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TAC supports CENTCOM throughout Arabian Gulf

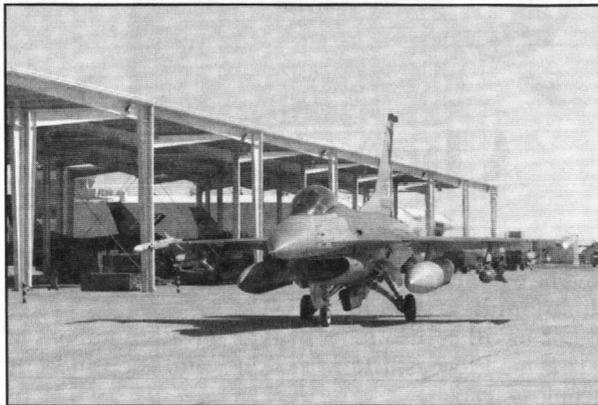
By Joan Kibler
Transatlantic Programs Center

In addition to supporting the important missions in Iraq, Afghanistan, and the Global War on Terrorism, Transatlantic Programs Center (TAC) has an enduring mission to support regional stability throughout the Arabian Gulf through engineering services to U.S. Central Command (USCENTCOM) operations.

TAC's area and resident offices in Kuwait, Qatar, Bahrain, and the United Arab Emirates support the contingency and long-term engineering needs of the Army, Air Force, Navy, and other commands in this region. The work is done under established governmental agreements that grant U.S. forces access to installations in these countries.

TAC has been providing a large volume of engineering services on USCENTCOM's behalf since the end of the first Gulf War.

"Before Sept. 11 and Operation Iraqi Freedom, the U.S. focus was on the expeditionary presence in the region, based on the 1991 Gulf War model," said Col.



An F-16 taxis past U.S. Air Force facilities at Al-Jaber Air Base in Kuwait. (Photo courtesy of TAC)

Albert Bleakley, TAC's Gulf Regional Engineer. "The first Gulf War model entailed a huge deployment of coalition forces, rapid culmination of combat operations to liberate Kuwait, and a huge redeployment all

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Upper Miss. report ready

On Dec. 15, Lt. Gen. Carl Strock approved a Chief of Engineers Report that offers a framework for ecosystem restoration and navigation improvements on the Upper Mississippi River and Illinois Waterway. His report has gone to the Secretary of the Army for review and submission to Congress.

"We have benefited from a collaborative approach with other federal and state agencies, non-governmental organizations, and the public in developing our recommendations," Strock said. "I'm especially pleased that the study results enjoy the solid support of our non-federal sponsors, and I believe the independent review from the National Research Council (NRC) has strengthened our effort. I'm confident that our plan balances the need for economic growth and environmental sustainability."

The recommended plan includes a program of incremental implementation and comprehensive adaptive management to achieve the dual purposes of ecosystem restoration and navigation improvements. Its first costs are the \$5.7 billion framework for ecosystem restoration, and a \$2.6 billion for the navigation efficiency improvements. The details include:

- An initial 15-year increment of ecosystem restoration actions with continuous analysis and review to shape the next increment at an estimated cost of \$1.58 billion.
- Immediate implementation of non-structural and small-scale structural navigation measures, together with monitoring and reporting of traffic and economic conditions at an estimated cost of \$235 million.
- Pre-construction engineering and design of seven new locks, together with further analysis, with initiation of construction subject to congressional review. The estimated cost of the seven new locks is \$1.79 billion.

The plan, if approved, will be implemented in a

phased manner with future checkpoints for the administration and Congress.

"We recognize the need to improve our evaluations of economic and ecosystem restoration matters," Strock added. "The NRC also recognized this and credited us for initiating a research program aimed at developing new economic models for evaluation of inland navigation projects. It is imperative to the future of the nation's economy and this important ecosystem that we proceed with implementation while we work on continuing data collection, improving modeling techniques, and adapting the plan to emerging conditions."

The Corps believes that the recommended plan contains actions for managing the river for dual purposes. For example:

- Integrating channel maintenance activities with island building and backwater restoration can provide better synergy of management practices.
- Managing water levels to restore plant habitat and consolidate sediment can be achieved with little or no impact to navigation.
- Placing mooring facilities for waiting tows can also remove tow traffic from environmentally sensitive areas.
- Institutional arrangements involving both economic and environmental interests can ensure sustainable operation and maintenance of the waterway system.
- There is potential for combining engineering, design, and construction activities with a new lock and fish passage at Lock & Dam 22.

Details about the Upper Miss study are at the Restructured Navigation Study Web site at www2.mvr.usace.army.mil/umr-iwwsns/. Information about the NRC findings can be found at the National Academies Web site at www.nas.edu

DoD installs new civilian personnel system

By Doug Garman
Headquarters

On Dec. 15, the Department of Defense announced the initial implementation of DoD's new civilian personnel system, the National Security Personnel System (NSPS).

Conversion of employees to this new system will be done in groupings called *spirals*. During the implementation of Spiral One, about 300,000 U.S.-based Army, Navy, Air Force, and other DoD general schedule civilian employees will be converted to NSPS.

Most of the U.S. Army Corps of Engineers organization will be converted during the Spiral One roll-out, which will occur in phases during the next 18 months.

In the first phase of the Spiral One roll-out, about 8,300 Corps employees in South Pacific Division, Southwestern Division, and Mississippi Valley Division will be converted to the new system. Other Corps organizations will be converted in future phases of Spiral One.

Organizations not converted in Spiral One will be covered in Spiral Two and Spiral Three, including DoD labs should current legislative restrictions be eliminated.

NSPS will be fully implemented across DoD by the July 2007/January 2008 timeframe.

NSPS will change the way civilian jobs are graded and classified through the use of pay bands. Other changes include the way employee and manager performance objectives are set, managed, and rewarded through the use of pay for performance.

NSPS may affect some elements of current labor relations policies, and NSPS will change the way the department hires, promotes, and adjusts its workforce size, as well as how it addresses discipline and appeals.

The goal of these changes is to enable DoD organizations to hire more quickly, offer competitive salaries, and compensate and reward employees based on performance and contribution to mission accomplishment.

DoD is working with the Office of Personnel Management to finalize NSPS regulations. In January 2005, these regulations will be published in the *Federal Register* for public comment.

