



The Cerro Grande Fire near New Mexico on May 5 caused widespread land and property damage. (Photos by Andrea Booher, Federal Emergency Management Agency)

## Corps supplies temporary housing following New Mexico forest fire

By Joan Mier  
Albuquerque District

It brought destruction unparalleled in New Mexico history. When high winds fanned the flames of a prescribed burn about five miles southwest of Los Alamos on May 5, the result was the Cerro Grande fire — a raging inferno that torched 48,000 acres and destroyed 400 buildings before firefighters were able to contain it nearly a month later. The President declared the area a major federal disaster on May 13.

Within days, the U.S. Army Corps of Engineers went into action. On May 15, the Federal Emergency Management Agency (FEMA) activated the Corps' Emergency Support Force #3 for Engineering and Public Works in Santa Fe, the state capitol. Albuquerque District activated its Emergency Operations Center (EOC) May 18 after receiving a request from FEMA to activate a Planning and Response Team (PRT) to help develop temporary housing for fire victims. Five PRT members from St. Paul District arrived at the EOC that day, and later were joined by seven more.

The district officially received the \$7.5 million mission on May 24 to design and build temporary mobile home sites, and haul and install the homes. After an environmental assessment on six sites found No Significant Impact, New Mexico and Los Alamos County chose two potential sites for the parks, and decided the Los Alamos County Fairgrounds would be the best site to use.

By June 3, construction vehicles were already grading the fairground site. Construction crews continue to work seven days a week, 24-hours a day preparing the site, including installing all utilities and roads, for the temporary mobile homes.

ESF #3 Team Leader, Steve Rager of Louisville District, Assistant Team Leader Ed Andrews of Los Angeles District, and Action Officer Lisa Hedin of St. Paul District, have worked seven days a week, at least 12 hours a day on the project, as have EOC and PRT team members. On June 14, less than two weeks after construction began, the first mobile homes rolled onto the fairgrounds site.

"There have been a lot of organizational changes in emergency management since I last worked a disaster in 1994," said Ed Andrews, Los Angeles District's new Chief of Emergency Operations. "The PRT concept was just approved in 1998."

Before development of the PRT, people were chosen based on who was available. PRT team members have worked and trained together and are entirely self-contained.

"With the cutbacks throughout the Corps, a disaster of this type would have a severe impact on a district's day-to-day operations," Rager said. "With the PRT, you have an experienced team coming in that prevents that from happening."

This is the first time the St. Paul District PRT has been deployed, and all are motivated by the challenges of the assignment.

"The pace of the schedule is very fast," said Rick Fermrite, sanitary engineer and cost estimator. "Getting the changes incorporated into the estimates in the time frame allowed is challenging, but fun."

"We've had great resources available to us," said Bruce Stephenson, contract specialist. "It's been a super asset to have all these folks helping us."

"The Corps has a history of responding to disasters, but Albuquerque District has usually been fortunate in sending people outside the district to support those efforts," said Albuquerque District Commander Lt. Col. Thomas Fallin. "This is one of those

rare events that we have provided support internally."

Matt Bourgeois was initially assigned to the state EOC. After the Disaster Field Office was established, he has served most of his time as shift leader of the district's EOC. A rotating EOC staff has made things difficult when trying to juggle so many tasks at once, according to Bourgeois.

"There have been a lot of days when I haven't left before 10:30 at night," he said.

Throughout, FEMA representatives have canvassed for victims whose homes were severely damaged or destroyed by the fire to determine their interest in temporary housing. It's a difficult task, with people scattered about at the homes of friends and family, or various hotels. However, so far the number of interested households is 114, according to Pam Johnson, FEMA's lead public information officer for the disaster.

The Corps turned over 25 trailers to FEMA on June 27, and has another 43 installed and ready for occupancy. Eventually, 114 units will be installed.

The entire temporary housing mission was completed early this month. The fast pace of disaster recovery operations, in this case slightly more than 30 days from start to finish, is exactly what attracts personnel to this type of work.

"I wouldn't do anything else," said Rager, who has done this part-time and full-time in Louisville District for 26 years. "It's exciting. In the Corps of Engineers, a \$500 million civil works project takes about 20 years. A \$500 million military construction project takes from seven to 10 years. A \$500 million emergency project takes about six months. It's intense."

"I like the immediacy of the work," agreed Hedin.

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## Insights

# New chaplain arrives

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

Words can not tell you how honored I am to have been selected to replace Chaplain Carlson and to become the second chaplain to serve the U.S. Army Corps of Engineers. The Corps has a very impressive reputation throughout the U.S. and it looms large in my mind. As a boy, I took vacations with my family, and we often traveled around the U.S. Frequently we stopped to take a break along some beautiful body of water and, in most cases, I saw a sign reading, "Constructed by the United States Army Corps of Engineers."

As a chaplain serving at Fort Eustis, Va., my wife, Betty, and I made several short but enjoyable trips in our little boat. Sometimes we cruised up and down the Intracoastal Waterway, another contribution of the Corps of Engineers.

There's hardly a community or a person in America who has not been touched by the Corps and, like many Americans, I have a real sense of awe for the Corps. A friend of mine, Col. Bob Reardon, loaned me the book, *Structures in the Stream* by Todd Shallat. After reading this book and learning a little about the many accomplishments of the Corps of Engineers and its tremendous heritage, I'm even more amazed that I have the privilege of being associated with such a honored organization with a history as old as America itself.

I must be honest and admit that when I first learned that I got the nod to become the next chaplain for the Corps of Engineers, I was quite apprehensive. The first reason for my apprehension was moving to the hectic city of Washington, D.C. It's not that I'm unfamiliar with cities. I've lived in or near New York, Chicago, Los Angeles, Tokyo, and San

Francisco, to name a few. But the commute to and from work in Washington, D.C. is notorious throughout the Department of Defense. On top of that, I would work right in the heart of this monster city that is just waiting to devour new chaplains. Would I ever survive this assignment?

The second reason for my apprehension is the enormity of the assignment. How can anyone, especially a mortal like me, pastor 37,000 people scattered throughout 50 states and four foreign countries? And I'm aware that, as I get more involved, I will probably learn the assignment is even *more* encompassing than I realize now. That's a scary thought.

But the more I thought about the assignment, and the more I learned, the more my apprehension gave way to excitement. Now I can honestly say *I'm excited!* I'm excited about being your chaplain; I'm excited about enjoying the sights and activities of this friendly city; and I'm excited about exploring the unlimited possibilities of ministry within the Corps of Engineers.

I guess it is only fair to let you know a little about me. My military career began with more than three years in the *other* Corps, the U.S. Marine Corps. There I attained the rank of Sgt. (E-5), met God, and decided to become a minister. Upon fulfilling my commitment to the Marine Corps, I continued my education and graduated from Pasadena College and Nazarene Theological Seminary. I was ordained by the Church of the Nazarene, and I've been an Army chaplain for more than 24 years.

My first assignment was at Fort Leonard Wood, Mo., where I was the battalion chaplain for the 4th Battalion, 2nd Training Brigade, *Combat Engineers* (name-dropping). My military experience has called me to Vietnam and Desert Storm.

I'm still married to Betty, my bride of 34 years,



Col. Lowell Moore is the new chaplain of the U.S. Army Corps of Engineers. (Photo by F.T. Eyre, Headquarters)

and she is my best friend. We have two married daughters and one is married to an *engineer* (more name-dropping). I enjoy hunting, fishing, boating, camping with Betty, and visiting my kids. (The order of preference must be kept confidential.)

I close by saying, "Hello, Corps of Engineers!" I look forward to getting to know as many of you as possible and to making the Corps my home.

(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.)

## Fire

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"There's a clearly identified need. You can take the stress and strain off the local community by being here and taking a piece of the recovery process, which allows them to focus on something else that demands their attention."

The hardest part, they all said, besides the obvious necessary lack of sleep, is being away from home for so long, and getting caught up and acclimated to the regular work environment once recovery operations are over.

"But it's so rewarding to see immediate positive results for people who really need it," Andrews said. "In a month, you can really turn things around and it makes it all worthwhile."

"Helping people is gratifying," agreed Rager. "You can actually see the good you are doing."

People who have expressed an interest in housing are grateful. Shannon Richardson is a single parent of two children who lost both her home and her business; she ran a daycare facility from her home. Since the fire, she



Corps personnel arranged temporary housing for fire victims. (Photo by Rita Kepner, Federal Emergency Management Agency)

has stayed with friends in Los Alamos and run the business from the house of a friend in nearby White Rock, N.M.

"I lost everything," she said. "It's very sad and hard on the whole community. I just want to get settled someplace, even if it's just for a few months. I've driven by the housing site several times. I think it's wonderful the Corps is working so hard on this."

The housing project has posed unique

challenges for the Corps. Although the customer in a disaster is always the victim, the physical and social needs of the Los Alamos community must also be taken into account, Rager said.

"We have had to discover innovative ways to maintain the close-knit community of Los Alamos and at the same time construct these temporary mobile home parks for victims who have lost everything in the fire," he said.

At the 17-acre fairground site, the community's soccer field and tennis courts are being left undisturbed. Utilities were rerouted and potential home sites lost in order to preserve two mature trees on the site. Although round-the-clock construction is needed at the site to meet the needs of the victims in an emergency situation, work requiring the use of loud equipment is conducted during the daytime, and lights are turned away from the neighboring homes at night.

Although the housing is long-term (up to 18 months with an extension if necessary), temporary is the key word.

"At the time an individual or family is leased into a mobile home, they will be assisted in developing a permanent housing plan," Johnson said. "The goal is to help people get into permanent housing as quickly as possible."

Meanwhile, at least families can move back into their community and take the first step toward returning to a normal life. "My whole life changed in one day," Richardson said. "I just want to have a plan."



# Prime Power unit gains Reserve troops

By Candice Walters  
Headquarters

Taking the mantra of former Army Chief of Staff Gen. Dennis J. Reimer to heart, the 249th Engineer Battalion (Prime Power) officially became a multiple-component structure on June 16. On that day, the U.S. Army Corps of Engineers unit assumed command and control of four Army Reserve platoons, becoming the fourth engineer battalion to go multi-component, said Lt. Col. Anthony Vesay, commander of the "Black Lions," which is headquartered at Fort Belvoir, Va.

"Ours is unique, because the others deactivated the components, while ours is integrating them," said Vesay.

As a result of the changes, which were about 18 months in the making, the 249th's A Company at Fort Lewis, Wash., gained two additional platoons — the 314th, a prime power unit from Seattle, Wash., and the 736th, a power line unit, from Attleboro, Mass. B Company at Fort Bragg, N.C., acquired the 316th, a prime power unit from Kittanning, Pa., and the 287th, a power line unit from Attleboro, Mass.

The two prime power platoons generate electricity while the two power line units distribute the power by hanging wire overhead or through underground cables, Vesay said.

While the activation occurred on June 16, the formal ceremony marking the integration will take place on July 13 as part of the battalion's Legacy Week activities. During that week, the battalion will sponsor an organization day, a leadership seminar, a legacy seminar in which former members of the battalion will be invited back to trace the Black Lions' history, recognition of the battalion's Non-commissioned Officer of the Year and runner-up, and the official activation ceremony.

"This clearly increases our mission capability," Vesay said. "The Reserve units and our missions complement each other. Unlike a lot of times when you absorb other units, you end up taking an active-duty unit away. We're not having anything taken away. Everything remains the same as it was on the 15th, we're just increasing our capability. It's a great add-on or plus-up."

While Vesay said there will be some challenges in incorporating the new platoons, especially administratively and logistically, "when it comes to execut-

ing the mission, this is a great combat multiplier."

