



ST. LOUIS ARMY ENGINEER DISTRICT

ESPRIT

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GATEWAY TO EXCELLENCE

March/April 1997

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Bridges to the 21st century

by Claude Strauser, Chief, Potamology Section

As we approach the millennium, we hear more and more discussion about the next century. The engineers of the next century are in the grade schools today. How can we bridge this time gap between the engineers of today and the engineers of tomorrow?

Deanne Strauser has found an effective and enjoyable way to bridge the gap. She "builds a bridge" - a real bridge - with children in the grade schools. Deanne is the mother of two grade school boys and is also a civil engineer/project manager in the Ordnance and Technical Services Branch of the Engineering Division. On her own time she teaches children how to build bridges. In many instances, this is the first formal contact these students have with the engineering profession.

The objective of this program is to introduce children, in kindergarten through fourth grade, to the concept of how bridges are designed and built. This program has been developed by Douglas R. Carroll, Ph.D., P.E., in the Department of Basic Engineering at the University of Missouri-Rolla.

The presentation begins by having the children work together to build a bridge. There are 29 major pieces of the bridge. For a typical

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Deanne Strauser watches as the children try out the bridge they built.



Commander's Perspective



COL Thomas J. Hodgini

...we can leverage our collective and individual experience to "lighten the load"...

This article represents the first in a series of articles responding to issues which employees have raised during my recurring "Brown Bag" luncheons. I hope you find it informative and responsive. My hope is to provide feedback on issues which cut across the District. Two such issues have surfaced during my discussions over lunch with your fellow employees. They are related, one dealing with the impact of the declining O&M budget, the other with the effect of workload on morale.

Let me begin with the latter issue. It's no secret that budget reduction measures have thinned our ranks over the last few years. Each member of the District Team finds him or herself having to shoulder a greater burden in support of our expanding mission. The challenge is great. But, I'm convinced that together we can rise to this challenge as we have others in the past. Resource leveling, innovative use of contract support in nontypical areas to handled surges, the smart use of "work detail" assignments, and support from other districts are just a few tools which are available to us to help cope with the growing workload. In my empowerment memorandum I charged every employee with seeking out efficiencies to help reduce the effort it takes to "get the job done;" of finding ways to work smarter, not harder. There are a lot of creative people on our team and we can leverage our collective and individual experience to "lighten the load" if we allow our light to come on from under the basket. Forward your good ideas to help yourself and the District Team as a whole to your supervisors. One positive aspect of a healthy workload is that it is an indicator that we are "still needed." Having time on our hands could conceivably be the harbinger of a problem much worse than having "too much work."

Finally, on this issue of morale, we have to be realistic. We will continue to face this challenge for the foreseeable future. We all have to maintain a healthy sense of humor to get one another over the rough spots. Getting involved with the CAC, supporting some charitable activity or other activities "outside our lane" provide diversions from our troubles. And in any event, we have to continue to treat one another respectfully, honoring differences. Smile, be respectful and help one another.

Declining O&M dollars pose another significant challenge for us. The O&M team, Quality Council and the District leadership are in a balancing act; covering a set of fixed costs, as mandated by various stovepipe organizations and requirements, while trying to accomplish a growing mission in the face of declining budgets.

Budget reductions are a fact of life which will impact every member of the team and must be dealt with. By that I mean we have to develop strategies, niches, lines of work which complement our core competencies.

(Continued on page 4)



US Army Corps of Engineers
St. Louis District

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News Briefs

MG Flowers visits District Project



Major General Robert Flowers, Commander, Lower Mississippi Valley Division, came into town on Tuesday, February 25, to hold a townhall meeting on the new Corps Vision developed by the Chief of Engineers, Lieutenant General Joe Ballard. While here, MG Flowers visited the site of an important St. Louis District project, the repairs to the Chain of Rocks east side levee. MG Flowers held a short news conference at the site to explain what we were doing and the progress made.

Project Manager's Workshop

by Norma Hall, Carlyle Lake Project Office

The annual Operations Project Manager's Workshop was held at the Rend Lake Resort in the Wayne Fitzgerald State Park on February 11-13. It was hosted by the Carlyle Lake Project Office.

