



*Remarks by Brigadier General Edwin J. Arnold, Jr.  
Commander, Mississippi Valley Division,  
at the Memphis District Change of Command  
Ceremony, Memphis, Tennessee, July 12, 2001*

Let me start by commending the Navy Band Mid-South from the Naval Support Activity in Millington, Tennessee, and the Color Guard from the 326th Engineering Battalion, 101st Airborne Division at Fort Campbell, Kentucky. They were all fantastic. Please join me in a round of applause for their performance.

It's a pleasure for me to be here today and participate in this solemn, yet orderly and peaceful, transfer of authority and responsibility. A relatively short ceremony, but one, nonetheless, charged with great emotion -- immense pride in accomplishment and great anticipation for deeds yet undone. We have changed command!

## Command -- Leadership

### Emotions:

<u>Outgoing</u>	<u>Incoming</u>
Leaving	Reaching Pinnacle
Pride	Questions
Sorrow	Anxiety

It is important that we take time to recognize your outgoing commander and to welcome your incoming commander.

I have great respect for Colonel Dan Krueger. He has done well on his watch at the helm of the Memphis District. This has been heard from his peers, customers, stakeholders, and employees.

I'll mention just a few of the accomplishments during his command tour:

- His establishment of a clear mission statement and performance improvement strategy aligned the District to execute an increased workload, without increasing overhead or expanding the workforce.
- He worked diligently to realign and improve project management teams, with a clear focus on meeting customer needs, reducing costs and decreasing project delivery time, without sacrificing quality.
- Personally led the District through its first improvement cycle in accordance with the Presidential Quality Awards Criteria, which closely parallels private industry's Malcolm Baldrige Criteria.

- His exceptional leadership skills guided the District into the 21<sup>st</sup> Century with an engaged workforce dedicated to open communications, improved safety and mission focused training.
- He is clearly committed to the responsible stewardship of tax dollars, and to gaining the greatest taxpayer benefits for revenues spent. He made hard decisions then worked hard and tirelessly to coordinate and implement the appropriate actions.
- He personally led his senior leaders and staff to a deeper appreciation and sensitivity for a diverse workforce with Consideration of Others training.

- Key projects completed under his command include:  
Hickman Bluff Stabilization, Whiteman's Creek, Francis Bland Floodway and the initial on-farm construction phase of the Grand Prairie Demonstration Project.

These are, of course, but a few of Colonel Krueger's accomplishments. There are many more, and they all reflect the outstanding leadership abilities of an exemplary engineer officer.

Colonel Krueger has embodied the core values of integrity, quality, caring, and professionalism that are deeply rooted in this district's culture.

His performance has only been exceeded by that of Kathy -- his resilient, supportive, and steadfast companion in life. To both, I extend the gratitude of a grateful Corps and nation.

Dan, once again, thanks for a job well done. I wish you health, happiness, and continued success in your next assignment -- as Deputy Commander for Northwestern Division. As you leave us, let me extend mine and Margaret's best wishes to you, **Kathy**, and your children, **Daniel** and **Mary**.

Now, for your new commander -- Colonel Jack Scherer, I want to welcome you and your family to the Memphis District and back to the Mississippi Valley Division -- or MVD -- or as we refer to it, the most valuable division of the USACE.

Jack, this is not the same MVD (or LMVD) that you knew years ago. We've grown by 2 districts since you left and we are better for it. We are one river, one valley, and one division now. Life in the Corps in the valley is exciting and robust as we seek daily to serve the people who live, play, and work along this mighty river.

Colonel Scherer comes to the Memphis District from the Management Assurance Support Office at the Defense Logistics Agency in Ft. Belvoir, Virginia, where he served as the Senior Joint Staff Engineer.

He is a graduate of Clarkson University in Potsdam, New York, and holds master's degrees in civil engineering and national resource strategy. Colonel Scherer has served in combat engineer units as well as other Corps of Engineers facilities -- to include the Vicksburg District.

With the talent and experience he brings to this command, I have every confidence that Colonel Scherer is well suited for the challenges ahead.

Jack, the Memphis District has an outstanding staff -- trained, experienced, and ready to face the exciting and unique challenges of the 21<sup>st</sup> Century. Indeed, you have the rare privilege and honor to assume this command.

Lastly, I leave Colonel Scherer with a challenge of my own -- to continue the outstanding traditions of this district, of serving the people who live and work in this great Mississippi River Valley. But don't get lost in the myriad of challenges you will face. Your journey as commander will be quick, savor it -- there is not a better job in our profession. Have fun! Good luck to you and Holly.

Good to be with all of you today. Thank you, and Essayons!