Only 35 Reservists will come to the 249th, but since the battalion has 177 soldiers total, the new platoons represent an almost 20 percent increase in strength.

"Everybody in the Army who does this job will now be in the 249th," said Maj. Jon Jones, the battalion's operations officer. "There will be nobody in the Army outside the 249th who does what we do."

Members of the new platoons are no strangers to the 249th's operation since they have worked with the battalion's soldiers in the past and train at the Prime Power school here. "Just last month, members of the 316th were here training," Vesay said.

As part of the activation, Vesay said he expects to see the 249th transfer some of its loan program assets to the new prime power platoons to make up for some shortfalls.

Jones said the Reserve Regional Support Commands will continue to handle "issues that are Reserve in nature" for the platoons' soldiers, but he and Vesay agreed they expect a "seamless transition."

"Having these platoons will significantly help us during our wartime mission, in our disaster-relief missions, and in stability and support operations," Vesay said.

# Old chemical munitions found, removed

By Doug Garman  
Baltimore District

Army ordnance experts have finished their search for buried World War I chemical agents in the backyard of the South Korean ambassador's residence in the Spring Valley neighborhood of Washington, D.C.

During the yearlong effort, experts investigated two disposal pits once used by researchers at the former American University Experiment Station between 1917 and 1919. While excavating the pits, workers safely removed 288 ordnance-related items and about 335 various kinds of cylinders, pipes, glass containers, metal drums, wooden training aids, and various pieces of unidentifiable scrap metal, glass, and ceramics.

"We carefully checked each of these items to determine if they contain any traces of chemical warfare agents," said Maj. Brian Plaisted, Baltimore District project manager. "Fortunately, many of the items were empty or contained smoke compounds, sulfuric acid, and other laboratory compounds, but we did find 14 items that contained chemical warfare agent."

In April, Army experts safely transported seven of these items to Pine Bluff Arsenal, Ark., for storage while awaiting disposal. The remaining seven items were transported to Edgewood Arsenal, Md., for research and testing.

All the soil excavated during this search, about 1,400 55-gallon drums and several large truckloads, was tested and analyzed for compounds related to chemical warfare agents before removal from the site. The two pit areas have been backfilled with new soil.

"We had hoped to begin restoration of the site this spring, but the results of soil sampling taken late last year from the ambassador's property indicated that portions of the backyard contained levels of arsenic higher than acceptable for residential areas," said Plaisted.

At that point, site restoration efforts were placed on hold until Army officials could better characterize and assess the extent of the arsenic issue.

In February, 266 additional surface soil samples were collected from the property. Analysis of these samples indicates that the elevated arsenic levels discovered on the property are confined primarily in the area near the pit excavation. To further define the site, in May subsurface samples were collected from



Chemical munitions casings were among the 623 items removed from the Korean ambassador's backyard in the Spring Valley neighborhood of Washington, D.C. (Photo courtesy of Baltimore District)

10 different areas on the ambassador's property.

Using these results and previous data, Army experts are preparing a comprehensive risk assessment of the site to evaluate if any risk to human health is posed by the elevated arsenic levels in the soil.

"We will recommend appropriate cleanup actions as part of an engineering evaluation of possible alternatives," said Plaisted.

This risk assessment and engineering evaluation documents are scheduled to be completed and available for public review in June.

"Although the elevated arsenic levels are confined primarily to the pit excavations, we have reviewed the historical data of the adjacent area and believe it is prudent to conduct additional arsenic sampling at properties adjacent to the ambassador's property. We are currently developing detailed plans for this sampling," said Plaisted.



Workers complete the final phase of excavating two World War I-era disposal pits at the Korean ambassador's residence in Washington, D.C. (Photo courtesy of Baltimore District)

# New hospital is state-of-the-art

Article by Alicia Gregory  
Photo by Jonas Jordan  
Savannah District

A colossus rising beyond the shadow of its predecessor, the new Womack Army Medical Center opened its doors on March 9. It took about 50 different government offices, several prime contractors, 75 subcontractors, \$400 million and almost a decade of planning and implementation to deliver one the Army's most technologically advanced health-care facilities.

In September 1990, Savannah District contracted with Smith, Hinchman and Grylls and Associates of Detroit, Mich., to design a multi-year, multi-phased hospital project for Fort Bragg, N.C. It was the largest design contract the district had ever awarded, and it would take four years to complete the design.

Because the hospital complex was designated a Department of Defense Medical (DoDM) project, some 50 different government agencies were involved, including the U.S. Army Medical Command, the Health Facilities Planning Agency, Womack Army Medical Center Command, the XVIII Airborne Corps and Fort Bragg, and the U.S. Army Corps of Engineers.

**Construction.** "All of these agencies helped to develop the project management plan, which outlined how the agencies would interact with each other and their different responsibilities," said Pete Oddi, the district's project manager for the hospital.

Womack Army Medical Center was built for \$250 million with funds from base closures and Department of Defense Military Construction appropriations. It was built in three phases. Phase I, site work and basic infrastructure, was awarded to Highway Constructors, Inc., for \$8.8 million. Phase II, the structural shell of the central energy plant, went to D.S. Simmons for \$2.8 million. Phase III, building the medical center and completing the energy plant and all remaining site work, was awarded to Centex Construction Company for \$19.1 million.

Officials broke ground for the new hospital complex in September 1992, and by February 1995, Centex had begun building the final phase of the medical center. In all, Centex employees and about 50 different subcontractors worked more than four million man-hours to complete the project.

"The modern health-care facility is generally more complex than other facilities because the care of the patient is the prime consideration in every decision," said Allen Rowe, the district's resident engineer for the Womack Army Medical Center Field Office.

Medical facilities are unique also because of the complexity of the sys-

tems that need to be in place, and the sheer scope of the work — in the case of Womack, more than 5,000 drawings and 5,000 pages of specifications. According to Rowe, these special considerations make partnering not just advantageous, but necessary.

"This was not the type of partnering where all the action is in the talking," Rowe said. "Everyone had to understand and be willing to commit to the team effort of building the best facility possible. Everyone had to learn to communicate orally...and learn to listen."

**Changes.** Rowe said the medical mission changed rapidly from the time Womack was designed until the project was completed. "You have to understand that when a new health-care facility opens its doors, the user expects it to be the latest and best on the market," he said. "If we constructed it just like the drawings, the medical center would already be outdated. That means the design...must be modified. There has to be a procedure for prompt review, approval, funding, and accomplishing many change orders to the contract." (The district made more than 500 modifications to the hospital project.)

The resident office and the Health Facilities Project Office (HFPO) worked with the contractor to determine when to make mission-oriented design changes — whether during construction, without delaying work, or after the project is turned over. This coordination during the construction and turnover of the medical center was facilitated by the co-location of HFPO and the field office.

**Moving in.** As the facility was nearing completion, the transition phase geared up.

Savannah District turned over the medical center to the Womack Transition Office in phases. The first thing to be turned over was the All American Highway extension built to accommodate the new hospital. In mid-1998 several warehouses were turned over so that incoming equipment and supplies could be received and processed. "B" building, which houses most of the medical center's ancillary clinics and departments, was turned over in sections, beginning with Radiology in November 1998 and ending with Outpatient Surgery and Dental in February 1999. "A" building, or outpatient clinics, was turned over December 1998. Finally, "C" building (the in-patient tower) was turned over the summer of 1999. The last to be turned over was the food service area last January.

"When the Corps gave us the keys to the facility, my staff moved in the equipment we'd purchased," said Maj. Donald Brocker, Chief of the Womack



The new Womack Army Medical Center at Fort Bragg, N.C., is a one-million-plus square-foot facility built by Savannah District.

Army Medical Center Transition Office Complex. "We had vendors install medical and non-medical equipment, furniture, automated systems (\$150 million worth of equipment in total), and complete everything required to make that facility a living and operable building."

This included sterilizing the facility. "Housekeeping comes in and wipes everything down, which is just a general clean," said Graydon Krapohl, Womack Army Medical Center transition coordinator. "Later, they come in and do a sterile clean before the medical center receives patients."

The facility has a standard one-year construction warranty, but unique or complex systems, like the Automatic Box Conveyor System, are under special warranty.

The hospital is also checked for "punch list" items — work the hospital and transition office staffs have identified as necessary, even though the facility has already been turned over. "We're about halfway there," said Sgt. 1st Class Shaun Harniss, relocation planner for the Womack Army Medical Center. "Certain things — life-safety issues, for example — needed to be done before we moved in. Other work can be done while patients are received."

One of those life-safety issues is balancing the air in the operating rooms. This ensures that when an operating

room is entered, the air pressure keeps contaminated air from entering and possibly affecting the patient.

**Features.** The new Womack is double the size of the old hospital (1,030,000 square feet) and is designed with interstitial space. This is a utility space between occupied floors that allows maintenance work without interrupting hospital operation.

The center's open-mall layout is a big advantage. "This layout facilitates patient flow," said Lt. Col. Carmen Rinehart, former Chief of the Health Facilities Project Office, and now Logistics Chief for the medical center. "The patients come in the door and there is some adjacency. If they need the pharmacy or lab services, they don't have to go from one end of the building all the way to the other end."

"X-rays will be taken with digital film instead of the standard film," said Maj. David Greateorex, Digital Imaging Network Pictorial and Archival Communication Systems project officer. "Because digital technology is used, the X-ray file room is one-third the size of what was originally planned. Also, doctors can access these images in their offices while patients are enroute from X-ray back to the doctor's office."

Another advance in technology is the automated pharmacy robots. Fort

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# Temporary quarters are fully furnished

By Herb Nesmith  
Los Angeles District

"I can hardly wait until I PCS in a year," said Air Force Maj. Jerry O'Conner, looking around the new Temporary Lodging Facility (TLF) built by Los Angeles District at Davis-Monthan Air Force Base, Ariz. O'Conner, commander of the base's Communications Squadron, was one of several visitors at the July 30 official opening of the new TLF complex.

For arriving and departing military people and their families at this desert base, finding a suitable temporary place to live is now a lot easier since the district turned over to the Air Force the new TLF complex, which will accommodate 50 families.

It is like having motel suites or apartments for both incoming personnel (waiting for household goods to arrive and permanent quarters), and outgoing, whose property has already been picked up by movers and are awaiting official departure dates.

Working from a design from New York District, which will be used worldwide, Los Angeles District built five single-story buildings, each having five one-bedroom and five two-bedroom units. All are completely furnished and include appliances. The nominal length that people would stay in the TLF is 30 days, but that can be extended if necessary.

The advantages to servicemembers are many — no search for a clean, safe environment for a family to live in; affordable; close to work, right on the base; no need to negotiate a temporary lease from a landlord; and no problem waiting for household goods to arrive from the last duty station.

"The project is a success," said Brian Childers of the Corps' on-base Tucson Project Office, manager of the \$4.5 million project. "We've worked through the problems, and now other districts building TLFs are calling us to see how we found solutions to the problems they're running into."

New York District, however, is the Air Force's "One Door to the Corps," and retains overall project management for the \$100 million task which will build similar new lodgings at 12 installations and upgrade facilities at four others in Germany and Japan.

"Whether it's Los Angeles District doing the construction management for Davis-Monthan Air Force Base, or Savannah District doing it for Robbins [Air Force Base, Ga.], is not a concern," said Robert Gerrits, New York's design team leader. "The Air Force wanted one organization to execute the program, and they selected the Corps."

The customer for the project was the Air Force Services Agency (AFSA) in San Antonio, which owns and operates TLFs. What the Corps built at Davis-Monthan was a six-building complex, five for apartment or motel suite-style temporary quarters and a service building to support them.

