

*Detroit District*

# **Soundings**

*US Army Corps of Engineers*



Winter 1998/1999

Vol. 3. No. 2

*Happy 25th Birthday  
Duluth/Superior visitor center,*

*-- see pg.12*

# Detroit District Chain of Command

## Soundings

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**Authorization:** Soundings is an authorized unofficial newspaper of the Detroit District. It is published quarterly, under supervision of the Public Affairs Office, in accordance with provisions of Army regulation, AR 360-81. It is prepared using desktop publishing and printed by offset press.

**Circulation:** We print 1300 copies per issue and circulate them to employees, retirees, and anyone requesting a copy in writing.

**Contents:** Views and opinions expressed in this publication are not necessarily those of the Department of the Army. The U.S. Army doesn't endorse any product or service that may be advertised or mentioned in this publication. News copy is prepared in accordance with Associate Press, AP, Style Guide. All photos are U.S. Army photos unless otherwise indicated.

**Submissions:** The Public Affairs Office welcomes comments and opinions about the information published in Soundings. News tips, ideas, suggestions and articles may be mailed to:

### Soundings

US Army Corps of Engineers

Detroit District

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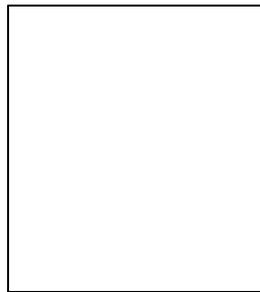
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**President**

**William J.**

**Clinton**

Commander in Chief

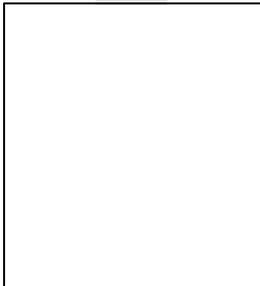


**Lt. Gen.**

**Joseph N.**

**Ballard**

Chief of Engineers  
US Army Corps of Engineers



**William S.**

**Cohen**

Secretary of Defense

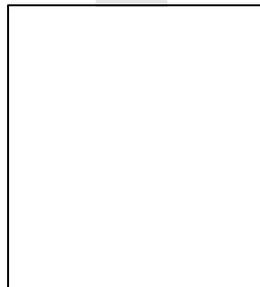


**Brig. Gen.**

**Hans A.**

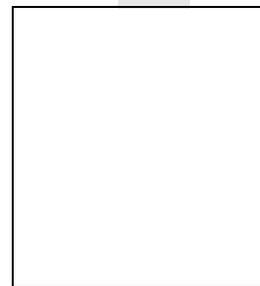
**Van Winkle**

Commander  
Great Lakes and Ohio River Division



**Louis Caldera**

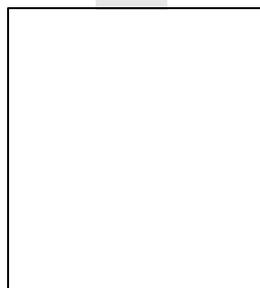
Secretary of the Army



**Lt. Col.**

**Robert J. Davis**

District Engineer  
Detroit District



**General**

**Dennis J.**

**Reimer**

Army Chief of Staff

*--On the cover: Duluth/Superior Harbor, visitor center celebrates 25th birthday. Photo approximately 25 years old.*

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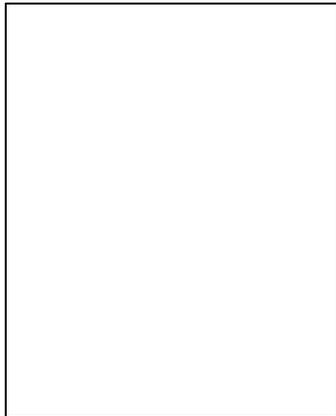
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## To Detroit District retirees:

We need to hear from you. We only received a few notices this time mostly death notices. Although we appreciate those and sympathize with, but we are currently looking to print information about your everyday lives. Special events are welcome too. But, mostly we would like to know what you're doing.

**Commander's Column**

After four months in command, I've had some time to reflect about where the District has been and where we need to go. First and foremost, the Detroit District is an excellent organization. There is substantial appreciation in the Division for your professionalism. Right now, you are doing the vast majority of your responsibilities correctly and you don't need my help. We want to retain these characteristics and continue to execute quality products and services to our customers.



***Lt. Col. Robert J. Davis  
District Engineer***

The roadmap for continued success is simple. My role is to start with the broad guidance in the Chief of Engineers' vision, incorporate the regional guidance set forth in the Great Lakes and Ohio River Division (LRD) Campaign Plan, and then translate this guidance into specific actions within the District in a business plan. Our plan is now in draft form and will be published soon.

The business plan is an easy to read document that succinctly states those actions that can be taken by each leader, supervisor, and employee of the District. I challenge District leaders to incorporate the basic tenets of the business plan into their own internal goals and TAPES objectives for their subordinates. The objective in this process is a cohesive District that shares a common vision. The key tenets of the District business plan are:

**Revolutionizing Effectiveness:**

At the forefront of revolutionizing effectiveness is our rapid transition to a Project Management Business Process. This process empowers the Project Manger (PM) to act as the quarterback (with full authority and responsibility) in delivering a quality product or service to the customer. Each PM is in charge of a project team from start to finish and will integrate all aspects (planning, design, and construction, customer interface) of a project. PMs will brief me at the monthly Project Review Board (PRB) meetings.

Many external customers state that they would not seek assistance from USACE if federal funding was not included in the project. They also state that USACE is not competitive with civilian engineering firms. I look to all members of the District team to seek new and innovative

ways to improve our internal business processes and become more efficient. Mangers must not only become more efficient in their functional areas, but also work with each other to become more efficient. I am very impressed with those who can cross internal branch or division boundaries to improve business processes.

