

WINTTER MAINTTENANCE UNDERWAY

STRENGTHENING RELATIONSHIPS

NEW YEAR, NEW ADVENTURES

> AROUND THE DISTRICT



US Army Corps of Engineers ® Rock Island District

Mission

The Rock Island District's mission is to deliver vital engineering and water resource solutions in collaboration with our partners to secure our Nation, reduce disaster risk and enhance quality of life, providing value to the region and Nation.

Vision

A premier public service, engineering organization of trusted, talented professionals delivering innovative and sustainable solutions to the region and Nation.

Commander, U.S. Army Corps of Engineers, Rock Island District Col. Steven M. Sattinger

Deputy Commander, U.S. Army Corps of Engineers, Rock Island District Lt. Col. John Fernas

Chief, Corporate Communications Allen Marshall

Editor Kelcy Hanson

Editorial Contributors Kelcy Hanson Sam Heilig Jim Finn

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US Army Corps of Engineers Rock Island District Clock Tower Building P.O. Box 2004 Rock Island, IL 61204-2004 Email: cemvr-cc@usace.army.mil Phone: (309) 794-4200



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On the Cover

View from the bottom of the dewatered lock chamber at Locks and Dam 14. *Photo by Sam Heilig*

COMMANDER'S COMMENTS

Army, District to focus on "Project Inclusion"

nclusivity and equitable treatment for all have been topics of widespread, national discussion for many months. These topics aren't new, but the events of the past year have rejuvenated these efforts, and organizations like the Army have become focused on being part of, and leading, these discussions. The Army's effort has been termed Project Inclusion, "building trust throughout the total force through a robust diversity, equity and inclusion environment favorably influencing accessions, civilian hiring, retention and mission."



Col. Steven M. Sattinger District Commander

My interpretation of Project Inclusion is simple: it is a reminder to all of us, "We the people of the United States," to continue the perpetual American struggle "to form a more perfect union," and to strive to live up to the ideals expressed in the founding documents. How we treat our fellow human beings, especially the least among us, is indicative of the society we have built, and in my mind there remains a long way to go.

The foundation of Project Inclusion is having candid, respectful dialogue with colleagues on critical topics like race, gender, and identity. These topics can be difficult to talk about, but leaders must create a "safe space" where employees have opportunities to discuss these issues candidly and share their experiences. Open dialogue is critical to helping our people understand and support each other. Through participating in various listening sessions, I have found the discussions to be quite enlightening because each person may perceive and react to situations differently, depending on their backgrounds, experiences and understanding. It's good to hear from as many viewpoints as possible.

I believe that the Rock Island District is an organization that champions equity and inclusion and is committed to diversity. But I am also willing to stipulate that people like myself, people in leadership positions, don't always have the complete picture of an organization's culture. That is another arm of Project Inclusion – bringing self-awareness to the total organization.

Of course, no project is of value without some form of action. The Army's Project Inclusion is more than words on a page, it is a call for action. In the coming months, leaders across the Army and this District will be taking stock of already available tools in order to gain insight and act. One such tool is the District's annual Management Directive (MD) 715 Report. This document gives a snapshot of our organization demographics from the perspective of race, gender and age, amongst others. We can use this document to determine the effectiveness of hiring and promotions practices and measure ourselves against Army diversity goals. Additionally, your leaders will be looking at current and past Command Climate surveys to pinpoint any areas of concerns, either perceived or real, that relate to equal treatment within our total workspace. Once concerns are identified the next step is to address those concerns and take action. You have my commitment that this District will act in the face of any inequality.

Project Inclusion must be more than discussion and ideas. It needs to be results-driven, and it will take a collective team effort starting from the top. Any change we can affect through Project Inclusion will strengthen us as an organization and help us deliver value to the Nation.

On the third Monday in January, annually, America celebrates the life and work of Dr. Martin Luther King, Jr. One of the most important figures in our Nation's history, his teachings and words are at the heart of Project Inclusion. In February, our Nation celebrates Black History, in recognition of the incalculable contributions of Black Americans. Commemorations like the Dr. King holiday and Black History month are important in keeping our society engaged and are reminders that race relations and diversity are what makes this country great. And for us, as an Army organization, Project Inclusion is a reminder that we must not be complacent and ignore inequality within our ranks.

Continued on page 5



WINTER MAINTENANCE UNDERWAY AT Several, Upper Mississippi River Locks

By Jim Finn, Public Affairs Specialist

very winter, critical maintenance projects are completed at Rock Island District locks along the Upper Mississippi River. Several teams, comprised of Corps maintenance crews and contractors, are needed to tackle the work and ensure smooth operations by spring.

