See New Strategic Vision on Page 16!

US Army Corps of Engineers®

Engineer Update

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Civil works budget is $3.9 billion for FY 2002

President Bush's budget transmitted to Congress on April 9 requests $3.9 billion in appropriations for the U.S. Army Corps of Engineers civil works program for fiscal year 2002 (FY02).

Funding is proposed to continue the sound development of the nation's water resources, the operation, maintenance, and management of the nation's navigation, flood damage reduction, and multiple-purpose projects, the regulation of wetlands, and the restoration of important environmental resources, such as the South Florida Ecosystem.

In allocating funds available for civil works, the budget gives priority to projects and programs that provide significant national benefits in the Corps' principal mission areas — commercial navigation, flood damage reduction, and environmental restoration.

Given the large backlog of funding needed to complete construction projects already underway (more than $21 billion in the Construction, General account alone), the budget focuses on completing ongoing projects, rather than starting construction of new projects that would add to this backlog and increase delays in completing ongoing projects.

The budget also redirects funds from projects added by Congress in FY01 that are not consistent with established policies.

Funds are included to continue building important commercial navigation projects, such as $81 million to continue projects to deepen the Port of New York and New Jersey, and $34 million to continue building the Olmsted Locks and Dam, Illinois, and Kentucky.

It also includes funds to continue building flood damage reduction projects for communities across the nation, such as $52 million for the Southeast Louisiana project, and $17 million for projects on the American River in California.

Restoration of the Florida Everglades construction is funded at $139 million, including $28 million to support the Comprehensive Everglades Restoration Plan. Columbia River Fish Mitigation is funded at $81 million.

The budget also includes funds to continue construction and renourishment of ongoing shore protection projects, and proposes to increase from 35 to 65 percent the non-federal cost share for renourishment work funded in FY02 or thereafter at ongoing and future shore protection projects.

In the operation and maintenance program, the budget gives priority among port and harbor and inland waterway activities to those that support high commercial navigation use, and redirects funds from lower-priority activities, such as recreational harbors and low commercial-use inland waterway segments.

The budget also proposes to phase-in increases in recreation user fees, with the increases directly available to the Corps to spend on operation, maintenance, and improvement of its recreation facilities.

For the Mississippi River and Tributaries program, the budget targets funds to high-priority flood damage reduction projects, which are located on the mainstem of the Mississippi River and in the Atchafalaya River basin, La.

Budget breakdown

The FY02 civil works budget requests appropriations of $3.9 billion, which is estimated to result in FY02 outlays of about $4.327 billion. The requested amount includes about $675 million from the Harbor Maintenance Trust Fund, about $61 million from the Inland Waterways Trust Fund, and about $29 million from Special

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The federal FY 2002 budget includes $3.9 billion for the Corps' civil works program. (Photo by F.T. Eyre)

Two Corps emergency management workers advise a volunteer in Moline Ill. (Photo by Mark Kane, Rock Island District)

St. Paul battles flood

By Mark Davidson
St. Paul District

"We were ready for the flood fight of 2001 on all fronts, starting with recent winter meetings with state and local officials, and building permanent flood control structures during the past 35 years," said Col. Kenneth Kasprisin, commander of St. Paul District during a Flood Fight 2001 briefing.

The district needed that preparation. Last April, heavy spring rains combined with the rapid thaw of a particularly thick snow pack, caused flooding on the Red, Minnesota, and Upper Mississippi rivers and their tributaries. An estimated $50 million in damages were prevented by the emergency response of the U.S. Army Corps of Engineers during the flood fight.

St. Paul District bore the brunt of the effort, since most of the flooding fell within its geographic boundaries. The district activated its Emergency Operations Center on April 7 for 'round-the-clock operations. Seven volunteers from Mississippi Valley Division and Rock Island, St. Louis, New Orleans, and Memphis districts also took part in the flood fight.

Flood Fight 2001

"The Corps gave out 3.2 million sandbags to communities," said David Christenson, chief of the

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Insights

Priorities, care make an organization great

By Col. Lowell Moore
Chaplain, U. S. Army Corps of Engineers

Just the other day I was in the locker room getting ready to do my daily physical training (PT). (I was getting ready for the next time I'm stumped by one of Lt. Gen. Flowers' brain-challenging questions, and I get to do so some of his famous, morale-building push-ups.) In the locker room I struck up a conversation with another member of the Corps family who was also getting ready for PT. Evidently he has heard about our Chief's memory incentive program, too.

Our conversation worked its way around to the Corps, so I asked him how he liked working for the Corps of Engineers. He told me that he loved his job and enjoyed working for Corps. He went on to tell me how he started out with another branch of the federal government, but now that he is with the Corps he isn't going back! He also told me that he has had several opportunities to apply for positions that would mean a promotion to GS-15. Although he was confident that he would have been selected for at least one of these positions, it would require leaving the Corps, so he chose to not apply.

While putting on his shoes he told me that there was one position that he considered for a while. It would mean a promotion and allow him to stay with the Corps, but it would require a move and he wasn't willing to move because of his son.

Then, with a grin that filled the entire locker room, he began telling me all about his handsome, brilliant, charming son. While pulling on my socks, I heard about good grades, about a great soccer player, about high morals, and much, much more.

Making no effort to conceal his pride, he puffed out his chest as he told me that his son was so popular that he had "at least 500 friends." I learn that their favorite hangout was his living room and how this gang of teenagers would wear a path in the carpet going to and from the refrigerator. He made it clear that no promotion could tempt him to move his son away from all that he had going for him.

I learned two things while listening to this proud father and loyal Corps member. First, I learned that he thought of the Corps as a great place to work. But I hear this everywhere I go.

The last time I was in Vicksburg I spoke with one of our younger Corps members who had been with the Corps less than two years. She told me that less than a year ago, her father took ill and was hospitalized. She wanted to take time off to see her father but because she was a new employee, and she was working on a very important briefing, she was afraid to ask her supervisor for the time off.

When one of her fellow Corps members heard about this, he insisted that she take the matter to her supervisor. Reluctantly she approached her supervisor with her dilemma. When the supervisor heard about the situation, she was told to take the time to see her father, and the Corps would manage the briefing in her absence. As it turned out, her father passed away and she was able to be with him.

Is there any wonder why his young lady is now a loyal member of the Corps family? This is just one example of how loyal members are made, and how the Corps' reputation of being a great place to work is perpetuated.

The second thing I learned from this proud father is the importance of values and priorities. Some things are more important than getting ahead, and family is one of them.

In closing, I encourage all of us to take a tip from this motivated, dedicated Corps employee and an unknown supervisor. Set your priorities, and take care of other members in our Corps family. We have a great organization; let's keep it that way.

And, I have another tip for all Corps members – learn to do push-ups. You never know when Lt. Gen. Flowers will come around the corner with a mind-boggling question and, when he does, knowing how to do push-ups just might come in handy.

(The views expressed in this article are those of the author 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.)

Budget

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Recreation Use Fees.

Besides the requested appropriations, a transfer of about $114 million in Bonneville Power Administration revenues would directly finance operation and maintenance of hydropower facilities in the Pacific Northwest, nonfederal interests will contribute about $315 million in cash, and other sources would provide about $85 million.

A breakdown of the budget accounts follows:

General Investigation — $130 million (funds studies, design, coordination, data collection, and research and development).

Construction General — $1.3 billion (funds project construction and major rehabilitation).

Operation and Maintenance, General — $1.7 billion (funds the operation and maintenance of existing projects which include inland waterways, coastal channels and harbors, flood control projects, multipurpose projects including hydropower, recreation areas, and natural resources).

Regulatory Program — $128 million (funds the Corps' permit program for dredge and fill material in the waters of the U.S.

Flood Control, Mississippi River and Tributaries — $280 million (funds the study, design construction, operation and maintenance for water resources projects in the alluvial valley of the Mississippi River).

General Expenses — $153 million (funds for the executive direction and management of the Corps of Engineers Headquarters and major subordinate commands such as divisions).

Formerly Utilized Sites Remedial Action Program — $140 million (funds for the management of the program transferred to the Corps from the Department of Energy by the Energy and Water Development Appropriations Act, 1998).

Details of the FY01 Civil Works Budget, including state-by-state information, are available by selecting Programs Management at the Civil Works Directorate World Wide Web site: http://www.usace.army.mil/inet/functions/cw/

The U.S. Army Corps of Engineers provides quality, responsive engineering service to the Army and the nation. The Corps plans, designs, builds, and operates water resources and other civil works projects to provide a variety of benefits to the taxpayer, including flood damage reduction, navigation, environmental restoration, water supply, hydroelectric power, and recreation. The Corps also provides military construction for the Army and Air Force, and design and construction management support for other federal agencies.

Under the civil works program, the Corps operates and maintains almost 300 deep-draft harbors, 275 locks, and 12,000 miles of navigable waterways. The 383 major lakes and 8,500 miles of levees managed by the Corps prevent an estimated $21 billion in potential flood damages annually. Since the Corps flood control program began in 1928, its projects have prevented billions of dollars in flood damages, far exceeding the federal investment of about $42 billion. The Corps operates 75 hydropower facilities, providing 24 percent of the nation's hydropower capacity. The Corps is the nation's largest provider of water-based recreation with more than 4,000 recreation sites hosting 380 million visits in 1998.

(U.S. Army Corps of Engineers press release.)

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Letters to the Editor

Diversity means all of us

In the April issue of *Engineer Update*, two Buffalo District employees wrote letters to the editor to protest recent articles in the "Insights" column authored by various USACE chaplains who happen to be Christian. Their objections ranged from affronts to every non-Christian religion to violations of the First Amendment. A common complaint was that because the articles written by the chaplains contained Christian themes they were deemed to be proselytizing, at taxpayer expense, no less.

As if that wasn't enough, the chaplains' viewpoints were also attacked as being contrary to the Corps' goal of "increasing diversity among our ranks."

To my fellow Corps employees who harbor the same feelings as these two letter writers from Buffalo District, consider the following:

As well as prohibiting the establishment of a state religion, the First Amendment also guarantees every citizen's right to speak freely, and that includes the right to worship freely without governmental interference. Writing a commentary expressing one's personal viewpoint qualifies as free speech. The same goes for writing a letter objecting to the content of that commentary. It's all protected speech.

However, calling an expressed viewpoint a First Amendment violation just because of its religious theme is not only self-contradictory, it's just plain wrong. To use an overwrought phrase…it's unconstitutional. Your constitutional rights protect your individual freedom. They do not and can never "protect" you from others exercising those same rights.

With respect to the diversity complaint, please understand what the definition of diversity means — "the condition of being diverse (different); unlike." The Corps' goal of increasing diversity means recognizing and acknowledging the innate differences that exist among all of us Corps employees, to include (in alphabetical order) age, culture, ethnicity, gender, race, and religion.

I hope that our shared goal of increasing diversity would apply equally as well to acknowledging diversity of thought as it does to that of mere outward appearances.

Essayons!

Timothy Sullivan
Seattle District

Higher thoughts

While respecting the right to their opinion, I take exception to the premise expressed by the two writers from Buffalo District who are offended by the comments of Chaplains Moore and Carlson. Our Constitution states "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof." I see no "law," requirement, or other coercion on the part of these men. The editor correctly states that neither gentleman has ever, in this space, "exhorted anyone to change their beliefs."

We live in a country where, regrettably, the value of human life has become very inconsequential. School shootings are commonplace, fidelity in marriage is out of fashion, and the notion of right and wrong has been replaced by moral relativism.

I find it very gratifying for the finest engineering organization in the world to also offer thoughts that appeal to our higher virtues.

Robert Peters
Mississippi Valley Division

Nothing in my 10 years as editor of the "Engineer Update" has generated more comment than the letters which took exception to the chaplain's "Insights" column. All the letters I received supported the column. In the interest of space, I'm publishing just two of the more representative (and milder!) responses.

