

## Autograph collection donated to university

By Dan Heuchert

An advice-filled letter signed by former presidents Thomas Jefferson and Andrew Jackson highlights a collection of historic autographs recently given by the U.S. Army Corps of Engineers to the University of Virginia (UVa.) in Charlottesville, Va.

Among the 13 items are documents bearing the original signatures of former presidents George Washington, Abraham Lincoln (accompanied by an original Matthew Brady portrait photograph), William Henry Harrison, Zachary Taylor, and Harry S. Truman. Also included are the autographs of King Louis XIV and the Marquis de Lafayette of France; Francis Scott Key, who wrote "The Star-Spangled Banner"; John Hancock, famous signer of the Declaration of Independence; and Lord Fairfax.

"The Victor V. Martin Collection is an exceptional group of documents acquired by an individual dedicated to assembling a collection of autographs of significant and important people," said Michael Plunkett, director of Special Collections for the UVa. library system. "The collection not only presents itself as an interesting and distinguished group of letters that will display and exhibit well, they contain engaging and notable insights into the individuals themselves. The dual letter of Thomas Jefferson and Andrew Jackson demonstrates this well.

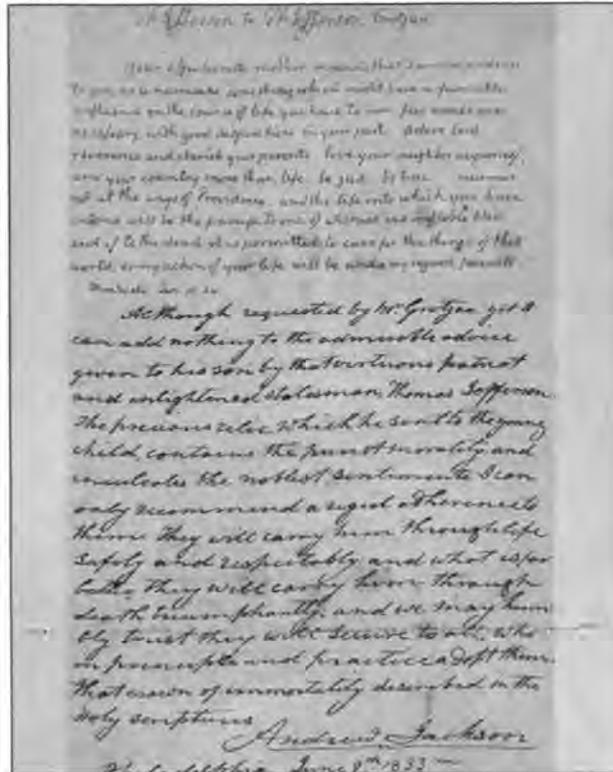
"We are especially gratified that the United States Army Corps of Engineers recognizes the importance of the University of Virginia Library as a research institution by placing them here," Plunkett said.

The collection was the personal passion of the late Victor V. Martin, an employee of the Corps' special counsel office. In 1953, Martin deposited the collection in the Engineer Museum, then located at Fort Belvoir, Va. When the museum moved to Fort Leonard Wood, Mo., the collection remained in the custody of the Corps' Office of History in Alexandria until it was transferred to the university.

Martin died in May 1962. Dr. Martin Gordon, archivist of the Research Collections in the Office of History, determined that the collection lay outside the scope of the Corps' holdings and began searching for a more suitable repository. His search led to UVa., where the items could be secured and preserved while remaining available to researchers.

The documents are in good condition, Plunkett said. Many had been framed. At UVa., they have been taken out of their frames and preserved between sheets of acid-free paper.

The Jefferson-Jackson letter, addressed to the young Thomas Jefferson Grotjan, is perhaps the most fascinating item, Plunkett said. In it, Jefferson offers his advice to his namesake, apparently in response to a request from Grotjan's mother. Writing from Monticello on Jan. 10, 1824, an elderly Jefferson advises: "Adore God. Reverence



This letter, written and signed by both Thomas Jefferson and Andrew Jackson, is the highlight of the Victor V. Martin Collection. (Photo courtesy of the Office of History)

and cherish your parents. Love your neighbor as yourself and your country more than life. Be just. Be true. Murmur not at the ways of Providence, and the life into which you have entered will be the passage to one of eternal and ineffable bliss."

Jefferson concludes, "And if to the dead it is permitted to care for the things of this world, every action of your life will be under my regard. Farewell."

In a later addition to the letter, dated June 9, 1833, Jackson writes, "Although requested by Mr. Grotjan, yet I can add nothing to the admirable advice given to his son by that virtuous patriot and enlightened statesman, Thomas Jefferson."

It was not unusual for Jefferson to receive requests for advice, said Rebecca Bowman, a research historian for the Thomas Jefferson Memorial Foundation, which owns and operates Monticello. "People did write to him and seek advice on lots of things," including inventions, politics, gardening, and recommended reading for children, she said.

Also in the collection is a 1790 document formally appointing Nathaniel Barrett of Massachusetts as U.S. consul to France, which bears the signatures of both Jefferson, then secretary of state, and Washington, then president.

All items have been catalogued and are accessible to scholars, Plunkett said. No plans have yet been made for exhibiting them.

(Dan Heuchert is a writer with the University of Virginia's News Services.)

## \$1.1B contract will save Army energy, money

By Robert E. DiMichele  
Huntsville Center

It just got a lot easier for the government to save energy dollars. On Aug. 11 the U.S. Army Engineering and Support Center, Huntsville, awarded a \$1.1 billion contract to a dozen commercial firms across the country in an innovative effort to save energy dollars and increase energy efficiency.

This energy savings performance contract can provide energy reduction efforts to any government facility in 46 of the 50 states, plus the District of Columbia and Puerto Rico. It is the largest energy savings contract ever of its type.

The other four states (Virginia, North Carolina, South Carolina, and Georgia) are covered under a previous \$355 million contract.

An energy savings performance contract is an innovative partnership among a government facility, the Huntsville Center, and private industry. In this type of partnership, the contractor provides the design, capital investment, construction, operation and usually the maintenance for new energy-efficient equipment, products, or services.

Therefore, an Army installation or any government facility (state college, Veterans Administration hospital, city hall, and so on) no longer has to come up with tax dollars to repair, replace, and maintain resources needed to reduce energy consumption. The contractor provides the investment needed for the resources, then receives a profit from the energy savings the project generates. The resulting savings is shared between the government and the contractor.

"It's a win-win situation," said Bobby Starling, Huntsville Center's energy program manager. "This is an example of the government working a lot smarter and more efficiently."

This contract makes an innovative, cost-avoidance energy program reachable for any government facility. There is a 25-year contract term with a maximum 10-year ordering period for a potential \$1.1 billion. That means it is a stable contract that will allow private industry the opportunity to come into a government building and make major energy conservation efforts over the long term.

