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Tulsa District

TULSA

DISTRICT RECORD

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Tulsa - Little Rock Districts team up to provide safe and timely dewatering and miter gate repair at Robert S. Kerr Lock No. 15



Photo by Dan Baumann

Read more about the effort on page 4

Commander's Column

It has been over three months since I became your commander, and almost as long since I wrote my first TDR column. Let me review our accomplishments in the past 90 days.

Almost immediately after the change of command, an IG team from HQUSACE visited us to get a reading on our progress in implementing the program and project management business process. The results were not unexpected. The team found the District in compliance with all above-the-line requirements of ER 5-1-11, one of only 10% of districts in the Corps of Engineers who are so. This success was only possible because every District sub-organization quickly realized that PM is a process that embraces every division and office. We have not completed this process of reengineering, reinvention and restructuring to posture the District for success by adopting the PM process. Indeed, we unveiled the second phase of our effort a week ago. We will strengthen our commitment to the process by ensuring that our project management teams are well led and properly resourced with the tools, tactics and procedures they require to deliver quality products and services and to delight customers.

Speaking of delighting customers, McAlester AAP included me as part of the official party during the dedication ceremony for the Defense Ammunition Center and School on August 11. At this ceremony, the commander of McAlester AAP read a letter, written by the commanding general of the Army Materiel Command to the Chief of Engineers, lauding the Tulsa District's effort in delivering a "quality facility, done on time and under budget." This accomplishment was possible because of the team effort among the Tulsa Area Engineer Office, Design Branch, Contracting, and the PPM.

To satisfy customers an organization needs to be proficient at what it does. To delight customers, an organization must cultivate a how-can-I-help-you attitude and then bend over backwards to deliver. This is the reason why 17 employees from the District spent two days in August "partnering" with the Fort Sill garrison staff. From this conference we defined what it will take to delight our Army customers at Fort Sill. But that is the easy part; now we must deliver.



Col. Leonardo Flor

We need to do the same for our Air Force customers. We are doing just that at Altus AFB. In August, a Real Estate team conducted a very successful public meeting in support of the Base Overflight Easement Acquisition Project at Altus AFB. A week later, I visited with the commanding general of Altus AFB; he had high praises, not only for the outstanding progress of the easement acquisition, but also for the support that the Altus Resident Engineer Office has been providing them. Our other Air Force customers are satisfied with our support, but we must seek to do better. This is why we will have a partnering conference scheduled in December with employees from Tinker AFB.

Though we devote a great deal of attention to customers external to our organization, we must not forget the customers internal to the District and the Corps. IMO deserves recognition in this area. They have indeed delighted the rest of us in the way they transitioned our e-mail system to MS Outlook. By working primarily in the evenings and on weekends, IMO managed to make the switch with little impact on the day-to-day operation of the rest of the organization. LTC Norton, with help from supervisors and the HR team at SWD has dramatically decreased the number of pay problems. Logistics is about to delight the field offices in establishing a central turn-in facility to take away the burden of holding on to excess property.

Also in August, the Robert S. Kerr Area Office and the Physical Support Branch teamed up with a crew from Little Rock District to dewater and repair Lock 15 of the McClellan-Kerr Navigation Channel. This was a difficult and dangerous operation, done without accident and ahead of schedule. Although it had 14 days to do the repairs, the team did them in 10 days, thus delighting our partners, the ports and barge operators of the channel.

It is not everyday that any organization receives a check for millions of dollars. We did just that when the City of Edmond, Okla. gave us a check for \$21,752,029.09, a lumpsum payment for recreation and water storage benefits derived by the City from Arcadia Lake. Jan Holsomback and Kay Hoover worked hard with the city staff and attorneys to make this happen.

September is always a busy month because of the "end-of-FY drill." This year, September proved busier than usual because we also had to do a couple other significant missions. First was the approval, release, and public meeting related to the Grand Lake Real Estate Easement Adequacy Study. Dealing with controversial issues is always tough; it becomes doubly so when it's done under time pressure and under the scrutiny of congressional delegation. A District team consisting of members from PPM, PER,

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Contributions of articles, graphics and photographs are encouraged. All manuscripts are subject to editing and rewriting.

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DE, DPM address PMBP Initiatives

New GS-13 project manager opportunities will result

By John Roberts, DPM

COL Flor and John Roberts conducted an employee briefing on 8 October and detailed plans to further enhance a Project Management Business Process (PMBP) that the Engineer Inspector General (EIG), in July of this year, said was among the best of the Corps of Engineers districts.

COL Flor presented a simple but clear vision for this important business process: **Project Management is a process, not a stovepipe.** COL Flor diagrammed his vision on a flipchart during the briefing. The graphic depiction of this vision showed a traditional Corps stovepipe organization, with multiple divisions and offices (stovepipes) vertically oriented beneath the executive of-



fice. In COL Flor's rendition, however, PPMD was shown as a horizontal organization intersecting all the "stovepipes".

In the model described by COL Flor and John Roberts, the Project Managers (PMs) serve as team leaders and the primary point of contact with the customer, as before. PPMD organizational framework, however, will be less visible. Project managers and program analysts, to the maximum extent possible, will be colocated with their project team or, in some cases, with the customer.

There will be fewer PMs, but all will be graded at the GS13 level. Future PMs will be selected for temporary positions, for an average of about 2 years (positions will be advertised for a period of 1 year, renewable each year for a maximum of 4 years). The intent is that a team leader will be selected for a project or for a customer, and when the project is completed or a good customer transition point comes about, the team leader will go back to his/her original "fallback" position.

Following the July 1998 EIG inspection, COL Flor and John Roberts initiated an After Action Review (AAR) that, based on EIG findings, will provide needed improvements. Five focus areas were identified. One of the areas, Project Manager Workload, was the avenue by which these initiatives were arrived. A Project Manager Workload task force consisting of John Roberts (chairperson), Ralph Hight, Larry Hogue, and David Steele made recommendations to COL Flor, in support of his vision. The group's task was to **"Re-evaluate PM workload (number of projects, dollars, complexity, number of customers, geography) and duties to determine proper number and grade of project managers."** In coming up with the recommendations, the task force came up with the following supporting goals:

- Need effective leaders in PM positions
- Avoid burnout of PMs
- Don't make PM positions a destination
- Make some PM positions developmental assignments for future or existing supervisory/manager positions
- Provide organizational flexibility – adapt to changing workload and budget
- Limit assignments of most PMs to approximately 2 years (use temporary position)



Nine new GS-13 PM positions were identified – 6 in Military Branch and 3 in Civil Works Branch. John Roberts said that he anticipated that 2 of the 9 would be filled by management reassignments of Section Chiefs from technical divisions and that the remaining 7 would be competitively filled, most in temporary positions. The new PM jobs will be interdisciplinary as opposed to being limited to the traditional 801, general engineer, series. Jobs will be advertised as either military, environmental, or civil works project managers, with different disciplines for each of the 3 job descriptions. The two vacated section chief positions will also be filled either competitively or by management reassignments.