We need to constantly gauge our customer service through both formal and informal surveys and regular calls to our customers. Providing a quality project, on time, safely, and within budget, will always be the cornerstone of our service. Our future rests on customer satisfaction. Customers have a choice with whom they want to work. If we do not provide them with what they want; they will look elsewhere. Internal customers and suppliers are equally important. How we treat each other and our suppliers can either help or hinder our productivity, efficiency, and overall performance. Understanding and improving customer relationships is an important step in quality improvement and customer care. Our draft District Quality Management Plan is being finalized. This plan will serve to help focus our energy in improving quality. An important component of the plan is the creation of a quality council that will advise me on suggestions to improve quality and our business processes.

**Seek Growth Opportunities:**

Cultivating additional work for the district is important for the future viability of our support to the Nation. This is manifested by efficiently executing work that is assigned to the District, but obtaining new work for the future.

We award and execute programs within each fiscal year to fulfill the commitments made in the annual congressional testimony. Future funding and growth from Congress is largely based upon the rate of current mission execution. The key to execution is working closely with our customers early in the fiscal year. A key to maintaining viable future Construction General (CG), Operations and Maintenance (O&M), General Investigation (GI), and Continuing Authorities Programs (CAP) programs is to ensure that every dollar budgeted to the District is spent. Successful execution (expenditures of funds in accordance with the basic schedule) is key.

As the Federal work force downsizes there will be more and more opportunities to support other federal, state, and local organizations. Support For Others (SFO) will increase in importance for FY 99 and beyond. Every manger in the District is a marketer. All of us need to actively market all opportunities. Our future livelihood partly depends on how much work we acquire in support of other federal agencies. Aggressive development of new Civil Works CG projects is an additional key to our future.

cont' from page 3

My objective to the District is to develop 10 new reconnaissance studies in FY99 and FY00 that will serve as the basis for future CG projects within the District.

**Investing in People:**

People are the most important component of the District team. There are several key components of the people equation that are important to our future.

Appropriate consideration for others is an important area that needs continuous involvement. This includes treating other members of the District team as you would want to be treated. Such actions as treating everyone with dignity and respect, implementing hiring actions that consider workforce

diversity, and establishing viable consideration for others training, special emphasis programs, leadership, mentoring, and outreach programs. I look to District leaders to embrace these initiatives.

Personnel turbulence and consolidation of human resources and financial activities have served to lower employee morale and increase workplace uncertainty in recent years. Programs in FY99, such as increased frequency of townhall meetings, brownbag lunches, and other communication activities will serve to improve team member knowledge of intradistrict events and decrease uncertainty. I look to District leaders to focus on developing subordinates through execution of good individual training plans, improvement of counseling, and use of TAPES support forms.

All computer systems within the

District must operate beyond the year 2000. A real threat to our successful accomplishment of future support to customers is the assurance that all computer driven systems will operate on January 1, 2000. Critical systems include: lock and dam operations, building heating, ventilation, and elevators, GIS equipment, and personal computers. I look to all members of the District team to bring any incompatible system to the attention of supervisors as soon as possible for corrective action.

In conclusion, the District has been through some tough times in the past few years, but the future is very bright. I see great things happening around me every single day and I'm encouraged by the positive attitude that is constantly displayed everywhere I look. Together, we can make an excellent organization even better.

"Investing in Dreams"

Once again Detroit District employees you demonstrated your generosity by giving more, 16 percent more, than expected to the 1998 Combined Federal Campaign.

**Thank You!!!**

## Newest Lieutenant Colonel plans to stick around for a while as DDE

*As Col. Hougnon, Great Lakes Regional Office commander, states the importance of achieving the rank of Lieutenant Colonel at Lt. Col. Lawrence Powell's promotion ceremony, Powell's son, Dan, and daughter, Amy, changed his epelets to reflect his new rank.*

*Along with his wife Sue, most of Powell's family attended the joyous occasion, including his mom and dad, Jean and Dave; his brother*

*Dave with wife Laura and daughters Lindsay and Kristy; and in-laws Theresa, Virgeen, Paul and wife Nancy. But, of course many members of the Detroit District team came out to wish him well also.*

*"More important than anything is that my family was able to be here," said Powell. And, speaking to the workforce, "Thank you 'all' for what you do -- for guys like me that wear the green suit."*

**Detroit District's toll free number**  
**888-694-8313**  
 same use as the district's general information phone line.

# Holiday Message

The people of the U.S. Army Corps of Engineers have much to be thankful for during the holiday season — our health, our nation, our families and friends.

The fact that we are part of a dynamic, forward-looking organization should also be high on our list of things for which to be thankful. Our initiatives in areas like Project Management, Readiness 2000, senior civilian selections, and Divisions as Business Centers, to name just a few, show we are rapidly evolving to meet the challenges of the 21st century.

There are others who have reason to be thankful for the Corps of Engineers. Many people were struck by natural disasters this year, and the Corps was among those who came to their aid. We provided water and ice during Hurricanes Bonnie and Georges and tropical storm Charley. During Hurricane Georges in Puerto Rico we added temporary roofing and emergency electric power to our water and ice missions.

Our people were there to provide ice during the Florida fires, to assist during floods in Korea and the Midwest, to clean up tornado damage at Fort Stewart, Ga., and to serve on the front lines of dealing with El Nino storms. In the wake of Hurricane Mitch, Corps people moved rapidly and efficiently to support the massive relief effort. Everyone likes to be home for

the holidays, but there are Corps people who won't be able to make it. They are supporting soldiers in Bosnia, helping lay the groundwork for destroying chemical and nuclear weapons in Russia, and working in many other places where the Corps supports the Army and other nations.