The contract works under a very simple plan, according to Starling. "We're talking real savings. No savings, no payment." Annual payments to the contractor will not exceed the actual energy and ancillary cost savings. In fact, an energy audit is conducted to verify savings and ensure all payments are accurate based on the energy baseline, projected energy use, and savings measurement method identified in the Energy Team's task order.

Continued on page three

# Insight: Wheelchair gives design fresh look into her work

Article by Nancy R. Gould  
Photo by Jonas Jordan  
Savannah District

Architect Judy Winfrey recently seized a unique opportunity to get a different perspective on the impact of her work.

A friend with a broken ankle acquired a wheelchair to use while on the mend. At Winfrey's request, he agreed to let her use it for one day. Winfrey wanted to spend the day in the chair to experience first-hand some of the problems people with disabilities encounter regularly.

Winfrey works in the Architectural Section of Savannah District's Design Branch designing new buildings and renovating old ones.

"Like other disciplines, architects have to work within guidelines, in this case, the Americans with Disabilities Act Accessibility Guidelines (ADAAG)," she said. "Our designs are required to meet the minimal standards of the guidelines. But after maneuvering around for a day in a wheelchair and acquiring a new perspective on what it takes to do that successfully, I'm more sensitive to the adequacy of these minimums for wheelchair-bound people."

"When I decided to do this, I made a commitment to stay in the chair the entire work day," said Winfrey. "I parked my car in the garage, got the chair out, sat down in it and basically stayed in the chair until I got back to my car that afternoon."

Winfrey encountered her first

problem, a steep ramp, as she attempted to exit the garage. "Getting the chair back up to street level wasn't easy," she said. "Luckily, someone I knew was there to help me up onto the street. I was surprised at how much effort it required just getting from the garage to our building."

Winfrey said being outside in the wheelchair was tough because it required a lot of upper body strength to get around.

"Maneuvering in the building was a different challenge," she said, noting how hard it was to turn in some aisles. "Because of the difficulty of getting around, I started grouping activities together, such as going to the restroom and to the copier. One of my biggest problems was opening the main door to the restroom. Again, it took tremendous upper body strength to get it open. Some newer doors are equipped with a 'power assist' feature that automatically opens them."

Because of the difficulty of maneuvering the wheelchair outside, Winfrey ate lunch at her desk. But even a visit to the snackbar was a problem. "I couldn't see or reach items on the middle and top shelves."

"Once you've experienced some of the difficulties that some people with disabilities experience daily, you begin to appreciate the energy and determination it takes for them to do things that we don't give a second thought to, and that changes

your perspective," Winfrey said. "We should remember that anyone can become permanently or temporarily disabled and may at some time need accessibility. Hopefully the sensitivity to these issues that I've gained through this experience will make me a better designer."

It made her more aware of the needs of other disabled people as well. According to Winfrey, the doors in most new buildings have lever-type locksets instead of round ones. For someone with arthritic hands, for example, the round lockset is difficult to turn.

"Think of how frustrating it is not to be able to open a door," said Winfrey. "Doors with levers can be opened more easily. In fact, you only have to lean on the lever to open the door. Buildings undergoing renovation for which the scope of work requires mandatory ADAAG compliance would use the newer lever locksets on their doors."

Some buildings being renovated have to comply with these ADAAG guidelines but some do not, depending on the renovation scope and the building's use. Any facility that is required to comply and does not could have a civil suit filed against its owner, according to the Americans with Disabilities Act (ADA).

"These compliance requirements contain some flexibility for historic structures and very small places of business," said Winfrey. "The intent of these guidelines is not to put anyone out of business. Buildings that undergo extensive renovation can be required to comply, but buildings getting only new paint or carpet aren't required to bring the facility into full compliance."

According to Winfrey, ADAAG accommodates more than the needs of those in wheelchairs. For the blind or visually impaired, braille must be used on interior signage and elevators.

To prevent head injuries, the standards require that objects that are attached to the wall around eye level project no more than four inches. Larger projections must be placed low so that they can be detected with a cane.

For the hearing impaired, the volume on phones must be adjustable and fire alarm horns must have strobe lights. And hand railings must be installed on stairwells, allowing people with limited strength to steady themselves.



## 'Update' welcomes letters, editorials

Got a question? Complaint? Something you want to get off your chest, or tell the rest of the U.S. Army Corps of Engineers?

The "Engineer Update" welcomes letters to the editor, commentaries, and editorials on any subject of interest to Corps people.

All letters, editorials, and commentaries must be signed, so that we can call for clarifications or check their authenticity. However, if requested by the author, we will withhold his or her name from publication.

The easiest way to send letters or editorials to the "Engineer Update" is via e-mail to [bernard.tate@inet.hq.usace.army.mil](mailto:bernard.tate@inet.hq.usace.army.mil). Or they can be mailed to:

Headquarters  
U.S. Army Corps of Engineers  
Attn: CEPA-C (Engineer Update)  
20 Massachusetts Ave., N.W.  
Washington, D.C. 20314-1000



Judy Winfrey works at her computer in her borrowed wheelchair, which gives her a new perspective on the effects of her work.

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# Europe experiments with collocation

By Torrie McAllister  
Europe Center

The U.S. Army Corps of Engineers has a long tradition of locating construction offices near the work area, while pre-award project management is centralized in the district-level headquarters.

But Europe Center is testing a new approach — collocating Corps project managers and project engineers *with* customers. The goal is to become more relevant and responsive to Army Directorates of Public Works (DPW) in Area Support Groups (ASG) and subordinate Base Support Battalions (BSB).

In U.S. Army, Europe (USAREUR), ASG's and subordinate BSB's provide installation management that would be provided by the garrison staff at a Stateside installation.

The initiative began last year when Lt. Col. John Ramey, 104th ASG DPW, invited Europe Center to move a senior project manager and a project office inside his DPW. In months, the Corps/DPW relationship improved so dramatically that Europe Center Deputy Engineer Pat Biliter began looking for ways to expand the concept.

Meanwhile, Ramey is looking at new ways to use the Corps to supplement his rapidly dwindling staff in an ASG about to double in size.

"Centralized project management made it easy for the DPW to pass a project to the Corps and put blinders on," said Ramey. "I could walk away and blame the Corps when things went wrong. The Corps project manager and project engineer weren't inside the DPW's decision process. They were insulated from the community and the customer heat.

"Collocation makes us a collective group," Ramey said. "Today, Europe Center's project manager Dana Luedtke is *my* representative in meetings with customers. I consider her *my* project manager. She understands that everything in the OMA business moves 100 miles an hour. When there's a problem, she knows what's urgent. When she needs a signature, we don't wait for e-mails and in-boxes — she walks down the hall and puts the action under my nose."

Last year the 104th ASG DPW managed eight military hub communities scattered throughout a region more than 75 miles wide and 35 miles long. It was home to 35,000 soldiers, their families and civilian employees. Two BSBs managed repair and maintenance, while the ASG focused on resource management and life cycle planning, programming, design, and construction.

