



US Army Corps  
of Engineers®  
Nashville District

# DistrictDigest

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*Respected-Responsible-Reliable*

March 2004



## Nashville District Accepts Award

*See Page 6*



# Contents

From Where I Sit .....	3
February Employee of the Month .....	3
Bird Point Count Survey Established on Lake Barkley .....	4
TWRA Proposes Fix for Caney Fork Water Quality Problem .....	5
What Nashville District Doesn't Do So Well .....	6
Commander Discusses USACE 2012 .....	7
Iraqi Builds Statue to U.S. Military .....	7
Time Again to Assess District Training Needs .....	8
Expenses for Professional Credentials May Be Paid By Corps .....	8
Rec Areas Prepared for 2004 Season .....	9
The Corps Crowd .....	10
Gayla Mitchell Made A Difference to Many .....	11
SAME Offers Scholarships to Students for 2003-2004 Year .....	11
Just to be on the Safe Side .....	12
District Names Nominees for Federal Executive Awards .....	12

## Cover Photo

### 2003 Achievement Award

District Engineer Lt.Col. Byron Jorns (below right) and Deputy District Engineer for Project Management Dave Day (left) accept the 2003 Achievement Award Feb. 23 from Marie Williams, president of the Tennessee Center for Performance Excellence,

and former Governor Ned R. McWherter during an awards banquet at the Renaissance Hotel in Nashville.

"Folks, Dave Day and I were extremely pleased," said Lt. Col. Jorns, "to accept the 2003 Achievement Award from the Tennessee Center for Performance Excellence on behalf of the entire Nashville District workforce. This prestigious award reflects the hard work and professionalism of each and every one of you. I am proud of your commitment to 'continuous improvement' and dedication to posture this District for future successes."

The Achievement Award recognizes an advanced level on the part of organizations which clearly demonstrated achievement through their commitment and their practices. Fewer than 17% of applicants for the award have reached this premier level, according to officials with the Center for Performance Excellence.

This is the highest award received by the District to date in the annual quality assessment. For details about areas which the assessment team felt Nashville could improve upon, see page 6.



photo by Dave Treadway

## DistrictDigest

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Information about the Nashville District may also be found on the District's homepage at: <http://>

# Lieutenant Colonel Byron Jorns From Where I Sit

The Chief has said often that we're a "learning organization." Indeed there is always something we can learn from our peers. Recently, Lt. Col. Jeff Hall, Commander of the Buffalo District, wrote a superb summary of where LRD (and all of the Districts) is heading towards USACE 2012 implementation. I'd like to share these comments with all of you.

## What's going on?

The LRD Regional Management Board Strategic Planning Committee is developing a new Regional Strategic Business Plan. Our plan is that we will operate as one region with 5,000 employees instead of seven separate districts. We will use existing and future capabilities to meet or exceed customer needs. LRD will regionalize processes where it makes sense to do so and where it enables the region to provide "faster, less expensive, better, and safer" projects, products, and services to our customers.

## Communication

Project Delivery Teams (PDTs) are studying our business lines and assessing resources needed to meet regional workloads. Currently, navigation and environmental restoration are under study, with recommendations due by April '04. Later studies will be done for our other business lines: regulatory, flood damage reduction, recreation, storm damage reduction, hydropower, water supply, and emergency response.

Four support functions are also currently under study by PDTs: Resource Management, Logistics, Public Affairs, and Contracting. Each district provided a functional expert and a customer to work on these teams. These PDTs will research, analyze, and evaluate alternatives to the way we do business, and provide recommendations to LRD's USACE 2012 Executive Oversight Committee by June '04 with planned implementation in October. The teams are looking for opportunities to regionalize processes and to find more economical ways to do business.

The ability of the organization to manage the transition of the workforce along with the changing workload processes, is an extremely important issue. Therefore, the Regional Management Board's Invest in People Committee will establish a PDT to investigate workforce issues associated with regionalization. The study requirement and timelines will be determined for this action at a later date.

For members of the Bargaining Unit, rest assured that any workforce issues that could potentially affect you will be discussed with union representatives at an early stage.

## What does this mean to our District?

- We may gain some work, we may transfer some work, or we may share some work across District boundaries.
- As the workload mix continues to evolve, we need to determine the skills and capabilities that need to be resident in our District, those that can be received from other LRD Districts, those that are



available from other Divisions, or those we should obtain from external sources.

## What does this mean to you?

- Your work may be the same as it is now.
- For some, you may have new working relationships, a different manager, or perhaps a different reporting structure.
- For some, it may require working on different types of projects.
- As always, there will be a requirement to continuously enhance our skills and capabilities.

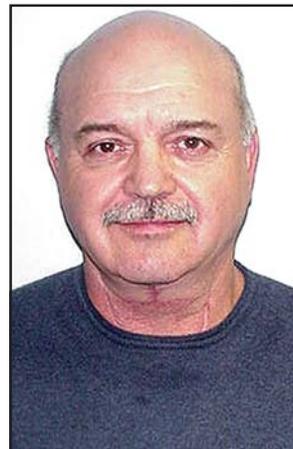
## What is my commitment to you?

