



US Army Corps
of Engineers
Tulsa District

TULSA

DISTRICT RECORD

Summer 1998
Vol. 21, No. 3

Col. Flor takes command



Col. Leonardo V. Flor (right) assumes command of the Tulsa District during the change of command ceremony on July 15, as Southwestern Division Commander Col. Donald R. Holzwarth (left) passes him the Corps flag. Former Tulsa District Engineer Col. Timothy L. Sanford and Deputy District Engineer for Project Management John Roberts (foreground) look on.

Col. Sanford bids farewell



Col. Timothy L. Sanford

July 15, 1998 -- I am leaving the Tulsa District today following three tremendously enjoyable years in command thanks to you, the men and women of the Tulsa District. It is you who make the District an outstanding organization and exceptional example of the excellence and capabilities of the Corps of Engineers.

One of the qualities that distinguish an outstanding organization from a good organization is the ability to undergo change smoothly and professionally. The Tulsa District is outstanding for that very reason. You have adjusted to declining and changing workloads, to reorganizations aimed at improving effectiveness and better serving customers, to downsizing, including a reduction-in-force. In the process of undergoing all these changes you have improved mission execution. You have become the Corps Standard in Customer Care and Professionalism. I am extremely proud of the way you have made these adjustments. You should be too!

I think there are several characteristics that have enabled the District to grow and be successful in the face of significant challenges. They are characteristics to sustain. You have been:

- * ...Positive and solution oriented when confronted with challenges.
- * ...Selfless in serving customers as a Regional Team.
- * ...Selfless in representing "One Corps" to all customers.
- * ...Team Oriented!

The Tulsa District has a tremendous reputation as a result of the outstanding work you do every day. You are a superb group of professionals!! There are still a lot of opportunities to eliminate bureaucracy and improve business

processes . . . seize them! Continue your great commitment to serving customers....keep involving them! Keep building trust....and trusting!

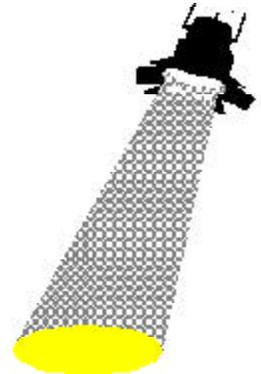
Thank you for the exceptional support you have given me over the past three years. I could not have asked for more. Helen and I wish you all the very best.

Colonel Leo Flor and his wife Sue and their family joined the Tulsa District Team today. They are a great family. Colonel Flor is a superb officer and leader. I know you will make them feel welcome and that you will give Colonel Flor the same outstanding support you have given me for the past three years.

ESSAYONS!!

In the spotlight . . .

Operations Division recently completed remoting Denison Powerhouse to Robert S. Kerr. This significant achievement was accomplished through the efforts of Kerry McCalman, Jeff Miller, Sheldon McNeil, Rick Wolfe, Jerry Leatherwood, Cecil Japhet, Ray Andrews, Doug Wilson, Justin Boyles, Jim Petit, Mike Jernigan, Jim McCoy, Burl Goats, Tom McGrath, Dora Carnes, Aaron Miller, Ahmed Majali, Paul Storm, Royce Colley, Tonya Holt, Bruce Smith, Bill Brady, Chris Keeler, Bob Wahl, Richard Spencer, Lee Wall, Bill Johnson, Keith Butterfield, Patrick McLaughlin, Steve Lech, Eva Sloan, Gail Ellis, and Brande Serner.



The District has been selected to lead the Army effort to develop a standard for 21st Century Trainee Barracks. We were selected as a result of demonstrated expertise in barracks design, demonstrated expertise in design-build contracting, demonstrated ability to delight customers, and a demonstrated commitment to the One Corps approach to executing Corps missions. My compliments to the Design Branch and the District Team on this selection!!

I want to applaud the many District Offices that

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Tulsa District Record

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

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U.S. Army Engineer District, Tulsa
 Editor, Public Affairs Office, P.O. Box 61
 Tulsa, OK 74121-0061

TEL: (918) 669-7366
 FAX: (918) 669-7368

District Engineer
Col. Leonardo V. Flor

Public Affairs Officer
W. Ross Adkins



Col. Flor shares first impressions of Tulsa District

Col. Flor addresses district employees at the change of command

Sue and I commend everyone for a first class change of command. It was indeed a collective effort that speaks well of the team that is the "Tulsa District." The Park Rangers who directed traffic and formed the color detail, the volunteer ushers who patiently shepherded guests, the inspiring performance of **Cleon Linton**, **Sue Morris** and **Jessica Hunt**, the hosts and hostesses, those who served refreshments at the reception — every detail was well planned and executed. There were many more who helped put together an unforgettable ceremony; thanks to all.

Just as important, you provided COL and Mrs. Sanford a send off fitting the tremendous leadership they provided the past three years. They depart knowing that they made a difference; the District is even better today than the excellent organization they inherited in 1995. We wish the best in their tour in Washington, D.C., with the USACE Headquarters. We also extend them an open invitation to come back and visit among lifelong friends.

The change of command confirmed what I quickly learned when COL Sanford and I started coordinating the transition in April. As I received facts about the District, as I read e-mails on District activities, as folks from USACE Headquarters and SWD gave me their assessment of this organization, it became clear that I would inherit an outstanding district. To date, I've visited Lakes Eufaula, Oologah, and Skiatook; our military customers at Sheppard AFB, Vance AFB, Tinker AFB and McAlester AAP; and the City of Wichita Falls. Our toughest critics — our customers — had great things to say about the District and the quality products and services they have received. I'd like to compliment the leaders out in the field for the innovative ways they have met the challenges they face. Not surprisingly, they credit their subordinates and the tremendous support they get from the Tulsa office for their success.

Speaking of giving credit, kudos to **Christine Altendorf**, **Martha Clingerman**, and **Joyce Yarbrough** for winning the Employee of the Year Awards from the Federal Executive Association. **Christine Altendorf** received another award of sorts—she and **Richard Oldham** were selected for GS-13 Supervisory Civil Engineer positions in the H&H Branch of the Kansas City District. Although we will miss them, we can take pride in producing new leaders for the Corps. We have a tall tradition to

uphold in this regard; after all, Tulsa District trained then Colonel **John W. Morris**, who eventually became the 44th Chief of the entire Corps. General Morris is also this year's recipient of the U.S. Military Academy's Sylvanus Thayer Award.

On Friday, July 17th, the District division and branch chiefs had a transition workshop with me (courtesy of **Lori Hunninghake's** efforts). I had an opportunity to listen to their concerns as we discussed the challenges the District may face in the next three years. Among other things, it is apparent in the discussion that they care about their employees. To answer one of the concerns they mentioned, let me assure everyone that my assignment to the District did not come with a directive to downsize the organization. Our size will fluctuate but it will do so as we adjust to our workload. This presents opportunities! As we get even more efficient and less costly, our customers will send more work our way. As we continue to "delight" our customers, we will retain those we now serve and gain new ones. Thus, to a great extent, our future lies in our hands; the District's future depends upon how well we perform today. Future growth opportunities entail getting better at what we do, revamping our culture, taking care of our people, continuing to work as a team — pushing toward the vision that General Ballard has for the entire Corps. The short answer is simply that there will be a Tulsa District as we usher in the 21st Century. It may be larger, smaller, or the same size; but it will remain a leading Corps organization that it is today.