This fall, the Army is consolidating the 104th ASG and the 53rd ASG. Ramey's geographic area of responsibility and budget will more than dou-



Lt. Col. John Ramey and Dana Luedtke inspect the Whole Neighborhood Renovation Project for military housing in Hanau, Germany. (Photo courtesy of Europe Center)

ble. Upon consolidation, the 104th ASG will manage 13 hub communities with the largest U.S. troop population in Europe.

"I see building a more integrated relationship between the DPW and the Corps as a survival issue," he said. "I see my DPW staff increasingly focused on programming resources. Under DPW 2000, I'm not supposed to have a design staff. My EP&S is increasingly focused on dealing with other agencies, long-range planning, installation status reports, prioritizing projects, and effective repositioning of troops in our remaining bases.

"I want the Corps managing more and more of the life cycle base planning, design, maintenance, and construction workload for me," said Ramey. "I want to be able to turn to Dana Luedtke and say 'Here's the intent, here's the money, here's the schedule, here's the customer. Take care of it.'"

"I trust the Corps to hire good people and do it because today the Corps knows what upsets the community," Ramey said. "If a contractor is dumping dirt in an unacceptable manner, the project engineer is issuing a cure notice and telling me how it is being handled before the first complaint call comes in. Europe Center's commitment to collocation with the 104th ASG has solved the 'out-of-sight, out-of-mind, out-of-face' syndrome that stymies communication and is the

major enemy of the DPW and Corps team.

"For the future, I envision the Corps providing me with a collocated operations cell that includes a senior engineer who works programs and customers, and a team responsible for pre-award, construction, and financial management so I don't have to wait weeks for answers on where my money is," Ramey said.

Biliter said his district launched into collocation as a four-month test. "It took less than a month to declare the test a success," he said. "We're able to respond much more effectively when we have someone living with the DPW on the front line.

"Our customer surveys tell us that communication and accountability are always big concerns, Biliter said. "Our customers don't have the time or the people to chase us for information."

Biliter explained the Corps is looking at other DPWs and major customers. "In the future, I think we will see collocated program managers wherever we support a major DPW. They will orchestrate our entire Europe Center effort within a particular DPW area of responsibility."

The collocated project manager has, for all practical purposes, quickly evolved into a collocated program manager, according to Biliter. "What the DPW really needs is someone who is the 'Door to the Corps' for his entire program."

Luedtke hadn't been collocated with Ramey for a month when she came out of his staff meeting with a mission for the Corps to write 1,391 project justifications the 104th ASG master planner didn't have time for. She was out of her stovepipe and into the entire organization.

"Now we are exploring the best way to incorporate collocated program managers into what have been centralized, stovepipe-focused project execution teams," Biliter said.

"For example, we now have a senior environmental program manager collocated at USAREUR," Biliter said. "USAREUR bulk-funds the Europe Center to manage all environmental studies, designs, remediations, and pollution prevention projects for the major Army command. Collocation has given us a direct link between USAREUR's environmental managers and our project engineers in Wiesbaden who are executing their program.

## Contract

Continued from page one

From a single solicitation, the Huntsville Center's Energy Team made 11 awards overall, 10 unrestricted plus one for small business. Since the contract includes any government facility in 46 states, several contractors are needed to maintain responsiveness.

The awardees are CES/Way International Inc., of Houston, Texas; Duke Engineering and Services of Charlotte, N.C.; ERI Services Division of Bridgeport, Conn.; HEC Inc. of Natick, Mass.; Honeywell Inc., of Phoenix, Ariz.; Johnson Controls Inc., of San Diego, Calif.; Northeast Energy Services Inc. (NORESO) of Framingham, Mass.; Viron Corporation of Kansas City, Mo.; and Xen-

ergy, Incorporated, of Burlington, Mass.

In addition, an award went to a joint venture of Cenerprise of Overland Park, Kan., with Energy Performance Services of King of Prussia, Pa. The small business award winner was Abacus Engineered Systems of Seattle, Wash.

"This is an opportunity for installations and government agencies to save money for other programs that substantially affect their missions," Starling said.

The contract development costs were shared among the Forces Command, the Army Reserve, the Assistant Chief of Staff for Installation Management, and the Army Center for Public Works.

# Reservists vital part of response planning

Have you ever wondered why you occasionally see Army officers once a year for a couple of weeks, then, as suddenly as they appeared, they are gone? They are Individual Mobilization Augmentees (IMAs) from the U.S. Army Reserve. IMAs are Reservists assigned to an active Army headquarters or organization instead of a Reserve unit. IMAs are an important part of the U.S. Army Corps of Engineers' ability to respond to military mobilizations, disasters and other emergencies. They provide rapid augmentation to our workforce.

IMAs and other Reservists play an active role in many USACE operations. As of this writing, 20 Corps IMAs have deployed to Bosnia on nine-month active duty tours in support of Operations Joint Endeavor and Joint Guard. Forty-eight Reservists (including 30 IMAs) have been mobilized so far this fiscal year to support USACE disaster relief operations.

Against this backdrop of a busy year, 28 IMA officers and senior USACE managers from 15 states and one overseas location met in a Reserve Senior Leaders' Workshop June 8-10 at headquarters to review and assess the future of the IMA program. Workshop participants heard both good and bad news.

The good news came from Lt. Gen. Joe Ballard, Chief of Engineers. Ballard told the workshop participants that the IMA program is important to the Corps' commitment to support the Army.

"You support involvement in military contingencies, specialized classified missions, and in the Center for Public Works," Ballard said. "You also provide critical service in support of our disaster relief operations."

There are currently about 300 IMAs assigned to the Corps. However, starting on Oct. 1, this number will fall to 135 due to the Army-wide reduction in the IMA force.

Most IMAs are officers. Like most Reservists in the Selected Reserve, they perform two weeks of annual training every year at their assigned duty position. However, unlike Reservists in organized Reserve units, they do not perform weekend drills each month.

**(Editors note: The Selected Reserve is the Active Guard-Reserve (AGR), Troop Program Units (TPUs), and IMAs. AGRs are Reservists serving on full-time active duty. TPUs are organized Reserve units made up of and commanded by Reservists.)**

"We want to give you worthwhile assignments, critical jobs that call on your unique talents," Ballard said. "We are preparing a policy letter to ensure this is done. We have today only a fraction of the IMAs of only a few years ago, and we must leverage their use to best advantage."

IMAs fill billets in the Mobilization Table of Distribution and Allowances of USACE districts and divisions, and at headquarters. They would carry out missions if the U.S. mobilized for war. IMAs also can be activated to help deal with natural disasters. Officers with specialized expertise may be called to active duty even when mobilization is not declared.

