

The New York District Times



Summer 2004 Vol. 29, No. 2

U.S. Army Corps of Engineers, New York District

Col. Polo becomes 48th District Engineer

Col. Richard J. Polo Jr. assumed command of New York District June 3 at a ceremony held at the U.S. Custom House in Manhattan. Polo relieved Col. John B. O'Dowd, who had served as District Engineer since July 2001. O'Dowd became the Commander of the Corps' Afghanistan District.

Polo is not new to the Corps or to New York. He was formerly district engineer of the Detroit District and resided in Queens in his early years.

A reception preceded the ceremony in which distinguished visitors, employees, family and friends had the opportunity to meet and welcome the new commander and his family. Brig. Gen. Bo Temple, North Atlantic Division Commander and Stu Piken, Director of PPMD participated in the traditional passing of the Corps colors that transferred command to Polo from O'Dowd. Polo also holds the title of Supervisor of New York Harbor

Polo brings many years of experience to New York District. His complete biography was published in the last issue of the District Times. His extensive military career includes district engineer and executive officer to the Assistant Secretary of the Army for Civil Works. He was a project officer in the Emergency Recovery Office in Kuwait during Operation Desert Storm and was engineer brigade operations officer in Bosnia during Task Force Eagle, Operation Joint Endeavor.



Photo: Vince Elias

Col. Richard J. Polo Jr. takes command of New York District at the change of command ceremony June 3, 2004.



Lt. Gen. Carl A. Strock
51st Chief of Engineers

As Chief of Engineers he leads the world's largest public engineering agency with 35,000 employees.

Strock replaced Lt. Gen. Robert B. Flowers who retired after 35 years of Army service. Flowers was the Chief of Engineers from Oct. 2000 to July 1, 2004.

Strock takes command of Corps

"General Flowers is a leader, and a warrior, and we are thankful for his dedicated service," said Gen. Peter J. Schoomaker, Army Chief of Staff at the change of command ceremony.

Strock has served the Army 33 years. His previous assignment was the Director of Civil Works, and Director of Military Programs, U.S. Army Corps of Engineers. He also served as Deputy Director of Operations for the Coalition Provisional Authority, Operation Iraqi Freedom.

Strock held the rank of major general when he assumed command of the Corps and was promoted to lieutenant general Aug. 6.



New York District Times

Newsletter of the
U.S. Army Corps of Engineers,
New York District

Summer 2004

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**Commander and
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**US Army Corps
of Engineers®**
New York District

Division Commander discusses command philosophy

By David Lipsky

North Atlantic Division

Almost two years ago, when Brig. Gen. 'Bo' Temple assumed Command of the North Atlantic Division, he shared his Command Philosophy. Since then, major changes have taken place in the Corps, including adoption of the Project Management Business Process and the USACE 2012 restructuring of the Corps.

Brig. Gen. Temple was asked if his philosophy had changed since then. With no hesitation, the Commander said: "That philosophy remains the same today and is based on the same basic principles."

He was asked to talk about how USACE 2012 is changing the Division. Gen. Temple discussed his commitment to teamwork, calling it the key to our success and our future. "I know why we are being a very large team of teams throughout the Corps. "Working together, we can meet our customer's needs for safety, quality planning, engineering, construction and project services and operation."

Brig. Gen. Temple said he is firmly committed to the Corps' three Strategic goals: People, Process and Communication within the context of the USACE 2012 concept. While these are relatively new terms, he mused, these have been central to his own management approaches for over 20 years:

- **People.** Our Division "Team of Teams" is made up of over 3,600 civilians and members of the military. We must continue to respect each other as experts in our own right and take care of each other as members of our Division family. No one is superior to others. Everyone needs to mentor new members as they join our Division team.

- **Process.** We are here to deliver high quality products and services safely to the American people and our nation's military. We are expected to use our knowledge, skills and insights every single day.

- **Communication.** This is the glue that holds us all together. Every project has three elements: the customer, contractor/executor and the contract management agency (Corps of Engineers). Without good communications, we cannot work together as a team to successfully deliver quality work.

Temple was asked about how he deals with difficult problems and offered an insight into the way he works. "Please don't surprise me with bad news. It does not get better with age and I never 'shoot the messenger.' So if you have something 'hot' please call or come see me. Putting it on email alone may not be good enough."



Brig. Gen. 'Bo' Temple, Commander U.S. Army Corps of Engineers, North Atlantic Division is committed to the Corps' three Strategic goals: People, Process and Communication within the context of the USACE 2012 concept.