(See Where I Sit, page 6)

## February Employee of the Month

Randy Crabtree, superintendent, Old Hickory Power Plant, was named Nashville District employee of the month for February.

In his position as superintendent, Crabtree consistently performs outstanding work. Especially commendable was his recent performance while coordinating the switchyard upgrade with Nashville Electric Service and Tennessee Valley Authority which will provide customers



Randy Crabtree

with more reliable power service. During this period, he also maximized security measures to successfully complete the RAM-D Security Project. His recent coordination and oversight of inspections of the spillway gates, considered project critical elements; and his continued promotion of positive public relations in conducting plant tours and sharing information with EAGLE class members, CPSP teams, school groups and other contacts were also noteworthy. He is held in high esteem by his team, an indication of his outstanding leadership abilities.

Senior leaders select the employee of the month from the many excellent candidates identified by the District's chain of command. Selected individuals personify the seven Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage. 🇺🇸

# Bird Point County Survey Established on Lake Barkley

by Phil Brown, Conservation Biologist

“Bird point count, what is that?” asked a curious old-timer.

A bird point count is a group of survey points, strategically distributed across a parcel of land to provide the best representative sample of the area, which are visited by trained personnel in a predetermined order at a particular time of the year. Data collected from the survey is used to estimate relative abundance and population trends of particular bird species. Simply put, you stand in a fixed location for a couple of minutes, listen and watch for birds, then record what you see or hear.



**Female Cardinal**

“This survey,” explained Ms. Shawchyi Vorisek, Avian Ecologist for the Kentucky Department of Fish and Wildlife Resources, “is affiliated with Partners In Flight (PIF) ([www.partnersinflight.org](http://www.partnersinflight.org)), whose central premise is that resources of public and private organizations in North and South America must be combined and coordinated to achieve success in conserving bird populations in this hemisphere.”

The Department of Defense joined more than 200 other organizations as signatory members on a Memorandum of Understanding in October 1998 to improve monitoring, inventory, research, management and education programs associated with birds and their habitats. Therefore, this effort and information collected takes on international significance and may greatly improve our knowledge of birds.

The Natural Resources Management staff of the Nashville District partnered with the Kentucky Department of Fish



**Eastern Bluebird**

and Wildlife Resources (KDFWR) in the spring of 2003, at the request of Ms. Vorisek, to establish a survey area on Lake Barkley. This established Lake Barkley as one of 43 sites annually surveyed in the Commonwealth of Kentucky.

The habitat area selected on Lake Barkley is forested and approximately 1000 acres in size. The survey is conducted annually, between mid-May and the end of June. Data collected will be provided to the KDFWR Avian Ecologist for consolidation and submittal to PIF.

You may be asking, “Why are such surveys necessary? Why the international interest? Why is it so important?” These are all good questions. Perhaps this is the best



**Male Cardinal**

answer; birds, or avian species to a biologist, are considered ‘indicator species’ for use as the foundation for habitat restoration models, or as the basis of concern for habitat quality.

Simply put, many models used to target habitat improvements are based on bird surveys. For example, if the survey trend for the Red-shouldered Hawk is declining in a particular region, that could point to a decline of large contiguous mature lowland forests, the Hawk’s habitat of choice. This, in turn, might be an indicator to the decline of numerous other wildlife species such as mammals, reptiles, and amphibians that also frequent such forests.

If this example does not clarify the importance of bird survey efforts, perhaps the best example occurring in recent history is the decline of particular bird species and the connection to water quality... the



**White Throated Sparrow**

chemical DDT in the water, fish living in that water ingest the chemical, Bald Eagle’s eat the fish... result...decline of Bald Eagles...

The PIF initiative is just one example of surveying efforts. There are other surveying initiatives, such as the Monitoring Avian Productivity and Survivorship (MAPS) program. However, this effort requires training and is a more labor-intensive method that we will not go into now.

Hopefully, this gives you a better understanding of the importance of survey efforts. The Lake Barkley Natural Resource staff is very excited about taking part in this international affair. If you are interested in learning more about PIF, visit the web site above. 🏠

# TWRA Proposes Fix For Problem

Story and photo by Dave Treadway

The issue of water quality problems on the Caney Fork River below Center Hill Dam was the first item of business at the February Tennessee Wildlife Resources Commission (TWRC) Meeting, Fisheries Committee.

District Hydraulic Engineer Bob Sneed provided background on the issues associated with a lack of minimum flow and seasonally stressed dissolved-oxygen (DO) conditions on the Caney Fork River below Center Hill Dam and some of the causes for those conditions. He explained the difference in Corps projects in the Cumberland River Basin.

"We essentially have two types of projects," said Sneed. "On the main stem of the Cumberland you have navigation projects characterized by shallow depth with corresponding short hydraulic retention times. Below these structures we don't see significant water quality issues. On the other hand, the tributary storage projects hold water for an extended period of time, ranging from a few months to more than a year, and they are also quite deep, all factors that lead to the development of water quality problems. The Corps is required to operate these projects for a variety of authorized mission areas including navigation, flood control, hydropower, recreation and water supply."