This year's workshop objective was to improve the efficiency and effectiveness of our HQ, Division, District and Project teams and other partners through honest and open communication. Through a very successful workshop we now have a better understanding of our respective roles in providing quality

service to our customers and partners in navigation, flood damage reduction, environment, recreation, hydropower and water supply.

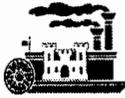
We had several distinguished guests and speakers: Brent Manning, Director, Illinois Department of Natural Resources, Dave Wahus, Chief,

Recreation Programs Section, HQUSACE, and from LMVD, Dan Renfro, Chief, Construction-Operations Division, Randy Hanchey, Louis Logue and Susan Hampton. Other guests from LMVD included Joe Sigrest, Don Simpson, Henry Bordelon and Beatrice Bomba.

(Continued on next page)



Conference attendees attended various sessions to discuss problems and develop solutions.



News Briefs (cont.) Rendezvous

Several offices from the District gave informative sessions on their roles in project operations.

With the interaction and networking between HQUSACE, Division and District staff throughout the workshop, everyone attending had the opportunity to hear firsthand information on Corps issues.

Part of the workshop was the breakout into Team Development Sessions, with a facilitator and advisors to analyze, develop processes and recommend solutions to six different operational issues. Final reports of these sessions will be available in early April to all project offices for further use.

The Carlyle Lake staff would like to extend a personal thank you to everyone for their support in making this a very successful workshop.

Wappapello Lake:

Spring cleanup

The staff at the lake will be conducting its annual Missouri Beautification Association Spring Roadside Cleanup on Saturday, April 5. Organizations and agencies statewide are going to pitch in to beautify our state highways. Our focus will be on the highways leading into the lake area. Lake staff and the Wappapello Lions Club will be partnering in this event again this year by providing a free lunch for all participants. Then, after lunch, games will be provided for everyone to enjoy.

The 19th Annual Old Greenville Black Powder Rendezvous will be held April 12 and 13 at the Greenville Recreation Area. You can walk back into history when you enter the reenactment of a pre-1840 fur trapper rendezvous. Walk among Native American lodges; look at the traders' goods; and speak to woolly fur trappers.

You can watch the trappers test their mountain man skills as they compete in shooting, fire starting and hawk throwing competitions. The primitive camp will open to the public Saturday morning and close about 4 p.m. on Sunday.

This two day event is partnered with the Corps by the Crowley's Ridge Black Powder Club.

Center reopening

The Bill Emerson Memorial Visitor Center is scheduled to reopen March 22. The Spring hours are 10 a.m. to 6 p.m. on Saturday and Sunday through May 18. The visitor center will be open seven days a week starting May 23. Hours will be 10 a.m. to 6 p.m. Sunday through Thursday and 10 a.m. to 9 p.m. Friday, Saturday and Holidays.

Carlyle Lake:

Conservation 2000

Carlyle Lake and the organizations concerned with the Kaskaskia River upstream and downstream of the lake are part of 11 different eco system partnerships receiving \$1.6 million in Illinois state funds this fiscal year through the Conservation

2000 program for natural resource restoration projects.

Conservation 2000 is a comprehensive, six year, \$100 million initiative designed to take a broad-based, long-term ecosystem approach to conserving, restoring and managing Illinois' natural lands, soils and water resources.

Perspective (cont.)

cies and yet open up new areas of work for other, perhaps even non-traditional customers. We can all assist in this effort by thinking creatively, looking for new, unconventional areas in which we can ply our trade. The Corps of Engineers has long been highly regarded for its ability to master huge civil works challenges. I am confident we can rise to the challenge of applying the same determination and skill in new areas inside and outside the civil works realm. For example, not so very long ago the Corps was less than "aggressive" in the area of environmental compliance. Today, in St. Louis we are setting the standard, and have been designated recipient of a "Hammer Award" for our initiatives in the area of environmental pool management. Our fledgling lock automation initiative provides an opportunity for our people to learn new skills and lead the Corps in an area of vital importance to our nation's future. These are but two examples of what we can do when we set about a task.

These are important issues. They deal with change and with forces over which we have no control. One option for us is to be passive, to ride out the storm and rally survivors in the aftermath. The alternative is much brighter. We can anticipate change and take action now to limit the down side for the team. We have the skill and, I'm convinced, the will that's required.



Bridges (cont.)

grade school class that means each student will get to put a major piece into the bridge.