(Continued on page 3)

Brig. Gen. Temple command philosophy
(cont'd from pg. 2)

Temple discussed the Division's very large, complex and diverse program, saying, "It all boils down to three things. "Everything we do supports three areas: our national security, economic security or our environmental quality. Support to these three elements, especially the Global War on Terrorism, is vital to our way of life."

Temple discussed his frequent travels throughout the North Atlantic Division's Districts, projects and field offices, saying he makes a habit of sharing knowledge. "I always share what I learn. Many years ago, I found that sharing knowledge with others is central to an organization's success. The Corps is a Learning Organization and we must share our collective experiences with each other. Whenever you learn something new, ask yourself three questions:

- 1) What have I just learned (think)?
- 2) Who else needs to know (share)?
- 3) What action is now required of me (act)?

If you do this, you will be a positive contributor to our learning organization."

Years ago, Brig. Gen. Temple learned that an organization's success is based on individual contributions. "Everyone should come to work prepared to do your best - every day - by being ready mentally, physically and spiritually. It sets the tone for you and your team. Others will notice your extra effort toward preparedness and this type of attitude is contagious.

Everyone needs to set an example and be a positive role model for all team members and for the public we serve."


Brig. Gen. Temple paused, then firmly said: "Integrity is the bedrock of how we operate. Without integrity, we lose trust... and without trust there is no teamwork, leading ultimately to total mission failure. I am firmly committed to taking care of the Corps' greatest asset-our people. All of us must treat everyone with dignity and respect. Team leaders and managers must encourage all to share and learn from each other."

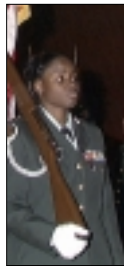
The Commander was asked to talk about relationships as the USACE 2012 organization is taking shape. He said, "Stovepipes are gone, but the principles of human relations remain the same. Treat each other with dignity and respect. Tolerate nothing less from yourself or others. Learn, share and grow together as positive members of our Division team. Be a good role model as we raise the next generation of leaders. Our hope is that they are better than we are. Through teamwork we can ensure that the total organization learns and improves." Gen. Temple added, "This is what I do every single day and my expectations of team are exactly the same expectations I have set for myself."

"Finally, never forget to have fun," Gen. Temple mused. "Enjoy family, colleagues, and yourself. I take the mission and organization seriously, but I do not take myself too seriously. Learning and improving are fun and challenging. I look forward to seeing you in my travels throughout the Division. Essayons!"

CHANGE OF COMMAND

Photos: George Lamboy and Vince Elias

Col. Richard J. Polo, Jr. relieves Col. John B. O'Dowd
June 3, 2004

U.S. Custom House
Manhattan





Update

District to oversee new Picatinny project

Ground was broken in June for construction of a new multi-functional laboratory in Picatinny, Dover, N.J. New York District will oversee the project which is expected to be completed in 2007.

The facility will consist of 17 different buildings of different sizes that will replace 34 existing buildings. The laboratory will support exploratory and advanced research and development.

District 2004 softball team finishes season 10-2

Congratulations to the New York District 2004 softball team that made the playoffs after finishing the regular season at 10-2.

2004 Team

Frank Verga, Coach

Freddy Bilbao

Stephen DiBari

John Downing

James Haggerty

Lenny Houston

Cliff Jones

John O'Connor

Brian Orzel

Ronald Pinzon

Franklin Rodriguez

Peter Weppler

Howard Ruben

Anthony Schiano

Paul Sabalis

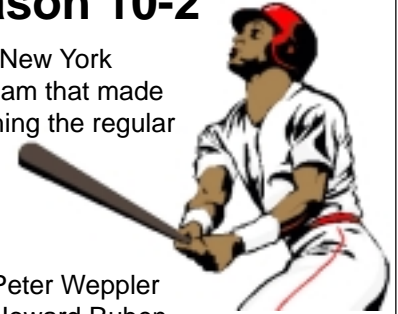
Jason Shea

Keven Smyth

Genaro Perez

Juan Pineiro

Ed Wrocenski



Corps involved in ecosystem project

By JoAnne Castagna, Ed. D.

New York District is funding the Frost Valley YMCA Model Forest project in upstate New York. Several ecosystem research projects are being conducted in the forest that are investigating a host of different things regarding water quality and timber harvesting. The SUNY College of Environmental Science and Forestry in cooperation with the U.S. Geological Survey have set up a weir in the forest. It's collecting data on the nitrate levels, temperature, sediment loads, and macroinvertebrate levels before, during and after timber harvesting. This provides scientists an idea of the impact harvesting has on water flowing through the forest.