Since the IMA program is tied to mobilization, the number of IMAs assigned to a district is dic-

## IMA officer deploys overseas, will adopt Hungarian child

By Victoria L. White  
Savannah District

Like his active duty counterparts, an Army officer in the Individual Mobilization Augmentee (IMA) program never knows when he may be called to serve during a national disaster.

For Mike Chenoweth, a Savannah District IMA officer, it was no different. An attorney in private practice, Chenoweth was enroute to an environmental conference in Nebraska when the Army Personnel Center manager called his home in Miami, Fla.

Would Lt. Col. Chenoweth be available to go to Bosnia, the manager asked. An overseas assignment, nine months long, into a dangerous area. But Pamela Chenoweth knows her husband well, so she felt confident answering for him. "Certainly! He would love to go!"

He reported to Fort Benning, Ga., for mobilization. Chenoweth ended up as the senior environmental officer at the U.S. Intermediate Support Base and National Support Element in Tazsar, Hungary.

"There are two of us responsible for U.S. environmental policy for Operation Joint Guard in Bosnia, Croatia, and Hungary, negotiating contracts for a variety of environmental needs," said Chenoweth. "After two months, they moved me to Heidelberg, but I still make frequent trips to Tazsar and Tuzla in Hungary and, most recently, Sarajevo in Bosnia.

"When I was 'going into the box' (Croatia/Bosnia) for the first time, my wife was really anxious for my safety," Chenoweth said. "I pointed out that since we arrived in 1995, the U.S. forces have had no fatalities from hostile fire."

Much of Chenoweth's mission involves environmental baseline and closure surveys, managing hazardous materials and hazardous waste, spill response programs, and clean-up of any contaminated sites.

He works with two other Savannah District people assigned to Eagle Base, the main U.S. base camp in Tuzla. Guy Browning from Real Estate Division handles real estate negotiations, while Heber Pittman, Planning Division, is the U.S. environmental officer for one of the three sectors of Bosnia.

"Our engineer efforts have been critical to the operation, from the initial crossing of the Sava River in December 1995 to building base camps and the work of the Base Camp Coordinating



Lt. Col. Mike Chenoweth makes friends with two children in Hungary. (Photo courtesy of Savannah District)

Agency, which is primarily staffed by USACE personnel," Chenoweth said.

"I had never been to Europe before and this is all an adventure for me," he continued. "Bosnia is truly a beautiful place with mountains, tiny villages, friendly people, sheep in the roads, and rushing streams. Unfortunately, there are also blown-up homes, mass graves of murder victims and minefields. The roadsides are littered by cars that have been blown up.

"Someday it will once again be a popular tourist destination, but first the current internal hostility must be overcome," Chenoweth said.

The assignment is turning into far more than an adventure for Chenoweth and his wife. They are in the process of adopting a Hungarian child, so this may be the most important IMA assignment of Chenoweth's life.

"I've learned a few useful phrases in Hungarian, which should come in handy when the adoption goes through, like 'No way are you going out with that boy!'" Chenoweth said. "But overall, this assignment has made me proud to be an American and part of the Corps of Engineers because I get to see how we are working to protect the environment, even in a war-ravaged little country so far from home. It's all very exciting to me. I'm so proud to be doing it."

tated by the number of power projection platform installations and priority ports of embarkation in that district. Similar criteria drive the IMAs assigned to divisions. Headquarters has an IMA command organization which can be filled out to any size needed to handle a mission.

Until recently, the Directorate of Civil Works at headquarters managed the Corps' Reserve programs. This responsibility has been transferred to Maj. Gen. Anthony Kropp, Deputy Chief of Engineers for Reserve Components, and his staff in the Executive Office at headquarters. Lt. Col. Dale Jones, a Reserve officer on full-time active duty at headquarters under the AGR program, is the USACE Reserve Programs Manager. Jones advises the command group on Reserve matters, and is responsible for managing the IMA program and the Reservists in Support of Disaster Relief Operations (RESDRO) program.

The RESDRO program is an innovative Corps initiative to access the skills and talents in the

Reserves. RESDRO uses Civil Works funds to bring Reserve soldiers on active duty to support disaster relief operations. The program is not limited to Corps IMAs, but is open to all Army Reservists and National Guard who wish to volunteer for active duty. Maj. Chew Leung is the RESDRO program manager and reports to Jones.

Leung is an example of how RESDRO uses Reservists outside the Corps. He is an IMA officer with the Army Logistics Operations Center attached to headquarters on a 179-day tour of duty to manage this program. Leung works with Readiness Branch to identify RESDRO mission requirements, validate the mission and resource availability, and coordinate the deployment of Reserve volunteers to a disaster site.

The "bad news" did not surprise the IMA participants at the workshop, and it was not as bad as anticipated.

Continued on page five

# Isolated Saudi outpost offers unique treasure

Article and Photo  
By Maj. Dave White  
Transatlantic Programs Center

Many Corps of Engineers folks have fond memories of a remote area in the Saudi Arabian desert called King Khalid Military City (KKMC). In its heyday, hundreds of Corps personnel made KKMC their home, and a small American town evolved in the Saudi military city.

To many people it was literally the edge of the earth. The nearest town, Hafar Al-Batin, is 60 kilometers (about 37 miles) north and, until recently, that was just a small settlement where the Dhahran pipeline road crosses the Kuwait-Riyadh road in the Wadi Al Batin.

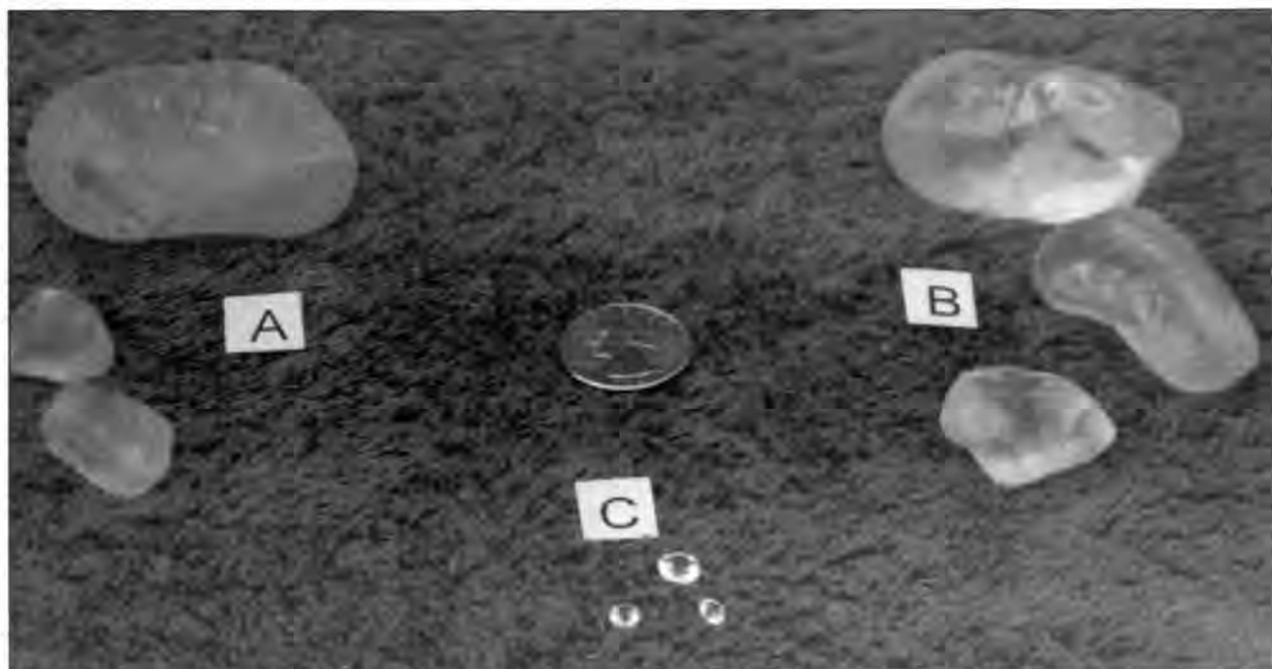
There was no satellite TV at KKMC, and telephone calls to the U.S. were expensive. As projects wrapped up and the Americans and their families departed, there were even less facilities and activities for remaining personnel.

