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Spotlight on the District



**Story and photo by Andrew Byrne
Public Affairs Office**

Nancy VanderLeest, Resource Management Division, received the District Commander's Award for November 1998, for supporting field offices as District timekeeper and customer service representative.

VanderLeest worked as the liaison between District employees and the Defense Finance Accounting System in Denver, Colo., helping employees resolve problems with their paychecks. She has served as both customer service representative and timekeeper since May 1995.

Last year, Dennis Boone, assistant lockmaster at Lock and Dam 17, New Boston, Ill., nominated VanderLeest for the award on behalf of the lock and dam personnel.

Boone said VanderLeest deserved the award for supporting the field offices as timekeeper, including the transition to the

Corps of Engineers Financial Management System.

"She aided all of the sub-station with correct answers and all of the information needed, no matter how trivial. She made things click with her dedication and positive attitude. She is really deserving of the recognition for doing an outstanding job in the capacity as payroll liaison officer," said Boone.

VanderLeest, an 11-year federal employee, recently changed positions and is now the alternate customer service representative and budget assistant.

Nancy VanderLeest, Resource Management, at her work station on the second floor of the Clock Tower.



Cover

Boiler tender, Tony Smith, stokes the boiler grate at the Arsenal Steam Plant. Temperatures at the grate range from 300 to 400 degrees. Temperatures inside the boiler are over 1,200 degrees. For the rest of the story, see page 6 -- Some Like it Hot: Some Like it Cold.



Photo by Toni L. Harn

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Marketing for Success



By Kayla Eckert
Planning, Programs and Project
Management Division

Every professional firm needs people who develop new business. Accountants, actuaries, architects, attorneys, engineers and management consultants are all familiar with this challenge. Private Architect/Engineer (A/E) firms seek new business to generate revenue and profits and to create opportunities for others to do important work. As a federal agency, the Corps seeks to provide creative responses to the public's needs through quality, responsive, professional services. In turn, attaining new business means we are educating the public about the services we offer that will better serve the taxpayer, the country and that ultimately provide opportunities for A/E's.

The Corps' business jargon of the 90's has brought us concepts such as "marketing," "outreach" and "selling." While you've heard it numerous times now, have you asked yourself, "What *exactly* does this new perspective mean to the Corps? How does it affect *me*?"

Often, the image conjured up when one thinks of "selling" is the snake oil salesman who is a slick talker with greased-back hair, and an orange and green checked jacket. Obviously, this is not an image any of us aspire to be. But if you're someone with a strong technical background – for instance engineering, biology, or architecture – many of the fields that fall within the Corps areas of expertise – you may be wondering where all these new found "sales" and "marketing" words fall within your job responsibilities.

You may be thinking to yourself, "But I'm not the selling type. I'm a technical person and I'm good at it." When most people say they are "not the selling type," they usually mean they are not aggressive extroverts. It's important to realize that people of many different personality types can succeed at client development.

It is true that client development has been ongoing in the Corps for years. The Chief of Engineers has encouraged

development not only in our traditional civil works programs such as environmental restoration, flood damage reduction and navigation, but also in other areas where the Corps demonstrates a level of expertise. The scope has broadened from our traditional cost-shared programs to include Support for Others (SFO) work that is performed on a reimbursable basis for non-Department of Defense federal agencies, states, and local governments. The Corps is making great strides in finding and serving the customer in areas of work that maintain or enhance its ability to perform its assigned missions or the capability to respond to new challenges consistent with the Corps purpose.

Examples of such work include the bridge inspections completed for the Office of the Inspector General of the Department of Transportation (OIG DOT). Mark Hoague, Engineering Division, and Leo Foley, Planning, Programs and Project Management Division, administered an agreement

between the District and the OIG DOT to conduct bridge inspections on four railroad bridges. Because of the District's talent pool and experience with past railroad bridge design and ongoing bridge inspections, we were a logical choice for the endeavor.