Construction of the bridge starts with two floor beams connected by two truss members which makes a square on the floor. Other floor beams are then placed making a two-foot



Deanne shows students the various types of bridges.

by six-foot rectangle on the floor. Next, the trusses are erected, and then the lateral braces and decking are added. The completed bridge is six feet long and two feet wide. Chairs are used as abutments to raise the bridge off the floor. The children are told to imagine a river running under their bridge.

Next, the students are allowed to crawl across their bridge twice. It takes about 30 minutes to construct the bridge and give everyone two opportunities to crawl across it. The children are asked, "Do you think this bridge is strong enough for your teacher to

crawl across?" Most teachers are willing to give it a try.

Up to this point there has been a lot of activity, which prompts an interest by the students in learning more about bridges. This is the time when the lecture part of the presentation begins. First, the children learn to identify different types of bridges. Pictures are shown

of some famous bridges from around the world. They identify stone arch, steel arch, truss, concrete girder, cable stayed and suspension designs.

They are then introduced to concepts of tension - stretching the truss members - and compression - squeezing the truss members. The children are shown that some of the members in the trusses are in compression and some are in tension. Chains are used to illustrate the concepts and show that the chains are very strong

in tension, but weak in compression. First, one of the compression members is replaced with a chain. The children can see that the bridge will collapse under even a small load. Then a tension member is replaced with a chain and they can see that the bridge is still as strong as before.

After the lecture, the students are allowed one more chance to crawl across. This time the chain is used to give a "hands on" feel to the forces generated in the truss members as the bridge is loaded. Then the children help take the bridge apart and pack it up. The entire presentation takes about an hour.

This program translates engineering concepts into real life physical experience that a child can understand and appreciate. And, more importantly, it creates a desire to learn more.



Deanne explains the concepts of tension and compression.

Through programs such as this today's children will become tomorrow's engineers.



Human Resources



Did you know ?

Labor Management Partnership Council

The world around us is changing rapidly. Political and economic realities together with the effort to reinvent the government are fundamentally transforming the federal civil service. Finding success in this new environment will require unions and management to change as well. On October 1, 1993, President Clinton signed Executive Order 12871 which gave the St. Louis District the opportunity to form a partnership council.

The Labor Management Partnership Council (LMPC) was formed as a means of finding solutions during these changing times. The LMPC is comprised of six members of management (Mel Baldus, Stan Ebersohl, Dave Berti, Pete Coleman, Judy Griffith, and Rosemary Craig) and six union representatives (Diane Stratton (AFGE), Bruce Grau (NAGE), Gary McCarty (IBEW), John Haarmann (MEBA), Ken

Allensworth (NFFE) and Steve Jones (IOMMP)). The first meeting was held on October 1, 1996. The purpose of this meeting was to begin work on a charter, discuss which issues are appropriate for Council consideration and assign tasks necessary to formalize the LMPC. On November 5, 1996, the charter was finished and the council purpose was defined. The LMPC will serve as an advisory committee providing a forum for labor and management representatives to work together to investigate, study, discuss, craft solutions and make recommendations to the Commander and/or senior leaders on issues affecting the St. Louis District, Corps of Engineers work force. This partnership between labor and management offers a way for employee unions and managers to work together constructively to create long-term improvements. Solutions we develop mutually are more likely to be accepted by the parties and, therefore, more likely to be successfully implemented. For this partnership to be successful, both union and management leaders will need to be forward-looking, innovative, and willing to work together in new ways.

Unions as well as management have a tremendous stake in the success of the agency in which we work. The LMPC has a vital role to play in ensuring that change is progressive and genuinely beneficial to the public, federal workers and the government. Partnerships like this are a practical bottom-line response to the public demand for responsive, effective govern-

ment. We need your help to ensure the success of this partnership. Please take the time to contact one of the council members and provide topic/concerns that you feel should be addressed or to recommend solutions to issues.

Designations of beneficiaries

A "designated beneficiary" will always receive any money payable, if the designation is in writing, witnessed by two people (other than the person(s) you designate) and received prior to your death. Once you've designated someone as your beneficiary, that person remains your beneficiary - no matter what family or personal life changes you experience - UNLESS you cancel or change your designation in writing.