Barring potent new developments, this will be our last word on this issue. The "Engineer Update" welcomes and values all opinions; that is what diversity is all about.

*For comments on a different subject, please read on…**Editor***

Salutes Lt. Gen. Flowers

Reference the article "Flowers to Senate: Allegations are false"…

Way to go Lt. Gen. Robert Flowers!!

During my 30-plus years I have had nothing but pride in the accomplishments and missions of the Corps, and now I am proud that we have a Chief who is able to set the facts straight, who effectively shoots down the false allegations, and who establishes effective goals to reinstate public confidence in the Corps and its products.

Lt. Gen. Flowers has shown that he is one hell of a good leader, and we are fortunate to have him on our team at this time of the Corps. The Chief's "Permission Slip" and "Philosophy" are the best leadership guidance to the Corps during my career. Lt. Gen. Flowers is proving to the best leader for the Corps during my career.

I salute you, Lt. Gen. Flowers, for a job well done!!

C.R. O'Dell
Fort Worth District

The "Engineer Update" welcomes letters to the editor. Please write to:
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All letters must be signed. No anonymous letters will be published. The editor also reserves the right to edit letters for length, grammer, and newspaper style.

Flood

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district's Readiness Branch. "The Corps directed the building of about 20 miles of earthen levees in the three flood fight basins. The Corps hires commercial contractors to dig the dirt fill for the levee, transport it to the flood fight area, and directs the contractor where to place the dirt to stop the water. The Corps engineers design the levee, and make sure it's built to stop the water."

Corps emergency work, mostly levee building, during the 2001 flood fight prevented more than $50 million in damage to the North Dakota cities of Wahpeton and Fargo, and the Minnesota cities of Breckenridge, Montevideo, and Granite Falls.

The Corps also gave the cities and towns sound engineering advice before and during the flood fight.

"We work with the mayors, city councils, and city governments to develop a plan to combat the flood that is heading downstream for their particular city," said John Bailen, the district's chief of engineering.

Corps officials let the cities know what resources they will need to fight the flood and what the Corps can provide them in equipment, sandbags, and pumps.

As the flood fight starts, Corps people set up a field office and work with the local emergency management people to coordinate with the cities, counties, states, and other federal agencies involved.

The Corps' emergency work included:

The Mississippi River overtops Lock and Dam 2 at Hastings, Minn., on April 18. (Photo by Burch Cummunications)

Red River of the North — Breckenridge, Minn., and Wahpeton, Fargo, and Grand Forks in North Dakota. Ten contractors built 84,735 linear feet of levees for $2.1 million. The Corps provided more than 1.43 million sandbags to these communities, and loaned 28 pumps.

Minnesota River — Montevideo and Granite Falls, both in Minnesota. Four contractors built 11,300 linear feet of levees for $517,000. The Corps provided more than 1.7 million sandbags and loaned 12 pumps.

Mississippi River — Glen Haven, Marquette, and McGregor, all in Iowa. Two contractors built 2,100 linear feet of levees for $7,000. The Corps provided 34 pumps and more than 79,000 sandbags.

Most of the 13 locks and dams in St. Paul District, from Minneapolis to Guttenberg, Iowa, closed on April 12 due to high water. The Corps worked with the Coast Guard to close the river to all traffic.

More than 320 district employees were directly involved in the flood fight. About 220 Corps employees at the locks and dams were involved in sandbagging the control structures at each facility to protect them from water damage.

"The other 100 Corps personnel were involved in the flood fight, either at the scene of the flooding or working in the 24-hour operation at the district's Emergency Operations Center in St. Paul," said Shelly Shafer, Readiness Branch specialist.

Flood control structures

Since 1965, when the Upper Midwest experienced record floods, St. Paul District has built 42 flood damage reduction projects in the region. Including the 2001 flood, Corps officials estimate that the damages prevented by these projects since 1965 tops $1 billion. The permanent flood control structures saved cities and states an estimated $176 million dollars in urban flood damages in this year's flood.

The projects built by the Corps in the 1980s and 1990s include St. Paul, Winona, South St. Paul, Mankato, Henderson, Halstad, and Chaska in Minnesota; Grand Forks, Fargo, Pembina, and Oslo in North Dakota; and Guttenberg, Iowa.

City officials were relieved that their flood control projects, designed and built by the Corps, operated as intended.

"We're happy with the operation and the city was well protected, both this year and during the 1997 flood," said Bill Monk, Chaska city engineer. "We were relieved not to repeat the devastating flood damage of the 1965 and 1993 floods."

"The residents of South St. Paul are grateful for the floodwall that's protecting our city," said Mayor Kathleen Gaylord.

Drowning

Recent tragedy teaches grim lessons about summer safety

By Tim Bischoff and Dawn Kovarik St. Louis District

On March 20, two young men drowned in Rend Lake in St. Louis District, and their deaths hold lessons for anyone planning to enjoy water recreation this year.

They had completed the night shift at the Steak & Shake and headed for Rend Lake for some early morning fishing, stopping on the way at a local convenience store for bait and beer.

Shortly after 8:30 a.m., they put their boat in the water. At 8:40 a.m., a trucker passing on the interstate saw two heads in the water and a boat circling out of control around them. The driver immediately called for emergency rescue, but by the time he could pull his rig over, he saw the first man go under and out of sight. Within five minutes of sighting of the accident, both men had disappeared beneath the surface.

It took 18 days for the bodies to surface. They were recovered on April 7 when a woman fishing along the shore near the accident site spotted one victim. Park rangers Norman Carlile and John Schulte responded to the call. A fisherman in the area helped retrieve the body and bought it to shore. The Illinois Department of Natural Resources Conservation Police were already on their way and retrieved the second victim's body.

How did this happen? Since no one survived the accident, we can never know for sure. But what we *do* know about this drowning fits the national statistics on drowning in the U.S.

Even a peaceful scene like this can turn to tragedy if simple water safety rules are not followed. (Photo courtesy of St. Louis District)

The victims were young males, 19 and 32 years of age, who evidently never planned on landing in the water. There were lifejackets in the boat, but they were not wearing them. The lifejackets were still neatly and tightly secured to the bottom of the boat when it was recovered.

It is possible that alcohol played a role in the accident, since they had purchased beer before going to the lake.

Once in the water, their chances for survival were lessened substantially by the water temperature. On the day of the accident, the water temperature was 64 degrees. Hypothermia became a contributing factor the second they hit the water.

All known factors leading to this drowning fit about 80 percent of all boating fatality scenarios.

As summer approaches and we take our loved ones to the pool, river, or lake, we will face the same dangers and choices as these two unfortunate young men. The difference between your trip to the lake and theirs is that your trip can have a different ending if you follow the basic rules of water safety.

Don't just pack your lifejacket. Wear it! This means wear a lifejacket that fits you correctly and is appropriate for your activity. Remember, it is much more comfortable to wear a lifejacket than to plan a funeral.

When you take the kids near water, watch them at all times and stay near enough to rescue them if they need help. It takes only a few seconds and an inch or two of water to lose the one you love forever.

Boating is like driving. If you drink, don't drive (or swim). About 90 percent of all drownings are alcohol-related.

Don't dive in uncharted waters. About 8,000 people are hurt or paralyzed from diving accidents each year.

Last, but certainly not least, ***learn to swim!*** If you or your family members don't know how to swim, take lessons. Colleges, YMCAs, local pools, and community centers host classes throughout the year.

Being around water is not inherently dangerous. Water becomes dangerous only when you do not respect it.

If you need more information on the rules of water safety, contact any Corps lake project offices, and the ranger staff will be glad to help.

(Tim Bischoff and Dawn Kovarik are park rangers at Rend Lake.)

Reference room honors influential civil works scholars, preserves their work

Article by William Werick Photo by Marty Hendricks Headquarters

A small but extraordinary event may help catalyze a rebirth in water resource planning scholarship in the U.S. Army Corps of Engineers. On April 6, Dr. Arthur Maass and Dr. Gilbert White dedicated the Arthur Maass-Gilbert F. White Water Resources Reference Room. It is located at the Corps' Institute for Water Resources (IWR) in the Casey Building at the Humphries Engineering Center Support Activity (HECSA) in Alexandria, Va.

Unique collection

Maass and White had more influence on the Corps' water resources planning process than any other scholars in the 20th century. The reference room is a unique collection of their personal libraries, which they endowed to the Corps.

The material is housed at IWR so that it is available to planners and scholars in the Corps, elsewhere in the U.S., and around the world. The material must be studied on site, but a listing of materials can be seen at http://www.iwr.usace.army.mil/.

Additional papers by Maass and White, and the books they wrote, are also housed at the Office of History in the Kingman Building at the Humphrey's Engineering Center.

Pioneers

Maass, now 84, criticized the Corps' cozy relationship with Congress in his 1951 book, *Muddy Waters,* and he led the Harvard team that wrote *Design of Water Resource Systems,* the book that created the foundation for the "Principle and Standards" and "Principles and Guidelines" of water resources management. These books will be available in the reference room.

Gilbert White, who will be 90 later this year, is considered the father of floodplain management. He advocated the equal consideration of non-structural

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Dr. Arthur Maass (left) and Dr. Gilbert White cut the ribbon to open the Arthur Mass-Gilbert White Water Resources Reference Room.

Top NCO is wage-grade champion

Article by Bernard Tate
Photo by F.T. Eyre
Headquarters

Wage-grade champion.

That's an unusual title for a command sergeant major, but one that the new top NCO of the U.S. Army Corps of Engineers takes in stride.

"It's very much in keeping with being a command sergeant major," said Command Sgt. Maj. Robert Dils. "I'm used to dealing with soldiers of all ranks. In this organization we have soldiers, but we also have a lot of civilians that do the same things soldiers would do in a military organization.

"So I'm the commanding general's sergeant major, and the soldier in the 249th Engineer Battalion's sergeant major, and the wage-grade deckhand on the Mississippi River's sergeant major, and the SES in Headquarters' sergeant major, everybody's sergeant major," said Dils. "But the Chief of Engineers has asked me to focus on wage-grade employees in the same way I would focus on soldiers in a unit."

Need representation

The Chief of Engineers wanted the wage-grade employees to have representation at the highest levels of the Corps.

"The vast network of wage-grade employees do much of the real work of the Corps of Engineers," said Lt. Gen. Robert Flowers, Commander of the U.S. Army Corps of Engineers. "You present an excellent image, and many of you receive top-flight support from your supervisors and organized labor groups. But, unlike many of the Corps' professionals, you do *not* have a peer champion in Corps Headquarters to look after your welfare. I've decided to fix that by assigning a new role to the USACE command sergeant major, the role of wage-grade champion. I will task him to work closely with the wage-grade employees to understand your needs and aspirations, and to support you under my direct authority."

Lot of travel

It would be impossible for the command sergeant major to do that job sitting in Headquarters. Since reporting for duty on Feb. 9, Dils has spent more than half of his time in the field. As of this writing, he has visited parts of the Mississippi Valley, Lakes and Rivers, and North Atlantic Divisions, the USACE Finance Center, and the Engineer Research and Development Center.

Command Sgt. Maj. Robert Dils, the Corps' new sergeant major, is the wage-grade employees' representative in Headquarters.

"To do my job effectively, I need to spend a significant amount of my time traveling throughout the Corps, talking with and meeting with people," Dils said.

During those trips, he looks for "career development, training, quality of life, health, welfare, morale, education, professional development, safety, everything that has to do with their involvement with our organization. No different than what I've done for 30 years as a soldier and a leader in the Army."

Dils said that he has been well received by labor and management alike.

"The wage-grade workers have been exceptionally receptive to the idea," he said. "I think most of them feel it's high time; I've heard that comment, unsolicited, from a number of people. And the chain of command in the divisions, and the supervisors, have been very open. Wherever I've gone they've allowed me to talk to the wage-grade employees individually and collectively."