An employee handbook and tutorial are being developed and will be ready in February 2005.

Additional information about NSPS is available at www.cpm.osd.mil/nsps.

Insights

God's always there for us

Article by Col. Mark Fentress
Chaplain, U.S. Army Corps of Engineers
Artwork by Danny Vaughn
HECSA

Sometimes we refrain from visiting a friend's house too early in the morning or too late at night, lest we make ourselves a "bother" to our friend, who may be sleeping or who is just too tired to have a visitor.

It can never be like this with God. For early in the morning, late at night, and even in the rush of the day, God stands ever ready to hear our prayers and to bless us. In short, He is completely there for us because His grace is sufficient for every need we might have.

As you begin the adventure of this New Year, remember the wonder of God is that He listens as if each of us were the *only* one to listen to. He knows our hurts, hopes, worries, and dreams, and He hears our prayers. Never forget that He is always there for all of us.

Dr. William Barclay, the great Scottish theologian and teacher, wrote, "The wonderful thing about God is that He can listen to all men's prayers at the same time." The Scriptures underscore this truth in 1 Chronicles 28:20: "Be strong and of good courage; do not fear nor be dismayed, for the Lord God will be with you. He will not leave you nor forsake you."

May you seize the challenge of this New Year with this kind of victorious faith!

Prayer — Thank you, Lord, for listening and for giving each of us the peace that passes all understanding. We also ask that Your watch-care and protection be upon all members of "America's



Army" (soldiers and civilians) serving downrange, and be a near and ever-present source of strength to their families. **Amen.**

Let us all continue in prayer for all members of our armed forces, their families, and the innocent people of Iraq.

May you have a blessed New Year in 2005!

In faith and friendship,

Chaplain Mark

(The opinions expressed in this article are those of the writer and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)

Cannon recovered from mysterious shipwreck

Article by Megan Nelson
Photos by Keith Lockwood
Norfolk District

Ten years ago, a Norfolk District dredging project revealed a mysterious shipwreck in the Lynnhaven Inlet. Since then, the wreck was largely left alone and the identity of the ship has remained unknown.

The wreck, located along the western edge of the inlet's entrance channel, is about 2,300 feet north of Lesner's Bridge. Boaters have navigated around the wreck for years.

"Unless you're really familiar with that inlet, if it's foggy and you go to make that turn to the west, you can completely miss it and run aground. It's a safety problem," said Gregg Williams, the Corps' project manager.

So the shipwreck had to come up, and historians hoped that in the process some details about the ship's origin would be revealed.

The removal of the shipwreck will allow entrance channel realignment, providing a safer navigation channel. The project is part of the fiscal year 2005 overall maintenance operation. Along with realigning the entrance channel, an estimated 230,000 cubic yards of material will be dredged from all areas



Tidewater Atlantic Research moves the newly-discovered cannon from the Chesapeake Bay.

of the channel. The Pilot's Association in Lynnhaven Inlet used virtual simulations in navigation studies to come up with the best alignment.

Work began on Sept. 22 to raise the remains of the old ship. The first few scoops revealed not much more than sand and more sand, but then the scoops

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Thanks for the flags!

I'd like to thank the folks in Tulsa District, especially Penni Walker, for making our living conditions a little brighter here in Iraq.

We work in a SWA hut. SWA stands for Southwest Asia. Old veterans might remember them as SEA huts because they were originally developed for Southeast Asia.

The Navy Seabees built our 28x16-foot plywood building in two days here at Camp Blue Diamond in Ar Ramadi, Iraq.

Letters to the Editor



Like most forward theater construction, they're basic, but they get the job done. Wiring runs through the open rafters and down along the bare walls to phones and laptop computers. The desks are plywood shelves attached to the walls and supported by 2x4 legs every four feet.

We literally retrieved our chairs from the trash. We replaced broken leg rollers with blocks of wood for support. Care must be used when sitting on the folding chairs, because they've been known to collapse for no apparent reason.

Despite this somewhat dismal description of our office, it is staffed by Corps of Engineers personnel from across the U.S., two Army active duty soldiers, and three contract people hired by the Corps for a total of 11 enthusiastic, active, hard-at-it people. We're the Corps of Engineers' Resident Office for the 1st Marine Expeditionary Force and 2nd Battalion Combat Troop. This office was established Sept. 4 with two people, and is just now getting fully staffed.

We're severely restricted by conditions. Recognition of the Corps in this location was barely known when Lt. Col. Randy Turner, our boss from Jacksonville District, and I arrived on Nov. 13. No American flag waved, no Corps flag either, and not a single bright red Corps castle was found on all of Camp Blue Diamond.

One of Lt. Col. Turner's first comments was, "We need our flags flying."

For once, being a pack rat was an advantage. I *did* have an American flag to put up in the office. That was better, but not good enough to solve the problem. So on Nov. 14 the word went out by Tele-Penni-a-Problem-Gram to a good friend, Penni Walker in Tulsa District, and things started happening.

On Nov. 15 Penni sent word back that the flags problem and red Corps castle signs was solved. In a matter of hours, she and other Tulsa District good guys had the flags, both American and Corps, some stick-on red castles, and American junk food on their way to the little plywood shack at Camp Blue Diamond, Iraq.

Until you spend time here, it's easy to become complacent about the people and conveniences in America. Much of the ability to survive when mortars and rockets are hitting closer and closer every time they land is the knowledge that there are extremely good people that back us and help us from our districts in the U.S. The support and concern is gratifying.

"Thank You" to everyone, and a special thanks to Penni Walker and the people of Tulsa District. Both flags will now proudly fly over the Corps of Engineers in Camp Blue Diamond.

Rusty Roberts
Gulf Region Central District



Commentary

Coffee fuels the federal government

Article by Cindy Burke
Galveston District
Artwork by Jan Fitzgerald
HECSA

The lifeblood of the federal government must surely be coffee.

No matter where you go in federal service, civilian or military, you're never far from a pot of coffee. Almost every desk has at least one coffee mug, and usually that cup has coffee in it. Go to any conference or staff meeting, and coffee cups are as common as the ballpoint pen. Visit any federal office longer than a few minutes and someone will offer you a cup of coffee. Military field rations have carried some kind of instant coffee as far back as World War II.