If you don't designate a beneficiary, money payable on your death will be paid as specified in law under the Federal Order of Precedence, as follows:

First, to your spouse. If none, then to -

Your children (or descendants of deceased children) in equal shares. If none, then to -

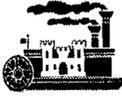
Your parents, in equal shares. If none, then to -

The executor or administrator of your estate. If none, then to -

The next of kin according to the laws of the state in which you live when you die.

If you're satisfied with the above order of payment for all benefits payable, you don't need to designate a beneficiary.

(Continued on next page)



However, if you are not satisfied, you should complete a beneficiary form for each benefit. There are four forms for that purpose.

1. TSP-3: Federal Retirement Thrift Savings Plan. This form designates how you want your TSP account paid out if you die.

2. SF 1152: Unpaid Compensation of Deceased Civilian Employee. This form names the person(s) you want to receive your unpaid salary and lump sum annual leave payable if you die.

3. SF 2823: Federal Employee's Group Life Insur-

ance (FEGLI). This form designates the person(s) to receive your FEGLI benefits.

4. SF 2808: Civil Service Retirement System or SF 3102: Federal Employees Retirement System. Use this form to tell the Office of Personnel Management whom to pay your contributions in the Retirement Fund. These will be paid as a lump sum only if no one is eligible for a monthly survivor benefit based on your service.

Many employees think that if they have a current will, they need not worry about designations of beneficiaries. That is not true. A will does not deter-

mine who receives federal benefits, unless an executor named in your will is either designated as your beneficiary or is entitled to receive the benefits under the Federal Order of Precedence.

Another mistake employees make is assuming that when they divorce and/or remarry their designation of beneficiary is automatically changed. It is not. If a beneficiary has been designated it remains in effect until the designation is canceled or superseded.

Your Human Resources Office can provide you with designation of beneficiary forms.

So many job changes

by Kathy Tober, Chief, Human Resources

It is said that the only thing that remains the same is that things will change. Many District employees have encountered major change and thrived when they had to change jobs to remain employed. They later often said that these job changes unexpectedly enhanced their careers. Here are some of the more than 50 placements that have been made in the past three or so years of District employees whose positions were abolished. Most of these were handled without Reduction in Force (RIF).

- Secretary, GS-7 to Project Assistant, GS-7 and Legal Tech GS-7

- Realty Specialist, GS-11 to Biologist, GS-11

- Maintenance Workers, WG-5 and 6 to Park Ranger, GS-7

- EEO Specialist, GS-9 to Posn Classification Specialist, GS-9

- Structural Ironworker, WG-10 to Hydro Tech, GS-8

- Civil Engineer Tech, GS-9 to Program Analyst GS-9

- Personnel Clerk, GS-5 to Civil Engr Tech, GS-5

- Construction Inspector, GS-7 to Park Ranger, GS-7

- Construction Rep, GS-9 to Civil Engineer Tech, GS-9

- Metal Worker Layout, WG-11 to Equipment Specialist, GS-9

- Hvy Mobile Equipment Mechanic, WG-11 to L&D Opr Ldr, WO-8

- Machinist, WG-11 to L&D Opr Ldr, WO-8

- Contract Spec, GS-9 to Realty Spec, GS-9 and EEO Spec GS-9

- Personnel Asst, GS-7 to Travel Asst, GS-7 and Program Asst GS-7

- Program Analyst, GS-11 to Contract Specialist, GS-9

The Federal government encourages, through regulations, that every reasonable effort be made to place affected employees. Army's guidance includes: "It is the policy of Army to minimize to the greatest extent the impact on each individual person employed. Management will make every reasonable effort to avoid involuntary separation of permanent employees. All levels of management will be involved in effective planning, placement and retraining assistance. If, after all reasonable and prudent efforts have been exhausted and separation by RIF is unavoidable, maximum efforts will be made to help separated employees find continuing employment elsewhere." Actions recommended include:

- freezing hiring and promotions;

(Continued on page 8)



Changes (cont.)

- separating temporary employees and reemployed annuitants;
- detailing employees on reimbursable basis to other agencies;
- encouraging voluntary leave without pay, changing of full-time to part-time employment, or reduction of hours of part-time jobs;
- furlough rather than separation if funding is a problem;
- reassignment to include waiving or modifying qualifications;
- use of details, temporary employees, increase in part-time hours and overtime rather than hiring more permanent employees;
- training employees for reassignment to positions where shortages exist and for placement in other agencies;
- voluntary early retirement and voluntary separation incentive;
- outplacement counselling, job search assistance, administrative leave for interviewing, and use of outplacement programs.