The District has worked hard in servicing the city of Muscatine, Iowa, through the construction management of a multi-purpose path on top of their levee. Construction nearing \$82,000 has been contracted. Additionally, the District will be completing work in the Brownfields arena for the Environmental Protection Agency Region 7, which will result in approximately \$98,000 worth of work to A/E's. This is reflective of the Corps policy that 75 percent of SFO work is contracted out.

Brad Palmer and Clint Beckert, Engineering Division, recently played an active role with Hydrodynamic Modeling coupled with the Geographical Information System at the confluence of the Des Plaines and Kankakee rivers for the city of Joliet, Ill. Joliet is considering building a new drinking water treatment plant that would use surface water from the Kankakee River at a location near the confluence of the Kankakee River and the Des Plaines River. The District has experience in hydraulic modeling of the Illinois Waterway, and Joliet requested assistance from the District in addressing this situation. The results from the model will prove quite useful to the variety of entities involved in the proposed water treatment facility.

Examples within our traditional venue of work include a Section 1135 program involving habitat restoration at Mill Creek/Milan Bottoms in Illinois. Scott Estergard, Planning, Programs and Project Management Division, has been coordinating the efforts between the Rock Island District, the

Illinois Department of Natural Resources, U.S Fish and Wildlife Service, and various interest groups such as the Quad City Audubon Society.

One final example is the initial steps the District is taking to partner with other state and federal agencies to examine the Illinois Waterway basin and what can be done to mitigate flood damage while restoring habitat benefits.

Why is this important to you? Part of the Corps' vision statement is to become the professional choice for various organizations. In doing so, as a federal agency we maintain our role as a trusted advisor. From all levels within our organization, whether you are transferring a call, designing a product, answering financial questions or meeting face-to-face with a customer, we need to instill in our customer a confidence that we are a trusted advisor who will listen. If we can't do this, why are we here?

As the District forges ahead in its marketing and client development efforts,

How can you get involved in the District marketing program during these early stages?

- * Challenge yourself to fully understand the work the District does so you can recognize opportunities and explain our role to others.
- * Periodically check the District Intranet site.
- * Within your current position be attentive to potential opportunities for the District to service others.



you can find out what others are doing around you and how you can take a more active role. On the District Intranet, a marketing site has been created to help capture the efforts. Keep regular tabs on this site so that as it grows and matures with the marketing efforts, you can too.



Some Like it Hot, Some Like it Cold

Story and photos by Andrew Byrne
Public Affairs Office

The Rock Island Arsenal Steam Plant provides steam for heating and air conditioning to all the Arsenal old stone buildings except Quarters One and Two and the new housing. The plant also generates steam to operate manufacturing equipment, as needed, according to Dorman Miller, Directorate of Public Works.

The plant's four boilers burn 26,000 to 28,000 tons of coal annually and

together can generate up to 400,000 pounds of steam per hour to keep Arsenal buildings comfortable year round.

Located across from Building 102, the plant was built in 1917. Two boilers were built from 1942 to 1943, and the other two were built in 1963. With the exception of two days in May set aside for maintenance, the plant never closes, Miller said.

Nineteen employees staff the plant. Coal handlers, boiler tenders, boiler tender

assistants, maintenance personnel, operators, and a steamfitter operate the plant 24-hours-a-day.

"They all fall under Directorate of Public Works (DPW), which contracts it out to Rock Island Integrated Services (RIIS)," said Miller. "RIIS runs the entire

Photo above: Rich Utley, boiler tender, stokes the boiler fire (moving ashes around) on boiler number three.

plant operations, from delivering coal to producing steam.”

The plant usually runs one boiler in the summer and two in the winter. It averages 120,000 pounds of steam per hour, although weather conditions determine how many boilers are on-line. In extreme conditions, the plant operates all four boilers, such as in 1981 when it got down to 80 degrees below zero, said Plant Supervisor, Doug Leyendecker.

