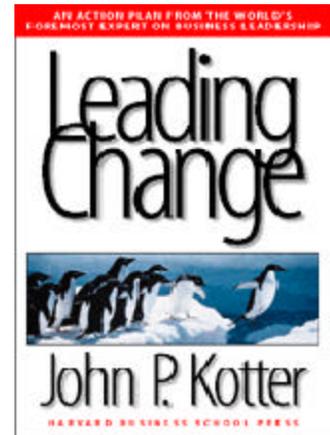


"Lead change, don't just manage it!" -- Leadership guru John P. Kotter

To get a better understanding of the Corps "Strategic Vision" it may be a good idea to visit your local library or bookstore and pick up a copy of "Leading Change" by John P. Kotter

The author examines the efforts of more than 100 companies to remake themselves into better competitors. He identifies the most common mistakes leaders and managers make in attempting to create change and offers an eight-step process to overcome the obstacles and carry out the firm's agenda:



- o Establishing a greater sense of urgency,
- o Creating the guiding coalition,
- o Developing a vision and strategy,
- o Communicating the change vision,
- o Empowering others to act,
- o Creating short-term wins,
- o Consolidating gains and producing even more change, and
- o Institutionalizing new approaches in the future.

According to Harvard Business School Press, where the book was published, "Leading Change" is filled with innovative thinking and the kind of clear insights for which Kotter is widely known. The book is an inspirational, yet practical resource for everyone who has a stake in orchestrating or implementing significant, comprehensive changes in their organizations.

Ending the book with a realistic and optimistic vision of what the successful company of the future will look like, he paints a portrait of an economy and a workplace that will be very different in structure, systems, and culture from the corporation of today.

John P. Kotter is the Konosuke Matsushita Professor of Leadership at the Harvard Business School and a frequent speaker at top management meetings around the world.

Soundings

Lt. Col. Thomas C. Haid
District Engineer
Lynn Duerod
Chief, Public Affairs Office
Dennis Rundlett
Graphics
Jackie Lige
Student Clerk

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Soundings
US Army Corps of Engineers
Detroit District
PO Box 1027
Detroit, Michigan 48231-1027
or
Faxed to: 313-226-5993
or
e: Mailed to:
Lynn.M.Duerod@lre01.usace.army.mil

--On the cover: William Pugh is demonstrating how he would test a patient's arm strength. See page 8.

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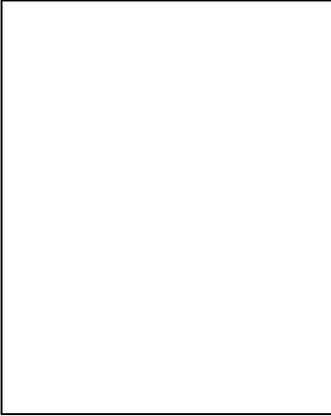
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Next Issue: Change of Command -- special issue

To everyone in the Detroit District:

Thank you for the submissions to "Kudos Korner" and "Corps Speaks." Although, we couldn't print every word because we were overflowing with articles this time, we truly appreciate what you sent. Keep it up!!

Note: Retirees we need to hear from you, too.

Commander's Column*It's time to get ready for the APIC findings*

*Lt. Col. Thomas C. Haid
District Engineer*

As most of you know, I recently asked you to take about 30 minutes of your time to complete a survey. Most of you were able to complete this survey electronically, without leaving your desk ... which is indicative of the steps the Corps is taking to move to a better way of sharing information and work. But let's focus on the survey for a moment.

The survey you took was actually an assessment tool for the senior staff of the District to utilize in planning for fiscal year '99 and beyond. The survey used a set of criteria based on the Army Performance Award Criteria (APIC). Using a set of core values, APIC examines how we are integrating customer and performance requirements in our District. The basic premise is that an excellent organization highlights customer satisfaction, empowers its workforce, and increases productivity through continual improvement. The results of your surveys will give the senior leaders with an "As-Is" assessment, which will be presented to us on June 30.

Now that over 340 of you have taken the survey, how will your responses be used? Good question. As some of you know, but probably not the majority, last year as part of our Strategic Planning, we developed an Operations Order covering fiscal year '98 for the Detroit District. In the civilian world, we'd call this the company's business plan - what the company was going to concentrate on for the year. So, we've developed an idea of what we wanted the District "To-Be", at least in fiscal year '98, but it didn't necessarily highlight customer satisfaction, the workforce or productivity.

The survey results will be

one of the tools used to determine the "gaps" between where we are, and where we want to go. To be meaningful, these gaps in performance must be translated into measurable objectives and prioritized for action in the Operations Order -- Business Plan -- which the District will be preparing for fiscal year '99 this summer.

One thing I've learned in two years here is that the only thing constant is change. I'm confident the results of your APIC assessments will give the senior leadership of the District an excellent idea of areas to improve in fiscal year '99 and beyond.

Lab to compile

by Dale Williams
APIC district coordinator

Earlier this year the leadership of the District made the decision to start on a new journey, through the Army Process Improvement Criteria. Best put, it is a means by which the district can measure how effective we are in our efforts to be the very best district in the Corps of Engineers. APIC is based on the Malcolm Baldrige Criteria. This

results to determine districts

criteria is used throughout industry to describe the qualities that every successful organization strives to achieve.

Our first effort was to ask everyone in the district to complete the survey in early June to determine our baseline score. This survey gave us an assessment of your knowledge of the district and how well you rated it. There were a possible 1000 points. We

were told our score might be a low one but that is OK. This is just the beginning of our trip to become a truly successful organization.