In 1998, under the Corps' New York City Watershed Environmental Assistance Program, the Frost Valley YMCA was chosen to be one of several watershed locations to host a model forest or a "living classroom" to serve two purposes – to educate forestland owners about how to implement voluntary practices to prevent non-point source pollution during timber harvests and to keep forests working through management and sustainable harvesting so that people can afford to pay their taxes and hold large tracks of land.

The model forest officially opened in the fall

of 2003 and it's continuing to be developed by a team of specialists from various agencies including the Watershed Agriculture Council, the project's manager, Frost Valley YMCA, SUNY College of Environmental Science and Forestry, USDA Forest Service, U.S. Geological Survey, New York City Department of Environmental Protection, New York State Department of Environmental Conservation, Catskill Forest Association, Cornell Cooperative Extension and is being funded by the Corps' New York District.

The model forest educates landowners, foresters, timber harvesters, and students regarding techniques that will help them to responsibly manage forested lands without degrading the habitat or water quality.



Photo: NY Watershed Agricultural Council

Along the road, students read educational signs and panels, visit kiosks and witness demonstrations.

District repairs Liberty Island seawall

By JoAnne Castagna, Ed. D.

New York District recently completed repairs to the seawall which surrounds Liberty Island — the home of the Statue of Liberty national monument.

In June 2003, the National Park Service, caretaker of Liberty Island, signed an agreement with New York District to repair the granite-faced concrete seawall, originally built in the early 1800's. In September 2003 the construction contract was awarded to Perello Inc. of Lake Hopatcong, N.J., and work lasted from April to June 2004.

“We repaired the seawall on the north and south sides of the NPS shuttle dock on the south-east section of the island,” said Anthony Ciorra, project manager.

This was accomplished by first hydro-blasting the exposed concrete on the seawall, in areas where blocks had dislodged, in order to remove algae, moss and dirt. Then old grout and loose disintegrated concrete was removed manually. The disintegrated concrete was replaced with Sulphate-Resistant Air Entrained Concrete, which is resistant to the marine environment.

The 36 existing large granite blocks that were dislodged were cleaned, grouted and

reset back into the wall with mortar.

“In addition, the entire 340 linear feet of the seawall was cleaned and repointed beyond where the actual stones were dislodged and reset,” said Brian Jackson, project engineer. “The stones that were dislodged and reset were actually only a small portion of the entire length of the wall.”

“There is an added motivation for delivering a high quality product because we are working on a national treasure,” added Ciorra.



Photo: Brian Jackson

Workers making repairs to the seawall at Liberty Island, home to the Statue of Liberty national monument.



Mary Stavina's

Tidbits

Did you know?

One week before the statue's opening, the U.S. Army Corps of Engineers cut two rows of portholes in the flame and added interior lamps.

Fort Wood was built in 1806 in the shape of an 11-point star on Bedloe's Island which was renamed Liberty Island June 30, 1960. The fort was named in honor of Army Lt. Col. Eleazer Derby Wood, who served with the Corps of Engineers. Wood entered the U.S. Military Academy, West Point May 17, 1805 and graduated Oct. 30, 1806. He was commissioned a second lieutenant in the Corps of Engineers on that date.

After graduation he served as assistant engineer in the construction of the defenses at Governor's Island in New York Harbor, 1807.

Wood died in the Battle of Fort Erie, Sept. 17, 1814.

SOURCE: USMA and National Park Service

A super visit at Superfund sites

As part of the command and strategic review of the Corps' North Atlantic Division, Maj. Gen. Robert H. Griffin, Deputy Chief of Engineers, Brig. Gen. Merdith W. B. Temple, North Atlantic Division Commander and Col. Richard J. Polo Jr., District Engineer visited two of the New York District's superfund projects July 21.

The commanders received an overall Superfund program briefing from Evangelos Antzoulis, PPMD superfund program team leader and an overview of the environmental residency workload by Eugene R. Urbanik, P.E., P.P., resident engineer.

They were briefed on past and current accomplishments in the superfund arena throughout the two-decade partnership between New York District and the U.S. Environmental Protection Agency Region II.