During the question and answer period following the briefing, the biggest concern was cost. These actions, designed to improve efficiency, will neither add nor reduce tangible project management costs in FY99. Although the PPMD organization will be reduced overall from 38 to 36, these savings will be offset by increased grades of some of the project managers. No GS12 project managers will remain in PPMD after the realignment is completed. After job selections are made, remaining GS12 PMs will be reassigned to other organizations. The realignment will provide more flexibility for future years. As workload fluctuates, the PM staff can quickly be adjusted by the termination of temporary positions or addition of new positions. Future savings will result from this flexibility.

The PPMD organization will occupy a smaller footprint in the building in the future, but the role of the organization is not diminished by any means. Billy Banks and Russell Holeman will still lead their "virtual" team of PMs in pursuit of the customers' expectations and the Corps' goals. Program management responsibilities will still be the function of a core group of PPMD employees that will remain together in a single location.

Selection and rating processes for PMs will also change. Beginning with the filling of the next batch of PMs, an ad hoc committee consisting of the chiefs of E&C, PER, Real Estate and Operations Divisions will review the applications and make recommendations to the DPM. Selection will be made by the DPM with

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Teamwork became the focus of miter gate repairs at Robert S. Kerr Lock & Dam

By Dan McPherson
Robert S. Kerr Area Office

One of the primary reasons the lock at Robert S Kerr was dewatered was to repair the downstream miter gates. The gates have not properly mitered (closed) since they were damaged in 1986. Simply stated, the gates needed to be plumbed and straightened so the gate leafs would meet precisely when they came together in the closed position.

Plumbing the gate leafs required tensioning four sets of extremely large diagonals located on the downstream side of the gates. Tensioning is performed by turning large sleeve nuts (turnbuckles) to apply or relieve tension in the diagonal. It's kind of like the old screen door with a turnbuckle running diagonally to help support the door except this task was much more difficult due to the size of the gate and associated hardware and accessibility.

The other factor that made this very difficult was that there were four sets of diagonals that were interrelated. Adjustments to one diagonal had effects in the others that required constant monitoring. **Steve Chapman** and **Dan Baumann** provided engineering support and many other services to the project that made the dewatering a success but the following I feel are the most important and interesting.

Prior to the start of the dewatering **Steve Chapman** installed strain gauges to each of the miter gate diagonals. This was no easy task. Each monitoring location had to be cleaned to bare metal and the strain gauge welded to the diagonal. Wire leads were run from each of these locations to a central location on top of the gate where they could be connected to the strain gauge monitoring equipment. By using this equipment, Steve was able to monitor the strain applied to each of the diagonals.



Two members of the "nut crew," Ronnie Blagg (left) from Lock & Dam 15, and Greg Barnes (right) from Lock & Dam 14.

Dan Baumann prepared specifications and contracts for many special purpose items. Many of the items were difficult to locate or not available because of the age of project. One item in particular that Dan located and procured was a special purpose hydraulic wrench that enabled the crew to turn the sleeve nut on the diagonals in a safe and accurate manner. In the past the sleeve nuts were turned manually using large cheaters, come-alongs, and even the crane.

Scott Gleason, a retired Corps of Engineers employee, was hired by Engineering & Construction Division as an architect-engineer to establish the proper method and tensioning procedures for the task of plumbing the gate. He also provided us with valuable information concerning theoretical and allowable stresses in the diagonals.

Major Maintenance Section provided equipment and manpower support for many jobs. This particular job required crane support. **Joe Johnson** did an EXCELLENT job and I know the crew really appreciated his effort.

One other group of primary importance to this job was the "NUT CREW". This crew worked out of a manbasket loosening and tightening the sleeve nuts on the diagonals. It was so hot the hydraulic pump that operated the wrench could not take it and had to be placed in ice water but the crew never complained. It's important to recognize this crew as well as the offices they represent. Members of the "NUT CREW" are:

Ronnie Blagg – Lock & Dam 15
Bobby Winstead – Lock & Dam 16
Greg Barnes – Lock & Dam 14
Lance Perdue – Electrical / Mechanical Section
Troy James – Major Maintenance Section

All of this work was performed in extremely hot weather and conditions that were very tough. It was obvious the TEAM had one goal in mind and that was to FIX THIS MITER GATE. Because of this attitude and effort by all those involved the gate was successfully repaired.

Tulsa partners with Fort Sill

By John Roberts, DD-PM

Relationships between Tulsa District and Fort Sill's Directorate of Public Works, and Department of Environmental Quality have never been better. Customer surveys returned to Tulsa District by the Fort Sill DPW and DEQ this spring were stellar.

So, why in the world was a partnering meeting between the district and these two Fort Sill departments held in Lawton on August 18 and 19, 1998?

And, why would the meeting attract the attendance of such busy people as Col. Bonney, Fort Sill's Garrison Commander; Col. Wright, Fort Sill's Director of Public Works, Dennis Hergenrether, Deputy DPW, Tim Eldridge, DEQ, Col. Flor, Tulsa District Commander; John Roberts, Deputy of Project Management, Ralph Hight, Chief, E&C Division, Rick Hedrick, Chief, Contracting Division and many other individuals?

It goes back to the philosophy that Colonel Flor relayed in the transition conference two days after he assumed command of the Tulsa District: "I have never believed in the adage of "if it's not broken, don't fix it".

The partnering meeting was not held because relationships were broken. The meeting was held because of the team's desire to enhance support to the soldiers at Fort Sill. Hergenrether and Roberts facilitated the meeting. Hergenrether made an excellent presentation on "Winning the Infrastructure War" – a monumental challenge considering the aging facilities and the declining budget.

Roberts reviewed the team's 1994 partnering charter and asked participants to rate how the team had accomplished the goals previously set. The average rating of 3.5 (on a scale of 1-5) indicated that progress had been made, but still there was still room for improvement.

Burl Ragland presented an overview of the initiative the Southwestern Division and Tulsa District have implemented to establish an on-site installation support manager (forward PM) to serve as a liaison between the DPW, DEQ, Fort Sill Resident Office, and district office.

Steve Arant discussed the abolishment of the Fort Sill Area Office and his new assignment as Chief, Construction Support Branch which focuses on assisting the Fort Sill, Altus and Sheppard Resident Offices with construction administration, prepares delivery orders for the new POCA contract, and performs small design packages for the installations.

