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# Engineer Update

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## December floods challenge Seattle District



An aerial photo of Interstate 5 in Centralia, Wash., also shows the airport levee there completely overtopped by the flood. The highway was closed for four days. Two deliberate breaches in the airport levee assisted in draining the flooded roadway and reopening it to traffic. (Photo courtesy of Lewis County Emergency Management)

By Nola Leyde  
Seattle District

Hurricane-force winds on the coast, concentrated record rainfall inland, mudslides, rising rivers, and the closure of a major freeway started the first week in December in Western Washington State.

Provisional data indicate that peak streamflow records were broken at multiple locations and also suggest that flooding may have been well in excess of a 100-year event in several headwater drainages of the Chehalis River near the twin cities of Centralia and Chehalis, Wash.

Three winter storms brought significant snow, prolonged strong winds, and heavy rains to the coasts and mountains. According to the Washington State Emergency Management, the third system was the most powerful, bringing tremendous waves and fierce winds to the coast, and torrential rain to both the lowlands and mountains.

### Unusual storm

The state lists six fatalities that were related to the event from the power outage, mudslide, house fires, trees falling, and an avalanche. The president declared the area a natural disaster.

"This was an unusual storm that produced some extraordinary, intense rain and very strong and consistent high winds along the coast," said Larry Schick, Seattle District meteorologist. "The rainfall was concentrated in the narrow steep upper basin, filling the river, cascading downstream with a massive amount of logs, sediment, and debris. An enormous flood wave caused one gage to soar from about 300 cubic feet a second to almost 28,000 cfs

in about 12 hours. The Chehalis River rose from a mellow two-foot-deep stream on Sunday to a 30-foot-deep monster flood wave on Monday."

The gage was damaged and U.S. Geological Survey is conducting a survey for better information on the amount of water that was there.

"No doubt the river was rising at a good clip, more than a foot an hour, probably several feet an hour at one point," Schick said. "The reports of people running for their lives with the rapidly increasing flood were real. The levees were going underwater no matter what. Nothing would stop Mother Nature on this day."

As that flood wave moved downstream into the Chehalis area and Interstate 5, it rapidly engorged that part of the basin and quickly flooded I-5 and the rest of the surrounding area.

### District ready

The Seattle District staff was already leaning into the winds before the storms began rolling in. On Nov. 30, the Emergency Operations Center was activated and contact with state and federal agencies was made.

The Shoalwater Tribe on the Washington Coast greatly appreciated an emergency declaration by District Commander Col. Michael McCormick. The reservation sits nearly open to the Pacific Ocean and is subject to erosion from wind and wave action. The tribe asked for emergency assistance to protect the reservation from a potential tidal surge that could be life threatening and damage homes and businesses there. The Corps provided 4,500

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## Afghanistan, Iraq missions still need volunteers

By Ron Eschmann  
Headquarters

*"You quickly realize that you are a part of something that is much, much larger than any individual effort you have done before..."*

Curt Heckelman  
Deputy for Programs  
and Project Management  
Gulf Region North District

Throughout U.S. history, U.S. Army Corps of Engineers civilians have a proud tradition of stepping up to volunteer for worldwide deployment to support military operations.

Continuing that tradition, many have deployed overseas to support the Global War on Terror. This critical mission is not over, and both the Afghanistan Engineer District (AED) and the Gulf Region Division (GRD) are still seeking Corps civilians to fill a multitude of positions.

"At the present time there are more than 300 vacancy announcements that are listed on both the Army Civilian Personnel Online and USAJobs Web sites," said Helen Lenahan, Chief, Headquarters Deployment Team. Many of these

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**"I'm making memories every day, interacting with Iraqis and helping them build a better life for their children and grandchildren," said Cherita Williams, a contract specialist with Gulf Region Central District. (Photo by Norris Jones, GRD)**

## Insights

# Hope essential to a healthy attitude

Col. Sherrill Munn  
Chaplain, U.S. Army Corps of  
Engineers

*"Be strong and take heart all you  
who hope in the Lord"*

*Psalms 31:24*

January brings a new calendar year, and with it the usual focus on New Year's resolutions. But I want to turn our attention from the traditional New Year's fare toward something that is essential for a healthy, positive attitude. That essential element is hope. As the verse from Psalms says, hope is a source of strength and courage. It is also a source of encouragement, patience, and joy. It helps us overcome fear, stirs the imagination, and triumphs over adversity.

The importance of hope for our quality of life and well-being has been widely recognized from the philosopher Bertrand Russell, to presidents like John F. Kennedy, to popes like John XXIII, to poets like Emily Dickenson and Henry Wadsworth Longfellow.

Secularists and people of faith alike agree upon the essential place hope plays in our happiness and fulfillment. The agnostic philosopher Russell

stated, "Man needs, for his happiness, not only the enjoyment of this or that, but hope and enterprise and change." The great jurist Oliver Wendell Holmes warned us to beware of taking away hope from any human being. Longfellow stated, "The setting of a great hope is like the setting of the sun. The brightness of our life is gone."

While hope is the light of life, hopelessness is a dangerous, destructive attitude that can bring darkness in the soul and great tragedy. Hopelessness is one of the key components in suicidal thinking.

Hope may be essential to our well-being, but how do I keep hope alive, especially when situations seem so hopeless? Hope is not wishful thinking. A wish is simply a longing, the sigh of the soul. It has no power. Hope, on the other hand, has the power to motivate and change us and the world around us.

Hope is a choice to develop and maintain a positive attitude even in (or especially in) adversity. As Norman Vincent Peal put it, "Never talk defeat. Use words like hope, belief, faith, victory."

Some of our leaders would do well to



adopt this advice. As Dale Carnegie said, "Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all."

I visited a Soldier in Walter Reed Army Medical Center several months ago. He was a sergeant from the 82<sup>nd</sup>

Airborne Division. He had lost his right leg below the knee in Iraq, along with other wounds. I asked him about his prognosis, and he said "I **hope** I can stay in the Army and return to jump status."

We might mistake such a statement as wishful thinking. However, this Soldier received a prosthetic device with a shock absorber. He worked extremely hard at his physical therapy, and today he is back with the 82<sup>nd</sup> on jump status. His hope kept him going through great adversity to achieve what many would have considered impossible.

As Kennedy said, "We should not let our fears hold us back from pursuing our hopes." If this Soldier had given in to his fears and allowed discouragement to rule his heart, he would never have achieved his goal. His hope motivated him to persevere in pursuit of his dream.

Hope is a powerful force.

This New Year, instead of resolutions (or along with them), look for those things that give you hope. Perhaps you will find it in the birth of a child, perhaps in a new opportunity to serve, perhaps in the love of family, in a goal you want to achieve, or in your faith.

