



AR River system sets tonnage record

by Raini Wright
LRDispatch Staff

Stretching 445 miles across the White, Arkansas and Verdigris Rivers, the McClellan Kerr Arkansas River Navigation System has provided transportation for businesses, averaging between 11 and 12 million tons of shipments per year for the past 10 years.

In 2003, tonnage records were broken, with the unofficial average for the year surpassing 13 million tons worth more than \$3 billion.

"We had good river conditions this year," Sheila Ellis, statistical assistant in Navigation and Maintenance Section of

Operations Division, said. "We had no down time at the locks for high water conditions nor did we have to restrict the amount of barges due to low water in the White River Entrance Channel."

Barges traveling on the Arkansas River carry tons of materials such as iron, steel, fertilizer and wheat. Since rainfall averages vary annually, the amount of barge traffic cannot be predicted from year to year.

"The increase in tonnage last year was mostly in sand and gravel, which was most likely due to the increase in highway construction across the state," Gil Wooten, Chief of Navigation and Maintenance Section, said.

While improved highway construction will accommodate heavy traffic flows, the average river barge holds 1500 tons as compared with a large semi-truck, which carries only 25 tons. Barges decrease the amount of trucks needed to transport these materials on the highway.

Companies use the navigation system, because it is cheaper to transport supplies by water instead of land. According to the Arkansas Waterways Commission, the cost per ton per mile by barge is 97 cents as compared to \$2.53 by railroad and \$5.35 by truck.

Throughout the years, the navigation system has generated billions of dollars in business activity.

Inside this issue

- Three generations made Corps commitment 4
- Russellville gets new Ops Manager 5
- District welcomes new Public Affairs Chief 6
- Lack of sleep affects more than work productivity 7



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A closer look



Valerie Buckingham

Jason Alexander, engineering technician in Survey and Data Section shows Sidney Perry, Jefferson Elementary 5th Grader, how a digital level works. Sydney was in the District Feb. 2 for Shadow Day, where students follow employees who work in a career field they have interest in around their offices.

District hot topics are 'need to know' issues

From where I sit, the hot topics these days are 2012, P2 and the budget. So those are the items I will discuss.

2012 is moving along. Headquarters USACE has physically reorganized. They have moved their personnel so that they no longer sit in stovepipe organizations, but instead sit with their team, focused on their division. These RITs (regional integration teams) are a major effort to support 2012, the plan to make the Corps more efficient by focusing on helping the districts execute.

This is a change for the headquarters. They are not used to sitting as a team. They are not yet acclimated to focusing on Division needs. It is a new experience for them to be surrounded, not by people with similar expertise, but by people who are learning different points of view, concentrating their efforts on facilitating work in the field.

This is a change in mindset. The RIT is to help us develop vertical teams. Teams that are supportive and involved from the beginning. Teams that execute parallel planning, working the issues at the higher level and the lower levels simultaneously. Teams that begin with the end in mind. Teams that focus on the customer and stakeholders instead of just procedures. We want to be, and must become, an organization that ensures we achieve the proper outcome, instead of one that spends an excessive amount of organizational energy just ensuring the process is followed.

In speaking of processes, 2012 does not abandon the processes that USACE has developed over the years. We develop processes because they help us do our job. On several occasions we have failed to keep our processes up to date and change them as necessary to meet our varying environment. What 2012 asks of us is to challenge processes so that we are assured the ones we follow will achieve the desired result. When the process is no longer a helper, but a hindrance, we must challenge and change. That is what we want 2012 help us to do.

A lot of the focus of 2012 is changing our higher headquarters, at Division and USACE level. But we must also change our mindset at our level. We must ensure we keep our teams at USACE and Division informed. We must include them in team meetings, telephonically or by VTC/NetMeeting. We must incorporate PMBP at our level and throughout the higher levels of the USACE organization. We must not allow them to ignore us, but must work with them to make it as easy as possible for them to support us.

P2, our new software for managing all projects, is here, and it will go a long way in coordinating vertical teams. As you go through P2, work hard at it. Learn all that you can about it. It is what we will be using extensively in the future, and the better you know it now; the easier life will be in the future. P2 will require extensive work up front.

From where I sit

by Col. Benjamin Butler
District Engineer



P2 will require us to schedule and plan effectively. This scheduling will not be just target completion dates, but we must schedule resources including personnel and money. As I understand it, P2 will show on any given day the number of each type of resource required to support all projects. It will show how many civil engineers, mechanical engineers, contract specialists, etc. are needed each day. It will allow us to level the workload so that some weeks we are not expecting 10 people to do the work of 20 and other weeks those same people are only scheduled to do the work of 4 (unless we have done so to allow some to go on leave).