Tim Eldridge, who recently replaced Ron Barnett as Director of the DEQ, discussed his management style and expectations, including his reliance on the district to be the executor of technical services needed by the DEQ.

In advance of the meeting, selected business processes were identified using the results of the 1998 Customer Survey. The ratings that were below a 4.0 average were consolidated into 8 business processes that team members could participate in during the break out session. Work groups were given the task of coming up with action items that we should collectively work on in the next year to make our organization greater. Action items, team members and a timeline were established during this partnering meeting. The business processes that were addressed were:

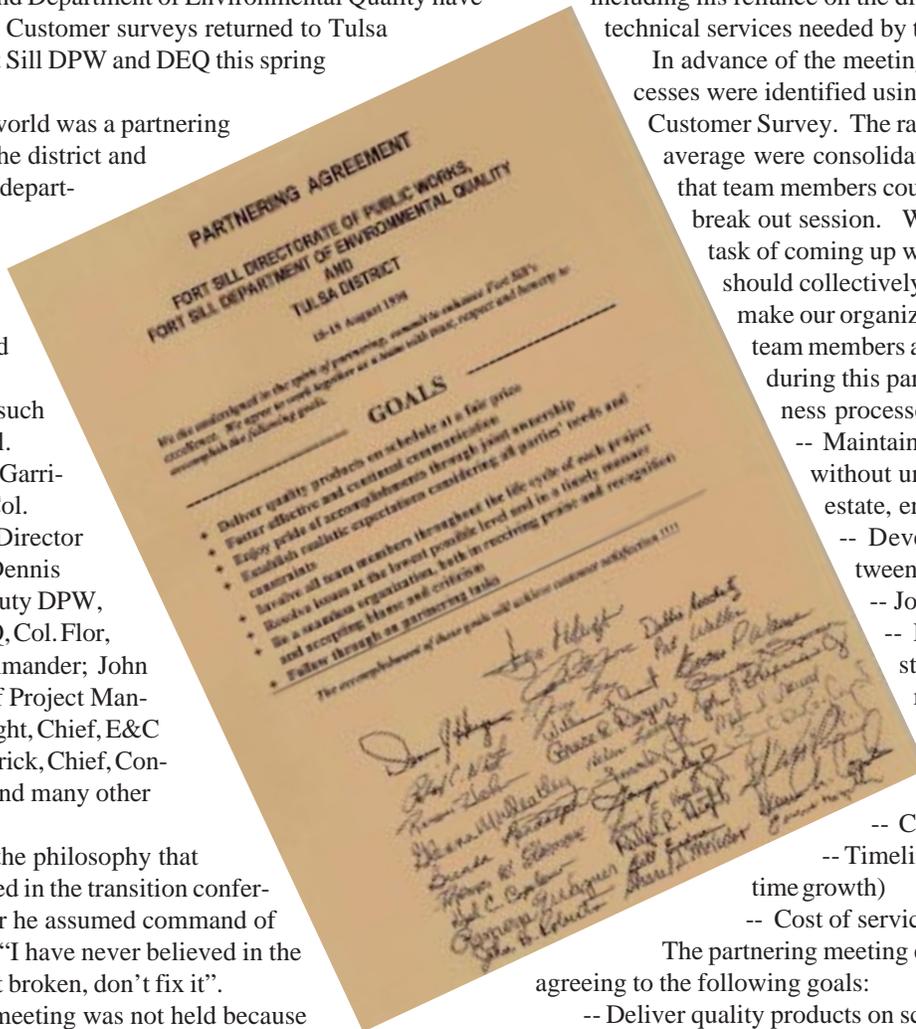
- Maintain all requisite core capabilities without unnecessary duplication (real estate, energy, etc.)
- Developmental assignments between DPW/DEQ/District
- Joint design efforts
- End user satisfaction (construction quality, maintainability, warranty)
- Planning services (master planning/GIS studies/ privatization support)
- Contracting tool requirements.
- Timeliness of construction (duration, time growth)
- Cost of services/funds management

The partnering meeting ended with team members agreeing to the following goals:

- Deliver quality products on schedule at a fair price.
- Foster effective and continual communication
- Enjoy pride of accomplishments through joint ownership
- Involve all team members throughout the life cycle of each project.
- Resolve issues at the lowest possible level and in a timely manner.
- Be a seamless organization, both in receiving praise and recognition and accepting blame and criticism.
- Follow through on partnering tasks.

Each team member agreed to work together as a team with trust, respect and honesty to accomplish the above goals and each participant indicated their commitment by signing a partnering agreement.

The partnering agreement directly supports the U.S. Army Corps of Engineers' strategies to Revolutionize Effectiveness, Seek Growth Opportunities and Invest in People.



Joyce Heim named 4th quarter customer care employee



Joyce Heim

Joyce Heim, realty specialist of Management & Disposal Branch, was named Customer Care Employee for the fourth quarter of FY 98. Joyce also serves as the systems administrator for the Real Estate Management Information System. Joyce was commended for her cheerful and patient assistance to fellow Real Estate employees, as well as other organizations both within and outside the Tulsa District, in implementing the REMIS and CEFMS.

PPMD

approval by the DE. Annual rating input for PMs will be provided by the chiefs of technical divisions. Rater will be the respective PPMD Branch Chief and Senior Rater will be the DPM.

Four other task forces were assigned as part of the PMBP AAR. Others, along with the chairperson are **Project Management Plans – Managing by the Plan** (Russell Holeman), **The PM Manages Project Resources** (Richard Alexander), **Full Use of PROMIS** (Rick Thomas), and **Use of the Project Review Board** (Billy Banks).

Comments thus far have been positive. Advantages of the planned initiatives are:

- We can adjust the current, unbalanced PM workload
- We will avoid burnout of PMs
- We will have much more flexibility to adjust to changing workloads
- More promotion and developmental opportunities will result
- We will develop better supervisors for future position by providing leadership experience
- We will have better integration of the Project Management Business Process
- We will have more focus on project teams.

Changes will be completed during the first quarter of FY99. When complete, the Project Management Business **Process** will be clearer. The PPMD **stovepipe** will be less visible. COL Flor's vision will be closer to a reality.

Attention all travelers:

It's official --

Quoting a memorandum from Maj. Gen. Albert J. Genetti, Jr., HQUSACE, dated October 16, 1998.

"Reimbursement for telephone calls to your home station during TDY status may now be deemed as *official*. Reimbursement may be authorized by the travel approving official as a miscellaneous expense.

Examples for reimbursement are, but not limited to, situations when travel schedules are changed, notification of safe arrival, family issues, etc.

Open Season Health Fair

When: Tuesday, Dec. 1
9:00 a.m. - 1:00 p.m.