Wherever you find hope, hang onto it. Develop an attitude that finds hope in every circumstance. If you do, you will be better for it because of the positive force hope brings into your life.

Helen Keller, a person who had plenty of excuses to be angry, fearful, and discouraged said, "Keep your face to the sunshine and you cannot see the shadow. It's what sunflowers do."

This is a powerful statement for someone born blind, deaf, and unable to speak. Yet she adopted this attitude and left a marvelous legacy.

Emily Dickenson in a beautiful poem wrote that hope is the song of the soul, "Hope is the thing with feathers that perches in the soul, and sings the tunes without the words and never stops at all."

For those of you who have a religious faith, I leave you with the words of Paul who reminded us that hope is a gift from God and of his very nature, "May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope..." (Romans 15:13).

If you have hope, you will never know despair. Happy New Year!

*(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.)*

## Park ranger shot, survives

Article by Bruce Hill  
Photo by Tina Serrano  
Albuquerque District

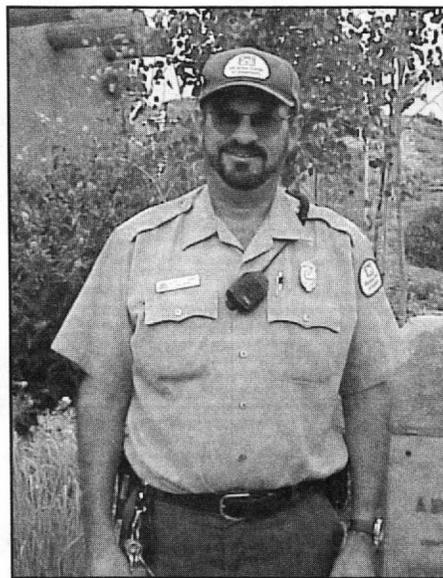
It started as a typical Saturday morning patrol in December for Alfred Chavez, a park ranger at Abiquiu Lake in Albuquerque District. Chavez was near a group shelter when he noticed the door to a well house swung wide open.

The well was fairly new and it wasn't uncommon to see contractors at the well house. Chavez approached the well house and saw two men inside. As he greeted the men and asked what they were doing, one pulled a handgun and threatened to shoot him.

Chavez immediately took off running toward his vehicle with the two men in pursuit. The gunman opened fire and a bullet whizzed by Chavez's head. A second bullet struck him behind the right knee, taking him to the ground.

Pretending he was dead, Chavez lay motionless on the ground while the gunmen encircled him. They then casually made their way back to their truck and left the area.

Chavez, still conscious, phoned 911 and requested assistance. The Rio Arriba County Sheriffs' Office dispatcher requested emergency medical



**Alfred Chavez, park ranger at Abiquiu Lake, survived being shot in the line of duty. He is the first Corps ranger shot since the early 1970s. The incident is under investigation.**

teams to the scene and notified the lake's supervisory park ranger, Eric Garner. Garner, who lives near the recreation area, was first on the scene within minutes.

Garner provided basic aid to his colleague, and remained in contact

with the dispatcher while comforting Chavez. Emergency medical technicians arrived on the scene and took Chavez to a landing site so he could be air-lifted to the University of New Mexico Hospital in Albuquerque, N.M. Upon arrival, he underwent surgery to remove the bullet from his leg.

Within four days, Chavez was released from the hospital to recover from his wound at home in El Rito, N.M. His kneecap and lower part of his femur were both struck by the bullet. Chavez, who actively rides horses and raises cattle and sheep on his ranch, will need physical therapy. He says he is determined to make a full recovery, and he is supported by colleagues who often visit him.

The gunmen are still at large.

The Federal Bureau of Investigation is in charge of this investigation and, together with the Corps and Albuquerque Crime Stoppers, have contributed reward monies totaling \$11,000 for information that leads to the arrest and conviction of the assailants.

A U.S. Army Corps of Engineers park ranger has not been shot since the early 1970s when two rangers were shot.





Flood fight team members Laura Orr (left) and Catherine Desjardin discuss the amount of rock needed for the levee breach repair at the airport levee while trucks arrive with more rock. (Photo by Nola Leyde, Seattle District)



Rock is dumped into the deliberate breach made by the Washington Department of Transportation in the airport levee to help drain the flood waters and re-open I-5. (Photo by Nola Leyde, Seattle District)

## December flood

### Continued from page one

sandbags, and extended an existing flood berm about 450 feet to tie it into the high ground at the shoulder of the only major road into the area.

The team assigned to the project completed most of the work just before the storm hit on Dec. 3. The flood berm performed as designed, and Charlene Nelson, Tribal Chair, was pleased with the quick response of the Corps and the minimal amount of wave overtopping that was reported by tribal members.

### Reservoir control

The district's reservoir control center went into round the clock operations on Dec. 1 and assumed control of three dams for flood risk management. This included Wynoochee Dam on the Wynoochee River and Upper Baker and Ross dams in the Skagit River basin.

The Corps' operation of Wynoochee Dam reduced the peak flow in the

Wynoochee River by half during the event. On Dec. 3 at 7 p.m., the Wynoochee River at Montesano, Wash., reached a peak flow of 12,000 cubic feet per second. Without Wynoochee Dam, the peak would have reached about 25,000 cfs. Wynoochee Dam received maximum inflows of 14,540 cfs, and operators held outflow to minimum levels until the peak passed.

### Levee damage

There was great concern that levees damaged in the 2006 flooding and not yet repaired needed to be monitored and quickly repaired to protect lives and property. More than 50 levees were damaged by a November flood with record rains to the area. Some 23 levees still need to be repaired. Flood teams deployed to all the Western Washington flood basins, providing 12,000 sandbags to Snohomish County, and emergency repairs to levees on the Nooksack River and the

Skagit River.

The majority of the damage occurred in Lewis County. There, I-5 was shut down for four days, at an estimated cost of \$400,000 a day, according to Washington State Emergency Management. The freeway is the major north-south route for Western Washington and traffic had to detour hundreds of miles over a major mountain pass to connect the areas below the closure.

### Open the interstate

To open the freeway, it had to be drained of 20 miles of flood waters. The state and Lewis County requested technical assistance from the Corps when it was determined that controlled breaches of the levees at the Centralia Airport could speed the process. The levee at the airport, a PL 84-99 levee, was overtopped during the event and now was holding water back from the Chehalis River like a bathtub full of water. Pumps that would have drained that area were put out of service by the high water.

Eric Winters, flood engineer, and Skip Green, captain of the district's snagboat *Puget*, were on site to provide assistance, and they suggested areas where the levee could be breached. There were four levees in the Corps' program in Lewis County. The airport levee was deliberately breached in two locations, and after the water receded, a third location where utility lines ran under the levee caused it to fail in that location.

