

# HEARTLAND ENGINEER

KANSAS CITY DISTRICT'S NEWS MAGAZINE

JUNE/JULY 2006



## RESOURCE MANAGEMENT

Ag leasing benefits farmers  
while allowing the Corps to help wildlife habitat



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Diana McCoy attended the Army's World Wide Public Affairs Symposium this spring. An Army Reserve Soldier, McCoy writes passion for the Warrior Ethos motivates her and others in both the civilian and military environments.



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ON THE COVER:

# LEADERSHIP QUOTES/PRINCIPLES

COL Michael A. Rossi



I've been fortunate the past few months in that I've been allowed to "audit" our Leader Development Program. I've attended class when my schedule permits, reviewed submissions by the class, and done my best to act as a mentor. One of the greatest benefits I've received is the introduction, and in many cases re-introduction, to a truly superb professional reading program.

Last month, the assignment was particularly enjoyable and applicable—Oren Harari's, *The Leadership Secrets Of Colin Powell*. It is particularly prescient given the (second) retirement of this great American from service to our Nation. For this month's note, I wanted to develop one of the book's leadership quotes/principles—I just couldn't pick. All are gems and pretty much can stand alone, without want of explanation by this Soldier. Here are most of them. Enjoy.

- Being responsible sometimes means pissing people off.
- The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.
- Don't be buffaloed by experts and elites. Experts often possess more data than judgment. Elites can become so inbred that they produce hemophiliacs who bleed to death as soon as they are nicked by the real world!
- Don't be afraid to challenge the pros, even in their own backyard.
- Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant.
- You don't know what you can get away with until you try (DOIT?).
- Keep looking below surface appearances. Don't shrink from doing so (just) because you might not like what you find.

- Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved (my personal favorite, this is actually a quote from Admiral Hyman Rickover). Only by attracting the best people will you accomplish great deeds.
- Organization charts and fancy titles count for next to nothing.
- Never let your ego get so close to your position that when your position goes, your ego goes with it.
- Fit no stereotypes. Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission.
- Perpetual optimism is a force multiplier (another favorite).
- "Powell's Rules for Picking People"—Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego and the drive to get things done.
- Great leaders are almost always great simplifiers who can cut through argument, debate and doubt, to offer a solution everybody can understand.
- The commander in the field is always right and the rear echelon is wrong, unless proved otherwise.
- Have fun in your command. Don't always run at breakneck pace. Take leave when you've earned it. Spend time with your families. Corollary: Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard.

## HELPING HAND

Helping people in dire need is second nature to a U.S. Army Corps of Engineers maintenance worker who volunteered to serve the disaster-stricken East Coast last fall.

Volunteering for a 30-day period of time, Gaylord Cates from Pomme de Terre Lake was shocked at the conditions he found when he arrived in Florida.

"I was amazed at the destruction I saw," Cates said. "I could never have imagined hurricanes could do that much damage."

Cates' purpose in joining a Disaster Recovery Team was to provide aid from the most recent rounds of hurricanes to pound the Florida coastline. His teammate, John Swartz from the Omaha District joined him in the endeavor when they came across an unusual sight.

"We were going around to check houses in DeSoto County to see if anyone needed help," Cates said, "when John and I saw a gentleman in a pup tent."

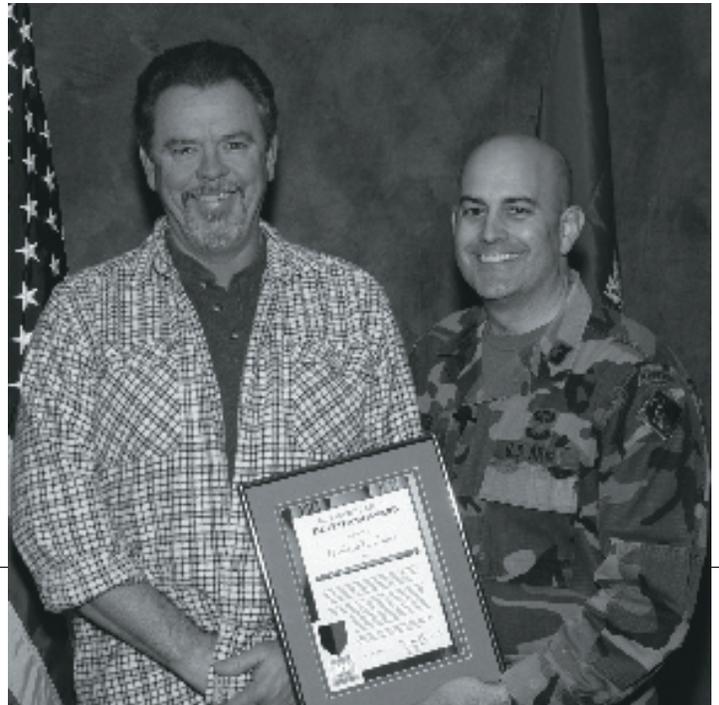
The gentleman was 86-year-old World War II veteran John Bullard whose trailer had been destroyed in the storm. Taking part in the Normandy Invasion of 60 years ago, he proved he was tough a second time by surviving the destruction left in the wake of Hurricanes Charley, Frances, Ivan and Jean.