Where: Room 210

Representatives from health insurance carriers will be available to provide employees and retirees information on health plans

**Remember:
Open Season closes Dec. 14**

Suggestion Program is alive and well in the Tulsa District

Tulsa's suggestion program — otherwise known as the Army Ideas for Excellence Program — is alive and well. Two Eufaula Area Office employees and three Engineering & Construction Division employees are proof positive that the participating in the program can benefit the suggester as well as the district, the Corps of Engineers as a whole, and even the entire Department of the Army.

James Holder and **Kent Grimes** of the Eufaula Area Office were both awarded \$50 recently for their adopted suggestion to add a wildlife habitat donation box on the Lakeshore Use Permit forms.

Carol Bianchi, **Richard Green**, and **Terry Rice** of Engineering & Construction Division each received an award of \$433.33 for their adopted suggestion which involved eliminating the excessive time required to enter information on military construction transfer forms.

If you have an idea that could save the government money, improve the work environment or provide safer work areas, you can submit your proposal on DA Form 1045, "Army Ideas for Excellence Program Proposal." These forms are available electronically in Delrina FormFlow or you can request them from **Ruth Fritz, RM (ext. 7582)**. Typewritten proposals are preferred and attachments can be added to the form.

Award money is determined on a percentage scale outlined in Army Regulation 5-17. According to Fritz, the percentage is usually 10 percent of the savings to the government.

A Kayaker's Journey

By James L. "Pete" Williamson

Editor's Note: *In August, Corps of Engineers retiree Pete Williamson stopped by the Public Affairs Office after visiting with former co-workers to share this article. Pete has always been willing to share his stories and photos of his retirement adventures. Sadly, just a few weeks after his visit to the Tulsa office, Pete passed away. In tribute to a sorely missed adventurous soul, Pete's article is printed in its entirety. Our sincerest condolences to Pete's family.*

We did it! My partner and I recently did what few men half our age would try. We paddled a kayak down the McClellan-Kerr Arkansas River Navigation System from the Port of Catoosa to the Mississippi River.

The 444.5 mile trip by Pete Williamson, 66, and Doug Hart, 72, melted 10 pounds off the former and 20 pounds off the latter. We battled strong headwinds, searing heat, blinding rains, treacherous rough surf and very hungry mosquitoes.

We put the kayak in the water June 10, at Rogers Point, Port of Catoosa and pulled out of the water 25 days later on July 4, 1998, below Norrell Lock and Dam No. 1.

My water toy is a folding sea kayak made by Folbot, Inc. It measures 17 feet long, 34 inches wide, 16 inches in height and weighs 62 pounds with a maximum payload of 600 pounds. Frame components are made of polycarbonate cross members, anodized aluminum tubing with cast aluminum fittings. The assembled frame with two seats insert into a hypalon hull. The assembly takes about 20 minutes. The unassembled kayak fits snugly in two duffel bags and is accepted on an airline as baggage.

Why a kayak? I retired from the Corps in 1988 as an engineering geologist. The last 10 years of my career were spent in Alaska where I became familiar with kayaks. Also, while working in Tulsa District, I was involved in founda-



Paddling their way down the Arkansas River Navigation System proved to be a grueling adventure for Hart (left) and Williamson.

tion investigations and pressure grouting of Lock & Dams No. 14, 15, and 16. The idea to kayak the navigation channel took form after retirement.

After delivery of the kayak, we practiced on Lake Thunderbird, near Norman, Okla., for three times to get the feel of the paddles and get a rhythm to power the kayak. These jaunts to the lake were pleasure cruises compared to what lay ahead.

Strong headwinds confronted us every day through Oklahoma and into Arkansas, slowing our progress to one or two miles per hour. One day in particular, we paddled hard for 10 hours to cover only 10 miles.

I thought the sun was the worst part of the trip. The heat index on most days rose to 113-115 degrees. We just had to sit there in the kayak and take it. We suffered from blisters — even where we sat down for hours on end.

Doug voted for the mosquitoes as "Public Enemy No. 1" on the trip. They nearly carried us off downstream of Little Rock. I guarantee that at one place we stopped, I saw a mosquito drinking from my bottle of insect repellent.

People we met along the way were nice and friendly. Especially helpful were the park rangers, camp hosts and lock operators. My being a retired Corps employee certainly helped us to get acquainted. At the locks, many operators

would refill our water jugs or pass down cold soft drinks when they saw how hot and thirsty we were.

A major crisis occurred at Arthur V. Ormond Lock & Dam No. 9 that almost brought our journey to a halt. Someone made off with the kayak's \$280 downwind sail as we slept. My wife, Melba, was able to get us a replacement sail delivered to Murray Lock & Dam No. 7 just as we arrived there 1-1/2 days later. At that time, the winds miraculously changed and we were able to use the sail immediately.

Miracles don't last forever — a severe thunderstorm overtook us. The riverbank was covered with riprap so we stayed on the river amid the thunder, lightning, blinding rain, and 50-60 m.p.h. wind. It felt like were rodeo contestants riding a wild bull. We will give the kayak credit due as it is a stable and seaworthy craft made for all conditions.

People along the way seemed amazed to learn two men our age would even try to paddle a kayak that distance. In 1993, I had challenged nature and myself by backpacking 2,158 miles on the Appalachian Trail from Georgia to Maine.

Doug Hart said this was the most grueling trip of his life. I said the trip didn't go exactly as planned. I wanted to use the sail, relax, and fish with a couple of days rest along the way.

Maybe next time . . .