Advocate

Back in Headquarters, Dils sees his job as an advocate.

"The big payoff after I gather their concerns, thoughts, suggestions, and ideas (and I've gotten some great ones) is to interface with the staff in Headquarters. I carry back to the commanding general those concerns and problems, and try to have an impact on improving the issues involved with their concerns," Dils said. He is "lobbying, pushing the command group to adopt policies, procedures, and programs that support wage-grade employees and their concerns and issues. And I follow up on those actions to make sure we're *doing* something about it, not just *talking* about it."

Learning

And what has Dils learned so far during his travels?

"I've found there are an incredible number of super folks who are totally dedicated to the Corps and its mission," he said. "They really like what they're doing and they feel they're making a contribution. They're a key part of the communities where they live, they representing the Corps extremely well in those communities, and they're making a real difference.

"It's my observation that we need to improve communication up and down the chain of command," Dills continued. "It's my observation that we have the best safety program in the Army, and we need to continue to emphasize it to everyone.

"I'm glad to be here, and I really mean that," Dils concluded. "I appreciate the opportunity, and I hope I can contribute to the organization and the people being better when I leave than when I came. I welcome anybody's ideas and suggestions about ways that I can help."

Maass-White

Continued from previous page

water control measures since the late 1930s. He has worked with IWR in the past, most recently during the National Drought Study, and the Galloway Commission review of floodplain management in 1994.

Maj. Gen. Milton Hunter, Deputy Chief of Engineers, led a symposium of speakers at the dedication ceremony. The speakers discussed White's and Maass' influence on the Corps, the current state of Corps water resource planning, and what the future may hold.

Resource

"If we know one thing, it is that our children's children will forget the constraints of time and budget we worked under, but will judge us on the impacts of our decisions on their lives," said Hunter. "The Maass-White Reference Room will be more than a great resource for scholars, more than a tribute to these two men. It will remind us that an agency that is judged for the quality of its recommendations needs scholars."

After Hunter read letters from Civil Works Director Maj. Gen. Van Winkle to each honoree, Jim Johnson, Chief Planning and Policy, paid tribute to White, his professor at the University of Chicago. Steve Dola, formerly with the Office of the Assistant Secretary of the Army (Civil Works), celebrated Maass, his professor at Harvard.

After the tributes, Brig. Gen. (ret.) Gerald Galloway, Secretary of the U.S. Section of the International Joint Commission, detailed how Maass and White had challenged and changed the Corps. The symposium ended with Dr. Leonard Shabman, an economics professor at Virginia Tech, challenging the Corps to live up to Maass' and White's ideals in the 21st century.

Gifts and credit

After the symposium, both Maass and White received working keys to the Maass-White Reference Room, and engraved captain's clocks (brass nautical clocks housed in hardwood boxes.) Both briefly also addressed the group.

During his remarks, White was generous in sharing credit.

"On one hand, I'm honored by the recognition given, but on the other I'm embarrassed because so much of the thinking has been shared by so many others," said White. "This has been very much a joint enterprise over the years." He also felt heartened. "I feel that in a way we have represented today a very important kind of fellowship, of people, whether they have been Chief of Engineers, or professors in the university, or head of a particular department of investigation, a fellowship of earnest, honest searching for what are the wise measures to take in the public interest."

Early advice

When Maass spoke, he recalled that in 1987 the Corps asked him and Myron Fiering, also of Harvard, to pontificate on the future of the Corps 20 years hence. He restated their 1987 advice for the dedication audience — "Whether or not the Corps is likely to be the agency of choice, the answer depends on national objectives, we said, and the Corps comparative advantage in regard to the technologies involved."

Maass said he believed the critical issues defining the Corps' future role were whether the prevailing preferences would be for public or private problem solvers. If public, whether state or local instead of federal. If federal, whether in the form of large multipurpose projects, or in programs focused on single objectives involving smaller and less complex projects. Maass let the audience decide if his advice was on target.

Admirers

The audience of more than 100 people included two former Chiefs of Engineers, Lt. Gen. (ret.) Elvin Heiberg and Lt. Gen. (ret.) John Morris, plus leading water resources scholars, current and former agency executives, and Corps water resource planners.

IWR will publish a transcript and a video of the symposium and ceremony.

(William Werick is a policy analyst with the Institute of Water Resources.)

Natural Resource Management

Preserving Our Natural and Cultural Heritage

Birds find home at district's lakes

By Judy Marsicano
Fort Worth District

As humans and their urban sprawl encroach on what few wild spaces remain, birds and other wildlife need us to provide them with a home. Fort Worth District has taken some proactive approaches to recruit (attract) and protect birds to help preserve bird species.

Take the shy and illusive golden-cheeked warbler, which is on the endangered species list. The male appears over-confident for his small size as he flutters about, patrolling his territory. He likes open fly-ways, preferring a setting with lots of old cedar trees interspersed with a variety of oaks. Remove any parasitic brown-headed cowbirds, throw in some limestone outcroppings, and his favorite food sources, and you might entice this little bird to raise his fledglings in your area.

Habitat for the golden-cheeked warbler, as well as other endangered and protected species, occurs naturally but in few numbers at the district's Belton, Canyon, Georgetown, Stillhouse Hollow and Whitney lakes in Texas.

District personnel at these lakes, working with environmental consultants and biologists from U.S. Fish and Wildlife Service (USF&WS), Fort Hood, and Texas Parks and Wildlife (TPW), have been trained to identify several rare and threatened species, their sounds, diet, and primary habitats.

"Protection of existing habitat is the key to protecting any endangered species," said Robert Adams, a conservation specialist at Belton Lake. "Before any action is taken, such as outgranting Corps property or expanding/upgrading recreational facilities, steps must be taken to ensure we comply with federal and state endangered species laws."

Georgetown Lake has taken an additional step in recruiting the golden-cheeked warbler. A vegetation plan, developed by the Corps, has begun which involves selective trimming of broad-leafed trees and shrubs, planting trees and shrubs, and control of the deer population. Recently, in recognition of Georgetown's stance on protecting endangered species and their habitats, TPW requested that two areas beside the lake be turned over to Fort Worth District for management as part of mitigation required for development in the area.

At Whitney Lake, along with the golden-cheeked warbler, there are signs of another endangered bird, the black-capped vireo. Environmental specialist Anjna O'Connor is the acting lake manager.

Learning

"When we first determined there was a potential for both of these species, we worked with biologists at Fort Hood to learn survey techniques," O'Connor said. "Typically, we contract for surveys. Surveys in 1996, 1997, and 1998 showed that both species are present during the spring and summer at Whitney."

Park ranger Jeff Boutwell said there had been 10 to 15 confirmed territories identified for the golden-cheeked warbler at the lake.

"Once you've been trained on what to look for, you just have to watch and listen," he said. "I've been in the areas and I've heard their calls. After they migrate here to nest, we're restricted on what activity we can do in the wildlife management areas. After June or July when they go back to Central America, we can start maintenance again in those areas."

The staff at Whitney is currently working with USF&WS to determine if certain areas where development is planned may be potential habitat for the birds.

In East Texas, at Sam Rayburn Reservoir/Town Bluff,

Plastic nests give wood ducks a safe place to hatch their eggs. (Photo courtesy of Fort Worth District)

there is an ongoing effort to protect the habitat of the endangered red-cockaded woodpecker (RCW). Although no nest trees have been found on Corps land, the U.S. Forest Service, which owns about half of Rayburn's shoreline, has several RCW clusters near the lake.

Woodpecker

The habitat requirements of this unique seven-inch black-and-white striped bird helps explain why it is endangered. It's the only woodpecker that excavates a cavity in a live tree for a nest.

"The red-cockaded woodpecker likes open, park-like settings, primarily favoring pine trees that are 50 years of age or older," said Keith Cook, a forester at the reservoir. "They choose older pine trees because they have a higher incidence of inner tree wood decay, or heart-rot, which facilitates nest building."

Corps forest management guidelines fit the RCW habitat guidelines. The foresters sell limited timber quantities on Corps land for thinning, also called stand improvement. Stagnant, overcrowded timber stands, which invite disease or beetle attack, are thinned to healthy levels where trees have adequate space to compete for nutrients and water. Trees of poorer quality and health are selected for removal, and trees that appear to be good candidates (older with evidence of heart-rot) are left as potential RCW nesting trees.

"In one timber stand, we actively recruit the birds by installing nest box inserts in a 10-acre recruitment site, while thinning 130 acres of adjoining habitat suitable for red-cockaded woodpecker foraging," Cook said. "This recruitment area is part of mitigation by USF&WS in return for a local agency to clear 12 acres of Corps land for a fishing tournament facility."

Raptors

Besides managing for the red-cockaded woodpecker, the Sam Rayburn/Town Bluff project takes additional measures to protect bald eagle and osprey (fish eagle) habitat.

There are two confirmed bald eagle nests and one confirmed osprey nest on Sam Rayburn property. Besides protecting these areas, the Corps has erected three osprey nesting platforms in the lake. As with the RCW, protection measures include taking Global Positioning System coordinates of nest sites, monitoring, reporting, and limiting

Eagle Scouts and their leaders team up to place wood duck nests. (Photo courtesy of Fort Worth District)

resource management activities near nest sites.

At Bardwell Lake, as a result of the new Buffalo Creek Wetland project, there is significant bird activity. Many species of migratory waterfowl have been observed including teal, bufflehead, hooded merganser, coot, redhead, mallard, and Canadian geese. Dowitcher, blue heron, killdeer, and great egret are some shorebirds sighted, along with a few predatory birds including red-tail hawks and bald eagles.

"The pair of bald eagles we have spend the winter at the lake, from fall through spring," said park ranger James Murphy. "They're often seen flying over the lake surface or near the dam. We have regular visits from birdwatcher groups which help maintain the area in addition to observing the wildlife, and many regularly participate in our cleanup programs."

The wetland is also inviting to one of the most colorful species of migratory waterfowl, the wood duck. Nesting boxes were installed, as well as an island in one of the wetland's three ponds to protect the waterfowl from preda-

Continued on next page

Divers augment beach clean-up efforts

Article by Verdelle Lambert
Photo by Annette Carter
Savannah District

Lincoln County Deputy Sheriff Paul Rentz, a volunteer rescue diver, prepares to make the first dive during the underwater cleanup at Thurmond Lake in Savannah District.

On May 19 a dive team from the Office of Emergency Services (OES) in Lincoln County, Ga., will kick off its third year of cleaning and mapping U.S. Army Corps of Engineers beaches in the county as part of its "Safe Beach/Clean Beach" initiative. To date, the OES has cleaned and mapped 13 beaches at J. Strom Thurmond Lake. This year they expect to clean and map four to 10 beaches.

Tony Jordan, now rescue dive chief, and Casey Broom, county OES director, proposed "Safe Beach/Clean Beach" to the Corps in 1999, donating the dive team service. Most of the divers were new to the Lincoln County team and such projects gave them needed training, and contribute toward the 20 hours of dive time required for certification every year.

"At the same time we're training our folks, we're helping the Army Corps of Engineers and providing a service to people in the county who use the beaches," added John Martin, who began "Safe Beach/Clean Beach" as the rescue dive chief. He is now a paramedic with OES.

When Jordan and Broom volunteered the services of the dive team, Annette Carter, park ranger at Thurmond Lake, jumped at the opportunity because the Corps does not routinely do underwater cleanup or mapping. It's usually done only during annual inspections, when a new beach is built, or during periods of extremely low water.

The Cherokee Day Use Area, which opened to the public on May 28, 1999, was the first beach which the divers cleaned and mapped.

"We were particularly anxious for the dive team to clean this area because it was new to the Corps," said Carter. "People had used the area before, but not as an official recreation site, so we wanted to be sure it was really clean for our visitors."

