrade the organization in the long-term and that long-term solutions may initially burden the organization with short-term problems.

We also know that many of today's problems are the result of an accumulation of yesterday's short-term solutions. A systems perspective can help to overcome the incorrect application of solutions to symptoms that do not remove or alter the root cause.

In order to accomplish this, we must become systems thinkers. We must be able to observe the problem space from all four levels as they operate simultaneously. We must be able to identify the events, the patterns of behavior, the systems, and the mental models being used at once. Using a linear model and linear thinking only make this more difficult if not impossible.

If we are to navigate the rugged terrain environment of the future, we must be aware of the consequences of allowing our individual emotions to rule in the decision making process. When we allow our emotions to rule, we often end up addressing symptoms rather than causes. We attempt to operate through points that have very little leverage for change, and we end up suppressing one symptom only to find it re-emerging at other points in the organization more turbulently.

If we are to be truly effective in managing the change process, we must begin to acquire a more systemic perspective. By looking at organizations as organic, non-linear and holistic, we can begin to understand how simple rules guide the interaction between the various components of the organization. We can see the need to attend to

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Water Leak Close



By Mark Kane

Water serves as a primary means of life, but its presence can also have a negative affect on our daily lives when it shows up where it's not supposed to be.

That was the case in the late evening of Feb. 2, when a ½-inch copper water line burst on the fourth floor of the Clock Tower Building, the District's headquarters.

After the water line ruptured that night, the leak continued to flow until it was detected during the early morning hours of Feb. 3.

Steve Frank, Construction Division, was named the project manager for the clean up of the water damage. He said the water had an immediate impact on the power, heat, and the ability for the employees to work.

"Initially, when you have an incident such as this, you just don't know what

has been affected ... electricity, telephones, fire protection, et cetera, so you tend to err on the safe side," said Frank. "The Logistics Management folks did an outstanding job in getting areas blocked off, turning valves, and powering off circuits."

Most employees were told not to come into work due to lack of power and heat. For the employees that did witness the initial water deluge, several said the water on the third floor was ankle deep, which is nothing compared to the 2-foot height the water came to inside the walls. With that much water there's bound to be damage beyond what the eye can see.

"There was some minor damage to the fire alarm system, electrical system, as well as the heating, ventilation and air conditioning controls," said Frank. "These repairs have basically been completed. As far as damage to the building itself is

concerned, I can only guess at this point. We have seen evidence of buckling underlayment (especially on the third floor) and know that suspended ceilings are damaged. I suspect that water has damaged drywall and insulation. We won't know about any structural damage until we can remove flooring and perform an analysis."

Frank said the process to fix the damages began the same day the water damage was discovered.

"The Rock Island Arsenal has a maintenance contractor, the Rock Island Integrated Services or RIIS, that is in place to handle these types of emergencies," said Frank. "RIIS was contacted and they hired Serv-Pro, Inc. to begin the water removal process. Serv-Pro is the firm that brought in the de-humidifiers that were seen on the second and third floors. Serv-Pro will also provide a recommendation for

S Clock Tower Building



Left - Ceiling tiles and other debris float on top of standing water inside the Natural Resources Management section of Operations Division on the third floor of the Clock Tower Building. This area was directly affected by the leak because it sits below the area where the water pipe burst. Photo by Angela Rursch, Information Management. Above - An employee contracted from Saxton Inc, a Davenport, Iowa, facilities management company, boxes up cubicle parts for storage while the water-damaged spaces are renovated. Photo by Mark Kane.

long-term repairs. We will use this recommendation to make necessary repairs."

The employees in the Clock Tower Building rose to the challenge as well.

"Everyone has been great," said Frank. "Logistics Management responded quickly and worked well into the night on Tuesday testing circuits before they were powered and making sure our fire alarm system was operational. Contracting got contracts in place with RIIS and electrical and mechanical firms such that the clean up process could commence. Information Management assessed the condition of the computers and telephones and made repairs. Engineering Division helped Logistics Management with initial damage assessment and helped Contracting with contract language. I'm sure there are things that I have missed. Given the nature of the occurrence, the impact could

have been a lot worse. The affected employees have had to put up with a lot of inconvenience and have generally responded pretty well."