Tulsa employees join city-wide Day of Caring

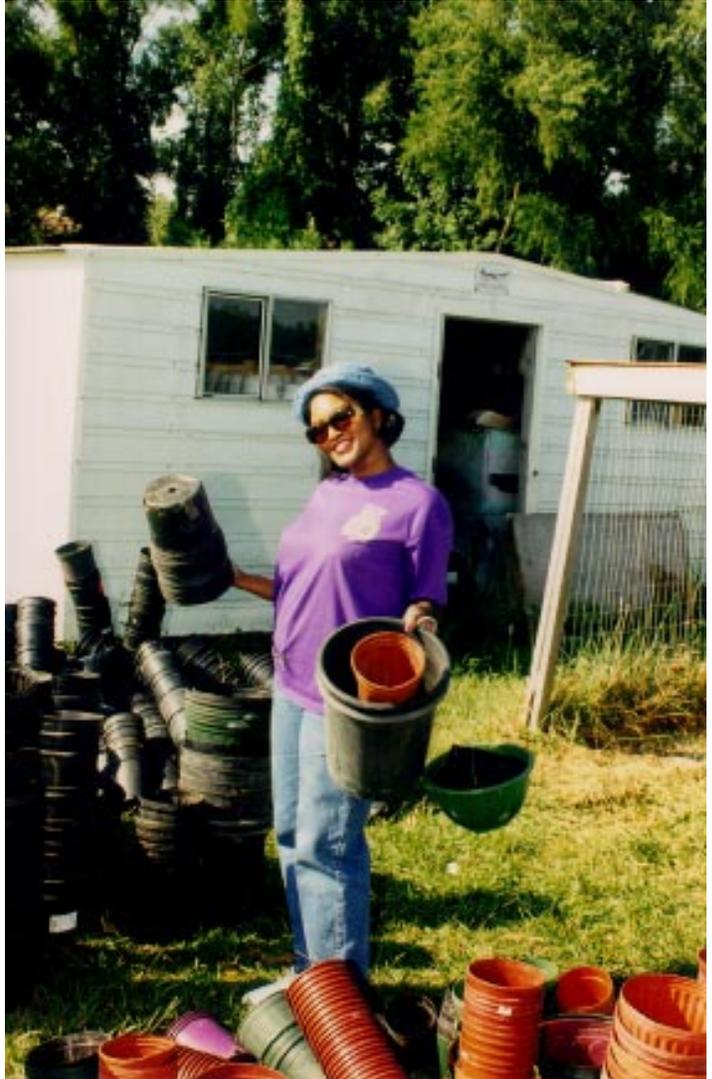
The Tulsa Area United Way officially kicked off the 1998 General Campaign by hosting the seventh annual Day of Caring on Friday, Sept. 11. During this community-wide effort, company and agency employees "adopt" volunteer projects at United Way agencies. In addition to completing much needed work, volunteers get the added benefit of seeing first hand how their efforts affect the community.

The Tulsa District office adopted *A New Leaf*, a Broken Arrow commercial greenhouse that hires only developmentally disabled adults. In addition to performing lawn service, *A New Leaf* grows its own plants in five onsite greenhouses. Since its staff works mainly with providing guidance to these developmentally disabled adults, it relies heavily on the Day of Caring to get much-needed repairs done to the facility.

Corps of Engineers employees assisted *A New Leaf* with repairs at the facility, as well as preparing for its big Christmas sale of poinsettia plugs. The agency provided volunteers with tools, supplies, equipment, lunch and beverages. Corps volunteers helped with landscaping, repairing a 12-foot parking lot, constructing a cold frame to winter over landscape plants, removing shades on greenhouses and preparing for new shade installation, drilling and preparing shade cloths, spacing 4,000 poinsettias, hanging black cloth, cleaning and painting ceramic planters and

violet pots, sorting pots, and preparing foil wrap and bows for the poinsettias.

Forty-two Corps volunteers provided assistance on the Day of Caring. They included Col. Flor and his wife Sue, Haley Barton, Richard Bilinski, Laurel Brown, Rosemary Capshaw, Jane Cowan, Carolyn Daniel, Colleen Diven, Sandy Egan, Carole Freemyer, Mary Frye, Rick Gardner, Debbie Gibbs, Pete Gibson, Richard Green, LeViene Hearne, Joanne Hensley, Bob Hines, Mary Beth Hudson, David Jones, Karen Kennedy, Dana Linduff, Chuck Miles, Linda Minter, Jan Morris, Richard Murdock, Ruth Norris, Leann Pearce, Barbara Reid, Ed Rossman, Lisa Samilton, Bert Sherrell, Larry Stringer, Lori Thomas, Richard Thomas, David Webster, Connie White, Tracy White, and Joyce Yarbrough.



Tracy White flashes a perfect smile while sorting pots. A New Leaf appreciated efforts by Tulsa District volunteers like Tracy. Repairs, preparations, cleaning, and sorting helped the agency make ready for its busy Christmas season. A New Leaf sells thousands of poinsettias during the holiday season.



Lori Thomas pauses for a brief break while working on A New Leaf's greenhouse shades.



Col. Flor (top left), Rick Thomas (top right), and Linda Minter (left) show their prowess in using wheelbarrows during their effort at A New Leaf.

Haley Barton, left, and Laurel Brown, right, display true hands-on dedication as they prepare pots for plants (at bottom left)

Rick Gardner, bottom right, truly was up to his elbows in grease as he showed true Corps spirit in getting the job done with repairs at A New Leaf.



New Tainter Gate Hoist Cables for Redmond

By Steve Siegele

This past September a team of workers from the John Redmond/El Dorado Lake Office and Physical Support Branch of Operations Division replaced all 10 hoist cables on one of the tainter gates at John Redmond Dam in Kansas.

Five new galvanized steel cables were put on each side of the gate to replace the original steel cables that had been there for 35 years. The hoist cables are used to lift and hold the tainter gates for controlling the release of flood water from the dam. It is important that the cables are in good condition so that they will not break during operation.

John Redmond Dam, which was completed in 1963, has 14 tainter gates and is the major flood control structure for the lower Neosho River in Southeast Kansas. The cable replacement work was done entirely by the Lake Office maintenance staff with the assistance of two members of the Major Maintenance Support Section from the Marine Terminal and two members of the Civil Maintenance Support Section. The District's 40-ton mobile crane was also used for loading the large steel bulkhead and placing it in front of the tainter gates so that the bottom of the gate could be unwatered and the cables unhooked.

Planning for this work has taken place over the course of several years. The hoist cables were noted to be in need of replacement during the last tainter gate capability inspection three years ago. The cables were inspected closely in August 1997 when the bulkhead was set and the steel cables were cleaned off and inspected. Corrosion and broken wires were found on several of the gates at that time.

After the inspection, the Marion Area Office decided to purchase galvanized hoist cables to replace the cables on all 14 tainter gates and have the cables replaced by contract when funding was available. In order to write a scope of work for the contract, a method for replacing the cables needed to be determined. It was during this process that the Lake Office staff decided to replace the cables on one of the gates with their own labor force with the help of the District crane crew.

The biggest obstacle in replacing the cables was determining how to move the



Working on the bulkhead at John Redmond

large steel plates that kept the five cables on each side of the gate tightened to the lifting drum. The plates were put together very tightly and had frozen in place over the past 35 years.

A number of methods were tried before the end plate would move. A puller was fabricated out of steel beams and rod that was used with a hydraulic jack to pull the first plate off. At that time it was found that the original cables had been put on before the drum had been bolted down to its support frames. In order to get the cable on and off the drum, the entire drum shaft and gear had to be unbolted and moved about 1 inch over. After removing each cable, a large steel separator plate had to be moved over to get to the next cable. This was done using hydraulic rams and by beating the plate with a sledge hammer. During the progress of the work, the crew came up with ways to make the job go easier and it took about half the time to remove and replace the five cables on the other side of the gate.