In the coming weeks many of you will be expected to devote most of your time to P2. I understand you still have your normal job to complete, but you must devote yourselves, up front, to this endeavor or you will be playing catch-up for a long time to come. As you go through the training, devote yourselves to learning it correctly. You may be tempted to take shortcuts. Do not do so. Until you thoroughly understand this program, taking shortcuts may seem fine, but result in a much larger problem as you go further along. If you think you have a shortcut, write it down for further evaluation later. Once all are more familiar with the program, we can realistically evaluate how to perform things better.

My last subject this month is the budget. The FY2004 budget is very tight. Due to lack of funds, I ordered several parks to not reopen this spring. Due to lack of funds, our backlog of maintenance is growing. To help our budget concerns, I offered VSIP to personnel in our Real Estate and our Information Management divisions. For each person offered VSIP, we will have one less person on our payroll further reducing our costs.

I would like to tell you that everything will be okay in FY2005, and that may be true. However, as of the date I write this, I cannot confirm that. I will tell you that my staff and I are working hard to ensure we have the monies necessary to perform our mission to standard. We have explained the situation and the projected out-

(See "Colonel" on page 3)

LRDispatch

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Family News

Births

Jessica Renee Dixon was born Dec. 5. She is the daughter of **Mark and Dena Dixon**. Mark is a senior electrical engineer, Design Branch of Engineering and Construction Division.

Tyler James and Gretchen Lynn Hackworth were born Feb. 18. They are the twin grandchildren of **David Johnston**, an engineering technician at Clearwater Project Office.

Daylan Gage Conner was born Jan. 29. His is the grandson of **Cari Connor** of Clearwater Project Office.

Kenneth Drake Smith was born March 11. He is the grandson of **Beverly Glanville** a student cooperative education ranger at Millwood Lake.

Conner Aiden Strack was born March 15. He is the son of **Paul Strack**, a mechanic trainee at Ozark Powerhouse. One week after Conner was born, Strack deployed to Iraq.

Ahmyia Makenzie Lipsey was born March 9. She is the granddaughter of **Vicki Lipsey**, an administrative assistant in Construction Branch.

Katherine Ann Bentley was born Jan. 24. She is the daughter of **Lt. Col. Doug Bentley**, former Deputy Commander, Little Rock District of the Army Corps of Engineers.

Seth Michael-Ray Green was born Jan. 7. He is the grandson of **Debby Moody**, former program analyst in Information Management Office.

Deaths

Lucy Malderine Jackson died Feb. 12. She is the mother of **Bill Jackson**, an architect in Design Branch, Engineering and Construction Division.

Murvelee Bradley died Feb. 11. She is the mother of **Charlotte Hipp**, an administrative officer at Greers Ferry Project Office.

Cleva Rochester, 77, died Feb. 23. She is the mother of **Russell Johnson**, a facility maintenance inspector at Beaver Lake.

Retiree **Robert Lanier Jones**, 75, died Feb. 26. He was a former chief of Personnel Division.

Wilma Floyd died March 4. She is the mother of **Graham**

Johnson, a contract specialist in Contracting Division.

Leonard Miller died March 10. He is the father of **Tom Miller**, District webmaster and an information specialist in Information Management Office.

A.E. Campbell died March 10. He is the father of **Kay Remilliard**, a procurement specialist in Contracting Division.

Retiree **Terry Nearn** died March 14. He is also the brother of **Jim Nearn** a power plant senior mechanic at Dardanelle Powerhouse.

Speakers Bureau

Park Rangers **Landon Thurman** and **Don Henson** of Clearwater Project Office, presented water safety programs to classes at Williamsville Elementary School in Williamsville, Mo.

Colonel

Continued from page 2

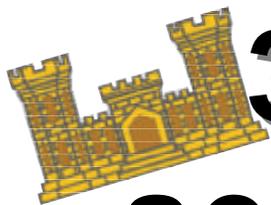
outcome to Division, HQUSACE and members of Congress. They now understand the affects on our region and the nation. Jobs will be affected. Opportunity will be affected. Our economy and environment will be affected.

But we must also look at what happens if we get the budget we need to perform our jobs to standard. It might affect other very worthwhile programs, or it might affect our taxes we pay. The money must come from somewhere. Should we under fund prisons or education? Or maybe it should come from the Federal Highway Department and the National Parks System. How about if they just increase the amount they take out of our paychecks?