Although no one was present when the fourth-floor pipe sprang a leak, Gaylord Helms, Logistics Management, has an idea how it happened.

"I believe that due to added insulation to the third-floor ceiling area during the remodel a couple of years ago, allowing less heat to penetrate to the attic, and also a string of days with sub-zero temps at night and not much out of the single digits or teens during the day, that this could and probably did contribute to the freezing of that water pipe," said Helms. "We did install a shut-off on that line in the third-floor ceiling area, and removed the water fountain and shut-off and drained that line to the fourth floor."

The Clock Tower Building was com-

pleted in 1867, and is on the National Register of Historic Places. Currently it doesn't look like any noteworthy water damage has taken place to any historically significant items, but Frank couldn't say for sure.

"I don't know, but I suspect no historically significant damage," said Frank. "We won't know for sure until we can remove carpet, sections of the floor, walls and ceilings."

For now, the Clock Tower Building is business as usual even though some employees are temporarily occupying different workspaces. The District is working diligently to fix the damages, and hopefully the repairs won't take long.

"I've been telling people two to three months, but you just don't know the extent of the repairs until we can get into the affected areas and see what damage has occurred," said Frank. 📧



Col. Duane Gapinski discusses the Upper Mississippi River and Illinois Waterway System Navigation Study with District employees during his first Town Hall held Feb. 10.

Gapinski Conducts First Town Hall

Story and photo by Patricia Ryan, Public Affairs

The auditorium at Naval and Marine Corps Reserve Center Rock Island was filled to the rafters Feb. 10, as Col. Duane Gapinski welcomed Corps employees to the first District Town Hall meeting since he assumed command last summer.

Gapinski launched the meeting with the latest information on USACE 2012.

“The Corps is facing many challenges and increased public scrutiny, which will be overcome through the implementation of 2012,” he said. “It provides a way to impart our expertise across the Corps and maintain a steady workload by participating in Corps-wide communities of practice, where we can benefit from the lessons learned and experiences of others.”

Gapinski explained that although a plan had been developed for competitive outsourcing, the Department of Defense has not determined who will be the approval authority for the Corps’ plan. The process is moving slowly and changes are not expected anytime soon. Gapinski assured the audience he would keep everyone abreast of any new developments.

Although many people have heard of Baldrige and Lincoln awards, the overview of what they mean here at the District was the next topic of discussion. The Baldrige National Quality Criteria and the Lincoln Foundation for Performance Excellence work to improve organizational performance on critical factors that drive success, and provide a cost-effective way to gain an outside perspective on our organization’s strengths and opportunities for improvement. Gapinski pointed out that the most important part of this process is not winning an award; it is improving the organization and receiving the comprehensive and insightful evaluation of the examiners.

An important part of the Baldrige and Lincoln criteria is strategic planning, which it describes as a disciplined effort to produce decisions and actions that shape and guide what an organization is, what it does, and why it does it. Gapinski told

Corps employees that to deliver the best results, strategic planning requires information gathering, development of alternatives, and an emphasis on future consequences of present decisions.

Three strategic priorities for the District were presented at the Town Hall:


- Goal one is to improve the revenue/cost relationship for the District,
- Goal two is the improvement of the effectiveness of the District management process,
- Goal three is to ensure that a competent staff and workforce are available and ready to meet future challenges and perform the District’s mission effectively and efficiently in the two, five and 10-year timeframes.

Next, Gapinski discussed the Upper Mississippi River and Illinois Waterway System Navigation Study. An overview of the navigation and ecosystem alternatives was provided followed by the projected schedule of milestones associated with the release of the Upper Mississippi River and Illinois Waterway System Feasibility Study.

Although subject to change, the draft report is scheduled for release in April. The Chief of Engineers’ report will go to Congress in November. However, this schedule is very fluid and may change over time.