The survey was prepared by the people at Construction Engineering Research Laboratories in Champaign, Ill. They are very active in APIC training and are renowned leaders in the federal sector. They have been reviewing the results

plan of action

are returning to Detroit on 30 June to deliver the results to district management.

The next step will be to examine the results and establish our plan of action. This will be accomplished in the near future and those plans will be shared with each of you. I hope to travel with all of you on our journey to Quality.

Kudos Korner

●News Flash! "Corps controlled projects prevent \$45.5 billion in flood damages in fiscal year 1997." The **Great Lakes projects** prevented more than \$112.2 million with a ten-year average of \$53 million in savings.

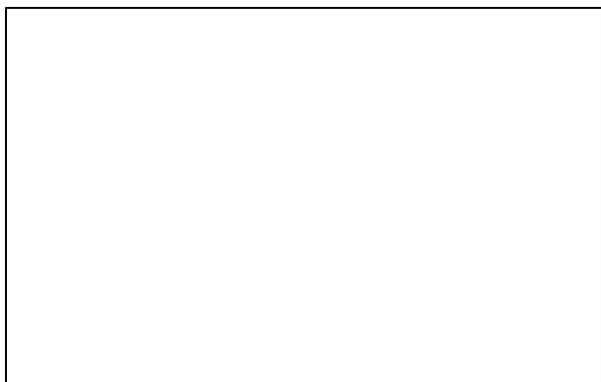
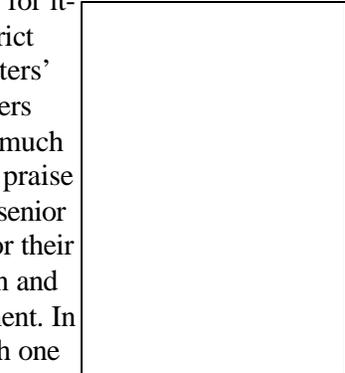
●They did federal time and were rewarded for it-

The district headquarters' timekeepers received much deserved praise from the senior leaders for their dedication and commitment. In April each one was handed a

colorful balloon to show the rest of the staff how special they are to the district. Without these ladies: **Julie Edwards, Mondolyn Palmer, Rosa Thomas, Gail Lathem, Diane Menifee, Michelle Booker, Carlene Horton, Twilla Lucas, Sheila Goines, Valerie Lemons, Pat Toney, Maryann Lee and Barbara Butler**, pay day would be a nightmare. Thanks again!

●Wow, hard to beat! Dearborn High School freshman Amy "Freshman Flash" Kleist, young charge of **Arvis Friemuts** in the Office of Counsel, broke her school record in the 400m dash in a track meet against Ypsilanti High School on May 5. With a time of 59.7 seconds she

shattered the previous record, which stood by her coach since 1982, of 60.3 seconds.



Amy "Freshman Flash" Kleist

Amy broke her new record ten days later at the Regionals, when she took a full second off her time with a new school record of 58.7 seconds. This record time qualified her for the state finals held May 30.

At the states, she came in 10th, with a time of 59.1 seconds.

● Hats Off! To Steven Olk, son of **Pat** and **Mary Olk**, and nephew of **Joe Kubinski**, who met all of the rigorous requirements for scholar in the National Merits Scholarship Program. Pat and Joe both work in the Design Branch.

● Proud husband, **Bob Deroche** from Regulatory, relates that wife Rene'e was chosen as one of the Detroit News' "1997 Michiganians of the Year" award recipients. Rene'e works for the Society of St. Vincent de Paul, a Catholic relief organization, as their Director of Camp Operations. Rene'e was recognized for her work with underprivileged and otherwise needy children in southeast Michigan for reaching these children and helping them attend Camp Ozanam for boys and Camp Stapleton for girls. Rene'e was featured in Section E of the Sunday, April 5th edition the 'News' with a large photo and article.

● Congratulations to **David Reaume**'s daughter Stacey. She received the Monroe Jefferson Middle School Scholar Award for having the highest Grade Point Average in the 7th grade. Dave works in the Readiness Branch.

● In lieu of a monthly meeting in May, EPA and MDEQ conducted their final walkthrough inspection of the Bofors-Nobel

Groundwater Treatment Facility. Both agency representatives verbally designated the facility "operational and functional." This means they are ready to formally accept the "keys" and contract closeout activities can commence, according to **Carl Platz** at the Grand Haven Area Office.

● Big winner, Ryan Luff, 6, son of



Dave and Colette Luff, won an all expense paid trip for him and his family to the Nickelodeon "Kids Choice Awards" in Los Angeles, Calif. This exuberant young man was able to romp around on the Universal Studio lot, get many gifts,

eat great food, see several celebrities, and make a commercial, "KIDS RULE," for Comcast Cablevision of Taylor, the local cable company that sponsored the contest... Totally Awesome Ryan!

● Exhilarated papa, **Les Weigum** from Environmental Branch, listens with the crowd as sweet sounds bellow out from son Scott's trumpet, a Southfield High band member, as he honorably plays "Taps" for the Southfield Memorial Day ceremony.