Today, U.S. presence at KKMC is minimal. There are only a handful of U.S. government personnel still working and living there, including Mike Himes, the Corps' quality assurance representative, and me, the Ordnance Program Division (OPD) representative. OPD is part of Transatlantic Programs Center, and has 35 people in the Kingdom. Their mission is to give technical expertise and assistance to the base maintenance directors of the Saudi Arabian Army Ordnance Corps.

Just like in the old days, the quest for recreation is still a challenge at KKMC. The quality of life has improved a bit. We now get more than a dozen English TV channels; there are a couple of English radio channels and, of course, everybody has a personal computer. Hafar Al-Batin grew a bit during the Gulf War, but it's still a two-grocery-store town with no McDonalds.

Team sports are out of the question. Most of the time, you can't find enough people to use the baseball field and basketball courts built by the Corps years ago.

So, in the search for entertainment, hunting "desert diamonds" is one off-duty endeavor that



Using a U.S. quarter for size comparison, (a) are raw stones found in the desert, (b) are polished stones, and (c) are cut stones.

lives on. Desert diamonds (also called Saudi diamonds) are just high-grade quartz, but they have one important attribute. They look like expensive carbon-based diamonds. They are very clear and their internal structure is very stable. This means desert diamonds will not become brittle and crack or lose color as they age.

Because of its composition, the desert diamond is heavier than a carbon diamond. A one-carat desert diamond will also be about 20 percent smaller than a carbon diamond.

Most of the desert near KKMC doesn't look like a place where someone could find diamonds. It's not the stark, beautiful desert seen in *Lawrence of Arabia* with massive, windswept dunes. Instead there are miles of flat, pebble-strewn, hard-packed dirt. This flat, hard surface stretches to the horizon. While not photogenic, it is the best place for hunting desert diamonds.

The best time to hunt diamonds is early in the

morning. The diamond hunters scan the desert surface, looking out 50 feet or so toward the sun. The dawn light hits the rough diamonds and produces a dim glow.

The sun must be low on the horizon for that to happen, hence the necessity to diamond hunt early in the morning.

Just how big are these "diamonds?" Some raw desert diamonds are the size of chicken eggs, but that's rare. Most range from the size of peanut to a walnut. A good morning of hunting can yield a dozen or so quality stones.

When found, most desert diamonds are rust-colored from laying out in the weather, so the next step is to clean them up to prepare them for cutting. A little work with a polishing hobby drill will take off the rusty coloration to produce a clear quartz nugget.

The desert diamonds can then be taken to a jeweler to be cut and placed in a setting. While the jewelry souks (shops) in Riyadh will cut desert diamonds to order, most are sent to Bangkok to be worked.

Raw stones are often heated, allowed to crack along internal fault lines, then cut and polished. This produces a final product free of internal flaws that should last forever. Most gemstone cuts performed on a carbon diamond can also be done on a desert diamond. The double-faceted cut provides the greatest sparkle and is preferred for a desert diamond. The result is a beautiful stone ready for a ring, necklace, or brooch.

Desert diamonds are found throughout Saudi Arabia. Some of the highest quality diamonds are found near Qaysumah, an oil pipeline village northeast of KKMC.

If wandering the desert looking for dirty rocks is not your cup of tea (or *chi* here in the Kingdom), don't worry. The souks that can cut the diamonds will sell you some of their ready-made items.

But that would defeat the purpose of hunting diamonds. It is the thrill of the hunt that makes the difference!

(Maj. Dave White, formerly of the Transatlantic Programs Center's Ordnance Program Division in Saudi Arabia, was assigned to King Khalid Military City from March 1996 until July 1997. He recently returned to the 13th Corps Support Command at Fort Hood, Texas.)

## Reservists

Continued from page four

"As is the case throughout the Department of Defense, the Army Reserve program has undergone downsizing," said Brig. Gen. James Helmly, Deputy Chief of the Army Reserve. The IMA force has seen its strength reduced from 14,900 at the end of the Cold War in 1991 to 8,000 in fiscal year 1998 (FY98).

Helmly told the gathering that the Chief of the Army Reserve had implemented, effective in FY98, a two-tiered program that involves both IMAs and Individual Ready Reservists (IRRs).

Helmly explained that Tier 1 contains IMAs, all of whom are in the Selected Reserve and can be rapidly mobilized under a Presidential Selected Reserve Call-up.

Tier 2 are IRRs, who perform 12 days of annual training each year but are not subject to PSRC mobilization. According to Helmly, IMAs will continue to be assigned to the Corps, while IRRs will be assigned to the U.S. Army Reserve Personnel Center in St. Louis, Mo., and attached to the Corps.

The Army's priority for allocating IMAs/IRRs are first to support the warfighters, second the early deployers, and third Stateside sustainment operations.

Kropp pointed out that in 1991 USACE had 900 IMAs. That dropped to 300 in 1997, and only 135 IMAs are allocated for FY98. But Kropp said this number reflects only Tier 1 IMAs. USACE was allocated 188 Tier 2 IRR positions for FY98 as well, bringing the number to 323 Reservists. The Corps' new IRR strength primarily will come from transferring Reservists in deleted IMA positions to IRR slots. Kropp said that most former IMAs transferring to a USACE IRR position will notice little, if any, change in duty assignment and annual training commitments.

(Lt. Col. Dale Jones, USACE Reserve Programs Manager; Lt. Col. Ruben Sanchez, 102nd IMA Detachment; Maj. Chew Leung, RESDRO Program Manager; and Mickey Fountain, Chief of Emergence Management at Vicksburg District, all contributed to this article.)

