



BRAC land transfer complete

by Valerie Buckingham
LRDispatch Staff

After eight years and 7,000 acres, the Ft. Chaffee Base Realignment and Closures land transfer was completed during an official signing ceremony Nov. 20, 2003 in Ft. Smith.

In 1995, the Defense Base Realignment and Closure Commission declared 7,000 of Ft. Chaffee's 73,000 acres in excess. The remaining 66,000 acres were turned over to the Arkansas National Guard.

The Little Rock District of the Army Corps of Engineers became involved with the Ft. Chaffee transfer when the land was originally flagged as disposal property. The Real Estate Division's Maintenance and Disposal branch was tasked with disposal of the property since it was on the Corps' property book.

The Ft. Chaffee transfer was the first major no cost development conveyance to have successfully completed all transfers of excess property and that, according to Michael Johnson, lead negotiator for the Army, is what makes this transfer so special.

Johnson said in order to expedite final approval, he and Mark Brightwell, project manager, personally delivered documents

to the Pentagon in September. Although the government was shut down because of Hurricane Isabel, they were able to brief Army staff members and get approval.



Valerie Buckingham

Tom Lederly (left), Director of BRAC Hampton Field Office, and Dr. Jerry Stewart (right), Chairman of Ft. Chaffee Redevelopment Authority, sign the last land transfer deeds Nov. 20 during a signing ceremony in Ft. Smith.

Some participants in the Ft. Chaffee transfer said that it was easier compared to others because of the people involved with the process.

Lynn Camren, BRAC Hampton Field Office, said if the transfer participants had not been cooperative they would not have been able to work out agreements.

"Ft. Chaffee transfer was probably one of the better BRAC transfers," said Camren. "The local community was very supportive and did everything possible to make it happen."

Before land could be transferred from the government to the Ft. Chaffee Redevelopment Authority it had to be deemed environmentally safe. Therefore, 47 environmental sites were investigated. The Restoration Advisory Board was established in 1996 to provide a forum to refine and further develop issues related to environmental restoration activities at Ft. Chaffee and provide recommendations to the BRAC Cleanup Team. The BRAC Cleanup team is comprised of the Army,

Environmental Protection Agency and Arkansas Department of Environmental Quality.

Rose Zeiler, BRAC Environmental Coordinator and RAB Co-Chairperson, said using a team concept helped to expedite the transfer process.

"We thought that if the agencies were involved in the process from the very beginning and had their concurrence, we could go ahead and develop the documents and work plan with confidence that they were in favor of it," Zeiler said.

Now that the property has been transferred to the Ft. Chaffee Land Reuse Authority, developed plans are in the process.

"We can now move forward to growth and economic development for the whole area," Sandy Sanders, Executive Director Ft. Chaffee Redevelopment Authority said.

"Even though this stage is complete, there will be continuing opportunity for many years."

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New Year brings new challenges

Happy New Year to everyone. We have had a great 2003, and I'm sure we will have an even better 2004. In 2003 we earned several awards including USACE Project of the Year for the third consecutive year, Honorable Mention for the USACE Environmental Award, and several Air Education and Training Command awards for our work on Little Rock Air Force Base.

Just like last year, our current year will have numerous challenges, including the fielding of P2 that PMBP, USACE 2012 implementation, and an austere budget, which is less than the amount required to continue meeting all of our missions. In addition to these challenges, we are losing some of our senior leadership to retirements, including Bob Faletti from PAO. These retirements are a significant loss to the district and to the US Army Corps of Engineers.

In order to make this year as successful as last year we must plan how we will meet the challenges facing us. We are looking at how to meet the challenge of insufficient funds. We have a multi-pronged approach. We plan to press our case for needing more funds. We will limit our recreation program by not re-opening several parks next spring and reducing the length of the season. We will reduce our dredging program on the navigation system. Some services to the public will be curtailed and/or eliminated. Manning the district is a real concern for this year. We are able to restructure our organization without having a reduction in force. We are doing that by carefully managing our re-hires when personnel depart, and a very limited offering of voluntary separation incentive program. In two of our offices (Real Estate and Information Management) we have determined we cannot get to our budgeted manpower without offering some encouragement, while the other areas we can get where we need to be with normal attrition. We are expecting permission to offer VSIP to these two offices any day.