● **Jim Hop**, a construction representative with the Grand Haven Area Office, and wife Tena's daughter, Mariann, with a 4.03 grade point average, was accepted to West Point, class of 2002. About 4,400 applicants receive nominations of approximately 14,000 applications each year, with only about 1400 of those actually receiving appointments. In each class, only 10 percent of the new cadets are women. The total

Bofors-Nobel Groundwater Treatment Plant wins Master Builder Award

Contaminated chemical plant site cleaned up as part of Superfund program

A seven member construction team who helped clean up a severely contaminated hazardous waste site in Muskegon, Mich. was honored for their achievements on the Superfund project, which set new standards for the State of Michigan and the U.S. Army Corps of Engineers.

They constructed what was then the nation's largest continuous flow groundwater group and treat system, capable of cleaning contaminated water at the rate of a million gallons per day for the Corps' Detroit District. It was built on the site of a former Bofors-Nobel chemical plant where two million gallons of contaminated wastewater were released.

The \$13-million plant opened on schedule and under budget. Value engineering was credited with savings of \$500,000 through design, construction and equipment modifications. These changes also will yield hundreds of thousands of dollars in savings due to reduced operating and maintenance costs.

Sverdrup, the Corps, the U.S. Environmental Protection Agency and Michigan Department of Environmental Quality entered into a formal

partnering agreement to resolve issues and pursue savings.

"Our Master Builder awards are based on a tradition that dates to the 13th century," said Richard E. Beumer; Sverdrup's Chairman and Chief Executive Officer. Skill, craftsmanship and excellence were qualities exemplified by the team on the

Bofors-Nobel project that won them the award, he said.

"Our Master Builder awards are based on a tradition that dates to the 13th century,"

***-- Richard E. Beumer
Sverdrup's Chairman and CEO.***

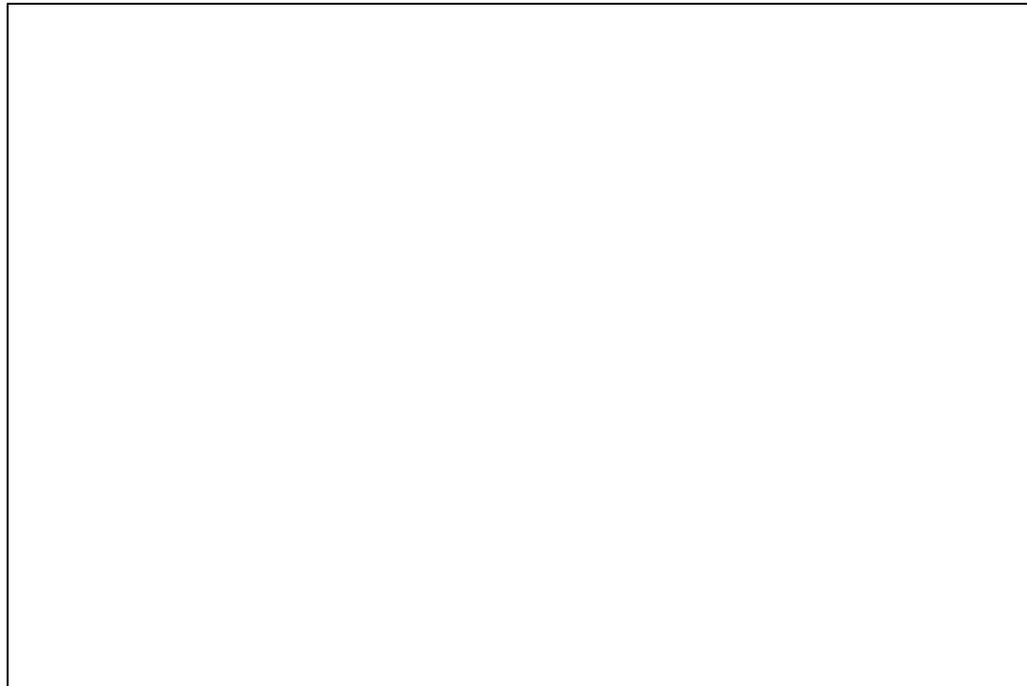
Sverdrup established the Master Builder award to recognize excellence on projects chosen by a jury of

peers from hundreds of worldwide projects each year.

Sverdrup is ranked as one of the world's largest firms in engineering, architecture and construction, and in technical services for research and test centers.

Sverdrup earned the nation's "Best Safety Contractor" award from the Corps, and it was named "Contractor of the Year" by the Corps', at the time, North Central Division.

Last of its kind?



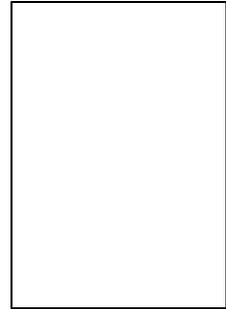
No it's not the deck of a cruise ship. This is the site of the last Detroit District LEAD training class -- well, last at least for this millennium. The participants endured a week long off-site session, with Kathy Moore and Jeff Weiser as LEAD trainers, of head banging and soul searching to become better leaders for the Corps. Some of the lasting messages learned during the class were identifying different management personalities, various management styles, and embracing the Corps values.

"Living the Vision"

1998 Distinguished Employees of the Year

Brian D. Mallory, as the 1998

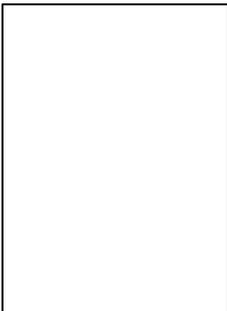
Technical Employee of the Year, dependably "*Revolutionizes Effectiveness.*" He, through his many achievements, has developed leadership skills



and proven himself a competent and reliable employee. He accepts many responsibilities in addition to his normal duties, such as: Property Control Officer for the Grand Haven Area Office.