As I go around visiting the many different places the District is in, I have asked to be able to meet and talk to as many District members as I can. This is not only my chance to get to know you but also your chance to express to me your concerns. I make no promises but to listen and to tell you with candor what I know.

There are three more items before I sign off. First, my sincere gratitude goes to **LTC Norton**, **John Roberts**, **Ruth Norris**, **Kristi Helterbrand**, and **Mary Higgs** for their tremendous efforts keeping me informed, on schedule, and organized (not an easy task). For that matter, there has been a constant flow of meetings and information briefings in an attempt to quickly get me up to speed on the vast responsibility the District has. Thanks to all. Second, a warm welcome goes to the newest members of the District, **Tom and Chong Elsemore**. Tom is the new chief of RM.

Finally, more thanks are in order for contributing to the tremendous success of the change of command: **Melonie Leonard**, **Debbie Gibbs**, **Brenda Randolph**, **Lou Patton**, **Mike Love**, **Angela McPhee**, **Jim Montgomery**, **Greg Bersche**, **Joe Custer**, **Ed Parisotto**, **Paul Roberts**, **Jeff Knack**, **Neal Whitaker**, **Terry Lyons**, **Ray Robertson**, **Tim Crossman**, **Mark Ellison**, **Mary Beth Hudson**, **Bill Cheatham**, and **Angie Short**. A very special thanks goes to **Kristi Helterbrand** for pulling together and coordinating the efforts of everyone involved. Now, I know that there are many more whose names I need to include; but, I need help identifying who all the deserving are. So I challenge all, especially supervisors, to assist me to do the right thing. Tell me whose name I missed. I will continue to give individual credit, in next month's Tulsa District Record, to those who contributed to a most memorable event.

Again, thank you for the warm welcome and friendship you have extended to my family and me. I am looking forward to meeting each of you, soon.
Col. Flor

Col. Flor becomes Tulsa's 26th commander

Tulsa District welcomed its new commander during a change of command ceremony on July 15. Col. Leonardo V. Flor accepted command from Col. Timothy L. Sanford during the ceremony. Col. Sanford departed the Tulsa District to become the deputy chief of staff at Headquarters, USACE.

Col. Flor was commissioned in the Corps of Engineers in 1975, upon graduating from the United States Military Academy. He also earned a Masters in Engineering from the University of California, Berkeley and a Masters in Military Arts and Science from the U.S. Army Command and Staff College. He is a registered Professional Engineer in the State of Virginia.

Col. Flor's initial assignment was with the 8th Engineer Battalion, 1st Cavalry Division. Subsequent assignments include: Company Commander, 23rd Engineer Company, 193rd Infantry Brigade; Assistant Division Engineer and Battalion S3, 15th Engineer Battalion, 9th Infantry Division; Executive Officer, 1st Cavalry Division Engineer Brigade; and Battalion Commander, 17th Engineer Battalion, 2nd Armored Division. He also served as project engineer with the Alaska District, exchange officer to the Peruvian Army, and Engineer Team Chief of the Fort Lewis Readiness Group.

He comes to the Tulsa District from the U.S. Army Command and General Staff College, Fort Leavenworth, Kan. where he was an instructor and

Farewell

participated in the Oklahoma Department of Transportation's Annual *Trash-Off Program*. During the Trash-Off Awards picnic on 17 June two lakes received awards from Governor Keating: Oologah won "Most Trash Collected" (88 bags) and "Most Volunteers" (85), and Sardis won "Most Trash Per Volunteer" (200 pounds by each of 12 volunteers). Well Done! Thanks for cleaning up Oklahoma.

Congratulations to our District Counsel John Roselle on receiving the George Wolfe Koonce Award for Outstanding Attorney of the Year in May. This award recognizes a Corps attorney for extraordinary professional dedication and excellence.



Col. Flor and his wife Sue share a laugh with Tulsa District retiree Reggie Kikugawa (left) during the reception held in their honor in the district office following the change of command on July 15th.

senior service college fellow at the School for Advance Military Studies.

His military schooling includes the Airborne School, the Engineer Basic and Advance Courses, the Infantry Advance Course, the Peruvian Army Combat Diver's Course, the Combined Arms Services Staff School, the Command and General Staff Course, and the Advanced Operational Arts Studies Fellowship. His awards include the

Meritorious Service Medal, the Army Commendation Medal and the Army Achievement Medal.

Col. Flor is married to the former Sue Thamsen of Stony Point, New York. They have four children: Camille, a junior at the University of Washington; James, a plebe at the U.S. Military Academy; Patrick, a high school senior; and Alicia, an 8th grader.

For the second year in a row, Tulsa District placed first in the Tulsa Area Corporate Challenge in our division. Special thanks to Lisa Samilton and Liz Herman for coordinating our team efforts this year.

The combined efforts of Tenkiller Rangers Carlton Bailey, Darrell Hendrix, and Cathy Cooper-Hendrix saved the life of one Memorial Day Weekend recreator during a midnight rescue. The rangers' quick action and coordination with rescue workers resulted in the victim, who had fallen 40 feet into 50 feet of water, being able to walk away from an area hospital 3 days later.

During the May 19 blood drive,

35 employees donated the "gift of blood." Southwest Regional Headquarters of the American Red Cross praised these employees for the successful May drive.

Finally, Corps Day 1998 was superb thanks to great leadership and teamwork in planning and executing the event. Many employees from Operations, Real Estate, Logistics, Information Management, Executive Office, and Public Affairs contributed outstandingly to make the entire day a success. Skiatook Lake provided a special location for the picnic that capped a great event. Well done by all!!!

COL Sanford

Tulsa Family

Congratulations!

Kristen Fleming, daughter of **Karla Fleming** of the HTRW Design Center, is now **Dr. Kristen Fleming**. She received her doctorate of veterinarian medicine from Oklahoma State University in May and is now practicing at the Briarglen Animal Clinic in Tulsa.

Ron Scott, IM, has reason to wear, with pride, a Harvard University tee shirt (as seen at the Corps Day Picnic). His son, **Clayton Scott**, recently graduated *cum laude* from Harvard with a bachelors in mathematics. Clayton will begin graduate studies in electrical engineering at Rice University through a Texas Instruments fellowship this fall.

Michelle Jackson, OD office automation clerk, graduated *magna cum laude* with a bachelors degree from Oral Roberts University in Tulsa on May 2, 1998. She was named Outstanding Baccalaureate Student, as well as Outstanding Student for Christian Education Major in ORU's Department of Undergraduate Theology and Missions. Michelle plans to continue working with the Corps as she works to-



RECENT ORU GRADUATE Michelle Jackson, OD, (right) poses with her mother Carolyn Jackson during a visit to the office in May.



LOVE IS IN THE AIR . . . or so it seemed on June 9th when John Blackwell, IM, dropped to his knees and proposed to Pam Shelton, PER, in the lobby of the Tulsa District headquarters building, while friends and co-workers looked on. Pam's answer was "YES." A wedding date is pending.

ward completion of a Masters Degree in Christian counseling with concentration in marriage and family therapy at ORU. (See photo.)