He spoke about LTG Flowers' Environmental Operating Principles and how that three specifically apply to the situation on the Caney Fork.

"First," explained Sneed, "the Corps *Accepts Responsibility* for the role we have in operating our reservoirs. Next *Mitigating Impacts* encourages us to look at the full life cycle of our projects. Finally, the Corps must *Respect the Views of Others*." He pointed out that the Corps wants to be known as a learning organization and as such, must also be a good listening organization.

"While we are here to tell you a little about what we are doing," said Sneed, "we are also here to listen to what you have to say."

He shared District water quality data collected in the Caney Fork dating from

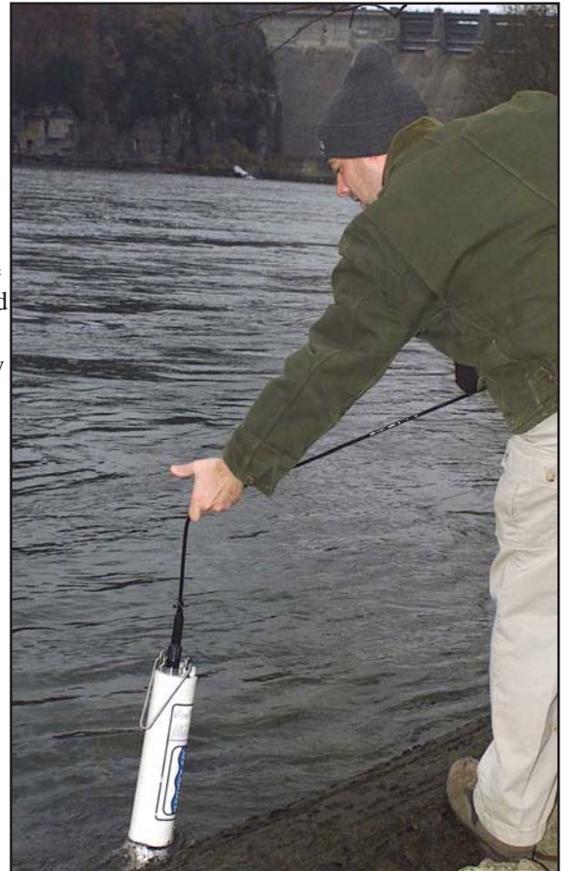
the 1970's, graphically depicting how the conditions have changed over time and also how the system reacts to varying hydrologic conditions. Sneed also discussed how measures Nashville District has put in place over the past few years have improved the DO levels but failed to solve the problem. He showed them how we have modified the turbines by installing hub baffles and supplemented air supply lines to inject air into the turbines to raise the DO levels of the discharged water. He revealed the District's plans to spend more than \$58 million to rehabilitate the hydropower plant by 2012, should Congress make such funding available.

David McKinney, chief of environmental services for TWRA, then followed Sneed to the podium and made three proposals. He first reminded the TWRC that their action and that of the Tennessee Water Quality Control Board in the 1980's put Tennessee Valley Authority on a course to become the global leader in tailwater restoration.

McKinney said water-quality problems caused by Center Hill Dam result in both fish kills and loss of productivity. He said the existing fishery is only about 50 percent of what the Caney Fork is capable of supporting with restored water quality. Studies by Tennessee Technological University indicate that in a diminished condition sport fishing on the Caney Fork generated in excess of one million dollars annually for the local economy.

Following discussion of available technology by commission members, the TWRC agreed to a three-part approach:

1. TWRA, through Tennessee's congressional delegation, will seek federal appropriation of \$3.5 million for the Nashville District to install and operate an oxygen-injection system to bridge the period until completion of the



**Civil Engineer Jeff Gregory samples water from the Caney Fork River below Center Hill Dam.**

Center Hill Dam Restoration Project scheduled for completion in 2012.

2. TWRA will seek political and conservation organization support to ensure that the Southeastern Power Administration, U.S. Department of Energy, fully supports the funding and installation of an interim oxygen-injection system. This support recognizes that Center Hill Dam generates power that benefits all southeastern states, produces \$3.2 million a year in revenue for the federal government, and results in significant water pollution and environmental damage borne solely by the state of Tennessee.

3. Operation of Center Hill Dam results in serious violations of both state and federal water-quality law, the TWRC will consult with the Tennessee Department of Conservation and the Attorney General to determine the most appropriate legal action. 🏰

# What Nashville District Doesn't Do So Well

by Christine Rossi

At the Tennessee Center for Performance Excellence (TNCPE) Conference at the end of February, two major requirements for success were repeatedly mentioned by all speakers representing winning organizations: (1) that leadership must be committed to continuous quality for it to succeed; and (2) that the organization review feedback on its performance and use that feedback to identify opportunities to improve.

Nashville District performed both of these important actions at a gap offsite on February 27. The division and office chiefs met with the District Engineer (DE) to discuss and prioritize opportunities for improvement (gaps) from three sources: the TNCPE team report, the employee surveys conducted in 2002 and 2003, and customer surveys conducted during the past months.