While some projects, like the one at Locks and Dam 14 in LeClaire, lowa, require a complete dewatering of the lock chamber, others can be completed "in the wet," meaning the lock chamber remains full of water during the process.

The largest and most noticeable project underway this winter is at Locks and Dam 14. This effort began with a dewatering in mid-January and will continue until mid-March.

"The site has not been dewatered in over 20 years," said Aaron Dunlop, Operations Manager for the Mississippi River Project Office. "This dewatering will allow for critical inspections and much needed repairs."

Key tasks being completed during this project include inspecting the chamber and critical lock components, installing a complex lower sill beam to facilitate future dewaterings and replacing the lock chamber bubbler system and embedded miter gate anchorages. The price tag for this effort is approximately \$3.5 million and is being completed by a team of 20 in-house Mississippi River Project staff.

"These employees are accustomed to accomplishing these types of dewatering projects each year. The team is comprised of welders, lock and dam repairers, towboat operators, crane operators, divers, engineers and various other skillsets," said Dunlop. "And we look forward to the opportunity to showcase these critical repairs when finished."

Upriver at Lock and Dam 13 in Fulton, Illinois, a project is underway to rehabilitate one of the gearboxes needed for miter gate operation.

"The gearbox is original to the lock and dam site which was constructed in the 1930s and serves as a critical component that facilitates lock operability," said Jeff Tripp, Lock and Dam Section Engineer.

The maintenance crew was tasked with removing the gearbox from service and sending it to a machine shop to be refurbished. Once refurbishment is



Members of the Quad Cities Riverfront Council, local mayors and members of the local media tour Locks and Dam 14 near LeClaire, lowa while it was dewatered for winter maintenance. Scaffolding next to lock walls allowed people to walk to the bottom of the river to explore the historic lock. *Photo by Kelcy Hanson*

complete, and the gearbox is reinstalled, it will continue to serve its role as a critical component to miter gate operation.

In addition to the gearbox rehab, a submersible dike repair project is also underway. This \$3.5 million project includes concrete resurfacing of the submersible portion of the dike and riprap placement to prevent scouring and maintain reliability of the structure.

"The submersible dike serves as the damming

surface to maintain Pool 13 as a part of the 9-foot navigation channel," said Tripp. "This project is critical to ensuring navigation in the pool remains unencumbered."

Another project is underway right across the street from Rock Island District's headquarters building at Locks and Dam 15 in Rock Island, Illinois. This \$11.2 million contractor-led project on the downstream guidewall of the main lock chamber is scheduled to be completed this winter. The project started in the

Continued on page 6

COMMANDER COMMENTS (Cont.)

The Rock Island District is a healthy organization that never ceases to amaze me with its professionalism and talent. I want all of us to use that professionalism and talent in focusing on inclusivity and equality. If you see or hear something that you feel is not in the spirit of Project Inclusion, speak out. Report to your supervisor, the Equal Employment Office or use my commander's open-door policy. Any form of inequal treatment becomes my priority.

Thank you all for what you do every day. Take care of yourselves and each other and CONTINUE BUILDING STRONG!

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Commanding

WINTER MAINTENANCE (Cont.)

2018/2019 winter season and involves construction of several new reinforced concrete sections of wall, known as monoliths, which are founded on rocksocketed steel pilings.

"The original lower guidewall became unstable and required partial demolition which directly impacted navigation," Tripp said. "The partial monolith demolition was executed by the maintenance crew in 2017, but was only an interim solution that reduced risk related to day-to-day operation of the lock. Once the project is complete, the guidewall will perform its original design function."

The hydropower turbine, located inside the small building on the river wall of the auxiliary lock chamber at Locks and Dam 15, is also receiving attention this winter. During a previous inspection, it was discovered that some of the linkage components, which connect to the wickets, needed to be replaced. Motor shop machinists at the Mississippi River Project Office in LeClaire, Iowa, fabricated new linkages which will be reinstalled by lock personnel.

Downriver at Lock 19 in Keokuk, Iowa, work began in early January to replace a 27-foot tall by 110-foot wide vertical lift gate. This service gate is one of two vertical lift gates positioned at the upstream end of the 1,200-foot lock chamber.

"Both lift gates are operated by hydraulic machinery which serve as a moveable damming surface allowing barge traffic to transport goods along the Mississippi River," said Tripp. "This replacement is an important step to keeping navigation moving on the river."