Coffee wakes federal workers up in the morning, keeps them going in the afternoon, and pulls them through a long evening to get that report or research or paperwork done.

Ever wondered why we love coffee so much?

Maybe you love the delicious, nutty aroma of fresh coffee grounds. Maybe you love the sensual pleasure of holding a warm, steaming mug in your hands on a cold morning. Maybe you love shopping for fresh beans with exotic names and discovering a new taste.

Or maybe you just love the way coffee makes you feel.

Ever wonder why it makes you feel so good?

I decided to do a little research on the Internet to learn just what biochemical changes are going on each time we enjoy a hot fresh cup of coffee. I discovered the following information at "howstuffworks.com."

Staying awake

First of all, we all know that too much caffeine will keep us from sleeping. But how? It affects the action of adenosine in our brain. We get sleepy when adenosine binds to receptors, causing drowsiness by slowing down nerve cell activity.

To a nerve cell, caffeine looks like adenosine. Caffeine therefore binds to adenosine receptors, but it



doesn't slow down cell activity like adenosine does. Instead, it speeds them up, and the cell cannot "see" adenosine anymore because caffeine is taking up all the receptors that adenosine binds to.

The result? We get wired instead of tired.

Nervousness

Most of us have probably experienced getting nervous when we drink too much coffee. Why does this happen?

The caffeine binding to the adenosine receptors also increases neuron firing in the brain. The pituitary gland sees all of the activity and thinks some sort of emergency must be occurring, so it releases hormones that tell the adrenal glands to produce adrenaline.

Adrenaline is high-octane stuff, the "fight or flight" hormone, and it has a number of effects on your body — increased heart rate, opening the breathing tubes, raising the blood pressure, and increased blood flow to muscles.

If we don't burn off that increase in adrenaline

by actually fighting or running away, it builds up in our systems and we feel jittery.

Feeling good

But if coffee always made us feel jittery, I don't think we would like it so much. When we enjoy it in moderation, I think the reason we drink it is because it makes us feel good. How does it do that?

Caffeine increases dopamine levels in our brain in the same way that amphetamines do. Dopamine is a neurotransmitter that activates the brain's pleasure center. It is suspected that the dopamine connection contributes to caffeine addiction.

Results

So you can see why your body might like caffeine in the short term, especially if you are low on sleep and need to remain active. Caffeine blocks adenosine reception so you feel alert. It injects adrenaline into the system to give you a boost. And it manipulates dopamine production to make you feel good.

Just the thing to pull you through another long day of federal service.

Addiction?

If you find yourself stuck in an unhealthy cycle due to your caffeine intake, the Web site recommends a book called *Caffeine Blues*. Otherwise, moderation should minimize the negative effects.

I have asked many doctors their opinion on this, and most agree that one to two cups of coffee a day, especially if you consume it well before bedtime, is not going to hurt most people.

That's my plan! Give up coffee?? **Never!**

(Cindy Burke is Operations Manager in the Operations and Maintenance Section of Galveston District. She is also one of the coordinators of the district's Wellness Program.)

(The opinions expressed in this article are those of the writer and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)

Cannon

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turned up a hunk of wood, then a ballast stone.

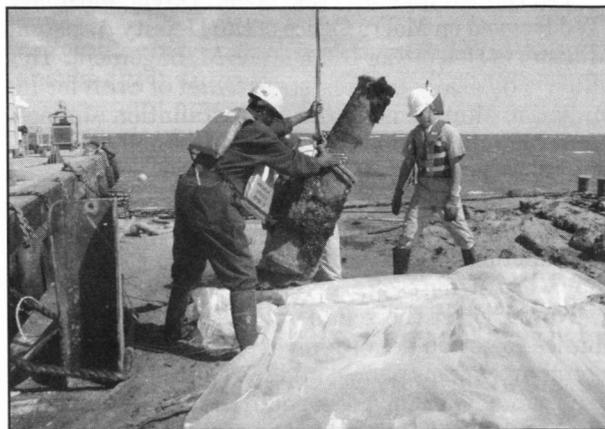
By the next day, the ship debris took up one-third of the 100-foot barge. With each scoop more artifacts came to light — a cannonball, bits of a wooden barrel and bucket, and a bar shot...two cannonballs linked by an iron bar designed to tear down enemy sails and rigging.

Strategic pieces of wood were marked and sent to a lab, where scientists could compare samples of known species of wood, or put them under a microscope.

David Whal, a marine archaeologist with Tidewater Atlantic Research (TAR), is assisting with the investigation. He said, "We're getting a lot of info, and we may be able to narrow things down. It may open some other doors, too."

On Sept. 24, workers found what they had wanted most. Keith Lockwood, an environmental scientist with the Corps, said a salvage crane was bringing up less and less debris when it hit something big and heavy. The load made a loud boom when it was dumped on the barge, where workers found a cannon. It was five feet, one inch long, and its 10.25-inch muzzle had a 3.25-inch bore.

The cannon was heavily encrusted after spending more than 100 years beneath the sea, but otherwise



David Whal from Tidewater Atlantic Research and workers from Crofton wrap the cannon in plastic and sludge to protect it from the air and sun.

in good condition. Whal hopes to find some markings. "It may have a date or manufacturer or a country origin stamped into it," he said.

The workers immediately fashioned a crude "tub" from plastic sheeting, placed the cannon in it, and filled the tub with seawater and muck to prevent deterioration from the air and sun. Then they moved the cannon to the Corps' Craney Island facility in

Portsmouth, Va. From there it will be transported to TAR's facility where it will undergo electrolysis to remove the thick layer of oxide. The process will gently clean the cannon to maintain any markings, and could take anywhere from a few months to even three years to complete.

TAR has begun studying the recovered ship and says it is too light to have been a warship, but because of the cannon on board may have been a transport. A marking was also found on some wood with the letters "CSS". This may link it to the Civil War as a Confederate States Ship, but that has yet to be confirmed.

The cannon is currently property of the Commonwealth of Virginia. The Corps has coordinated with the state to further study the wreck to solve the mystery of where it came from. It is up to the state as to where the cannon will ultimately be displayed, and who will provide the funds to restore it is yet to be decided.

Dredging of the channel is set to begin in spring 2005. The project will include the beneficial use of material from the entrance channel, mooring, and turning basin by placing it along Ocean Park Beach for storm damage reduction. Removing the shipwreck and the channel maintenance is entirely federally funded.