After one end of the cables was placed on the lifting drum, the other ends were attached to large stainless steel u-bolts and placed on the hitch pins at the bottom of the gate. The gate was lifted and the tension in each cable was measured with a

wire rope tensiometer. This instrument determines the cable tension by sensing the vibration after the cable is hit with a hammer. The u-bolts were tightened or loosened in order to balance the tension in all of the cables across the gate. The gate was tested and the installation was complete.

Although the replacement took only three days, the Lake Office maintenance crew had spent several weeks ahead of time figuring out how to move the drum plates, and in preparing the drum plates to make the cable replacement go quicker. The bulkhead had been set on Monday afternoon and removed on Thursday morning. The gate was back in full operation by Thursday afternoon.

Overall the job turned out to be a great success and the work team showed that the job could be done in an efficient and safe manner. Maintenance and repair of our aging dams has become a bigger job, but efforts such as the one at John Redmond Dam show that the District is capable of doing this type of work. Already plans are being made to do more of the cable replacement at John Redmond Dam using the maintenance work force and the District crane crew.

Out and about the field

Eufaula Rangers and Century Ice employees join forces to proclaim water safety

With the Labor Day Holiday weekend quickly approaching, park rangers at Eufaula Lake found themselves in need of assistance in distributing Corps of Engineers' water safety posters to area stores. In light of this dilemma, Park Ranger Mike Dumford suggested involving a business that distributes products to lake and area grocers and convenience stores, in helping us "get the word out". He mentioned that Century Ice of Muskogee, Okla., had printed water safety messages on their plastic bags in years past, and might be receptive to this idea.

Kent Dunlap, Eufaula Park Ranger, contacted Toni Hersh of Century Ice with the idea of their drivers distributing Corps' water safety posters to stores along their routes. Hersh and Century Ice accepted this opportunity enthusiastically.

Dunlap and Park Ranger Ed Parisotto delivered the posters and some water safety frisbees to Century Ice for distribution to 659 outlets in eastern and southeastern Oklahoma.

This cooperative effort enabled the Corps to more widely distribute this information and simultaneously engage in a positive manner with the private sector. It also caused Century Ice and their employees to "get involved" in the cause of safe boating and water safety, creating new advocates of this lifestyle.



Ed Parisotto, park ranger at Eufaula Lake, had a very busy summer "vacation." As a sergeant in the Army Reserves, he led his unit's effort to haul hay to drought-stricken farmers in Oklahoma. Ed was responsible for training his soldiers and coordinating the transport from Miami, in northeastern Oklahoma to Idabel in southeastern Oklahoma. The two-week endeavor had its challenges — one of the biggest being to ensure that the reservists had accommodations and food to eat during the trip. That's no small task when you realize that the convoy of trucks was staying overnight in small Oklahoma towns along the way — many of which had only one or two motels.



Eufaula Ranger Ed Parisotto (left) and Century Ice employees Toni Hersh and JoAnn Mabery show examples of the water safety posters that were distributed.



During the Marion Project Office's ERGO inspection, the ERGO Team and project employees were in for a real surprise with the appearance of ERGO MAN. He swooped

into the shop making an unannounced appearance to assure the Ergo Team that the Marion Project had been inspected and was, in fact, environmentally safe. ERGO MAN departed as swiftly as he arrived leaving everyone amazed as to who that masked ERGO MAN really be a park ranger doing good works throughout the Tulsa District as ERGO MAN? No one really knows for sure!

Commander

E&C, Counsel, and PAO worked hard to deliver a product to the satisfaction (in some cases delight) of very demanding customers. I must single out the efforts of **Sue Haslett, Marc Masnor** and **John Roberts** as key to the success of this difficult but well done task. I must also acknowledge the role that the staff at SWD played in getting the quick release of the study.

The Navigation Inspection Tour exemplifies the phrase "team effort" in every sense. First, it involved planning by the staff from Operations, in coordination with the port and barge operators and the Oklahoma Water Resources Board, to ensure that the operation was well resourced. Planning and execution involved members of the H&H Branch, PER, and Operations to ensure that we took advantage of the marketing aspects of the exercise. Members of the Physical Support Branch and the famed River Rats of the Robert S. Kerr Area Office, especially Captain "Blood" and the crew of *Mr. Pat*, ensured that we had a safe and pleasant barge ride. The results were nothing short of spectacular. At the risk of over using the phrase, we had 350 "delighted" customers and potential customers, some of who are members of state and federal agencies, by the time we docked and bussed people back to Muskogee.

The crowning achievement in September is arguably the success of our FY98 closeout effort. RM and Contracting, together with the program analysts from PPM, Operations and E&C, made up the main effort in this task. But the unprecedented success we had would not have been possible without the help of every division, office and field activity. Here are some of the achievements: CW expenditure all green, every FY98 MILCON project awarded except for one at Fort Sill (even this was a success because it resulted in a customer convinced that we were doing what was best for them), every significant pot of expiring funds returned to USACE or customers in time for employment in other projects, \$1.4 million reduction of the District's leave liability from the past two FYs. These came about because of team effort, all year, from the entire District.

I would be remiss if I failed to mention four other areas in this review of my first three months with the District. First is our success in hosting special guests. Both BG Arnold and Assistant Secretary of the Army for Civil Works Westphal left impressed with the quality of the employees of the District. Mayor Savage and LTG Ballard are next on the agenda of distinguished visitors as both are scheduled to visit in November.

Second, our Support for Others effort has proven to be a true growth area as we continue to expand the services we provide to Native American tribes and seek to do work for state agencies. Both **John Wagner** and **John Sparlin** come to mind in this area, but I'm well aware that the SFO program's success comes precisely from the team effort of many other employees in the other divisions and offices.

Third, we have demonstrated time and again that we are a generous and responsible tenant and neighbors in the many communities we reside. Besides the daily effort we make as individuals to contribute to the well being of the communities we live in, we also had three focused events in this area of being good neighbors. In August, over 50 volunteers district-wide went to super markets and department stores to hand out water safety flyers in preparation for the Labor Day weekend. In September, we participated in United Way's Day of Caring with almost 40 volun-

teers working at the New Leaf Nursery to repair pavements, clean out storage sheds, repair buildings, sort hundreds of pots, etc. This month, we are in the middle of the 1998 Combined Federal Campaign. Less than a week into our 3-week campaign, with only 130 of our employees contributing, total donations have already amounted to \$35,000. Incidentally, the contributions are averaging over \$200 with about 70 giving \$300 or more and 22 giving \$500 or more. Indeed, we are an organization of generous and caring people.