Terry Long, is the 1998 Engineer/Scientist of the Year,

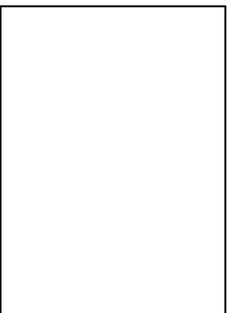
steadily "*Seeks Growth Opportunities.*" His leadership and management styles helped to maintain a solid, sound, and stable Dredged



Material Management Plan, DMMP, program in Detroit. His initiative accelerated three challenging Corps DMMP projects to completion on time or ahead of schedule. Also, his innovative ideas created alternative methods for disposing dredged material.

Eugene K. Hartl, as the 1998

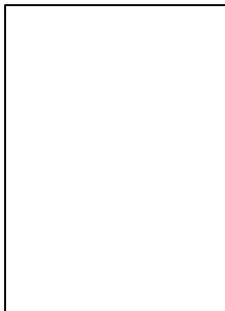
Operator/Maintainer of the Year, routinely "*Revolutionizes Effectiveness.*" His quality work is evident in all he does, especially because of his precision and



attention to detail. Throughout his 33 years of service to the Corps he continuously exceeds his job expectations. As Master on the crane barge Manitowoc, he played a role in repowering the Tug Kenosha with team members from his office and other area offices.

Daniel Ellis, as the 1998 Boater of the Year,

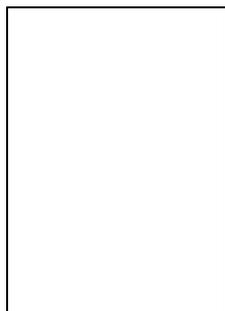
regularly "*Revolutionizes Effectiveness.*" He was key in repowering the tug Kenosha as a true team player by performing many tasks to support each



member of the team and demonstrating his exceptional ability to empower others. During the Kenosha repowering he continued to execute his assigned duties, with a positive attitude, to the highest standards.

George C. Fastland, as the 1998 Administrative Employee of the Year

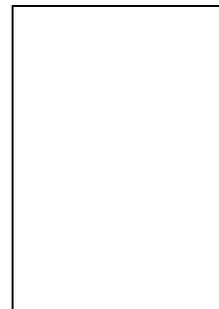
constantly, "*Revolutionizes Effectiveness*"-- He performs his job effectively and efficiently and has become an exceptional



CEFMS resource for the Duluth Area Office as well as other offices throughout the district. Often employees call him from anywhere in the district to get advice on procedures in CEFMS, timekeeping, and credit card purchases.

Mirja M. Halmi, as the 1998

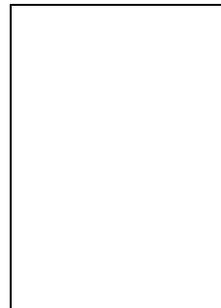
Student of the Year, continues to "*Seek Growth Opportunities.*" She is a fast learner able to adapt to constantly changing priorities and shifting workloads. She



is self-taught in WordPerfect, Lotus 123, CEFMS, several database programs, a surveying computation program, and the basics of Microstation CADD a complex software. She always accomplishes her duties quickly, correctly, and with a minimum of supervision.

Walter Gauthier, as the 1998 Supervisor of the Year, consistently

"*Invests in People.*" He functions as an outstanding supervisor everyday. He empowers his subordinates to



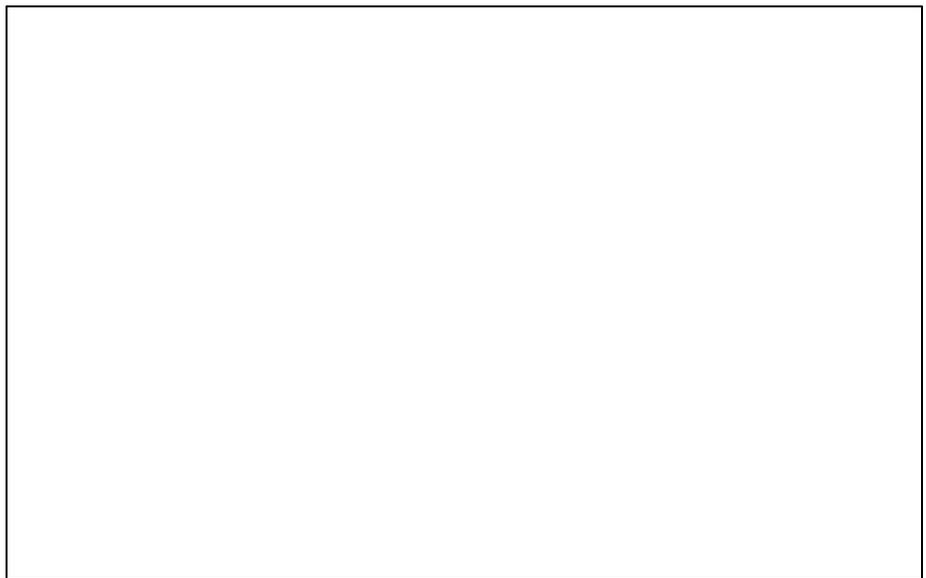
gain new knowledge, skills, and abilities. Even with budget constraints he invests in his workers and provides for growth through training courses, higher education, and work experiences. He develops his team members with challenging and contentious jobs to broaden and grow their skill levels, while continuously providing support, guidance, feedback, and positive analysis.