Deployment to Afghanistan is hard work, danger, and satisfaction

By Bernard Tate
Headquarters

There is more than one way to put on a military uniform and serve your country in harm's way. Civilian volunteers in the U.S. Army Corps of Engineers do it all the time.

Like many people, immediately after Sept. 11, 2001, Russ Davis wanted to do his part in the war on terrorism. He considered joining the armed services, but decided instead to remain in the Corps and look for other opportunities to serve. And Davis *still* ended up wearing a uniform and watching his back in a war-zone when he volunteered for a 120-day temporary assignment in Afghanistan from May 6 to Sept. 24.

"I was the liaison between the Afghan Ministry of Defense and the Corps' Afghanistan Engineer District (AED), plus the Mentor/Operational Partner working with installation management for the Office of Military Cooperation-Afghanistan (OMC-A)," said Davis.

In his regular job, Davis works as a Special Assistant to the Commander in Corps Headquarters. In Afghanistan, his most important mission was helping the Afghanistan Ministry of Defense (MoD) develop the doctrine, management systems, policy, and regulations to support the installations for the new Afghan National Army (ANA).

In the process, Davis also helped MoD lay the groundwork for its version of the Corps of Engineers.

New system

Installation management is important for the MoD and ANA. In the U.S., installation management — the millions of details needed to house, feed, train, and care for soldiers — is almost taken for granted because the infrastructure is in place and works well.

But in Afghanistan that infrastructure is still in its infancy.

"It would be a mistake to assume there's no system at all there," said Davis. "After the fall of the Taliban, when the Northern Alliance took over, the MoD was one of the first elements of government they stood up. But the structure they implemented was an old Soviet-style bureaucracy. For many of the people active in the MoD, it was the system they grew up with. Many of the officers speak Russian or an Eastern European language since they spent time studying in former Warsaw Pact countries.

So the Afghans implemented a labor-intensive, command-oriented management system. "You basically have large groups of people who wait for someone to tell them what to do," said Davis. "When the guy in charge says 'Do this,' they make it happen. So you don't have an empowered organization, but you have an organization that gets things done."

Davis worked closely with Dr. Mohammad Zharif, Afghanistan's Deputy Assistant Minister of Defense for Installation Management, to develop a better system, one modeled after the coalition forces.

"They view their partnership with the international coalition as one key to survival, so they want to adopt the best business practices of the coalition military," said Davis. "Our job in OMC-A, and my job specifically, was to help Dr. Zharif set up installation management. Not to just help him write policy and put together regulations, but to also help him understand how things work in western installation management."

Pillars

Although helping the MoD learn installation management doesn't sound as exciting as, say, weapons training, it is still vital to Afghanistan's survival. According to Davis, there are four primary pillars of national power — military, diplomacy, economy, and information management.

"Right now, the military element is arguably the only element of Afghan national power that's moving



Russ Davis (right) with two of the soldiers that he relied on for protection while in Afghanistan. (Photo courtesy of Russ Davis)

forward," said Davis. "Given the status of reconstruction there, it's arguably the element that *should* be out front. Security and stability set the pre-conditions for economic development. Without security and stability, you cannot have economic development; your diplomatic effort has no base to stand on; your information systems can't survive. Everything starts with security and stability."

One link

Davis points out that his role in this effort was just one link in a line of Corps people who volunteered for Afghanistan. Jeff Hooghouse from Headquarters started the process, Ted Katamine from Headquarters picked it up, Davis continued it, and Wayne Rowe from Alaska District took over from Davis.

"Jeff laid out the initial plan for how the installation management structure would be executed from the MoD level down to the Directorate of Public Works (DPW) level of execution, and everything in between," said Davis.

"Ted refined what Jeff had done," Davis continued. "Ted focused on MoD's Office of the Deputy Assistant Minister of Defense for Installation Management. This office is basically the Assistant Chief of Staff for Installation Management and the Installation Management Agency function rolled into one small organization. Ted combined all the policy, programming, and oversight functions in those two organizations into one. When he left, that organization was approved, the roles and functions of each sub-element were written, and they were hiring staff.

"Now I enter the scene," said Davis. "I had the chance to set up the blueprint to write all the management systems policy, and I prepared an installation management strategic plan that looked out over a five-to-10-year period and laid out goals, objectives, a statement of values, and so on. And I also took a stab at setting up installation management, the DPW, at the ground level."

Afghan "Corps of Engineers"

And Davis did something else important. He immediately saw a gap between the planning functions of the MoD, and the DPW at the installation level. "The execution capability that is best represented by the Corps of Engineers had no analog in the management structure that the MoD and the coalition had

worked on to date," said Davis.

"When you work in an environment like we had, staffed by short-term temporary people, if you don't get a idea off the ground fast, it will be forgotten," Davis continued. "So I put together the organizational structure for the MoD's Facilities Engineering Agency, which amounts to the Afghan National Army Corps of Engineers. I drew upon everything I've learned about organizational structures. 'What right looks like' and how things should work, then made a balanced judgment of what would work in Afghanistan.

"And that was a lot of fun," Davis said. "Five years from now no one will remember me or the work that I did. But if there's an element that constitutes a national engineering function for the ANA and the MoD, I'll take some small pride in knowing that I had a role in its early development."

Afghan hopes

Davis said he hopes that all the work done to support the ANA comes to fruition.

"What the Afghans fear most is that the international coalition will go home too soon," he said. "The international coalition is the stabilizing force in Afghanistan today; that's no secret. I don't know what you've heard about the effectiveness of the Afghan National Army, but at the company level the ANA can *fight!* Those guys are *good*, and they're learning to be more effective at brigade-level operations, and at the logistics of supporting a force in the field.

"Their inspiration is a desire to unify their nation and drive out the foreigners who create trouble," Davis continued. "The Afghan people suffered from years of anarchy and the religious totalitarian state under the Taliban, not to mention the Russian civil war. What they want is peace, security, and stability. They want to feed their families and take care of their people. Creating a strong Afghanistan national defense is one key to that, and I hope they succeed."

Relationships

Hard work, success and hope are not all that Davis remembers about Afghanistan.