Michelle Ostrander and **Rachel Mahaffey** are 2 of 13 Tulsa area high school students who traveled to England and Ireland in June and July as student ambassadors with People to People. People to People is an organization established by President Eisenhower to foster world peace. Michelle is the daughter of **Rex and Christy Ostrander** (EC-ER and EC-EA, respectively) and Rachel is the eldest niece of **Barbara Cravens**, PA.

Family Additions

Brendan Jeffrey Broerman, born **May 27** — first grandchild of Janet and Sam Patterson, both of the Keystone Area Office.

Michquel Grayson Snider, born **May 31** — son of Greg and Kara Snider. Greg works as an industrial hygienist in the Investigation Section.

Michael Paul Herman, born **July 6** — son of Liz and Tom Herman. Liz is chief of Army Section.

Megan Nicole Russell, born **July 10** — daughter of Carolyn and Doug Russell. Carolyn works as an environmental engineer in Army Section and Doug is a cartographer in Geotechnical Engineering/Dam Safety.



Condolences

To Bill Johnson, Fort Gibson Powerhouse, and the friends of **June Johnson** (Bill's father), who passed away May 15 at the age of 76. June Johnson retired from the Fort Gibson Project Office in 1976.

To the family and friends of **Bob Maxon**, a Tulsa District retiree who passed away in May

To the family and friends of **Raymond R. Weese**, Tulsa District retired draftsman, who passed away May 25 at the age of 67

To the family and friends of **David Houston Culpepper**, who died May 28 at the age of 80. Mr. Culpepper retired as a maintenance worker at Texoma Area Office in 1985.

To the family and friends of **Floyd Nix**, retired maintenance worker at Texoma Area Office, who passed away May 31.

To the family and friends of **O. B. Ary**, retired lock and dam operator at W. D. Mayo Lock and Dam, who died June 26.

To the family and friends of **Oscar A. Beasley**, retired electrical engineer, who died July 16 at the age of 88.

To Jean Anderson, Tulsa District retiree, and the friends of her husband, **Clarence H. Anderson**, retired chief of Survey Branch, who died July 25, at the age of 83.

Arnold named Division Commander

Brig. Gen. Edwin J. Arnold, Jr., has been named to succeed COL. Donald R. Holzwarth as the Southwestern Division's 29th commander. Brig. Gen. Arnold will assume command on Sept. 1.

Brig. Gen. Arnold comes to SWD from Fort Leonard Wood, Mo., where he served as Deputy Commander/Assistant Commandant, U.S. Army Engineer Center and Fort Leonard Wood/U.S. Army Engineer School since July 1997. Prior to that assignment, he served as the Director of Battle Lab Support for the U.S. Army Engineer School and the TRADOC Program Integration Office for Terrain Data, also at Fort Leonard Wood.

Born in Bay City, Texas, he graduated from the University of Texas at Austin with a Bachelor of Science Degree in Geology and was commissioned a Second Lieutenant in the Corps of Engineers in 1972. He obtained a Master's of Science Degree in Civil Engineering from the University of Texas in 1976.

Brig. Gen. Arnold has two daughters, Angela and Michelle.

Hello ?????

Gotten any strange calls lately?

Do you receive telephone requests, invitations, or proposals. you feel are inappropriate and unwanted?

One way to combat this is to take a moment to make note of the telephone number displayed before you pick up the handset to take the call. It only takes a few seconds to jot it down if it's not a number you recognize. It will stay displayed until you or the caller hangs up.

Whatever you do DO NOT give out your telephone password. Whatever you do DO NOT leave personal or *personnel* information on your voice mail. PLEASE refer any telephone security concern you may have to:

Patricia Lutz

**Readiness & Security Branch,
Ext. 7386**



CELEBRATING THEIR SUCCESSES: Sheppard Project Office employees who graduated from *Midwestern State University* in May are (left to right): *Teresa Himes, Bob Brock, and Carolyn Preston.*

Sheppard AFB Office boasts three recent MSU graduates

Three employees of the Sheppard Project Office received their bachelor degrees May 9, 1998, from Midwestern State University in Wichita Falls, Texas.

Bob Brock, a construction representative, earned a Bachelor of Applied Arts and Sciences in December, 1997. He has been employed by the Corps since February, 1985.

Student Aids **Teresa Himes** and **Carolyn Preston** completed a Bachelor of

Business Administration degree with both majoring in Business Management.

Teresa has been with the Corps since October, 1994, while Carolyn joined the Sheppard Office in January, 1998. All three graduates began work on their Master's this past summer -- Teresa is working on an MBA, Bob will be working on a Master's in Political Science and Public Management, and Carolyn is working towards a Master's in Training and Development.

Col. Sanford gives books to leadership development class

By Margaret Johannning, PER

"Situational leadership is not something you do *to* people, but something you do *with* people," quoted Col. Sanford from Leadership and the One Minute Manager by Ken Blanchard, and others. Sanford surprised members of the current Leadership Development Class — Dave Harder, Tim Peasley and Ken Whitehead — as well as Nancy Crenshaw and Margaret Johannning, president and vice-president, respectively, of the LDP Committee, with presentations of personal copies of the book at a meeting in his office on June 1. Copies were also made available for Tracey Jordan and Dennis Thomas who could not attend the meeting.

Col. Sanford encouraged the class to be prepared for dealing with different situations as organizational changes continue to challenge the workforce. The situational model presented in Blanchard's book will help them recognize the strengths of their teams. The book identifies empowerment tools such as coaching, directing and supporting, and urges team members to use them.

Col. Sanford encouraged the class to keep the book on their desk as "another tool for their leadership tool box." Col. Sanford also provided copies of the book to each division chief to read and was later discussed during an offsite executive staff meeting in May.

Lake offices use digital backpacks for various needs

DGPS stands for Differential Global Positioning System. Tulsa District has four Ashtech DGPS backpack units -- one at Eufaula, Keystone, Robert S. Kerr and Texoma Area Offices. DGPS backpack units provide a position in the world with an accuracy of less than a meter and the units weigh only about ten pounds.

What are these units used for? Dale Davidson at Keystone has used the DGPS unit for walking boundary lines, locating monuments and seeing if someone may have encroached on government land. Keystone has also used their unit to record the location of an archeological site. Dan Baumann at Robert S. Kerr has used the DGPS backpack to collect data at the DGPS Tower site. The data then was imported to MicroStation and manipulated to produce a map with roads, towers and the mowing area in acres (all with X,Y coor-

dinates). Ron Crank at Texoma has used the backpack to collect data for GIS. Steve Siegele at Fall River has used the Ashtech to make park maps (with X,Y coordinates).

What can *you* do with it? It depends on what your needs are. How about when a project installs an underground water or electric line? If you walk the line with a DGPS backpack, you will have a record of where the line is. This is good information to have the next time construction is done in that area. Anything that you need coordinates for or a point to return to (whether above or below ground), DGPS backpack can do.

The four areas offices with the backpack units will be glad to let others borrow their units. It only takes about half a day to learn how to collect, download, and view data.



Tulsa District lake offices use the lightweight DGPS backpack units for recording coordinates for maps and boundary lines, detecting encroachments, and recording archeological sites on government land.

Interfacing software improves productivity

By Richard Green, Cost Engineering Branch

Tulsa District's Cost Engineering Branch is responsible for preparing DD-1354 forms for the transfer of military real property to our customers. Through a cooperative effort, Cost Engineering Branch and construction field offices accomplish these transfers.