Upstream of that location on Salzer Creek, there were two natural levee breaches. The two other levees, Long Road Levee (a federal levee) and Skookumchuck Levee held, with minor scouring damage.

According to Doug Weber, natural disaster manager for the district, the highlights of the response included "the quick response to Shoalwater and the quick repair of damaged levees,

especially in Lewis County. The support from division and Headquarters came quickly and the local sponsors really appreciated the Corps' effort and work."

Just weeks later the impact of the storm is being accounted for and surveyed. The floodwater and rain damaged thousands of homes with swollen rivers and overwhelmed sewers, shut off power in many locations, drowned livestock, and closed roads. The cost of the storm is estimated to be more than a billion dollars. Damages to infrastructure and private property are still being surveyed.

In a note to the Seattle District staff, McCormick thanked the team for a "superb display of teamwork and public service" and encouraged that the same effort continue in the coming weeks and months to support recovery efforts, and to be prepared for future events.

The flood fight included assistance in seven river basins, emergency repairs to levees, a berm extension, levee condition monitoring, technical assistance, and about 16,500 sandbags.

### The future

The way ahead includes initial assessments of levees and federal flood risk management projects in all the Western Washington basins, detailed levee inspections by sponsors, and initiating repairs under the PL 84-99 program. Flood season is not over yet for the Seattle team.

The *Puget*, held in port by the storms, is picking up tons of debris swept into the navigation channels, a job that is expected to take months.

Flood risk management projects include Shoalwater Bay project construction, planned for 2009. The Centralia flood risk project was approved in 2004, authorized in 2007, and awaits signature of a design agreement and funding. Projects on the Skagit and Skokomish rivers are in the feasibility phase.

## Letters to the Editor



### Not the first time...

Nov. 8 was not the first time that a ship struck the San Francisco-Oakland Bay Bridge (*Engineer Update*, Nov. 2007). When I was in the Navy, the ship I was on hit one of the piers of the bridge on Feb. 14, 1957 or 1958.

The ship was the *USS Gardiners Bay* (AVP-39), a seaplane tender. It was very foggy at the time. We went through six feet of pilings and

onto the concrete. We backed down, gave hard right rudder, went ahead, and stove in the left rear quarter of the ship.

There was an investigation the next day, and no one was allowed to leave the ship until the investigation was over. This happened when we were returning home from a long Far East deployment.

**John Taylor**  
Savannah District

(The "Engineer Update" welcomes letters to the editor. Write: Headquarters U.S. Army Corps of Engineers Attn: CEPA-CI (*Engineer Update*)

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Ron Kneebone, Albuquerque District, and Georgie Reynolds, Headquarters, pose with the "Warriors Past and Present" sculpture at the National Tribal Environmental Council's annual meeting. (Photo courtesy of the Tribal Nations CoP)



Lt. Gen. Carl Strock, previous Chief of Engineers, presents the Bronze deFlueury Medal at the Celilo Village to Antone Minthorn, Chairman of the Confederated Tribes of the Umatilla Indian Reservation. (Photo courtesy of the Tribal Nations CoP)

# Tribal Nations CoP has banner year

2007 was a year of great accomplishments for one of USACE's newer Communities of Practice, Tribal Nations. The CoP has about 140 Corps employees including tribal liaisons, engineers, archeologists, regulators, biologists, program and project managers, and park rangers.

It is headed by Georgeie Reynolds at Headquarters. "I have the best job in the Corps," she says. "I meet new people all the time, and learn something new every day."

## Why a Tribal Nations CoP?

In 1998, the Corps adopted six Tribal Policy Principles:

- Sovereignty
- Pre-decisional consultation
- Government-to-government relationships
- Trust responsibility
- Protection of natural and cultural resources
- Economic capacity building

The CoP implements those principles through outreach, education, and partnership. To explore, expand, and solidify relationships with tribes, the "Indian desk" was created at Headquarters in early 2003. Now, each district and division has a Tribal point of contact. The group is tightly knit, exchanging information and tools of the trade almost daily.

## Education

A team of CoP members offers a free Consulting with Tribal Nations course to districts that request it. The team taught their most recent basic session in Louisville District. Topics included the legal history of Euro-American/Indian relations, guidance for successful consultation meetings, cultural differences in verbal and written communication, laws requiring consultation, and consulting with relocated tribes.

2007 marked the debut of our advanced course. It was taught in Seattle, and was tailored to issues in Northwestern Division such as water rights, land transfers, complex litigation, and treaty and reserved rights. Other topics included tribal employment rights, regulatory, and contracting. This was the largest class so far with more than 100 people.

2007 also saw the first Native American Environmental and Cultural Resources cultural immersion training on the Rose Bud Sioux reservation in

South Dakota. It is styled after the course of the same name given on the Umatilla Indian Reservation in Oregon. Students learn about the Environmental Operating Principles through Indian eyes, and gain a new appreciation for the Earth and our responsibility as stewards.

The course will be offered in both locations this spring. An initial requirement is that each team must put up its own teepee (quite an exercise in team building), and then sleep in it for the week. New locations are being scouted in the Southwest and Alabama.

## Difficult issues

During 2007 and into 2008, the Corps has worked in a nationwide effort to consult with Tribes and stakeholders on revising 33 CFR 325, Appendix C, the regulatory program's regulation regarding Section 106 of the National Historic Preservation Act (NHPA).

Rarely has a Tribal consultation effort this large been undertaken by the federal government. Letters from Headquarters were sent to all 562 federally recognized tribes inviting them to consult with the Corps. Districts were empowered to hold face-to-face meetings with all tribes, with the possibility of a second round to insure consultation continues until the proposed rule is reality.

To date, 38 meetings have been held, attended by 110 tribes. This involves the chiefs of Corps' regulatory branches and tribal liaisons working together to obtain comments on an undertaking of some importance to Tribes. This major effort serves to familiarize Corps elements, Tribes, stakeholders, and the public with the regulatory program.

The Appendix C team must satisfy many masters, including the Advisory Council on Historic Preservation (ACHP), the federal agency that oversees compliance with Section 106. They must find our draft rule consistent with their regulation. On the other hand, the Office of Management and Budget (OMB) wants to ensure that there is no additional regulatory burden to the public.

Meetings with the ACHP and Office of Management and Budget were held in September and November. At the next meeting in February, the ACHP will vote on our proposal. Tribal consultation will continue through May. Public comment will be so-

licitated during the final draft's appearance in the *Federal Register* this spring.

## Long-term relationships

A Corps delegation led by Lt. Gen. Carl Strock, then Chief of Engineers, attended the 50<sup>th</sup> anniversary of the flooding of Celilo Falls on the Columbia River in Oregon. Many locals view it as a memorial service for the loss of their salmon fishing site when The Dalles dam was completed.