The plant also provides steam to the Rubber Room, Building 220, and to the steam-driven drop forge hammers at the Forge Shop, Building 222. In addition, the paint booths in Buildings 299 and 208

get steam from the plant. The plant used to sound a steam-operated whistle at noon said Leyendecker.

“When the plant sends out the steam, it eventually turns into condensate or known as condensed steam. The plant utilizes liquid movers to recycle the condensate, and steam will then push the condensation back to the plant to be reused. It’s kind of like a big circle,” said Leyendecker.

In order to generate steam, the plant burns coal to heat water in the boilers. While this process is carefully monitored, the steam plant must also meet Environmental Protection Agency standards.

To accomplish this, the plant has two

Zurn Reverse Air Bag houses. Each bag house has 10 compartments and each compartment has 154 bags, eight inches diameter and 25 feet long. The boiler flue gas passes through the bags where the fine particulates, coal ash, are trapped, removed and collected.

The accumulated coal ash is taken to a designated site on the Arsenal. Local townships and some manufacturing companies come to the Arsenal and take the ash for their own uses, Leyendecker explained.

RIIS Receives Corps’ DPW Contractor of the Year Award

Each year the Corps recognizes leaders for outstanding performance/achievement in every position of the traditional Directorate of Public Works (DPW) organizational structure throughout the Army, including contractors. Each honoree is recognized by the Chief of Engineers at the annual DPW World Wide Conference. Rock Island Integrated Services has been selected as the Public Works Support Contractor of the Year. They were recognized by Lt. Gen. Joe Ballard, commander, U.S. Army Corps of Engineers, at the DPW Conference which is combined with the Corps of Engineers ENFORCE Conference at Fort Leonard Wood, Mo., in April.

Rich Utley operates the boiler electronic controls for boiler number three.



This is the second article in a series of articles to appear in the *Tower Times* concerning Leadership. These excerpts are reprinted from the following article:

Colin Powell: A Leadership Primer

by Oren Harari

Eighteen lessons from the estimable general and former chairman of the Joint Chiefs of Staff.

Lesson Two

“The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.”

Gen. Colin Powell
“My American Journey”

If this were a litmus test, the majority of CEOs would fail. One, they build so many barriers to upward communication that the very idea of someone lower in the hierarchy looking up to the leader for help is ludicrous. Two, the corporate culture they foster often defines asking for help as weakness or failure, so people cover up their gaps, and the organization suffers accordingly. Real leaders make themselves accessible and available. They show concern for the efforts and challenges faced by

underlings—even as they demand high standards. Accordingly, they are more likely to create an environment where problem analysis replaces blame.

Lesson Three

“Don’t be buffaloed by experts and elites. Experts often possess more data than judgement. Elites can become so inbred that they produce hemophiliacs who bleed to death as soon as they are nicked by the real world.”

Gen. Colin Powell
“My American Journey”

Small companies and start-ups don’t have the time for analytically detached experts. They don’t have the money to subsidize lofty elite, either. The president answers the phone and drives the truck when necessary; everyone on the payroll visibly produces and contributes to bottom-line results or they’re history. But as companies get bigger, they often forget who “brung them to the dance”: things like all-hands involvement, egalitarianism,

informality, market intimacy, daring, risk, speed, agility. Policies that emanate from ivory towers often have an adverse impact on the people out in the field who are fighting the wars or bringing in the revenues. Real leaders are vigilant—and combative—in the face of these trends.

Black History Month

To celebrate Black History Month, a trivia contest was held. A three-way tie resulted at the end of the contest with all three having perfect scores of 20. Lt. Col. Ken Harshbarger presents "My American Journey" by Gen. Colin L. Powell, to the winners: Dawn Gatlin, Construction Division; Barbara Merrill, Construction Division; and, Donna Willey, Regulatory Division.



Photo by Justine Dodge

The Special Emphasis Program Committee's lunch-and-learn program for Black History Month was a talk by our own Chief of the Engineering Division, Joseph Raoul, Jr. He shared with everyone his experiences as a black youth growing up in Port-De-Paiz, Haiti, his experiences as a black man coming to the United States, and his outlook as a black American for the future. Raoul also brought a number of art pieces he has collected on his travels to Haiti and Africa.