Following is a summary of the gaps chosen for action. 1) Form a team to develop a process to collect and evaluate feedback from customers, and then store that feedback for use by workforce/planners. Once formed, a Team Charter will be developed.

2) Direct senior raters to get employees together and conduct semi-annual counseling. Senior staff will determine the top four items to be discussed with employees and on what regularity. Public Affairs will develop a web page on the INTRANET to address these same areas with a way for people to submit questions they may have. Nashville District will train supervisors to more adequately deal with poor performers.

3) Put a process in place driven by DDE to attack CFO

issues one at a time to move them into the green. Assign a champion responsible for each issue.

4) Conduct more comprehensive customer surveys. Develop a survey for each of the 11 support functions and distribute to customers they serve. Continue to use Virtual CEO and survey all present customers on those three areas where metrics were missing in the 2003 report. In addition to the successes described in last month's Digest, the TNCPE team also gave us a list of "opportunities for improvement", those practices or issues where we did not show complete accomplishment of the quality criteria. A sample of these is summarized below.

## **Organizational Leadership**

Although the District solicits feedback from the public, suppliers, and partners, there is no structured approach for receiving and processing the information to make improvements.

The District does not have a systematic approach in place to measure and improve leadership effectiveness.

## **Strategy Development and Deployment**

We are aware of several organizational challenges. The District needs to better address these in its strategic planning process.

Our monthly reporting system on goals and targets shows items that are green, amber, or red. The District does not demonstrate a structured approach for addressing changes needed to improve amber and red items.

## **Customer and Market Focus**

The District demonstrates no systematic approaches for how it collects and uses data relevant

to customer loyalty and retention. Our customer survey process is relatively new in some areas.

Nashville has no structured approach for managing complaints to ensure that they are effectively resolved, and that complaint information is aggregated and analyzed for use in making improvements.

After Action Reviews are used to help address complaints by customers, however, the District does not ensure that results of the AARs are incorporated with other forms of customer satisfaction tracking methods.

## **Measurement, Analysis, and Knowledge Management**

Nashville District is in the early stages of developing benchmarking systems to collect "best practices" from other organizations. Once we collect these data, we should use the information to support process improvement.

Knowledge and data are dispersed in several databases. Many organizations maintain databases separate from central databases, and some data are only available in hardcopy form.

These conditions could limit the potential for information sharing and knowledge transfer within the organization.

## **Human Resource Focus**

It is not established how key training needs associated with organization performance measurement, performance improvement, and technological changes are systematically addressed by education and training plans.

After training, the trainee rates the training course. We do not show how, beyond this employee rating, Nashville District measures the effectiveness of training on organizational performance or on the employee's performance.

## **Process Management**

Systematic approaches are not evident for how improvements to District processes are shared across organizational units and processes.

It is not established how the "needs" of internal customers and customers at division and HQ are determined and how they are addressed.

The District did not show how it establishes performance measures for the 11 support processes (EEO, Safety, Logistics, Information Management, Internal Review, Resource Management, Public Affairs, Contracting, Security, Counsel, and Human Resources) to ensure control and improvement of products and services to their internal customers.

**For complete story, see <http://www.lrn.usace.army.mil/pao/digest>**

## **Where I Sit (cont. from page 3)**

- I remain committed to keeping team members involved in the studies and the data calls, so that our voice is heard. Districts are heavily involved in providing resources and information to PDTs so teams have the best information possible.

- I remain committed to keeping you informed as we work through these process improvements to best determine future direction for the division and for the districts.

And now a few words about safety. Safety belt use has increased significantly in the past few years. But even more must be done to get the



**There are GOOD things happening in Iraq! Many Iraqis are grateful to the Allies for setting them free from a murderous dictator. One of them, in an act of poetic justice, has created a memorial to the men and women who have brought the chance for freedom to a people who never before knew freedom. This statue was made by an Iraqi artist named Kalat, who for years was forced by Saddam Hussein to make the many hundreds of bronze busts of Saddam that dotted Baghdad. This artist was so grateful that the Americans liberated his country, he melted three of the fallen Saddam heads and made a memorial statue dedicated to the American soldiers and their fallen comrades. Kalat worked on this night and day for several months. To the left of the kneeling soldier is a small Iraqi girl giving the soldier comfort as he mourns the loss of comrades. It is currently on display outside the palace that is now home to the 4th Infantry division. It will eventually be shipped to Fort Hood, Texas, and shown at the museum located there.**

## Commander Discusses USACE 2012

Greetings to LRD Employees,

While I was deployed to Iraq, USACE launched a 2012 deployment here on the home front. Changes are occurring rapidly and will continue until we are positioned to operate regionally along business lines for the next Fiscal Year.



I have kept very connected to LRD from Baghdad during my deployment so I led all 2012 initiatives. I am extremely proud of what LRD has accomplished. As usual, we are taking the point. When LTG Flowers talked about 2012 and regionalization last fall he said *“if you want to know what right looks like —look at LRD!”* LRD has had it right for many years and this is no exception, I congratulate all of you who are continuing your usual work load while reaching to the next level by developing solutions to shape 2012 implementation here at LRD. Now let me take this opportunity to give you a quick update where we are right now.