# Army families

## Baltimore District builds communities, not just houses

Article and Photo  
By Linda Greene  
Baltimore District

The old adage, "if the Army wanted you to have a family, they'd issue you one," is no longer valid. Today's all-volunteer Army comes with families that have all the needs and demands of their civilian counterparts, including adequate housing.

On a recent visit to Baltimore District, Chief of Engineers Lt. Gen. Joe N. Ballard saw a prime example of the Department of Defense's commitment to military families and their quality of life. Ballard toured the Fort Meade, Md., Family Housing project, which was completed by the district last November and currently has a 99 percent occupancy rate.

"From the beginning, we wanted this to be the finest enlisted housing possible," said Maj. J.T. Hand, deputy district engineer for civil works and the project's former project engineer. "So we went to Norfolk District, the Design Center for Army Family Housing in North Atlantic Division. As the center of expertise, Norfolk developed the design criteria in close partnership with our Fort Meade customer, and the results were military housing that was more than just shelter.

"With Norfolk's technical and design review, we set a goal to design and build a family-oriented community rather than military housing. So the firm of CHK Architects designed the two housing areas in the form of court-cluster townhouse neighborhoods that promote a sense of family and community."

According to Hand, once the architects designed the housing, the Corps worked hard at developing a true partnership among the Assistant Chief of Staff for Installation Management, the Fort Meade Director of Public Works, the Corps, and military families.

"Customer participation in the design process was vital to the project's success," said Hand. "This partnership resulted in low-maintenance housing that met the needs of the Fort Meade community and the soldiers, sailors, Marines, and airmen it serves."

Hand said that they built models of the proposed townhouses before project construction. Once built, the models were opened for inspection and the military community invited to visit and offer suggestions that would enhance the original design. As a result, the units have features not often found in traditional military housing like garages, central air conditioning, and screened porches off a family room. The color schemes are also individualized for each townhouse cluster, enhancing community identification and sense of ownership.

The design also went to great lengths to save existing trees, using them as buffers near roads, and new plantings were used to create privacy within neighborhoods and reduce noise.

The housing areas also minimize roads, maximize open green spaces, enhance safety, and integrate recreation facilities for focal points to bring neighbors together. The two housing areas have eight tot lots, five basketball courts, two regulation softball fields, three regulation tennis courts, one football/soccer field, and a lighted one-mile fitness trail.

"Children never have to cross a street to get to a tot lot," said Hand. "There are bicycle trails providing safe access to all recreational areas, making it easy for the children and families to enjoy themselves."



Staff Sgt. Gregory Jenkins, his wife Jayne, and their children Gregory II, three, and Kimberly, 10 months, pose in front of their quarters at Fort Meade, Md. (Photo courtesy of Baltimore District)

The townhouses at the two locations have two, three or four bedrooms with end units designed to accommodate military families with handicap needs. The project, which began in 1994, originally called for building 251 new townhouses in two housing areas. The scope of work also included renovating 24 existing duplexes for an additional \$720,000.

However, according to Hand, a closer look at the renovation and what it would accomplish quickly proved that the money would be better spent building new units.

## District joins 'Day of Caring'

By Larry Crump  
Kansas City District

The Ozanam School For Boys has an improved playground and is otherwise cleaned up, thanks to several members of Kansas City District who volunteered their time to help.

On June 21, the school was part of a community-wide service effort during the "Day of Caring." District members joined more than 3,000 volunteers from throughout the area to provide needed improvements at about 175 non-profit agencies. District members prepared the grounds and installed playground equipment, painted, and shampooed some furniture at the school.

The Ozanam Home for Boys, in south Kansas City, Mo., is home to children with severe emotional and learning disabilities.

Cynthia Moses, who coordinated the district's efforts, said the day was a huge success.

"I was impressed with the hard work, blood, sweat and tears that went into the project," Moses said. "The employees of the school were also extremely impressed with your efforts."

That was echoed by Pat Schaaf, volunteer coordinator for Ozanam.

"The Fort Meade Director for Public Works, in coordination with other project partners, agreed that for \$280,000 11 additional townhouses could be built, better serving the needs of military families," said Hand. "Most young enlisted housing requirements at Fort Meade are for three or four bedroom units, while the renovated quarters would have had only 800 square feet and two bedrooms. All agreed we made the better choice."

According to Hand, \$25 million was the final cost for the entire project, which the contractor, Harkins Builders, Inc., completed 11 months ahead of schedule.

One of the first families to occupy one of the new townhomes was Staff Sgt. Gregory Jenkins, his wife Jayne and their children, Gregory II, three, and Kimberly, 10 months. Both Jenkins and his wife have engineering backgrounds, so their appraisal of the new quarters was done with a more critical eye than most.

"Having a lot of experience with computer-aided design programs, it was apparent to me, that the architect who designed the townhome understood the effective use of space and peoples' comfort needs," said Jayne. "Families are bigger and busier, and design features like his-and-her closets, fenced-in backyards and a garage are important to families, both civilian and military.

"However, when dealing with military families, comfort often equates to enhanced morale," said Jayne. "After all, when you're asked to pick up and move every three years, it's nice to know that someone is trying to make that burden a little lighter."

The Jenkins are seasoned veterans of military housing and can make comparisons since they've lived in Air Force military quarters both overseas and in the states.

"The Fort Meade Army quarters are the best we've lived in," said Jayne. "With about 1,300 square feet of living space that includes three bedrooms and two-and-a-half baths, this military housing does more than put a roof over our heads. It gives us a comfortable home, adding to the quality of our lives."



(L-r) Becky McNeiley, Cynthia Moses, Mike Tunicliff, and Judy Beyer labor during the "Day of Caring." (Photo courtesy of Kansas City District)

dinator for Ozanam.

"I hardly know where to begin to say thanks, not just for constructing the playground, but for being such great role models," she wrote in a letter to Moses. "The boys had the opportunity today to witness teamwork at its best.

"We all know that 'actions speak louder than words,'" Schaaf added. "You said a lot today."

# CORPS NATIONAL AWARDS



**"Individual commitment to a group effort -- that is what makes a team work, a company work, a society work." --Vince Lombardi**

**By Becki Dobyns  
HQUSACE**

*(EDITOR'S NOTE: This is the Engineer Update's first attempt to recognize the U.S. Army Corps of Engineers' top professionals with a special section devoted especially to them. Those listed here are national Corps awards only, for Corps people only -- no Army or Department of Defense awards, no professional society awards, etc. We will cover awards of that nature, but elsewhere in the paper, in coming issues. The Corps Civilian of the Year Award has great prominence and is listed first. The remaining awards are listed in no particular order. If we missed one, please let us know.)*

## Civilian of the Year

Two professionals share the 1997 Lt. Gen. John W. Morris Civilian of the Year Award. Morris is a former Chief of Engineers who set out to recognize exceptional devotion to duty in the Corps.