Look for more information and photos from Engineers Day and the annual picnic in the fall "Soundings."

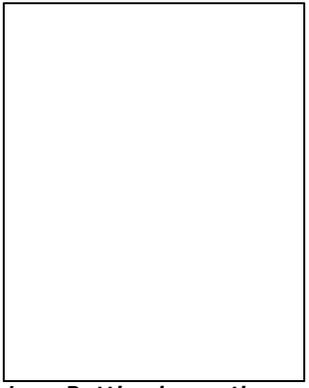
“Take Your Child to work day” a great success

Because of all those dedicated people who worked to put it together, the district’s 3rd annual “Take Your Child to Work Day” held in April was a terrific success, according to organizers.

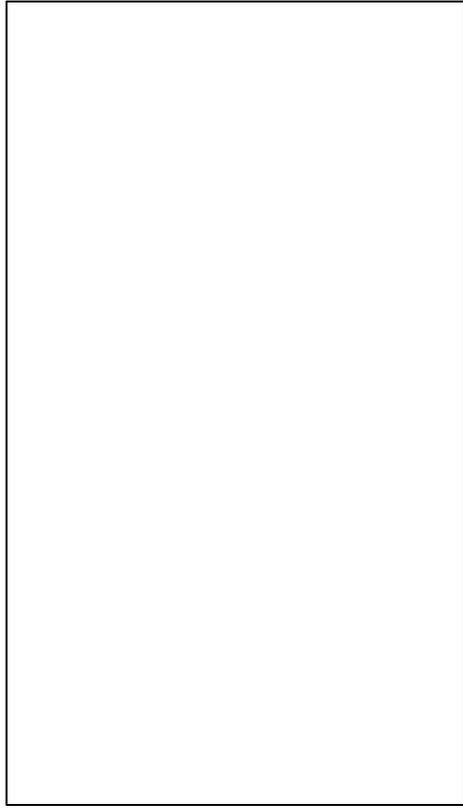
“Through the efforts of many of you, our children were able to experience a number of creative and quality programs which not only helped them understand what you do, but may influence choices they will have to make regarding their own careers,” said Lt. Col. Thomas Haid.



Nancy Peterson shows the kids some complex organisms, or aquatic plants and animals, that are found in wetlands such as the ones the Corps seeks to protect.



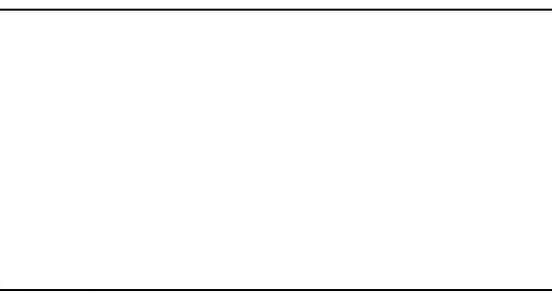
Jean Battle shows the youngsters a common plant that grows in wetlands.



Bob Seib displays some fascinating creatures living in wetlands.



Bob Deroche exhibits the tools and supplies needed to to work in and around wetlands.



Nancy Peterson and a participant discover a Gypsy Moth catipillar hatching from a peice of bark found in a forested wetland.

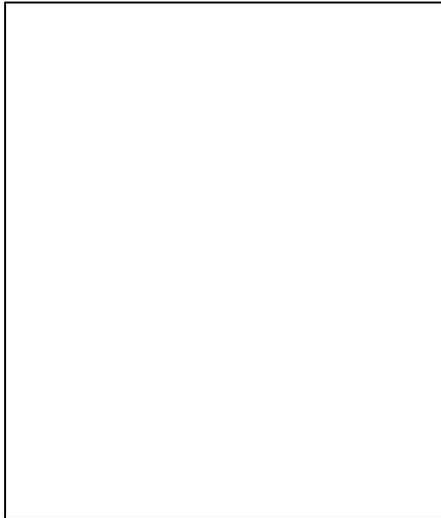
more on page 9,
-- see Kids at the Soo

Hero among us...

Corps student makes most important save

When most Corps employees leave their office to go home for the day they enter a world of family and friends separate and far from the work environment. But, when students leave they may also encounter school and possibly another job or work study. One such Detroit District student has also become a hero in this non-Corps world.

William Pugh, who is currently working toward a bachelor's degree



in exercise science at Wayne State University, went on his first trip with the softball team to Florida as the student athletic trainer when one of the team members had a life threatening accident.

Amanda Jennings, a catcher for the team, after colliding with another player, suffered a seizure and was choking on her gum.

"When I saw Amanda wasn't getting up, I immediately ran to the exact problem, but when I reached her I noticed that her eyes had rolled to the back of her head. She was unable to breathe and her air-way was obstructed," said Pugh. "She started gagging, and her face, lips and tongue started turning blue. I had to do a finger sweep to find out what was in her air-way. Her jaws were real tight, and she bit me in the process. It took me three times. The fourth time, I snatched out the chewing gum Amanda was choking on."

"I was taught that when a person is having a seizure you are not supposed to insert any objects into the airway, but she was unable to breathe and I needed to clear her air passage. I also thought she may have had a neck injury so I couldn't perform an abdominal thrust."

With his training in first aid, his ability to respond quickly, assess the situation and act decisively Pugh was able to save Jennings' life. The entire incident gave the players a new appreciation for their student trainer and brought the team and the trainer closer together.