In addition to the gate replacement, maintenance crews are also working on concrete resurfacing in the lock chamber and lock valve repair.

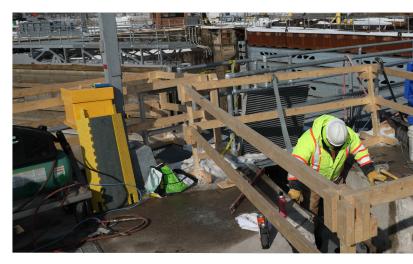
While maintenance crews are hard at work repairing the gates at the lock, a contractor, under the direction of the United States Geological Survey (USGS), is working this winter to install a temporary, experimental underwater Acoustic Deterrent System (uADS) on the downstream end of Lock 19.

USGS, in partnership with the U.S. Army Engineer Research and Development Center (ERDC), chose Lock 19 as a prime testing location to look at the potential for acoustic signals to deter Asian carp and native fish from moving upstream. This effort also seeks to understand and assess the engineering, maintenance and logistical considerations associated with long-term operations of a uADS in an active navigation channel.

If the deterrent is effective at controlling upstream

movement of Asian carp with limited effects on native species, this or similar technology could be deployed at other critical locations to help prevent the spread of invasive Asian carp.

At the far southern reaches of the District, Lock and Dam 21 in Quincy, Illinois, and Lock and Dam 22 in Saverton, Missouri, are getting new embedded gate anchorages which serve as the upper connection between the miter gate and the lock wall. These anchorages are what allows the lock gates to open



and close when a vessel passes though the lock. Both sites were still operating using their original anchorages from the 1930s.

Additionally, Lock 22 is getting mooring cell and upstream guidewall repairs this winter. A flat barge, known as a floating plant, which houses all the necessary tools and equipment needed for the repairs, is being used for this job. This specially designed work barge makes it easier for the maintenance crews to make repairs to areas not easily accessed from land.

"These repairs are critical because both structures are subject to heavy wear due to repeated barge impacts," Tripp said.

While the brutal conditions of a Midwest winter may not seem like the ideal setting to perform such critical projects on the Upper Mississippi River, the timing allows for the least amount of disruption to the navigation industry.

"The maintenance crew is accustomed to working in the harsh elements to complete the scheduled work," Tripp said. "They know the importance of our inland waterways and will do whatever they can to ensure this critical infrastructure lasts for generations to come."

LOCK AND DAM 13

The gearbox is original to the lock and dam site which was constructed in the 1930s and serves as a critical component that facilitates lock operability. Repairs are critical because both structures are subject to heavy wear due to repeated barge impacts.

LOCK AND DAM 21 & 22

LOCKS AND DAM 14

LOCKS AND DAM 15

LOCK 19



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STRENGTHENING RELATIONSHIPS WITH THE PUBLIC By Kelcy Hanson, Editor

t's not out of the ordinary to have visitors at lock and dam sites throughout the District. People come from across the country, sometimes the world, to watch barges lock through and see wildlife, especially the bald eagles. Lock and Dam 11 in Dubuque, lowa, is

no exception to this rule, but for one visitor, Kayden Franck, the visits have become more than just a leisure activity.

Kayden's mother, Kari Franck, started bringing him to the lock and dam in spring of 2020 to get out of the house and have something to do. They would sit on the benches, watch the barges go through the lock, and see the bald

became infatuated with



lock, and see the bald Kaden Franck stands with employees from Lock and eagles feeding. Kayden Dam 11. Photo provided by Lock and Dam 11 staff

watching the barges as they passed through the lock and his mom quickly identified that this site was his happy place. She noticed, during their almost daily visits, that the space calmed him more than anything had been able to before.

At a very young age, Kayden was diagnosed with autism. He and his mother previously lived in Wisconsin but due to lack of resources, chose to move to Dyersville, lowa, where they had better access to medical care and a better school district for Kayden, who now attends fifth grade in the Western Dubuque school system.

One day, Kayden and his mother were sitting on the bench at the lock when lock mechanic, Willie Hansen, approached them and introduced himself. He had seen Kayden's mom at the site several times



and thought he recognized her from high school. He asked her, "By chance, are you the Kari Franck I went to high school with?"

Much to his surprise, she was, and from that moment forward, Hansen has continued to grow a

relationship with Kayden and has introduced him to the other employees at Lock and Dam 11. He has become a welcomed, familiar face they love to see.