"He didn't have any running water in his well house, no electricity and he was eating cold food from a can," Cates said.

Bullard had been living in the pup tent for six months because he had no other place to go. The Federal Emergency Management Agency had assessed the hurricane hadn't done enough damage to Bullard's property. Furthermore, the amount of damage done didn't warrant temporary housing, so they cut him a check for \$169. This wasn't enough to repair the devastated trailer, leaving Bullard stranded.

"When I came up on him, I knew I had to do something," Cates said. "I called his State Representative, Katherine Harris and told her the story."

That got the ball rolling for the homeless hero. He was moved into a FEMA travel trailer while a new house was being constructed and the pressure tank in his well house was being fixed.



Gaylord Cates, left, receives the Kansas City District Heartland award from Col. Michael Rossi. Cates was recognized for his efforts in providing relief to Florida hurricane victims

"Gaylord called Mrs. Harris' office and raised holy hell for me," said Bullard. "He was really upset and went out of his way to help me."

"I kept writing letters to FEMA, and they kept sending letters back denying my requests. I won't deal with FEMA anymore. Only the 'red shirts' of the Corps of Engineers."

Cates still talks to Bullard today who considers the Corps his extended family. The house is still under construction, but he's very thankful for everything Cates has done for him. A lot of other DeSoto County residents are thanking Cates these days as well.

"Whenever John and I would stop to eat, people would come up to us and thank us for everything we did," Cates said.

Even though bringing aid to the hurricane victims meant leaving his family and friends for 30 days, it didn't stop Cates from going back a second time.

"I went back to Florida for another 30 days after Thanksgiving," Cates said. "There was so much destruction, and these people really needed help."

Another instance Cates came across was an older gentleman who had been delivered a temporary trailer by FEMA. The emergency agency had forgotten to fix the ramp leading to the front door of the trailer, so he couldn't get inside. Of course, Cates made sure that was taken care of, too.

Cates, who is no stranger to disaster relief, has done so three times in the past, said Jim Davis, operations manager at Pomme de Terre Lake.

"Gaylord helped survey the damage of the floods in 1993 and '95," Davis said. "He also deployed to North Carolina in 1996 and to Puerto Rico in 1998 to aid folks who had survived

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## Rebuilt school marks 1,000 projects finished in Iraq

BAGHDAD, Iraq – In June the public spotlight recently shone on an unassuming, eight-classroom school in the town of Zakho, Iraq, and for good reason. The U.S. Army Corps of Engineers, Gulf Region Division, responsible for oversight of reconstruction in Iraq, announced it had identified Betas School as its 1,000th completed reconstruction project.

The Betas School, located amid rolling hills on the outskirts of the town of Zahko, in the northernmost province of Dahuk, is home to headmaster Ibraheem Nuri, 60 students, and seven teachers.

Nuri was visibly pleased and proud. “I have been the headmaster at Betas School for many years,” he said, “but I never imagined it could be such a wonderful school. I am very happy for the teachers and students.”

Nuri and his students took part in the school’s ribbon-cutting ceremony. The children presented flowers and refreshments to all invited guests, including local government and tribal representatives.

U.S. Army Col. Kurt Ubellohde, then district engineer for the Gulf Region North District, and numerous Corps staff members, as well as members from Washington Group International, the company that performed the renovations, also attended the ceremony. Local Kurdish television and U.S. military media chronicled the event.

Renovations to the school included replacing water tanks, water piping, and sewer pipes; installing toilets and sinks; laying a concrete floor and terrazzo tiles; and installing ceiling fans, interior and exterior lights and a school bell. Repairs also were made to the school safety wall.

While Betas School renovation is the 1,000th project, the pristine schoolhouse also serves as a symbol of the 840 planned school projects throughout the country. To date, 171 of these projects are ongoing, and 580 school projects are complete.

Spending on reconstruction projects in Iraq has reached more than \$5.5 billion. Thus far, of the 3,200 total planned projects countrywide, 2,389 have started, 1,215 are ongoing, and 1,174 have been completed in the sectors of Buildings, Health, and Education; Oil, Security and Justice; Electricity; Transportation and Communications; and Public Works and Water. – *Denise Calabria, Gulf Region Division, U.S. Army Corps of Engineers.*

## Military tops American trust list

WASHINGTON – The American public has more confidence in the military than in any other institution, according to a Gallup

poll released this week.