**Claude N. Strauser**, Supervisor of the Potamology (study of rivers) Section at St. Louis District, is honored for his innovation, creativity,

and sensitivity in supervising and implementing new river engineering and water control management concepts. Under his supervision, innovations in channel improvement

structures have been conceived and implemented. One example is a submerged rock weir which directs water flow. Built in series, the weirs improve navigation, redirect damag-

ing high flows, serve as natural reefs for fish and, because they are completely submerged, preserve the waterway's natural beauty. Strauser has proved repeatedly that he can maximize public benefits through the wise use of flood control projects in both high-water and low-water crises. He has also garnered significant recognition from the environmental community through ingenious development of sustainable engineering solutions, and has boosted the Corps' reputation through numerous contacts with students, the public and state and federal government agencies. Recent awards include:

- ◆ Migratory Waterfowl Hunters Conservationist of the Year, 1996.
- ◆ Missouri Society of Professional Engineers Outstanding Achievement Award, 1996.
- ◆ Vice President Gore's Hammer Award (team award), 1997.

**William F. Marcuson III**, director of the geotechnical laboratory at the Waterways Experiment Station (WES) and author of more than 100 publications, has gained national prominence as a geotechnical scientist and as a leader and visionary. He was recognized for his example of professionalism and his positive mentoring approach which together create a research environment that encourages innovation and creativity by allowing intellectual freedom. He chaired a team which achieved an integrated and focused civil engineering research and development effort among the Army, Air Force, and Navy. An expert in dynamic soil analysis and seismic liquefaction research, he successfully guided efforts to install the world's largest

centrifuge facility at WES. He served on an international board reviewing the multi-billion dollar Pier 400 Project for the Port of Los Angeles, is currently serving on peer review panels for the Department of Energy, and has been appointed to the Geotechnical Advisory Board of the Panama Canal Commission. Other recent honors include:

- ◆ Federal Government Engineer of the Year, 1995.
- ◆ Election to the National Academy of Engineering, 1996.
- ◆ Co-recipient of the American Society of Civil Engineering Norman Medal, 1997.

## Equal Employment Opportunity Trophy Award

The **Waterways Experiment Station** was recognized for exceeding the goals for recruiting minority and women engineers and scientists, continuing to increase diversity in the senior grades and supervisory positions, and resolving a high number of EEO cases. WES worked to ensure diversity among training participants, including those in long-term training. The lab continues to conduct mutually-beneficial outreach and partnership activities with numerous schools and universities, and make extensive efforts to eliminate employment barriers to minorities and women. WES has continued a high level of contracting with historically black colleges and universities and minority institutions.

## Logistician of the Year

**Robert L. Nash**, the chief of logistics in Portland District, has created a logistics team recognized **cont. on page 2**



Waterways Experiment Station, EEO Trophy Award -- WES Director Robert Whalin (left), and WES engineers who graduated from the University of Puerto Rico, chat with Carlos Pesquera, Secretary of Dept. of Transportation and Public Works in Puerto Rico.

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The lab continues to ... make extensive efforts to eliminate employment barriers to minorities and women.

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**Claude Strauser**  
Civilian of the Year



**William Marcuson**  
Civilian of the Year



# CORPS NATIONAL AWARDS

**Awards, cont. from page 1** throughout the command as a model operation, and his management advice is sought by other logisticians. To catch technical errors or fraud, Nash instituted an automated document register which detects improper requisitions and, in most cases, cancels such purchases before they can be made. His district was recognized by headquarters as having the best record for preventing fraud, waste and abuse. Nash has also proven his value to the Corps and the Army through outstanding emergency responsiveness, leading a training team for the Army Reserve's School for Logisticians, and his work in hosting workshops to analyze supply systems and improve the logistics business nationwide.



**Robert Nash**  
Logistician of the Year

## Commander's Logistics Management Excellence Award

**Pittsburgh District's Logistics Management Office (LMO)** is recognized for its conviction that quality is skilled intention by sincere professionals. The office introduced an on-line ordering system providing users the capability to access the most current information on all sources of supply and giving them information on surplus items throughout the U.S. The LMO developed a system to rapidly accelerate getting excess computer equipment to schools. It has

also maximized the use of surplus material; acting quickly, for instance, to procure nearly 6,000 pounds of recently excessed concrete blocks for district on-site construction work, and paying only for its transportation.

## Program Manager of the Year

**William P. Johnson Jr.**, a civil engineer in Southwestern Division's

Civil Programs Division, was recognized as Program Manager of the Year due to his professionalism and expertise in dealing with Congress and managing large district programs. Johnson has been a repeat witness before House and Senate subcommittees and has personally prepared five division commanders for testimony, twice conducting Congressional visits in the commander's stead. He also managed the largest civil works program in SWD and, under his guidance, all appropriations exceeded programmed targets.



**William Johnson**  
Program Manager of the Year

## Project Manager of the Year

**James B. Pfeifer Jr.**, an architect in Little Rock District's Programs and Project Management Division, was picked for Project Manager of the Year due to his exemplary customer service and business savvy. All the military construction projects he managed during the past three years were awarded on or ahead of schedule. In a Corps survey, his district received the highest level of performance ratings for an Air Force installation serviced by Pfeifer. His professionalism led to a \$7 million increase in work for the district over the previous year's total.



**James Pfeifer**  
Project Manager of the Year

## Programmer of the Year

**R. Scott Smiley**, a civil engineer in Pittsburgh District, was awarded Programmer of the Year for his professionalism regarding budget development, budget defense, and program execution. Smiley develops, justifies, and executes a civil works



**Scott Smiley**  
Programmer of the Year

program averaging \$100 million annually and is regarded as a district, division and headquarters authority on funding, schedules, manpower, and the correlation between workload and staffing. His budget briefings serve as a model for others to follow.

## Cost Engineer of the Year

**Sterling Johnson**, a civil engineer in Philadelphia District, was picked as Cost Engineer of the Year for his efforts to improve the quality of cost engineering in the Corps. A member of the Corps' Life Cycle Cost Engineering Committee, Johnson serves as the district's point of contact and member of the USACE Cost Engineering Automated System. He is also an identified expert in developing cost estimates to clean up hazardous, toxic, and radioactive wastes. He serves on several district TQM teams, including one to improve the contract modification process.



**Sterling Johnson**  
Cost Engineer of the Year

## Attorney of the Year

The Attorney of the Year (George Wolfe Koonce Award) was shared this year between two professionals.

**Howard Goldman**, a member of the Headquarters Policy Compliance Review Team, was honored for his key role in developing Corps policy positions on significant or controversial civil works projects. Instrumental in developing model Project Cooperation Agreements and related agreements, Goldman also made the models available Corps-wide on the legal services homepage and taught a related PROSPECT course.