"I went over because I wanted to support the national effort," Davis said. "But in his newcomers' briefing, Col. O'Dowd, the AED commander, said, 'While you're here, one thing you'll learn is why people stay in the service. Despite the deployments, terrible work-

ing conditions, hard work, combat, one reason that people stay in is the relationships they develop.

"And that was true for me," Davis said. "For example, the six people I went over with, the 'Sleepless Six,' we called ourselves. You put people together in the crucible, and the relationships that developed between us was definitely unique in my experience.

"And I really liked working directly with the Afghan people," Davis said. "I had a lot of contact the MoD people and I held seminar sessions every Monday. 'Monday Mornings at My Place,' we called it. I did presentations on basic staff skills, strategic planning, strategic leadership, organization management. We touched on a lot of things.

"But the moments I liked most were the delivery truck," Davis said. "Once a week, at the TAC House compound in Kabul, we would get food deliveries. And when the food truck came, everyone turned out for a 'bucket brigade' line passing boxes of food from one to the other off the truck and into the storage room. And everyone would be there laughing and cracking jokes, all working as one team. And moments like that were what I loved the most."

Adjustment

Strangely, Corps people who have served in Iraq and Afghanistan say that returning to the U.S. takes as much adjustment as deployment. ("Re-adjusting

HR Corner

FAQs about work in Iraq, Afghanistan

The following questions and answers address the process of how those interested in deployment can volunteer.

What do I do if I want to go to Iraq or Afghanistan?

Prepare your resume and submit it to Army's Resume Builder via www.cpol.army.mil. Resumes should highlight *all* applicable experience, including temporary assignments or deployments, which have provided you with valuable skills and special training, as well as volunteer experience.

In short, applicants should include any skills and experiences reflecting qualifications necessary for the job they want upon deployment. Then self-nominate for the vacancy you are interested in. Current Army employees should apply to positions ending in the letter "R" or a series of numbers (no letter).

If selected, you will be provided the option to choose your tour length. A tour of less than six months is considered temporary duty (TDY), while a tour of six months or one year is processed as a temporary change of station (TCS).

Employees on a six-month TCS may receive a relocation bonus of up to 10 percent of their base pay. Employees on a one-year TCS may receive a relocation bonus of up to 25 percent of base pay.

Why do I have to go through CPOL?

CPOL is the process the Gulf Region Division (GRD) has opted to use to fill positions. Using the competitive process is the fairest way to ensure applicants are equally considered. Additionally, without a competitive process, selectees to higher-graded positions are limited to temporary promotions of 120 days in a 12-month period.

Can I just be put on an Englink tasker without going through CPOL?

Englink taskers are being used to fill immediate and critical needs. Some positions are being filled

to normal life can be tough," *Engineer Update*, Dec. 2004, page 8.)

"I was surprised that when I first got back, after five months of thinking about nothing but getting home, all I could think about was being over there," Davis said. "I'm told that's par for the course. When you come back, you feel almost guilty that you're home and all your people are still over there working."

Danger

Davis treasures the friends and the memories of Afghanistan, but he also remembers the danger.

"There were many with us who felt that we were safe because the level of violence in Afghanistan, and in Kabul in particular, was nothing compared to Iraq," said Davis. "But I was never under that illusion. If I was outside the wire, I was on my game. I wasn't carrying a weapon, but my job was to tell the shooters where to shoot. So if I was a passenger in a vehicle, I was looking left and right and around and about.

"And if I was driving, once you get outside the wire, speed is your friend, and I did everything I could to move as quickly as possible from Point A to Point B and never stop," Davis said. "Never in my life have I driven through police barricades on the wrong side of the street. After I had been there a couple of months, people started joking about my driving. When they said, 'Yeah, he drives like a local,' I knew I had crossed

some invisible line!

"It's a constant vague sense of dread, knowing there's somebody out there hunting you," Davis said. "And since you're a civilian, you're totally reliant on your shooters for protection, because you're the only one not carrying a gun."

Satisfaction

But all in all, Davis is satisfied with his time in Afghanistan.

"Everyone has a role to play, and not all the jobs are military," he said. "The job I did *could* have been done by someone in uniform. But given that the Army is smaller than it used to be, there are roles for civilians to play. I didn't have time to go the whole distance with them, but I tried to play my part in the process that others started and that others will continue after me.

"I was proud to be there, I was proud to wear the uniform, and I was proud to be part of the coalition," Davis concluded. "After Sept. 11, I wondered if I should join the service, get a direct commission or something like that. But I realized that at my age, my role was not to be in uniform, per se. But ultimately I found my own way there, and a role I could play, and I had to personally deal with fear. So I can say that I did my part to fight the Global War on Terrorism, and served both my country and Afghanistan well."

Make sure you have a completed Personnel Data Sheet (PDS) in Englink. Your EOC can assist you.

If your series does not match the vacancy announcements on CPOL, you may send your Resumix resume to the UOC Volunteers mailbox volunteer@hq02.usace.army.mil where it will be reviewed for a deployment position. People selected for deployment through this method will be deployed at their current grade level. Temporary promotions not made through the competitive selection process must be approved by GRD.

What positions need to be filled?

The Corps has a division in Iraq with three districts, plus a district in Afghanistan. Positions needed to run a division with districts in the U.S. are also needed in Iraq and Afghanistan.

However, the most vacancies and the greatest needs are contracting specialists, engineers (all disciplines), and program and project managers. Although many other skills are needed, not all are needed immediately, in which case the selections for your position may not be made immediately.

What financial incentives do I get for going?

Army employees currently receive 25 percent foreign post differential and 25 percent danger pay. Additionally, relocation bonuses are being offered for a temporary change of station, and all employees have the opportunity to compete for a temporary promotion. Financial entitlements vary for other federal and non-federal employees.

What happens to my job when I get back?

Corps employees are entitled to return to their permanent positions of record.

Who can answer my questions?

Your HR Office or EOC can answer questions and put you in contact with someone who can provide additional information.

Buried historic canal comes to light

By Marshall Hudson
Baltimore District

Visiting the historic Chesapeake and Ohio Canal has long been a favorite way for millions of hikers and bikers to enjoy the beautiful Potomac River valley.

Since 1995, Baltimore District has worked closely with other federal, state, and local partners to restore the canal's turning basin and a portion of the canal prism as closely as possible to its original appearance at its terminus in Cumberland, Md.