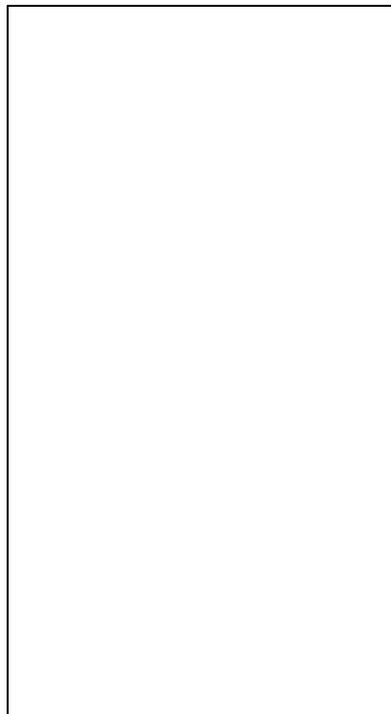
Whether we are repairing schools in Washington, D.C., taking part in scientific expeditions in the Arctic, helping bring a new recreation reservation service on-line, or improving the quality of life for servicemembers and their families by building new facilities at installations in the U.S. and around the world, the U.S. Army Corps of Engineers remains the top engineer agency of choice for the nation.

I am proud of the way Corps people faced challenges this year while adjusting to sweeping internal changes. I look forward, with excitement and anticipation, to what we will face together in 1999 and in the coming century.

The Corps family wishes you a safe and joyous holiday season, and a happy, healthy, successful New Year.

**JOE N. BALLARD**  
Lieutenant General, USA  
Commanding

## District challenges and future discussed at Town Hall meeting



*(left) District commander, Lt. Col. Robert J. Davis, talks to Detroit District headquarters employees (above) at town hall meeting. He says, he plans to visit each area office through out the next few months and have regular town hall meetings or other communication meetings between him and the workforce periodically and often in the future.*

## IMONews:

### Internet, Intranet update

The Detroit District has a new internet address, available immediately. The old sparky address is still accessible but will be phased out eventually.

New internet address:

<http://www.lre.usace.army.mil>

-or-

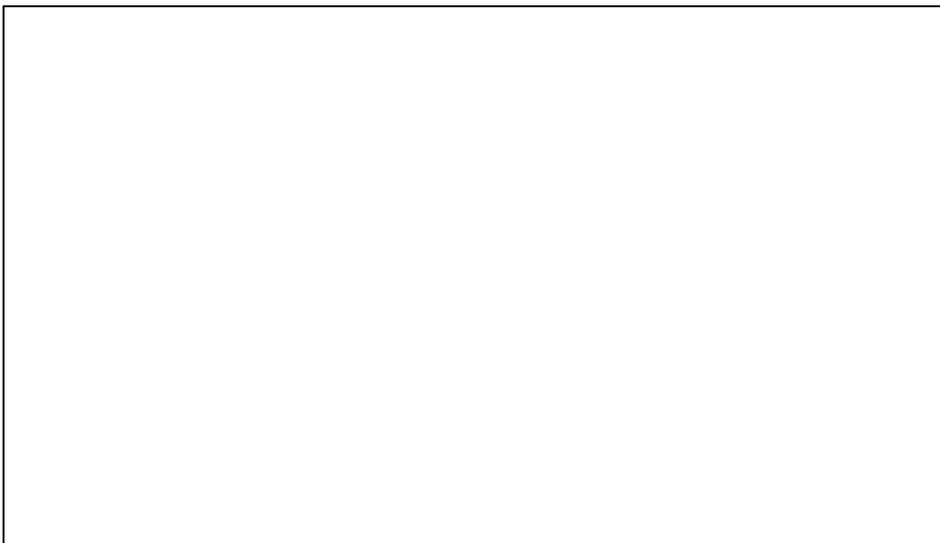
<http://huron.lre.usace.army.mil>

The district is also making internal communications easier through the intranet -- only available to district employees. That site address is:

<http://lre42.lre.usace.army.mil/index.html>

*"Living the Vision" -- Invest in people*

## Deputy's luncheons a success



*Many people attend the deputy's brown bag luncheons, held once a month, to get the latest on how the district is doing, what the future holds, and answers to the many other questions brought to the table.*

## National Recreation Reservation Service goes online

WASHINGTON --Beginning October the public is able to reserve US Army Corps of Engineers and US Department of Agriculture Forest Service operated campsites, cabins, group campground and picnic areas through the National Recreation Reservation Service (NRRS) using a toll-free number.

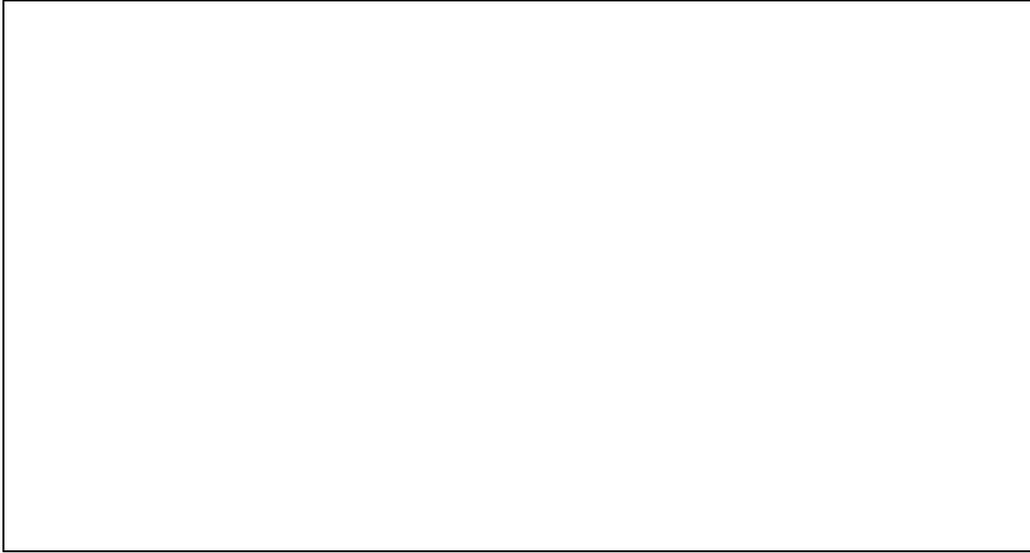
The two federal agencies teamed up to develop a "one-stop" service center for making recreation reservations. Customers will have an easy and accessible way to reserve campsites and other facilities by calling toll-free, (877) 444-6777.