Seventy-four percent of those surveyed in Gallup’s 2005 confidence poll said they have “a great deal” or “quite a lot” of confidence in the military - more than in a full range of other government, religious, economic, medical, business and news organizations.

The poll, conducted between May 23 and 26, involved telephone interviews with a randomly selected sample of 1,004 people 18 and older, Gallup officials said. Those surveyed expressed strong confidence in the military, with 42 percent expressing “a great deal” of confidence in the military and 32 percent, “quite a lot” of confidence. Eighteen percent said they have “some” confidence, 7 percent, “very little,” and 1 percent, “none.”

Public confidence in the military jumped following the terrorist attacks of Sept. 11, 2001, and has remained consistently high, Gallup officials noted. The 2002 survey reflected a 13 percent increase in confidence in the military over the previous year’s poll. The public expressed a 79 percent high-confidence rate in the military in 2002, an 82 percent rate in 2003, and a 75 percent rate in 2004.

This year’s 74 percent confidence level exceeded that of all 15 institutions included in the 2005 survey. Police ranked second, with 63 percent of responders expressing “a great deal” or “quite a lot” of confidence in them. Organized religion rated third, with 53 percent of responders expressing high confidence, and banks rated a 49 percent high-confidence rate.

Health maintenance organizations bottomed out the list, with just 17 percent of responders expressing high confidence in them. Big business and Congress tied for the second- and third-lowest rankings, with 22 percent of responders expressing “a great deal” or “quite a lot” of confidence in them.

The Gallup organization noted that public trust in television news and newspapers reached an all-time low this year, with 28 percent of responders expressing high confidence in them. – *Donna Miles, American Forces Press Service*

## BRAC 2005 comes at ‘perfect time’ to help Army ‘reset’

WASHINGTON – The 2005 Base Realignment and Closure recommendations could not have come at a better time as the Army begins realigning units overseas and looks for a clearer picture on where to put them, service leaders said during a Pentagon media roundtable.

On May 13, Defense Secretary Donald Rumsfeld proposed the closure of 15 active Army bases, seven leased bases, 176 Army Reserve installations, and 211 Army National Guard facilities.

“The timing for this BRAC has been perfect for the Army because it has allowed us through our analysis process to figure out the right location to reset units from overseas as we bring them back,” said Geoffrey Prosch, principal deputy assistant Army secretary for installations and environment. “The analysis has given us that fidelity, and it has also enabled us to validate where we are standing up these 10 new brigades,” he said, referring to the Army’s transformation to a modular force structure that calls for an increase from 33 to 43 maneuver brigades.

Meanwhile, Prosch said, BRAC 2005 will allow the Army to meet its goal of streamlining its portfolio of installations, part of which is being done through an integrated global presence and basing strategy.

That strategy, he said, will determine how units and assets overseas will be “reset and relocated.”

In Europe, he said, some 148 installations are expected to close and thousands of troops and their families returned to the United States.

According to the Army’s new basing strategy for units returning from overseas, the 1st Armored Division headquarters and three heavy brigades will go to Fort Bliss, Texas, while a brigade from Korea will head to Fort Carson, Colo.

The 1st Infantry Division headquarters and an aviation brigade will be based at Fort Riley, Kan. Several small maneuver-enhancement brigades and support units will go to Fort Knox, Ky.

Craig College, deputy assistant secretary of the Army for infrastructure analysis and director of the Army Basing Study Group, said several units will deactivate overseas, and Soldiers from those units will be reassigned elsewhere.

In all, he said, more than 47,000 troops from overseas will be reassigned to units in the United States.

Those Soldiers, he added, will return as “individual replacements and fill out new modular brigades throughout the Army.”

Still, any move back home by troops overseas will not likely happen before summer 2006.

A complete listing of the 2005 BRAC recommendations is available online at [http://www.defenselink.mil/brac/vol\\_I\\_parts\\_1\\_and\\_2.html](http://www.defenselink.mil/brac/vol_I_parts_1_and_2.html). – *Sgt. 1st Class Doug Sample, American Forces Press Service*

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**A** looming drought has taught officials of one midwestern state to view the glass as half-full and prompted leaders to identify a solution meant to benefit recreation-seekers this boating season. The U.S. Army Corps of Engineers at Harlan County Lake in Nebraska spent last spring ensuring the lake, 20 feet below normal, doesn't render the area a ghost town.



Divers prepare to work at harbor.

Photos provided by NWK

# A DRY SEASON

By Diana McCoy

“We’ve done a lot of things from building low water boat ramps to creating new Off Highway Vehicle access areas,” said Tom Zikmund, natural resource specialist for the Corps.