Reassigning employees facing job loss to other jobs in the District enables us to retain good, competent, dedicated workers. It also avoids forced displacements through bumping and retreating, forced relocations to other work sites, and involuntary separations. The alternative, formal RIF, often displaces three or more employees for every position abolished.

For example, if we are unable to find same-grade vacancies for the current RM and HR employees who face job loss in

late FY 97 or FY 98, between 14 and 20 other employees in the District could face displacement due to bumping and retreating. Worse yet, somewhere in the District, approximately seven employees will have no job offer and will face unemployment.

If the District were to fill all vacancies by competition rather than by reassigning excess employees, the employees who believe they benefit from the promotional opportunities could ultimately be the ones affected by the inevitable RIF. Additionally, when jobs are advertised rather than filled through placement of excess employees, they are subjected to mandatory placements from the Priority Placement Program which is steadily growing due to the upcoming ATCOM relocation.

There is additional rationale behind the government's policy to avoid RIF whenever possible. The fiscal impact of RIF is very high. Employees involuntarily separated may receive severance pay. PCS relocation benefits are paid and employees are entitled to relocation services which means the government has to buy their homes if they are unable to sell them themselves. Downgraded employees retain grades for two years and retain pay indefinitely so many employees are performing work far below the grade level for which they are paid. The Army is charged for unemployment compensation and is also required to pay for some health benefits after involuntary separations.

These are tangible costs. What isn't as tangible are costs of retraining, lost productivity,

devastated morale, and the feeling that people get when they know that their situation has caused someone else to lose a job.

Finally, Army stresses that to attract and retain competent and well-qualified interns, trainees, and others, it is essential that the Army maintain its' image as a responsible employer. One measure of that image is the way employees are treated during downsizing. This can have a profound effect on a younger employee's choice of whether to remain with the Army.

Although placement of "excess" employees into vacancies reduces promotional opportunities, there is a greater good to be achieved and that is to do everything possible to keep everyone employed.

Letters to the editor

ESPRIT will begin printing letters to the editor and other commentary. A letter to the editor should be limited to one half page of typewritten text. No unsigned letters will be published. The appropriate staff will be advised of the content of a letter to enable us to reply if a reply is warranted.

The Public Affairs Office reserves the right to edit for space, style, relevance and good taste.



EEO matters

By EEO Staff

Women's History Month

A long tradition of community leadership

Celebrating National Women's History Month sets aside a special time each March for schools, workplaces, and communities to recognize and celebrate the lives of countless women of all races, ages, cultures, ethnic traditions and ways of life. The contributions, experiences and perspectives of women need to be a part of the school curriculum and celebrated in our communities and workplaces throughout the year.

The theme for 1997, "A FINE AND LONG TRADITION OF COMMUNITY LEADERSHIP" is intended to highlight the many contributions and accomplishments of women as well as to celebrate women's involvement in communities all over the country. The women of the St. Louis District Corps of Engineers have significantly contributed to each successful accomplishment and mission by rendering their skills, wisdom, untiring energy and efforts, and their ability to anticipate and attention to detail. The following stories highlight only a few of the highly dedicated, talented and confident women of the St. Louis District.

Submitted by Frederick Miller

History shows us that women have long been the backbone of our families, communities, nations and the world-at-large. For centuries women have acted from "behind-the-scene" due to discrimination. Society regulated women to positions of little prominence. Yet, women have provided the necessary understanding and sensitivity in resolving problems and seeking solutions. Now women are coming to the forefront, taking active and leading roles in making a difference for the better in all sectors of society. Women have taken their unique qualities from the home to the workplace. With a refreshing approach, women have developed innovative ways to improve the workplace and are often the first ones to volunteer in the event of a crisis. A fairly recent example of women answering the call for help in an emergency was the "Great Flood of 1993."

Women of all ages responded without hesitation, in great numbers, and in any capacity to help stem the tide of the flood waters. They successfully met the challenge.