The U.S. Army Corps of Engineers filled in the canal in the 1950s as part of a flood protection levee project for Cumberland and nearby Ridgeley, W.Va.

The canal restoration is part of an effort by the Canal Place Preservation and Development Authority and the National Park Service to transform the riverfront area in Cumberland into a historic district that offers educational and recreational opportunities.

The district contracted with John Milner Associates to perform an extensive, multi-year archaeological investigation before construction. Although some structural remains of the C&O Canal were still visible, an entire historic landscape associated with the canal lay beneath many feet of fill material.

"I think all of our partners were surprised at the extent of the significant archaeological remains that we encountered. I know I was," said Scott Watson, cultural resources program manager for the district.

The remains included foundations, a marine rail-



Archeologists unearth a canal boat that hauled freight from Washington, D.C., to Cumberland, Md. (Photo courtesy of Baltimore District)

way, a sawpit, a wooden rudder, and the remains of 17 canal boats. These cultural resources were eligible for the National Register of Historic Places.

Several large canal boat hulls (14x86 feet) were uncovered and were largely intact. The good condition of the hulls surprised everyone, considering that the boats are about 100 years old.

All archaeological features were painstakingly exposed and recorded before project construction, and a report on the investigations is being produced.

"The excavation of these important archaeological resources has provided a wealth of information about the history of the C&O Canal and Cumberland that was not available previously," said Watson.

Some of the artifacts will eventually be on display at the Canal Place site when the project is finished, according to Elizabeth Cole, administrator for the Maryland Historical Trust. Baltimore District worked closely with the trust and the other project partners to develop a memorandum of agreement.

"It has been a successful relationship," said Cole. "The Corps was very responsive and took the historic preservation seriously."

"Finding these resources has validated the objective of this project," said Mary Dan, project manager. "The whole reason behind re-watering a portion of the canal has always been to evoke a sense of history about a very viable conduit to move people and goods to and from western Maryland to the Chesapeake Bay."

Operated from 1850 to 1924, the 185-mile waterway was used primarily to transport coal and timber to the south and finished goods north. Railroads eventually replaced the canal, and it fell into disuse.

The federal government purchased the canal in 1938, and declared it a national historic park in 1971.

Though the canal remains almost intact, maintaining and restoring the 150 year old structure are challenges. Work is ongoing to restore the turning basin, install intake pipes across Wills Creek, excavate the canal, and build a pump station.

Corps excels in career fair, college bowl

By Jay Field
Los Angeles District

"U.S. Army Corps of Engineers! One nation, one Army, one team, **Hoo-Ah!**"

That was the battle cry of the Corps' College Bowl team as they began their day of competition at the 2004 Hispanic Engineer National Achievement Awards Corporation (HENAAC) Conference in Pasadena, Calif., Oct. 7-9.

USACE participated in this conference as a platinum-level corporate sponsor of HENAAC, following up a commitment made last year to enhance opportunities for Hispanic students preparing for professional technical careers in engineering, science, and mathematics.

Recruiters from 20 different corporate sponsors, among them Boeing, Ford, and NASA, including USACE, led 22 teams of about 200 college students from across the nation. The two-day interactive competition showcased student talent, initiative, teamwork, and leadership.

Students were selected draft-style for the corporate teams. They were given time to present themselves to the corporate recruiters who chose their team members in three rounds of the draft.

For Alec Calvo, an engineering sophomore at Cornell University and one of eight students on the Corps team, the College Bowl was more than a mini-career fair.

"You don't have just 30 seconds to talk to someone and sell yourself," he said. "You have an entire weekend. So you can really shine and let them (Corps mentors) know who you are. It's basically a week-end-long interview."

Los Angeles District's biologist Susan Meyer and civil engineer David Van Dorpe served as mentors tasked with organizing, advising, and motivating the Corps' team. South Pacific Division's Theresa Mendoza helped judge the competitions. All three Corps employees jumped at the opportunity to coach the college engineering students and teach them about the Corps.

Meyer said, "College Bowl is a high-energy event.



The Corps' College Bowl team answers roll call with a hearty "Hoo-Ah!" (Photo by Jay Field, Los Angeles District)

If I were to coach again, I'd be sure to brush up on my cheerleading skills and dance moves!"

Aside from the cheerleading, one challenge had the team develop a resume, while another had them create and perform a skit that highlighted potential engineering careers with their corporate sponsor.

Van Dorpe agreed with Calvo that the College Bowl added a twist to the typical career fair. Students not only presented themselves to the different companies they're interested in, they threw so-called soft skills into the mix.

"They're doing performances, they're doing skits, we're doing a team cheer," Van Dorpe said. "It brings out all those qualities that you can't get on a paper resume."

Chief of Engineers Lt. Gen. Carl Strock noted that the activities were not technically oriented; rather they focused on relationship building: "And that's very much like what we do in the Corps of Engineers — high quality individuals performing as teams that frequently come together and have to develop solutions quickly. So this College Bowl is exactly the kind of activity that prepares them for service in the Corps."



Dwight Beranek, Deputy Director of Military Programs, greets a visitor at the career fair. (Photo by Jennie Salas, Los Angeles District)

Strock added that the partnership benefits the Corps. "We have an obligation as a public service agency to give back to the community. And we do that by offering opportunities to people who may not have understood what those opportunities might be.

"Like everyone else we're competing for the best and brightest," Strock concluded. "So it's both an altruistic reason for being here, but it's also somewhat self-serving, because we really want the finest people we can find in the Corps of Engineers."

The 2004 conference concluded with a traditional job fair Oct. 9 where the Corps displayed Los Angeles District's Rapid Response Vehicle along with various displays of Corps employees at work.

With a final "Hoo-Ah!", the Corps' team accepted third-place honors for the College Bowl competition — not bad for a first-time effort among 22 teams representing top private sector firms and government agencies. Participants and mentors agreed that more important than the accolades was the formation of lasting relationships. Meyer said the Corps team members were genuinely excited to be a part of the Corps team. "We're hopeful that several will seek co-op or intern positions with the Corps," she added.

Around the Corps

Hurricane operations

The worst hurricane season in recent history challenged the Corps and its people, and racked up some of the highest hurricane operations figures ever seen.

A total of 3,255 Corps employees deployed to deal with the hurricanes, racking up about 89,000 man-hours of work. Currently, 431 people remain deployed on hurricane projects.