Strock presented his Indian colleagues with awards for their partnership and perseverance. The highlight came when Strock presented the Bronze deFlueury Medal to Antone Minthorn, Chairman of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR).

The Corps has worked to revitalize Celilo Village. The village, built by the Bureau of Indian Affairs after the falls were flooded, has been falling into disrepair. Congress authorized legislation for the Corps to plan the village's rehabilitation, then appropriated funds to build a new sewer and water system and new housing. All activities were planned in close coordination and consultation with the tribes that make up the village – CTUIR, Nez Perce, Confederated Tribes of Warm Springs, and the Yakama Nation.

The long house, the most important building, was first to be rehabilitated. The water and sewer system are in place, and the residents were moved to temporary quarters at the west end of the village while new homes are built. When the job is finished, Celilo will be turned over to the Bureau of Indian Affairs for management.

## Having fun

The first week of November was extremely busy for the CoP with their annual Tribal Liaison meeting Nov. 5-7 in Bellingham, Wash., and a consultation training course Nov. 8-9 at Seattle District.

The fourth annual Tribal Liaison meeting was hosted by the Lummi Nation. It included talks by several Corps employees, a day's session with the Institute for Tribal Government (ITG), and a cultural event featuring a dinner and drumming and singing at the Lummi Community Center.

Continued on next page

# Simulated Iraqi village built at NTC

By Daniel Calderón  
Los Angeles District

The National Training Center (NTC) at Fort Irwin, Calif., was created in the Mojave Desert to immerse U.S. units in realistic, intense combat training.

During the Cold War, the opposing force at the NTC was called "the best Soviet motorized rifle brigade in the world," and used authentic Soviet weapons, equipment, and tactics to challenge U.S. forces. The "home team" defeated the visiting units regularly, but the visitors reviewed the action, analyzed their mistakes, and learned to effectively fight Soviet ground forces.

But the Cold War is over, and warfare has changed. Instead of facing uniformed regular forces at the Fulda Gap in battles reminiscent of World War II, U.S. forces face civilian fanatics fighting guerilla warfare in cities.

So the opposing force at the NTC traded their uniforms for civilian desert clothing, their armored personnel carriers and T-62 tanks for cars and simulated improvised explosive devices, and their Soviet tactics for the hit-and-run of the urban guerilla.

And to give the training a realistic setting, there is a simulated Iraqi village at the NTC that was built by Los Angeles District.

"This falls into the lane of military construction, but with a little different twist," said Col. Thomas Magness IV, commander of L.A. District. "The Joint IED Defeat Organization (JIEDDO) asked us to create a training environment that will allow them to test some new technology that will help defeat these roadside bombs."

The village, known on Fort Irwin by the Iraqi name Medina Wasl, will ultimately have 13 buildings. The Corps awarded the contract for the project in August 2006.

Construction for Medina Wasl began last February, and is scheduled for completion in February.

The village simulates a developed section of Baghdad, complete with shops, apartments, and light industrial



Contractors build up the outer walls of Medina Wasl, the simulated Iraqi village at the National Training Center at Fort Irwin, Calif. The village will be finished in February, and will be used to train U.S. troops before they deploy overseas. (Photo courtesy of Los Angeles District)

areas. Soldiers who use the village can better train for situations they will be likely to encounter during an Iraqi deployment. The "training environment" mentioned by Magness consists of buildings designed and built to Iraqi construction standards.

According to base officials, about 5,000 Soldiers per month use the facilities on Fort Irwin. There are 10 rotations a year at the NTC. Each rotation consists of a week preparing equipment, two weeks of training, and then a week for redeploying equipment and personnel back to home station. The villages being built by the Corps will be an improvement for the Soldiers who train at NTC.

"When we first had the villages, we bought sheds from Shed World," said John Wagstaffe, Fort Irwin's Public Affairs Officer. "Although not terribly realistic, it was a beginning. Then we moved to long shipping containers. This was followed by putting stone siding on the shipping containers. At each step the villages took on a more realistic look."

The buildings are not the only way the NTC approximates Iraq in California for Soldiers' training. Actors and

role players add to the realism of the simulation by portraying an assortment of Iraqi villagers. This allows the NTC to better replicate the "sounds and smells" of Iraq.

"The footprint for the village came from actual satellite imagery of Baghdad," said Capt. Seth Henson, acting resident engineer at Fort Irwin. "L.A. District worked with the Engineering Research and Development Center to ensure the construction design was authentic to Iraqi standards. Everything is authentic to the dimensions."

"Parsons, the contractor, has extensive experience building in Iraq," Henson added. "They contacted their experts in Iraq. They had their people bring back samples from Iraq to make sure we matched what we were building."

The JIEDDO can use the unique construction to better understand how developing technology can be used to defeat improvised explosive devices currently being used in Iraq. The JIEDDO was created in October 2003 by the Army Chief of Staff to organize Army efforts to eliminate IED threats, recommend best available responses to

commanders, and to coordinate testing, development, and fielding of selected devices and technology.

"When completed, the village will serve two primary purposes for JIEDDO," said Christine DeVries, Public Affairs Officer for JIEDDO. "First, it is a training venue for counter-IED, search, escalation of force, cultural awareness, and combat patrol training. It will be used up to 200 days per year by Soldiers preparing for deployment. Second, because of the realistic Iraqi construction techniques and materials, it will serve as a testing platform for counter-IED technologies being investigated for use."

Even with the attention to detail given by the Corps and the contractors, not everything will be just like Iraq. Henson said the construction materials and basic style will emulate Iraqi techniques. However, because Fort Irwin is on seismically-active land, the buildings needed some stabilization.

"We're in a Seismic Zone Four here in Fort Irwin. That's the highest level," said Randi Elder, project manager for the Fort Irwin projects. "For the Iraqi village, even though we're simulating the Iraqi construction, we still have some reinforced columns in the corners because of the liability issues that we have."

One of the main issues involved safety. Elder said the Corps has taken steps to ensure the safety of contractors on the work site.

"We're doing very well with safety," Elder said. "The contractors we have out here are excellent. We always have pre-construction meetings to discuss safety and environmental concerns."

Henson said they have completed more than 186 days on the job without a safety issue or lost-time accident.

"The villages are critical to giving soon-to-deploy Soldiers training in how to fight both the kinetic and non-kinetic battle in Iraq or Afghanistan," Wagstaffe said. "It's the next best thing to actually training in Iraq or Afghanistan. We learned long ago when the NTC was founded that you must train as you will fight with realism in every aspect of the training."