First Headquarters set up a Regional Integration Team (RIT) to serve LRD needs for coordination and approvals. It is headed up by Mike White, who many of you already know because of his former work here at the Division. Mike has a team of approximately 30 people who are working with us to serve LRD Districts. Larry Lang is our central point of contact, Carol Angier continues to coordinate civil works and Major Richard Shevlin is working military programs.

A Second element of Headquarters 2012 that affects the Division and Districts are the National Support Teams. This initiative places accountability of some support assets to the national USACE office. You might look at this as a National Law Firm (OC), National Audit Agency (IRR), National Safety Office, National Equal Employment Opportunity (EEO) and National Small Business Office. These assets continue to remain in Districts and unless you work in one of these functions you shouldn't see any visible change. The Division IRR, Safety, EEO and Small Business representative is being shared with Mississippi Valley Division so you may see new faces out in the field.

Here at LRD, we are making great progress toward some structural realignment to gain efficiencies but most of these are transparent to the Districts. To better serve the Districts we have organized District Support Teams (DST). Tom Hempfling is leading the Buffalo, Chicago and Detroit DST; Harry Simpson is leading the Louisville and Pittsburgh DST, Bill Chapman is temporarily assigned to lead the Huntington and Nashville Team and Gary Mosteller is leading the Military DST. These are “go to” teams so the Districts can get answers from Division.

Another way in which Districts will be served is through alignment of the functional support areas. Right now resource management, logistics, public affairs and contracting have set up project delivery teams with District and Division representatives to determine the best focus and alignment to provide regional support.

Change isn't new for the Corps, many of you who have dedicated your career to serving the Corps experienced changes in the past. We don't want to change just for the sake of change, but the Corps is agile and can get leaner to persevere and meet future customer needs. That is why the Corps has been around for 200+ years and will be here to serve the Army and the nation for future generations. I commend you for continuing to provide superior engineering services to the 56 million Americans who live in our region.

Essayons!

**BG(P) Steven R. Hawkins, commander, LRD**

been saved as estimated by National Highway Traffic Safety Administration. I think you can see that wearing safety belts in your car or truck definitely can save your life, so be sure to buckle up.

Remember, Click It or Ticket.

**Safety -  
It's a Team Effort!**

remaining non-users to buckle up. Safety belt use in the United States rose to 79% in 2003, from 58% in 1994. Of the 32,598 passenger vehicle occupants killed in crashes in 2002, 59% were not wearing a safety belt. An estimated 14,164 lives were saved by safety belts in 2002, and if all vehicle occupants over age four had been wearing safety belts, 7,153 more lives could have

# Time Again to Assess District Training Needs

by Judy Potaczek

It is time once again for Nashville District to conduct an annual training needs survey for FY05. As in previous years, the District will use the Automated Training Management Program (ATMP) to help manage the training program. Resource Management, Training will publish a timeline and provide more guidance for the FY05 Training Needs Survey to division/office chiefs by mid-March.

Division/office, branch, and section chiefs will review Mission Essential Task Lists (METLs) at all levels to include individual tasks. METLs are those tasks needed to accomplish the mission. Mission essential tasks are reviewed first at the District level based on the mission. Subordinate METLs are then reviewed at each lower level (division/office, branch, section, individual).

Individual tasks are linked to specific task(s) at the next higher level. Supervisors must ensure that tasks at all levels are correct and valid. Each task will be rated as either C-Critical, I-Important, or B-Beneficial and annotated as such in the ATMP. The supervisor should also determine the necessary competence level required by individuals to perform the work. Supervisors will rate/assess the employee's training level for each individual task as T-Trained, P-Partially Trained or U-Untrained.

Supervisors will then develop, revise and prepare Individual Development Plans (IDPs) for each employee under their supervision.

An IDP is a personalized training plan for employee development, which includes technical, leadership and mandatory training, developmental assignments and professional development. IDP development is viewed as a

joint effort between the supervisor and the employee and should include discussion about individual and organizational needs. The supervisor and employee will identify courses for FY05 and include the courses on the revised IDP. The plan is not considered a guarantee, but rather a commitment to work together for the good of both the individual and the organization. IDPs will then be revised not later than Apr. 15 to meet Goal 4 of the Nashville District Business Plan.

Resource Management, Training, will run ATMP reports in early May for review by the Training Committee in mid-May. Once approved, the PROSPECT Survey will be submitted and the FY05 Formal Classroom Training Program Plan will then be published by Sept. 30. For more information, contact Judy J. Potaczek, Resource Management, Training. 🏢

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## Expenses for Professional Credentials May Be Paid by Corps

Congress said federal agencies may now use appropriations and other funds to pay for permanent employees' professional credentials, including the costs of obtaining those credentials.