The total amount of the FEMA missions assigned to the Corps was \$970 million. In addition, the Corps spent \$6.4 million of its own Flood Control & Coastal Emergency funds, which is authorized to handle flood response and emergency operations.

A total of 136,217 temporary roofs were installed, and 991 temporary housing units were provided.

The Corps delivered 31.2 million liters of water, and 163 million pounds of ice.

There were 1,403 generator assessments, and 583 generators were installed.

In debris removal, 2,636,824 cubic yards (CY) have been removed of the projected 2,945,000 CY for hurricane Ivan, and 218,234 CY have been removed for tropical storm Jeanne.

Competitive sourcing

The preliminary planning project delivery team for the Operations & Maintenance of Navigation Locks & Dams met in mid-November, and the preliminary planning project delivery team for the Logistics Management competition met in mid-December. Both met in Washington, D.C. Working with the Strategic Sourcing Program Office and their respective Functional Proponent Project Manager, these teams develop the data and information to complete preliminary planning steps 1, 2, 3, 4, and 6 described in OMB Circular A-76.

Correction

In September, the competitive sourcing program announced activities that will be completed in the next two years – the USACE Finance Center and Logistics Management in FY05, and Inland Navigation Operations & Maintenance in FY06.

Technology All-Star

Hispanic Engineer & Information Technology Magazine, Women of Color Conference Magazine, and IBM Corporation have selected Maj. Melody Smith, Deputy Commander of Rock Island District, as a Technology All-star in Government.

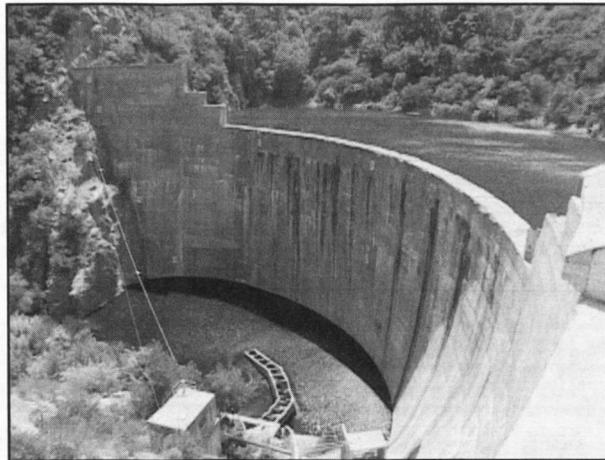
Technology All-stars are accomplished women of color at an advanced stage of their careers who have demonstrated excellence as leaders at work and in their communities.

Smith was selected for her accomplishments that led the way for other minority women in the Corps. She has served in Bosnia, and in Saudi Arabia and Kuwait during Operation Desert Storm. Smith was one of seven black females to graduate in the class of 1989 at West Point, the first female to command the 63rd Engineer Company at Fort Benning, Ga., and the first minority person and the first female to become deputy commander of Rock Island District.

Matilija Dam

On Dec. 14, Ventura County supervisors signed an environmental review of plans to tear down Matilija Dam near Ojai, Calif. This is the first Corps dam removal study on a scale this large.

Built in 1947 to provide flood protection and water for agriculture, sediment quickly accumulated behind the dam. About six million cubic yards of sediment reduced Matilija Dam's water storage to only about seven percent of its original capacity. The dam also blocks steelhead trout from reaching spawning habi-



Matilija Dam will be the largest dam removed by the Corps.

at, and prevents the natural flow of sediment from the mountains to the ocean, depriving Ventura County beaches of sand.

"It would be the biggest dam in the country to come down, and the idea of establishing a free-flowing river in Southern California is remarkable," said Ventura County supervisor Steve Bennett.

The recommended plan includes full dam removal in one phase. Some of the trapped sediment would be removed by slurry line to a downstream disposal site, with the remaining sediment contoured to restore a fish passage channel.

Returning the river to pre-dam conditions will increase the flooding risk downstream, so the plan will mitigate the risk by removing structures, replacing a bridge, and raising and extending downstream levees.

Cost of the plan is estimated at \$110 million, with the federal cost share at 65 percent. Construction could begin as early as 2008.

P2 users guide

The initial set of documents in the new P2 users guide are in place. Designed to improve the day-to-day use of P2 across the Corps, this tool will aid users in finding answers to many P2 questions, and will expand as more experience is gained with the system.

The initial documents include information on how to navigate in P2. More documents will be added as they are completed, including scheduling, resources, interfaces, reports, and mission-specific guidance.

The intent is for this site to ultimately be as the primary source of guidance on using P2, with links to information from the other major systems. Guidance is also linked to the appropriate process in the PMBP Manual. A software tool called "Robohelp" powers the users guide, which also contains an index of key words, a search engine, and a glossary to decrease the time needed to find key information.

A link to the P2 user guide can be found in the top right hand corner on the PMBP portal <https://pmbp.usace.army.mil>

Real estate award

On Oct. 27, Linda Garvin received the Federal Real Property Association's (FRPA) Award of Excellence for the Most Outstanding Individual in federal real estate. Garvin is the Director of Real Estate, Chief of the Real Estate Community of Practice, and Chief of the South Pacific Division Regional Integration Team. FRPA supports and promotes professionalism among real property executives, managers, and vendors in the public and private sectors.

Louisiana ecosystem restoration

On Dec. 15 the Mississippi River Commission met to review the Louisiana Coastal Area (LCA) Ecosystem Restoration Study Report. The LCA study is designed to map a strategy for restoring Louisiana's

important coastal wetlands.

The meeting briefed commission members about the LCA study so they can make informed decisions about the report and their recommendations.

The recommended plan has seven major components, including five critical restoration projects, a science and technology program, and a series of demonstration projects.

Near-term critical restoration. The plan includes critical restoration projects, including five near-term critical restoration features. They are:

- Mississippi River Gulf Outlet Environmental Restoration Features.
- Small Diversion at Hope Canal.
- Barataria Basin Barrier Shoreline Restoration.
- Small Bayou Lafourche Reintroduction.
- Medium Diversion at Myrtle Grove with Dedicated Dredging.

Science & Technology Program. The plan included a Science and Technology program during the initial 10 years of the LCA program. The major goal would be to decrease scientific and engineering uncertainties of restoration efforts, and to optimize restoration opportunities.