While we are reducing our numbers of personnel, we are also deploying new procedures. P2, the computer program behind Project Management Business Plan, is scheduled to be fielded starting Feb. 9. This will have a major impact on the District as all will be required to take training to run the new software. The time required will vary from four to 40 hours, depending upon each person's position. This training will require a lot of work up front as we learn new processes and a new computer program. During the transition, things will not be as smooth as we would like, but if we all work together, we will implement quickly and soon have our District running better than ever.

We will also be implementing USACE 2012. 2012 is a fresh way of doing business at our higher headquarters in Dallas and in Washington, DC. There will be some personnel moves required by this, but none of our district personnel are expected to move, and we

From where I sit

by Col. Benjamin Butler
District Engineer



will not be downsized because of 2012.

2012 has been described as PMBP for headquarters. That is not entirely accurate, but it does have some basis. With 2012, Southwestern Division will have a multi-functional team, a Regional Integration Team, at HQUSACE that is a liaison between the Division and HQ. This will be a team of about 26 people from all disciplines. They are to be the Division's Advocate on any and all issues that Division has at HQ. They are to set the conditions for success in program and project execution. And they are to assist with issues that require a Community of Practice above the district level.

At the Division level we will have a similar team. This team, the District Support Team, will fill the same role at Division as the RIT at Headquarters. These teams are a key aspect of the 2012 concept. How well we make this facet of the plan work will significantly impact whether we achieve the gains expected from 2012. We need to embrace the DST and RIT to ensure they get off to a good start.

There is a lot more to 2012 than I have explained here. USACE is working hard at all levels to get this implemented, and to do it properly. We have been told that the reason for 2012 is to make the work in the field more efficient and more effective. As we implement, I need to hear from you if the plan is making things better at your level or not. If we start doing things that are contrary to helping the field, then we must change. We must ensure we are truly helping personnel in the field.

I've talked a lot about how the District, the Division and USACE are planning to improve during this coming year. Now is a good time to ask yourself what you are going to do to improve yourself this year. I am not talking just about how you can improve at the office, even though that is a great thing to do. I am also asking you to be introspective and look at other things of value to you. How are you going to better your relationships with family and friends?

(See "Colonel" on page 4)

LRDispatch

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Accepting change is good for safety

by Peggy Paulsen
LRDispatch Special

Change, change and more change. We no sooner accept and adapt to a change and then another surfaces such as the big change...USACE Transformation 2012. People, Process, Communication. Strategic Management, PMBP, PDT's, Community of Practice, EOP's, VE, P2, One Team, a Team of Teams, a Learning Organization. These principals make us a visionary organization, but do we really want to buy into and commit to this new Army Corps of Engineers the Chief keeps talking about?

Yes, we do. Never before in our 228-year Army Corps of Engineers' history have we been so challenged. Our entire work structure will be different. It's natural to resist changes we believe are stressful. If we had our way, we'd continue doing business as usual and not think of a better more efficient and effective way to serve our customers, must less implement

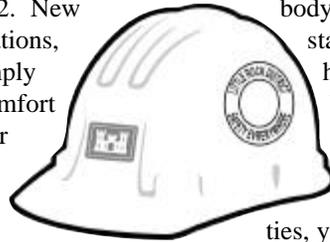
such drastic changes as 2012. New work assignments, new locations, new business processes, simply impeach security of our "comfort zones," our routines, and our sense of control. Since change is a constant, I hope this article on change may encourage you to better evolve and adapt.

There are four general categories of change:

Incidental changes are daily occurrences that don't have a lasting impact but often take their toll on us in terms of time, stress, and conflict. If the change comes without our input or choice, we feel a temporary loss of personal control and waste time complaining.

Reactive changes are more dramatic and long lasting and often follow a crisis. They demand our attention. We consider the doctors, counselors, lawyers who help us through a crisis our hero.

Developmental changes in mind and



body. With our minds we constantly change and evolve to a higher plateau. With the body we can't do much about these cumulative changes to our physical appearance and capabilities, yet we worry about losing our youthful appearance. Some may go to extremes to try to control the aging process. Others, exercise, eat healthy, and accept the inevitable that comes with year accumulation and cultivate the inner self. This of course is the healthier psychological perspective and proactive change.