Remember, we live in a democracy. If you have an opinion on how our government should be run, you can share it with your elected officials, who must make tough decisions. You can be a part of those decisions, not just with your vote, but with your voice also. Remember though, you are an employee of the Executive Branch of the Federal Government. As such, you must be careful how you voice your opinion. You must in no way give preferential treatment to any candidate in an official capacity. If you have questions, see our Office of Counsel to ensure you voice your opinion properly.

As always, SWL is doing a great job with the resources we have been provided. You should be proud of yourselves and your fellow workers. I was in Washington, D.C., the last week of February, and each of the Congressional delegation relayed to me what a great job the District was doing. For this, and everything you do, I thank you.

Have a great month.



3 generations give service to the Corps

by Raini Wright
LRDispatch Staff

When Louis Kealer Jr. retires from the Army Corps of Engineers April 1, a family tradition totaling 139 years of service to the Corps will come to a close.

When Louis Jr.'s grandfather, Fred Kealer began his career with Little Rock District in 1904, he couldn't have imagined the tradition would span three generations of Kealers and last a hundred years. The late Fred Kealer set the way for his son, Louis Kealer Sr. and grandson, Louis Jr.

From 1904 to 1952, when he retired, the eldest Kealer experienced the Corps' evolution as the organization took on nation-wide responsibilities for water-resource management. Kealer helped to build Locks and Dams on the White River during a time when Corps was initiating a series of projects to transforming waterways.

His son, Louis Sr., began his career in 1937, working on a White River dredge. He spent the next 52 years in Little Rock District except for a two-year tour with the Army Engineers during World War II. He retired in 1989, having spent 25 years at Blue Mountain Lake, eventually becoming the resident manager of the Nimrod/Blue Mountain Resident Office.

Under his management, Nimrod/Blue Mountain received two awards: the "Conservation Organization of the Year," a collaboration between the National Wildlife Federation, Arkansas Wildlife Federation and Sears Roebuck and Company and the National Recreation Trail System award for trails at Nimrod.

During his 52-year career with the Corps, Louis Sr. is particularly proud of his work on the White River Lock and Dam Number Three and Nimrod/Blue Mountain flood control and establishing the Opal James Memorial Award in honor of a slain park ranger.

He also provided direction for the Boy Scouts Camp at Lake Nimrod, and the summer work program for high school and college students. Several employees who went through that program still work for the Corps today.

"I saw my father's dedication to this organization and how fair the Corps treated him," Louis Sr. said. "The Kealers believe in making the world a better place and the Corps cares for our natural resources, which are key to our nation's survival."

Louis Jr. represents the last Kealer generation working for Little Rock District. He has been around the Corps all his life. From the time he was age seven until he graduated from high school, he lived at the Blue Mountain Resident Office.

Louis Jr. joined the Corps in 1964 for a position in the Project Boundary Field Office at Greer's Ferry Lake. In 1971, he transferred to the district office. Five years later he began working in Real Estate Division and is now chief of Acquisition Branch. He currently has 39 years of service.

Both Louis Sr. and Louis Jr. agree that the family tradition started by Fred Kealer influenced their career choices.

"I used to hear stories from my grandfather about White River dredging," Louis Jr. said. "During the winters the river would freeze over, and the fleet would get iced in. Workers would have to walk across the river on the ice to cut down trees to keep the boats running on steam."

One of the keepsakes Louis Sr. received from his father was a

pocket-sized handbook of district regulations published in 1891. He said that

(See 'Kealer' on page 5.)



Valerie Buckingham

(Above) Louis Jr. sits at his desk to sign papers in Real Estate Division. (Below) Louis Jr. stands with his father, Louis Sr. (right) during the elder Kealer's retirement ceremony in 1989.



Courtesy photo

Russellville gets new Operations Manager

by Raini Wright
LRDispatch Staff



Mark Millholland, former operations manager at Mountain Home Project Office, recently accepted a promotion to operations manager at Russellville Project Office.

MILHOLLAND Milholland had been at Mountain Home since 1983. There he was responsible for the development, operation and maintenance of the lakes, dams, powerplants and recreation areas for both Bull Shoals and Norfolk Lakes.

As operations manager for Russellville, Milholland will oversee the operation of 183 miles of the McClellan-Kerr Arkansas River Navigation System from Little Rock to the Oklahoma State Line. The system includes six locks and dams

and two hydro-powerplants, Ozark and Dardanelle. Additional responsibilities include: recreational and land management of 140,000 acres belonging to Toad Suck, Dardanelle and Ozark Lake Project Offices and resource management of timber and habitat enhancement as well as monitoring and protecting the Bald Eagle and the Least Turn, two endangered species.