Expenses covered by this December 2001 ruling may include the following: renewal of federal, state or local government-issued licenses; renewal of professional certifications issued by government, industries or professional organizations; expenses to obtain the above, including examination fees as well as travel and per diem costs; and taxes assessed for the privilege of exercising such a license.

Priority must be given to those licenses or certifications that are required or necessary to the performance of an employee's duties.

Qualifying professional credentials must be job-related and can include all occupations such as chauffeurs and engineering technicians, as well as more traditional professions such as doctors and engineers. Generally, only the

expenses of one license or certification may be paid and credentials must be successfully obtained before related expenses become eligible for reimbursement.

This authority for reimbursement was just recently delegated to the Nashville District by the Commander, Great Lakes and Ohio River Division. District policy is that all eligible expenses, EXCEPT professional development costs and costs of courses to obtain professional credentials, will be reimbursed per established guidelines and to the extent sufficient discretionary funds are available.

To be eligible for reimbursement, expenses must have been incurred on or after Oct. 1, 2003. Receipts will be required for reimbursement, as will proof that credentials were successfully obtained. Candidates must submit a 1164 PR&C in CEFMS, using both the free-typing remarks section and the choose-remarks section in the PR&C. District officials prefer that candidates



use a VISA card purchase or a VISA check for costs incurred, and the reimbursement method detailed above in lieu of that.

The costs of attending courses for examinations and professional development hours will continue to be allocated to the training budget and will continue to be required on an employee's Individual Development Plan. Any such costs that cannot be covered by the training budget will not be reimbursable under this program.

In the event of budgetary shortfalls, priority will be given to reimbursing those expenses in the order that is detailed on the form entitled Priority for Reimbursement of Expenses.

This authority is discretionary only and does not create an entitlement for employees. This authority does NOT apply to membership fees for private professional organizations.

For more information on the Professional Certification program, call the Finance and Accounting section and ask for Gail Floyd. 🏢

# Rec Areas Prepared for 2004 Season

by Dave Treadway

The Nashville District has made two significant changes to the original January list of Recreation Areas scheduled for closure and the result will be good for visitors.

Two boat launching areas at Old Hickory Lake did not meet the Corps' criteria for closure: Bartons Creek launching area and the boat launching ramp within Martha Gallatin Recreation Area, according to Avis Kennedy, chief of Natural Resources.

"We took a closer look at areas on the list and found there were no good alternative launching ramps to the Bartons Creek ramp because the distance by water to other ramps is too far," said Kennedy. "We found that the ramp and parking lot at Martha Gallatin serve an important role as overflow parking during large fishing tournaments staged at Bull's Creek."

"The goal of Nashville District," said District Engineer Lt. Col. Byron Jorns, "is to achieve a 'balance' between limited resources and excellent service to the recreating public."

The staff at Old Hickory Lake will, however, remove some underutilized picnic facilities and shorten the season that Martha Gallatin Recreation Area is open to reduce costs of operation. No areas were added to the closure list.

The following proposals are all subject to the National Environmental Policy Act.

Visitors to Elm Hill Recreation Area on Percy Priest Lake will see significant changes this spring. The Corps is negotiating with adjacent Elm Hill Marina to add the recreation area to the marina's lease. The marina operator's proposed plan for the area includes public launching and picnicking, although visitors may be required to pay a fee following the management change. The marina also has proposed long-term plans for improvements such as overnight and dining facilities in what is now the developed recreation area. The existing



Photo by Dave Treadway

**Park Ranger Justin Reed uses a Bobcat Mar. 5 to place stones near a roadway in Elm Hill Recreation Area.**

picnic area near the cliffs will not be open to the public in 2004.

Some local governments have responded to closure news by offering to assume responsibility for operation of launching areas. The city of Gallatin plans to operate Cedar Grove launching area, while Trousdale County will do so for Goose Creek launching area. Both are located on Old Hickory Lake. Pulaski County, Kentucky, will assume responsibility for two ramps on Lake Cumberland. Gregory Mill Recreation Area on J. Percy Priest Lake will be leased to the Smyrna Parks and Recreation Department.

"I am delighted that partnerships with the public and private sector will provide the continued operation of some areas that were previously scheduled to be closed," said Kennedy. "This is a win-win situation where the public will benefit from continued availability of recreation facilities to enjoy on Corps lakes."

Several other local governments and agencies have approached the Corps and indicated they are developing proposals to present to the Corps for management of some of the other affected areas, according to Kennedy. Wilson County

is interested in maintaining the Dickerson Chapel and Tyree boat launching areas.

Nashville District will soon advertise two campgrounds, scheduled for closure, for operation by private businesses: Holmes Creek at Center Hill Lake and Indian Creek at Cordell Hull Lake.

"We are hopeful that a private enterprise might be able to operate either of these areas in a profitable manner so they can remain open to the public for recreation," said Kennedy.

Barricades and closure signs began going up late last month at affected areas and Resource Managers plan to complete those measures before April 1, the earliest date Recreation Areas are scheduled to open.

Rangers at J. Percy Priest Lake prepared Elm Hill Recreation Area March 5 by removing trash cans

and grills, signs and other facilities within the day use area.