“Our goal is to recommend to Congress a balanced plan that meets the needs of the navigation system, as well as the need for a sustainable ecosystem,” said Gapinski.

Gapinski then shared his thoughts with employees on the topics of a learning organization, managing expectations, our limited resource environment, and the global war on terrorism.

At the end of the meeting, many employees received awards for their exemplary service in support of overseas deployment and for volunteer work here in the District. 

relationships at all levels. We can see how small changes can have large effects and those interesting and unpredictable properties can be expected to emerge. We can begin to see how the way in which people relate to one another affects the culture, creativity, and productivity of the organization.

When we begin to genuinely value relationships, people become highly responsive to the needs of the organization. It is much more effective to allow solutions to come from those closest to the problem. In the new century we will need to develop a more proactive stance and, at the same time, be prepared to react to unexpected and unanticipated events. We will need to take on new roles that challenge existing mental models, to learn rapidly and creatively adapt to a changing environment.

Many innovative ideas fail to be translated into meaningful strategic actions because the ideas are often at odds with the mental models prevailing in an organization. These mental models hinder the acceptance of new insights, are deeply ingrained internal images that managers working in a given organization tend to internalize unconsciously. Managers often fail to adjust their mental models even though they are no longer relevant in a rapidly changing business environment.

Peter Senge of the Sloan School of Management at MIT suggests that there exists an imperative need to study the discipline of mental model management, which basically involves the conscious monitoring, testing and improvement of the internal images that greatly influence the manner in which an organization perceives the business environment in which they operate.³

Slaying Myths

To begin the process of mental model management, we must investigate and overcome the limiting myths that organizations unconsciously create and perpetuate.

One commonly created myth is the myth that organizations perceive, analyze, and make rational decisions that are only related to facts and deductive logic. The truth is, all manner of emotions and intuitive processes are involved in making decisions. This myth manifests itself in a propensity to attempt to ignore the emotion and intuition offered by individuals outside the decision making circle.

To manage the turbulence and traverse the rugged terrain of a changing business environment and overcome this particular myth, we must make sure we attend to and are sensitive to the relevant emotions and intuition of our members.

Another commonly created myth is that an object reality exists that can be observed and fully understood as long as one is intelligent enough and removed far enough from the situation. The truth is that a variety of perceptions exist, and they are inherently subjective in nature. This myth manifests itself in excessive time spent attempting to uncover and resolve differing perceptions. We must be able to overcome these myths by understanding that seeking accurate information is a useful and necessary activity. We must also understand and accept that no amount of information can create a universal truth. The truth changes.

Another commonly created myth is that the hope, fear and ulterior motives that influence perception and decision making is fully conscious and known by each member in the process. The truth is, there is no way possible to know all the hopes, fears or motives of the individuals involved. This myth manifests itself in the denial that we are all moved by factors that are both conscious and unconscious and that lead to ill-founded strategies and limited approaches for influencing others. We must explore issues of intent and understand that in no decision will we grasp all of our motives and emotions.

Finally, there exists the myth that one's performance can be separated and accurately measured from those of others. The truth is, the boundaries are frequently blurred between one's contribution and that of the other. If one's output becomes another's input; the contributions cannot be fully separated. This myth is the most difficult of all to address. It is deeply embedded in our culture and it manifests itself in the excessive pursuit of simple and equitable ways of measuring and rewarding individual contribution. The pursuit ultimately evolves into individuals becoming so focused on whether their own contributions are being judged accurately that they become insufficiently focused on the goal of the organization.

As a result of this myth, individuals within the organization ultimately compete in a manner that is dysfunctional. We must learn that it is impossible to separate fully one's performance from those of others, and we must work towards better role clarification and shared accountability.

Planting Seeds

We can begin to create the kinds of organizations that are able to do these things by planting the seeds of trust. The first seed to plant is honesty. It is the essential element of self-analysis. Voltaire once said, "Life is like a game of cards. You must accept the cards you are given, and you must decide how to play them to win the game." Being honest in evaluating the cards you have been handed and in deciding which ones to play gives you control over how the games will end. Those who are honest in their own evaluations will demonstrate and encourage the same type of honesty in others.