"The Corps has been very good to me," Milholland, who has worked for the Corps for 16 years, said. "Throughout my career I have been blessed with many opportunities to pursue my career goals, work with a number of good people, under great leadership, in some fantastic places."

Other positions Milholland has held with the Corps include park ranger at Bull Shoals Lake, outdoor recreation planner in Natural Resources Management Branch and operations manager at Clearwater Project Office.

"Mark's greatest strength is putting the Commander's Strategic Vision into action," Jonathan Hiser, lead park ranger at Mountain Home said. "He places great emphasis on people by giving them opportunities for training, growth and to excel, challenging us to work more efficiently and effectively."

In 1978, Milholland graduated from Arkansas Tech University with a bachelor's degree in recreation administration. In 1981 he earned his master's degree in education from the University of Arkansas.

Milholland is married with two children. His hobbies include spending time with his family, church activities, coaching youth sports, boating and fishing.

"I am very excited about the challenges the new position will bring," Milholland said.

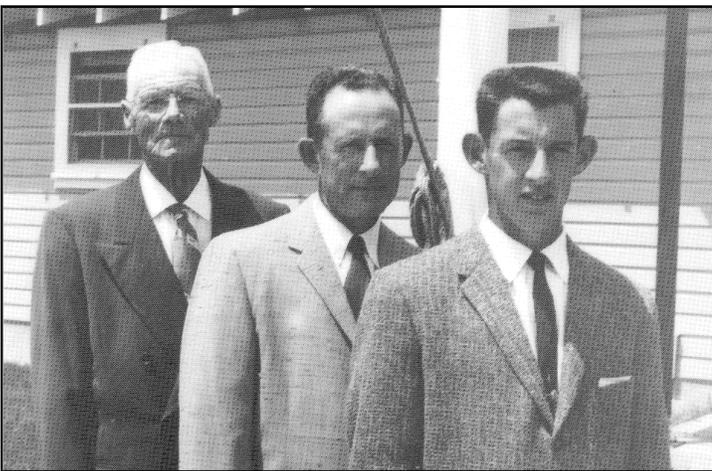
"The people in the Russellville Project Office do a great job, and I am proud to have the opportunity to work with them."

Kealer

(Continued from Page 4.)

today's regulations come closer to filling a room instead of a hip pocket. But there are some things that have not changed about the Corps, according to Louis Sr.

"The Corps still uses its expertise to protect our lakes and rivers," Louis Sr. said. "And the unique combination of civilian talent and military leadership enables the Corps to strengthen our army in times of war and our nation in times of peace."



Courtesy photo

All three generations of Kealers pose for a photo in 1959 at Greers Ferry Resident Office.

Louis Jr. predicts that USACE 2012 and the current budget issues will create significant changes in how the Corps accomplishes its mission.

"I am confident, though, that the Corps will meet the challenges of the future," Louis Jr. said.

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 May 3 for publication in the June 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.

District welcomes new Public Affairs Chief

by Raini Wright
LRDispatch Staff

Lee Ferguson joined the Little Rock District of the Army Corps of Engineers as chief of Public Affairs Feb. 9.

Ferguson, a career public affairs specialist with the Army, comes to Little Rock District after serving five years in Korea as public information/media relations branch chief for four military organizations.

"Quad-headquarters," as Ferguson called her previous assignment, consists of United Nations Command, Combined Forces Command, US Forces Korea, and Eighth US Army, all located at Yongsan Army Garrison, in Seoul. As the public information and media relations chief, she supervised a team of American and Korean civilians and military members who were responsible for a wide range of activities, which included: supporting three years of activities and ceremonies related to the 50th Commemoration of the Korean War, providing weekly tours to the Demilitarized Zone for media representatives, and coordinating quick response to media and public queiries.

Ferguson, a native of Mass., graduated from Fitchburg State College with a B.S. in communications media with an emphasis in television production. Her entire 18-year career with the army has been in public affairs. She has worked as a television production specialist and station manager at Fort Devens, Mass. and



FERGUSON

as a public affairs broadcast journalist for the Army's V Corps in Germany. This is her first assignment in the continental United States since 1990.

"The Little Rock District's Public Affairs Office is known for its outstanding communication programs and products," Ferguson said.

"I want to build on the strengths and successes of this office as we continue to proactively support the District and the Corps by informing and educating our external and internal audiences."