The projects were a joint effort between local and federal agencies to aid Nebraska’s second largest lake.

“In the early 1990s, Harlan County Lake experienced low water levels similar to those today,” Zikmund said. “We installed a low water boat ramp during that time to meet the needs of the boaters.”

The ramp became available to boaters again in 2002 when water levels began to drop, and by the end of 2003, it was the only ramp available for boat launching. However, the location of the ramp was very open, making it difficult for boaters to launch safely during periods of high winds.

Despite the existence of the low-water boat ramp, boaters were having difficulty accessing the lake because of even lower water levels and the availability of the ramp.

“This led us to explore other locations for placing another boat ramp,” Zikmund said, “and we found an ideal spot south of Hunter Cove Campground.”

The location provided not only direct access to deep water and an entrance to the north side of the lake, but also protection from wind.

“Finding the location was only the first of many hurdles the Corps had to overcome in order to put this project into motion,” Zikmund said. “The second hurdle dealt with financing the project.”

The Corps decided to meet with the Nebraska Game and Parks Commission, who had a similar interest in the project. Representatives from both agencies, including Jim Bowen, operations manager for the lake, decided 75 percent of funding should come from the U.S. Fish and Wildlife Sport Restoration Program and 25 percent from a local sponsor.

“This program is a reimbursement program in which the project is completed by a group of entities and then refunded through the NGPC Sport Fisheries Program,” Bowen explained.

Threatening to stop the project committee in its tracks due to lack of funds in the NGPC 2004 operating budget, planners were required to find three entities, to include one government agency, to complete the project.

“The challenge became even harder with this requirement,” Bowen said, “because not only did we have to obtain the needed 25 percent local funding, but also find an interim source for the 75 percent of the remaining project cost.”

With this in mind, Bowen began to approach local organizations about the financial hurdles. Harlan County Lake Association stepped up to the plate when it offered to provide 25 percent of the project funding.

“They saw the need for the boat ramp and had the ability to meet the NGPC funding requirement,” Bowen said. Bowen contacted the Trailblazer Resource Conservation and Development Coordinator Merle Illian about providing the 75

percent of funding that was needed from a government agency. Illian took the request to the Trailblazer RC&D who also saw the project as a worthwhile endeavor.

This didn’t immediately solve the funding problem, Bowen said, because the RC&D didn’t have the money. He went out in search of more help and found it in the form of Republican City Commercial State Bank President Jerry Waldo.

“Mr. Waldo agreed to offer the Trailblazer RC&D a low interest loan which ended our financial hurdles,” Bowen said.

The Corps was able to organize the construction of the project, and the ramp was completed by Memorial Day, 2004.

“The ramp has been a huge success and has shown that several different organizations can work together for the benefit of Harlan County Lake,” Zikmund said. Other stakeholders such as Tom Bassett, owner of Tall Tales Lounge and president of Harlan County Lake Association showed just as much enthusiasm for the ramp as Zikmund.

“Having this boat ramp in place for the summer gave not only my business a boost, but has allowed many others in Alma, Republican City and those on the north and south sides of the lake to survive the summer and low water,” Bassett said. Local officials weren’t the only ones concerned about surviving the drought. Students from Alma High School were able to pitch in with the effort as well and support the local economy. The Corps has had interaction projects with the school for several years, Zikmund said. One previous project included constructing and repairing goose-nesting structures. However, due to low lake

levels, the structures became unusable. Zikmund and Bowen came up with some projects students would be able to complete.

“The students were able to construct a tire reef and a wood pallet reef in order to encourage the growth of underwater life,” Zikmund said. With supplies donated by the NGPC, Harlan Walleye Anglers and Harlan County Lake Association, students spent one day constructing the reefs, hoping to woo more fish, and more anglers, to the area. “We liked the outdoor experience,” said Ryan Melton, referring to himself and his fellow classmates. “I’m hoping this project will provide good fish habitat to the lake and attract more fishermen.”

The same day, the students completed a park cleanup. They also improved the lake by trimming trees and stabilizing signs which had been tampered with by vandals during winter months. Their volunteer efforts were estimated by the Corps to be worth more than \$4,000.

“This was a great opportunity for the Corps and the students to complete a project for the lake and the local area,” Zikmund said. “The students worked very hard to benefit the lake all day, and I hope it’s something they can be proud of for years to come.” Corps staff at the lake said they are encouraged by the community’s involvement and interest in learning about the lake and reviving it.

“It was a great day for the Corps because we got to teach the students about natural resource management and hopefully help the students have a hand in improving their future,” Zikmund said. “We can’t make it rain, but we sure do pray for it everyday.”