The reservation service is being implemented in phases with nearly 30,000 sites available starting October 15. Individual campsites can be reserved 240 days in advance of arrival and group facilities 360 days in advance of arrival. Alaska cabins may be reserved 180 days in advance of arrival. Some Forest Service wilderness permits and river float trip lotteries will be added in January, 1999. A second phase, which includes an additional 10,000 Corps campsites, is planned for March, 1999.

With a few exceptions, most Forest Service facilities nationwide, and Corps-operated campsites in Alabama, Arkansas, Florida, Georgia, Kentucky, Missouri, Mississippi, South Carolina, Tennessee and Texas, are included in phase one.

An Internet site is available for information and reservations at [www.ReserveUSA.com](http://www.ReserveUSA.com).

# Engineers Day at the Soo Locks



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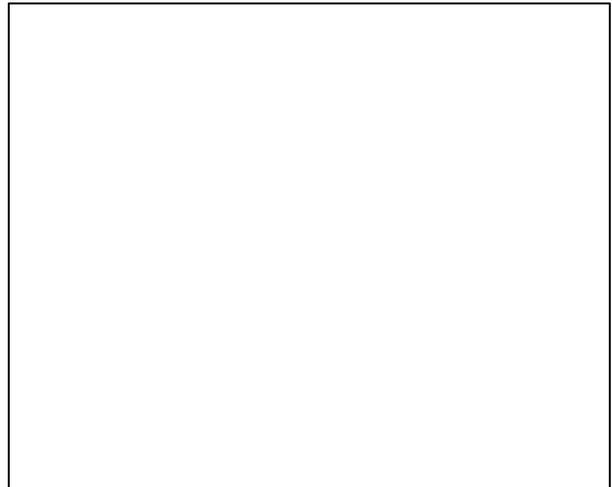
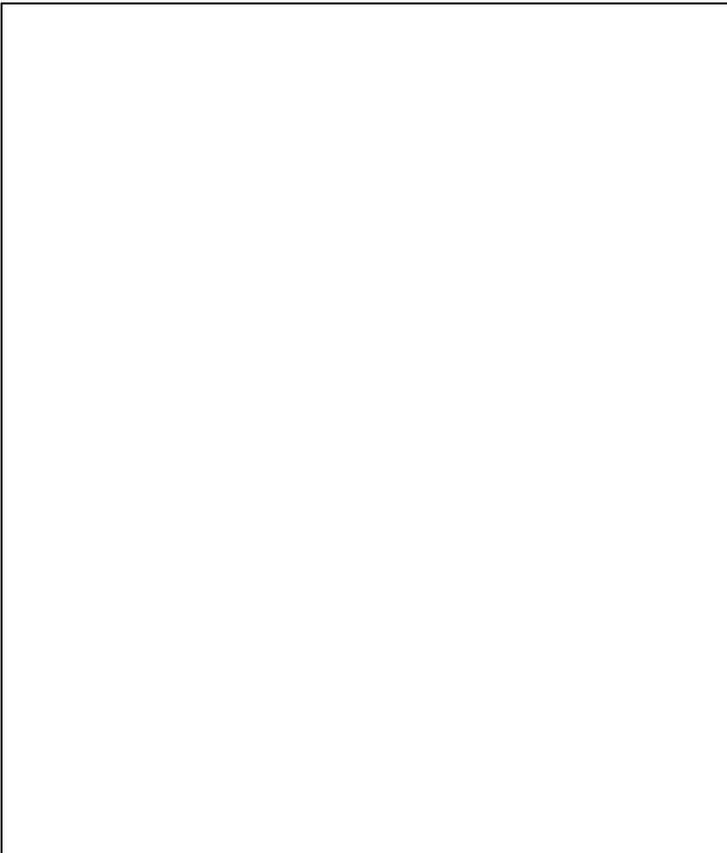
by Carmen Paris  
Soo Area Office

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Engineers Day or “Open house” as it’s known at the Soo, is the only time of the year visitors are allowed beyond the traditional viewing area. This year more than 3400 visitors toured the locks and surrounding buildings. There to greet them, as they came across the MacArthur lock, were some of the members of the Sault Ste. Marie chamber of Commerce, print and TV news reporters, and Soo employees.

*Visitors observe domestic and foreign ships maneuvering through the locks during Engineers Day at the Soo. Downbound, in the Poe Lock, is the “saltie” RIXTA OLDENDORF from Germany, while on the left, upbound, is the Canadian vessel CANADIAN TRANSPORT.*  
Photo by Carmen Paris

## *Only in the Corps can Halloween be this much fun*



*Left: Madame Carletta invites this unsuspecting harlequin, Amber Shadd, in to her fortune-telling den to meet her future face-to-face.  
Above: Young “Trick-or-Treaters” marvel at the mechanical witch, in the security office, as she brews her pot of ghostly tales.*