By Diane Stratton

I started with the U.S. Army Corps of Engineers in March 1986 as a Stay-in-School in the Natural Resource Management Program at Wappapello Lake. This was my first real job outside of the family business. This was special time for me. I had just gotten married, it was my second semester of college and my options were opening up. A lot of whom I am today can be attributed to the mentors I had at Wappapello Lake. I worked at Wappapello Lake throughout my college years.

In 1990, I graduated from Southeast Missouri State University with a B.S. degree in Agronomy. Luckily a permanent GS-05 Park Ranger position became available at Wappapello Lake. I applied for the position and in August of 1990 I was selected. As they say, time flies when you enjoy

(Continued on back page)





To your health

Bad combo:

Grapefruit juice and B.P. meds

If you take your blood pressure medicine at breakfast time, don't wash it down with a glass of grapefruit juice.

In 1991, studies by David G. Bailey, Ph.D., a pharmacology professor at the University of Western Ontario, discovered that the effects of calcium channel blocker dihydropyridine were augmented by grapefruit juice. His follow-up studies, reported in the *Archives of Family Medicine*, conclude that this combination plays a significant role in blood pressure fluctuations and symptoms of heart attack.

Grapefruit juice interferes with normal metabolism of the drug, resulting in a skyrocketing absorption into the bloodstream. It can produce more than sixfold higher drug levels in some individuals.

Juice lovers are assured that calcium channel blockers go down just fine with orange juice. Other juices haven't been tested yet.

Men can eat more, but gain less

Because men have more muscle and less fat than women, they can eat more without gaining weight. Muscle uses more energy than fat. They burn 10 to 20 percent more calories per day than women do, according to the Mayo Clinic.

Lose weight to recover faster Zinc and the common cold

Doctors have long suspected that overweight patients are more likely to develop infections after an operation, but a new study proves it to be true. Research by Louis Flancbaum, M.D. and others (published in *American Surgeon*) shows that obese patients were six to nine times more likely to develop complications following an operation than patients of normal weight.

Obesity was defined as having a body mass index above 27. That means a 5'5" person would weigh more than 162 pounds (between 126 and 132 is the healthiest).

If you pop some zinc lozenges into your mouth, your cold might last only 4.4 days instead of 7.6 days.

Research at Cleveland Clinic shows that taking zinc within 24 hours of developing cold symptoms can help. Subjects in the Clinic study took 13.3 grams of zinc gluconate sold over-the-counter as Cold-EEze, every two hours. Headache, coughing, hoarseness, nasal problems and sore throats were alleviated. Fever, muscle aches and sneezing were still present, but for a shorter period.

Stogie stirs up serious thought



The National Cancer Institute (NCI) is worried. Use of cigars is rising at an alarming rate, triggered by positive publicity and photos of cigar-smoking celebrities.

NCI will soon issue a 150-page report on all the known data about health risks of our latest bad habit. The NCI took a

similar step in 1986 when a report on smokeless tobacco helped produce health warning laws and bans on TV ads.

Ulysses S. Grant was one of the more famous cigar smokers in history. He consumed 20 a day until he died of throat cancer in 1855 after losing 70 of his 200 pounds and becoming addicted to cocaine.

Quote of the month

Never let a computer know you're in a hurry.

Anon.



Retiree Review

by the Retiree Correspondent

The retirees met on March 20 and, although there were no great numbers in attendance, they had a good time. The Scheuermanns made it and Lou reported that the Huizengas wouldn't be there. Seems that Elmer was a little under the weather. Elmer, better see "Doctor Mom," and follow her instructions. Lou also stated that the Bakers have returned from their "Western Home," but with having been gone so long, they had a lot of chores to tend to.

Jim Butery ventured in from the country and was interested in information about the golf league. Jim must have been practicing over the winter and is wanting to get out on the links.

Many of the regulars, such as the Kalafatches, the Bockhorts, Laurel Nelson and a few others made it a good time for all. George Clapp was gracious enough to tell a story or two, with a little encouragement.

It should be noted that although it was not mentioned at the luncheon, one of our retirees has gone on to their great reward. Norris Davis was for a long time assigned to the Real Estate Division, and later assigned to the Program Management Office. Our condolences to his family.

Let's mark our calendars for the 17th of April at the Salad Bowl at about 11 a.m. - and bring a friend.