Kayden and his mom have also built friendships with others who regularly visit the lock and dam site. Kayden will speak one or two words and exclaim with excitement when he sees one of his friends. He has gotten to know everybody by name and two of his favorite friends are, Dick, who always shows

US Army Corps of Engineer

MV Kayden



Kaden full of smiles and enjoying his time at the lock. Photos provided by Kari Franck

up in a little car and brings surprises for Kayden, and Paul, who is most often seen sitting on the benches watching the birds while smoking his cigar.

One of Kayden's favorite things to do is wave to the captains as they navigate their vessels through the lock. He visually signals with his hands, pretending to pull down on an imaginary air horn string to get the captains to blow their horn for him. When the captains respond with a loud blast of their horn, Kayden is filled with joy and excitement and can

frequently be heard yelling "Hi, man" from the observation deck above the lock.

Raising a child with special needs has made Franck realize, "I have to stop worrying about what other people think. We have built our own community at the lock that welcomes Kayden for who he is. He has learned what he likes and can enjoy it without judgement."

Hansen describes Kayden as a 'really neat kid' and says he's thankful he reached out to

communicate with him and his mom last year. "If it wasn't for me recognizing Kari as a former classmate and engaging in conversation with them last spring, we might never have been able to build this relationship with him," said Hansen. "This small gesture is a good reminder that we can always build better relationships with the public."

Since starting to visit the lock and dam, the Franck family has missed only a handful of days. They've become such regular visitors that if a day is missed, employees begin to worry. During their regular hourlong visits at the site the Franks have learned a lot

> from the employees and the employees have come to enjoy seeing Kayden's excitement.

In late December, Lock and Dam 11 employees presented Kayden with a gift; a handmade towboat they made just for him with his favorite colors.

"It is one of Kayden's favorite toys to play with," said Frank, "He's played with it so much, a few pieces had to be glued back on again!"

Although this act of kindness was made on a personal level

by the lock employees, District management was supportive and encouraged the positive engagement with the Frank family.

"The Corps is a public service organization and our lock staff members are regularly called upon to engage with the public," said Bob Castro, chief of the Mississippi River Project's Lock and Dam Section. "In this case, our guys were willing to go above and beyond to make a difference in one child's life, in a year that's been anything but easy."

As for Kayden and his mom, they say they can't wait for the weather to get nicer so they can get back to watching barges again.

••

...willing to go above and beyond to make a difference in one child's life, in a year that's been anything but easy.

New Year Adventures Across the Locks

By Kelcy Hanson, Editor



To close out 2020 and open the door on 2021, Rock Island District Commander Col. Steve Sattinger set out on an adventure. His goal, visit all the locks and dams managed by the District in two days! After a little



research, he determined the mission was possible, although it would make for some long days. It was something he had been thinking about for a while and as the end of the year was approaching, he thought it would be a perfect time to make the trek. After setting his dates for travel, Operations Division Chief Tom Heinold was recruited to venture along.

On the first day, Dec. 28, 2020, Sattinger and Heinold met at the Clock Tower at 5 a.m. to begin their voyage on the Mississippi River. They started at Locks and Dam 15, located right across the street, then traveled downriver visiting all seven sites in the lower portion of the District. After visiting locks 16-22, they headed north to Lock and Dam 11 and then worked their way downstream to see locks 12-14. In total, they traveled nearly 600 miles over 13 hours.

The second adventure took place Jan. 4, and included a visit to the District's six lock and dam sites on the Illinois Waterway. They left the Clock Tower around 6 a.m. and covered nearly 500 miles in nine hours. The first stop was Brandon Road Lock and Dam in Joliet, Illinois, then they worked their way downstream vising Dresden Island, Marseilles, Starved Rock, Peoria, and LaGrange. As the two visited each site, Sattinger took time to talk with employees and express his gratitude for their service to the District.

#

"I want the lock crews to know I appreciate them," said Sattinger. "I don't know of any better way to express how grateful I am to the workforce than to see them in their element, doing the hard, behind-the-scenes work that allows our District to accomplish its mission."

Besides saying they visited all the locks on each waterway in one day, the pair also aimed to assess the work environment between eight-hour and 12hour shifts. During the initial stages of COVID-19, the District started a 12-hour shift option at some of the sites, which had not previously been offered. According to their findings, some positive things resulted from the change but some drawbacks also exist. Sattinger plans to use this information to better inform members of the District's Corporate Board who will ultimately determine the future of this scheduling option.