# Great Lakes Mayors discuss their unique issues

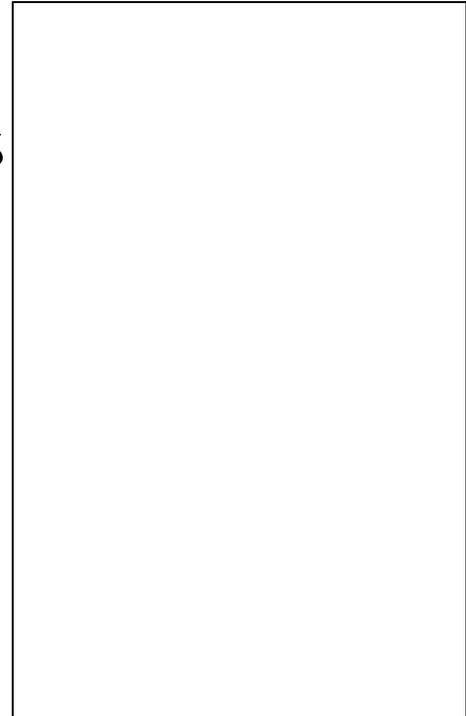
How global warming affects the Great Lakes including the Detroit River, the new "American Heritage River," were among the topics discussed at this year's Great Lakes/St. Lawrence River Mayors' conference in Windsor, Ontario, Canada.

Mayors, civic leaders, environmentalists, corporate stakeholders and governmental agencies from cities and states bordering the Great Lakes convened in one place to discuss, report and exchange ideas about engineering, environmental, political and social issues associated with the Great Lakes area.

The topics discussed included: navigation, the maritime industry, contaminated sediment remediation, the effects of global warming, effects of high and low water levels, possibility of increased storm action, and preserving natural habitats.

The Corps, Detroit District with contributions from Chicago and Buffalo districts, was one of the major exhibitors at this conference and contributed greatly to the knowledgeable discussions there.

Mayor Archer, in his opening speech to the attendees, took a positive approach with issues focusing on future tourism and the local economy.



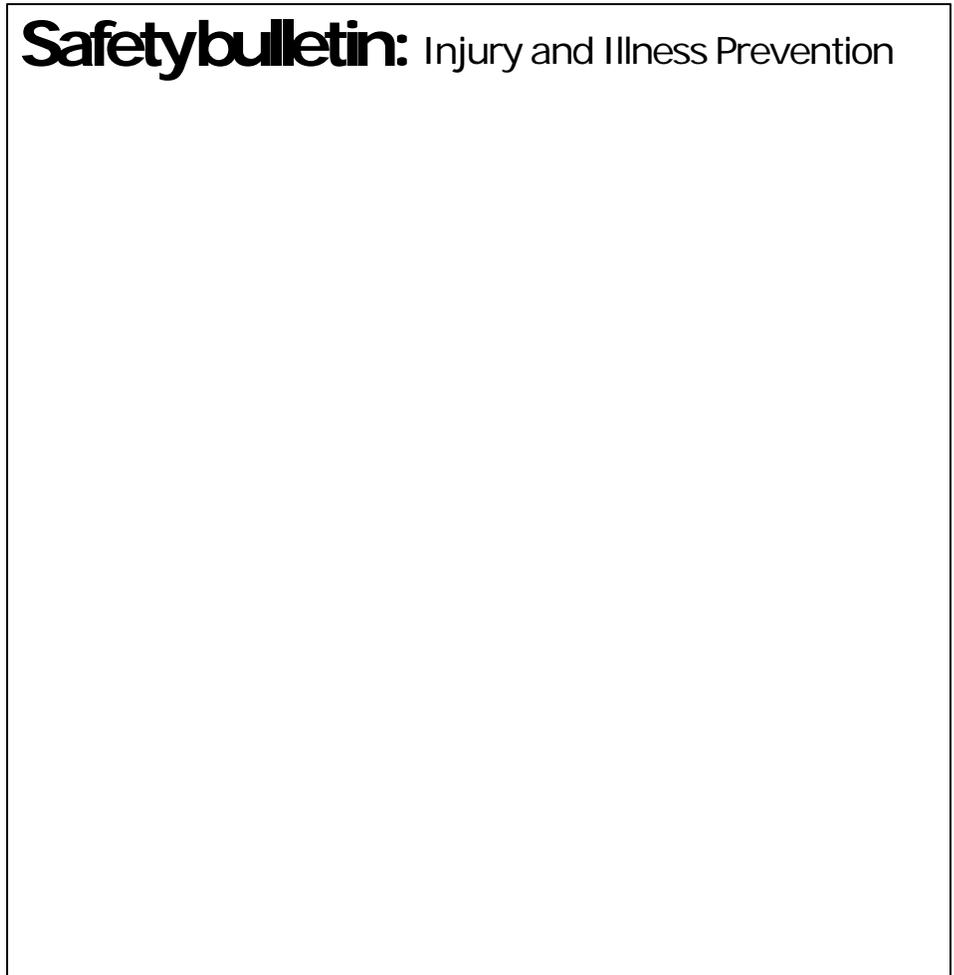
*Jeff Weiser, business development coordinator, greets Detroit Mayor Dennis Archer at the Great Lakes Mayors' conference in Windsor.*

## 1999 Federal Holiday schedule

New Years Day	Fri., Jan. 1
Martin Luther King Day	Mon., Jan. 18
President's Day	Mon., Feb. 15
Memorial Day	Mon., May 31
Independence Day	Mon., Jul. 5
Labor Day	Mon., Sep. 6
Columbus Day	Mon., Oct. 11
Veterans Day	Mon., Nov. 11
Thanksgiving Day	Thu., Nov. 25
Christmas Day	Fri., Dec. 24
New Year's Day (2000)	Fri., Dec. 31