“The ramp has been a huge success and has shown that several different organizations can work together for the benefit of Harlan County Lake,” Zikmund said.



# RESOURCE MANAGEMENT

Ag leasing benefits farmers while allowing the Corps to help wildlife habitat

BY DIANA McCOY



Photo by Michael Watkins

MARQUETTE, Kan. - Kevin Vondra and his family have farmed the government land near Kanopolis Lake for more than 25 years, sowing and reaping millions of bushels of wheat, milo and soybeans.

The land is part of the U.S. Army Corps of Engineers' agricultural lease program, an initiative that helps the Corps meet its natural resource management goals and allows farmers like Vondra to farm the fertile land near the lake.

"Originally, all this ground was taken over by the government for flood control purposes," Vondra said of the land he farms in central Kansas. "The ag lease program is a way for the Corps of Engineers to let farmers use that land again."

While the agricultural benefits to Vondra and other farmers participating in the program across the country are significant, the focus of the program is natural resource management, said Dan Hays, a natural resource manager for the Corps. Creating quality wildlife habitat prompted the program's start in 1973.

"Some of the leases require farmers to plant grass strips to provide shelter for wildlife," said Mike Watkins, a wildlife biologist for the Corps in Kansas City. "These strips provide cover for the wildlife so they have some place to hide from predators."

The Army has an obligation to the American people to act responsibly and effectively in the use of land and other natural resources, according to the Army Regulation governing the program.

"We require the farmer to leave five to 10 percent of their crops unharvested to provide food for wildlife during the winter," Watkins said. "Winter is the most critical period for wildlife."

Five to ten percent, Vondra said, equates to 25 percent of his profit, but it's an agreement incorporated into the lease, Hays said.

"Leases are advertised with requirements up front," Hays said. "Farmers have to take into account how much the land is worth to them after meeting those requirements."

Some of the requirements are aimed at improving the property and include things like noxious weed control, fencing, road and bridge repair and mowing. Once the farmer has completed the work, he can submit his receipts and use that to offset the rent due the following year.

"From that perspective, it's a win-win situation," Vondra said. "It's nice to earn credit on a lease for improving the land."

"We get a lot of work done on government property without expending Operations and Maintenance funds to accomplish the same," said Anne Kosel chief of the Civil Branch in the Real Estate Division for the Corps. "And besides, out of all the revenue brought in from the leases, 15 percent goes into the general treasury, and 10 percent of it goes directly back to the project to help fund operations costs."

That 10 percent could also result in improvement of recreational areas and more programs for children, Hays said.

"What is often overlooked is that we bring in a substantial amount of revenue from agricultural leasing," Hays said. "Seventy-five percent of it goes back to the county which could equate to \$100,000 or more of income for a county."

To this end, the program indirectly benefits farmers by helping to lower county taxes.

"The counties most often use that money to help local schools counter education costs," Hays said. "And this should help to ease some farmers' attitudes, especially since education is a major concern."

# B B Q

## TASTE OF KANSAS CITY

By Diana McCoy



Their barbeque has won awards, attracted celebrity attention worldwide and even swayed vegetarians to the “dark side” of meat for the better part of eight years.

Jim Scott and Eddie O’Dell, both of Lee’s Summit, Mo., comprise the award-winning group “2 Dudes Try N2 BBQ.”

Scott’s daughter, Barbara, introduced the two in 1997, when Eddie was her boyfriend. Within months, Scott, a civil engineer with the U.S. Army Corps of Engineers in Kansas City, noticed Eddie, a professional chef, liked to barbeque.

“I was thinking about making him a grill—a smoker out of sheet metal and a barrel, but I bought him a cheap one from Sam’s Club instead,” said Scott, a soft-spoken southern Missouri country boy.

Ever since, the two have been perfecting the art of smoking meat and concocting their ever-so-secret sauce. They have scored barbeque titles across the Midwest with their tender morsels of spicy-sweet meat and cater their fare across the globe.

“We went to a festival in southern Missouri and decided to enter the barbeque competition,” Scott said. “This man with an Oklahoma Smoker basically told me I didn’t have a chance at winning because my smoker leaked too much.”

This didn’t stop the determined team.

They competed in the turkey, beef tenderloin and lamb categories, and won the grand championship, thus earning them the team name.

“Competitions are a fun thing,” Scott said. “If you go enough, you’ll have a lot of friends you know only by virtue of barbequing.”

A friendly atmosphere is something Scott looks forward to at every competition. He said people are always willing to help each other out any way they can, even if it means giving up a few potatoes here and there.

Scott, Eddie and Barbara enjoy competing at the American Royal, and even have gotten the blue ribbon one year.