OES's seven-member dive team, plus one volunteer, spent about six hours at Cherokee. They retrieved several bags of garbage, including soda cans, fishing lines, and the rusty pedal of a paddleboat. And because they have oxygen tanks and all related equipment to work underwater, divers could go 12-14 feet deep, deeper than regular maintenance crews.

During mapping, the team documented where natural features like stumps and logs are located. Divers also place a center-point peg underground for future reference in the event of an emergency dive.

"Water safety and public safety are extremely important to us," Carter said. "Through the divers' research, we find out if there are safety hazards we weren't aware of. Then, if we need to remove something (a log, for example) to prevent an accident, we will."

"Mapping also gives our divers a familiarity with the area," Martin said. "If we need to conduct emergency rescue operations, we have a central point from which to start."

OES dive recovery services have been required in the area since "Safe Beach/Clean Beach" began. The dive team made a recovery in early June 1999 at Shriver Creek, where the victim drowned in a cove near the boat ramp. But dive recovery is not all they do. The OES also responds as emergency medical personnel and paramedics in water rescues whenever there is a need at any park in Lincoln County.

A project like "Safe Beach/Clean Beach" would typically cost about $3,000 in divers' time, equipment, and insurance, but because the dive team volunteered for training purposes, it was free to the Corps.

"We enjoy working side-by-side with the Corps," Martin said. "They continue to be extremely helpful and supportive. We're building a rapport that will help us to rely on each other."

Carter agreed.

"Because we've worked closely together, there also seems to be even more coordination between our two organizations on everyday activities," she said. "OES provides ambulance service during special lake events, for example. And last year they assisted our staff by diving in about 20-30 feet of water to upright some fish attractors."

"We want to help the Corps in any way that we can," Jordan said.

Corps personnel, in turn, provides information on lake activities, writes articles for the local newspaper, and provide bags and trash pickup for cleanups. And for the past two years, at the end of the National Public Lands Day cleanup, the Corps and the community have shown their support and appreciation for the dive team by serving up food and prizes, including a round of golf for four and a gift certificate for dinner for two.

Martin said OES and the Corps will coordinate more beach cleanups/mappings in the future. The final beach cleanup for 2001 will take place Sept. 29 at Amity Recreation Area together with National Public Lands Day.

Natural Resource Management

Birds

Continued from previous page

tors such as coyotes, bobcats, and raccoons. Trees planted on the island provide additional food.

Mike Bransford, conservation specialist for Piney Woods project, manages the wood duck nesting program at Wright Patman Lake and Lake O' the Pines in East Texas.

"The artificial nesting program has been in operation for more than 10 years with several hundred units installed, ranging from simple wooden nesting boxes to double-walled plastic containers made from recycled milk jugs," Bransford said.

Nest units

The nesting units are placed on one-inch pipe poles with predator guards to ensure the safety of both the hen and her clutch of eggs. Predation is a major concern from both snakes and raccoons, so the guards help even the odds, ensuring the eggs at least hatch since the ducklings have enough problems surviving after they leave the nest.

"The ducklings only stay in the nest 24 hours after hatching, then they leap from the nest and rely on Mom to show them the ways of the wood duck world," Bransford explained.

During late winter, the nests are cleaned and new nesting material added so they are ready for the nesting season each year. In heavy use areas, more units are added and units not used are moved to another location.

"We have started a moist soil management project, converting an old borrow pit into a management cell where we can flood or drain the area for waterfowl management and interpretive programs," Bransford said. "It's designed to allow us to artificially plant moist soil plants, allow them to mature, then flood the area for the waterfowl, providing an excellent study area for local schools and conservation groups."

The golden-cheeked warbler is one of the birds finding a good home at Corps' lakes. (Photo courtesy of Fort Worth District)

Canyon Lake has a few stop-over birds, but the numbers are low due to a lack of mudflats and sandy shoreline. Since 1995, as part of Public Lands Appreciation Day, three wetland ponds set along a spillway discharge channel attract resident and migratory birds. Jerry Brite, lake manager, and park rangers have erected wood duck nest boxes at these ponds. In March, Brite and park ranger Brad Arldt found the first hatched brood, a wood hen and seven ducklings. The first bald eagle in more than 15 years appeared in November for the winter season.

Granger Lake is situated on Blackland Prairie, and is a good place for migrating shorebirds to stop.

"Texas birders report observing large inland flocks of several sandpiper and plover species, especially during migration," said Brite. "The mountain plover spends the winter at Granger. It is in serious decline and is being studied along its habitat from Canada through the Great Plains to Texas."

Blue birds

And, at Lewisville Lake in Fort Worth District, even the common blue bird is closely watched because of its dwindling population. Beginning in 1998, the Denton County Chapter of the Audubon Society initiated a program to increase the bird's chances of survival. Boy Scouts assembled blue bird nesting boxes; the Audubon Society picked out prime locations for the boxes; and volunteers from AT&T put them in place.

Lab work resolves Native American issues

By Dana Finney
Construction Engineering
Research Laboratory

Careful archeological excavations are used to uncover Native American remains at U.S. Army bases. (Photo courtesy of CERL)

Forces Command (FORSCOM) installations are negotiating critical agreements with local Indian tribes to ensure testing and training missions stay on track. These agreements are being completed in a fraction of the time, and at greatly reduced cost, thanks to procedures developed by the Construction Engineering Research Laboratory (CERL) of the Engineer Research and Development Center.

On property owned by the U.S. Army Corps of Engineers in the Pacific Northwest, erosion washed out a 9,200-year-old skeleton that is a benchmark case for the Native American Graves and Repatriation Act (NAGPRA) and related laws. The issue has been in federal court since 1996, and legal challenges continue with no resolution in sight. A similar discovery on a maneuver range could impact the training mission if there were no guidance for consulting with Native American tribes.

Natural Resource Management

Recognizing this, two FORSCOM sites, Fort Riley, Kan., and Fort Polk, La., have co-signed documents with Indian groups that detail how they will comply with NAGPRA. These Comprehensive Agreements (CAs) ensure interested tribes that NAGPRA's requirements will be followed if a burial site is discovered on the installation. Further, they provide cultural resource managers with step-by-step guidance for how to proceed.

"When NAGPRA was passed in 1990, we had various timelines for completing the required actions to implement it," said Jim Cobb, Cultural Resources Manager at Headquarters, FORSCOM. "We decided that the collective effort in FORSCOM would work best if we used a standard approach, and that it would save funds in the long run."

CERL procedures

At the time, Fort Riley was already working with CERL on NAGPRA issues. According to Dr. Lucy Whalley of CERL, "We wanted to develop standing operating procedures that went beyond the regs – to make them proactive. We applied guidelines from the National Park Service to the unique operating environment at an installation to see what would work and how Fort Riley could incorporate that into their business practices."

Consultation is key to effecting NAGPRA agreements. At Fort Riley, Whalley collaborated with John Dendy, site archeologist, to identify 23 different federally recognized tribes that might have ancestors buried in the region. "We sent letters to all 23 announcing that we going to create a NAGPRA policy, and soliciting their interest in participating," said Dendy. "Five tribes expressed interest, so we met with their representatives to explain how we planned to handle inadvertent discoveries and involve them in the NAGPRA process."

To meet NAGPRA requirements, all federal agencies first must check for any existing collections of Native American human remains, cultural objects of tribal importance, or anything that is part of an individual's cultural patrimony. If artifacts are found, local tribes are notified and asked how they would like the agency to proceed. If repatriation is requested, the agency takes steps to accommodate the tribes' reburial rites and other ceremonial activities.

At Fort Riley, that included setting aside a dedicated sector of land for reburying any human remains found that could not be left in place. Members of the Pawnee tribe performed a cleansing and blessing ceremony to purify the site.

Inadvertent

A second situation that NAGPRA covers is inadvertent discovery of bones or objects. Installations support numerous operations that invite such findings – construction, heavy vehicle training, testing, and excavations for cultural resource management. "We have ongoing archeological tests at many installations, and there's a high likelihood of unexpected discoveries," said Cobb.

Finally, NAGPRA requires federal agencies that plan to do any digging on Indian land to give local tribes the option of having a representative present. If any Indian objects turn up, the agency activates the steps for notification and repatriation.

As a result of Fort Riley's consultation and development of standard operating procedures (SOP), the Pawnee and Kaw nations signed CAs. "We used Fort Riley as a model to implement the SOP at five more installations, and then later included all of FORSCOM," said Cobb. "Our original estimate for Riley's agreement was about $600,000, and with the streamlined approach, it was pared down to just over $200,000."

In November 1999 Fort Polk became the second post to sign a CA after extensive dialog with the Caddo nation. CERL researcher Dr. Diane Mann led the effort there to tailor the agreement to the Caddo's specific beliefs. She also organized a training course for bone assessment to provide an initial screening for any bones found at the fort.

"Generally we can expect that most bone discoveries will be non-human and that costly delays in training and construction can be avoided with support from Native Americans," said Mann. "We designed the course to give the Caddo confidence and credibility in making field judgments."

Stacey Halfmoon, NAGPRA representative for the Caddo Tribe, said, "We learned a lot about bone identification, although the course really ended up being more about how to handle the situation when bones are found (when to consult with tribes, how that should work) so that everyone gained a sense of the bigger picture."

Part of that picture included information shared with Fort Polk personnel about the Caddo culture presented by Halfmoon.

"NAGPRA opened the door to a relationship with the tribe that goes beyond what's required by law," said Jim Grafton, cultural resources manager at Polk. "We've come a long way in understanding how the tribe feels about remains, and we have some major activities going on as an outgrowth of our relationship with the Caddo people."

GIS maps

One initiative is helping the Caddo document where their homeland was located, based on maps produced in a geographic information system (GIS). Fort Polk has a well-developed GIS data base from surveys to comply with the National Historic Preservation Act and land management programs. The fort is sharing the data with students at Haskell Indian Nations University in Lawrence, Kan., as part of a training program.

According to Grafton, "We've done land surveys to show where Indian artifacts are located, and that information is helping the Caddo reconstruct some of their history. Much of their oral history is lost."

Another joint effort between Polk and the Caddo involves helping to reestablish some native plants that are important in traditional Indian dishes and ceremonies. The possum grape is one such species that grows on the fort and may be cultivated closer to the tribe's center in Oklahoma. Grafton's team is also helping to plant a nature path around the Riverside Indian School at Anadarko, Okla. to help teach boarding school students about the native plants.

Cobb notes that the approach taken in CERL's SOP, which focuses on consultation, has made it easy to adapt for negotiations at different sites. In an incident at Fort Campbell, Ky., which does not yet have formal CAs in effect, the procedures addressed a discovery of skeletal remains.

"The natural resources folks were surveying caves for endangered bats and found the bones of three individuals, likely Native Americans," Cobb said. "They used the SOP to conduct a NAGPRA event that involved all

Continued on next page

Levee project spares old cemetery

By Eric Hughes
New Orleans District

The Lower Mississippi River is a historic area, and New Orleans District has always made it a policy to preserve the past while protecting the future.

In 1999, plans to enlarge and improve a section of the Mississippi River levee in Iberville and Ascension parishes were altered because three major historical sites, including a cemetery, were found in the proposed construction area.

The three sites, on the west bank of the river between White Castle and Donaldsonville, include three former plantations — Canonburg, Babin/Africa, and Old Hickory. They are located in two levee projects, the Alhambra to Hohen Solms project, and Hohen Solms to Modeste project. Both projects require the existing levee to be slightly raised and paved with concrete on the riverside slope.

Excavation on the three sites began last October and was completed last month.

Canonburg Plantation includes the site of the former Braziel Baptist Church Cemetery, a pre-emancipation slave church. Archaeologist Ken Ashworth said historical records indicate the church was relocated in 1933 when the levee was set back, and a new cemetery was established about 300 yards from the old cemetery.

"Many of the remains were not relocated in 1933," said Ashworth.