The joint accomplishments have included some of the nation's largest environmental remediation efforts. "With a constantly increasing environmental program, the Environmental Residency has averaged a Superfund workload in Central and Northern New Jersey in excess of \$60 million per year during the past two years," said Urbanik.

Rick Alvarez, P.E., Chief of Construction, Gerald P. Byrne, P.E., Deputy Chief of Construction and John C. Sasson, P.E., Area Engineer also provided input to the commanders regarding management strategy and vision leading to program successes.

Topics included the PMBP virtual team concept employed on Superfund projects; maximum usage of resources to achieve cost effectiveness; and tools utilized to gain customer satisfaction.

The commanders visited the Chemical Insecticide Corporation Superfund site, which is a \$50 million remediation and restoration project of a former insecticide manufacturing site in a commercial and residential area in Edison, N.J.



Site visit of the Chemical Insecticide Corporation Superfund site in New Jersey. (l-r) John Sasson, Chris Nastasi, Maj. Gen. Griffin, Tom Roche, Brig. Gen. Temple, and Gene Urbanik.

They received a briefing and site tour by project engineers Thomas P. Roche, P.E. and Chris J. Nastasi, P.E. and various members of the Conti Environmental management team.

Emmet Keveney, of the U.S. EPA for CIC, also discussed the accomplishments made by the CIC project delivery team with Griffin and Temple.

Then the commanders visited the federal creosote Superfund project in Manville, N.J. A briefing and site tour was led by Neal F. Kolb, P.E., team leader with assistance from Mandeep Talwar, project engineer, and Gamal Awad, engineering technician and members of the Severson Environmental Services, Inc. management team.

Rich Puvogel, of the U.S. EPA provided input from the customer's perspective and Kershu Tan of CDM provided an overview of A/E support. John S. Frisco, U.S. EPA Superfund director was also in attendance and provided input regarding the overall Superfund program and accomplishments.

"The federal creosote project is a \$175 million remediation project involving residential and commercial properties that were constructed on a former creosote manufacturing facility," said Urbanik.

Information and photos courtesy of Eugene Urbanik

Event launches project to deepen port channels

By Carolyn Vadino

The U.S. Army Corps of Engineers and the Port Authority of New York and New Jersey launched a \$1.6 billion project to deepen the channels in the Port of New York and New Jersey to 50 feet. The event was held May 28 at the Port Authority Marine Terminal, Elizabeth, N.J.

Representatives of the two government agencies finalized the agreement that outlined funding commitments and a timeline for the channel-deepening work.

The event was witnessed by J. Paul Woodley Jr., Assistant Secretary of the Army (Civil Works); New Jersey State Governor James E. McGreevey; Lt. Gen. Carl A. Strock, then Deputy Chief of Engineers (Civil Works); Representatives Jerrold Nadler, Robert Menendez, and Rodney Frelinghuysen, as well as leaders from the Port Authority and the Corps, including Anthony R. Coscia, Chairman of the Port Authority.

The project, which will deepen various channels throughout the port, will improve navigational safety and allow the port to accommodate the next generation of cargo ships that require deep water to operate and that can handle more than 8,000 truck-size containers. The Port Authority and the federal government will share the construction cost.



Standing: (l-r) U.S. Representative Rodney Frelinghuysen, Empire State Development Corporation and Executive Vice President Kevin Corbett, U.S. Congressman Jerrold Nadler, U.S. Representative Robert Menendez, Port Authority Deputy Executive Director Art Cifelli, Port Authority Chairman Anthony Coscia, Col. John B. O'Dowd, former NY District Commander. seated: Asst. Secretary of the Army (for civil works) John Paul Woodley Jr., and New Jersey Governor James E. McGreevey.

Photo: Peter Shugert



(l-r) Maj. Gen. Robert H. Griffin, Deputy Chief of Engineers with project Team: Eugene Urbanik, Kershu Tan (holding plaque), Col. Richard J. Polo Jr., District Engineer, Brig. Gen. 'Bo' Temple, Commander, North Atlantic Division and Neal Kolb.

District receives Chief of Engineers award

During the July 21 Corps commanders visit to N.J. Superfund sites, an awards presentation was held at the Federal Creosote Superfund site.

Maj. Gen. Robert H. Griffin, Deputy Chief of Engineers presented the New York District and the Federal Creosote Project Team with the 2004 Chief of Engineers Honor Award for the Design and Environmental Awards category.