### Celebrity Acclaim

“My son, Jeremy, is a fashion designer, and he likes to serve my barbeque backstage at his fashion shows so people can get a taste of Kansas City,” said Scott, who has catered to crowds as large as 1,000 people. “Even Madonna’s stylist, Arianne Phillips, ate my barbeque and couldn’t stop complimenting me.”

It was at one of Jeremy’s fashion shows where Lenny Kravitz, a well-known vegetarian, ate meat for the first time in years.

“When Jeremy held a fashion show in Paris, we had to smoke the meat at home and then package it in coolers for the flight,” Barbara said. “When we arrived at the airport in Paris, the whole place began to smell like barbeque, and the drug sniffing dogs went crazy when they sniffed the coolers.”

Barbara explained the smell of Kansas City barbeque is something Parisians are unaccustomed to, and by the time everything was said and done, the whole airport was looking at them with curious stares.

“Our barbeque is known to be the fashion industry’s best-kept secret,” Barbara said. “You’re considered to be extremely lucky to have a back-stage pass if you’re with the media and get a chance to sample it.”

### Critical Tips

When asked what the most important aspect of barbequing is, Scott couldn’t point out just one.

“You have to start out with good meats,” said Scott about

the most important step to barbequing. “And you want to use wood in your smoker, too.”

While he said apple and cherry are the best, it’s apple that gives the meat “a nice, sweet taste, and cherry gives it a smoke ring.”

Although he wouldn’t divulge his secret to barbeque success, Scott warned not to use too much cherry wood because it can give the meat a bitter taste.

“Another important thing to remember is do not use charcoal lighter fluid,” Scott said, explaining that the fluid contaminates the taste of the meat. “Use Sterno (tm), an odorless fuel, to light your coals instead.

“The thing to remember when barbequing is you have to have patience, patience, patience and attendance,” Scott said. “Don’t burn the meat by trying to cook it too fast, and don’t let the fire go out.”

Letting the meat smoke for hours at a time will allow it to remain tender while it cooks, he said. Smoking the meat is a long process that can last for days. Scott and Eddy say the most time-consuming meats, brisket and pork, take 18 hours to smoke.

“It’s funny,” Barbara said. “We put the smoker at the end of our driveway when we use it, and it never fails that a few neighbors will stop by to see what’s going on and ask for a sample.”

Scott and his family hear from a lot of people their barbeque is the best they’ve ever had. When they serve it at get-togethers for family and friends, they don’t bother fixing the potato salad or grilled corn on the cob.

“No one eats it,” Scott laughed. “They only want the meat.”



Jim Scott (left) and Eddie O'Dell, both of Lee's Summit, Mo., comprise the award-winning group "2 Dudes Try N2 BBQ."

Photos provided by NWK



# TEAMWORK & COMMUNICATION

Butler is new Deputy District Engineer

By Eric Cramer



Although calm in demeanor, Maj. Kelly B. Butler said she is excited with her new assignment as deputy engineer for the Kansas City District.

"I asked to come here. After three years in Hawaii, the Army said I had to move so I requested to come back to Kansas," she said.

Butler had been the deputy commander 45th Corps Support Group (F) at Schofield, Barracks Hawaii, before her current assignment.

She said two things define a successful organization.

"You have to have teamwork and communication.

If you have both of those you can accomplish a lot," Butler said. "If we can build a strong team and we can communicate effectively with the people we're supporting, we'll succeed."

Although this is Butler's first assignment to a U.S. Army Corps of Engineers District, it is not the first time she's worked with the Corps.

"I was involved with the Pentagon Renovation Program and I worked with the Corps there," she said. "What I like about the Corps is that it is very mission focused, it's exciting to be involved in so many complex projects."

A native of Twinsburg, Ohio, Butler said she initially joined the Army for its educational benefits.

"I was the youngest of six kids. My father was a high school principal and my mother was a homemaker. No one in my family had been in the military, but it was a way to get an education," she said. "Then, well, I kind of liked it."

She said facing challenges kept her in the military.

"When you stop learning, or having fun, or you're not challenged anymore, then it's time to do something else," she said.

A career officer, Butler is 1989 graduate of the United States Military Academy at West Point, N.Y., where she met

**"You have to have teamwork and communication. If you have both of those you can accomplish a lot."**



Photo by Mitch Frazier

# PUTTING THINGS RIGHT

By Eric Cramer

WAMEGO, Kan. – Fresh water is now on tap for the 75 homeowners who received rural water service to avoid ground water contamination from the former Schilling S-7 Atlas missile silo here.

Saqib Kahn, U.S. Army Corps of Engineers project manager for the Schilling S-7 site said the second phase of rural water hook ups were completed this spring.

Pottawatomie County Rural Water District Number 1 to connect 74 residences near the missile silo to Rural Water. A \$700,000 contract was awarded to the RWD in last year to bring rural water to the homes and install a water meter.