Atchafalaya Levee District records report that the Braziel Baptist Church agreed to relocate the cemetery. But Corps excavations indicate that only a small number of the graves were actually removed.

"We identified 76 burials in our test excavation units, and based on our tests we estimate the cemetery may contain up to 850 burials," Ashworth said.

The cemetery site is 1.3 acres in size and located between and underneath the existing levee and old borrow pits. Artifacts found include glass, brick, ceramic, metal, and animal materials. These types of artifacts also were found in the Babin/Africa and Old Hickory plantations.

"We mechanically stripped all the overburdens (on top)," said Don Hunter of Coastal Environment Inc., contractor for Babin/Africa Plantation. "We hand excavated the artifacts, then water-screened them in buckets to process the dirt out."

US Army Corps of Engineers
Natural Resource Management

Contract workers dig a test trench to excavate the site of the old Braziel Baptist Church cemetery. (Photo courtesy of New Orleans District)

There are an estimated 850 burials in the 1.3-acre cemetery beside the Mississippi River levee. (Photo by Doug Spinks, New Orleans District)

Several structures dating back to the 18th through early 20th century were uncovered, including a school, farm, and other structures related to the plantations.

The Corps routinely conducts archaeological investigations before levee construction. Remote sensing investigations and historical background research verifies any historical artifacts below the surface. A testing phase follows that includes limited excavation to see if the area is historically significant.

"The Corps determines if the area is historically significant through research based on criteria set by the National Register of Historic Places," Ashworth said, adding that cultural resources need to be more than 50 years old to be considered.

The district began the cemetery testing last October. The goal of the testing was to determine the number of intact burials and locate the boundaries of the cemetery.

Since the three plantation sites are significant, the Corps and contractor project managers developed a mitigation plan to recover the buried historical evidence through archeological excavation. Excavations are conducted as a last resort; in most cases, projects are redesigned to avoid impacts to significant archeological sites.

"Once the excavations are complete the levee project will go on as planned," said Wayne Naquin, technical manager for the project.

According to David George, project manager for contractor R. Christopher Goodwin & Associates, which is documenting the Canonburg site, the burials are filled back in and the location is now fenced.

"Now that the excavations are complete, we will write a history of the site and work with the Corps to develop future plans," said George.

"The cemetery site is unique because it contains the remains of both pre- and post-emancipation African-Americans," Ashworth said.

New Orleans District has not yet made a decision about the cemetery. District personnel are discussing the options with Rev. John Baptiste of the Braziel Baptist Church, and determining the costs of relocating the cemetery or realigning the levee around it.

NAGPRA

Continued from previous page

of the interested tribes in full and open consultation. The result was that the issue was resolved in a far shorter time, and positive relations were built with the local tribes."

Los Alamos

CERL's process also has proven flexible at other federal sites. At Los Alamos National Laboratories in New Mexico, cultural resources manager Dr. John Isaacson put the SOP to work in developing NAGPRA procedures applicable to the lab's operations.

Isaacson said, "We have 47 square miles of laboratories here with some 1,600 archeological sites. This is one of the densest archeological site distributions in the country, and we have thousands of Indian burials on our property."

The work at Los Alamos (outdoor experiments, explosives testing, cleaning up contaminants) all create the potential for an accidental discovery of remains. Further, the lab is modernizing with new construction, and excavation presents more chances of exposing artifacts and bones.

After a human burial eroded out of a hillside, Los Alamos sought a proactive strategy to implementing NAGPRA requirements.

"We spent a long time sorting through what needed to be done," said Isaacson. "By using the SOP, we now have a set of standard procedures on exactly what you do and who you notify. CERL's guidelines saved us a tremendous amount of time by having researched all the legal aspects and capturing their experience. We probably cut six months of work down to two weeks."

Agreement in place

FORSCOM's aim, said Cobb, is to have agreements in place with the installation's interested tribes to ensure the NAGPRA process happens smoothly. The foresight and pre-planning will help avoid cost and mission delays.

Halfmoon said, "You can have lots of discussions about what needs to happen, but until you get an agreement in writing, it's all just wishes. The comprehensive agreement solidifies everything we've negotiated with the post, and that's really the only thing that works for us."

"It's all about respect," said Hunter.

For more information about the NAGPRA protocols, please contact Dr. Lucy Whalley or Dr. Diane K. Mann at CERL, 217-352-6511, Lucy.A.Whalley@ERDC.usace.army.mil or Diane.K.Mann@erdc.usace.army.mil.

The remains of three Native Americans were found in this cave. (Photo courtesy of CERL)

FISHING

Corps districts strive to preserve fish and fishing areas

Thousands of brook, rainbow, and brown trout are raised each year in these submerged pens in the tailwaters of the Youhiogheny River. (Photo courtesy of Pittsburgh District)

Innovative pens hatch thousands of trout

By Richard Dowling
Pittsburgh District

For a fellow who doesn't fish, Pittsburgh District's Mike Fowles has sure helped to put a lot of trout into the creels of Pennsylvania anglers.

A fish and wildlife specialist for the U.S. Army Corps of Engineers for the last 26 years, Fowles has worked out a landmark agreement with a local chapter of Trout Unlimited to establish a cooperative fish hatchery in the tailrace of the district's Youghiogheny Lake. The effort has put an estimated 20,000 trout ranging from 12 to 16 inches into various area waters, and earned Pittsburgh District recognition across the state as a friend of fish.

The Chestnut Ridge Chapter of Trout Unlimited (TU) this spring signed a five-year extension to its memorandum of understanding (MOU) to run the hatchery. Other signers along with the Corps were the Pennsylvania Fish and Boat Commission and D/R Hydro, operators of an electric power generating plant at the dam. The initial three-year MOU was due to expire in June, and has been hailed as a success beyond anyone's expectations.

The key to this success, according to Fowles, is the use of "cage culture" nursery pens actually submerged in the flowing water of the Youghiogheny River, rather than the more common hatchery practice of long concrete tanks with artificial flows and aeration.

The fish arrive in early summer as three-inch fingerlings, and are fed a high-quality protein meal by TU members, who are also responsible for trash pick-up and maintenance of the submerged pens. Corps and D/R Hydro monitor water quality in the tailrace to insure that the young trout have the best possible living conditions. The result a year later is that thousands of the former fingerlings are more than a foot long, and ready to be stocked. "This is a really good growth rate," said Fowles.

Some of the fish go right into the Youghiogheny River (one of Western Pennsylvania's premiere trout streams) while others are trucked to other nearby waters. The in-river hatchery offers much better growth and survival rates for the trout, which include rainbows, brown trout, brook trout, and an exotic strain of rainbows known as "palomino" trout.

Sections of the river downstream from the hatchery are designated "trophy trout" sections by the State Fish and Boat Commission, and draw anglers from throughout the eastern U.S.

The state provides the trout fingerlings each spring. For its part, the hydroelectric company provides free power from its nearby generators to support the hatchery.

"This is truly a win-win situation for all the partners," said Fowles on the day of that the partners extended the MOU. "This is an outstanding example of how Pittsburgh District is developing new partnerships to accomplish our natural resource management and environmental stewardship objectives."

Natural Resource Management

Tom Shetterly, president of the Chestnut Ridge Chapter of TU, said about a half dozen of his group's members rotate the daily feeding duty for the young trout through the year. "When it's time to stock, we get 12 to 15 guys there," he said. The annual feeding bill runs about $2,000.

He said that the Corps of Engineers "is just a great partner with us; you guys have just bent over backwards to make this program better than anybody could have ever expected." He also praised the efforts of other Pittsburgh District personnel, including Mike Koryak, district limnologist (one who studies fresh waters), and Pat Docherty, area operations manager.

Working with the Corps and the state, TU has also received permission to place gravel for enhanced natural spawning beds in the river and the stilling basin below the Yough Dam.

"We're seeing some of the first fish we stocked come back to the same area to spawn," Shetterly said. Raising the fish in submerged cages apparently has imprinted them with the characteristics of their immediate surroundings, something that Shetterly says has never been accom-

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Spawning season busy time in district

Article by George Melanson
Photo by J. Kevin Burke
New England District

Fishermen line up almost shoulder-to-shoulder along the Cape Cod Canal to catch striped bass during herring spawning season.

Each spring, the spawning migration begins for millions of herring in hundreds of coastal streams along the Atlantic seaboard from Florida to Nova Scotia. To witness a couple hundred thousand fish in a small stream struggle to advance against river currents is astonishing.

One small stream, the Herring River in Bourne, Mass., flows through the U.S. Army Corps of Engineers' Cape Cod Canal Project property. Although only a small portion of the river traverses the project (the last 300 feet or so where it spills into the Atlantic Ocean via the canal) it nonetheless presents a management challenge.

Like many coastal streams in the region, the Herring River is small. The drainage area is about 12 square miles, its overall length as it flows into and out of several ponds is about six miles, and its average discharge is around seven cubic feet per second. Its vertical drop from headwater to mouth is about 100 feet.

As small as this river seems, for two months each year its helps produce one of the most sought-after shoreline recreational striped bass fisheries on the east coast.

River herring are actually two distinct species, the alewife and the blueback. Both species have similar characteristics and life cycles, and fishery biologists manage both species as a single fishery.

River herring are relatively small fish and reach nine to 15 inches long at maturity, usually age three to five years for New England stocks. They are flattened and characterized by a saw-tooth edge on the belly. River herring have silvery scales with a bluish back and a dark spot behind the gill covering.

In Massachusetts mature herring enter freshwater streams to spawn in late April and continuing into early June. The migration varies in relation to water temperature. When stream waters reach 50 to 55 degrees fahrenheit, the fish begin their journey upstream.

Fish who spend most of their lives in salt water and migrate into fresh water to spawn are called anadromous fish. Besides herring, some common anadromous species include salmon, striped bass, shad, and smelt.

But it's not the herring the anglers are after. It's striped bass. Herring are the natural food for striped bass and the bait preferred by serious anglers. Though striped bass can be caught using all types of natural and artificial bait, most fishermen believe that live herring have the best chances to catch the larger bass.

Striped bass fishermen go to great lengths and pay high prices to fish with live herring. Pull-carts and wagons with 40-gallon live-wells are not uncommon along the Cape Cod Canal. These carts and wagons transport herring to the fishing spot from yet another live well attached to the bed of a pickup truck. In fact, herring are in such demand that reports from dependable sources tell of men stocking small swimming pools in their garage with hundreds of herring for later use.

Of course, most fishermen get their daily quota of herring from the herring catcher and use them immediately. Some put the herring in homemade bait containers and place them into the saltwater. Others put the herring in a bucket and change the water occasionally. Some fishermen just let them die and fish with dead herring.

Striped bass belong to the temperate bass family. They are named for their seven dark lateral stripes that contrast against silvery or brassy sides. Striped bass are also anadromous. Stripers can live up to 40 years and are estimated to grow to more than 100 pounds. As with many fish species, females are usually larger. Most stripers over 30 pounds are female. This allows for a large number of eggs and and helps compensate for high mortality in the embryo, fry, and fingerling life stages.

Most striped bass migrate into the Cape Cod Canal in pursuit of river herring. Some bass will holdover in the canal for the season while most others continue north into Cape Cod Bay and the Gulf of Maine. Most striped bass that holdover in the canal for the season reach lengths to 26 inches and 10 pounds.

Along the canal on any given day in May, it is not uncommon to see several fish caught in the 45-pound class, several more in the 35-pound class, and many more in the five–25 pound class.

Striped bass are the largest fish available to shore anglers. Two years ago, one fortunate fisherman caught a 62-pound striper off the east end of the canal at Scusset Beach. The striped bass fishery in New England waters is world renowned and fisherman from far and wide come to enjoy its rewards.

During the seven-month fishing season more than 300,000 visitors fish along the canal. On any given weekend day, it is not uncommon to have 200 fisherman lined up shoulder-to-shoulder over a quarter-mile stretch of the canal around the Herring River mouth. Day and night, as long as the weather is fair, heavy fishing prevails.