Photo by Toni L. Harn

National Engineer's Week

The "Great Tug Boat Race" of 1999 was held in celebration of National Engineers Week. Participants cleverly designed their "boats" from household items and raced them before an enthusiastic crowd. After several heats, the winner was a cardboard box propelled by a rope (far left side of photo). The crew consisted of Capt. Tom Heinold and Joanne Traicoff, both from the Engineering Division. In the words of James Watt, "Of all things, but proverbially so in mechanics, the supreme excellence is simplicity."



Photo by Andrew Byrne

"Investing in People" across the Upper Mississippi River

Speakers Bureau

By Justine Dodge
Public Affairs Office

On March 1, **John Betker**, from Regulatory Division, spoke with members of River Action, Inc., about wetland regulation and mitigation. More than 10 members of River Action, Inc., and representatives of other non-profit and government agencies listened to Betker's discussion at the River Action building.

A job shadow student from Bettendorf High School learned more about civil and environmental engineering when he visited the District March 10. The student spent the afternoon with **Capt. Tom Heinold** and **Kara Mitvalsky**, both from Engineering Division. The job shadow experience was coordinated through Bettendorf High School.

Mitigation was **Betker's** topic when he spoke with the Quad City Audubon Society March 11. Betker spoke with more than 20 members of the society during their regular meeting at the Butterworth Center.

Two Corps employees spoke with an environmental biology class at Bettendorf High School. On March 16, **Jerry Skalak**, from Planning, Programs, and Project Management Division, spoke with 11th- and 12th-graders about the Corps' Environmental Management Program. March 25, **Robert "Bob" Riebe**, from Engineering Division, spoke with the students about flood protection projects and the Flood of 1993.

Ted Kerr, Engineering Division, was job shadowed by three students from the Hampton and Riverdale area March 17. The students were all interested in careers in mechanics and mechanical engineering. The job shadow experience was coordinated through the Riverdale Education Foundation.

More than 300 professionals involved in floodplain management gathered to

hear **Brad Palmer**, from Engineering Division, speak on the topic of MIKE 11 Geographical Information System, a computer program that works with watersheds. Palmer spoke in Rosemont, Ill., at the Illinois Association for Floodplain and Storm Water Management March 17 and 18.

Steve Vacek, of Operations Division, gave his popular eagle talk March 25 at Virgil Grissom Elementary School. Vacek spoke to more than 30 grandparents and children at the school's Grandparent's Day celebration.

* * * *

Dennis Hamilton, Planning, Programs and Project Management Division, has received a one year appointment as a Project Manager.

* * * *

Heather Wiese, Engineering Division was selected by the Quad Cities Engineering and Science Council as The Junior Engineer of the Year, 1999.

* * * *

Retiree News ...

The District extends condolences to the family of **Eugene Morgan Powell** of Davenport. Powell was employed 33 years as a carpenter in the District. Powell, 85, died March 23.

A large number of retirees attended the retirement dinner held for **Loren Carey** and **Bryan Goodrum**. **Pat Burke** was the Master of Ceremonies. **Frank Mack**, **Jim Wadle**, **George Johnson** and **Dave Borck** all provided entertaining stories about the two new retirees.

Bob Kelley and Mrs. and Mrs. **Dick Fleischman** were spotted at the "Sock Hop" held by the Corps Day Committee March 18.

* * * *



Photo by Toni L. Harn

Joyce and Bryan Goodrum received a framed art work of the Clock Tower upon his retirement from the District. Goodrum worked 36 years in the Hydraulics Branch.



Law Day 1999

By Thomas F. Crane, District Counsel

Since 1961, May 1 has been designated by joint resolution of Congress as the official date for celebrating Law Day. America is a country founded on the rule of law, and it is fitting that we set aside time to reflect on the role of law in our lives.