Proactive changes are changes for reasons that are not always immediately obvious. Getting you to accept this type of change is a special challenge. First, you must be aware of the change, including the rationale and why it is needed. Sometime you may believe the values of

(See *Safety* on page 8)

Members meet



Courtesy Photo

Ed Watford, along with Cynthia Edwards (left) from Sen. Blanche Lincoln's office and Erica Krennerich (right) from Congressman Marion Barry's office, attend the Mississippi Valley Flood Control Association's annual meeting in December in New Orleans, La.

Tell Us What You Think

Editor's note: The LRDispatch staff welcomes your opinions. Letters must be signed. If you choose to have your name withheld from publication, we will honor your request.

Comments and Family News submissions must be received by February 2 for publication in the March issue. Send your comments to valerie.d.buckingham@usace.army.mil or mail them to Public Affairs Office at P.O. Box 867, Little Rock, AR 72203-0867.

We reserve the right to refuse publication of any letter that is deemed libelous.

Remember to keep the criticism constructive and the questions coming.

Family News

Births

Jordan Janelle Shortt was born Nov. 28. She is the daughter of **Becky and Scott Shortt**. Becky is a park ranger at Table Rock Project Office.

Deaths

Jeff Lustfeldt died Dec. 16. He is the son of **Lee Lustfeldt**, a park ranger at Greers Ferry.

J.C. Jeffcoat died Dec. 17. He is the father of **Anita Walters**, a supply specialist in Logistics Management Office.

Alfred Floyd Workman, 86, died Dec. 27. He was a retired Lockmaster of Norrell Lock and Dam and Lock 2. Workman retired with 45 years of government service. After retirement he served as Mayor of Gillet, Ark.

Samuel L. Townsend, 88, died May 3, 2002. He was retired from the Corps of Engineers.

Speakers Bureau

Brent Jasper, a project manager in Regulatory Branch, gave a presentation Dec. 15 on the Corps of Engineers regulatory program to the Little Rock Engineer Club.

Customer Care

Dear Jason Wilson, (Clearwater Lake Project Office)

Hello Jason, wanted to drop you a letter to say how much I appreciated the hunt. And thank you, Dough Stilts and the rest of the crew for giving a couple of disabled, handicap hunters a chance to enjoy the outdoors and participate in hunting. You are to be commended on the efforts that were put into planting the food plots, and the blinds also, you might consider raising the walls of the blinds some, to help conceal the hunters involved.

I want to thank the Corps for their participation and help in giving us a place to hunt and allowing the rangers to help us get to the stand, get back to our vehicles, providing us with a two way radio that we may call them to come and get us if we were successful and took game, or if we were ready to come into camp. They were ready on the radios if we called. These young men are a compliment to the Corps, and they need to be rewarded in some way by the regional office. I am thinking tickets to Disney World, or perhaps a good hefty raise or a comp day off. They deserve it.

I would like you to pass this letter on to your boss and that he would pass it on to his boss, and somewhere at the top of the chain of commands I would like to ask that this person please contact the Missouri Game and Fish and try and get us a waiver

from the south of state hunting license, which are \$145.00 take this and also the trip, motel, eats, and it's tough to get us from down south to participate in your hunt. So please begin now to try and get us some help with this.

Other Corps lakes have invited us, most of which have provided us with some complimentary gifts. Begin right now in your days off to get on the Internet and find sponsors to donate guns, rifles, gear, anything. We have gotten some great gifts in the past. Wal Mart is very good to help down here; also CVA (Connecticut Valley Arms) gave us all a magnum muzzleloader. We have gotten Nat Gear rain suits, coolers, caps, T-shirts, etc. You just have to do a little soliciting, there are jobbers out there that want to get their product in the hands of hunters that will use them properly, and then tell a friend about that product. You may even mention to the company spokesmen that they can be present to award us their company's gifts if they would like to. You can put it all in the newspaper, and this is all good advertisement for a company. Helping handicap hunters, Remington, Walls, Savage, Mossburg, whoever. It just takes asking for donations of hunting gifts.

Also breakfast at the compound would be a real treat too. The comradery, the chance to visit with you all as well as you get to know us. Believe me there are some great paraplegic hunters in our organization that will bless your heart to watch them get around in wheelchairs, and to enjoy visiting and hunting together. That would be a great time for you all to share some information about the area and the lake. I was fascinated at some of the rocks I saw in the blind next to the river, the different birds, and game that is there would be good to know from you.