The second seed to plant is attitude. It is the essential element of success. Attitude allows individuals to create greatness out of adversity. According to studies of winners, who have pulled themselves from modesty to fame, they had one thing in common - a positive attitude. When we exhibit a positive attitude, others will follow.

The third seed to plant is cooperation. It is the essential element of developing a win-win result. Zig Ziglar, famous motivational speaker, defines the term cooperation by saying, "You can get almost anything you want out of life by helping enough other people get what they want."⁴ Those who demonstrate cooperative behavior will instill in others a sense of trust in cooperation as the preferred method of achieving objectives.

The fourth seed to plant is responsibility. It is the essential element in building esteem. When individuals are given responsibility for accomplishing meaningful tasks, they will take pride in their own accomplishments and ultimately trust in their own abilities. People must first trust themselves before they can be expected to trust others.

Once the seeds are planted, all that is required for them to grow is recognition, involvement, encouragement, and understanding. We must recognize that humans are living systems that inherently resist the change, which they have not been involved in creating. We must involve everyone in the process of defining the change and in becoming the change they define together in a community of understanding. Encouraging the system, individuals make up the system to connect themselves with more of the system so that it remains healthy, vibrant and alive with activity and growth. Understanding that includes a shared meaning and commitment born out of ownership and engagement in the unfolding of the organization as a living entity.

"People don't wash rental cars."¹

¹ David Bohm, "On Dialogue" Routledge 1996

² William N. Isaacs, Taking Flight: Dialogue, Collective Thinking, and Organizational Learning, AMA 1993

³ Senge, Peter M, Mental Models, Planning Review Mar-Apr 1992, Vol. 20

⁴ Ziglar, Zig, Top Performance, Fleming H. Revell Co. 1986



Investing In Our People

Around the District

District Commander's Award

Charlie Lovell, Operations Division, received the September District Commander's Award.

Lovell, a welder for the Mississippi River Projects Structural Maintenance Unit, earned the award for volunteering his talent and time to repaint the Rock Island District Corps logo on the counter-weight area of the Quad-Cities Crane Barge.

Visitor Center Staff Prepare for Earth Day, ENTICE

The Mississippi River Visitor staff is already making preparations for the upcoming spring Earth Day programming, as well as a new venture entitled ENTICE, Environment and Nature Training Institute for Conservation Education.

The visitor center's involvement in hosting an ENTICE workshop complements other ongoing efforts to educate the public and students on the importance and significance of natural resources along the Mississippi, and the Corps' efforts to manage those resources in a wise fashion.

Additional information about ENTICE can be found at: <http://dnr.state.il.us/entice/>.

Muscatine Rangers Participate in Jason Project

Park rangers from the Muscatine Ranger Office participated in Davenport's Putnam Museum's Jason Project for the sciences and environmental learning days.

The Jason Project is a multi-disciplinary program that sparks the imagination of students and enhances the classroom experience. More than 95 8th-grade students attended the event held Feb. 6.

Popular River Guide Now Available

The 2004 Mississippi River Project's Guide to Recreation titled "Along the River" is on the streets. More than 35,000 copies of the publication were produced for distribution this year.

The guide gives a comprehensive look at all the District's campgrounds and events on the Mississippi River.

Wendy Frohlich, Mississippi River Visitor Center, said this year's edition features an article about the Grand Excursion 2004, a four-state initiative (Illinois, Iowa, Wisconsin and Minnesota) that will retrace the historic Grand Excursion of 1854, which celebrated America's first railroad connection to the Mississippi River.

The Mississippi River recreation guide is not only dispersed to all the District ranger stations on the Mississippi River, but is also made available to numerous tourism bureaus and welcome centers.

You can obtain a copy of the guide at the visitor center, at any of the Mississippi River ranger stations, or by calling the visitor center at 309-794-5338.

Additional information about the Grand Excursion can be found at: grandexcursion.com

Sympathy ...