Source: govexec.com

## Safety bulletin: Injury and Illness Prevention



# Kudos Korner

-- "It is a great looking job and everyone involved should be given a pat on the back." The New Buffalo section 14 repairs on the coast of Lake Michigan were finished October 23 with great success, according to Thomas W O'Bryan, chief of Construction Section Grand Haven Area Office. "To all -- nice contract, thanks for all your help. The local community is very satisfied." --Way to go!! **Jeffry Frisma** from the Grand Haven Area Office received the Quality Performance Award from the Great Lakes and Ohio

River Division office for assuring quality construction management and safety on the Pentwater, HID and FAA projects. All seven districts in the division competed for this award and this is the first time any one from Detroit District has won. -- **Victory is yours!** Congratulations **Chris Purzer** for passing your professional engineers exam. While studying for the exam he has been, for the past three years, an Hydraulic Engineer in the GLH&H branch. -- **Wedding bells are ringing** for new bride **Barb Erxleben**, now **Ward**, from the Grand Haven Area



*C. Pat Labadie receiving the Crittenton Award at a ceremony in his honor.*

Office who was married in November. **Get out!!** Exactly what **Tina Williams** did when she jumped from a perfectly good airplane as a first time skydiver. You go girl! --**Nice One!! C. Pat Labedee**, from the Duluth Area

Office and museum, for getting the Crittenton Award. Brig. Gen. Hans Van Winkle, Division commander, presented Labedee with the award at a special ceremony in the McNamara building.

## Corps Speaks

**Don Reinke**, biologist in the Regulatory Branch, spoke before a group of 30 environmental consultants, October 19, at a wetland identification class, hosted by the University of Michigan at Ann Arbor.

"On behalf of the University of Michigan's Matthaei Botanical Gardens, I want to express my profound thanks for your participation in our recent course entitled 'Wetland Delineation in Michigan'...the expertise you brought to the course is in large measure responsible for its success..., signed Brian J. Klatt, Ph.D. associate director.

Detroit District Regulatory Branch hosted this year's Great Lakes and Ohio River Division Regulatory Project Managers Conference in Mackinaw City, Mich.

Organized by **Nancy Peterson, Michelle Thrift and Bob Deroche**, and attended by the Division Regulatory Chief from Cincinnati, the event included approximately 30 project managers from Detroit, Pittsburg, Chicago, Nashville, Buffalo, Huntington, and Louisville districts.

District representatives including: **Lyle Thompson**, GL H&H Branch, **Nancy Peterson, Michelle Thrift, Ed Arthur, Pat Borden, Sue Bright, Rich Gutleber Bill Leiteritz**, and **Tom Allenson** from Regulatory Branch presented various topics at the conference.

Highlighting the confer-

ence was a guided tour of the Soo Locks and power house, led by **Don Erfourth** from the Soo. **Ed Arthur and Sue Bright**, Soo Field Office, and **Bill Leiteritz**, Saginaw Field Office provided logistical support for conference field trips to sites in upper northern Michigan and in the upper peninsula.

**Brian Mallory**, from the Grand Haven Area Office, represented the Detroit District at the Whitehall Community Summer Event held July 25.

This one day marine themed event at Whitehall's Municipal Marina brought out quite a few people.

Visitors were able to enjoy a display of the White Lake Harbor construction project, informational materials, and pick-up safety related brochures even after

afternoon gusting winds tore down half of the display.

Mallory had a chance to discuss the construction project with quite a few of the attendees, and the event planners stated they were pleased the Corps participated.

**Matt McPherson**, Sep 10, talked to the "Navigator's Club," at Mac and Rays.

The people in this club went through power squadron training, and additional training regarding celestial navigation, dead reckoning, etc.

During this informal setting, they kept him busy for more than an hour with questions of all sorts, but generally listened to the information he presented.

# Book Review: **The One Minute Manager**

by: D. Kenneth Blanchard, Spencer Johnson, Kenneth H. Blanchard

Reviewed by Patrick T. Klever

...In *The One Minute Manager*, Drs. Blanchard, Blanchard, and Johnson have provided a formula for success through the principles of a fictitious leader called The One Minute Manager who embodies the essence of effective management. While this easily-read-in-one-sitting book has been out for many years, its message continues to be timeless for managers everywhere. In fact, using the principles outlined in *The One Minute Manager*, managers can be well on their way to becoming leaders within their organizations.

...by focusing on the “one-minute” principle, effective manage-

ment can be simple and clearly concentrated for dynamic results. This “one-minute” principle is spelled out in three tenets: One-Minute Goal Setting, One-Minute Praising, and One-Minute Reprimands.

...I also found an interesting but unstated principle outlined in the book. Having employed the principles espoused, The One-Minute Manager sends his people off armed with the knowledge needed to accomplish their goals – BUT he avoids doing their work for them....

I’d heard about one-minute management years ago, but did not pick up the book until recently. I have

personally experienced the effects of one-minute management – both in using these principles and in having them bestowed upon me. In one memorable case, as a young Army captain on active duty, I had, unknownst to me, the two-star Commanding General of Fort Leonard Wood patiently wait for me to finish my conversation with someone else. When I turned around, almost bumping into him, he held out his hand and said, “Did anyone tell you that [in a highly stressful, potentially disastrous emergency situation that I had found myself in the previous week] you did a good job?” Not only did he acknowledge my efforts, but he also personally sought me out (on a post with thousands of nameless, faceless captains). To this day, that remains the highest earthly reward that I believe I have received, notwithstanding many other personal achievements and public and/or official recognition.

The book reinforces the notion that people are our most important resource and that if we recognize and value the worth of our employees, then the mission will be accomplished...

I think that *The One Minute Manager* is a must-read for all managers (and their employees, too), but especially managers who aspire to be leaders. In this era of government reinvention, the principles stressed by the authors can be effectively employed to make a dramatic difference in the way we approach business.