"The project came in under budget," Childers said. "Completion was delayed 90 days because of customer-requested changes as we were finishing up, and we took time to be sure the changes were implemented properly and resulted in a quality project."

Incoming residents will know this is not the type of TLF they've seen in the past as soon as they arrive at the front door. Like modern hotels and motels, it has a keyless entry system — zip the plastic card in and out and wait for the green light to flash on to enter.

Stepping inside, they'll find a furnished living room, including a 25-inch television that receives 60 cable channels, and a fully-equipped kitchen including range, refrigerator, dishwasher, disposal, microwave oven, coffeemaker, pots, pans, plates, silverware, glasses, and cups.

Opposite the bedrooms (which come with bedding,



Fully equipped kitchens need only groceries for traveling Air Force families to prepare their own meals. (Photo courtesy of Los Angeles District)

lamps, and a 21-inch TV), and next to the bathroom (with tub and shower combination), are the washer and dryer. There is also an iron and ironing board.

In short, there is everything needed to move in and immediately set up housekeeping — only better, because there is maid service every day.

As a bonus, residents won't have long to wait for hot water when they turn on a faucet. The hot water is on a recirculation system, which means the water line does not come to a dead end at the fixture farthest from the hot water heater. Instead, it continues back to the heater, so that any faucet in the unit will have hot water in three to 10 seconds.

Each unit has its own air conditioner and ventilated attic, absolute requirements for this installation in the Sonoran Desert of southern Arizona.

For fire protection, all units have local smoke alarms and unobtrusive fire system sprinklers with the heads concealed by flat plastic caps. When the interior temperature reaches 130 degrees, the caps disintegrate and the sprinklers are ready to use. At 160 degrees the sprinklers come on, and when water flows an alarm rings at the base fire department.

The fire department is also alerted if the attic temperature reaches 160 degrees, or if someone activates one of the four fire-alarm boxes on the building exterior. Each building also has six fire extinguishers,

mounted in cabinets partially recessed in the outside walls, and its own exterior fire-alarm bell.

In building the TLF, the Tucson Project Office employed the Resident Management System (RMS), a computer program to keep track of the myriad requirements of project construction.

"We used the RMS for full administration — contracting, modifications, correspondence, submittal tracking, contractors' and subcontractors' insurance, Department of Labor certification and standards for payroll," he said. "It's a real time-saver, allowing us to work on other projects concurrently."

The customers have the final say about the TLF.

"That's what this TLF program is all about — reducing the trauma of permanent change of station (PCS) moves while providing affordable, convenient, comfortable temporary housing in a safe, familiar environment," said Mike Wilson of AFSA. "Our airmen and women and soldiers used to rent hotel rooms, using temporary lodging allowance funding. The lower costs for PCS travel when TLFs are available allows military members to reduce out-of-pocket expenses. The TLFs are a great place where military members and their families can enjoy quality temporary lodging."

(Vince Elias of New York District contributed to this report.)

## Hospital

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Bragg is the second installation to have the \$2 million robots, and the first to have inpatient pharmacy robots.

"This not only eases the workload but also leaves more time for the technician and pharmacist to spend with the patients and doctors," said Joe Musisca, Womack Hospital Pharmacy project manager. "They (two pharmacy robots) can fill about 200 prescriptions an hour."

The pharmacist keys in the prescription, then the machines go to work. The robots select the correct medication by scanning bar-coded plastic trays, fill bottles that they have attached a printed label to, and send the bottles down a conveyor to the pharmacy technicians.

The hospital also has an Automatic Box Conveyor system that transports anything weighing less than

40 pounds. The system is built into the hospital walls, similar to a dumbwaiter. Items are locked in one of the 180 boxes in the system, then sent along a track to any of 56 locations throughout the facility.

**Doors open.** In an April 1999 *Fayetteville Observer* article, Womack Commander Col. Daniel Perugini expressed a debt of gratitude to everyone who worked on the hospital. "You can put the best doctors and nurses into this facility...but if the facility doesn't come up to standard, it doesn't support them."

The new Womack Army Medical Center started receiving inpatients March 18, and opened for appointments March 20. About 2,000 doctors, nurses, and various other staff will serve more than 160,000 beneficiaries, which includes active and retired soldiers and their families living in the Fort Bragg area.



## Focus on Pacific Ocean Division

Honolulu, Alaska, Japan, Korea

# Division operates in 'Ring of Fire'

By Larry Hawthorne  
Pacific Ocean Division

It sounds like a riddle with no reasonable answer, but what U.S. Army Corps of Engineers Division is the northern-, southern-, western- and eastern-most among the Corps' eight divisions? Thanks to the International Dateline that divides the globe, Pacific Ocean Division (POD) is the answer. POD is known for its geographic expanse (it covers about a third of the globe encompassing the Asia-Pacific region) and contains the third smallest state (Hawaii) along with the largest (Alaska).

### Vast area

It's a division with a lot of diversity, and even a few extremes, like a June day with plenty of sunshine at headquarters in Honolulu coinciding with late-season snow flurries at Alaska District in Anchorage. But the diversity isn't limited to geography and meteorological conditions. No other division has such variety in its programs or in the unusual list of customers it serves.

POD stretches from Alaska in the north (and northern Japan as well) to American Samoa in the south. Moving west from the continental U.S., it encompasses Hawaii, and then moves across the dateline and out of Polynesia to include the Republic of the Marshall Islands, Federated States of Micronesia, Guam, Commonwealth of the Northern Mariana Islands, and the Republic of Palau. From there, POD's boundary extends out of Micronesia and into Asia to include Korea and Japan.

### Military missions

POD has big responsibilities as well. It is the Department of Defense engineering, design, and construction agent for the Army and the Air Force in

Hawaii. Also, POD designs and builds for all services (Army, Air Force, Navy, and Marines) in Japan, Korea, and on Kwajalein Atoll. The division's annual construction program is around \$1.4 billion, and includes everything from barracks to family housing, from fitness centers to child-care centers, and from roads and hardstands to runways and hangars.

POD's workforce is about 1,500 strong, and it is the only Corps division whose division and district headquarters are all located on military installations (three Army, one Air Force).

### Civil works missions

POD also has a civil works mission in two of its four districts. It is responsible for executing the federal water resources development program in Hawaii and Alaska, and also in the U.S. territories of Guam and American Samoa, and the Commonwealth of the Northern Mariana Islands.

Most of POD's civil works activities are focused on four major areas of commercial deepwater port development, small-boat harbor design and construction, flood control projects, and projects to stem beach erosion and protect shorelines. Ancillary to this are environmental services that include studies and hazardous, toxic waste cleanup.

### Work for others

On a reimbursable basis, POD also performs work for others, including other military commands, federal and state agencies, and sovereign island nations in the Pacific. The Republic of the Marshall Islands, and the Federated States of Micronesia are two examples where POD continues to provide important environmental and engineering design and construction services on a reimbursable basis.

Also unique to POD, two districts (Japan and Far

East) manage host nation-funded programs. Through these programs, U.S. forces stationed in Japan and South Korea maintain morale and combat readiness in facilities built in part with money provided by the governments of the two countries. A formal agreement governs the South Korean government contribution to improve facilities. The host nation program in Japan is the result of a voluntary initiative by the Government of Japan. Both programs add greatly to the readiness of U.S. forces in Japan and Korea.

In its emergency operations responsibilities, POD will assist the Federal Emergency Management Agency and other combined military commands after floods, hurricanes, typhoons, tsunamis, and even earthquakes. It also maintains military contingency plans to assist operational military commands if hostilities break out in its area.

### Great diversity

The division executes its military and civil works program through its four districts — Honolulu Engineer District at Fort Shafter, Hawaii; Japan Engineer District at Camp Zama near Tokyo; Far East District in Seoul, Korea; and Alaska Engineer District in Anchorage. POD has included districts in Hawaii, Japan, and Korea since its inception in 1957. Alaska District, formerly a part of the North Pacific Division, came to POD during the major Corps reorganization in April 1997.

Today, members of POD are as likely to assist Samoan tribesmen or Aleute villagers with a small-boat harbor problem as they are soldiers in Honolulu or sailors in Japan with a new barracks or a new home for their families. Each of POD's districts has a unique character, and all reflect the variety and cultural diversity of Pacific Ocean Division, its missions, projects, programs, and customers (both military and civilian) throughout the Asia-Pacific region.



Pacific Ocean Division handles the full range of Corps missions, from civil works like the Sand Island shoreline protection and beach replenishment project in Honolulu, to supporting the soldiers who patrol the Demilitarized Zone between North and South Korea. (Photos courtesy of Pacific Ocean Division)

# District works in largest, coldest state

By Pat Richardson  
and Johnny Duplantis  
Alaska District

It made sense when Alaska District came to Pacific Ocean Division from Northwestern Division in 1997. POD's major military customers, the Army and the Air Force, include Alaska in their area of operation. Realigning Alaska unified the engineering function to match the geographic and command areas in the Pacific.

Alaska District was created in 1946. At that time, it received Alaska military construction authority from the War Department. Three years later civil works responsibility came from Seattle District.

The district's missions are to design and build military projects for the Army and Air Force, and civil works water resources development projects for coastal communities. The district also conducts military real estate transactions, emergency operations, and regulates development in navigable waters, and placement of fill material in waters and wetlands.

## Growth industries

Currently the district and its 464-member staff administer an annual design and construction program worth \$278.9 million. This includes \$226.9 million in military construction and \$52 million in civil works.

If there is a growth industry in Alaska District, it is upgrading military defense systems. The district is creating a National Missile Defense (NMD) program office due to a potential presidential decision to deploy the NMD system. The district has been tasked to manage planning and building the Alaska portion. If authorized, the NMD office will require 80 people to staff the seven-to-eight year program.

Alaska District is completing the Air Force's largest military construction project, the \$106.5 million Clear Radar Upgrade program. The district oversees the military construction portion for the Air Force Space Command. The project will replace the last mechanical radar in the Ballistic Missile Early Warning System network with a phased array warning system.

Another major growth area is replacing military medical facilities. The district is the design and construction agent for a \$132 million new hospital to replace the Bassett Army Community Hospital at Fort Wainwright. Final design of the 259,000 square foot facility is underway.

The district recently completed a \$160.2 million Department of Defense and Veterans Affairs Joint Venture Medical Treatment Facility on Elmendorf Air Force Base. At 430,000 square feet, it is one of the largest buildings in Alaska.



Like the eyes of a giant insect, 90-foot-diameter phased array radar faces scan the northern sky. Alaska District managed the \$47 million Clear Radar Upgrade. (Photo courtesy of Alaska District)

Environmental cleanup and wetlands regulation have high public interest in Alaska. More than half the state, including the oil-rich North Slope, is considered wetlands. The district receives 600 to 800 permit actions per year that must balance conservation and developmental interests.

The district works closely with local communities in the Defense Environmental Restoration Program (DERP) to clean up buildings, debris, and hazardous waste from former military sites. In FY00, the cleanup program consists of the Army Environmental Program (\$13.5 million), Formerly Used Defense Sites (\$45.9 million), Work for Others (\$6.5 million), and Support for Others (\$7-\$10 million).

One unique aspect of the cleanup mission is handling contaminated sites on Indian land. At least 180 known contaminated sites are on Indian land.

## NALEMP

Congress directed DoD to create the Native American Lands Environmental Mitigation Program (NALEMP) to address environmental impacts on Indian lands and Alaska Native Claims Settlement properties from former DoD activities. Since 1996, DoD has used the Corps primarily to execute FUDS projects on Indian lands.