In 1787, when the Founders of this nation set forth the guiding principles "to form a more perfect Union," the first goal they listed in the preamble to the new Constitution was to "establish Justice." Over the past 200 years, our laws, our courts, and even our Constitution itself have been revised and amended in a continual effort to achieve that promise of justice. History has witnessed

our struggle to extend equal treatment under the law to all Americans. This year's Law Day theme of "Celebrate Your Freedom" is in keeping with our people's love of freedom. In our nation, the rule of law guards our liberties, protects our right to worship as we choose, secures our freedom of speech, guarantees our free elections, and protects us in the work place. We have only to read the newspaper or watch news reports about other countries to understand how easy it is to say the word "freedom" and how difficult it is to guarantee it. Thus, we have much to celebrate. But Law Day is also a reminder that liberty and law require eternal vigilance.

So let us celebrate our freedom and renew our faith in the rule of law. Let us carry on the task of forming a more perfect union begun over 200 years ago by reaffirming the basic principles of our constitutional democracy. Let us continue the quest for equality by working to ensure the rights and liberties of all citizens.

There was an open house in Office of Counsel on May 3 to celebrate Law Day. We appreciate those employees who took time out of their busy schedule to visit us for refreshments, Law Day mementos and to applaud the winner of the Liberty Bell award, Victor P. Gervais, from Construction Division.

Corps Day 1999 -- June 3, 1999

"Esprit de Corps -- Foundation for Success in the New Millennium"

Plans are underway for Corps Day 1999 which has been set for Thursday, June 3. The theme this year is "Esprit de Corps - Foundation for Success in the New Millennium."

The fundraising committee has been and will continue to hold events to help support a large portion of the cost of the event. The "Sock Hop" held on March 18 was a successful event for fundraising as have been all the food events held to date.

Basketball and volleyball tournaments are being planned, along with bingo and the moon walk for kids.

Retirees will enjoy a special presentation on District on-going projects and refreshments will be available at the retiree gathering.

Awards, set-up of the stage and of course, the food, are all being arranged for by the Committee.

If any one would like to volunteer to be on the Corps Day 1999 Committee, please

contact Bob Hoffman, Engineering Division at 782-1492, e-mail at Robert.E.Hoffman@usace.army.mil or Kara Mitvalsky, Engineering Division, at 794-5623 or e-mail at Kara.N.Mitvalsky@usace.army.mil.



District Rangers Provide Customer Service

Story and photo by Toni L. Harn
Public Affairs Office

District rangers are gearing up for a busy spring and summer season by promoting Corps recreation areas and activities.

During the winter months District rangers have participated in trade and marketing shows in Peoria, Rockford, Quincy and the Quad Cities. They have worked with local communities in arranging and working at the Bald Eagle Watch Days held throughout the District in January and February.

Safe boating classes began March 27 at the Illinois Waterway Visitor Center, Starved Rock Lock and Dam and begin April 24 at the Mississippi River Visitor

Center at Locks and Dam 15.

“We had 28 people for our first class, ranging from 10- to 50-years of age,” said Kevin Ewbank, lead park ranger at the Illinois Waterway Visitor’s Center. “Popular questions range from ‘do they have to wear life jackets’ to ‘does personal watercraft have to follow the same rules as a boat.’ ”

Illinois law requires anyone under the age of 18, that may drive a boat or personal watercraft, take the safe boating course. At the end of the day’s class, participants take a test and receive a “safe boater card.” The course deals with general water safety and the identification

and use of various life jackets. Illinois law also mandates that anyone under the age of 13 must wear a life jacket while on a personal watercraft or in a boat. The state of Iowa is currently developing a similar law.

Other dates for safe boating classes are: Illinois Waterway Visitors Center — May 22, June 26 and Aug. 7; Mississippi River Visitors Center — April 24, May 8 and June 5.

Park Ranger John Knoble, Thomson Causeway, answers questions of visitors at the Quad Cities Camping and Boating Show.