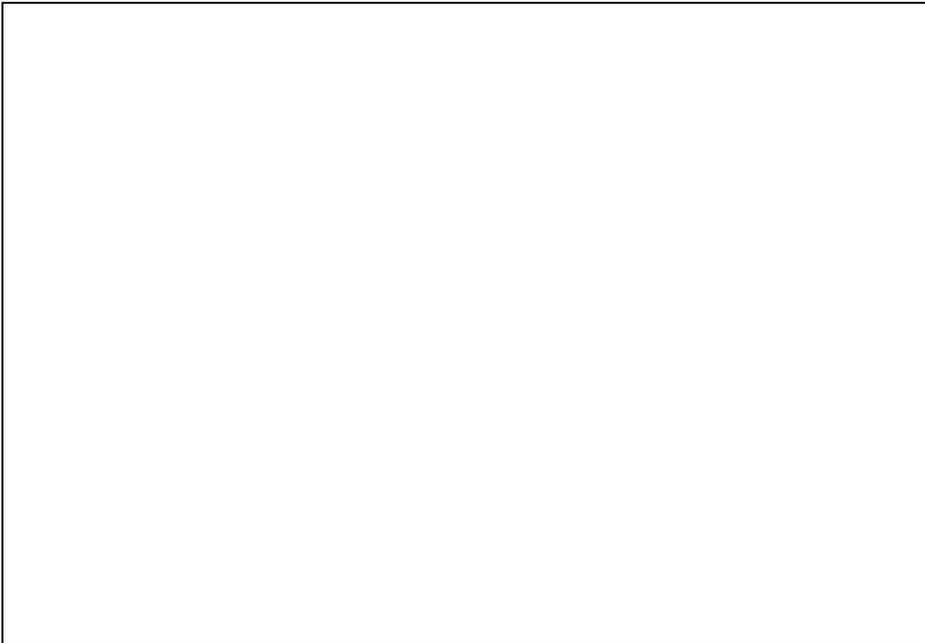
Would I recommend the book?

In a Minute!

**Pat Klever**, from the Grand Haven Area Office, is a current member of the Leadership Development program in the Detroit District.

This is an excerpt from his review which was a requirement of the development program. Currently Klevers’ full review may be viewed at the “news” page on the intranet.

## **“A Legacy of Values”** Celebrating 50 years of integration



*DoD photo by Helene C. Stikkel.*

**Secretary of Defense William S. Cohen (left) shows his wife Janet (right) a memento presented to him by members of the legendary Tuskegee Airmen. With Secretary and Mrs. Cohen are from left to right Col. Lee Archer, Lt. Col. Howard Baugh, and Lt. Col. Charles Bussey. Cohen visited Norfolk State University to kick off the nation's 50th anniversary observance of President Harry S. Truman's executive order desegregating the armed forces.**

*Read more about this on the district intranet.  
“Army celebrates 50 years of integration”*

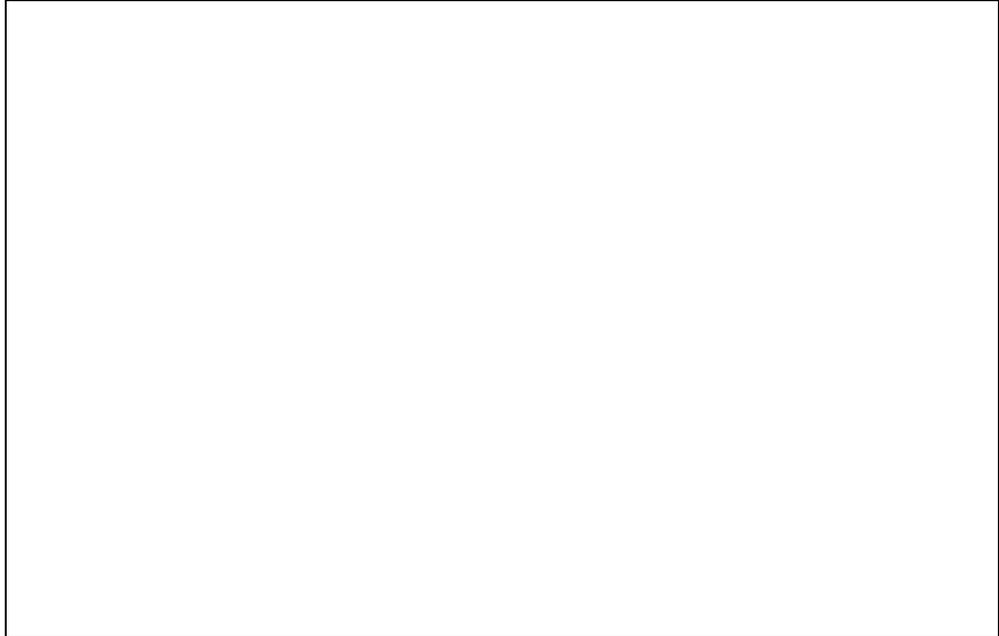
# Deer finds friends with boat

by Carmen Paris  
Soo Area Office

A deer swimming in the MacArthur Lock caused some excitement at the Soo Locks recently.

The crew on the lock noticed the deer in the open lock chamber after it apparently entered from a nearby pier.

A two man team corralled the deer from a work boat, after being dispatched from the boat house, and released it back into its natural habitat.