Under "normal" circumstances, Sattinger tries to visit each lock twice a year, unless major maintenance and/or construction is underway, then more frequent stops are likely. While visiting the locks in series, two things in particular stuck out to both Sattinger and Heinold.

The first thing they noticed was each lock site has its own 'personality'. A reflection of the geography and location of the lock, the operating machinery and associated challenges of running it. Above all, they noticed the influence of the leaders working at the sites and the teams of dedicated employees who



Photos by Allen Marshall and Kelcy Hanson

maintain operations, each and every day.

Secondly, there was a universal sense of pride among employees at all the sites.

"The locks are like a second home to our employees and the amount of work they do to make their place of duty a pleasant, efficient, and effective one is incredible," said Sattinger. "I am awe-struck

by the additional skills – welding, carpentry, concrete finishing, electrical, etc., these employees demonstrate every day."

When asked about his favorite part of the experience, Sattinger said, "without question, simply meeting the employees at the locks, and having a chance to talk with them and learn more about them."

Over the past two and a half years, Sattinger says he has visited every lock at least five times, but because of the shift work and changeover, he is positive there are still dozens of lock

operators he hasn't met. He says he'll keep trying to meet every one of them until his last day in the District.

"I truly believe visiting the locks is one of the most important things I can do as commander, and it's not something I can really delegate to anyone else," said Sattinger. "It is easy to think that stakeholder engagements, congressional visits, media requests,



or higher headquarters requirements are a higher priority, and of course all of those are critically

"I don't know of any better way to express how grateful I am to the workforce than to see them in their element, doing the hard, behind-the-scenes work that allows our District to accomplish its mission." important, but without the people who make this the great District that it is, and without getting on the ground, in their element, to understand the challenges and opportunities they face, we wouldn't be able to do the other things we need to do to serve this Nation."

During their trips, Sattinger and Heinold each carried a small USACE flag which they asked lock employees to sign as they visited the sites. Sattinger's flag is now proudly displayed on his office door as a reminder of all the hardworking employees

who work outside the headquarters building and are critical to accomplishing the District's mission. He hopes this journey will become a tradition and future commanders will see the benefit it brings and be encouraged to keep it going.

DESIGN AGREEMENT ALLOWS MOVEMENT ON INVASIVE CARP PROJECT

By Sam Heilig, Public Affairs Specialist

The U.S. Army Corps of Engineers Rock Island District and the state of Illinois signed a design agreement Dec. 29, 2020, allowing for completion of the Pre-construction Engineering and Design phase of the Brandon Road Project. This project, located at the Brandon Road Lock and Dam in the Chicago Area Waterway System near Joliet, Illinois, is part of a National Ecosystem Restoration Plan to keep Bighead, Silver and Black carp – the invasive Asian carp species of greatest concern – out of the Great Lakes.

The state of Illinois is the non-federal sponsor for the project and is responsible

for cost sharing the design, construction, operations, and maintenance of the project. To help support this effort, the state of Illinois coordinated a third-party agreement with the state of Michigan to assist with funding for the Pre-construction Engineering and Design phase.

Design of the Brandon Road Project includes installation of layered technologies such as an electric barrier, underwater acoustic deterrent, air bubble curtain, and a flushing lock in a newly engineered channel. These structural measures aim to prevent invasive carp movement while continuing to allow

"We're going to roll up our sleeves and work handin-hand with our partners and with our stakeholders across the country who have an interest in protecting the Great Lakes while maintaining efficient navigation on the Illinois Waterway."



commercial and recreational craft passage through the lock.

In addition to the structural measures being designed at the lock, non-structural measures such as enhanced public outreach, monitoring of

fish populations, integrated pest management, physical removal of invasive fish, and research and development are included as part of the National Ecosystem Restoration Plan. These efforts, which will be implemented primarily by other federal agencies, can begin upon appropriation of funding before the physical elements are installed.

"We're excited to be part of this vital project," said Rock Island District Commander, Col. Steve Sattinger. "We're going to roll up our sleeves and work hand-in-hand with our

partners and with our stakeholders across the country who have an interest in protecting the Great Lakes while maintaining efficient navigation on the Illinois Waterway."

> Pre-construction Engineering and Design of the project is anticipated to take three to four years and is the final step in progressing to construction.



EMPLOYEE SPOTLIGHT

By Kelcy Hanson, Editor

JIM KNIGHT Incoming Lockmaster



im Knight, incoming lockmaster at Lock 19 in Keokuk, Iowa, is a native of the Keokuk area growing up in a small town of Charleston Iowa. His career with the Rock Island District began in 2013 when he joined the crew at Lock 16 as an electrician. Four years later, he transferred to Lock 17 and worked there until he accepted the position of assistant lockmaster at Lock and Dam 18 in 2017.