In a similar vein, we deployed **Pete Navesky, Marc Chester, Diane Cianci, Roger Eakle, and Max Fowler**, members of the SWD Emergency Power Team, to the Wilmington District, to help in emergency response after Hurricane *Bonnie*. During October, Pete also deployed to the HQ UOC, providing staff assistance for the Hurricane *Georges* disaster response. Currently **Marc, Larry Fears, Max Hagen, Tommy Mannon, Steve Sanders, Stan Spirlock, Kerri Stark, and Nancy Wright** are deployed to Puerto Rico, helping in the cleanup from Hurricane *Georges*. Also, **Gerald Brostek** and **Kent Smith** are deployed to the Sacramento District, participating in the ongoing Levee Rehab Program, following the winter storms of early 1997.

Fourth, we remembered in September our former co-workers who have retired after decades of capable service to the District and the Corps. Assisted by **Barbara Cravens** and **Mary Beth Hudson**, our retirees had their annual breakfast in September. A week later, Operations conducted a barge ride for them. Incidentally, **Cathey Williams** and other volunteers from Operations served dinner at this barge ride and collected from our retirees several hundred dollars for the CFC campaign.

When I took over in July, I challenged the staff to get me out to all the field offices by Christmas. I just finished a 3-day whirlwind tour of the lakes in Kansas. Earlier, I visited Keystone, Oolagah, Eufaula and Texoma. I've also visited all the MILCON related field offices. But I've yet to visit the projects in the southeast and western Oklahoma and Texas. Every place I've visited, I've been amazed by the diversity of our tasks and the high quality of our employees. I also owe all the employees at these sites for the hospitality they extended to me.

In closing, I'd like to congratulate three people for succeeding in overcoming very serious medical challenges: **Pete Gibson, Jack Armstrong** and **Carl Sparks**. Pete and Jack are now back to work and they are as good as new. Carl went home last week, after four very difficult months in the hospital. I'm sure the prayers and well wishes of many in the District helped sustain the spirit of these individuals and their family.

We face new and old challenges in FY99. But, judging from what I've observed this District is capable of doing, I'm confident that we will succeed in every one.

I do need to thank more individuals for their role in the change of command ceremony. They are: **Ross Adkins, Gina Arteche, Marie Buster, Pam Chronister, Andrew Commer, Nancy Crenshaw, Scottie Fiehler, Cheri Fowler, Dorothy Griffin, Steve Harmon, Mary Higgs, James Holder, Jan Holsomback, Tim Hunt, Penny Huston, Jacque Lattie, Becky Leavitt, Cleon Linton, David Manning, Sue Morris, Ruth Norris, Phil Orsburn, Nick Osier, DeRhonda Osmond, Shirley Rolison, Lisa Samilton, Kent Schroeder, Brenda Snyder, Bob Stubbs, Dennis Thomas, John Weatherly, Glenna Wheatley, Connie White, Cathey Williams, Karim Williams, Clinton Word, and Joyce Yarbrough.**

Employees and their family members share water safety message with weekend shoppers

Labor Day weekend is traditionally the last major recreation weekend at Corps lakes, and crowded recreation areas result in the need to practice water safety with diligence. With that in mind, 50 Tulsa District employees volunteered a few hours of their time on the weekend before Labor Day to distribute water safety fact sheets to people in their communities.

Armed with flyers and a friendly attitude, these employees distributed the fact sheets and talked to adults and children about the need to wear life jackets, avoid alcohol use, swim with a buddy or with an adult along, and operate a boat or personal watercraft with care. The water safety effort focused at area discount stores where people stock up on items to take to the lake. In at least one case, a shopper had come to the store to purchase life jackets for her children. The water safety volunteers were able to give her some additional information about purchasing the correct size for her children.

Some volunteers provided junior ranger sticker badges to youngsters and asked them to take an oath, promising to always wear a life jacket when on the lake.

Each volunteer received a tee shirt which had a colorful water safety message printed on it to further share the message with shoppers.



Above, left to right: Sue Flor, Kayla Crenshaw, Brenda Randolph, Anntara Featherstone, Ida Lafayette, and Nancy Crenshaw prepare to greet shoppers at a Walmart in Tulsa. Kayla is Nancy's daughter, and Anntara is Ida's niece.



Above: Col. Flor discusses the importance of parental supervision when at the lake with a shopper preparing for the Labor Day weekend. Above left: Ida Lafayette's niece, Anntara, was more than willing to share a flyer with anyone who came her way.



Left: Bob Vandegriff administers the water safety oath to a young life jacket user.

Tulsa area employees pledge nearly \$52,000 to CFC

Tulsa area employees have pledged approximately \$52,000 to the Combined Federal Campaign of 1998.

According to Tulsa District's CFC Chairman Russell Holeman of PPMD, 208 district employees have given to the campaign this year. Of those giving, 100 were fair share givers and 153 gave on the very first day of the campaign.

Tulsa District field office employees have also donated \$2,100 thus far to campaigns in their communities.

Tulsa employees also participated in fund raisers including a silent auction, a pancake breakfast, a costume contest on Halloween. Funds were also raised during the district's retiree barge ride from a lunch provided for them by Operations Division employees.

Tulsa District's Civilian Recreation Activities Council builds morale for employees

By Lori Thomas

The Civilian Recreation Activities Council (CRAC) has been busy engaging employees in morale building activities this year.

On Sept. 11, employees participated in the Day of Caring at the New Leaf greenhouse in Broken Arrow.

The retiree breakfast was a big success, with retirees enjoying a morning of good food and good company.

Operations did an excellent job sponsoring two barge rides, one for SAME and one for retirees.

Many employees had a great time at the Resource Management sponsored End of Year Closeout Picnic.

An ice cream social, pancake breakfast, and costume contest were held to earn money for the CFC.

Instead of the traditional formal Christmas party, this year CRAC will host the an informal Holiday Family Gathering on Dec. 16.

Other upcoming events include the Holiday Tree Trimming, Holiday Update, Corporate Challenge, and the Corps Day Picnic.

CRAC is looking at helping the community by coordinating employee volunteers to spend a day at Mohawk Park. CRAC is also actively searching for new Tulsa District items to make available to employees. Recent purchases include polo shirts and neckbands to wear your security identification badges on. Items with the new logo will be available soon.

CRAC has monthly meetings in room 501 at 9:00 a.m. on the first Wednesday of each month. All employees are welcome and encouraged to attend these meetings.

CRAC members are:

Joanne Hensley
Lori Thomas
Jacque Lattie
Andrew McVeigh
Greg Molchan
Paul Shockley

Cynthia Wade
Michael Ware
Tracy White
Joyce Yarbrough



Russell Holeman, CFC chairman, addresses employees at the 1998 campaign kickoff.