"I think most of the time the athletics and others think that all we do is fill water, pick up blood and watch the sporting event for free," says Pugh. "But actually, our job is to react to emergency situations as they occur, and be ready for anything."

"When she came back to consciousness she looked at me with tears in her eyes and had a smile on her face, and said, 'I'm OK, I'm OK,'" he recalls. "You never know when your training is going to come in handy, and I'm glad I was prepared

Scouting for a citizenship badge



A group of enthusiastic Boy Scouts from Troop 1127, Kewaunee, Wis., recently toured the U.S. Army Corps of Engineers facility in Kewaunee. The ten boys were working on their Merit Badge for Citizenship in the Nation.

Along with their chaperones, the scouts were given a brief history of the Corps by Darrel (Red) Pederson. Red described work done by the Kewaunee Area Office, explaining how dredging is done, what the disposal site is for, and how rip rap stone is placed for breakwater repair. They were very interested in seeing the crane barge "Manitowoc" and the tug "Kenosha," and were given an explanation of how they operate. One enthusiastic scout even questioned how he can get a job on a tug.

Kids enjoy day on the job at the Soo Locks

warehouse, and the gatelifter "Paul Bunyan." They visited and were given an explanation of the powerplant, the tower and the equipment used to run the locks, and of the lock operations. The youngsters received a demonstration of some computer tools for electrical maintenance, and of a CADD system with a hands-on activity at the computer. They also participated in a video teleconference with Detroit.

The Soo Area Office, for the first time, participated in the national "Take Your Child to Work Day." On a 70 degree, sunny day at the Soo, seven parents and ten children took part in a full day of activities.

After a safety briefing, they embarked on a tour of the Administration Building, Poe basement, Poe Lock galleries, the Poe Lock cross-over tunnel, the shops in the

The survey vessel "Bray" took the group for a ride up through the Mac Lock and back down through the Poe Lock. The kids spent some time with their parents in their various work areas at the end of the day.

Soo Area Office "Take Your Child to Work Day" participants (L to R) Marty Gurnoe, Kristi Gaskin, David Gaskin, Merle Gurnoe, Merle Gurnoe Jr., Ashley Ann Rogers, Charlie Rogers, Trudi Britz, Raymond Lee, Al Goetz, Christopher Goetz, Gus Jelen, Amber Jelen, Jim Mrozek, John Wright, Ron Taipalus, Kelsey Taipalus, and Krisanne Taipalus in front of the derrick barge "Nicolet," tug "Whitefish Bay" and gatelifter "Paul Bunyan."

for the situation."

Meanwhile, Pugh has some advice for all Corps people playing sports or those thinking about taking part in sporting events, even pick-up games at home.

He says don't chew gum while participating in sports it could be the difference between life or death. "It's just too dangerous... you never know when you're going to collide with someone."

Contributions to this article by: Dave Komer, from "The South End," and Lisa Sopa, from "Campus News," both Wayne State University newspapers.

WWW. -- interesting web sites on the internet

<http://www.usace.army.mil/inet/functions/cw> -- Corps' annual flood damage report (see "Kudos Korner," page 4, for Great Lakes' numbers.)

<http://www.michigan.org> -- for Michigan travel information

<http://www-usappc.hoffman.army.mil/index.html> -- Time to "go paperless," electronic forms, electronic publications from the Army Publishing Agency

<http://www.peopleworks.com/ows-doc/mwa/SelectRegionText.html> -- "Michigan Works!" Michigan's workforce development system

<http://www.usajobs.opm.gov/index.htm> -- The U.S. government's official site for jobs and employment information provided by OPM

<http://www.fema.gov> -- FEMA homepage, includes weather warnings, storm watch, disaster assistance, etc.

<http://www.fedforce.com> -- news, information, and products for federal employees

<http://www.hqda.army.mil/ocsa/values.htm> -- Army Values, LDRSHIP - Loyalty, Duty, Respect, Selfless-service, Honor, Integrity, Personal courage

Corps Speaks

March--

The Regulatory Branch hosted a public outreach workshop at Cobo Hall.

Approximately, 80 permit consultants, contractors and agents attended, to hear Bob Deroche and Bill Seib from Regulatory Branch discuss things the public could do to improve the quality of submitted permit applications, and thus improve the timeliness of the permit process. Agency representatives from the Michigan Department of Environmental Quality also participated in the the workshop.

Bill Willis, Roger Gauthier and Dave Barilovich conducted three public information meetings in Wisconsin. The meetings, held in Appleton, Fremont and Oshkosh, provided information to the attendees about Lake Winnebago and the Fox-Wolf River Drainage Basin and the U.S. Army Corps of Engineers' basin regulation activities and responsibilities.

Robert F. Kerr, master Tug Forney, attended and participated in a seminar at the Ford Yacht Club on Grosse Ile. He gave a lecture on safety on the water, bridge watch, radio operation and communications, dangers we face on the water, weather conditions, vessel traffic, common sense practices, and rules of the road. The display, which included Corps handouts and pictures of the tugs Kerr operated in the district, recieved many notes of praise from the approximately 200 people there.

Also, Robert F. Kerr, gave an hour long presentation in April to a group of more than 50 people at the Elks club in Troy, Mich., about Safe Boating and the U.S Army Corps of Engineers programs.

Mary Miller from Regulatory Branch, Enforcement Section, accompanied by Arvis Freimuts from Counsel, attended a seminar at U of D Law School, at which they made a presentation before the Environmental Law class on the Corps Regulatory permit program. This is the latest, of several presentations that Regulatory/Counsel has made at the invitation of U of D Law School.