NALEMP allows the Corps and DoD to work closely with tribes to mitigate environmental impacts with maximum tribal participation. Before NALEMP, the Corps and DoD had no program to address subsistence, economics, cultural activities, health, and safety needs of Native Americans and Alaska Natives in combination with assessing DoD environmental impacts on Indian lands. Until recently, the FUDS program

used a risk assessment model which did not take into account traditional Native American activities. Because subsistence and cultural use of the environment plays a significant role with Native Americans, tribal governments question using urban risk assessment models and data that does not account for the tribes' increased exposure.

In 1993, Congress also became aware that past DoD impacts on tribal resources were not being adequately addressed and directed that DoD use \$8 million to create NALEMP.

## Funds and process

From 1993-1995, Congress directed that DoD transfer funds to the Administration for Native Americans (ANA) to develop a grant program to address DoD impacts on Indian lands.

Congress removed the requirement to transfer funds to ANA in 1995. In 1996, DoD engaged the Corps to implement projects on Indian lands. Also in 1996, DoD and the Corps created a Partnership with Tribes model, using Cooperative Agreements (CA) to solidify the partnership.

Through the CA process, the Corps consults with the impacted tribe and negotiates a memorandum of agreement which is signed by DoD and the tribal leadership. The MOA establishes the government-to-government relationship. The Corps then negotiates a work plan and CA with the tribe.

The CA outlines the mitigation details, scope of work, and how funds will be disbursed. Typically, a tribe submits quarterly reports along with specific deliverables to the Corps and is reimbursed accordingly. Unlike a grant program, the CA program can hold funds if work is not completed.

## Evansville

The Corps has negotiated more than a dozen of these CAs in the last few years. For example, in Alaska a CA has been established with Evansville. This village is surrounded by about 800

rusty military barrels left behind during World War II. Because the barrels are empty, the site is low on the FUDS priority list. However, because removing these barrels is important to the tribe, the Corps established the MOA and CA with Evansville.

Last year, through the CA funding, the tribe began training in environmental clean-up, developing a mitigation plan, and doing additional site characterizations. This year the tribe is expected to actually begin the clean-up and will be in complete control from cradle-to-grave, with the Corps as a partner for technical support and to assure the clean up addresses all DoD's liabilities.

It is the program/project manager's responsibility to determine if the sites they are working on are on Indian lands. If a tribe is impacted by any DoD activity, according to federal and DoD policy, the tribe must be consulted. Besides being a good neighbor, this insures that potential problems during the project are minimized.

Some projects have problems because consultation did not occur or did not occur soon enough. Consulting early needs to be stressed whenever working with Native Americans. The federal government has legal responsibilities in Indian country and the project manager must be aware of them. When in doubt, seek out your district's Native American point of contact.

## Other tools

There are other tools help tribes with federal programs and projects. The current CAs have tribes completing a Strategic Project Implementation Plan (SPIP). The SPIP is an environmental roadmap. The tribe will consider all environmental impacts within their area and investigate the resources available to address them.

Because the Corps' mission goes far beyond environmental clean-ups, we have the opportunity to help many tribes address situations such as rural infrastructure, flood control, erosion control, community planning, housing, etc.

Under the Support For Others Program, the Corps can perform many of these projects for tribes and for other federal and state agencies. In Alaska, the Corps has used both Corps funds and funds from other sources to provide water/wastewater pilot projects in Alaska Native villages.

DoD now holds an annual nationwide meeting in November with tribal NALEMP recipients and Corps employees. The intent is to work together and continue finding ways to make this a better program. It was amazing to hear tribal representatives speak positively about the Corps and DoD.

"The military has finally recognized its true government-to-government relationship with tribes and has finally given tribes the respect they deserve," said Morgan Solomon, a respected elder from Barrow, Alaska.

For more information, please contact me at (907) 753-2829. At Headquarters, the NALEMP program manager is Kimberly Dailey at (202) 761-5145.



## Focus on Pacific Ocean Division

# Paradise district

## Honolulu District history intertwines with development of Hawaii

By Doug MaKitten  
and Larry Hawthorne  
Pacific Ocean Division

**M**uch of Pacific Ocean Division's history is intertwined with that of its co-located subordinate command, Honolulu Engineer District (HED). The division and district were combined for many years as an "operating" division with many staff members wearing both division and district hats. In March 1998, the two split into distinct entities, although they still share common facilities at Fort Shafter, Hawaii. (They will move to separate facilities by the end of the summer.)

Although the division was officially founded in 1957, HED traces its history back much earlier, to 1905, barely seven years after the U.S. annexed Hawaii. Lt. John Slattery came to Honolulu from the San Francisco headquarters of what was then the Pacific Division and became the first district engineer in Honolulu.

From the beginning, the dual civil-military mission that marks the Corps was in evidence. In HED, early work included developing coastal artillery batteries and building lighthouses along the coast of Oahu to improve navigation. This quickly expanded to support major military efforts throughout the Hawaiian Islands, as well as work on both commercial mooring areas and small-boat harbors. The Corps also played a role in preserving Hawaii's famous beaches which were fast becoming a major attraction to visitors and an important element in the economy of the Territory of Hawaii.

**A**n interesting early chapter in HED's history occurred when Slattery and his successors began land acquisitions on Oahu to place coastal artillery batteries. The process was complete by 1909 and purchased 74 acres of real estate in a low, swampy area that few felt had any potential, at the time. The area later became Waikiki and the real estate now owned by the Army is some of the most valuable in the world.

How much did those early district engineers pay for land nobody else wanted? They expended the bargain-basement sum of about \$2,700 an acre. Today the area, in the middle of the most visited beach resort in the world, is home to Fort DeRussy and the Hale Koa Hotel, an Armed Forces Recreation Area.

During the years, HED points with pride to having built more than 20 harbors throughout the state, and in Guam and American Samoa. The district has also built flood control projects and numerous shoreline protection projects that have added more than \$300 million in improvements to the state's infrastructure.

**D**uring its early years, HED helped build a series of island airfields across the Pacific. Eventually, those airfields played a pivotal role in winning the Pacific campaign during World War II.

Today, HED has a strong \$200 million annual military support construction program, and a small but extremely visible civil works program. It also regulates wetland areas and navigable waterways in Hawaii and other U.S.-controlled lands in the Pacific, such as Guam and American Samoa, and the Northern Mariana Islands.

The district performs real estate services for the Army and Air Force in Hawaii and is a key player in



The Hale Koa Hotel is the Armed Forces Recreation Center on Waikiki Beach. (Photo courtesy of Honolulu District)

securing leased lands that provide a place for the military to train.

It maintains a staff of emergency planners to deal with military contingencies and natural disasters. The district played a key role in the federal emergency response after Hurricane Iniki caused \$1.6 billion in damages to the island of Kauai in September 1992.

Environmental cleanup is another important HED mission.

In early June the district completed a cleanup operation in Guam to rid a private residential site in Mongmong village of buried chemical identification training kits left over from World War II.

Overcoming a variety of challenges, the cleanup was a true multi-discipline, multi-agency success story, emphasizing public safety throughout. The district had a lot of assistance — Guam government agencies and local officials and law enforcement, Navy and Air Force ordnance and standby medical personnel, Huntsville Center, Edgewood Chemical and Biological Center, the U.S. Army Technical Escort Unit, and contractors.

**H**ED also conducted an extensive public involvement effort to keep local authorities, residents, and the media informed about the project and its progress.

As a result, residents have a safer environment, and the U.S. federal government has met its obligations to clean up formerly used defense sites.

The site, now privately owned, was part of what had been the 5th Marine Field Supply Depot during and shortly after World War II. In the 1950s, the land was turned over to local government before it later ended up in private hands.

The cleanup began March 30 and was expected to be finished in two months. But the discovery of an

unexploded five-inch round at the site led to a temporary work stoppage and reassessment of the project.

Navy explosive ordnance specialists safely disposed of that round. Meanwhile, district officials, after extensive consultation with local and federal agencies, determined additional safety procedures were needed before work could resume.

The result was the voluntary relocation of about 600 residents to hotels in late May while the remaining work was completed from May 24 to June 2. In addition, to keep crucial area businesses open during the day, the excavation and evaluation necessary was done at night, after the businesses closed.

The precaution proved prudent. The night operations included about 600 digs, and one dig found another unexploded 5-inch round. It was disposed of by the Navy explosive ordnance disposal unit.

**T**he project began in July 1999 when the property owner excavated a trench and found 16 iron canisters called "pigs." Local government, federal, and military officials identified the sealed canisters as containing chemical agent identification sets. Now obsolete, the test kits were commonly used by American soldiers in training exercises to detect and protect themselves against possible exposure from chemical attacks.

The discovery led to a geophysical survey which found anomalies — things below the surface with an electromagnetic signature similar to the "pigs."

Investigation of the anomalies during March and April of 1999 uncovered 19 additional canisters and hundreds of pounds of scrap metal. The canisters were all encased in heavy, stainless steel tubing and transported to Guam's Andersen Air Force Base for temporary storage. Eventually all were sent to the Johnston Atoll Chemical Agent Disposal System for final destruction.

The kits each held 12 glass vials, most filled with diluted samples of chemical agents — mustard, phosgene, lewisite, and chloropicrin. Although quite weak, they gave soldiers a whiff of the smell and properties they would experience if they faced stronger chemical agents in the field.

"Some will say this is tremendous over-kill on our part," said Helene Takemoto, the Corps' on-site project manager. "But it's the nature of projects like this that we take every precaution against any possible risk, no matter how remote. I think our containment and filtering systems are examples of that."

**A**n enclosed tent moved from spot-to-spot as excavation and probing progressed. The tent had a multi-stage system that filtered all the air inside the tent and tested it for any chemical agents. If any were detected (none were) alarms would have sounded to warn workers to take additional precautions.

The filtering systems were two 18-inch-wide charcoal beds, with monitoring equipment before, during, and after the air entered the system. In most instances, workers remained in work overalls with respirators slung on their belts. If suspected test kits were encountered they changed to special chemical resistant clothing that provided protection against any chemicals encountered during the operation.

An on-site public warning system would have alerted nearby residents and businesses if any chemicals were released into the air during excavation. But all chemicals remained sealed and contained, and there was no need for it.

Site restoration work is being completed and a public meeting will be held in Guam this month to inform the community of the final results.



## Focus on Pacific Ocean Division

# District supports U.S. forces in Japan

Article by Maureen Ramsey  
Photos by Doyal Dunn  
Japan Engineer District

Japan Engineer District (JED) employs a workforce of about 300 — half American and half Japanese. Its mission is threefold. First, as the Department of Defense's (DoD) design and construction agent, JED executes the Japan Host Nation-Funded Construction program as well as the U.S. military construction (MILCON) program for all the U.S. armed forces stationed in Japan. In addition to its DoD design and construction responsibilities, the district supports U.S. forces and agencies by providing installation support and environmental expertise to customers throughout Japan.

The district's reimbursable program offers master planning, engineering, design, construction management, training, and environmental support. This enables Army, Air Force, Navy, and Marine Corps customers to maximize their shrinking resources.

JED also responds to military contingencies and civil emergencies, especially in the Pacific Theater. JED executes this mission through the district office at Camp Zama, Japan (about 35 miles southwest of Tokyo) and seven field offices at various military installations in Japan.

## Host nation-funded construction program

JED differs from its stateside sister districts in two major respects. First, it does not have a civil works mission, i.e., congressionally funded projects and programs such as flood control, dredging, hydroelectric power and wetlands regulation. Second, through the Japan Facilities Improvement Program, the Government of Japan

(GoJ) funds much of JED's engineering and construction. Host Nation Construction programs also exist in Germany and Korea, but the Japan Facilities Improvement Program (JFIP) is by far the largest.