Radiation improves angioplasty

Balloon angioplasty is a procedure in which a tiny balloon is threaded into a blocked coronary artery and inflated to open the obstruction.

More than a quarter of patients need a second procedure because their arteries narrow again within six months. Now results of an eagerly awaited study at Scripps Clinic & Research Foundation, La Jolla, California, show that delivering a low dose of radiation to the site of the obstruction during treatment reduced the failure rate by about 75 percent. Three companies are developing devices to easily produce the needed radiation.

Condolences

The District was saddened to hear of the passing of Kate Stiles on Tuesday, February 18. Kate was the Retiree Correspondent for years and was the conduit for information within the retiree community. She "kept in touch" with as many of the retirees as she could because she really cared about them. She will be missed.

Evelyn Roland, purchasing agent at the Service Base, died tragically in an auto accident on Friday, February 21. Evelyn had been at the Service Base for about 13 years.



Norris Davis, a long-time District Programs employee, passed away Friday, March 7th. Norris retired in September 1993 after almost 40 years of government service.

Cigarettes may promote AMD

Two Boston-based research teams strongly link cigarette smoking to age-related macular degeneration (AMD), the leading cause of blindness in older adults.

One study followed 32,000 female nurses for 12 years. Those smoking 25 cigarettes a day suffered two and a half times the AMD rate of those who had never smoked. The second study tracked 21,000 male doctors and found a similar pattern.

Leadership (cont.)

what you are doing. I'm good at what I do because I enjoy my job and enjoy working for the Corps of Engineers. This is obvious when you look at my promotion record: in 1991, I was promoted to a GS-07 Park Ranger at Wappapello Lake, in 1992, I was promoted to a GS-09 Park Ranger at Wappapello Lake, in 1993, I took a temporary detail as the GS12 Natural Resource Specialist in the District Office and in 1994 I was promoted to a GS-11 Park Ranger at Clarence Cannon Dam and Mark Twain Lake.

I have worked for the Corps of Engineers my entire adult life and the agency has become my second family. It's a family that I'm proud to be a member of. I take great pride in my job and in my accomplishments.

The accomplishments I have achieved while working with the Corps of Engineers at Wappapello Lake and Mark Twain Lake were not achieved alone. My mentors and co-workers all were and continue to be major contributing factors to my success. No one person can accomplish any task effectively without the help of others and it's team work like this that makes the Corps of Engineers the success it is today. Accomplishments that I have achieved go far beyond the definition given by Webster's dictionary. To me true accomplishments go beyond the pe-

rimeters of the Corps of Engineers, they are what we have given to the community. I strive to steer my program in a direction that meets community needs and wants while still ensuring that project and program goals are not being compromised.

The greatest professional challenge I have faced and continue to face every day is keeping my professional life and my family life separate. This is difficult when you're dedicated to doing a good job. There are times when I become so wrapped up with what is going on at work that I take my family for granted. One thing that I tell myself is that there is always tomorrow when it comes to work, but for family you must live for the moment.

My equestrian hobbies created a link with my family and my work. Horses have always been a passion for me and my husband and our daughter also enjoy equestrian activities. When the community started requesting a multi-use trail I was the first to volunteer to try to accommodate this request. My family and I spent many weekends laying out the trails and working with the numerous saddle clubs.

Another hobby has linked my family and work together. I also have an interest in educating the public on the importance of maintaining riparian corridors to ensure water quality. My family has attended numerous outings where riparian corridors were reestablished with the help of volunteers and

where I spoke to the community about the importance of these corridors.

Success is not something that can be determined easily, because one's success is dependent upon each individual's wants and needs. Webster's Dictionary defines success as the gaining of wealth, fame, rank, etc. Success to me is having a job that I enjoy going to each day, having a happy and loving family, and having good friends. To me I am successful because I do have good friends, a loving family and a job that I truly enjoy.

A woman's role in the workplace is no different than a man's. Everyone has a job to do and how they accomplish that job is dependent upon the individual. It's not dependent upon whether they are female or male. My accomplishments with the Corps of Engineers have nothing to do with me being female, it has to do with who I am, my morals, my work ethic and my willingness to take time and listen. Everyone is making history regardless of how small they feel their contributions may be. As I stated earlier, to achieve accomplishments and be successful requires the help of others and team work.