Ferguson is married with five adult children. Her husband is a retired army sergeant. Her hobbies include gardening, reading, swimming and learning.

"I recommend the public affairs field to anyone who likes being engaged in a variety of issues," Ferguson said.

"The work is always challenging. You have to be aware of all aspects of the organization in order to be effective."

She added, "One of the great things about working for the Department of Defense is the opportunity for assignments around the world. I've had the opportunity to work in Europe, Hawaii and Asia, learning about places, issues and things that affect the people who live there."

What a difference a year makes in career development

In March 2003, if you had asked me to tell you the last book I read-I would have drawn a blank. Honestly, I would not have been able to recall, because it would have been a long time ago. However, these days I can't keep a book out of my hands.

I joined the PPEP 04' class because I had a desire to go into

management. I had heard about the program and it seemed like a great way to prepare myself for a leadership position. I've always thought that I would make a good leader, but I wanted to learn all there was to know about becoming an effective and successful leader. PPEP has taught me just that.

So far, I've learned all about the qualities good leaders should possess. Effective leaders should be trustworthy, positive,



Sylvester Jackson
PPEP-04 Class

that have come to speak to our class about leadership and they all were good and very helpful. One of the most important things I've learned from them is that everyone in an organization needs to be respected because they are human beings, regardless of the position they hold. I learned the importance of surrounding yourself with competent people in the organization. Without a good team of people working with you, a leader will fail.

honest communicators, flexible, fun, cooperative, and have integrity. After learning what those qualities were, I stepped back to evaluate my own leadership ability. I found that I already had many of the qualities, however, there were some skills I needed to acquire.

There have been some great speakers

Also, I learned that the leader should always make subordinates feel appreciated. This can be accomplished just by saying " Good Job" or " Keep up the good work" every now and then."

The PPEP program requires that you have 100 hours of independent study. You can either listen to audio tapes, watch video tapes or read books. Needless to say, I'm now getting caught up on my reading. One of my favorite books so far has been, Men Are From Mars, Women Are From Venus, by John Gray which focuses on the importance of building sound relationships and the role that communication plays in that. The book generated a lot of discussion in class and at home.

To become an effective leader requires that you work on developing or acquiring the skills you don't have and perfecting the ones you do. Remember that old saying, "There's no 'I' in team"? I think it's important that we never forget that all people in an organization bring something unique and different to the table. There should always be one common goal shared by all and that is the success of the organization.

Sleep: It affects more than your work productivity, attitude

Oh, what I wouldn't give for just one good night's sleep. Too much to do and too little time to do it. Not enough time to get my work done at work. Not enough time to get my work done at home. Not enough time to play golf, go fishing, bowling or visit relatives or just relax. I need to rearrange my priorities. Sound familiar?

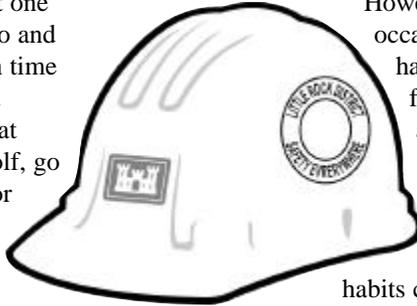
A newly completed study seems to confirm the commonsense notion that creativity and problem-solving appear to be directly linked to a good night's sleep. I can remember times when answers to important questions came to me during the night while I was sleeping. I am sure that you can too.

Memories are restructured while you sleep. This seems to make problem solving easier during waking hours. Without adequate sleep, this process of restructuring memories is incomplete. This may also explain why some older people develop problems processing memories. Older people typically have trouble getting enough sleep.

Sleep deprivation contributes to accidents, health problems, and overall mental performance. Reports are that some 70 million Americans don't get enough sleep.

The amount of sleep needed each night varies among people. Each of us needs a particular amount of sleep in order to be fully alert throughout the day. (Ever nod off while working at your computer?) Healthy adults, when allowed to sleep unrestricted, average 8 to 8.5 hours. How about sleeping in on weekends to recharge yourself? Sleeping in on weekends may not completely reverse the effects of not getting enough sleep during the week. "Sleep debt" accumulates and as we get older, this "debt" is more difficult to remedy by sleeping in on weekends.

If insomnia is a medical condition visit your personal physician. He or she will be able to help.



Safety Everywhere

by Peggy Paulsen

with too many activities? Do you eat a late dinner? Do you drink a caffeine beverage within four hours of going to bed?