Corps rangers are not only confronted with violations of rules and regulations governing public use of water resources development projects administered by the Corps, but also to an array of federal, state, and local fishing law transgressions.

Natural Resource Management

Management practices to protect and conserve the resources are necessary and extensive. To deter herring poaching, the Corps installed chain link and rail fences around the mouth of the Herring Run River and around the fishway holding pools and weirs. Signs complement the fences to help deter trespassing, and to explain fishing rules and regulations.

Also, rangers at the project interact closely with Bourne's Department of Natural Resources (DNR) and the Massachusetts Environmental Police (MEP). The DNR establishes the herring catching rules and is permitted to perform catching services on Corps property. The catching services help regulate the amount of herring removed from the stock and help reduce poaching. Bourne DNR officers patrol to enforce rules and regulations, and the Corps contracts MEP to perform additional patrols.

Over-fishing and poaching have obvious effects to include stock mortality and law enforcement, but there are other effects. During the years, fishermen have gained access to the project from numerous points, and many footpaths have eroded to become hillside ditches. Other effects are littering, sanitation problems, and injuries to other wildlife, mostly hooked or entangled sea birds.

To help resolve these problems the Corps provides additional trash containers, portable toilets, signs, increased patrols, increased interpretation, animal rescue, and trail maintenance erosion control projects.

In June, when the herring run is over, most of the striped bass have moved into the Gulf of Maine. Striped bass that remain in the canal disburse more evenly and more reasonable recreation fishing prevails. Other fish species including bluefish, scup, tautog, mackerel, cunner, and flounder take some of the pressure off the striped bass.

The fishing season continues until October when the last of the bass transit the canal on their journey south to warmer waters for the winter.

(George Melanson and J. Kevin Burke are park rangers at the Cape Cod Canal.)

Trout

Continued from previous page

plished elsewhere. "This thing is huge," he marveled. "It's going to be world-famous."

Another bonus of the in-river cage culture is the way the trout benefit from natural food, adding up to 12 ounces in weight gain for each pound of artificial fish food added to the cages. Waste from the trout and any food that goes through the bottom of the cages also combine to increase the alkalinity of the water, thus improving the environment, according to Shetterly.

The trout hatchery is one of many programs supporting fishing in Pittsburgh District. For example, working with the Yough Walleye Association, the district is supporting efforts to put crushed limestone into Tub Run, a tributary of Youghiogheny Lake, to neutralize the highly-acidic waters, a legacy of abandoned coal mining.

Youghiogheny Lake is one of 16 multi-purpose flood control reservoirs built and operated by Pittsburgh District in Western Pennsylvania, New York, Ohio, West Virginia, and northern Maryland. Pittsburgh District also works with various state fish and wildlife agencies to conduct annual fish census sampling at its navigation locks on the Ohio River.

All in all, Fowles has worked hard to help improve fish habitat and fishing as a sport, but don't ask him to tell you his own fishing stories. "I don't fish," he said simply. "And I don't hunt either, though of course I recognize both as legitimate outdoor activities."

He is passionate about bird watching, a hobby he and his wife picked up in 1973 while an undergraduate at Ohio University. His logbook shows he has sighted thousands of bird species all over the world.

"My list is rapidly approaching the 5,000 mark, a goal I set for myself when I first started birding." Comparing the two sports, he says of birders, "Oh, we get our prey. We just don't kill 'em."

CRREL engineer Charlie Collins (left) works with Alaska soldiers to prepare area for pump.

A water pump placed in Eagle River Flats removes water from contaminated soil.

CRREL, Army clean up phosphorus contamination from Alaska marsh

Article by Marie Darling
Photos by Mike Walsh
Cold Regions Research and Engineering Laboratory

The Cold Regions Research and Engineering Laboratory (CRREL) is working to remediate widespread white phosphorus contamination at Eagle River Flats (ERF), an estuarine saltwater marsh located on Fort Richardson, Alaska.

The U.S. Army Corps of Engineers has worked in a joint effort with the U.S. Army Alaska, the Alaska National Guard, and the Alaska Department of Environmental Conservation to implement a new and innovative remediation strategy to clean up ERF. In a joint Corps partnership, Alaska District oversees the implementation of remediation at Eagle River Flats, while CRREL provides the technical expertise for this unique, innovative remediation effort.

The ERF covers 2,165 acres and has been used as the primary ordnance impact area for Fort Richardson for about 50 years. But this area is also an important staging ground for waterfowl during spring and fall migrations.

In the early 1980s, an unusually high number of waterfowl carcasses were found. Investigations indicated that up to several thousand waterfowl a year were dying of unknown causes. At that time Bill Gosweiller, currently Chief of the Environmental Resources of the Fort Richardson Department of Public Works, raised concerns that the ERF may be contaminated. He initiated the investigative process and was ultimately responsible for the logistics and early fieldwork performed at the ERF.

A study in 1989 by a private contractor showed that residues from munitions might be the cause for the waterfowl mortality. Because of CRREL's expertise in chemical analysis of munitions residues and Alaskan wetlands ecology, the Army asked the lab to investigate what chemicals might be in the ERF that could account for the waterfowl mortality. Led by Dr. Charles Racine, a CRREL field team consisting of an ecologist, a chemical engineer, and a geologist collected and analyzed more than 200 sediment samples from ponds where ducks were feeding and would subsequently die.

Engineers survey a tidal gate location.

Their investigations eventually found that white phosphorus residues from smoke munitions as the cause of the waterfowl mortalities.

According to Charles Collins, CRREL's ERF scientific coordinator, "The saturated salt marsh sediments of ERF were contaminated by the incomplete burning of white phosphorus following detonation of smoke-producing munitions. Waterfowl feeding in the contaminated sediment then became poisoned by ingesting particles of white phosphorus."

Collins further states that the ERF is the first Army training area identified with white phosphorus contamination. Before the ERF findings, residue from white phosphorus munitions was thought to be non-persistent in the environment.

White phosphorus burns on contact with air. If deprived of air (such as underwater or buried in mud), it remains unchanged and toxic.

In 1991, the Army stopped firing white phosphorus into ERF to reduce waterfowl mortality, but even today bits of phosphorus remain. To remediate the contamination, CRREL engineers developed a unique pumping system to drain the areas. Pumping is less invasive than dredging, an early method which had limited success.

The work areas are first cleared of unexploded ordnance, then soldiers conducting field exercises open up the muddy bottom of the ERF using explosives to create sumps for the pumps in the ponded areas.

In these prepared areas, the helicopter crews and pathfinders then place 2,000 gallon-per-minute water pumps to divert the water to other parts of the ERF. Once the water is removed, the pond dries, exposing the contamination to air, allowing the white phosphorus to dissipate.

"This procedure was a way to drain the ponds without permanently changing the environment, and the habitat can be restored after the treatment," said Mike Walsh, CRREL mechanical engineer and prinicpal investigator. Conservative estimates by the engineers claim that, after their initial pumping, the affected areas will recover in three-to-five years.

"We expect that Eagle River Flats will be substantially decontaminated within the five-year plan," Walsh said. "At the end of five years we'll conduct an assessment to see where we stand in comparison of our remediation goals. Remediation is going better than expected, but we're still finding additional ponds containing hot spots."

Currently, decontamination efforts have resulted in remediation of three of the nine ponds known to be contaminated. Walsh said that 1999 and 2000 were tough years because of the tides. ERF tides can extend 36-38 feet, depending on the season, and can set work back two to three weeks. Eight tide gates were installed at the ERF's drainage channels, each about two feet tall and about five feet wide, limiting the flooding tides and extending the work season by up to two months.

Not only have the waterfowl benefit from this cleanup (evidence indicates a decrease in duck mortality). Engineer soldiers from the active Army and Reserves, working under CRREL's Fairbanks Office, create the sumps and drainage ditches used by the pump systems. Explosives used include shaped and cratering charges, bangalore torpedoes, and detonation cord.

UH-1 and Blackhawk helicopter crews transport personnel, equipment, and explosives.

And the Corps' work has had major impact worldwide. Walsh said that because of CRREL's work at Eagle River Flats, other countries have halted firing of white phosphorus in all wetlands.

Playgrounds built for Europe bases

By Alicia Gregory
Europe District

(Left) Spc. Brenton York and his son Hunter look over the new playground at the Child Development Center at Panzer Kaserne in Germany. (Right) A toddler enjoys the new equipment. (Photos by David Josar, *European Stars and Stripes*)

Europe District is providing quality, safe places for children to do what they enjoy most – play.

Lalit Wadhwa, chief of the Facilities Engineer Support Branch at the district, managed the building of 30 new playgrounds at Child Development Centers (CDC) throughout U.S. Army Europe (USAREUR).

The new playground design and materials meet guidelines from the Consumer Products Safety Commission (CPSC), the American Society for Testing Materials, and the Americans with Disabilities Act guidelines. In fact, the CPSC certified the designs.

"A lot of research was done to find a product which has minimum maintenance, is safe, and meets the CPSC guidance," said Wadhwa. The final equipment selected is made of reinforced plastic and recycled wood chips with recycled rubber called TREX. The fall zones are built of poured-in-place rubber surfacing.

"The new playground gives the children a lot of opportunity to explore outdoors, and to develop their gross motor skills in a safe and colorful environment," said Pam Wilson, lead education technician in the infants' room at the Wiesbaden Army Airfield CDC.

"This is a wonderful improvement," said Lyn Essman, director of the Panzer (Stuttgart) CDC in a recent *Stars and Stripes* article. In the same article, Cindy Nail, chief of the Stuttgart Children and Youth Services, said the previous equipment was inappropriate, run down, and unsafe.

"The program was started five years ago by USAREUR and the Deputy Chief of Staff, Personnel as the result of several playgrounds at USAREUR Child Development Centers being of substandard and constantly failing safety inspections," said Wadhwa. He added that several injuries had occurred due to the poor condition of these playgrounds.

"The playgrounds for the CDC were designed in-house with the help of Grounds for Play in Texas," said Wadhwa. "They have a highly professional team of planners who have a great deal of experience in early child development programs, which helped us optimize the playgrounds."

The playgrounds were built using a requirements-type contract. This contract allows the customer to complete its small-to-medium Real Property Maintenance (RPM) project (repairs, maintenance, minor construction and remediation, etc.) in a relatively short time. It is a comprehensive contract that allows a variety of jobs to be performed by task orders. Working somewhat like modifications to a standard construction contract, task orders are issued as needed.

"This type of contract gave the customer more flexibility," said Calvin Taylor, the contract specialist who worked on these projects. "It provided a better opportunity to plan for cost and establish prices."

The CDC playgrounds were built in several areas including Livorno, Italy; SHAPE, Belgium; Heidelberg, Stuttgart, Wiesbaden, Butzbach, Garmisch, and Hanau in Germany; and the Azores.

"We've installed about 30 playgrounds in the past three years," said Wadhwa. He explained that the layout was done in such a way that is meets all the required age groups of the children who will use them.

Amy Connell, whose two-year-old son, Austin, attends the Hainerberg CDC in Wiesbaden, is pleased with the new playground. "They're small enough that he feels some sense of accomplishment by doing things himself."

When each playground is completed the contractor gives a class to CDC workers in using the equipment. "The gentleman who gave the class really knew his stuff," said Wilson. "It was a great learning experience."

The program is scheduled to continue for five more years.

Soldiers like new Ft. Knox clothing store

By Carol Baternik
Louisville District

Inside and out, the new Military Clothing Sales Store at Fort Knox, Ky., has a inviting, modern look. (Photos courtesy of Louisville District)

Soldiers at Fort Knox, Ky., now have the luxury of selecting their uniforms in the comfort and elegance of the brand-new Military Clothing Sales store.