## Tribal Nations CoP

Continued from previous page

Talks included Omaha District's effort to complete the Mni Washte Emergency Water Intake Project, Portland District's support with the 50<sup>th</sup> Commemoration of the Celilo Falls Inundation, Kansas City District's fish weir completed with input from the Kickapoo, and a Pittsburgh District visit to Kinzua Dam to assess the erosion of a cemetery at the request of the Seneca Nation.

During these events, Corps people consulted with several tribal leaders. Armand Minthorn CTUIR Board of Trustees member; Randy Settler (Yakama Nation); Chairman Mike Jandreau and Scott Jones (Lower Brule Sioux Tribe), Chairman Evelyn Jefferson (Lummi Nation), and James De La Cruz (Quinault Indian Nation) eloquently addressed sovereignty, self-determination, and the importance of ancestral graves.

Elizabeth Furse, former Congresswoman from

Oregon and founder of ITG, spoke on the rights of Indian tribes and their status under the Constitution. Roy Sampsel, current ITG Executive Director, spoke on current trends in tribal governance.

### Visibility

In 2007, the Corps was a major presence at the National Congress of American Indians convention. NCAI is the largest national organization of tribes in the U.S. Thousands of people attend the convention and many contacts are made. This was the Corps' second year at NCAI.

It was the Corps' fourth year as a major participant at the American Indian Science and Engineering Society convention and career fair in Phoenix, where the CoP sponsored a booth. The Corps has had a partnership agreement with AISES since 2004 and has hired several Native-American graduates

in engineering and the sciences.

For the first time, the Corps also attended the National Tribal Environmental Council's annual meeting in Albuquerque, N.M. The Tribal Nation CoP's booth highlighting various programs drew a crowd.

Corps representatives are now familiar faces at regional meetings such as the Affiliated Tribes of Northwest Indians and the United Southern and Eastern Tribes. We hold regional and district consultation meetings routinely, letting Tribes know that we are moving toward a transparent, learning organization, with the ability to actively listen and provide feedback.

We are learning what the Tribes have always told us – trust begins with respect for the individual, and grows into solid relationships. The road may sometimes be rocky, but the Tribal Nations Community of Practice smoothes the path.

# Wreaths laid at National Cemetery

They came from around the country, some with tears in their eyes, to honor veterans most never knew. In a few hours on Dec. 15, in freezing temperatures, about 3,000 volunteers placed more than 10,000 balsam fir wreaths with blazing red bows on graves at Arlington National Cemetery in Washington, D.C.

Among those volunteers were six people from U.S. Army Corps of Engineers Headquarters.

"It's an amazing feeling. We were both touched by the experience," said Lt. Col. David Berczek, speaking for his wife Angela. Berczek, Assistant Director of Civil Works, said he and his wife were impressed by pictures of people placing wreaths at the cemetery last year, and decided they wanted to participate and include their two-and-a-half-month-old daughter, MacKenzie.

Berczek said his wife commented that sometimes we get caught up in our own little world, so going into the cemetery on a cold Saturday morning and seeing so many volunteers there to help decorate veterans' graves "was almost overwhelming," he said. "It was quite a crowd."

Despite the cold and the 45 minute wait to get into the cemetery, Berczek said participating in the annual event would become a family tradition if they are in the area.

Morrill Worcester, owner of the Worcester Wreath Company in Harrington, Maine, donated the wreaths

"to remember the fallen, honor those who serve, and teach our children the value of freedom."

"It touches so many people, it just continues to grow," said Worcester, who launched the Arlington Wreath Project at the cemetery in 1992 with about 5,000 wreaths and 25 volunteers, mostly from the Maine State Society of Washington, D.C. This is the first year he doubled his donation.

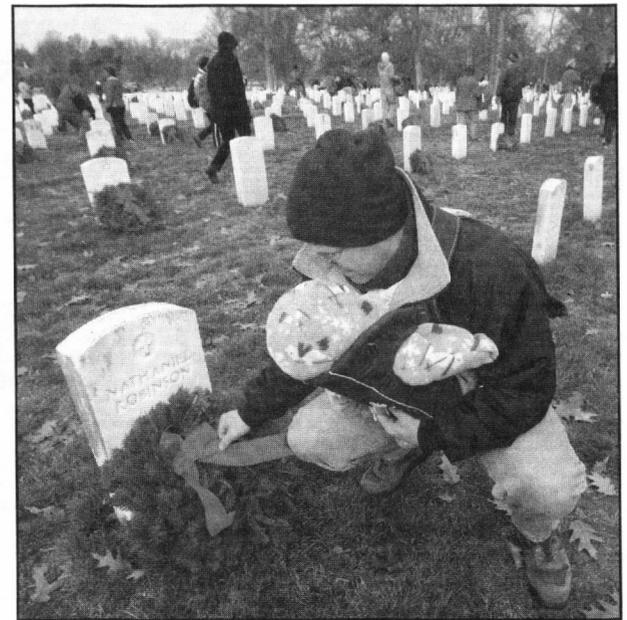
"There are graves that haven't seen anyone visiting for years," said Wayne Hanson, wreath coordinator for the society, which continues to supply volunteers. "You're paying tribute to those forgotten people."

Cemetery Superintendent John Metzler Jr. designated section 33 of the cemetery to decorate.

"I just feel very proud," said Metzler, who has watched the project evolve since the beginning. "People are taking time out to decorate the graves and to do it right. And the kids are being taught that this is something good to do."

Worcester and his wife, Karen, traveled with two truckloads of wreaths and stopped along the way to talk at schools.

"I don't think they realize that the ultimate sacrifice by these veterans happened for them," he said, adding that more than 740,000 troops have been killed or listed as missing in action since World War I. "It's



Lt. Col. David Berczek places a Christmas wreath at Arlington National Cemetery. He is holding his two-and-a-half-month-old daughter, MacKenzie. Berczek and his wife Angela were among the USACE volunteers who helped place wreaths at the cemetery. (Photo by F.T. Eyre, HECSA)

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## HR Corner

# Learning Center needs instructors

By Chris Gardner

U.S. Army Engineering & Support Center,  
Huntsville

Another member of the U.S. Army Corps of Engineers Learning Center's adjunct faculty has retired. Rob Callahan started teaching with the USACE Learning Center (ULC) in the mid-1980s. He taught courses on the complex Department of Defense Form 1391, used to submit military construction requests and justification to Congress for projects all over the world.

His regular job until his retirement at the end of 2007 was the Chief of Savannah District's Master Planning Section.

He is one of hundreds of Corps employees who share his or her expertise with the field as adjunct instructors with the ULC in Huntsville, Ala. The ULC relies on practicing professionals like Callahan from the Corps and across the Department of Army to share their expertise as adjunct instructors to teach ULC courses worldwide.

Retiring from the Corps also means retiring from the ULC's adjunct faculty. Gary Andrew, Director of the ULC, said Callahan is one of many baby boomer instructors on the cusp of retirement, which could soon put the ULC in a quandary.