However, if you occasionally have difficulty falling asleep, scrutinize your lifestyle. What evening habits can be modified or changed? Are you involved

Are you angry? Consider one hour prior to bedtime a relaxation technique such as listening to soft background music while you read or enjoy a warm bath. Be your own best friend. When you look over your day realize this day was not fatal and tomorrow you have an opportunity to correct or modify.

Also, realize that if one technique doesn't work for you invent another. If you know that you have difficulty falling asleep consciously decide that you will do something to alter your sleepless nights.

The bottom line is unless you have a medical condition take personal control of your life. Simplify.

Here is a list of questions that you can answer for yourself. Please share this with co-workers, other members of your family and friends. Responses to these questions will appear in the next issue of the LRDispatch.

1. *Sleep is a time when your body and brain shut down for rest and relaxation.* T F
2. *If you regularly doze off unintentionally during the day, you may need more than just a good night's sleep.* T F
3. *If you snore loudly and persistently at night and are sleepy during the day, you may have a sleep disorder.* T F
4. *Opening the car window or turning the radio up will keep the drowsy driver awake.* T F
5. *Narcolepsy is a sleep disorder marked by "sleep attacks."* T F
6. *The primary cause of insomnia is worry.* T F
7. *One cause of not getting enough sleep is restless legs syndrome.* T F
8. *The body has a natural ability to adjust to different sleep schedules such as working different shifts or traveling through multiple time zones quickly.* T F

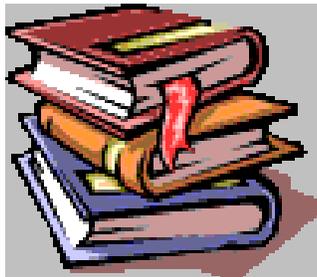


Technical Resource Center offers assistance

CD to Improve Typing Skills

"Mavis Beacon Teaches Typing" (Z49 .A2 .B432 2002) begins with an assessment of the student's typing skills.

Structured lessons are provided, always accompanied by a set of onscreen hands to model proper hand placement. The work can be used by adults or children wishing to develop touch typing skills.



Library Shelf by Judy Bullwinkle

ulations along with the author's views of how society could have done better to preserve our cultural resources. The work addresses the meaning of "place" both to the those who value the place for its meaning and to those who manage or preserve those places.

New Materials on the Great Outdoors

"Forever Green; the History and Hope of the American Forest" (SD143 .L43 2001) is the story of musician Chuck Leavell's work as conservationist and tree farmer in Georgia. The book makes a powerful case for preserving one of our most important resources, the forest. Published by National Geographic, "Lewis and Clark: Voyage of Discovery" (F592.7 .A488 2002) presents the epic journey with photographs and contemporary art. The narrative includes excerpts from the explorers' journals.

Solving those "People" Issues

"Coaching, Counseling and Mentoring" (HF 5385 .S76 1999) explains the difference in these three powerful management tools. The work aims to help the reader perfect these skills and increase employee performance at all levels. "People Styles at Work; Making Bad

Relationships Good and Good Relationships Better" (HF5548.8 .B634 1996) offers options for dealing with diverse working relationships. Dividing workers into the four categories of amiable, driver, expressive and analytical, the authors provides how-to tips to improve relationships.

"Work it Out: Clues for Solving People Problems at Work" (HD 42 .H57 1996) presents case studies to demonstrate how to solve conflict and create better working relationships. The work utilizes the Myers-Briggs Personality Types. "Team Troubleshooter; How to Find and Fix Team Problems" (HD 66 .B36 2000) offers advice on managing virtual team, building support with senior management and resolving problems with customers. The book contains more than 40 assessment tools, techniques and strategies and exercises.

A-76 Assistance

The latest edition of "Building the Optimum Organization for Federal Agencies" (JK468 .P75 .M45 2003) stands as a guide for developing the MEO (most effective organization) through Functionality Assessment, A-76, or other Strategic Sourcing Study. The step-by-step guidance was developed from lessons learned from over 30 re-engineering studies and guidance provided by OMB and DOD.

Environmental Solutions for Transportation

"Road Ecology: Science and Solutions" (TD 195 .R63 R62 2003) presents the collaborative views of 14 co-authors on the subject of roads and the environment. The work includes information on the impact of roads and vehicles on vegetation and wildlife, as well as the effect of water, chemicals and wind. The work ends with an extensive bibliography

Cultural Preservation Work

"Places that Count; Traditional Cultural Properties in Cultural Resource Programs" (E159 .K567 2003) provides an overview of preservation laws and reg-

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