The missile site is one of nine Atlas” missile sites which were part of the Atlas missile squadron assigned to the former Forbes Air Force Base (now Forbes Field) in Topeka. These sites were operational from approximately 1960 to 1965.

In September 2002, the Kansas Department of Health and Environment detected trichloroethylene (TCE), a commonly used industrial chlorinated solvent, at concentrations exceeding federal drinking water standards, in groundwater samples from several residences near the missile site. This prompted the Corps to respond by providing bottled water to all affected residents until whole-house filtration systems were installed in each home in January 2003. With the connection of the homes to the rural water districts lines, these systems will no longer be necessary.

Khan said not all of the 75 homes that received rural water service had contamination in their groundwater, but all

were in the direction that the plume of TCE apparently was moving.

Homeowners in the area are pleased with the Corps’ efforts, Khan said.

“I’ve had them come up to me and shake my hand. One lady said at one of our meetings ‘we have to give it to you, we didn’t expect the government would do anything,’” he said.

Khan said the Corps has also completed its remedial investigations at the site and has removed all of the ground water contaminants and sediment from the sumps and drains in the silo.

“This should be a permanent solution to the problem, unless there is another contamination source,” Khan said. “Quarterly monitoring will continue on the monitor wells we have there.”

Although cleaning the sumps should cut pollution off at the source, the plume of pollution in the ground remains. Khan said the Corps is employing innovative technology to address the problem.

“We’ve started a pilot study in which we’ll pump ozone-rich water into the ground to remove the TCE,” Khan said.

He said that TCE, a volatile compound, can be stripped from water by oxygen. Ozone is a heavy oxygen that contains an additional oxygen atom in each molecule.

“The best way to say it is we’re chemically stripping the TCE from the water using ozone-enriched water,” Khan said.

## HELPING HAND

*continued from page 4*

Fran and George.”

Putting a little extra pressure on the staff that stays behind doesn't bother Davis who said disaster relief operations are a good opportunity for Corps employees to experience something different.

“From a standpoint of duty to the nation, employees are able to do something that's going to help other people,” Davis said.

For Cates' efforts in the Disaster Recovery leadership team of DeSoto County, Florida, he received the Kansas City District Heartland Award for professionalism and caring.

“I did what I thought needed to be done,” said Cates, “and I have made a great friend from my experiences.” In order to get involved with disaster recovery, one should contact Vira Dobbins in the Emergency Operations Office.

### PEOPLEPOWER

People Power is a monthly column designed to highlight the outstanding accomplishments of a district employee. Supervisors and peers are encouraged to nominate team members to be featured in an upcoming issue of Heartland Engineer.

Nominations should include a brief summary of the nominee's accomplishment and contact information for the person submitting the nomination. Nominations should be submitted by the 15th of the month for consideration for the next issue.

Nominations should be sent to:

PEOPLEPOWER  
c/o Public Affairs Office  
700 Federal Building  
601 East 12th Street  
Kansas City, Missouri 64106  
or e-mailed to:  
Mitchell.D.Frazier@usace.army.mil

## TEAMWORK

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her husband Maj. Jeff Butler, an infantry officer at Fort Leavenworth, Kan. The Butlers have two sons, Nathan, age 10, and Daniel, who is six.

In addition to her assignment to Hawaii, she has held a variety of command and staff positions.

She has served as a platoon leader, company executive officer and battalion adjutant in the 94th Engineer Battalion at Darmstadt, Germany.

Butler was a company commander and served on the battalion staff of the 864th Engineer Battalion at Fort Lewis, Wash.; she was a military intern to the Deputy Secretary of Defense, and executive officer for the Pentagon Renovation Program. She also has had a variety of staff assignments. She graduated from the Army Command and General Staff College at Fort Leavenworth before her tour in Hawaii.

## BRIEFS

*continued from page 5*

### EMPLOYEES FOIL LICENSE PLATE THIEF

Two Kansas City District employees aided in the July 7 apprehension of a man stealing license-plate stickers from a parking lot near the Richard Bolling Federal Building.

Mike Murphy, chief of information management, and Jennie Wilson, who works for the IM graphic department were working together when Murphy, looking out the seventh floor window, noticed the man taking stickers from the license plates in a parking lot north of the building.

Wilson took several photographs of the man with a telephoto lens, and she and Murphy reported the matter to the federal security office on the building's sixth floor. Federal officers and Kansas City police arrested the man.

Mark Asbury, security chief for the Kansas City District, praised Murphy and Wilson for their efforts.

“Situational awareness, thinking ‘is something going to occur’ that has to be our lifestyle now,” Asbury said. “They noticed something and took action. They are a good example of what we hope to achieve. It's

the only way we're going to be able to stop some criminals.”