The GoJ uses JFIP, with an annual work placement of about \$800 million, as one means to share the burden of stationing U.S. forces in Japan. It is a voluntary initiative by the GoJ. Congress supports JFIP through an annual appropriation in the Army's MCA budget of \$16-18 million in planning and design funds. JED uses these dollars to prepare the essential criteria packages and to oversee the design and construction stages to ensure all U.S. requirements and standards are met. During the process, Japanese funds do not change hands. The GoJ farms out design and construction to separate



An airman at Kadena Air Base's Hush House describes testing procedures to a Corps employee.

Japanese architect-engineer firms and construction contractors.

Throughout this process, JED provides its extensive expertise by identifying U.S. support funding requirements, providing technical advice, and overseeing project design and construction.

Since JFIP began in 1979, this robust program has grown as a vital part of Japan's Host Nation Support. Japan precludes the expansion of offensive capabilities, so JFIP concentrates on building quality of life facilities. However, the program does replace ob-

solete and deteriorating operational structures. JFIP does not fund building purely religious facilities (chapels) or extravagant recreation facilities (golf courses, bowling alleys, etc.)

The program has built both operational and quality of life facilities to support all U.S. Forces (soldiers, sailors, Marines, airmen, DoD civilian employees, and their families) in Japan. These facilities include 10,021 family housing units, 20,950 rooms of enlisted and officer quarters, 117 headquarters and operations buildings, 31 medical and dental clinics, 61 schools and child care centers, 80 aircraft shelters and hangars, 130 warehouses, 110 maintenance shops, 170 million barrels of fuel storage tanks, and more.

## U.S. funded construction

Besides the huge Host Nation Construction Program, JED also administers a U.S. funded construction program with current annual placement of \$40-50 million. Customers for this program include all four services, other

DoD agencies, and the State Department. Though most of this work is reimbursable (operations and maintenance, environmental, support for others, etc.), JED expects its MILCON program to pick up during the next few years with the construction of large fuel storage facilities at a number of outlying installations.

Besides providing traditional design and construction services, we recently acquired a new mission from one of our customers. The Defense Commissary Agency was so pleased with JED's support in upgrading and modernizing commissaries throughout Japan that it asked the district to take over maintenance for these commissaries. JED now has contracts in place to accomplish this new mission.

## Challenges

Each day JED tackles challenges that no other district faces.

The geographical area which JED serves stretches from the southern islands of Okinawa to the northern island of Hokkaido. That's equal to the distance between Brownsville, Texas to Bangor, Maine. Besides the logistics of communicating with and coordinating the activities of JED's field offices, the climate differences pose many design challenges. JED designs for tropical, salt-laden Okinawa as well as for harsh winter weather in northern Honshu and Hokkaido.

Designs must also account for typhoons packing winds approaching 290 kilometers (about 180 miles) per hour.

And Japan is on the Ring of Fire, the geographic area where several land masses meet around the Pacific Ocean. Earthquakes are a daily occurrence, so JED designers incorporate these structural requirements at the highest level.

JED professionals must communicate with Japanese architect-engineer firms, construction firms, and Government of Japan representatives. Both American and Japanese employees take extra time to ensure that everyone understands U.S. requirements, and that minimum U.S. and DoD standards are met. JED's design review engineers must be proficient in both English and Japanese, and must be familiar with both U.S. and Japanese building codes.

A major challenge for JED comes from its position as the DoD design and construction agent for host nation construction projects for all U.S. forces in Japan. While the GoJ provides facilities to support US military forces, it insists that similar facilities be standard for all the military services. So JED must coordinate the often conflicting requirements of the various services and produce consensus designs for facilities like family housing, child care centers, and physical fitness centers. As a result, you'll find these facilities the same at Army, Navy, Marine, or Air Force installations.

## Summary

Complex, challenging projects are being built on installations supported by each of our field offices.

For example, the Iwakuni Project Office currently oversees the relocation of the Marine Corps Air Station's runway and airfield facilities one kilometer (.62 mile) into the sea. A nearby mountain is providing the fill material to build the new runway and its support facilities.

The Resident Office at Yokota Air Base is managing the construction of a large facility that will house a commissary, base exchange, and other commercial activities. The facility is comparable to U.S. shopping malls.

JED's Yokosuka Resident Office recently completed a Fleet Support Activities Center. Shipboard sailors can avail themselves of this state-of-the-art facility, which is home to virtually every service and recreational outlet necessary to meet their in-port needs.

The Okinawa Area Office is relocating the U.S. Naval Hospital which serves the entire military community on Okinawa, and many from mainland Japan, with inpatient and outpatient medical care. Most of Camp Lester, where the hospital is currently located, will return to Japan, so the hospital, with all its support facilities, will relocate to Camp Foster. The proposed hospital will be a 31,415 square meter (more than a million square feet), 80-bed, 20-bassinets, multi-story facility providing a full range of medical care. JED will begin the preliminary design for this project this year.

These are just a few examples of the hundred or so projects under construction in JED at any given time.



# Far East is Corps' 'Maneuver District'

By Gloria Stanley  
and James Dalton  
Far East District

Since 1957, Far East District (FED), headquartered in Seoul, Korea, has met the challenges of a fluctuating workloads caused by changing national and international events. During its 43 year history, FED's work has involved a wide variety of construction programs in the Republic of Korea, serving the U.S. Army, Navy, Air Force, and Marines, as well as the Korean armed forces.

FED is called the "Maneuver District" because it is the only U.S. Army Corps of Engineers district fully operating in an armistice. Korea is strategically significant to American foreign policy and defense. It sits astride traditional invasion routes between the Asian mainland and Japan, and is the only U.S. ally on the northern Asiatic mainland. FED is unique since it functions in a tactical environment supporting U.S. Forces Korea, and strategically supporting the alliance between the Republic of Korea and the U.S.

FED's area of operation stretches from near the demilitarized zone to the southern port of Pusan and spans the peninsula from the Yellow Sea to the Sea of Japan. The district has five resident offices. It serves as the Department of Defense construction agent for all U.S. forces in Korea, and provides A&E and construction services for the host nation under the Combined Defense Improvement Program (CDIP).

Fiscal year 1999 was another record year for the district with more than \$317 million awarded in construction contracts. The construction program remained in its upward trend for the fourth consecutive year, with a total placement of more than \$199 million.

FED is an extremely fast pace district that directly supports the men and women who serve our country. All projects assigned to the district are critical to improving quality of life for the military and are needed in the shortest time possible due to old, outdated facilities currently in use.

Working in a tactical environment provides the opportunity to work closely with the Army, Navy,



Far East District recently completed the Army Community Services building in Seoul, Korea. The building consolidated many offices that were scattered among several facilities. (Photo courtesy of Far East District)

Marines, Air Force, and major decision makers on the peninsula. The diversity of programs provides a challenging learning experience for anyone interested in learning the various military construction (MILCON) programs. Also, due to the recent surge

of MILCON projects and the requirement for quick execution, the opportunity to experience the planning, design, and construction is accelerated, and the experience and professional growth gained during a two-year tour is unparalleled.

Due to the size of the construction programs, all the services have a variety of interesting projects. Working and partnering with Army, Air

Force, Marine, and Navy customers is exciting and enlightening because each service has their own requirements and command structure. This all contributes to a stimulating experience not found in other locations, and allows for much closer teamwork with the military service.

Working so close with the military offers immediate feedback on projects and work done to support the troops. Recently the district built an Army Community Services (ACS) building. Due to the impact the ACS building has on the military community in Korea, its progress was a major interest item to the area commander and his staff.

Before its completion, incoming personnel had to visit many offices in several facilities to complete in-processing. Incoming personnel, their families, and the Army all lost valuable time. The ACS building consolidates these functions so that only one facility must be visited.

In the next couple of months, the district will begin building a Visitors Quarters similar to a hotel for the Air Force which will have 350 rooms to accommodate personnel needing transient quarters. The facility is the first of its kind for the Air Force,

and the service will use it as a model for future designs and construction. The design process has gone smoothly due to close coordination within the project delivery team. This same type of relationship will continue throughout construction.

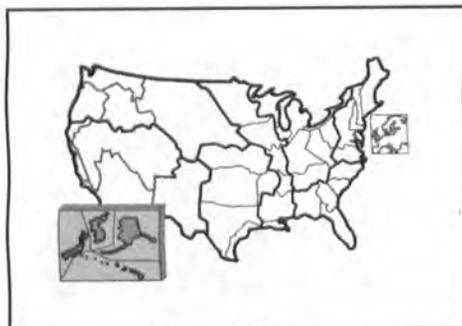
Besides working with the U.S. military personnel, the district also works with host nation military officials on CDIP projects. This unusual opportunity to work on host nation construction projects also provides a challenging, rewarding experience for those interested in experiencing diversity in culture and a different type of military program. The technical and cultural differences of working in a foreign country offers a rare opportunity for personal and professional enrichment by learning from others and sharing our methods and ideas with them.

The most significant role of the Maneuver District is to support the U.S. Forces Korea (USFK) during contingency operations. During a contingency, the district will provide engineering and construction support to USFK operations. This responsibility requires using the Corps' technical capabilities and expertise to provide immediate design and construction of facilities during a possible military conflict.

One tool used during military exercises in Korea has been TeleEngineering. TeleEngineering allows Corps people in the field to seek advice from subject matter experts anywhere in the Corps through secure video and computer transmission.

Another tool used by FED is the Theater Construction Management System (TCMS). TCMS is a database of automated designs that can be used by the Corps and the military for design and construction projects during a contingency. FED has developed personnel familiar with this unique system that proved to be invaluable during the last Receiving, Staging, Onward Movement, and Integration exercise.

As the winner of the 1999 Installation Support District Award, Far East District has been recognized as a valued team player in the military community of Korea.



## Focus on Pacific Ocean Division

Honolulu, Alaska, Japan, Korea

# District helps rebuild hurricane damage

By Christina Plunkett  
Jacksonville District

When Col. Joe Miller, Jacksonville District Engineer, signed a Participating Agency Support Agreement (PASA) for support to the Dominican Republic, he began the district's first mission working with the U.S. Agency for International Development (USAID) to support reconstruction in the Caribbean for destruction caused by Hurricane Georges.

This unique partnership and mission is part of a broader agreement between USAID and the Corps to provide engineering support to the countries in Central and South American devastated by Hurricane Mitch, and to Caribbean nations shattered by Hurricane Georges.

The partnership began when USAID approached the Corps several years ago, and culminated when both agencies signed a Memorandum of Agreement about a year ago. Since then, Jacksonville District has received \$1 million from USAID, divided between support to Haiti and the Dominican Republic. (Mobile District is assisting Central and South American countries).

"In the last decade, Jacksonville District staff has played an increasingly important role in bringing our technological and professional expertise to bear on the problems of the Caribbean nations," said Jim Boone, Chief of the Support For Others Branch.



Jacksonville District will help repair damage caused by Hurricanes Mitch and Georges. (Photo courtesy of Jacksonville District)

This mission continues a recent trend of support to Caribbean nations. Other Jacksonville District missions have included flood control for the Bahamas in 1996 and 1997, and supporting U.S. troops in Haiti during operation "Uphold Democracy" in 1997.

Dr. Emilio Colon, project manager for this USAID Support For Others mission, is working with district headquarters personnel and representatives from the Waterways Experiment Station. He has already made 16 trips to Haiti and the Dominican Republic to make contacts, determine the scope of work, and have the PASAs signed.

In May, part of the Jacksonville Dis-

trict Hurricane Georges Reconstruction Team made a reconnaissance trip to the west area of the Dominican Republic to gather watershed information for flood protection studies.

One area they visited was the capital city of Santo Domingo which is surrounded by the Rio (river) Ozama. From this trip, the district will develop hydrology studies, hydrologic and hydraulic models, and plan formulations and evaluations.