In March, Knight will move again to Lock 19, replacing the longstanding lockmaster, Alan Dickerson. Dickerson will be retiring after more than 32 years of federal service.

As a lockmaster, some of Knight's duties will include planning and overseeing operations, employees, projects, equipment, and facilities at the lock. He will also be involved in supervising maintenance activities required for upkeep of lock equipment, buildings and grounds.

Prior to coming to the Corps, Knight worked 25 years in an industrial plant, owned by Good Year Tire and Rubber, which made low pressure hoses and assemblies. When the company fell on hard times and had to start making retirement plan cuts, Knight decided to look for new employment opportunities which landed him with the Corps. He says he enjoyed the experiences he gained while working in private industry and values them as learning points to bring to his current position.

Some of the reasons Knight looked to federal employment as a possible option was the competitive pay, benefits and room for advancement.

"Working with people and being outdoors are a few of my favorite parts of my job," said Knight. "In my time working for the Corps, I have met many people throughout the District and have enjoyed working with them on different projects at several locks."

Knight currently resides in Denmark, Iowa, with this wife Shelly. They have four grown children and several grandchildren. In his spare time, Knight rides motorcycles, races dirt bikes and flies his experimental RV-6 airplane which he built 15 years ago.

When asked what his advice to others would be, he responded "save for the future but live everyday as if it may be your last." 🖭





Photos provided by Jim Knight



Diane Demeyer, Enginnering Technician for General Engineering Section, retired Dec. 31, after dedicating over 38 years of service to the federal government.

Alan Tamm, Geologist and Levee Safety Program Manager, retired Dec. 31, after dedicating over 11 years of service to the federal government. **John Greif**, Maintenance Mechanic Supervisor at Saylorville Lake, retired Dec. 31, after dedicating over 22 years of service to the federal government.

Richard Defer, Engineering Technician for Engineering and Construction and Technical Services Branch, retired Dec. 31, after dedicating over 36 years of service to the federal government.



Can you name where this photo was taken? If so, send your answer to Kelcy.C.Hanson@usace.army.mil to be featured in the next issue of the Tower Times.

SYMPATHY



Corinne A. Paaske, 89, of Rock Island, IL passed away Jan. 19. Paaske retired in 1998 from the Corps of Engineers as a Reality Specialist with 31 years of service.



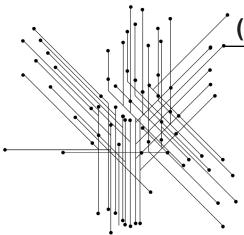
Roger A. Bourn Sr., 76, of Princeton, IA passed away Jan. 13. Bourn retired from Lock and Dam 14, as a Lockmaster.



Arla M Olsen, 85, of Mesa, AZ passed away Jan. 30. Olsen retired from the Corps of Engineers in Resource Management.



Dorthy M. Lindsey, 71, of Davenport, IA passed away Feb. 1. Lindsey dedicated 26 years as a government employee and retired as a computer operator.



(Net)Working Lunches Employee Invite

- » Would you be interested in participating in a program to get to know your Rock Island District co-workers better?
- » Are you a new employee and overwhelmed with all the folks to meet?
- » Has it been a while since you did your intern rotation and everyone you met has changed?
- » Want to get to know people on your Project Delivery Teams in a setting that doesn't involve a meeting agenda?

Contact Erica Stephens at: erica.l.stephens@usace.army.mil.



Join the Rock Island District Welfare Association!

Kanada Kana

🕻 Develop Team Building Skills



Kernel Karle Karle

Enhance Employee Motivation

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Contact RIDWA@usace.army.mil to join today!

DEPARTMENT OF THE ARMY U.S. ARMY ENGINEER DISTRICT, ROCK ISLAND CLOCK TOWER BLDG. – P.O. BOX 2004 ROCK ISLAND, IL 61204–2004

EMPLOYEE OF THE MONTH

DECEMBER Heather Bishop



Heather supported a successful contract negotiation for the Cedar Rapids Flood Risk Management Supplemental Project. She developed a unique database coloring system which helped enhance communication between project management, contracting, and the Architect Engineering firm in communication. JANUARY Audra Farley



Audra is recognized for the outstanding work being accomplished related to Coralville Lake's visitor center rehab. The acquisition of supplies, coordination of construction items, during times of the pandemic have been challenging for project execution.