"We have all these amazing practicing professionals right now who can teach courses, but a lot of them will retire soon," Andrew said. "We need to start getting more professionals to express an interest in becoming adjunct instructors to keep offering all the courses that students are demanding."

Adjunct faculty members, in addition to their normal jobs, spend a few weeks or more each year teaching courses in their specialties to students from the Corps, from all DoD services, and even from other state and federal agencies such as NASA.

The ULC provides new instructors with training and pays labor and travel expenses related to teaching. Course topics vary and can range from Wetlands Delineation to Construction Safety. Other specific courses, such as the DD Form 1391 Prepara-

tion Courses, for example, focus on USACE and Army business processes. See <http://ulc.usace.army.mil> for a complete listing of available PROSPECT courses.

Andrew said that in FY07 7,112 students were expected to take ULC courses, but the actual number was 8,235 taught in more than 350 sessions.

"We're trying to offer as many courses as possible to meet the demand from the Army family, but we also have to strike a balance with the time constraints of our adjunct instructors since they have responsibilities with their normal positions," Andrew said. "We try to take only three weeks a year of an adjunct instructor's time for courses, but we want to offer as many courses as students need. The whole idea of the Learning Center is to have practicing professionals teach courses while they are actively work-

ing in their specialties in the real world."

Callahan said he has enjoyed his time as an adjunct instructor, so much so that he would like to continue teaching after he retires. He said being an instructor offered many perks, including helping him stay on the cutting edge of his field. Being an instructor offered him the chance to coordinate with and work with a full spectrum of professionals ranging from top policymakers to students, and afforded him the opportunity to travel the world and make many new friends.

Professionals interested in pursuing careers as adjunct instructors with the ULC should talk with their supervisors and contact either Marilyn Lang at (256) 895-7426 or Betty Batts at (256) 895-7407 at the ULC.



## Christmas in Iraq

Soldiers and civilians in Baghdad's International Zone enjoyed a traditional dinner with all the trimmings on Christmas Day. At right are Soldiers from the 36th Combat Support Hospital. From left to right are Staff Sgt. Meltonia Jackson, Hot Springs, Ark.; Sgt. Richard Gaines, Milwaukee, Wis.; 2nd Lt. Ryan Rausch (obscured), New York City; Sgt. 1st Class Curnes Williams, North Carolina; Sgt. Henry Thompson, Columbia, S.C.; and Sgt. 1st Class Larry Hillard, Monroe, La. (Photos by Van Williams, Gulf Region Division)

# Around the Corps

## Minute Man Award

Louisville District realty specialist Daniel Yelch received the National Guard Bureau's Minute Man award on Nov. 8 at Camp Atterbury, Ind. The Minute Man award is the second highest award the bureau awards to civilians.

The Timber/Agriculture team in the district's Real Estate Division oversees timber disposal at 10 Army installations. Of these, three are National Guard installations where the district supports disposal contract management and technical support and consultation. Yelch oversees timber disposal at each installation, including both scheduled timber management sales and salvaging timber from construction sites. They also assist the installations' forestry staffs in timber marking, inventory, and managing areas to fit training scenarios.

Among the three National Guard installations, some of Yelch's successes include overseeing clearing areas for perimeter security roads at Fort Custer, and clearing a massive multi-purpose training range at Camp Atterbury. Yelch has received numerous Corps awards, but this is his first award from another agency.

## Iraqi engineers

Iraqi engineers figure prominently in the activities and plans on Forward Operating Base (FOB) Delta in Wassit Province. The Wassit Resident Office currently has 15 Iraqi engineers on staff, according to Maj. Clay Morgan, the resident engineer, who called them a great team of engineers.

Kevin Olsen, project manager in the Wassit Office, said he would love to see the day when the staff is made up almost entirely of Iraqi engineers. "Let them run the show," he said. "They can do it."

Col. Peter Baker, commander of the 214th Fires Brigade and the senior officer on the base, said he would like to use the USACE Iraqi engineers to do technical quality assurance inspections.

"We want to build quality projects for the Iraqis," Baker said. "Using Iraqi engineers from the Wassit Resident Office for inspections would be a big help."

Then there is an engineer-specific initiative undertaken by the State Department-led Wassit Provincial Reconstruction Team (PRT) — the Wassit Engineer Development Program. PRT leader Wade Weems and its programs manager, Roberto Bran, have worked for some time on the engineer initiative, with regular input from Morgan. They hold out the possibility of an Iraqi entity emerging along the lines of USACE.

Elements of the program include an engineer internship program; supporting the construction and installation of critical educational infrastructure, such as buildings and laboratories, at a local engineering college using U.S. reconstruction funds; and support for establishing advanced research and development.

The programs will emphasize the establishment of long-term relationships between Wassit University and academic institutions in the U.S., and will focus on promoting opportunities for development at the highest levels of Iraqi engineering.

Morgan said engineers hold an important position in Iraq. He said high school students must have superior grades to qualify for engineering school. The Wassit Engineer Development Program could be a model for other Iraqi provinces and other professions.

## Superior Civilian Service Medal

Tim Meers, lockmaster of Lower St. Anthony Falls Lock and Dam in Minneapolis, received the Superior Civilian Service Medal for his actions after the collapse of the Interstate 35W Bridge.

The lock and dam served as the incident opera-

tions center throughout the search and recovery efforts. The Hennepin County Sheriff's Department, a Navy dive team, a USACE maintenance and repair unit, and many other agencies used the site to stage response activities.

Throughout the three-week recovery effort, Meers worked long hours every day to coordinate the logistical needs of the agencies working at the site, and played a key day-to-day role in managing water levels to assist diving operations.

"Meers' skillful leadership, insightful resource management, and outstanding communications skills played a vital role in the rescue and recovery phases of this tragedy," wrote Brig. Gen. Robert Crear, commander of Mississippi Valley Division, who nominated Meers. "His contributions to this effort helped insure that conflicts between agencies were avoided, and that operations were executed safely and securely."

## Primary Healthcare Centers

To improve the health care system in Iraq, the Corps turned over three Primary Healthcare Centers (PHCs) to Iraqi authorities in Maysan province.

Robin Parks, a project manager with Gulf Region South District, said this brings to 19 the PHCs that have been turned over to the Iraqi Ministry of Health for the nine southern Iraqi provinces. Eight are open to serve the public. Fifty-eight are planned for the southern provinces. Forty are in various stages of completion, with 35 more than 80 percent complete.

There are three types of PHCs — Types A, B and C. Each health facility will provide essential medical services to 35,000 people per year. The three types differ in design:

**Type A:** 1,155 square meter two-story facility providing medical/dental examination and treatment with space dedicated for X-rays, vaccinations, laboratory, pharmacy, and public education.