This effort begins prior to the bid opening for a prospective project. A cost engineer transfers an extensive cost detail, developed in the Micro Computer Aided Cost Estimating System (MCACES), to the real property module in the Corps' Resident Management System (RMS). By interfacing in the two systems, cost engineers are able to prepare simply and efficiently *draft* DD 1354s which will satisfy practically any level of detail desired.

Although Tulsa District's cost engineers have become highly proficient in using MCACES, using the RMS represents a new venture. In the past, the RMS has been used primarily by the construction field offices to manage projects under construction. By interfacing MCACES

and RMS, cost engineers use the capabilities of RMS and the knowledge they gain while preparing government estimates to increase engineering productivity. Interfacing the two systems also minimizes the number of staff involved in producing the overall document and provides flexibility for efficiently transferring details for a specific project to better meet the customer's needs.

The *draft* produced in this manner, highlights the value of RMS as a management tool both at the district office and field level, and meets Headquarters' guidance on providing the field a *draft* DD 1354 at the time of contract award.

After the contract is awarded and prior to the final inspection, Cost Engineering Branch coordinates with Program and Project Management Division (PPMD) for a current working estimate of construction (CWE) and design costs (CWO). These costs are used to update the *draft*, which Cost Engineering Branch updates in RMS to produce an *interim* at the final inspection. When PPMD provides the final costs for construction and design after the financial closeout, Cost Engineering Branch

provides a final DD 1354 to the construction field office. The construction field office coordinates with the customer for signatures, as well as any changes desired when the *interim* and *final* transfer documents are provided via RMS.

Cost Engineering Branch tracks the status of milestone actions on DD 1354's for each contract. The tracking information includes the dates in which *draft*, *interim*, and *final* transfer documents were provided to the field office, as well as construction progress, and dates the documents were signed and forwarded to the district construction-in-progress account manager. Cost Engineering Branch also tracks the status of the receipt of the CWE and CWO from PPMD, and pertinent remarks to identify issues and project priorities which arise from time to time on key management milestone activities.

This procedure has eliminated redundancy in preparing the DD 1354s, and provides a vehicle to share information with the various elements of the district. It also permits flexibility in meeting prospective management changes or organization needs.

Fun-filled moments enjoyed at Tulsa District's Corps Day



Above left: *Tiffany Short, daughter of Angie Short, IM, hangs loose at Skiatook Lake's Tall Chief Cove playground.*

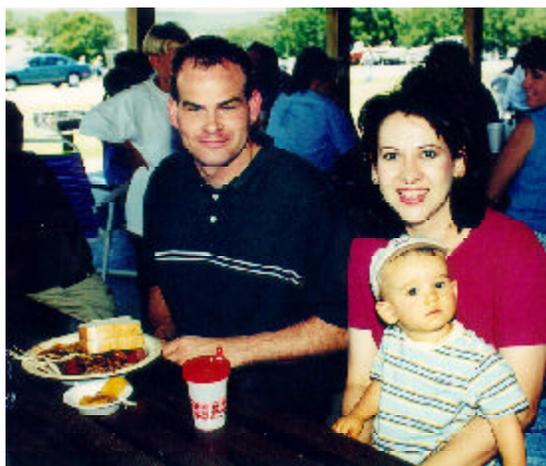
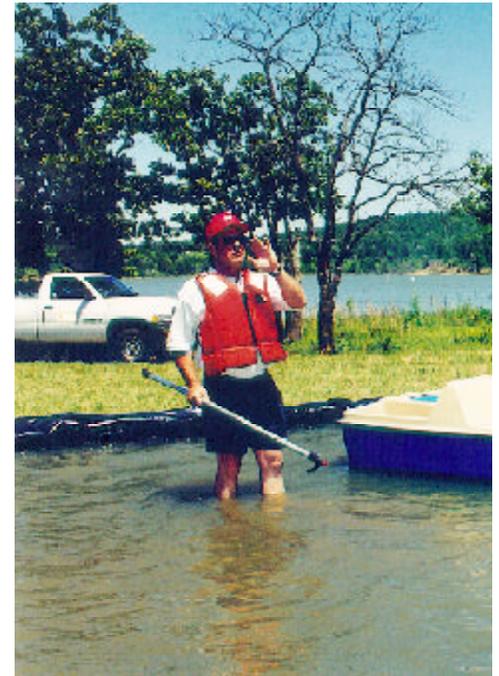


Above right: *Sandi Egan, EC, puts her artistic talents to work as she focuses on some serious face painting at the picnic.*

The weather was a relief to the heat as their families celebrated Skiatook's Tall Chief Day. Like everyone else, they enjoyed the sports, games, music, and a day of fun.

Special thanks to
I

Right: *Bailey Helterbrand, daughter of Kristi Helterbrand, Executive Office, casts a watchful eye as she holds her doll close to her heart.*



THE BARBECUE DINNER was a major hit for Corps family members like John (EC) and Karen Vanleeuwen and their son Ryan (left), as well as Kathy Riggle (PA & EO) and her son, Ben (right).



by young and old during picnic at Skiatook Lake

at Skiatook Lake provided District employees and Corps Day on June 12th at Skiatook Lake. Children and adults enjoyed boat rides, volleyball, and a delicious barbecue lunch for camaraderie.

Thank you to IMO for providing the picnic here.



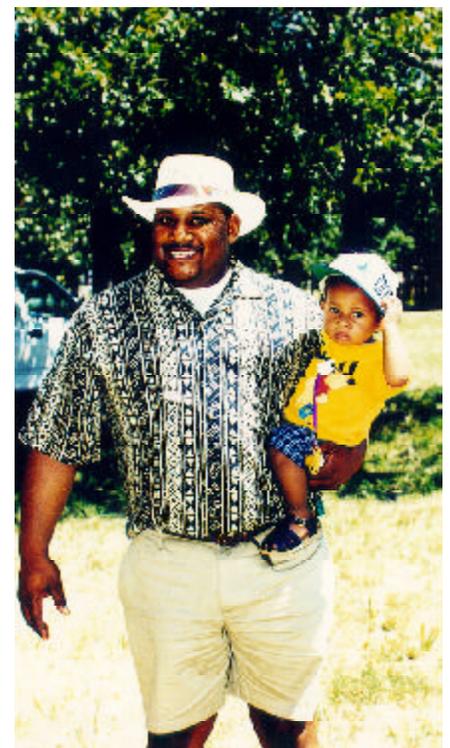
DAD KNOWS BEST, or at least Dana Linduff, RE, tries to impress his daughter Regina of that as she attempts to maneuver a giant tire swing at the playground (above left).

SHOELESS DROSSMAN, PER, (above) keeps a cool beat as a member of the Corps own band The Essentials. The band played a variety of songs throughout the afternoon.



CORPS RANGERS like Paul Shockley of Oologah Lake (above left) gave kids a chance to test the waters of water safety by making sure everyone learned to wear their life jacket properly. Rangers set up the water safety display and gave supervised boat rides to youngsters.

COOL DUDES Michael Ware, PER, and his son Michael Anthony (right), showed off their proper and stylish attire for the day -- hats, for blocking out the hot sun rays. Others, like the young miss pictured above (above right), beat the heat by staying cool with a soft drink under the shade of Tall Chief Cove's shelter.