We can only guess at how hard you all work at keeping the area cleaned up spotless. We are very impressed. We only wished that we could have made contact with one of the resorts close by and rented a cabin, and just brought a big crew and fished and hunted and enjoyed your kindness. Again thank you all. From us Arkansas Disabled Sportsman Association.

Sincerely,
Harold Clements

Colonel

Continued from page 2

How can you work to better your community? Is there anything you should work on in terms of your religion? If you have not already done so for the new year, take time to assess yourself and see where improvements can be made - and then work on them.

I am confident this year will be another great one for Little Rock District. I also am confident that you will personally grow and in doing so find life even more rewarding. Have a great year, and may God bless.

District conducts first acquisition roadshow

by Raini Wright
LRDispatch Staff

Little Rock District of the Army Corps of Engineers hosted its first Acquisition Roadshow December 9-10 at the Arkansas Procurement Assistance Center on the campus of University of Arkansas at Little Rock.

The roadshow was the vision of Sandra Easter, chief of Contracting Division, who wanted to give target audiences a better understanding of the Corps' acquisition and business processes.

"We also wanted to strengthen partnerships with our colleagues, customers and contractors," Easter said.

The roadshow communicated important

information to these audiences in an attempt to prevent future misunderstandings.

Over the two-day period, there were multiple sessions covering the various aspects of the acquisition and business process. Corps employees from headquarters and several districts within Southwestern Division also participated in the roadshow.

Ninety-one businesses in Arkansas attended the event. Businesses were targeted using an electronic database. The show provided an opportunity for contractors to network with the Corps and become more informed on what contracts they could bid on. The event also provid-

ed additional training for Corps employees and feedback from contractors who had previously worked for the Corps.

"We wanted to open up the dialogue, to hear what the industry says about us and how we can do things better," A.J. Brown, deputy chief of Contracting Division, said.

The roadshow especially focused on small, minority-owned businesses. These included businesses owned by women and historically black colleges and universities.

"The district wants to ensure that everyone gets their share of our business, their slice of the government pie," Shirley Bruce, deputy for Small Business said.

Congressional talk



Courtesy photo

Chris Hicklin of Engineering and Construction Branch talks with Dexter Pearson from Congressman Vic Snyder's office during a legislative project briefing Nov. 13 at Ed and Patty Watford's home.

National Engineers Week

National Engineers Week is Feb. 22-28. Engineering and Construction Division will conduct various training sessions throughout the week. For more information, contact Wayne Lewis at 324-5567.

OOPS

Missed an issue of the LRDispatch? You can view past editions on our web site at <http://www.swl.usace.army.mil/thewire>.

This month in Little Rock District history: (LRDispatch Jan./Feb. 1986) Federal funds were approved for construction of the Mill Creek flood reduction project in Fort Smith. The \$4.8 million project was intended to reduce the \$726,000 average yearly flood damage in the Mill Creek basin.

Courage: Not a scary word, but a challenging one

by Joel Epperson

Special to LRDispatch

Remember this scene from the Wizard of Oz?

Dorothy: *If you were king, you wouldn't be afraid of anything?*

Lion: *Not nobody, not no how.*

Tin Woodsman: *Not even a rhinoceros.*

Lion: *Imp-oceros.*

Dorothy: *How about a hippopotamus?*

Lion: *Why I'd thrash him from top to bottom-us.*

Dorothy: *Supposin' you met an elephant.*

Lion: *I'd knot him up in cellophane.*

Scarecrow: *What if it were a brontosaurus?*

Lion: *I'd show him who's King of the Forest.*

Group: *How?*

Lion: *How? Courage! What makes a King out of a slave? Courage! What makes the flag on the mast to wave? Courage! What makes the elephant charge his tusk in the misty mist, or the dusky dusk? What makes the muskrat guard his musk? Courage! What makes the Sphinx the Seventh Wonder? Courage! What makes the dawn come up like thunder? Courage! What makes the Hottentot so hot? What puts the ape in ape-ricot? What have they got that I ain't got?*

Group: *Courage.*

Lion: *You can say that again. Huh?*

Are you in search for your courage? Do you admire individuals who speak with confidence, carry on conversations with ease, and have influence in whatever they are involved with? Dale Carnegie Training has been in the business of helping individuals find courage and build self confidence for more than 90 years now. Dale Carnegie, founder, taught his first public speaking course in 1912. Today, there are more than 6 million graduates of Dale Carnegie training courses, with more than 2100 instructors.