**Type B:** 1,327 square meter two-story facility providing the same services as the Type A facility with additional medical training space that includes lecture halls, instructor offices, and a library.

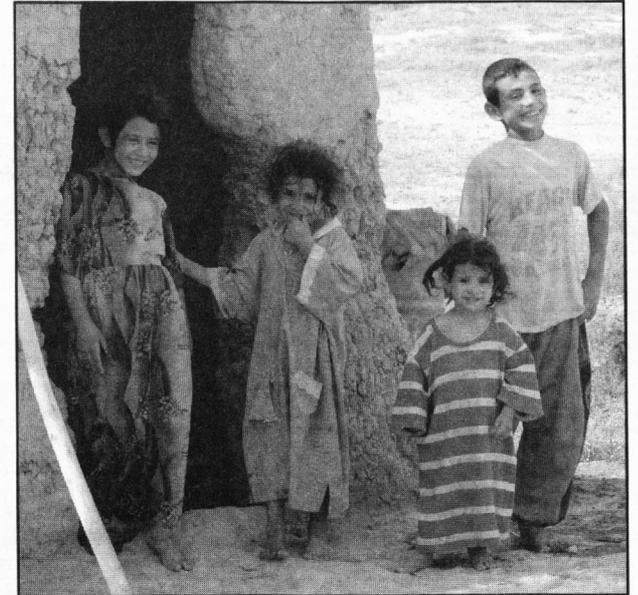
**Type C:** 1,940 square meter facilities that provides space for all the Type A functions plus space for emergency room, and a labor and delivery department that includes a pre/post delivery ward, delivery room, newborn nursery, ultrasound room, laundry and sterilization, and staff living quarters.

## Regulator of the Year

Wayne Hannel, Operations Division of Rock Island District, has received the Don Lawyer Outstanding Regulator Award, which recognizes him as Regulator of the Year. The biennial award is the highest regulatory recognition a Corps employee can receive, which recognizes individuals for superior regulatory operations, and their contribution to maintaining the integrity of the regulatory program.

For more than a decade, Hannel consistently earned high performance appraisals and exceeded the Regulatory Branch's level of productivity, while resolving controversial environmental matters in a way that met the public interest.

Specifically, Hannel resolved sunken barge issues, led the review of a major water-supply reservoir requiring an Environmental Impact Statement, and effectively dealt with politically controversial projects.



These Iraqi children will have shoes and warm clothes for winter thanks to collections taking place in the U.S.

## Shoes for Iraqi children

Gulf Region South District's generosity has found new expression. Shoes for Iraqi children are the latest cause to be embraced by the district family, thanks to Robyn Comeau, wife of GRS resident engineer Charles Comeau.

"My wife has started a shoe drive at home to collect shoes for Iraqi children," Comeau said. "So far, she has more than 200 pairs of shoes."

Robyn Comeau launched a shoe drive in Houston County, Ga. She is looking for support from the local business community, both for shoes and shipping expenses.

Her husband plans to hand out shoes while visiting job sites in southern Iraq where Gulf Region South is building many projects such as health clinics, water compact units, electrical substations, roads, and bridges.

The Comeaus' efforts follow two other initiatives undertaken by the GRS family. The first collects and distributes toys and stuffed animals to Iraqi children. The second collects warm clothing for needy Iraqi children and women as the weather turns cold. Boxes of clothing have started to arrive from the U.S., and more are anticipated.

As for the shoes, Comeau won't be surprised if the total reaches 500 pairs.

## Wetland delineation

The one-year trial period for the Arid Southwest Regional Wetland Delineation Supplement will end this month. If the trial goes well, the supplement will change regulatory procedures that affect soil and hydrology throughout the arid southwest.

The supplement came into existence when the Corps decided to regionalize its supplements. The original 1987 Wetlands Delineation Manual covered the U.S. as a whole, but was seen as a mistake by many members of the environmental community. A single Wetland Delineation Manual for the entire U.S. failed to address region-specific issues.

The Arid Southwest Region Wetland Delineation Supplement will be the second regional supplement, with Alaska having the first.

"The new supplement will be required for use in wetland delineations throughout the southwestern U.S. and other arid climates," said Eddie Paulsgrove, a regulatory project manager and Special Emphasis Program manager. "The manual was developed in cooperation with the Environmental Protection Agency, U.S. Fish and Wildlife Service, and other state, federal, and parties with a vested interest."

# wreaths

Continued from page six  
a tremendous loss of life."

Two Maine companies donated trucks for the 740-mile trip from Maine to Washington, D.C. They were escorted by Maine State Police troopers and members of the Patriot Guard Riders, a nationwide group of veteran bikers.

Other volunteers who placed wreaths included members of the Maine Civil Air Patrol, local Veterans of Foreign Wars and American Legion posts, military units, congressional staffers, scout troops, and school children.

Worcester got into the wreath business to earn money when he was a University of Maine student in animal science, but he is now the sole supplier for L.L. Bean, and operates the biggest mail-order wreath business in the U.S.

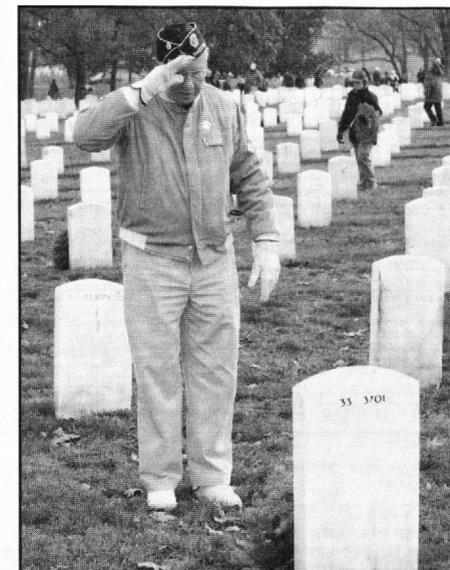
He also said he started the wreath project "by mistake," explaining that he had extra wreaths in 1992 and decided to decorate graves at Arlington National Cemetery. He had visited the cemetery at 12 after winning a trip to the area.

"I wasn't all that patriotic," he said. "But I was impressed with the size of the cemetery, how well-kept it was, and with the changing of the guard at the Tomb of the Unknown Soldier."

Worcester said he sees support growing for the event, and gratitude for what's been done when volunteers tap him on the shoulder to shake his hand.

"I'm not a veteran, but I support what they're doing," he said, adding that the wreath project will continue "as long as there's a Worcester."

*(Linda Hosek of the American Forces Press Service, and Brett McMillan of Headquarters contributed to this article.)*



Volunteers lay wreaths at Arlington National Cemetery on Dec. 15. More than 2,000 volunteers placed donated wreaths in Section 33 of the cemetery. (Photos by F.T. Eyre, HECSA)

# Volunteers

Continued from page one

announcements are listed as "Open Continuous" because of the need to recruit talented, experienced people on an ongoing basis.