Corps Day Awards 1998

COMMANDER'S AWARD FOR CIVILIAN SERVICE

James W. McDonald, Investigations Section



SPECIAL ACT AWARD

Kent Grimes, Eufaula Area Office



CUSTOMER CARE EMPLOYEE OF THE YEAR

Mike Dumford, Eufaula Area Office



SUGGESTOR OF THE YEAR

Kim Shirley, Waurika Area Office



EEO ACHIEVEMENT AWARD

Hal Capshaw, Information Management Office



O & M PROJECT OF THE YEAR

Eufaula Area Office



NATURAL RESOURCE MANAGEMENT EMPLOYEE OF THE YEAR AWARD

W. David Stewart, Oologah Area Office



SAFETY ACCOMPLISHMENT AWARDS

Keystone Powerhouse

Texoma Area Office

Tulsa Area Office



EMPLOYEE OF THE YEAR

A. W. Gibson, Resource Management Office



PROFESSIONAL ENGINEER OF THE YEAR

Dennis Hergenrether, Fort Sill Area Office



TRADES & CRAFTS

EMPLOYEE OF THE YEAR

Kim Shirley, Waurika Area Office



TECHNICAL ADMINISTRATIVE AWARD (GS-8 and below)

Susie Mall, Contracting Division



TECHNICAL ADMINISTRATIVE AWARD (GS-9 and above)

Susan Killgore, Contracting Division



HARD HAT EMPLOYEE OF THE YEAR

Carol Wies, Engineering & Construction Division



CONSTRUCTION MANAGER OF THE YEAR

(for Tulsa District, SWD and Corpwide)

Dan L. Johnson, Sheppard AFB Resident Office



LTC MARK FRITZ LEADERSHIP AWARD

Peter Gibson, Operations Division



TEAM EXCELLENCE AWARDS

Air Force Funds Review Team

<i>Richard Alexander</i>	<i>Debbie Gibbs</i>
<i>Norma Hale</i>	<i>Redia Hill</i>
<i>Jacque Lattie</i>	<i>Melonie Leonard</i>
<i>Carol McConnell</i>	<i>Carol Roberts</i>
<i>Jewel Swift</i>	<i>Ginger Wright</i>

Chief Financial Officers AAA Audit Team

<i>Pam Alambar</i>	<i>Patricia Alworden</i>
<i>Billy Banks</i>	<i>Nikki Carr</i>
<i>Ron Davis</i>	<i>Donna Dillard</i>
<i>Jackie Goranson</i>	<i>Richard Green</i>
<i>Vernon George</i>	<i>Joyce Heim</i>
<i>Wendell Hobaugh</i>	<i>Marsha Howe</i>
<i>Tim Hunt</i>	<i>Cherri Jackson</i>
<i>Karen Kennedy</i>	<i>Julie McCollough</i>
<i>Mike Nance</i>	<i>Phil Orsborn</i>
<i>Nick Osier</i>	<i>Lou Patton</i>
<i>Linda Phillips</i>	<i>Jim Puckett</i>
<i>Mike Redeman</i>	<i>Linda Robinson</i>
<i>Shirley Rolison</i>	<i>Jan Salter</i>
<i>Carl Sparks</i>	<i>Robert Stubbs</i>
<i>David Webster</i>	<i>Karen White</i>
<i>Tracy White</i>	

Contractor Industrial Relations Team

<i>Carolyn Daniel</i>	<i>Glenda Gallaway</i>
<i>Randy Moe</i>	<i>Vicki Ross</i>
<i>Nancy Wright</i>	<i>Brenda Anderson</i>
<i>Tammy Moreno</i>	<i>Nancy Perkins</i>

Oak Grove Cemetery Relocation Team

<i>Peter Gibson</i>	<i>Earl Groves</i>
<i>Robert Jobson</i>	<i>Bill Powers</i>
<i>Tom Reynolds</i>	<i>Gary Sallee</i>
<i>Stan Spirlock</i>	

Skiatook Spillway Erodability Study Team

<i>Ray Barnes</i>	<i>Johnny Bell</i>
<i>Paul Bisdorf</i>	<i>Jim Boggs</i>
<i>Eugene Erwin</i>	<i>Ted McCleary</i>
<i>Frank Oler</i>	<i>Ed Rossman</i>
<i>Mike Southern</i>	<i>Russ Wyckoff</i>

Length of Service Awards

35 Years

Carole J. Freemyer
Burl D. Ragland
John A. Sparlin
John H. Wilson

30 Years

Wanda L. Blackwell
Reid Boling
William J. Brady
Phillip P. Eakle
Roger W. Eakle
Dorothy G. Griffin
Norma A. Hale
Roy E. Hollar
Cecil E. Japhet
Francis V. Jirak
Loren M. Mason
Franklin L. Oler
France Reitz
Carl R. Sparks
Edward A. Timm
Robert D. Wahl
Clinton E. Word

25 Years

Tom E. Beavers
Damy E. Bentley
James W. Bowles
Robert M. Burnett
Michael L. Calavan
Ivy G. Canole
John H. Carroll, Jr.
Marc J. Chester
Larry E. Dearing
Donald Dixon
Patricia L. Frye
Dewayne Glover
James L. Harris
James A. Horn
James W. Huggans
Sherman R. Jones
Rickey L. Loyd
Charles R. Mills
Joseph A. Obrochta
Frances C. Payton
John A. Reeves
John H. Roberts
John S. Sanders
Lucy A. Spaulding
Linda E. Stephens
David C. Urbon
James B. Vandergriff, Jr.

20 Years:

William M. Augustson
Carla M. Carrico
Barbara S. Cravens
Richard D. Davidson
Michael Diggs
Donald L. Duggan, Jr.
Jacqueline M. Goranson
Jess Hawes

James A. Hendricks
Richard H. Hobbs
Preston M. Hunter
Dan L. Johnson
Dora L. Karnes
Terry L. Lyons
Angela R. McPhee
Jack O' Field
Deborah L. Oswald
Curtis W. Parker
Bill E. Parkerson
James A. Patterson
Timothy A. Peasley
James R. Puckett
Martin A. Ramirez
Mary K. Riggler
Betty L. Roeder
Jonathan R. Shannon
Thomas E. Skelton
Bruce P. Smith
Richard Q. Stagner
Robert D. Stubbs
Mary J. Sullivent
Robert L. Thurman
Burgin A. Towe
Nancy S. Wright

15 Years

Richard L. Alexander
Greg M. Bersche
Daniel R. Birnbaum
Robert B. Booker
Johnny C. Bray
Harold C. Capshaw III
Jamie S. Caudle
Elizabeth A. Cruzen
Ronald E. Davis
Cherrie A. Dean
Michael D. Dumford
Alan B. English
Douglas E. Eppinette
Sammy L. Eubanks
James W. Goff
Charles M. Hagan
Calvin D. Hall
Stephen R. Harmon
Terry W. Harrell
Terry W. Hickerson, Jr.
Everett Honeysuckle
Penny S. Huston
Joseph W. Johnson
Robert D. Keller
Ida L. Lafayette
Stephen M. Lee
Kenneth T. Lehman
Melonie K. Leonard
R. Steven Lucas
Kerry L. McCalman
Brian S. McCormick
Thomas P. McGrath
Thomas C. Miles
Michael G. Mills
Robin H. Mills
Phil H. Orsburn
Samuel L. Patterson