Reservation of Tulsa District campsites to begin in Spring 1999

On Oct. 15, members of the public began calling a toll-free number for reservations at Corps-operated campsites. On Nov. 15, reservations will be possible over the Internet.

The National Recreation Reservation System is being implemented in two phases. On Oct. 15, approximately 30,000 camping facilities were made available through the service. All U.S. Forest Service campsites as well as Corps campsites in Fort Worth, Little Rock, Louisville, Mobile, Nashville, and Savannah Districts. Tulsa District and the other Corps districts will go online on March 1. At that time 10,000 more Corps sites will be available for reservations.



**Reserve
Your Place
Under the
Stars**

National
Recreation
Reservation
Service

**Call toll free:
877-833-6777
TDD: 877-833-6777**

www.ReserveUSA.com

Tulsa Family

Congratulations

In the Summer 1998 issue we reported that three Sheppard Project Office employees — Bob Brock, Teresa Himes, and Carolyn Preston — received their bachelor degrees in May 1998. Add to that list of proud graduates Tulsa District retiree **Kay Rush**. Kay received her Bachelor of Applied Arts and Sciences from Midwestern State University in August 1997.

After retiring with 20 years of government service, Kay is now living in Bartlesville, Okla., where she is hosting a foreign exchange student from the Ukraine. Olya Korotchenko will be spending an entire year with Kay.

Family Addition



Sara Nicole Barr, born Sept. 3 — daughter of Brad and **Kari Barr**. Kari works as a computer specialist in IM.

Corrections

In the Summer 1998 issue we unintentionally left out the name of one of our April retirees in the “Goodbye” column of Personnel Notes . . . **Carol Holmes, RM**. Carol also informed us that her four-year-old granddaughter, **Clare O’Brien**, was pictured, but not identified, in the Corps Day picnic photos. Clare’s photo is seen here.

Another unintentional omission from the Personnel Notes was **Kerri Stark, EC**, who received a promotion in June.

We regret the errors and thank you for bringing these to our attention.

Tulsa District retiree Carol Holmes' granddaughter Clare O'Brien (right) sips the real thing at last summer's Corps Day picnic. We failed to properly identify her in the last issue of the Tulsa District Record.



Condolences

To **Cynthia Wade**, Real Estate Division, and her family on the death of her father, **Robert Lee Smith**, who died August 1.

To **Kim Shirley**, Waurika Project Office, and his family on the death of his wife, **Susan Shirley**, who died August 18.

To **Cindy Buchanan**, Texoma Area Office, and her family on the death of her father, **Lowell Hawkins**, who died August 22.

To the family and friends of retiree **James L. “Pete” Williamson**, who died September 9 in Norman, Okla. He was 66.

To **Mike Calavan**, Eufaula Area Office, and his family on the death of his father-in-law, **Henry Earl**, who died September 15.

To the family and friends of Contracting Division retiree **Kathryn Louise Pummill**, who died September 24 in Tulsa. She was 77.

To **Calvin Hall**, Engineering & Construction Division, and his family on the death of his mother, **Ruby Enkey**, who died September 26. She was 70.

To **Julie McCollough**, Internal Review, and her family on the death of her father-in-law **Dewey McCollough**, who died September 28. He was 89.

To **Steve Sanders**, Copan Lake Office, and his family on the death of his mother who died Oct. 24.

To **Ray Long** and **Lori Kruse**, both of Engineering and Construction Division, and their family on the death of Ray's mother-in-law and Lori's grandmother, **Alma Holzler**, who died October 29.

To **Laurel Brown**, Information Management Office, and her family on the death of her father, **Cecil Shipley**, who died November 2.

To **Tim Hunt**, Information Management Office, and his family on the death of his father-in-law, **Lester Snyder**, who died November 7.

Personnel Notes

August

Hello to:

Thomas W. Elsemore, RM

Goodbye to:

Christine Altendorf, EC
Bobby Baker, OD-Keystone
James F. Boggs, PER
Kimberley C. Oldham, OD
James L. Wilson, OD

Promotions

Ronald E. Kerr, PER
Leann C. Pearce, RE
Laura L. Redemann, RM
Bob Vandegriff, Safety

September

Hello to:

Angela Hayes, OD-Texoma

Goodbye to:

Dana E. Hannah, OD-Keystone
Dennis J. Hergenrether, Jr., EC
Susan L. Patterson, IM

Promotions

Bill Hinkle, SO
Jan Holsomback, EC
Christopher D. Keeler, OD-Hugo
Becky L. Northern, PER
Debra Kay White, PP
Dwight G. Wofford, EC
Kenneth M. Wright, OD

Department of the Army
Tulsa District, Corps of Engineers
P.O. Box 61
Tulsa, OK 74121-0061

Be the Corps standard in customer care and professionalism.

From the Mailbox



To **Bruce Padgham**, Marion Area Office Manager:

This is a far too late letter thanking the Corps, and particularly **Neal Whitaker**, for his work in organizing a tour of the reservoir dam for the Leadership Marion County class earlier this summer.

I told Neal what an outstanding job he did. He offered plenty of fascinating tidbits that kept the minds of these flat-earth Kansans off the fact that all that rock and earth was on top of their heads. Along the way, we learned quite a bit about flood control and water use.

We had our graduation ceremony tonight, and the dam tour remained a topic of conversation.

Thanks to you and Neal for the outstanding presentation. Please pass this letter up or down the chain of command as you see fit.

Sincerely, **Matt Newhouse**
August 31, 1998

To **Larry Casey**, Sardis Lake Project Manager:

I had to write and thank you and your staff for contacting me with an emergency message from home while we were vacationing at Sardis last week. I appreciated this so much. My Dad was in ICU and very seriously ill but he is now home and doing well.

This was our second visit to Sardis and we love the lake and area. We can't wait to come back.

I work for the Kansas City District at Truman Lake near Warsaw, Mo. I feel a sense of pride when I visit other Corps facilities such as Sardis and enjoy such well-maintained campgrounds and meet such nice people.

Jo Jones
Sept. 8, 1998

Season's Greetings

No! It's not too early!

*Tulsa District Employees, Retirees, and Family Members --
You are cordially invited to attend*

**Colonel Flor's Holiday Update Briefing
and
Tulsa District's Family Christmas**

Wednesday, December 16
2:00 - 4:00 p.m.
Tulsa District Headquarters Building, Room 210

-  **Door prizes** (a canned food donation entitles you to a chance for a door prize)
-  **Face painting, activity books, and Santa Claus for the kids**
-  **Trivia Sheets for the adults**

Plan now to attend!

Retirees: Please R.S.V.P. (918)669-7400 by December 11