The dressing rooms are restyled and private with doors that meet the floor, and there's nearly six feet between aisles of merchandise out in the general store. Lots of apparel and sizes are attractively displayed. Maneuvering from the blouses section to running gear is easy, and it's likely even that odd size is hanging on the rack.

The old clothing sales store was on its last legs this past summer, according to Craig Verwys, Fort Knox Exchange general manager. A leaky roof, cramped quarters, and an obscure location made it the last place on post anyone wanted to visit.

"We were no where near compliance before," Verwys said. "It was four times too small, and looked dirty and dark."

Aside from being a retailer's nightmare, the customer was the one really getting shortchanged. Unit sales or large charges were conducted at front registers resulting in long waits for a soldier making a small purchase. The new store allows for unit sales in the back area.

With the clothing store now centrally located at the post's community center, patrons can one-stop shop, hitting the Post Exchange, commissary, and clothing sales in one trip.

Shared funding, partnering, and what Lewis Graham, the liaison between Fort Knox and the U.S. Army Corps of Engineers, calls "a novel process" allowed for the brand-new facility. The novel process was excellent communication between Louisville District, the Army and Air Force Exchange Service (AAFES), and Fort Knox.

"It takes strategic skills to navigate through the bureaucratic process of each organization," said Graham, who is program manager. "If the Directorate of Base Operations Support has a problem, they can reach out and touch me right then."

Russ Boyd, project manager of Louisville District, applied the corporate approach to the project, ensuring that all commitments regarding scope, schedule, budget, and quality were met.

The plan and commitments of Boyd, Graham, and Verwys resulted in the facility coming in just under budget and on an accelerated schedule. The J.A. Jones Company was contractor. The contract came in at $497,522 with a 5,400-square-foot floor plan. Fort Knox spent $301,522 and AAFES kicked in about $196,000 to fund the project.

At one point Verwys had to go back to AAFES for more money. A brand-new store required spatial features and fixtures that its patrons deserved. Verwys felt that circumstances justified the request.

"Normally, it's unheard of to go back to AAFES and ask for more money," said Verwys. "But they gave us the extra money because they knew the old situation. If the Army was going to build it, AAFES said they would be happy to help."

The payoff has been worth the price — clothing sales have increased 20 percent in five months.

Personnel system updated

By Barbara Filbert
Civilian Personnel Operations
Center Management Agency

Improving services to federal employees is a top priority for the Department of Army. Since regionalization began in 1994, the Army has made drastic changes in the way it performs its duties. The principal vehicle of these changes is a more sophisticated computer network.

Today, human resource professionals throughout the Department of Defense play an important role as they deploy a new automated data system, better known as the "Modern System," at its personnel centers throughout the world.

The modern Defense Civilian Personnel Defense System (DCPDS), a defense-wide initiative, will launch an automated human-resources system that will link all military branches under the same personnel system. Defense officials said the database is designed to support about 800,000 employee records.

The Modern System uses new technology to simplify processing personnel actions, access civilian work force information, and standard the way personnel services are managed. The system is designed to streamline personnel paperwork and services, and will support appropriated and non-appropriated fund, and local and national civilian personnel operations.

The need

Because of the Army's reorganization, infrastructure changes, and centralizing personnel functions, the human resources workforce has reduced by 43 percent. Their job of providing pay and benefits services is evolving into a more strategic role, as personnel specialists focus on recruiting a skilled workforce for the future.

"The modern DCPDS will support regionalized personnel services by allowing direct access to up-to-date information," said Denise Copeland, a personnel management specialist at the Civilian Personnel Operations Center Management Agency (CPOCMA).

"One advantage of the new system is that everyone in the civilian personnel process (managers, supervisors, resource managers, and human resource personnel) can access the system, and data will flow quickly and efficiently to organizations and geographic locations," said Copeland.

Users

The staff of the Civilian Personnel Operations Centers' (CPOCs) will be the most frequent users. They process personnel actions, which will be recorded electronically. This will allow managers and human resources officers to track personnel activities from their desktop computers.

Managers will be able to track the status of personnel actions from their desktops and retrieve personnel information regarding their employees. With the new system, human resource providers can simplify personnel action processing and provide expanded access to information on civilian employees.

Deployment

The Modern System is currently in deployment. Two regions have already deployed — the Northeast Region (including Norfolk, Baltimore, Buffalo, and New York districts) and North Central (including Pittsburgh, St. Paul, and Huntington districts).

On April 13 Western Region (including Sacramento, Portland, Seattle, and Walla Walla districts) began deploying the Modern System, as did the National Capital Region on April 27 (including USACE Headquarters and HECSA).

The other regions and their deployments are:

- ***South Central Region*** — May 25, (including Louisville, Vicksburg, Kansas City, Nashville, St. Louis, and Memphis districts).
- ***Southeast*** – June 22 (Mobile, Savannah, Wilmington, Charleston, and Jacksonville districts).
- ***Southwest*** – Oct. 13 (Fort Worth and Omaha districts).

The other three regions (Pacific, Korea, and Europe) are not included in this list because they have no Corps CPOCs.

Copeland said the Oracle-based system, which DoD developed in partnership with Oracle Human Resources, will capitalize on new technology to deliver personnel services.

User-friendly

Greg Wert of CPOCMA's Training Management Division, said the system has user-friendly screens.

"The Modern System is based on a commercial, off-the-shelf product that uses a Windows environment with drop-down menus, point-and-click maneuvering, and cut-copy-paste capability," he said. "Users who have more than one role, like a budget officer who also supervises civilian employees, will appreciate the ease of switching these roles without exiting from the system."

The Modern System is moving toward greater standardization in personnel actions, and getting away from reliance on locally developed systems. Customers and managers who move from one organization to another should see a marked similarity in the operation of the civilian personnel system from one organization to the next.

For more information and up-to-date information on the Modern System, see the Web site, http://cpol.armv.mil, under "Modernization." Current information on policy and procedural changes also is posted on the Web site.

Keep cool on the job

By Bernard Tate
Headquarters

The last point on the Chief of Engineer's philosophy card (Keep a sense of humor, enjoy your families, and have fun), might be more practical than it first appears.

Productivity is soaring in America, but the price is "desk rage," according to a recent survey quoted in the March/April issue of *New Man* magazine. According to the survey results:

- 23 percent say they have been driven to tears by workplace stress.
- 14 percent say they work where machinery or equipment has been damaged by workplace rage. ***(Editor's note** – I confess to breaking a couple of telephone handsets, which I replaced at my own expense.)*
- One in eight say they've called in sick because of stress at work.
- One in five has quit a job because of stress.

What's driving workers around the bend? More than half of those surveyed cited working more than 12 hours a day. Besides outbursts, the survey found that stress has caused 34 percent of American workers to lose sleep, 11 percent to drink heavily, and 16 percent to smoke heavily. ***(Editor's note** – And I should buy stock in Bristol-Myers and M&M/Mars, the companies that make Excedrin and Snickers Bars!)*

Applying the Chief's fourth philosophy point might help reduce work area stress and restore perspective.

HR corner

Army refining job application process

Tony Whitehouse
Headquarters

***(Editor's note:** "HR News" will be a regular feature in the "Engineer Update." The human resources staff will use this forum to provide information about topical issues affecting USACE employees. Maintaining high morale, and attracting, retaining, training, and paying a high-quality work force are critical to executing Corps missions and serving the American public. Readers are encouraged to send comments and suggestions for future articles to the Directorate of Human Resources.)*

Have you wanted to apply for a federal position and didn't because you did not have time to read the lengthy job kit, position vacancy announcement, and how-to-apply instructions? Have you applied for a position you knew was perfect, only to be informed you did not have the right RESUMIX skills in your resume? Have you successfully sent a resume to one Army region, only to have another region reject it? Have you missed consideration for a job you did not know was vacant?

If so, you are not alone. Many U.S. Army Corps of Engineers employees and job seekers have expressed similar frustrations.

While using automated tools like RESUMIX and the Internet are necessary in today's environment, USACE's human resources community at all levels recognize current processes need to be simplified, standardized, and more user-friendly.

The Headquarters Human Resources office was inundated with complaints from managers, applicants, and Civilian Personnel Advisory Center staff. The HR office shared its frustration with Department of Army in a memorandum last November, asking that greater emphasis be placed on improving the application process.

Lt. Gen. Robert Flowers, Commander of USACE, met with David Sndyer, the senior Department of Army (DA) official for civilian personnel issues on April 12 and stressed the importance he placed on simplified, more timely recruiting process.

Beginning last December, the USACE staff has been an integral part of DA-wide working groups that met for several weeks during the past few months to make meaningful changes.

An overhaul of the current application process is being refined and should be implemented in the first half of fiscal year 2002. While all details have not been finalized, the changes include a one-page announcement, greater use of open and continuous announcements, and widespread use of standing inventories to eliminate the need to apply for individual vacancies.

Every Army personnel office will use the same application process, and there will be one automated resume for any Army job, anywhere. For internal applicants, much of this resume will be completed for you from data in the civilian personnel database. Resumes will be submitted to one central location and applicants will receive system-generated notifications on the status of their application at several stages in the recruitment process.

These changes will address the problems many people experience, and compress the time between when a vacancy is created, and when the supervisor receives a referral list. By making the application process simpler, and giving supervisors the ability to make job offers more quickly, applicants will find the employment process less frustrating.

Around the Corps

"One Door" in Denver

Every year, the Air Force assembles their environmental people for training, updates on legislative and regulatory issues, and to ensure consistency in environmental compliance. More than 2,000 attended this year's Environmental Symposium in Denver. About 100 environmental firms, including the Corps, showcased their skills and products at the associated trade show.

Corps presence is nothing new. There has been a Corps booth in the trade show every year since 1996. In fact, in 1998 there were five, so in 1999 Headquarters funded a corporate exhibit. This 10x20-foot professional exhibit was the single Corps presence at this year's symposium.

It was staffed by nine people from four districts. Each team member wore a shirt embroidered with the Corps logo, and each worked to explain the Corps' environmental capability to potential Air Force customers.

To offset the natural rivalry between districts, the exhibit manager, Ron Ruffennach, Public Affairs Officer of Fort Worth District, offered an on-the-spot cash award to any Corps representative who recruited a business opportunity for a district *other than* the one where they work.

For information regarding opportunities to use our new national exhibit, call Ron Ruffenach at (817) 978-2196.

Brettschneider Floor

Europe District dedicated and renamed the fourth floor of its headquarters building the "Louis Brettschneider Floor." The fourth floor houses Engineering Division, where Brettschneider was chief.

"I'm touched and overwhelmed." said Brettschneider at the dedication ceremony. He is on extended sick leave and not expected to return to work. "I regret that I couldn't continue working. I've enjoyed it immensely. I miss it."

Louis Brettschneider, former chief of Engineer Division in Europe District. (Photo courtesy of Europe District)

Brettschneider's distinguished service to Europe District began after World War II with its predecessors, the U.S. Army Construction Agency Germany and the USAREUR Engineer Command. During Brettschneider's 45-year career in Europe, he saw more than $5 billion in military construction from Norway to Turkey.

Brettschneider, mechanical engineer, served in the Merchant Marines during World War II. He speaks eight languages fluently, and several others conversationally.

Corrections

Rob Vining has transferred from Director of Programs Management Division in Great Lakes and Ohio River Division to Chief of Programs Division in the Directorate of Civil Works in Headquarters.

The Former Air Force Plant No. 51 is located in New York District.

Construction excellence

Two construction projects managed by Albuquerque District were honored at the annual Associated Builder's and Contractor's awards on March 10 in San Antonio.

The Pajarito Canyon Flood Retention Structure in Los Alamos, N.M., received an Award of Excellence in the Infrastructure/Heavy Building category. It was built to prevent flooding to critical Los Alamos National Laboratory nuclear facilities following the fires in that area in May 2000. The contractor, Sundt Construction Inc., achieved a 100-year level of protection in less than 60 days.