Tad M. Pattison
Leann C. Pearce
Emerson L. Phillips, Jr.
Terry W. Rice
Linda S. Robinson
Karol S. Rutz
Bertie R. Sherrell, Jr.
Dennis M. Thomas
Stephen C. Timmons
Clif B. Warren
Richard C. West
Helen J. Williams
James L. Wilson
Jana P. Wood
Walter Workman, Jr.
George L. Worsham

10 Years

Lennart G. Aldeen
Randal T. Beauchamp
Johnny Lee Bell, Jr.
Linda Bennett
Byron C. Dean
Rosalie N. Dugan
Ruth A. Fritz
J. Timothy Hartsfield
Georgia L. Lewis
Cecil R. Long
Dawn L. Oliphant
DeRhonda K. Osmond
Edward M. Parisotto
Larry H. Prestien
Clinton L. Reeves
Deborah K. Reid
Ronald L. Scott
Brande L. Serner
Larry D. Stringer
Tommy J. Sutton
Michael D. Upton
Connie White

5 Years

James W. Allard
Justin D. Boyle
Dale E. Cole
Gwen A. Engelbert
Billy R. Fite
Ronnie E. Green
Dana E. Hannah
LeViene K. Hearne
Tom A. Henry
Boris D. Hernandez
Jimmy L. Inman
Lloyd D. Lewis
Randel J. Mead
Terry E. Murphree
Rex W. Ostrander
Kristopher K. Patton
Lawanna G. Penny
Lance A. Perdue
Troy A. Poage
Steven R. Rous
Lori K. Thomas
Loretta J. Turner

Asian/Pacific Islanders: The People

(Reprinted by permission of St. Louis District)

We have been made aware that Asian Americans are made up of physically and culturally diverse groups with different languages, religions, customs and values. Hopefully, this brief outline will provide additional insight about "The People".

CHINA

The Chinese nod or bow when greeting another person. A handshake is also acceptable especially in formal situations or to show respect. A person is either addressed by their full name or the family name and by a title.

The Chinese are known for good manners, hospitality and control. The elderly are respected. *Guanxi* binds friends in committing a friend to do what he can for another when needed. To violate *Guanxi* is to "lose face" or honor. "Keeping face" means to avoid embarrassment, failure, defeat, or contradictions.

INDIA

The *namaste* is the traditional greeting used in India. One's palms are pressed together (fingers up) below the chin and the term *namaste* (in the south, *namaskaram*) is spoken. For superiors or to show respect, a slight bow is added. Indians do not shake hands with or touch women in formal or informal gatherings. This is a sign of respect for women's privacy. Indian men will, however, shake hands with Westerners, and educated women may do so as a courtesy.

Indian people are religious, family oriented, and philosophical. Fatalism is widespread in the country, as it is a component of the major religions of India. This causes a person to accept his lot in life as the will of God or fate. Indians are proud of a rich heritage that has produced numerous architectural and artistic masterpieces. They are equally proud of being the world's most populous democracy,

where free elections have determined leadership since 1947, despite great cultural diversities.

JAPAN

A bow is the traditional greeting between Japanese. Persons wishing to show respect or humility bow lower than the other person does. While some appreciate it when Westerners bow, others do not, especially when the two people are not acquainted. Therefore, a handshake is most appropriate for foreign visitors.

Practicality, hard work, and devotion characterize the modern Japanese. Society is group oriented and people identify strongly with their group (business, club, etc.). Loyalty to the group and one's superiors is essential and takes precedence over personal feelings.

PHILLIPINES

Initial greetings are friendly and informal. The common greeting is a handshake for both men and women. Young people are taught to show respect to adults when greeting them by addressing them by a proper title. In greeting a family, the eldest is greeted first.

Filipinos have been influenced by the Chinese, Malayan, Spanish, and United States cultures. The different aspects are demonstrated in the Filipino society. Although Filipinos are sensitive people, insincerity is easily detected and can ruin a relationship. A family member will often sacrifice their goals and desires to help the family or another family member. Accepting a favor obliges a Filipino to repay with greater favor, although never with money. Success may also be credited to fate rather than ability or effort.

SOUTH KOREA

How one is greeted depends on one's age and social standing relative to the greeter. A bow is the traditional greeting, but is accompanied with a handshake between men. Professionals meeting for the

first time, exchange business cards, which are accepted after a handshake. A common greeting is "Annyong haseyo," which means "Are you at peace." Younger persons bow or nod in greeting older persons.

Hard work and devotion to family are valued. Koreans often use extreme modesty when speaking about themselves. Success depends greatly on social contacts. Koreans are quick to make friends and friendships are highly valued. Out of respect for other Koreans they may withhold bad news or opinions or express them in an indirect way.

VIETNAM

The Vietnamese generally shake hands when greeting and saying goodbye and they use both hands to show respect for the individual. Bowing the head slightly while shaking hands also shows respect. A basic greeting, combined with the given name and title, is "xin chao." This greeting can have six different meanings, only one of which is "hello." The Vietnamese are delighted if an international guest can say "xin chao." In formal meetings, people might exchange business cards while greeting.

There is a deep sense of national pride among the Vietnamese. They focus on the future rather than the past. The family unit is traditionally extended, with parents, their unmarried children, sons and their families all living in the same household. Families maintain strong ties and provide each other with assistance and support as needed.

PACIFIC ISLANDERS

The settings for these frames of reference are one of the two well-known groups of islands — the Hawaiian Islands and those of French Polynesia. The cultures, which comprise the "Pacific Islander" category, stem from a much larger and more diversified origin. Each

See "The People" page 13



Chief RMO, Tom Elsemore

Tom Elsemore named Tulsa's Chief, RMO

Thomas W. (Tom) Elsemore, a native of Bangor, Maine, assumed position as Chief of Tulsa District's Resource Management Office on August. 3.

Elsemore began his civilian service career as a management analyst intern at Redstone Arsenal in Alabama in 1978. He subsequently worked for the Corps of Engineers as a management analyst for the Far East District, budget and manpower officer for the Pacific Ocean Division, and resource management officer for the Japan Engineer District and the Memphis District. He also served as budget officer, chief of manpower, and chief of management analysis at the Air Defense Artillery Center, Fort Bliss, Texas.

He received a Bachelor of Arts in Public Management from the University of Maine, and has completed the Army Comptrollership Program at Syracuse University, where he received a Master's in Business Administration in 1988.

Elsemore served on active duty with the Air Force from 1969 to 1972 and with the Maine Air National Guard from 1973-1976. Overseas assignments included tours in Vietnam and Korea.

Tom and his wife, Chong, are the parents of two children. Their daughter, Lynn, is a graduate of the University of Texas and works in Austin, Texas as a chemical engineer. Their son, Chris, currently attends community college in Austin, Texas.