Demonstration projects. The recommend plan includes funding during a 10-year period for demonstration projects to be developed by the Science and Technology program. These projects will cost a maximum of \$25 million each.

Tikret job fair

The USACE Tikret Area Office at Forward Operating Base Speicher in Iraq held a job fair on Dec. 4. The job fair stemmed from inquiries and requests from soldiers and commanders in the area. It was timed to give information to soldiers as they prepare to re-deploy and/or transition back into civilian life.

The job fair was a walk-in open forum where prospective employees could come in at any time and be directed to a subject matter expert (SME) in the career field they expressed interest in. SMEs were available in the Administrative, Trades/Crafts, and Engineering/Professional fields. There was also an SME to discuss military positions and overseas positions.

About 170 people attended the eight-hour job fair, about 100 military and 50 civilians. About 30 visitors were interested in the Administration field, 120 in Blue-Collar/Trades, and 20 in Engineering/Professional. About 160 information packets were distributed, four resumes were received, and eight visitors requested follow-up.

Emergency exercise

And you thought you have bad days...

A truck carrying hazardous materials spilled on a highway beside Tuttle Creek Dam. In the campgrounds below the dam, a fight erupted between football fans and a group of outlaw bikers. And then an earthquake hit, damaging the dam. The 'quake flooded Manhattan, Kan., destroyed landline communications, and cellular phones were swamped by the many emergency phone calls.

That was the scenario for the Tuttle Creek Dam Safety Warning System exercise on Oct. 20. Coordinated by Kansas City District, the drill involved 100 people from 20 city, county, state, and federal agencies. It gave them a chance to test their procedures in case of an earthquake at Tuttle Creek Dam.

Although the drill was conducted as a tabletop exercise and did not include field activities, it tested six new siren towers installed to warn the population below the dam of any damage. The district built the six siren towers, each about a mile apart, to cover the entire potential flood zone downstream of the dam.

When the sirens sounded, 340 students of Eisenhower Middle School about two miles downstream of the dam evacuated and walked to high ground about a 1.5 miles away.



Relocatable buildings find a wide range of uses in Kuwait -- administrative space, showers and latrines, and other life support. (Photo courtesy of TAC)



The Kuwait Area Office builds many different facilities for the U.S. Army in Kuwait, such as this hangar. (Photo courtesy of TAC)

Arabian Gulf

Continued from page one
within one year."

TAC's Gulf Regional Engineer reports to the TAC Commander and is not related to the Gulf Region Division in Iraq.

After the first Gulf War, TAC was called upon to design and build long-term military projects, funded by the U.S. or host nation governments. Bleakley outlined examples of this work, including Camp Arifjan, a \$190 million base built during a five-year period for the Army in Kuwait; U.S. Navy facilities in Bahrain program of about \$200 million program over 12 years; and Camp As-Sayliyah in Qatar, a \$140 million effort over five years on the Army's behalf.

Engineering requirements change

"Since Sept. 11, our work has changed significantly in scope and pace," Bleakley said. "The largest change has been the repositioning of U.S. forces that were previously needed to prevent Iraqi aggression under the Saddam Hussein regime against its neighbors. U.S. forces that supported Operation Southern Watch over Iraq since the 1991 war have been phased out, and now the effort is on projecting forces in other ways for the Global War on Terrorism.

"As part of that requirement, we assumed a contingency construction mission," Bleakley continued. "In fiscal years 2003 and 2004, TAC team members in the Gulf region accomplished nearly \$100 million per year in rapid contingency construction -- work that usually had to be finished in three to six months.

"This work included building forward headquarters facilities for USCENCOM and its component services," Bleakley added. "And nearly all the facilities used to deploy U.S. and coalition forces into and out of Iraq were constructed by the TAC staff in Kuwait, with the help of deployed military and civilian members."

Typical projects include:

- Deployment and redeployment fa-



The Installation Service Support Center will combine dining and food services, shopping, banking, fitness, recreation, and administration offices under one roof at the Naval Support Activity in Bahrain. (Photo courtesy of TAC)

ilities, such as wash racks, holding areas, airfields, and parking aprons.

- Logistical facilities, such as container yards, warehouses, and distribution centers.

- Billeting, including tents, relocatable buildings and warehouse conversions to accommodate sleeping quarters.

- Administrative areas, including headquarters facilities and office space.

- Utilities, such as power upgrades and sewage lift stations.

"Contingency construction requirements will continue to develop or change in support of operations in Iraq," Bleakley said. "In addition, the large programs have significantly grown, and these programs are being done on aggressive schedules as well. Coordination of projects, whether funded by the U.S. or the host nation, has become more complicated since there are short-term contingency projects and long-term projects going on at the same installations."

Supporting Army, Navy, and Air Force

The Kuwait Area Office continues to work with Kuwaiti and U.S. Army and

structing projects that support operational requirements.

Bahrain

The Corps' construction program in Bahrain began in 1998 with facilities at the Naval Support Activity in Manama, which provides logistics and administrative support for the Navy's Fifth Fleet, headquartered in the Arabian Gulf.

Navy and TAC members have partnered to design and build an aggressive \$200 million U.S.-funded military construction program to improve operations, force protection, and quality of life during a 12-year period beginning in 1998.

The major completed projects are barracks complexes, a medical and dental clinic, recreation facilities, childcare center, a multi-phase headquarters complex, utilities, and security improvements.

The Bahrain Programs Office currently is supervising about \$40 million in current projects:

- A recently awarded third phase of the Navy headquarters.

- An installation service support center, a single structure that will include dining and food services, shopping, banking, fitness and recreation, and administrative offices for Morale, Welfare, and Recreation.

Continuity

As USCENCOM and its component services continue to reshape and define their requirements in the Gulf Region, TAC will continue its tradition in this vital overseas region.

"USCENTCOM has identified a multitude of projects throughout its area of operations for possible funding in the supplemental funding bill," said Roger Thomas, director of Engineering and Construction, Management at TAC. "More than half of these projects fall within TAC's area of operations. I fully expect the pace of operations to continue at the level we've been experiencing in this vital region."

Tranatlantic Programs Center personnel are supporting additional Air Force engineering requirements at other forward deployed locations in the Arabian Gulf Region. The work consists of managing job order contracts to make facility improvements and con-