At Cheatham Lake concrete barriers with signs attached were placed at the Day Use Area at Bull Run Creek and Sam's Creek launching area on March 2.

The measures will allow District Resource Managers to provide high levels of service at preferred locations while preventing valuable resources from being expended at little-used sites.

For a complete listing of affected areas, visit <http://www.lrn.usace.army.mil/pao/Issues/REAL/>. 



Photo by Daryl Tabor  
Editor, Ashland City Times

**Signs on a barrier erected at the entrance to Bull Run Creek Day Use Area at Cheatham Lake.**

# The Corps Crowd

## Welcome to ...

...Internal Review new employee Robert J. Franklin reported to work Feb. 9. He previously worked at the Tennessee Comptrollers Office.

## Welcome Back to...

...Sergeant Jonathan Newsome, son of Andy and Beryl Newsome, Contracting Division, who just returned from a tour of duty in Kosovo. He is an air traffic controller with the 107ATS Army National Guard in Smyrna.

## Congratulations to ...

...Ashley Klimaszewski, who works in the Real Estate Division, has been granted the Bank of America scholarship to attend Volunteer State Community College for this academic year. Klimaszewski, who has been named to the Dean's List at VSCC several times, is enrolled in the college's elementary education program. The Bank of America Scholarship is awarded to a full-time student enrolled at Volunteer State.

...Crystal R. Lewis and Terra J. Thornton who will each receive a \$500 scholarship from the Music City Chapter of the American Society of Military Comptrollers to assist with their academic endeavors.

— Lewis is enrolled at Tennessee State University pursuing a Master's in Business Administration. She works in the Engineering and Construction Branch as a student budget trainee.

— Thornton has been accepted at the University of North Alabama and will pursue a Master's in Business Administration. She works at Wheeler Lock as an office automation clerk.

...Brandon May, Electrical Worker at Wilson Lock, who received his Bachelor of Science Degree in Engineering from University of Alabama Huntsville in Dec. 2003.

...Christine Rossi, who received a toolbox award for authoring the February Digest article entitled *What Audit Says Nashville Does Well*.

...Connie Hardeman, who received a toolbox award for authoring the January article entitled *Is Your Identity Safe Here?*



Photo by Dave Treadway

**Jim Cook is presented a Superior Civilian Service Award Mar. 8 by Lt. Col. Byron Jorns. He served in Iraq as a member of the Restore Iraqi Oil Mission.**

## Get Well to ...

... Theo Caldwell who had his surgery, continues to do well, and he is currently in rehabilitation.

...Teresa Wilhite, a budget analyst with the Engineering-Construction Division, who is recovering from shoulder surgery performed in December. She is currently undergoing physical therapy.

## Baby Brigade ...

...Carol Warren has a new granddaughter, Micah Edwards Warren, born Feb. 4 at 7:34 a.m. to son Chris and his wife Joy. Micah weighed 7 pounds, 1 ounce and measured 19½ inches long.



**Micah Edwards**

## Sympathy to ...

...the family of Gerald Whetsell, Lake Barkley Power Plant, whose mother-in-law, Metta Jones, passed away in February.  
...Roy Joines, chief, Maintenance Section, whose mother passed away Feb. 22.  
...the family of Dorothy Miller, who retired from the Office of Administrative Services, and passed away in February.

## Upcoming Events...

...the Arthritis Foundation offers a six-week class on Arthritis and Fibromyalgia for \$25. The cost covers a class leader, a book and other materials for the class. The class will be offered in the Estes Kefauver Federal Building during lunch for about 45 minutes per week. This class will explain ways to cope with arthritis and fibromyalgia. They will also discuss medications and other aspects of dealing with arthritis and fibromyalgia. Employees who wish to join the class should send an email to [Melissa.Cothren@irs.gov](mailto:Melissa.Cothren@irs.gov) by March 19. 📧

# Gayla Mitchell Made a Difference for Many

Some people leave a legacy when they depart and that's certainly the case with Gayla Mitchell. Gayla served as the operator for the U.S. Army Corps of Engineers Volunteer Clearinghouse, since its beginning ten years ago, through a contract with Goodwill Industries. She resigned recently for health reasons.

Mitchell is one of those quiet, behind-the-scenes people who made the difference in the lives of thousands of people. Through her work with the Volunteer Clearinghouse, she linked volunteers with Corps projects that desperately needed them.

"I always said 'Who can I help today?'" said Mitchell, "I love helping people and really enjoyed my job with the Volunteer Clearinghouse. People from all over the United States and other countries called to volunteer. Our toll-free number, 1-800-VOL-TEER or 1-800-865-8337, made it easy for them to contact the Corps. I also helped the rangers serving as volunteer coordinators."

Located in the Nashville District Office, the Volunteer Clearinghouse serves the entire U.S. Army Corps of Engineers. Nationwide in one year, 70,000 volunteers performed more than 1.2 million hours of work valued at \$13.5 million.