The USAID has asked the Corps for reconstruction support in four areas:

- River basin reconnaissance.
- Infrastructure reconstruction.
- Early warning preparedness and

response.

• Regional integration and coordination.

Within these areas, the district will provide studies, models, design review assistance, cost estimates, environmental review, alternative analysis, geographic information systems, emergency preparedness manuals, road drainage operations and maintenance manuals, design and construction plans, damage assessment, and training. For example, in Haiti, watershed studies are currently underway for the areas surrounding the Riviere de Jacmel and the Riviere des Plantils.

This Support For Others effort revitalizes the Corps' relationship with the USAID, and gives the Corps an opportunity to work with international lending agencies (including the World Bank and Inter-American Development Bank), and to assist the Dominican Republic government and a variety of non-government organizations.

"In the Caribbean, the less developed islands daily face life-threatening situations," Boone said. Such situations include living with lack of sanitary facilities, unsafe drinking water, and lack of equipment to warn of storms which frequently cause flash floods and land slides. "Jacksonville District is proud to have the opportunity to help better these peoples' lives. I see this mission as applying the district's huge reservoir of skills and technologies to the huge need in the Caribbean."

## Park rangers learning 'Verbal Judo'

By Bill Peoples  
Nashville District

Park rangers, and other Corps people who meet the public daily, must think fast on their feet. They must use their wits and verbal skills to handle any situation, even when dealing with someone drunk, disorderly, crazy, belligerent, or breaking the law.

Safe Self (training in Verbal Judo, a form of tactical communication) is now available to enhance their self-protection capability. Safe Self is the first Natural Resources Management exportable training program, and the first training of its kind in the U.S. Army Corps of Engineers' Visitor Assistance Program.

**Training on CD.** The training compact disk (CD) is designed to meet the needs of park rangers, and of any Corps employee who has contact with the public. In mid-July, two CDs were sent to all Corps projects, and one to each district office to kick off the program.

"Dan (Troglin, Chief of Natural Resources Management in Portland District, and a former Visitor Assistance Instructor) got us involved in Verbal Judo," said Bill Jackson, Resource Manager at Martins Fork Lake in Harlan, Ky. Jackson is the Safe Self project consultant. "He had taken it through his training with the Portland Police Department."

In February 1997, Jackson attended the Verbal Judo Instructor Training taught by Dr. George J. Thompson, president and founder of the Verbal Judo Institute. In 1998, Jackson and Chris Arthur, a park ranger at Lake Sidney Lanier in Georgia and a PROSPECT (Proponent Sponsored Engineer Corps Training) Visitor Assistance Instructor, spent several months converting the Verbal Judo techniques from

a police setting and incorporating it into the PROSPECT Visitor Assistance Training Program. Now the Safe Self CDs will provide the training to the Corps' Natural Resources community.

The program will help meet the annual tactical communication training requirements for Corps park rangers. Currently, the annual tactical communication requirement is met in one of three ways. Districts contract with private vendors, contract with local law enforcement agencies, or they request one of the three PROSPECT Visitor Assistance Instructors to provide Verbal Judo instruction.

The Safe Self training program incorporates all the techniques taught in the Verbal Judo program. The Corps' Natural Resources Management Career Development Committee and a contractor, Tec-Masters, Inc. of Huntsville, Ala., developed Safe Self.

**Martial art of mind, mouth.** Tactical communication is the process of redirecting the behavior of others to gain voluntary compliance. Verbal Judo, according to Thompson, is the martial art of the mind and mouth which trains practitioners to become samurai warriors of communication.

The Safe Self program has three goals — to teach basic tactical communications to anyone dealing with the public, to help Corps employees gain compliance from individuals who are not complying, and to give employees tools to assist them in resolving problems with the public in a positive manner.

"By using these tools we leave the customer more satisfied than they would have been using other approaches," said Jackson. "When we began working on Safe Self, we wanted to make it user-friendly, interactive, and as entertaining as possible, but still be educational. We came up with seven interactive

scenarios that were filmed using professional actors."

The Natural Resources Management Career Development Committee initiated the idea to develop the CD as an option for supervisors to obtain the annual tactical communications training. Each person in the Visitor Assistance Program must have eight hours of refresher training annually, including at least two hours of tactical communications.

**Four hours.** "We designed the program to meet the annual requirement," said Jackson. "Depending on the employee's reading speed, we estimate it will take about four hours to go through the entire Safe Self CD training. Upon completing the seven scenarios, the employee will log onto the website in Huntsville and take the course test. To receive credit, the employee must pass the test with a score of 80 percent or better."

Corps park rangers have used tactical communication skills for years; they just never knew it.

"We didn't call it tactical communications or Verbal Judo back then," said Wallace Halcomb, a retired park ranger at Lake Cumberland, Ky. Back in 1972, he was the first Corps park ranger granted authority to wear the ranger badge and to issue citations. "We called it 'using a level head,' not letting the other person make you lose your professionalism or your 'cool.' It was just something you developed dealing with the public. I used it long before I ever pinned on that first badge. When I got citation authority, I did go through some police courses which covered how to talk to people during tense situations."

Today a Corps park ranger does not have to rely on experience to learn to deal with difficult people. They now have an interactive tool to teach them how to remain safe.



Archeologists work painstakingly to uncover the mosasaur bones. (Photo courtesy of Omaha District)

## Fossils found at clean-up site

By Liam Anselm Bickford  
Omaha District

The discovery of fossils 80 million years old added spice to the clean-up of an old Army site. Special provisions are in place to protect archeological finds, and the U.S. Army Corps of Engineers plays an important role.

Contractor Raymond Zaharevitz of Human Factors Applications, helping with the Corps' cleanup at the former Black Hills Army Depot (BHAD) near Edgemont, S.D., was looking for shell fragments when he and a co-worker discovered some bones lying on the ground. More bones lay underneath the surface.

Paleontologist Dr. James Martin from the South Dakota School of Mines and Technology examined the remains and determined the bones were from a mosasaur. Calling the discovery "a very important find," Martin explained that a mosasaur was a rare and vicious-looking predator with an abundance of teeth. They were aggressive marine reptiles that roamed the sea about 70 to 80 million years ago using turtle-like paddles for propulsion.

Graduate student Frank Varriale described the significance of these findings. "Each is part of a puzzle to the history of life. They add to our knowledge of the evolution of organisms. You need to find more and more pieces of the puzzle, because it would be impossible to base an accurate conceptualization of an organism on only one specimen."

The U.S. Forest Service, which owns the old depot's Burning Ground 2 where the mosasaurs were found, was anxious to preserve the ancient reptiles. But metal remnants on the surface posed a hazard.

The history of the burning ground as a disposal site for military munitions dictated the vital need for the

presence of an Ordnance and Explosives (OE) support team to ensure safety and provide technical advice for all personnel in the operation. OE specialist personnel from Omaha and Rock Island districts provided this support throughout the excavation process.

"The Corps' presence was significant to the execution and success of this project," said Martin. "The Corps of Engineers became an essential part of the team. Some Corps members even contributed directly by finding some vertebrate remains themselves. We have a long history of working with the Corps, and the teaming has been highly successful."

The fossil recovery team consisted of Dr. Gordon Bell and Dr. James Martin from the South Dakota School of Mines, together with graduate and undergraduate students. Volunteers from other parts of the U.S. also participated. Bell supervised the combined efforts of the U.S. Forest Service Fall River Ranger District, the School of Mines, and the Corps in unearthing six mosasaur specimens.

At each mosasaur location, a representative of the S.D. School of Mines advised OE safety personnel on the area required for OE avoidance to preserve these ancient marine reptiles, and clear the way for additional environmental work at the site.

During this recovery project, initial efforts of OE avoidance involved providing safe access for site workers to travel from the entrance to Burning Ground 2 to the mosasaur locations, as well as the OE avoidance work of clearing a suitable work area immediately surrounding each location. Throughout the project, continuing efforts of OE avoidance were required to safely remove the mosasaurs from progressive layers of soil.

Rock Island and Omaha district personnel completed an investigation con-



The mosasaur was a vicious-looking marine predator that lived 70 to 80 million years ago. (Photos courtesy of Omaha district)

sisting of surface and subsurface soil sampling at soil boring locations, surface water and sediment sampling, and installation and sampling of monitoring wells. OE Investigators were looking for contamination from explosives, chemical warfare materiel, and hazardous and toxic waste left over from when munitions and other items were burned in trenches in these areas.

During OE avoidance procedures, three small ordnance items were located which posed a potential threat to the site. The first of two live 40-millimeter shells was found on July 13 near the fossil dig. A Corps ammunition inspector said that although the 40mm, four-inch long shells had no fuses and no means of initiating, they were still considered live ammunition because they contained one-tenth of a pound of high explosive.

The third ordnance item, a 3.5-inch high explosive shoulder-fired rocket, was discovered July 23. All ordnance items were detonated at Ellsworth Air Force Base, S.D., on July 29.

Most ordnance items discovered during the mosasaur recovery project were surface debris. The second 40mm round was discovered in loose silt-like deposits two inches below the surface during surface clearance for the fossil recovery. Only one location, not near the fossil sites, showed evidence of buried materials when erosion exposed a few crushed drums at a depth of two feet.

The surface debris included ordnance items, such as fuses and 3X (high explosive) materials, large pieces of shrapnel and bombs, various metal pipes, drums, packing and crating materials. Nearly 157,000 pounds of scrap have been removed from the site and disposed of since last August.

The Corps has been studying contamination and cleaning up the igloo (ammunition storage structures) area since 1992, occasionally discovering other live munitions. Remnants of potentially dangerous ordnance are often destroyed by controlled blasts in remote areas of formerly used defense sites. The clean-up effort is ongoing and is scheduled for completion in 2001.

The area around Burning Ground 2 remains restricted by the Forest Service.

"The importance of open communication and community involvement has proven to be vital to this project," says project manager Deb Kobler. The Corps continues to keep the public informed of matters relating to the former BHAD through communications with the Restoration Advisory Board.

Kobler added, "The U.S. Army Corps of Engineers' commitment to conducting safe and valid environmental investigations is the most important element of the on-going efforts at the former BHAD. This commitment remains unchanged and will continue to be the top priority."

# New islands benefit nature, navigation

By Peter Verstegen  
St. Paul District

Fish and wildlife habitat and maintenance of the navigation channel on the Mississippi River will benefit from a \$2.3 million U.S. Army Corps of Engineers project now underway at Polander Lake on the river near Winona, Minn.

"The Corps is constructing islands with material taken from the Wild's Bend placement site and material dredged from Polander Lake," said Gary Palesh, project manager.

Polander Lake is a 1,200-acre backwater on the Minnesota side of the Upper Mississippi River in Pool 5A, immediately above Lock and Dam 5A near Winona. The lake lies within the Upper Mississippi River National Wildlife and Fish Refuge.

"The islands are designed to improve conditions for the growth of aquatic vegetation and provide habitat for wildlife," said Palesh.

"The channel maintenance objective is to restore capacity at this historically used placement site," said Steve Tapp, channel maintenance coordinator.

The project provides capacity for future channel maintenance dredging in lower Pool 5A of the Upper Mississippi River. The project coordinates two programs (the Environmental Management Program [EMP] and the Corps' channel maintenance program) to improve habitat and to provide a place for dredged material storage at a reduced cost in the future.

Congress first authorized the EMP in 1986. The program is designed to balance and protect the many resources of the Upper Mississippi River system. The EMP provides for habitat rehabilitation and enhancement projects, long-term resource monitoring, and various studies. Congress made EMP a continuing authority in 1999.