Each PPEP participant has a choice of joining Toastmasters, completing a college level public speaking course, or the Dale Carnegie course. Several former PPEP graduates gave the Carnegie training good reviews, so that was the path I chose.

The basic course is comprised of 12 sessions spread over a 12 week period. Participants came from a variety of professions ranging from government employees, to manufacturing front line supervisors, to insurance and car salesmen. I was impressed that companies such as Sara Lee, Baldor, and Dana Corporation believed enough in the training program to invest a considerable amount. Our diverse backgrounds helped make the course interesting.

In each session we would learn a new skill such as introducing yourself, remembering names, or just conversing with someone. While you didn't master the skill during the course, you hopefully grasped the technique to incorporate into your everyday activities until it becomes a part of you. Most of each session was spent with each participant giving short speeches. You couldn't use any notes, concentrating on making eye contact and expressing yourself with enthusiasm. It was exciting to see the progress made each week with each individual. Some of the participants had little or no public speaking experience.

For me, session eleven was the culmination and most inspiring of the course. During this session each participant shared a short speech on an incident in their life that had a strong emotional impact on them. The objective was to inspire the audience. I was deeply touched by several of the speeches. One young gentleman shared how he had been inspired by another participant during a previous session. He had listened to him give a speech concerning his strained relationship with his teenage daughter, and how he had made it a goal to take her out on a father-daughter date to begin the process of communicating. The young gentleman shared that he had been divorced for several years, and had neglected spending time with his own daughter, concentrating only on his work. He was convicted to do the same with his daughter. There were tears shed during several of the speeches.

At the end of each session we would vote on awards to be given for who made



a major breakthrough, or who gave the best performance. This was a very affirming experience, knowing that your peers recognized your accomplishment of breaking through a barrier, or delivering an inspiring speech. At the end of session twelve we voted on the "Highest Award for Achievement". Russellville Project's Miles Johnson was voted and received this award. This was a great honor. Several individuals who struggled at the beginning of the course, received breakthrough awards. I know that this really encouraged them.

Are you searching for the courage to try something new? What is your greatest fear? Speaking before a group? Walking in a crowded room and meeting people? Or just sharing your opinion in a meeting? The Dale Carnegie Course is an excellent environment and stage for overcoming fears.

I sincerely appreciate the opportunity that the PPEP program is giving me to improve my personal and professional life. A key ingredient has been hearing from leaders within our organization, and the personal challenges they have faced. One of Dale Carnegie's steps to finding courage is to "pause and reflect that others have had to face great discouragement and great obstacles and have overcome them; and what others have done, surely you can do." Within our PPEP 04 group we are discovering each others uniqueness and the struggles each has faced, that make them who they are. We are becoming a team. We truly have unique and talented individuals within the Little Rock District. Essays!

Giving back

Blansett has ties with charitable campaign

by Raini Wright
LRDispatch Staff



Cynthia Blansett, gave more than just money to the Combined Federal Campaign this year. She served as a sponsored representative because of her disabled brother.

BLANSETT As a sponsored representative, Blansett was one of three CFC representatives for this region and was responsible for all federal agencies in the Federal building.

Her specific duties consisted of training representatives for each federal agency, receiving and distributing CFC materials to agencies, organizing speakers, and

totaling contributions.

"To be effective, sponsored representatives must understand and believe in the mission of CFC," Kathy Gattinger, principal combined fund organizer representative and United Way community outreach director said. "Cynthia possesses these traits. She has diligently worked and is an asset to the campaign."

Gattinger said Blansett felt this would be a way to help her brother.

"Cynthia willingly shares the story of her family's use of some CFC agencies," Gattinger said.

Blansett said that she also learned a lot about other agencies and met many new people during the campaign. Internal Revenue Service, Social Security, Natural Resources Conservation Service and the Federal Highway Administration were just

a few of about a dozen agencies that she worked with.