FPS and the Kansas City Missouri Police Department are requesting anyone who has parked their vehicles in this area to review their vehicle license plates to ensure your license plate and /or license plate tag stickers have not been removed.

Victims should contact FPS Inspector Mike Yadon, (816) 426-2433 or SA Mike Corf, (816) 426-2173.

### CORPS' LOGISTICS IS 'HIGH PERFORMING'

The U.S. Army Corps of Engineers' Logistics Management function was recently approved as one of eight Department of Defense High Performing Organization pilot program candidates. An HPO is similar to an A-76 competition except that once the in-house team has made itself as efficient as possible, the process stops.

Originally scheduled for competition under OMB Circular A-76, the Logistics Management function will now undergo a Business Process Review to identify efficiencies and economies to implement an HPO.

“Much of the heavy lifting has already been done as part of USACE 2012 and the preliminary planning required by the circular,” said Ray Navidi, the USACE Competitive Sourcing Program Manager. According to Navidi, these efforts were key elements in the approval of the Corps' proposal by the Department of Defense. Congress passed legislation in 2004 for the Department of Defense HPO pilot program. The legislation allowed eight candidates. The DoD proponent undersecretary invited each service and major defense activities to nominate one candidate.

“Army supported our proposal after we presented what we'd learned from our preliminary planning for the Logistics Management competition,” Navidi said. “It was clear that the HPO approach would allow the Corps to achieve more than it could through a competition. But, according to Navidi, the Corps must demonstrate it is moving to implement the HPO by the end of the fiscal year and complete transition to the new organization by April 2006. - *Engineer Update*

# DIANA McCOY

Diana McCoy attended the Army's World Wide Public Affairs Symposium this spring. An Army Reserve Soldier, McCoy writes passion for the Warrior Ethos motivates her and others in both the civilian and military environments.



As I sit here at my computer, my mind can't help but wander to events in March. I don't think anything has ever affected me like this before, so I think it's worth a shot for me to try my very best to put into words the ideas rolling around in my head.

Before I jump into March, maybe I should start by giving you some background. My father spent 20 years in the Air Force, and much of my childhood was spent on Air Force bases. Can you imagine what that does to a child? I never had to be afraid of anything because my daddy was a Soldier, and along with all of his Soldier friends, nothing bad could ever happen. It was a very safe environment, which fostered in me a strong sense of pride to be an American.

Like father like daughter, I joined the military when I "grew up" because I knew how important it is to give back to the men and women who sacrificed before me. Unlike my dad, I joined the Army Reserves. I guess the Air Force wasn't exciting enough for me. At least, that's what my Dad likes to tell people.

Anyway, since my time in the Army, there have been quite a few changes. One of the biggest changes having a huge affect on me has been the introduction of the Warrior Ethos – "I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade."

The words linger in my head, motivating me to be the best I can be for my country – both as a Soldier and now as a Civilian with the U.S. Army Corps of Engineers.

This year, I attended the Army World Wide Public Affairs Symposium in Washington D.C. To my delight, I heard from many of the Army's top leaders, something I never dreamed would be available to me. Pardon my expression, but the only way I can describe my emotions is by saying that for me, the experience was like an Army wonderland. Listening to people like Chief of Staff of the Army Gen. Peter Schoomaker, Secretary of the Army Dr. Francis Harvey, Chief of Army Reserve Lt. Gen. James Helmly and Chief of Engineers Lt. Gen. Carl Strock inspired me to think even more about my role in the Army both as a Soldier and a Civilian.

With the Warrior Ethos ringing in my ears and stars still in

my eyes, I noticed something among many of my fellow civilian employees in the room. As general officer after general officer took the stage and talked about the Warrior Ethos, many Civilians didn't internalize the concept. They weren't passionate about it, and unfortunately without passion, the ethos is truly just a bunch of words.

Passion is what the Warrior Ethos brings to a Soldier. Passion motivates me, as a Soldier, because I know my job is to place the mission first. If the mission calls me to Iraq not as a logistician, but as a gate guard, then I will willingly go even if it means leaving my newly wed husband. I will go because I am passionate about being a Soldier and going where my country needs me to go. But just because I also serve as a Civilian in the U.S. Army Corps of Engineers, it doesn't mean the mission is strictly limited to me in uniform. I think it's important for all of us to remember whom we ultimately work for and why we exist, without a doubt that answer is the Army and more importantly the American Soldier.

As I looked for an answer on how to rekindle this connection between my civilian colleagues, I thought the answer could be as simple as a civilian equivalent of the Warrior Ethos.

Nope.

# CHILDREN

## KEEP AN EYE ON THEM



*Your Safety  
Our Concern*



US Army Corps  
of Engineers