The objective of channel maintenance operations is to maintain the nine-foot channel for river navigation. Operations and channel maintenance are separate from the EMP. "Sites



About 200 feet of sand-fill base is in place for the new island at Polander Lake. The sand and water flowing from the 16-inch pipeline is coming from a hydraulic dredge at the Wild's Bend excavation site. (Photo courtesy of St. Paul District)

such as Wild's Bend are used for storage of material from routine channel maintenance," said Tapp. "Once these sites are full, material is excavated from them to restore capacity. Beneficial use of the excavated material is always a high priority."

The Polander Lake Stage 2 project consists of building an island complex covering about 75 acres in the center of Polander Lake. "The islands themselves will cover about 25 acres," said Palesh. The islands are designed to increase habitat diversity in the lake and provide conditions favorable for the growth of aquatic vegetation. The islands will also provide habitat for a variety of wildlife. About 25 percent of the material used in building the island will be dredged from Polander Lake in a manner designed to improve fish habitat.

The Wild's Bend dredged material placement site is on the Wisconsin side of the navigation channel, just north-east of Polander Lake. The site is used by the Corps to place material excavated from dredging to maintain the navigation channel in lower Pool 5A.

The Corps excavated the site in 1984; it is now nearing capacity.

About 500,000 cubic yards of sand will be excavated from the Wild's Bend site to provide another 15-20 years of capacity. "The material excavated from the Wild's Bend site would cover a football field to a height of 280 feet," said Palesh. About 175,000 cubic yards of the sand would be used to form the bases for the Polander Lake islands. The remaining 325,000 cubic yards of sand would be placed in a sand and gravel pit in Minnesota City. "The excavated site will provide a place for recreation and the material placed into the gravel pit will be used in local construction projects," said Tapp.

The contractor for the project is J.F. Bennan Co., Inc., of La Crosse, Wis. The Corps estimates that the project will take the company about six weeks, using a hydraulic dredge, to build the island bases with sand from the Wild's Bend placement site. Brennan will pump the remaining sand from the placement site to Mathy Pit. After the sand bases for the islands are formed, material will be dredged from Polander

Lake to complete the above-water portions of the islands. In addition, rock will be placed along portions of the new islands for erosion protection. The Corps expects the work to be done by the end of this September.

The islands will be mulched and seeded this year. Trees, shrubs, willows, and beach grass will be planted next spring on various portions of the islands. The Corps will seed about 40 percent of the islands with trees and shrubs and plant the remaining 60 percent with native grasses. Once completed, the islands will be turned over to the U.S. Fish and Wildlife Service for management.

The EMP funds nearly \$1.4 million of the project. The Corps operations and maintenance budget will fund the remainder as part of its nine-foot navigation channel project. Joint construction of the projects will save an estimated \$500,000.

For further information, contact Gary Palesh, project manager, at (651) 290-5282, or Bob Drieslein, U.S. Fish and Wildlife Service refuge district manager at (507) 454-7351.



The new island is bottom center in this photo. The islands will break up the wind and create wildlife habitat. (Photo courtesy St. Paul District)



Surveyors visit the island at Polander lake to set up Global Positioning Survey equipment. (Photo courtesy of St. Paul District)

# Corps employee married to NFL star

By Elizabeth Slagel  
Huntington District

Kim Courts Brown is *not* the average Corps employee.

Not that there's anything overtly different. The 35-year-old gets up every morning, picks out something to wear, kisses her almost two-year-old son good-bye and goes off to work. An ordinary working life.

But Brown's salary as a GS-12 regulatory specialist is just *two percent* of the household income! Her husband is National Football League (NFL) player Troy Brown, who recently signed a \$12 million contract for the next five years with the New England Patriots, with a hefty \$3 million signing bonus.

And the next day Kim Courts Brown showed up for work! The question a lot of people ask Brown is "Why?"

"Me and Troy had this discussion this weekend and he can't understand why I'm working," she said. "I've been working since I was 18 years old."

The independent career-oriented woman said she never dreamed she would even have a family when pursuing a chemistry degree at Marshall University. Today, she has it all — family, career, famous husband, and an assured comfortable future.

But sometimes having it all is not all it is cracked up to be.

The couple has been together for seven years. They met at a party one night in Huntington, W.Va., while he was playing football for Marshall University and she was starting her career. They facing new challenges as their family grows with Kim and their son Sirmon living in Huntington and Troy living in Boston.

"Before, being apart wasn't hard," Brown said. "But when you have kids it's hard to get into a family routine, and it's getting harder every day. Sirmon is starting to miss his daddy."

That's not all. The Brown family has another child on the way, expected sometime in September.

"At first Troy was proud of me working and everything," Brown said. "But he misses Sirmon and he wants to see him more. And I can understand that. If the shoe were on the other foot, I'd feel the same way."

What makes the struggle between work and family so hard for Brown is that she actually loves her job in the North Permit Section of Regulatory Branch. "I think I have the greatest job in the world and I work with great people."

Brown describes her office as close-knit and considers her co-workers friends rather than counterparts. She works full-time, but often takes leave without pay during the pro football season, averaging a week a month away from work.

Her work arrangement is not exactly the norm, but it works for her and her office. While some of her coworkers spend a lot of time in the field evaluating sites, Brown can usually be found at her desk reading cumbersome environmental impact reports or writing meticulous statements of finding, something her coworkers do not enjoy.

Brown's supervisor, Jim Richmond, said that Brown is good at it. "Kim is one of the best analytical thinkers I've ever worked with." Richmond added that Brown's ability to analyze and document her thoughts on paper saves the Corps a lot of scrutiny if and when permits are challenged. So he allows Brown time off when she needs it.



Kim Brown, a Corps regulatory specialist with Huntington district, is married to Troy Brown who plays professional football with the New England Patriots. The Browns and their son Sirmon are pictured in Foxboro Stadium, the Patriot's home field in Boston. (Photo courtesy of Huntington District)

Brown said she sometimes worries others may view her as getting special treatment. "I try to take on work that no one else wants and before I leave I ask them 'Are you okay with this?'"

*"People don't treat me any different, I think because I don't act any different."*

So, like her husband belongs to a professional team, Brown too belongs to a professional team — the Regulatory Branch team. Her co-workers visit and evaluate projects for her. She writes statements of finding for them. No one keeps score as long as they all win. And Brown asked her husband sign hats for everyone in her office while playing in the 1997 Super Bowl.

Just as she is a non-traditional Corps employee, so too is she a non-

traditional NFL player's wife.

"Other players and their wives live on a level that we don't," she said. "They make \$2 million a year and they live like they make \$2 million a year. We live a lot lower than our income level. They start talking about their \$200 hairdos and I say, 'That's crazy. I pay \$15 for mine.'"

Brown said Troy has a conservative approach to money. About 75 percent of his earnings go to investments or charity. If his football career were to end today, they could not work another day and still live comfortably. "That's a nice feeling," Brown said.

Although most of Brown's co-workers would deem one year of her husband's salary means for early retirement, she said she doesn't feel any different from others. When coworker Mark Taylor first came to work for Permits Section, he had followed Troy

Brown's career and was surprised when someone told him his coworker was married to him. "Kim never treated it as anything."

"They call me Granny Clampett," Brown said of her co-workers. "When we go out to lunch I order water instead of soda or the least expensive thing on the menu. I live the same way I lived before."

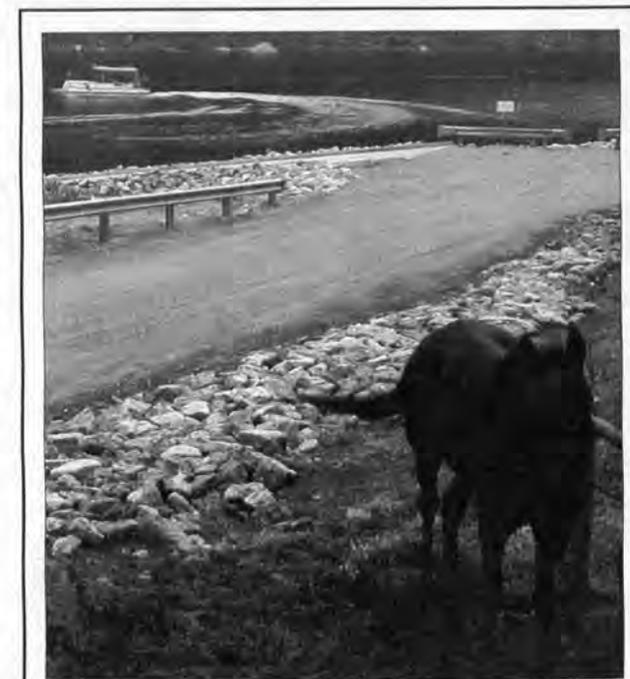
That does not erase the fact that everyone at work and in town knows Troy Brown's salary. Brown shrugs it off. "People don't treat me any different, I think because I don't act any different."

Despite her humble attitude, Brown is proud of her husband, who has played for the New England Patriots since 1993. His awards include the Unsung Hero Award for two years, and the Courage Award for the quickest recovery from an injury.

While some NFL players have a bad reputation, Brown describes her husband as a responsible player and father who shakes his head at the recklessness of other players. The Blackville, S.C. native agreed to make Huntington his home when they married in 1997. "He's made a sacrifice to stay here because my family is here. I don't think I tell him enough how much I appreciate him. He's very generous in taking care of me and giving me everything I need or want. I'm making it harder with not quitting this job."

Although Brown mostly avoids the glitz and fame associated with the NFL life, she *does* enjoy perks here and there like free trips to the Bahamas or Las Vegas. "It's kind of neat when we go to a nice restaurant in Boston without a reservation and we get the best seat in the house because my husband is Troy Brown," she said.

While some people could easily get used to the privileged lifestyle of professional football, Brown struggles for normalcy. "It's tough, and it's getting harder every day. There's a time coming when I'm going to have to make the decision do I want to work or be with my family. I may have to make it sooner than later. I think Troy thinks I'll leave after the baby is born. I don't know. We'll see."



## Customer service

A horse waits patiently at a hitching post beside Mahoning Creek Lake in Pittsburgh District. Corps lakes are popular with the local Amish community because of their low cost and as a source of subsistence fishing. So many of the district's lakes feature horse hitching posts alongside automobile parking lots. The \$119,000 boat ramp and fishing access area was dedicated June 15. (Photo by Richard Dowling, Pittsburgh District)

# Around the Corps

## New ERDC director

Dr. James Houston is the new Director of the Engineer Research and Development Center (ERDC). He will lead innovative research efforts in coastal and hydraulic engineering, construction materials and methods, topographic engineering, cold regions effects, structural and geotechnical engineering, environmental quality, and information technology.

In his previous position, Houston served as director of the ERDC Coastal and Hydraulics Laboratory.

## Nationwide permit changes

Important changes to the Corps' nationwide permit program went into effect June 7. "The changes will benefit the nation's aquatic environment by increasing protection to critical resource waters and aquatic resources within the 100-year floodplain while continuing to authorize projects with minimal adverse effects," said John Studt, Chief of Regulatory Branch.

Nationwide permits are general permits used nationally to authorize discharges of dredged or fill material that will have minimal adverse effects on the aquatic environment. The Corps has replaced Nationwide Permit (NWP) 26, which was used to permit certain discharges in the nation's headwaters and isolated waters, and was the general permit most frequently involving potential impacts on wetlands.

To replace NWP 26, the Corps issued five new nationwide permits and modified six others. The Corps also modified nine NWP general conditions and added two new general conditions. The replacement nationwide permits continue to authorize many of the same activities permitted under NWP 26, but they are activity-specific, with terms and conditions to ensure minimal adverse effects on the aquatic environment.