"Why volunteer?" asked Lenahan. "Because serving in Afghanistan or Iraq presents a unique opportunity for professional growth and personal enrichment. Many volunteer because they believe in the Corps' rebuilding mission in these countries, or they volunteer out of a sense of patriotic duty, or wanting to help people build a better life and future."

Additional volunteer benefits and incentives for federal employees may include temporary promotion opportunities; post differential, danger, and overtime pay; and separate maintenance allowance, among others.

Lt. Col. Kari Otto, AED Deputy, Commander said, "No matter why you volunteer, it's rewarding to be part of such a worthy cause. The projects are fast-paced in Afghanistan, and it's not uncommon to see a major construction project completed during a six or 13 month deployment."

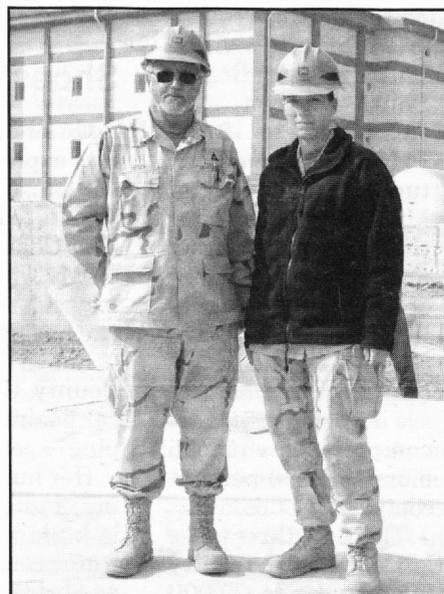
AED maintains its headquarters in Kabul, but there are area and resident offices throughout the country to support the mission.

Deployments in Afghanistan offer a wide range of experiences for volunteers, "and there's something for everyone," said Bruce Huffman, AED Public Affairs Officer. Corps employees in Afghanistan might work out of Kandahar, Bagram, Gardez, or Qalat.

GRD headquarters is in Baghdad and has three district offices Tikrit, Tallil, and at Baghdad International Airport. Each district office has multiple locations that are co-located with coalition forces across Iraq.

While deployed to Afghanistan or Iraq, Corps employees will work with coalition partners, the State Department, and the host country to build health care clinics, schools, roads, power distribution facilities, and other infrastructure projects.

Col. Gary Pease, GRD Chief of Staff, said, "GRD is great personal and ca-



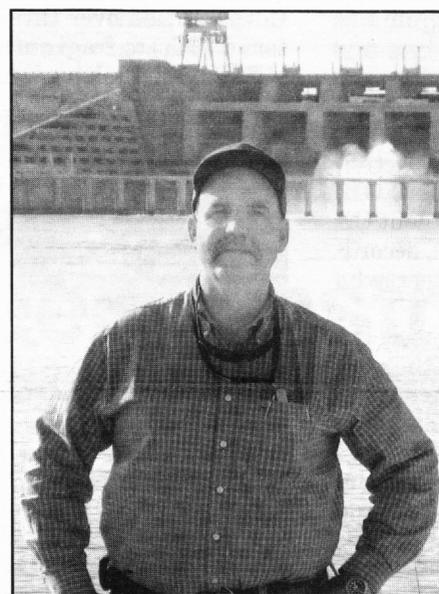
Bob Lipsky, project engineer, and Kristie Acuff, construction representative, at the Combined Security Transition Command-Afghanistan. (Photo by Bob Huffman, Afghanistan Engineer District)

reer experience. People assigned here have a level of responsibility and authority well beyond any job they've ever had before."

GRD employees work complex projects and interface with a wide variety of stakeholders, to include Iraqi contractors, Iraqi government officials, coalition partners, State Department, and U.S. Agency for International Development employees.

"Most important is that they leave Iraq feeling they've made a vital contribution in the birth of a free and democratic nation, which is essential to the future security of the United States," Pease said. "Additionally, they will grow personally and professionally, and return with a real feeling of satisfaction that comes from participating in such an important mission."

"Our work here in Afghanistan is touching people's lives in a positive way, and you can see that everywhere you look," Otto said. "We're doing far more than building structures; we're creating a better future and quality of



Scott Gates, who has returned to Walla Walla District, was the power manager of Haditha Dam. The dam is the second-largest hydroelectric dam in Iraq. (Photo courtesy of Gulf Region Central District)

life for a country that has been at war for more than 30 years."

The Corps is providing Afghans with things most people take for granted, such as roads, clean water, and adequate health care, Otto said. "You really gain an appreciation for the possessions and opportunities you have as an American when you see someone drink clean water or get health care for the first time in their life."

One question frequently asked by potential volunteers is "What will my home away from home be like?"

"Living conditions in GRD are excellent," said Pease. All employees get their own room that usually has a television, DVD player, and a bathroom. Also, food and transportation are free. Most GRD locations have gyms, libraries, movies, and other opportunities to rest and relax.

Also, civilian employees are now authorized three home leaves during a one-year tour. Leave transportation is paid by the government. Additionally, communication with family and

friends is "very easy and convenient," added Pease.

Similarly, Huffman with AED, responded, "Accommodations in Afghanistan are quite nice, with modern dining facilities, and nicely equipped gyms, and living quarters, although some forward operating locations can be a bit more rustic."

There are many opportunities for R&R leave and recreation while deployed, and most Corps employees in Afghanistan Engineer District have phone and Internet access in their individual rooms.

"This has been the most rewarding personal and professional experience I have ever had," said Curt Heckelman, Deputy for Programs and Project Management, Gulf Region North District. "You quickly realize that you're a part of something that's much, much larger than any individual effort you've done before now and, for me, it's been a great honor."

Heckelman said that every person works at a higher intensity and learns quickly how to execute at a different level. "The pace is unrelenting, but it's also energizing. My most memorable experience is teaching, coaching, and mentoring individuals."

Currently, AED and GRD are in need of area, resident, and project engineers. However, other mission support positions are also available for administrative support, budget analysts, contract specialists, program managers, public affairs specialists and many others.

Applicants can self-nominate through the Army Vacancy Announcement Board: <http://cpol.army.mil> or at [USAJOBS.opm.gov](http://USAJOBS.opm.gov)

USACE officials said that in the near future, AED (<http://www.aed.usace.army.mil>) and GRD (<http://www.grd.usace.army.mil>) will produce videos that will be available online that highlight civilian employees' living and work environments.

For first-hand accounts of Corps members' tours, please visit <http://www.grd.usace.army.mil/news/postcards/index.asp>