The People

Continued from page 12

culture shares in a common geo-political, demographic, and socio-economic reference. They are all predominantly aquatic rather than agrarian based. The Pacific region represents a geographic area of approximately 30 million square kilometers. Less than two percent of this area is actually land. This major fact has significant influence on the similarities and differences between each nation, state, kingdom

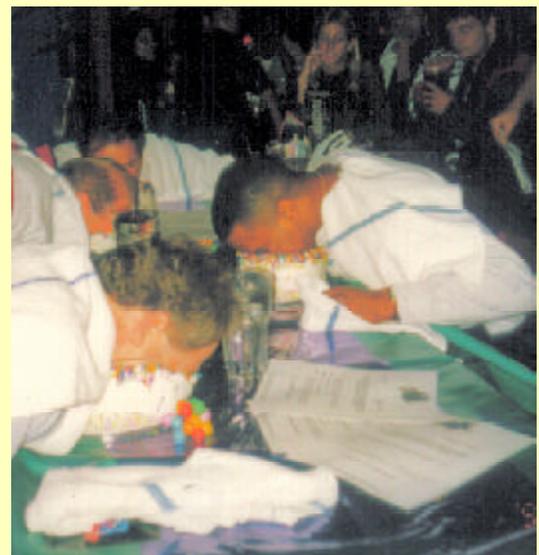
or commonwealth which make up the Pacific region.

The actual origins of many "Asian Pacific Islanders" stem from two geographic categories – the Pacific Rim and the Pacific Basin. Per the State Department, there are over 20 recognized countries, republics, commonwealths or kingdoms. The segment of the population is extremely rich, diverse and multi-cultural with influences stemming from almost as many European countries.

REAL ESTATE PROSPECT COURSES generally are a lot of hard work, but Mike Love of Tulsa's Real Estate Division, learned that the courses don't have to be "all work and no play." Love, who attended the "Real Estate Basic Outgrants and Disposal" course in San Diego in February, found time to put his best talents to work at San Diego's "Planet Hollywood."



The top photo shows Love (right) preparing for the restaurant's "Mardi Gras King Cake Contest." By using his best winning form (see bottom photo), Love walked away with a "Planet Hollywood" shirt, cap, and two free dinners. Being the conscientious Corps employee that he is, Love made certain he claimed the prizes and free dinners on his travel voucher when he returned home!



District employees receive national and regional awards for outstanding contributions

John Roselle, Martha Clingerman, Christine Altendorf, and Joyce Yarbrough all have something in common -- all four received awards for their individual contributions in performance of their jobs.

Roselle, Tulsa District Counsel, received the George Wolfe Koonce Award for Outstanding Attorney of the Year during a ceremony held in New York City in May.

The Corps of Engineers presents the Koonce Award annually to recognize exemplary performance by a Corps attorney. It is named for "Judge" George Wolfe Koonce who served with distinction in the Office of the Chief of Engineers for 60 years, from 1886 to 1946. The award symbolizes the continuing tradition of extraordinary professional dedication and excellence established by "judge" Koonce, the Father of the Corps' legal services.

Altendorf, Clingerman, and Yarbrough were recently honored by the Federal Executive Association. Each received Employee of the Year awards in their respective categories.

Altendorf, formerly of Tulsa District's Engineering & Construction Division and now Chief of Hydrology & Hydraulics Branch in the Kansas City District, was named Employee of the Year in the Supervisory/Managerial category. She

was recognized for her exemplary performance while serving as acting chief of Design Branch.

Clingerman, a legal technician in Office of Counsel, was named Employee of the Year in the Technical, Professional

and Administrative category for employees at GS-8 and below.

Yarbrough, a secretary in Programs & Project Management Division, was named Employee of the Year in the Clerical category.



PROUDLY DISPLAYING THEIR RECENT AWARDS: Tulsa District Award winners include (top left) Joyce Yarbrough, Programs & Project Management Division, (top right) Martha Clingerman and John Roselle, Office of Counsel, and (left) Christine Altendorf, formerly of Engineering and Construction Division.

Three named as "customer care" employees

Three district employees have been named Customer Care Employee of the Quarter for the first, second, and third quarters of FY 1998.

Pamela Alambar was named Customer Care Employee for the first quarter. Nominated by employees of PER Division, Pam was commended for her assistance to PER in tracking actual costs for FY 98 from both the former Planning Division and the new Planning, Environmental, and Regulatory Division. Throughout this arduous task, Pam remained exceptionally helpful and

professional to the employees in PER Division.

Pam works as a system accountant in Resource Management Office.

Mike Dumford, a park ranger at the Eufaula Area Office, was named Customer Care Employee for the second quarter of FY 98. Mike was commended for his wealth of experience and outstanding ability to solve problems with least amount of adversity when dealing with property owners adjacent to Corps land at Lake Eufaula.

Donald Dixon, lead ranger at Tenkiller Ferry Lake, was named Customer Care Employee for the third quarter of FY 98. Donald was commended for his consistent respect and compassion for his customers at the lake. In particular, Donald was commended for rescuing two inexperienced boaters during a sudden storm and for going out of his way to comfort a family who had lost a relative from a diving accident.

Congratulations to Pam, Mike, and Donald!

Personnel Notes

April

Hello to:

Judy Faye Miller, OD-R.S. Kerr
Sherry L. Urton, OD-Marion

Goodbye to:

Angelia Asberry, IM
Shirley Bennett, EC
Robert A. Blackhorse, OD-Canton
Jesse L. Bridges, Sr., OD-Textoma
Roger F. Cannon, OD
Gary E. Chambers, OD-R.S.Kerr
Constance S. Cone, EC
John P. Dyer, Jr., OD-Fort Gibson
Doyle H. Frost, OD-Textoma
William R. Graham, EC
Joseph N. Greaves, EC
Angela Harbin, RM
Howard H. Harjo, EC
John D. Hill, PER
Clyde W. Holbird, EC
Nyle L. Hunnicutt, OD-Canton
Gerald L. James, OD
Robert J. Marquardt, EC
Darrell J. Meek, EC
Charles R. Palm, RM
Amy E. Picarella, PER
Harold E. Strange, OD-Textoma
Troy L. Walker, OD-Fall River
James E. Whitman, OC

Promotions

Everett Honeysuckle, OD-R S. Kerr
Shawneen Oneill, PER
Charles M. Wilson, PER

May

Hello to:

Melinda L. Baker, RE
Jamie G. Belden, OD-Fall River
Keith L. Bottoms, OD-Oologah
Berneil N. Brown, OD-Hugo
Lee F. Callen, OD-Marion
William G. Cantrell, OD-Hugo
Stephen W. Cargill, OD-Keystone
Charles J. Christie, OD-R.S. Kerr
Willard T. Cole, OD-Oologah
Kimberly L. Coover, OD-Marion

Goodbye to:

David R. Epperly, EC
Angel H. Fernandez, EC
Craig Wright, RE

Promotions

Donald E. Butler, EC
Micheal Diggs, OD

Brian P. Cox, OD-Fall River
Ricky W. Cox, OD-Marion
Ronald J. Curtis, OD-Eufaula
William J. Disberger, OD-Marion
Dale H. Dishman , OD-Oologah
Kyle D. Dishman , OD-Oologah
Michael Farrimond, OD-Oologah
Marvin W. Fry, OD-Keystone
Joel G. Gaff , OD-Fall River
Cory R. Gann, OD-Keystone
Leo D. Garvin, OD-Hugo
Diahandra J. Grill, OD
Richard E. Hatfield, OD-Marion
Darrell G. Hendrix, OD-Fort Gibson
Charles E. Howard, OD-Eufaula
Kevin W. Jantz, OD-Marion
William R. Jeffries, OD-Keystone
David P. Jobe, OD-Oologah
Lynn D. Johnson, OD-Waurika
Samantha L. Jones, OD-R.S. Kerr
Michael H. Juby, OD-Oologah
Joe W. Layn, OD-Waurika
Curtis A. McNeil, OD-Waurika
Roger J. Moore, OD-Keystone
Jason E. Morris, OD-Oologah
Audra G. Neal, OD-Chloride Control
Kurt W. Neal, OD-Hugo
Glen W. Nicholson, OD-Fort Gibson
Paul V. Pascarella,, OD-Hugo
Troy A. Potteiger, OD-Keystone
Royce A. Rainwater, OD-Eufaula
Linda K. Randolph, OD-Oologah
Jeff R. Rosenberg, OD-Fort Gibson
Patrick D. Sanders, OD-Fort Gibson
Steve L. Schutts, OD-Hugo
Quint R. Scriptor, OD-Marion
Lenn E. Shipman, OD-Marion
Tanya R. Smith, CT
Debra A. Thomas, OD-Hugo
Hoyt Thompson, OD-Hugo
James T. Walters, OD-Fall River
Bobby L. Warren, OD-Fort Gibson
Daryl L. Williams, OD-Hugo
Ronnie E. Williams, OD-Oologah

Mitzi A. Sturdevant, EC
Debra K. Wilkins, EC

June

Hello to:

Sarah Fairless, OD-Fort Gibson
Jordan C. Garner, OD-Fort Gibson
Michael Ray Williamson, OD-Oologah

Goodbye to:

Sheila D. Beavers, EC
A. W. Gibson, RM
Karen L. Vanleeuwen, PPMD

Promotions

Irma J. Arteche, EC
Gregory D. Barnes, OD-R.S. Kerr
Ronnie Q. Blagg, OD-R.S. Kerr
Corey D. Claborn, OD-Hugo
Cheryl J. Ferguson, EC
David V. Gilligan, OD-R.S. Kerr
Lynda S. Hafer, OD-Hugo
David C. Hays Jr., SO
Patrick D. McQueen, OD-R.S. Kerr
Allen G. Ryan, OD-Fort Gibson
Amanda J. Wells, EC
Bobby J. Winstead, OD-R.S. Kerr
Kelly Youngblood, OD

July

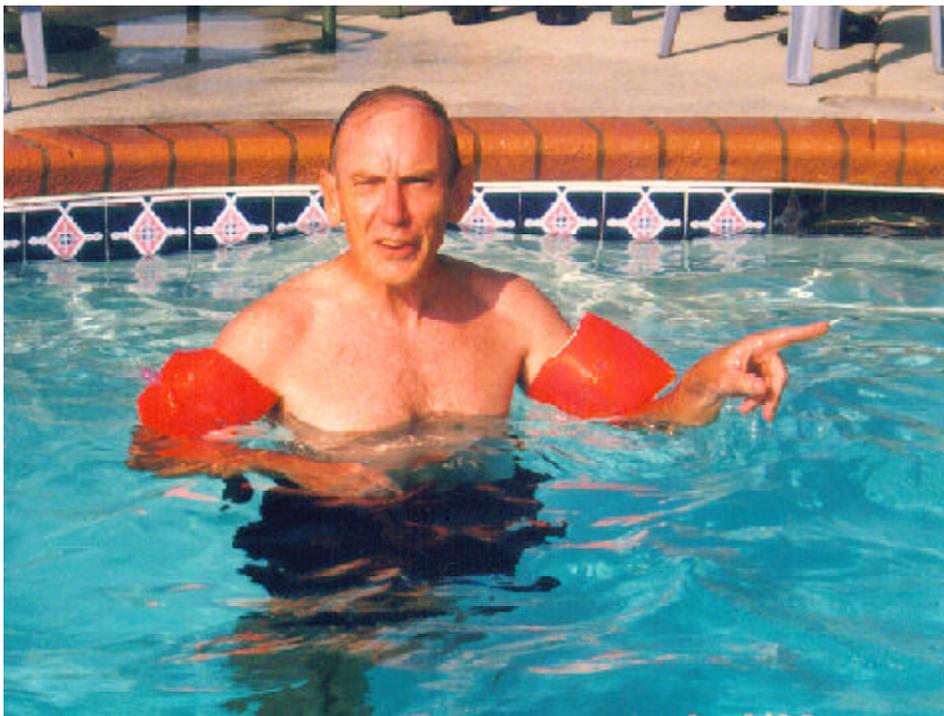
Goodbye to:

Marijo B. Camrud, EC
Royce E. Colley, OD
Richard R. Oldham, PPMD

Promotions

Judy A. Barker, SO
Teresa D. Broomhall, OD-R.S. Kerr
John W. Conner, OD-Fall River
Kirt E. Curell, OD-Fort Gibson
Everett W. Honeysuckle, OD-R.S. Kerr
Penny S. Huston, EC
Joseph W. Johnson, OD
Cheri I. Randall, OD-Fort Gibson

Be the Corps standard in customer care and professionalism.



HE MAY THINK HE HAS A POINT TO MAKE, *but John Weatherly of Contracting Division is actually a perfect example of someone who is NOT wearing the proper attire for water safety. Wearing a Coast Guard-approved life jacket is a must -- not floaties or any inflatable toy. Photo provided by an unknown, but friendly source.*

Army Values

LOYALTY: Bear true faith and allegiance to the U.S. Constitution, the Army, your organization, and other soldiers and Army civilians.

DUTY: Fulfill your obligations.

RESPECT: Treat people as they should be treated.

SELFLESS SERVICE: Put the welfare of the Nation, the Army, and your subordinates before your own.

HONOR: Live up to all the Army values.

INTEGRITY: Do what's right, legally and morally.

PERSONAL COURAGE: Face fear, danger, or adversity.

***The Corps of Engineers . . .
A vital part of the Army***

From the Mailbox



To the Tulsa District Record:

When one starts to say thank you to someone they start remembering the many others they should have said thanks to.

But one special person who all retirees owe a very gracious "Thank You" to is **Mary Beth Hudson**. She has been such a loyal help in all our activities — we'll truly miss her.

We understand she's working in the same area as **Bill Cheatham** — another of our favorite folks at the Corps.

So, thanks a million, Mary Beth. We appreciate all your hard work. It's our personal opinion that your being editor of the Tulsa District Record is going to be a tough act to follow.

Our best to you, Mary Beth.
Sincerely,

**Jerry and Fauneal Nash
Tulsa District Retirees**

Editor's Note: "We" couldn't agree with you more — *Mary Beth, as editor of the Tulsa District Record, is a "tough act to follow."* For that matter, *Mary Beth, as a public affairs specialist, is a vital resource we sorely miss in Tulsa's Public Affairs Office. A reduction in force has its casualties, but thankfully, Public Affairs' loss is Support Services' gain.*

Your comments also provide an opportunity to encourage retirees and employees alike to become a part of your employee newsletter. You can do that by submitting articles, photos, letters to the editors, whatever you have a desire to see in the next issue of the Tulsa District Record. Public Affairs Office can assist you -- reach us by calling (918) 669-7366. Thanks!