The maximum acreage limit under the new and modified NWPs is half an acre, reduced from the previous maximum of three acres. In addition, most require that the Corps be notified of activities impacting more than one-tenth acre, reduced from the previous requirement of one-third acre.

"These changes to the nationwide permit program reflect the administration's, including the Army's, commitment to protecting the nation's wetlands and reducing damages to communities from flooding," said Michael Davis, Deputy Assistant Secretary of the Army for Civil Works.

## Power boat

A fire department received a much-needed power boat from Morgantown Lock and Dam in Pittsburgh District. The Greensboro (Penn.) Fire Department will use the 23-foot Mon Ark for river rescue.

"We had a rowboat before this," said Rick Podolinski of the fire department. "Everyone is ecstatic."

Pittsburgh District donated the 1981 boat and trailer valued at \$21,000 in a ceremony June 7 at the fire hall.

"By excessing equipment we eliminate the cost of maintaining it and stocking parts," said Jim Edinger, Chief of Operations and Readiness Division. "If we need equipment only about once a month it will be cheaper to rent it from a commercial source."

## Flood control award

The Consulting Engineers Council of Mississippi (CEC/MS) in Jackson, Miss., recently awarded Vicksburg District for its contribution to flood control in the Lower Mississippi Valley.

This is only the second time that CEC has presented a public relations award. "This is the most

prestigious award presented by the council to a public entity," said Judy Adams, CEC Executive Director.

For a project to qualify for this award, it must be a tremendous engineering feat that benefited the state economically, the quality of life for its citizens, and the engineering profession. In particular, CEC noted the Mississippi River levee system, which to date, has prevented more than \$200 billion in potential flood damage. According to Corps statistics, every Vicksburg District project has paid for itself, and Corps flood control projects return \$8 for every \$1 spent.

The Board of Levee Commissioners for the Yazoo Mississippi Delta, the Mississippi Levee Commissioners, and Memphis District also received awards.

## Fact-finding mission

Officials from the Mexican government visited Los Angeles District on a fact-finding mission that will help them in their flood control and water conservation missions. After several briefings and visits to the district's Emergency Operation Center and Reservoir Operations Center, the group toured the Los Angeles County Drainage Area project along the L.A. River and visited the recently completed Seven Oaks Dam in San Bernardino County.

## Architect awards

In May, a panel of judges selected the Corps' Architect, Landscape Architect, and Interior Designer of the Year. The honorees were:

**Architect of the Year** - James Bristow, Fort Worth District.

**Landscape Architect of the Year** - Doris Sullivan, St. Paul District.

**Interior Designer of the Year** - Marsha Walkup, Kansas City District.

## New safety review process

On June 2, the Corps and the Coast Guard established a new process for evaluating risks to permanently moored vessels like floating casinos and restaurants, and other structures on or near navigable waterways, harbors, and rivers.

Rear Admiral Robert North, the Coast Guard's

Assistant Commandant for Safety and Environmental Protection, and Maj. Gen. Hans Van Winkle, Deputy Commander for Civil Works, signed a memorandum of agreement establishing a formal process where the Coast Guard will provide input into the Corps' evaluation process for issuing permits related to these types of structures.

## SAME executive director

Retired Maj. Gen. Pat Stevens IV became the new Executive Director of the Society of American Military Engineers (SAME) on July 1. Stevens comes to SAME from Morrison Knudsen after a two-year stint as its Vice President and Director of Military Services. While on active duty with the Corps, Stevens served as Deputy Chief of Engineers, commanded the former Lower Mississippi Valley Division, was president of the Mississippi Valley Commission, and also served in the former North Pacific Division and Pittsburgh District.

## Ranger honored

Melissa Rinehart, a full-time temporary interpreter at the Bonneville Lock and Dam Regional Visitor Center, recently received the Hiram M. Chittenden Award for Interpretive Excellence.

Her supervisor, Jim Runkles, nominated her. The closing paragraphs of the nomination package read, "Melissa represents all the best qualities of an interpreter... She has a high degree of creativity and is constantly thinking of new and better ways to deliver her programs. She is highly motivated and willing to go the extra mile to meet the needs of the public..."

## Fishing event

The staff of the Corps' Truman Lake and the Missouri Department of Conservation hosted the Challenged Youth Fishing Event on May 5 at the Missouri Department of Conservation Regional Office in Clinton, Mo. More than 50 kids from six schools participated. The Challenged Youth Fishing Event gave physically and mentally challenged youths an opportunity to gain a better understanding of fishing, hunting, conservation, water safety, and other outdoor activities.

## 225 years

# Engineers exploit Nazi error

*(This is another in a continuing series of true stories from the history of the U.S. Army Corps of Engineers to commemorate the Corps' 225<sup>th</sup> year. All material is from the History Office publication, "Historical Vignettes - Volume 2," EP 870-1-1, available on-line under USACE Publications, Engineer Pamphlets, Historical.)*

When the Germans withdrew from northern France in the summer and fall of 1944, they left the Port of Cherbourg in a shambles. A massive reconstruction job faced engineers with the American forces who occupied the city. The difficulty of obtaining adequate construction materials from the U.S. only exacerbated the problem. The situation demanded prompt and ingenious improvisation, and the Advance Section (ADSEC) Engineers of the Communications Zone were up to the task.

The enemy had made a big mistake at Cherbourg and the engineers turned it to their advantage. Lt. Gen. Emerson Itschner (Ret.), then a colonel and ADSEC Engineer, recalled the situation:

"The Germans were kind enough to leave us a lot of very heavy steel beams, one meter in depth and up to 75 feet long. We had enough of these to bridge from the piles that we drove back to the seawall."

Exploitation of the mistake did not stop with reopening the Port of Cherbourg. The ADSEC engineers noted that all the beams bore the name of a single steel mill, Hadir in Differdange, Luxembourg. Right then, Itschner decided they would head for Differdange. So, as soon as the town fell, the ADSEC engineers were there.

They were not disappointed. The Hadir plant was intact and the citizens were eager to reopen it. After a little repair and cannibalization, Hadir began once again to produce meter beams. In a short time, these beams were put to many important uses, including building the massive railroad bridges across the Rhine.

Thus, engineer alertness and ingenuity solved a major supply problem.

# 'It feels like you're in a slingshot!'

By Liane Freedman  
Pittsburgh District

"Pedal to the medal" is what drag racing is all about — a straight-line blaze of pure acceleration, exhilaration, and adrenaline. A sport not for the faint-hearted or squeamish. David Maset, a lock operator at Maxwell Lock and Dam, is neither faint-hearted nor squeamish. He races a slingshot, or rail, dragster named Old War Horse.

"They're called slingshot dragsters because the driver sits belted in and encased in a fireproof driving suit just behind the rear wheels, making him feel like he's in a slingshot with the rubber band pulled tight," said Maset. They are also called rail dragsters for their long, slender shape. "It feels even more like you're in a slingshot when you nail the gas, too, going from a standing start to slightly over 150 miles per hour in a quarter mile."

The races themselves are loud and thrilling. Two dragsters sit side-by-side on the starting line, revving their engines, waiting for the starting lights to signal the start of the race. When the lights turn from flashing yellow to green, the engines bellow with an ear-splitting, chest-pounding roar. The rear tires shriek as smoke boils from them, the front tires leap off the ground, and the spindly machines rocket down the quarter-mile track with their drivers pressed against the form-fitting bucket seat. In seconds a parachute billows from the rear of each machine to slow it enough for the brakes to bring it slowly to a halt until the next race and the next adrenaline rush.

Maset is not new to drag racing, although he put it on hold for a number of years.

"It's an old man's folly," he said with a self-deprecating chuckle. "I drove these things years ago in the 1960s, but I've been out of it since then. 'Old War Horse' is actually an old car; in 1965 it was the National Fuel Champion. A friend of mine bought it and hired a driver, but it wasn't doing well and he was disgusted with it.

"I went over one day to see it and just offhand asked what he'd take for it. He said, 'Dave, I want to see



David Maset and his grandson Angelo enjoy a moment together with Maset's dragster, "Old War Horse." (Photo by Mary Maset)

you in that car so bad, I'll almost give it to you!" And he made me an offer I just couldn't pass up."

Maset returned to racing because "you never get it out of your blood," he said. "I put it aside when I started college, intending to resume it later. Then I got married and then we started raising kids. But I always kept contact with racers, and I have a machine shop and I did a lot of work for them. So I was never more than a step or two away from it. The

kids are grown and the college bills are paid for, so I can afford to get back into it and waste a little money."

And get back he did, beginning in 1997. Today his car is a shiny yellow dragster with a 140-inch wheelbase and the name "Old War Horse" emblazoned on its fuselage in bold blue letters. It has a fuel injected 355 cubic inch Chevrolet engine which burns 118-octane racing gasoline.

"The car is National Hot Rod Association (NHRA) competition certified — a pretty tough process involving x-ray and sonic inspection of the chrome-moly tube frame and each weld joint," Maset said. Having passed and being certified, "the car, (and driver too, I hope) are cleared to go up to 200 miles per hour. Of course, 200 will require a whole lot more horsepower, but we have to work our way up to it. My ambition is to get there before my 60<sup>th</sup> birthday, which is a race all by itself!"

Maset and "Old War Horse" are campaigning during this summer's racing season, racing mostly at NHRA dragstrips in Ohio. So far his fastest speed has been 157.8 miles per hour, clocking 9.4 seconds in the quarter-mile.

He readily admits that "Old War Horse" isn't the easiest thing to drive.

"In today's rail dragsters, the driver sits in front of the engine, and they're very long cars and they handle very well," Maset said. "But in these old slingshot dragsters, the driver sits behind the engine, actually behind the rear axle. They're real crowd-pleasers, sometimes they skitter all over the place. But some of us old guys, once you're a slingshot driver, you're always a slingshot driver. You just like the challenge of driving 'em."

Maset has a winning strategy mapped out to reach 200 miles per hour. "We're most likely going to switch to alcohol fuel and a supercharger." With that combination, he's hoping to get the dragster to do at least 170 miles per hour. "Drag racing is a sport where if your tires get any bite you go like hell, and if they don't you just sit there and spin. We laid on more power this year, so now we're doing everything we can to get the tires to bite again. When they do, we'll start adding more power."

(Bernard Tate contributed to this article.)

## 'Ranger Jack' gets the message out to visitors

By Melissa Rinehart  
Portland District

The rangers at Bonneville Dam have come up with a great service for visitors put off by uniforms, or who whiz past the information desk and head directly to the fish viewing area — Ranger Jack in the Box.

Placed right next to the fish viewing area, the counting window, and the daily fish count, Ranger Jack provides up-to-date information about the fish ladder. Once visitors recover from hearing a voice from a box, they take advantage of the excellent educational opportunity and have a few laughs as well.

Kids especially enjoy the program. Not only does Ranger Jack know all and see all, but he also has a stash of coloring books. With a few hints, any kid can find them.

How do we do it without being seen? It's magic, of course! Well, not really. One of our rangers is strategically placed at a window on the floor above. The room is dark and the rangers are hard to spot from the floor below. There's a two-way microphone so the ranger can hear the question, and visitors can hear the response from a speaker in the box.

It is entertaining to watch visitor responses. They look from side to side, behind the box, around the



A young visitor is mystified by Ranger Jack in the Box. (Photo courtesy of Portland District)

room. When they are thoroughly convinced that they can't be seen, they take a closer look at the box. That's when the hidden ranger says, "Ow! Don't tug on my hair!" or "What'cha looking for?"

Ranger Jack provides hours of learning and entertainment for both visitors and staff alike!

(Melissa Rinehart is a park ranger at Bonneville Lock and Dam.)