April --

WEST MICHIGAN SCIENCE FESTIVAL A SUCCESS

The Grand Haven Area Office participated in the West Michigan Science Festival this year by providing two audience participation events geared toward students of varying ages -- "Hazardous Waste Really Bugs Me!" and "Dont Keep Dredging THAT Up!"

"The Hazardous Waste Really Bugs Me!" event was a cooperative effort with Sverdrup Environmental, Inc., the Contractor for the Ott/Story/Cordova

Groundwater Treatment Facility. The theme of that presentation, developed by Carl Platz, was teaching high school kids about bioremediation of hazardous wastes. Sverdrups lab people set up their facility to allow students to view the microorganisms responsible for eating the waste at the EPA Superfund site. Kevin McNally led a tour of the \$25 million plant. As an added bonus, Sverdrup even prepared test tubes of M&Ms for the kids to take back with them.

"Dont Keep Dredging THAT Up!" was primarily geared toward

teaching lower elementary students about river development and dredging activities. The idea for the event came from Pat Klevers 8th grade Earth Science class. As part of the event, and despite many delays, an Earthquake Liquefaction display was built according to a Waterways Experiment Station design. Klever hosted the event, giving the class and presentation without notes. Klever even found an opportunity to put in a plug for the Pier Safety Video and other COE handouts. Adults were positive, and the children were very enthusiastic about the display. "The event was such a success that we plan to use it again next year."

Terry S. Heatlie, biologist, gave a presentation to students, grades 9-12, from various high schools in Livingston County as part of an Environmental Career Day in celebration of Earth Day. At the event, held at the Howell Cleary College campus in April, she focused on investigations of unauthorized activities in wetlands as well as other wetland related work we do here in the Enforcement Section of Regulatory.

Tom Allenson, from Regulatory Branch, participated in "Career Day" at Wilkins Elementary School in Detroit. He met with three classes of fifth graders and talked about environmental issues and careers in biology.

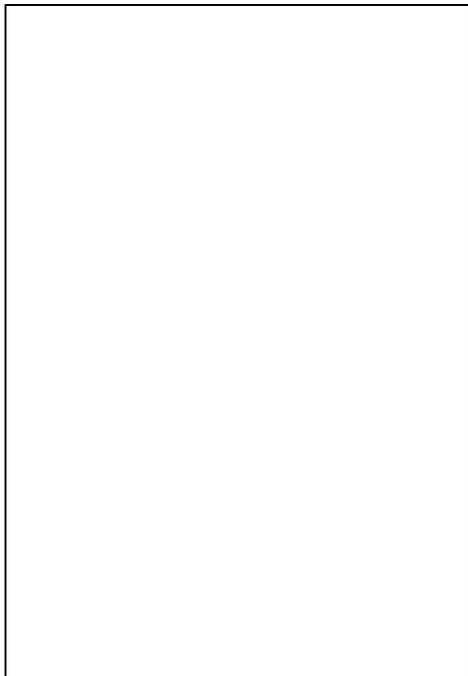
Lake Superior State University Fire Science students toured the Soo Locks, with Area Office team member Clarence Lockheed, to observe the safety, security, and fire suppression systems at the locks.

Kudos Korner cont. --

value of the education, training, etc., is approximately \$250,000. "Perhaps even more important to me, though, is the sense of pride and honor connected to West Point," Hop said of her attraction to the school.

Upon graduation from West Point, she will be commissioned as a second lieutenant in the Army possibly as an engineer. "I believe that by going to West Point, I will become a stronger person, able to cope with whatever life throws at me," she said. Way-to-go Mariann!

● Detroit District video **"Living on the Edge -- Great Lakes and St. Lawrence Shoreline** video won the national Aegis



Seated, (L. to R.) Jodi Gonska and William Gevins from Idetix, the firm that produced the award winning video "Living on the Edge," stop by to present the district with the Aegis award. Standing, Dave Schweiger and Mark Paasche from Hydraulics and Hydrology skillfully handled the video project.

award. This video, contracted to Idetix, an interactive media solutions company, and judged by industry professionals from around the country, was picked for its outstanding production quality.

● **Bill Kendall** from Reg. Functions is estatic over the accomplishments of his two youngsters.

Sarah Kendall, an 8th grader at Kellar Junior High School in Royal Oak, was part of the 29 member team that designed the school's future city, Zion, that won the Detroit Regional Competition sposed by the Engineering Society. The competition was to design a future city using SimCity200 and a professional engineer. They sent representatives to

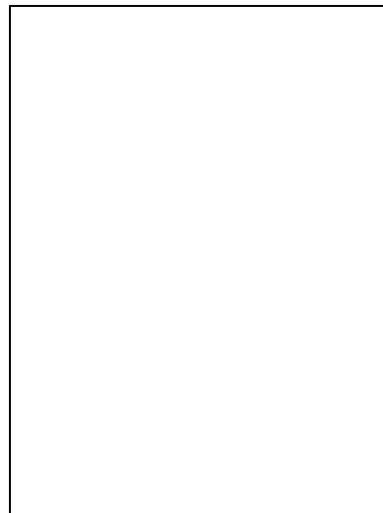
Washington D.C. to compete nationally as one of the top 12 schools in the country. Although they didn't win there NASA asked them to write a story about the school's city, designed for the moon, to appear on NASA's homepage. Fantastic!