The Manzano Bridge on the east side of Kirtland Air Force Base in Albuquerque, N.M., received an Award of Merit in the infrastructure category. The contractor, Albuquerque Underground Inc., and the designer, HDR Engineering Inc., completed the project 90 days ahead of schedule with little to no cost growth.

Clarification

It is estimated that the nationwide Formerly Used Defense Site clean-up program will cost a total of $12-18 billion. The *annual* FUDS budget is $240-250 million.

Missing caption

For some unknown computer reason, our contract printer dropped a caption from the April *Engineer Update*. The photo and complete caption are reprinted below.

Barney Davis (left), Ralph Ownby, Wayne Lanier, and Todd Yann of the "Deep Water Boys" perform at a Nashville District reception. (Photo by Bill Peoples, Nashville District)

Ice fishing derby

The Sons of the American Legion – Squadron 85 recently held its first annual ice-fishing derby at Surry Mountain Lake in New England District. The event brought more than 100 people to the lake.

Corps park rangers took advantage of the event to conduct creel surveys. Measurements and scale samples were taken from bass and black crappie to help determine the health of the fishery.

As anglers registered, they were asked to release bass and crappie to help with management efforts while habitat improvements were implemented. Fish locations and biological data were recorded in GIS to help rangers locate effective areas to place artificial habitat structures.

Managing Surry Mountain Lake depends on public feedback. By conducting angler surveys and other programs, the rangers have both educated the public and obtained important fish data. Previous studies by Corps and New Hampshire Fish and Game biologists indicated that Surry Mountain Lake suffered from lack of cover and increased sedimentation, which affected both hatching and survival of young fish.

An angler pulls in a black crappie. (Photo by John Asseng, New England District)

Bank reclamation along an upstream gravel pit is nearly complete and should curtail further sedimentation problems. Park rangers have implemented artificial habitat structures to make spawning areas more attractive to crappie, and to increase the protective cover for juvenile fish.

Indian playwrights archive

A student internship with the Engineer Research and Development Center resulted in an internet site for hard-to-find resources on Native American theater. Dianne Yeahquo Reyner of the Kiowa Nation completed a summer assignment while working toward a degree at Haskell Indian Nations University. The Summer Research Opportunities Program at the University of Illinois funded the project. Reyner worked at the Construction Engineering Research Laboratory, an affiliated agency of the university.

A scene from a Native American play. (Photo courtesy of CERL)

Reyner's wanted to enhance public awareness of Native American theater.

"Native theater seeks to incorporate cultural traditions, music, dance, language, and ceremony within the structure of Euro-Western theater," Reyner said. "Recognition of Native American playwrights has been slow to surface. They often depart from the structured format that's more traditional in the U.S."

Research to collect information about Native American plays and authors was part of Reyner's work in the lab's cultural resources research and development program.

"Native American theater can be a non-threatening source of cultural education," Reyner said. "It can also provide a source of identity, empowerment, and healing for Native Americans."

The Native American Playwrights website has past and present works, and links to other Indian fine arts sites. Visit it at www.haskell.edu/playwrights/playwrights.htm.

Former Chief Counsel dies

E. Seltzer Manning, a former Chief Counsel of the Corps, died April 18 at the age of 88. He is survived by his wife, Grace Seltzer, and daughters Sue Ellen Hersh and Carol Gichner.

Funeral services were held April 20 at the Washington Hebrew Congregation. He was interred in the King David Memorial Gardens in Falls Church, Va.

Manning served the Corps for 31 years, from 1946 to 1977. His last position was the Chief Legal Advisor and General Counsel (now called Chief Counsel). He is recognized as the father of federal construction law.

During his federal career Manning was also the General Counsel of both the Federal Works Agency and the Department of the Army Construction Agency.

Small business award

The Chief of Engineers Deputy for Small Business Award recognizes leadership, commitment, technical expertise, and outstanding performance in enhancing the success of the Corps' small business program.

The winner of the award for 2000 is Patricia Johnson of St. Paul District. Thanks to Johnson's dedication, professionalism, and conscientious efforts, St. Paul District has become a centerpiece for promoting the small business program. In the past fiscal year, St. Paul District awarded 74.7 percent of its prime contracts to small businesses, including 20.2 percent to small disadvantaged businesses.

Registry of Skills

The Corps-wide Registry of Skills (RoS) has been running since September. The RoS is an on-line database to determine existing skills and capabilities and identify the gap between our current capabilities and future needs. It is open to all Corps employees.

The system website allows people to enter information about their education, training, certification or registration, experience, and skills. Registration is voluntary.

The RoS database can be searched quickly using a wide variety of search criteria to identify team members with potential. To register or search for people with specific skills and abilities in the RoS, you must:

- Have access to a computer with a web browser.
- Have a CEEIS USERID and an Oracle password. These are the same ones used for CEFMS.

The RoS is at http://ros.usace.army.mil:8096.

Strategic Vision

People, process, communication are keys to updated Vision

By Becki Dobyns
Headquarters

People.
Process.
Communication.

Focusing on and improving these areas are the goals for the updated Strategic Vision and Campaign Plan, developed under the leadership of Lt. Gen. Robert Flowers, Commander of the U.S. Army Corps of Engineers.

"This Vision's focus is *you*, and *you* have the power to make it succeed or fail," Flowers said in a new video for all employees. In his introduction to the Vision, Flowers states, "You are a critical part of the Army, from quality of life and readiness on installations to transformation of the force for the future, helping to shape the Army for success. You are especially important to the well-being of the nation, and the livelihood of most Americans, through developing, managing, protecting, and improving our nation's water resources."

Other than the Chief's introduction, the Vision brochure includes only a few short elements:

- The Chief's principles.
- Our purpose.
- Our mission.
- The Vision statement itself.
- Strategic goals.
- The Army values.

"This Vision is a lot simpler and shorter than what we've seen previously," said Ed Link, Director of Research and Development, who worked on the team developing the Vision. "It's easier to read and remember and, hopefully, it'll be easier for people in the Corps to see how they, as individuals and on teams, can help move us toward our strategic goals in people, process and communication."

Everyone who has received a copy of the Flowers' permission slip will recognize the four elements of his philosophy — know your job, be situationally aware, be healthy, and treat every individual with dignity and respect.

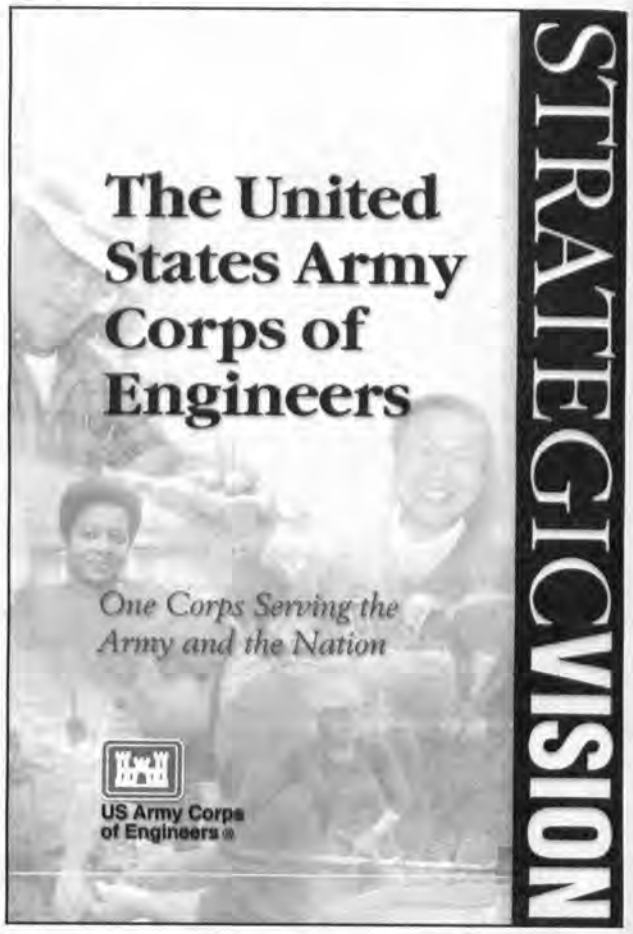
Our purpose is simply *Serving the Army and the Nation.* Our missions are varied and complex, spanning the spectrum from peace to war. The Vision document, however, breaks them into five main areas — water resources, environment, infrastructure, disasters, and warfighting. All Corps team members should be able to see their role in at least one of these areas.

The Vision statement itself is only slightly modified from the previous version. It now reads:

"The world's premier public engineering organization responding to our nation's needs in peace and war.

"A full spectrum Engineer Force of high quality, dedicated soldiers and civilians: Trained and ready, a vital part of the Army, dedicated to public service, an Army values-based organization."

"Where you will see the most change is in the Corps' strategic goals," said Kristine Allaman, Director of Installation Support Division in Military Programs, who lead the Vision team effort. "While the Vision document spells out the strategic goals for people, process, and communication, those who are interested in a deeper meaning will want to read the Campaign Plan. The Campaign Plan spells out where we need to go in each area and our strategies for getting there. Districts, divisions, and labs are also developing their own campaign plans to implement the Vision locally."



People

The "People" portion of the plan has three objectives:

Attract and retain a world-class workforce. The primary idea is maintaining a talented, high-caliber team through valuing diversity, emphasizing technical skills, and attracting and retaining the best people through a stellar reputation.

Create a culture of learning and empowerment. Key here is the ability to share lessons learned effectively across the Corps, and to create an atmosphere where people have a continuous opportunity to learn throughout their careers.

Develop leaders at all levels. This idea is that leadership isn't always tied to a position. In today's era of teamwork, Corps people will need to move in and out of leadership positions easily and with skill. This strategy also recognizes that each of us has a role as both the student and the coach.

Process

The "Process" portion of the plan also has three objectives:

Practice Project Management at all levels. This means using the Project Management Business Process as *the* Corps business process, focusing on teamwork to produce the best possible solutions for our clients and the nation. Key here is also streamlining the contract and acquisition process, and establishing consistent levels of quality across the Corps.

One Corps, operating regionally and globally. The main idea here is using regional business centers to manage resources more efficiently, learning from each other and from the best practices in business, and making the best use of technology.

Enhance capabilities to create synergy between economic objectives and environmental values. This means looking for win-win solutions by identifying alternatives that are better than one perspective could envision alone. This objective also promotes a comprehensive, systems approach to water resources issues, simplifying the regulatory process, and supporting environmental initiatives on military installations.

Communication

The "Communication" part has four objectives:

Develop key strategic messages that foster understanding of our service to the nation. The main idea here is sending consistent messages and images Corps-wide so that people will recognize the same Corps of Engineers no matter where they are.

Develop a work climate that is open, informed and actively engaged in listening and being responsive. This means leadership keeps employees informed about issues early, and the Corps invests in communication training and communications professionals.

Build effective relationships with external partners, stakeholders and customers. This strategy centers on dialogue — looking both for opportunities to listen better and understand the needs of those we serve, and also do a better job telling the Corps story, because the nation deserves to know what we do for them and how their tax dollars are spent.

Integrate strategic communications into our business processes. This means becoming proactive with our communications efforts regularly — building communications into project management plans from the beginning, and working through issues and problems that we should not wait to solve.

Every day

The key to making the updated Strategic Vision real, the team agrees, is making it a part of the Corps day-to-day work. "You start understanding the Vision and Campaign Plan more fully through workplace discussions and by looking for ways that you and your workgroup can actively put these ideas into practice," said Allaman.

"I want you to read the Vision and talk it over until you understand it," said Flowers in his video. "Then live it! I expect leaders and supervisors to set the example. Make the Vision a part of your everyday discussions."

(***Editor's note:*** *The Vision and Campaign Plans are both posted to the Corps Intranet at http://corpsinfo.usace.army.mil/mp/n/50th/)*