Glenn Edward Behrends, 83, of Monticello, Iowa, died Feb. 3, at his home in Monticello.

After his retirement, Behrends worked for the District at Coralville Lake at one of the campgrounds.

Behrends served in the Army from 1942 through 1945 and was a member of the American Legion.

Recent Retirements ...

Mary Klaffke, information technology specialist, Information Integration and Implementation Branch, Information Management, retired March 1, after dedicating 38 years and five months to the federal government.

Rodney Kuehl, crane operator, Maintenance Section, Illinois Waterway Project Office, Operations Division, retired Feb. 21, after dedicating 36 years and 10 months to the federal government.

Readership Survey ...

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

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

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

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

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



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

Notes from the Mississippi*

Lock and Dam 11, Dubuque, Iowa

- ✓ Signs and safety blocks on new security fence replaced.
- ✓ Shop storage cabinets fabricated.

Lock and Dam 12, Bellevue, Iowa

- ✓ Lock-machinery shelter assembled and set in place.
- ✓ Gage bubbler repaired.

Lock and Dam 13, Fulton, Ill.

- ✓ Safety blocks sandblasted, primed and repainted.
- ✓ I-wall signs painted and relettered.

Locks and Dam 14, Le Claire, Iowa

- ✓ Lock-machinery maintenance completed.
- ✓ Scooter restoration completed.

Locks and Dam 15, Rock Island, Ill.

- ✓ Main lock-gate timbers replaced.
- ✓ Bubbler motor repaired.
- ✓ Safety-block lines replaced.

Lock and Dam 16, Muscatine, Iowa

- ✓ New graph paper installed in Stevens gauges.
- ✓ Picnic tables refurbished.

Lock and Dam 17, New Boston, Ill.

- ✓ Gate number-three blower repaired.
- ✓ Rubber blocks installed behind gate timbers.

Lock and Dam 18, Gladstone, Ill.

- ✓ Quick disconnects installed on lock machinery.
- ✓ Miter-gate timbers replaced.

Lock and Dam 19, Keokuk, Iowa

- ✓ Handrails removed, cleaned, repaired, and painted.
- ✓ Two new access gates installed.

Lock and Dam 20, Canton, Mo.

- ✓ Upper haulage unit refurbished and painted.
- ✓ Automatic-transfer switch repaired.

Lock and Dam 21, Quincy, Ill.

- ✓ New ball hitches installed on scooters.
- ✓ Upper lock-wall hand rail replacement completed.

Lock and Dam 22, Saverton, Mo.

- ✓ Upper and lower guide-wall shelters renovated.
- ✓ Lighting installed for gate key pad.

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

Speakers Bureau

By Shannan Walsten, Public Affairs

On Jan. 12, **Ray Tatro** and **Mark Hoague**, Engineering Division, spoke about their deployment to Iraq with more than 60 members of the Davenport Rotary in Davenport, Iowa.

The button industry was the topic of discussion when **Ron Deiss**, Programs and Project Management, spoke to more than 20 members of the Camanche Historical Society on Jan. 25, in Camanche, Iowa.

Denny Lundberg and **Scott Whitney**, Programs and Project Management, spoke with more than 35 members of the Muscatine Kiwanis about the Navigation Study on Jan. 27, in Muscatine, Iowa.

On Jan. 30, Jim Bartek, **Tom Heinold**, **John Lacina**, **Amy Moore**, **Heather Schwar**, and **Joanne Traicoff**, all of Engineering Division, participated as judges at the annual Invent Iowa Convention held in Bettendorf, Iowa.