Hatton retires from Corps

Becomes training vessel for maritime college

The survey vessel *Hatton* became surplus to the Corps' needs with the arrival of the new survey vessel *Moritz*. In June the *Hatton* was retired from service from New York District and now is an active member of the fleet of training vessels used at the State University of New York Maritime College, Fort Schyler, Bronx, N.Y.

She will be used to train merchant marine cadets in boat handling and seamanship and will serve as a platform for the college's growing marine environmental science program.

The *Hatton* was in the disposal process through General Services Administration when the SUNY Maritime Academy expressed an interest in taking the vessel.

"The *Hatton* has always been a favorite of the survey crews, providing a stable platform, with ample room to conduct hydrographic surveys," said Alan Dorfman, Chief, Physical Support Branch.

The *Hatton* operated out of the Caven Point, N.J. facility since delivery to the Corps in 1980. General Dynamics Corporation was the builder.

The *Hatton* participated along with several Corps vessels during 9/11. When rescue workers needed respirators to comb through the mountain of debris during 9/11, the crew of *Hatton* immediately responded.



Hatton crew on deck. (l-r) Tom Spina, Ryan Kilbride, Alan Dorfman, Chief, Physical Support Branch, James Perduto, Anthony Palmiotti, Gabriel Costolanos, Timothy LaFontaine and Harry Fleureton.

District supports Guard counterpart

Earlier this year, staff members from New York District's Fort Drum resident office met with soldiers of the 411th Engineering Brigade of the New York Army National Guard. The soldiers had the opportunity to observe ongoing military construction at three Corps project sites — the HAZMAT, criminal investigation field command and the aviation brigade vehicle maintenance facilities.

"We also shared with them our knowledge and experiences overseas," said Michael Williams of the Fort Drum resident office.

Since then, the 411th Engineering Brigade has deployed overseas to provide construction management for the Army.



Staff members from New York District's Fort Drum resident office meeting with soldiers of the 411th Engineering Brigade of the New York Army National Guard.



(Above) Soldiers from the 411th Engineering Brigade New York Army National Guard and Marty Tokos, project engineer, Fort Drum resident office inside one of the vehicle maintenance facilities at Fort Drum. The VMF 1 is a 33,000 square foot pre-engineered metal building which includes 9 vehicle service bays, 88 work bays and 5 administrative areas in two major buildings.

Reaching new heights

By Kenneth Wells

Being a small businessperson is often the equivalent of David vs. Goliath. Your opponent usually is bigger, stronger, faster and has more resources than you could ever dream of commanding. Yet, with a little faith and innovation, small business owners are defeating their versions of the mythical giant every day.

The latest example of this is a man named Sid Raman, a New Jersey licensed professional engineer who has over 15 years of experience in the planning, cost estimating, designing and construction of buildings.

Thirteen years ago, Sid's company, Integrated Construction Enterprises, was a small trade contractor specializing in historic restoration. However, since that time ICE has undergone a dramatic transformation.

This was primarily due to Sid's reliance on the Small Business Operating Procedures, which emphasized the best

value and highest quality of safety and standards for ICE's customers.

As a result, ICE has grown large enough to bid on and manage more than 250 projects with revenue totals over \$130 million. The company is a full service construction operation involved in design-build, HVAC and construction management projects.

Sid is also very active in the technical side of the business and as a working principal of ICE, he reviews all bids, participates in construction scheduling and planning for all of the company's projects. He frequents job sites for quality control and safety inspections and attends client-job meetings.

Sid's approach to doing business was validated in 2003, when he received the SBA New Jersey Minority Small Businessperson of the Year Award. The award is based on a company's overall financial strength, growth in sales and profits, growth in number of employees and participation in community and charitable events.



News Clips



Maj. Don Pincus of New York District's West Point Office transferred in June to become the Deputy Commander of the Corps' Walla Walla District. Pincus also served for a period in the spring as the New York District Commander and Deputy Commander.

Amy Cardone, Chief of Human Resources will retire Aug. 1 after a 30-year career with the federal government. Cardone has managed the Human Resources Office since June 1996 under the leadership of four different commanders. Her retirement plans include rest and relaxation through the holidays. After the new year plans include travelling with friends and spending time with her family.



Col. Joseph Muscarella, New York District deputy commander from 1995 to 1998, was recently named vice chancellor for administrative services at the University of Illinois at Chicago. Muscarella will begin his appointment at UIC following his retirement from the Army in October. Muscarella is currently the director of public works at Fort Knox, Ky.