Although this was her first year as a sponsored representative, 10 years ago Blansett was the district coordinator for CFC. She has made contributions to the campaign for the past 15 years.

"CFC is important because a lot of non-profit organizations cannot make it without our contributions," Blansett said.

"So many of these agencies help federal employees or people we know."

This year Little Rock District of the Army Corps of Engineers raised \$55,924.50. The combined total for all federal agencies in the building was \$106,176.76.

"I am grateful for all of the support my supervisors and co-workers gave me," Blansett said.

That's the spirit!



Valerie Buckingham

Aaron Lee Hudson, son of Ron Hudson in Real Estate Division, puts toys in the Toys for Tots box in December. He purchased the toys with a \$50 Wal-Mart gift card he won in a Halloween contest. After overhearing his parents talk about the toy drive, he asked if he could use his money to buy toys for the children.

Community Support

A recent newspaper article stated that Arkansans are among the most charitable people in the Nation, despite the fact that per capita income is among the lowest. Employees of the Little Rock District are among those to be recognized for the community they so willingly support. The district reached an all-time high for its contributions during the 2003 Combined Federal Campaign. Proceeds were \$54,924.50, which outstripped the goal of \$47,500. In addition, the District Office Project Santa generated about 360 toys that were donated to the Marine Corps' Toys for Tots drive. Among the toys were 11 brand new bicycles (most with helmets), jam boxes, a couple of karaoke machines, and a wide variety of other toys. Many of the 360 toys were donated, and many were purchased with the \$1,625, raised by the Project Santa. Project Santa is an annual team effort from which various charity foundations benefit.

Safety

Continued from page 3

a change but withhold your commitment. How do I get commitment from you? Generally, if given a choice in how the change process is developed and implemented, you will consent to the change.

Below is the word "change." Each letter is defined to describe safety awareness, belief or commitment for proactive changes.

C-for consequences

We act because of the consequences we expect to get. Before you buy into a different safety process I must clearly define the advantages of changing from the old to the new.

H-for habit

Proactive change usually requires a change in behavior. If you believe wearing a seat belt is more dangerous to your personal safety than not wearing a seat belt, once convinced that seat belts save lives, you buy in to the change and will fasten your seatbelt.

A-for attitude

Proactive changes occur when you change a thought process. If I say to you, "Hold the hand rails when you walk up or down the stairs." You may balk at the idea. You have been walking up or down the stairs for 30 years without holding the handrail and have not fallen. However, if I can show you why you should hold the

handrails, you are more apt to change, and hold the handrails when you walk the stairs.

N-for needs

We work in virtual and reality teams. Buy-in and commitment generally come when you realize why the need exist. When you look beyond your immediate need and consider the long-term effects of the group, it is much easier for you to buy-in to the need for change. OSHA seems to be constantly changing existing rules and implementing new ones. Once familiar with the changes and you receive subject training we implement the necessary proactive changes.

G-for goal-setting

Goal setting turns a vision for proactive change into action. For instance, the Chief's 2012 vision will be implemented early FY-04. Some believed it couldn't be achieved. The Chief believed it could. Your Safety Officer, Colonel Butler, believes that you can come to work everyday and work without an on-the-job-accident. Some managers argue this goal is not realistic. He and I differ. We believe in you and believe that you are more than capable of working without getting hurt.

E-for empowerment

You are empowered to do your job and

work safely. You have the tools, the intelligence and the training. You work for the best Engineering organization in the world. Aside from OSHA we are the only government agency with our own Safety and Health Requirements Manual, EM 385-1-1. The Chief of Engineers approved the first EM 385-1-1, 16 December 1941. You have a sense of personal control of how best to perform a task, safely. You know that a supervisor cannot direct you to use unsafe equipment or perform a task unsafely. You are astute enough that should one method not work as you envisioned, you are empowered to change or alter procedures. You expect and receive success from your changed efforts.

Year 2004, let's be proactive in all we do. It is mandatory that as we change our work habits and procedures, that we work safely. Let us eagerly transition those changes necessary to serve our nation's needs in peace and war. Let us embrace change.

I challenge you to work the entire year without getting hurt. You've heard me say before and I say to you again, "There is nothing we do that is worth you getting hurt." Nothing! Whatever, the work challenge, do it safely. Believe in and live Safety.

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