And, big sister Jennifer, the secretary-general of the Model UN group at Dondero High School in Royal Oak, led her group to New York for tours and debates at the United Nations during the national

conference. Approximately 2000 students from 200 high schools in attendance were allowed to use the UN as if they were the actual representatives from the various countries. Sudan, their country of choice, was impressed with the Dondero student's research and knowledge of their country's culture and ideology, so their embassy granted a rare meeting with the students. Although the group wasn't expecting to win any awards on the their first trip to this national event, they captured one of the ten awards for best delegation and were invited to attend the International Model UN Conference in Hague, Netherlands in January. Outstanding!

Corps Speaks, cont. -- May--

Two Corps employees, Nanette Noorbakhsh and John Love presented unique hands-on exhibits at the Rouge River Water Festival for fifth grade students. These exhibits, shown at the University of Michigan Dearborn campus, demon-



Nanette Noorbakhsh shows how moving water can be used to power machines.

● **Gary O'Keefe** from Project management and wife Lisa welcome a new "CEO" into their happy home. Colleen Elizabeth O'Keefe, their baby girl born on 28 April, checked in at 8:36 pm, weighing 8lbs 6oz, and 20.5 inches long.

● **Tarsus** from Finance and Accounting Branch and husband DeShawn Moore's bouncing baby boy, DeShawn Malik Moore weighed in at 7 pounds 10.9 ounces when he was born April 11. The elated new parents say he's a good baby, doing well and growing fast.

strated to the students how water effects our daily lives.

Trudi Britz, Soo Area Construction Br. Chief, presented the Michigan Tech. University Scholarship, as a MTU Alumnus, and also the James Bray scholarship from the local SAME organization to the graduating seniors at the local Sault Area High School.

June--

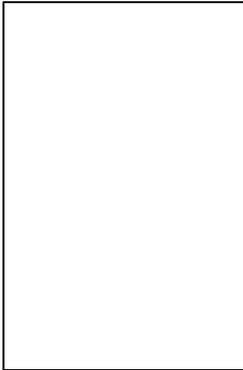
Richard Gutleber, from the Marquette sub-office, talked about shoreline protection, riparian area problems, and permits, while Matt McPherson from H & H talked about water levels and forecasting at the U.P. Waterfest'98 on the Northern Michigan University campus in Marquette.

-- Cont. on pg.12

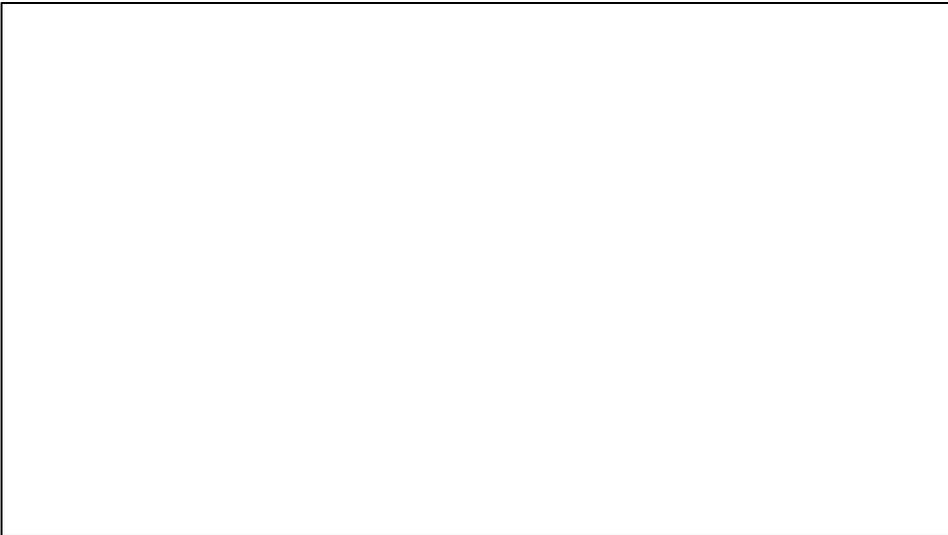
12 Soundings -- Summer 1998

Corps Speaks, cont. --

Lt. Col. Thomas Haid, representing the district and the Society of American Military Engineers, SAME, Detroit Post, along with two other SAME representatives selected two **Detroit Mayor Dennis Archer greets all participants and guests at the Science and Engineering Fair.**

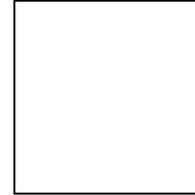


outstanding science projects for the "Engineering and Science Award" from the hundreds upon hundreds displayed at the 1998 Science and Engineering Fair of Metropolitan Detroit, held at Cobo Hall. This year they presented two awards, one each in junior and senior high school divisions, for research that falls in-line with the Corps mission. Shana Sullivan won for, "How Does Reinforcement Affect the Strength of Concrete?" And senior high student Jennifer Griffiee won for "Indoor Air Pollution... Is Our Environment Healthy?"

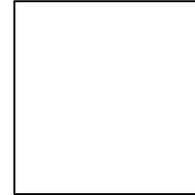


One of the projects got the attention of these young ladies touring the exhibits.

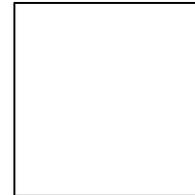
Congratulations "Employees of the Month"



April
Gail Monds
H & H



June
Phyllis Herbert
Con Ops



July
Patrick Klever
Grand Haven

Department of the Army
Detroit District, Corps of Engineers
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