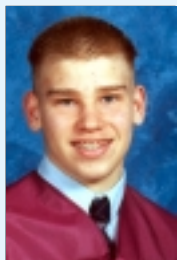


Mark Lulka (far right) of PPMD's Harbor Navigation Branch donned his Air Force major's uniform to perform a reenlistment ceremony for a new troop. He was joined by fellow Air Force reservist Master Sgt. Michael Edwards who prepared the reenlistment papers.

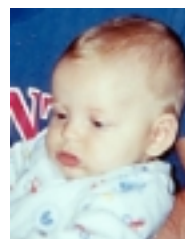
Paul Sabalis, team leader in Planning Division, and **Monika Vygantas** of Chicago, Ill., were married May 29. The wedding took place at a private church ceremony in Queens, N.Y.



Christopher Ricciardi, a project archaeologist of the Environmental Analysis Branch of Planning Division was awarded his doctoral degree in anthropology and archaeology from Syracuse University.



Shane Murphy, son of **Michael Murphy** of Logistics Management, in June received the Monsignor Doyle Award from the Holy Name Society, Bayonne, N.J. The intermediate school honor graduate also received the Rotary Club's Outstanding Citizen award, the Principal's Leadership Award, and the Brother Erminus Joseph Scholarship award.



Jason Shea of Planning Division and wife are the proud parents of Donald Patrick Shea Born April 11, 2004
Vital stats: 8 pounds, 13 ounces, 21 inches.

District deploys P2

By Thomas Frazier, Strategic Planner

On May 17, New York District along with North Atlantic Division began deployment of P2, the automated information system that supports the Corps Project Management Business Process.

The New York District deployment team has led North Atlantic Division in P2 deployment from the start.

P2 consists of a suite of commercial off-the-shelf project management, Primavera Project Manager, and business financial management software programs, Oracle Financial Advisor software that is tailored to interface with existing project management and financial management systems such as CEFMS, UPASS, RMS, CAPCES, ACES-PM, and FUDMIS.

New York District began its P2 journey over a year ago. It began with PMBP training using CDs combined with small group discussions. This training concluded in April, just in time to begin in-depth P2 hands-on training. Hands-on training included P2 boot camp, local configuration manager training, project delivery team, project delivery team lite, executive training, and management and analysis.

In the initial phase of deployment, P2 will support Corps project execution in military programs, civil works, environmental, research and development, and international services. When fully deployed, P2 will be used to manage all program and project work within the Corps. Eventually all work in the Corps and all functional areas will be supported by P2. Access to P2 is through the Corps network PMBP Portal using a user ID and Oracle password.

P2 PROGRESS

As of early August, 100 percent of district personnel have completed PMBP training with over 300 having completed P2 hands-on training. When hands-on training is completed and the last management and analysis course is administered in September, the district will have had 462 individuals having attended the various P2 hands-on training courses.

The P2 deployment team has been key in the successful deployment of P2 initiatives in New York District. Currently, the district has over 66 percent of District projects at the approved stage as compared to North Atlantic Division at 27 percent and Corps-wide at 31 percent. New York District is well in position to meet a September completion deadline to have all existing projects loaded and approved.



P2 Deployment Team members who led the way in P2 deployment

Local Configuration Managers

Milagros Alexoudis	Quang Tanh Nguyen
John Downing	Joe Olha
Jeff Fry	Teashon Ramsey
Julie Ha	Tom Shea
Hellen Kim	Rich Thorsen
Jodi McDonald	Frank Verga

P2 Subject Matter Experts

Nancy Brighton
Dave Brouwer
Jannie Butler
Alma Dabney
Cliff Jones
Mark Lulka
Steve Weinberg

Primary Local Configuration Managers

Betsy Andujar
Rich Gajdek
Jean Hui
Alex Petersen
Andrea Shoulders
Robin Tulsiram



Steve McDevitt accesses P2 using the Corps PMBP portal in the P2 war room.



SAFETY LINE

slip and fall accidents usually occur because of:

- substances on the floor such as wax, water, oil, grease, mud or ice.
- shoes, such as hard leather soles and heels, metal heel plates, or worn heels.
- too little traction, such as waxed floors and smooth, worn floor surfaces from traffic, or smooth wet concrete.
- not paying attention and not watching where a person is going.



Shoulders receives medal

Andrea Shoulders of PP-M received the Commander's Award for Civil Service medal for her superior service as project manager



for the New York District and for her leadership in support of P2 implementation.

Shoulders transferred in August to a position in Washington as assistant chief of staff, for Installation Management.

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