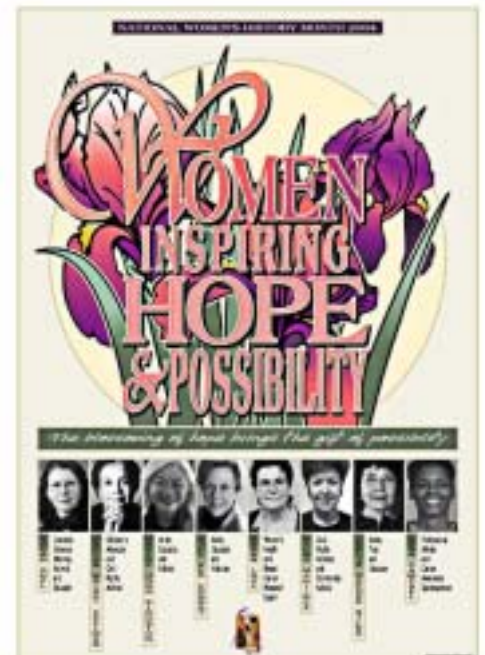
Donna Jones, Operations Division, spoke about the regulatory program with

more than 100 members of the Illinois Association of Drainage Districts on Feb. 12 and 13, in Bourbonnais and Prophetstown, Ill.

On Feb. 17, **Mark Hoague**, Engineering Division, spoke about his deployment to Iraq with more than 200 Mid-West Traffic Professionals at Bradley University in Peoria, Ill.

The Speakers Bureau is part of the District's outreach program. Through these programs, employees work to foster positive relations between the community and the Corps. Contact with our public provides an opportunity to reaffirm the importance of the District's role in our communities, the Midwest and the nation. District employees interested in these outreach opportunities can learn more by visiting our website at www.mvr.usace.army.mil/PublicAffairsOffice/CommunityRelations.htm or by contacting Justine Barati at ext. 5204.

Women's History Month March 2004



Thousands Participate in Illinois Waterway Bald Eagle Weekend



Left - Spectators get a glimpse of a bald eagle from the balcony of the Illinois Waterway Visitor Center. Photo by Kevin Ewbank, Illinois Waterway Visitor Center. Below - Rudy Vallejo performs a Native American dance at the eagle festivities. Photo by Chris Young, Illinois Raptor Center.



By Mark Kane

More than 6,000 people participated in a weekend of eagle watching, dancing, face painting, and even birdhouse building at the Illinois Waterway's seventh Bald Eagle Weekend Jan. 24 through 25 at the Illinois Waterway Visitor Center in Ottawa, Ill.

Kevin Ewbank, Illinois Waterway Visitor Center, said the event went well and people from several different parts of Illinois attended.

"While the large majority of visitors seemed to be from the Chicago 'burbs, Naperville, Aurora, Bolingbrook, we also talked with people from Rockford, Springfield, Bloomington, and Peoria," said Ewbank. "We enjoy the weekend very much, even as hectic as it can be. Helping a visitor see their first bald eagle and being able to share their joy and excitement is an experience like nothing else."

The Bald Eagle Weekend was co-sponsored by the Starved Rock Audubon Society and Eastern National. The Corps provided programs featuring live birds of prey, conducted by the Illinois Raptor Center. This year's event featured a Native American perspective and included eagle dancing by Rudy Vallejo from the Quad-City area. Vallejo is also a member of the Kansas Kickapoo Nation.

Corps park rangers and volunteers also helped children make bird feeders, using a pinecone and a mix of peanut butter, corn meal, oatmeal, and lard.

Eastern National, an organization that supplies educational products and services to America's national parks and other public trusts, provided face painting during the event.

Volunteers from the Starved Rock Audubon Society made spotting scopes available and offered expert assistance to make sure each visitor saw an eagle up close. 🦅

USACE 2012 and Us

**How will USACE 2012 and competitive sourcing work together?
What are the differences?**



USACE 2012 will focus on reorganizing the Corps into teams to better support the execution of the mission through the regional business centers at the district level. The implementation of the changes needed for this new organization will begin in relatively short order. Regarding competitive sourcing, the time line is much more protracted. The competitive sourcing effort will use procedures found in the A-76 document and will focus on whether federal jobs determined to be competed can be done most economically in-house or by a contractor. In conducting competitive sourcing studies, we will use the principles of the USACE 2012 such as the Regional Business Center concept. We will ensure that the two initiatives are mutually supportive.

**For more in-depth information, the entire
USACE 2012 plan is available at
www.usace.army.mil/stakeholders.**