*The deer, now safely corralled by Bob Deuman, holding the deer, and Kevin Sprague, piloting the boat, is heading back home.*

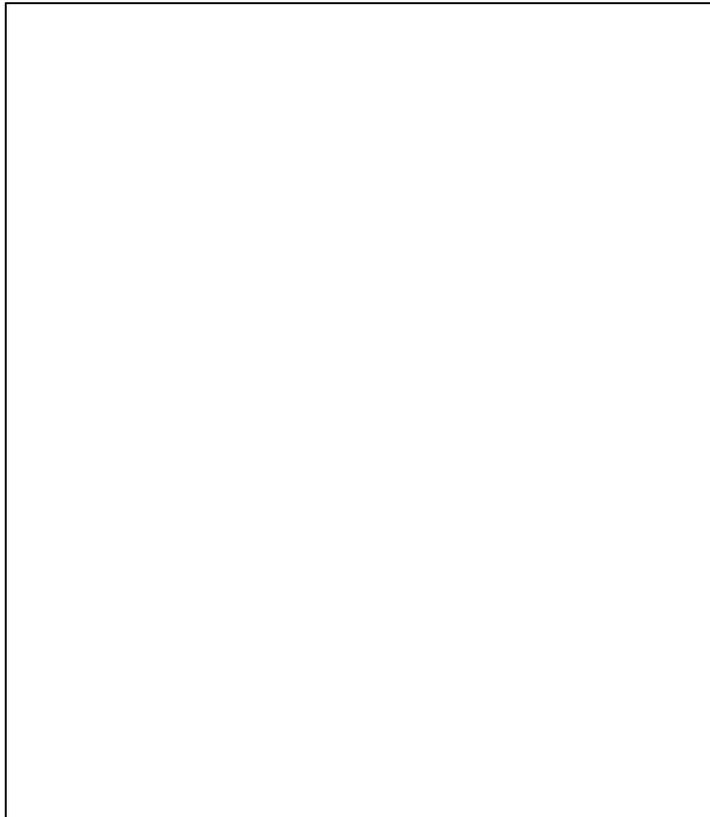
## Boater gets Commodore's award

Kudos to Jack Wright, from the Detroit Area Office and an engineer on the tug "Forney," he was recently awarded the "Commodore Frank Kurk Award."

The award, established in 1950, was given to Jack by Commodore Walter Wells of the Windmill Pointe Yacht Club.

Awarded to the outstanding member of the year at the yacht club, Jack was recognized for his many accomplishments including being elected Fleet Captain two years straight. He was also in charge of club house renovations, remodeling, and various outings.

## The "Big One" didn't get away



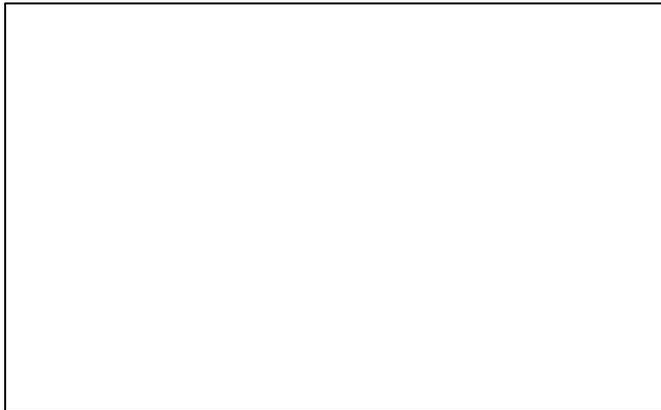
*The guys on the tug "Forney" and from the crane barge "Veler" caught this big "fish" (rock -- 6 feet high and 172 feet in diameter) while using GPS, Global positioning System, and sweeping the X-Y coordiance in the lower Livingston navigation channel near the Detroit River light just before Lake Erie. Clockwise from center: Dan Wienclaw, Jack Wright, Ray Bilicki, Gerald Benson, Robert Lenich, Dennis Burris, back of rock, (not pictured) Bob Kerr taking photo.*

# Celebrating 25 years

The Visitor Center, originally referred to as the Lake Superior Marine Museum, was built in 1973 and expanded in 1978-79 to its present size. In 1980, it became a part of the Detroit District joining its sister visitor center at the Soo Locks. Both of these visitor centers are important parts of our district's educational efforts with the general public.

Back in the fall of 1973 when the visitor center building was completed and opened to the public for the first time, it had only 2,000 square feet of exhibit space and a staff of one permanent employee and one temporary employee. The permanent employee, Pat Labadie, is now the Visitor Center Director. Now, with more than 5,500 square feet of display space, the Visitor Center has four permanent employees serving more than 425,000 visitors each year.

*Many dignataries and news media from the Duluth/Superior area attended a cake cutting ceremony, hosted by Lt. Col. Robert Davis, district engineer, to give thanks and best wishes for many more years of success.*



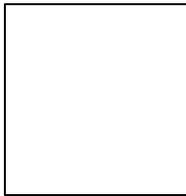
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Detroit District, Corps of Engineers  
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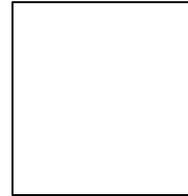
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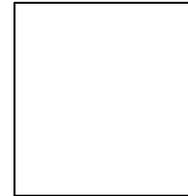
August  
Jinane Karmo  
Detroit HQ



September  
Brian Mallory  
Grand Haven



October  
Tom Creeden  
Grand Haven



November  
Larry VanOordt  
Grand Haven

The Center provides information on Lake Superior's maritime activity and that of the Great Lakes Region. And, most importantly, the crucial role of the U.S. Army Corps of Engineers in the development of the "Twin Ports" of Duluth, Minn., and Superior, Wis.

This Visitor Center helps preserve the maritime heritage of the entire region.

Just two years ago, this facility was formally reclassified as a Class "A" Regional Visitor Center, recognizing the broad scope of its interpretive mission. And, just last year, our Ten Millionth Visitor walked through these doors. It was about that same time that we renamed the museum the Lake Superior Maritime Visitor Center, again proclaiming its status as a regional facility.

As you can tell, this museum and the people who run it make us very proud. This is one of the most popular Corps of Engineers' visitor centers in the country.

*-- Taken from Lt. Col. Davis' speech*

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