"Gayla really contributed to the success of the program," said Carolyn Bauer, Volunteer Clearinghouse coordinator. "Her friendly, professional manner, along with her tremendous computer ability and organizational skills, made her quite effective. Besides answering the phone and sending out

information, she did marketing, prepared reports, entered data in the computer, and updated two websites, [www.lmusace.armymil/volunteer](http://www.lmusace.armymil/volunteer) and [www.volunteer.gov](http://www.volunteer.gov). She will be greatly missed. She's been like a Mama to some of the rangers she has helped through the years."

"I got to know a lot of people," Mitchell added with a laugh, "through the phone and e-mail that I never met. The rangers needed volunteers to serve as campground hosts, staff visitor centers, maintain park trails and facilities, restore fish and wildlife habitat, and more.

The Volunteer Clearinghouse toll-free phone number was also used for coordinating participation in National Public Lands Day. I'll never forget how the phones lit up the time they gave our number on *The Today Show*. We were swamped, but it was exciting."



Photo by Steve Foshee

**Ralph Ownby, acting director of Operations Division, presents a District Coin to Gayla Mitchell Feb. 27 during a reception in her honor.**

Employees of the Nashville District, and indeed the entire Corps, thank Gayla Mitchell for setting a firm foundation for the Volunteer Clearinghouse that will continue to serve volunteers and the Corps projects that need them. 🇺🇸

## *SAME Offers Scholarships to Students for 2004-2005 Academic Year*

Several years ago, the Nashville Post of the Society of American Military Engineers created a scholarship program to encourage and assist deserving students pursuing a college education in the fields of engineering, architecture, mathematics, or computer science. Since 1990, the Post has awarded 149 scholarships totaling more than \$193,000.

The Post is currently accepting applications from graduating high school

seniors and current college students.

Scholarships up to \$2,500 will be awarded for use during the 2004 – 2005 academic year. Complete eligibility requirements and selection criteria and an electronic version of the scholarship application form can be found on the Nashville Post website at [www.samenashvillepost.org](http://www.samenashvillepost.org). Sons/daughters or grandsons/granddaughters of a Corps employee are eligible to apply

for the scholarships provided they meet all eligibility criteria.

The deadline for receipt of applications is April 23. Winners will be notified of awards around June 11 with funds distributed directly to universities on August 1. Those with questions about the program should contact William L. James in the Regulatory Branch, at 615-369-7508, or by e-mail at [william.l.james@lrn02.usace.army.mil](mailto:william.l.james@lrn02.usace.army.mil) 🇺🇸

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# *Just To Be On The Safe Side . . .*

by John Tibbles, Health and Safety  
Officer

**I** will focus on the health of your heart this month. Please don't ignore these warning signs of a heart attack.

- Chest pain – Discomfort (pain, pressure, squeezing) in the center of the chest that lasts for more than a few minutes or goes away and comes back.
- Upper body discomfort – Pain or an ache in one or both arms, the back, neck, jaw or stomach.
- Shortness of breath
- Other symptoms – Breaking out in a cold sweat, nausea, and light-headedness.

Don't wait, even if you aren't sure it's a heart attack, go to the hospital. It's always better to be safe, and special "clot busting" drugs can help save your heart and your life if given early in an attack.

To promote a healthy heart, eat fatty fish that live in cold water such as salmon, mackerel and herring. Try to eat these fish three times a week, prepared some way other than fried. These fish contain high amounts of omega-3 fatty acids that help your heart by reducing triglyceride levels in the blood, lessening

the likelihood that blood will form clots, and lowering blood pressure.

Skipping breakfast is not good for the heart. Most heart attacks occur in the morning. This may occur because the

cells that help blood to clot, called platelets, are stickiest then. Eating breakfast appears to make platelets less sticky and therefore less likely to block a vital artery. 

## *'Outstanding' Employees Nominated for Federal Executive Awards*

**N**ashville District has nominated eight employees for individual awards and five other employees for a team award in the Middle Tennessee Federal Executive Association Employee of the Year Award competition. Please congratulate them as they compete with other federal agencies. The awards banquet where winners will be announced is being planned for May. More information on the date, time, and location of the banquet will be announced as it becomes available.

"I am very proud of the accomplishments," said Lt. Col. Byron Jorns, "these individuals have made to the District and the U.S. Army Corps of Engineers."

Outstanding Manager - Mike Enschede, Supervisory Biologist

Outstanding Supervisor - Jody Stanton, Supervisory Geologist

Outstanding Scientific Award - Tom Swor, Senior Environmental Planner, Biologist

Outstanding Professional Award - Judy Potaczek, Training Program Specialist

Outstanding Technician Award - Jerry Breznican, Emergency Management Specialist

Outstanding Trade or Craft - Joseph Adawg, Marine Machinery Mechanic

Outstanding Secretarial or Administrative Support - Mary Hayeland, Hydropower Office Assistant

Award for Heroism - Tony Ellis, Civil Engineer

Outstanding Team Award - Old Hickory Power Plant Operators (James Caplinger, Mike Ezell, Richard Flowers, Chester Lowery, and Tommy Thompson.) 