Through his efforts, district counsels now review civil works decision documents as part of a project's required technical review. Goldman has resolved complex issues on numerous projects, making his expert advice and guidance on civil



**Howard Goldman**  
Attorney of the Year



**Pittsburgh District Logistics Management Office, Commander's Logistics Managers Excellence Award**  
-- Standing (l-r) Oleain Lockhart, Kenny Radinsky, Larry Gill, Terry Miller, Dave Derewecki, Richard J. Gustis. Seated (l-r) Patricia C. Feick, Sharon Ciccocioppo, and Georgianna Willetts.

works issues invaluable to both his clients and his colleagues in the field.

**Anne Westbrook**, senior assistant district counsel in Savannah District, was recognized for extended superior legal assistance across several complex fields. She provides direct legal services for procurement and labor functional areas. She also oversees the work of five attorneys supporting one of the Corps' largest military construction contracting missions and instructs the PROSPECT Contract Law Course. Westbrook authored the first Architect-Engineer liability program in the Corps, and successfully represented the Corps in several multi-million dollar contract cases. She also edits and publishes a preventative law newsletter.



**Anne Westbrook**  
Attorney of the Year

**Interpreter of the Year**

**Cynthia S. Samples**, a park ranger at Albeni Falls Dam in Seattle District, was honored for her innovative development of new programs and reinvention of old ones, and for the way she captivates and motivates her audiences. In 1996, Samples helped execute a contract for a new visitor center and served as technical



**Cynthia Samples**  
Interpreter of the Year

advisor in developing new exhibits, interpretive movies, and computer interactive exhibits. She also developed numerous educational materials and outreach programs for schoolchildren and teachers, recruited a professional clown who volunteered to help teach water safety, and helped coordinate several large programs at the dam. She also supported the interpretive profession by developing the training program for seasonal interpreters, publishing articles, and presenting at conferences and workshops.

**Emergency Manager of the Year**

Co-winners of this year's Emergency Manager recognition come

from Los Angeles and Philadelphia Districts.

**James M. Crum**, chief of the Emergency Management Branch at Los Angeles District, leads a diverse group in developing emergency performance measurements. The end result will be more efficient Emergency Management/Readiness Branches nationwide. He serves on a national-level working group which advises headquarters and prepares disaster response products. In the district, Crum was instrumental to the design of a state-of-the-art Emergency Operations Center. He has also played a pivotal leadership role in earthquake preparedness measures following the 1994 Northridge Earthquake, including thousands of structural inspections, a drinking water delivery plan, and construction of a new metrorail system.



**James Crum**  
Emergency Manager of the Year

**Kathleen "Micky" Mulvenna**, a natural disaster and national emergency program manager in Philadelphia District, has worked tirelessly to provide updated, quality, visible clothing for emergency responders Corps-wide, despite a storage facility fire and several record-breaking hurricane seasons. In response to Hurricane Fran in the Carolinas, she quickly procured and distributed rain gear, cool climate garments, and magnetic signs. Mulvenna successfully coordinated the district's flood response following January 1996 flooding in Pennsylvania. She also serves on the Port of Philadelphia's executive board to develop the port's strategic plan and has been recognized nationally as an oil spill expert.



**Micky Mulvenna**  
Emergency Manager of the Year

**Natural Resources Project of the Year**

The staff of Lake Sidney Lanier (near Gainesville, Ga.), in Mobile District, was recognized for

the Natural Resources Project of the Year, in part for the huge success of the 1996 Olympic and Paralympic events held there. The lake staff's cooperative-ness and support to the community contributed to Lake Lanier being recognized as "Hospitality Capital of the World" for the Atlanta games. Despite reduced resources and personnel, they continued to provide excellent service to their traditional recreational visitors, and to improve the lake's operation, maintenance, and management programs, public safety program, and environmental quality.



The Staff of Lake Sidney Lanier, Natural Resources Project of the Year -- Partial staff includes (l-r) Erwin Topper, Michael Lapina, Mark Williams, Roger Anderson, Michael Wheeler, John Allison, Ann Winkler, Norma Wilson, Harvie Jordan (now retired), Sue Moore, Pat Taylor and Nicholas Baggett.

**Natural Resources Employee of the Year**

Park Manager **James W. Shiner Jr.**, of John W. Flannagan Dam and Reservoir, Huntington District, is recognized for his outstanding leadership in supporting subordinate members' career development, serving on the district's total quality management team, and as study manager for a complex lake project management analysis. He has also formed successful partnerships with fish and wildlife groups, state government, tourism groups, and commercial developers leasing Corps land. He is the lead team member for a ecosystem management plan for holistic management of all project resources. Shiner was also instrumental in making Flannagan universally accessible to disabled persons.



**James Shiner**  
Natural Resources Employee of the Year

**Architect of the Year**

**Robert E. Riffel** of Huntsville Engineering and Support Center was honored for his expertise in human factors design, emergency egress, functional space design, and special finished materials. This expertise contributes to his critical direction

cont. on page 4

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Ranger Samples developed numerous educational materials and outreach programs for schoolchildren and teachers.

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# CORPS NATIONAL AWARDS

**Awards, cont. from page 3** for the design, construction, and safety of more than \$1 billion in chemical demilitarization facilities. His numerous efforts to develop standardization specifications were instrumental in the successful fielding of more than 20 Army definitive standard designs. A recognized expert in architectural design for child development centers, Riffel's personal commitment has created a standard design that ensures age and developmental needs are met.



**Robert Riffel**  
Architect of the Year

## Landscape Architect of the Year

**Rosanna S. Brown** of Fort Worth District has distinguished herself through her efforts on large-scale military and civil works projects. She coordinated a team workshop among the Corps, National Park Service, state agencies, universities, and consulting firms to analyze the regional, historical, and social context of a large geographic zone. Brown also developed a landscape master planting plan for the Community Center at Fort Sam Houston, Texas, which required extensive coordination to comply with the fort's historic preservation plan. She is a recognized expert in environmental laws, design intent, and landscape material quality standards, and her professionalism has set an example to local students through various outreach programs.



**Rosanna Brown**  
Landscape Architect of the Year

## Planner of the Year

**Kenneth A. Barr** of Rock Island District was picked as Planner of the Year for his skill as technical



**Kenneth A. Barr**  
Planner of the Year

manager for the Environmental Work Group of the Upper Mississippi River-Illinois Waterway System Navigation Study. Barr was instrumental in bringing the first phase of the environmental efforts to completion and made critical contributions as the study moved into the feasibility phase. The navigation study's environmental work includes nine separate "first of their kind" studies, many with separate components. Barr was praised for his innovation, planning excellence, flexibility, and management of team dynamics.

## Planning Team of the Year

**The Devils Lake basin planning team**, St. Paul District, won honors for exceptional effort in preparing the Devils Lake contingency plan and emergency outlet plan. Devils Lake is currently at a 129-year high. With extensive coordination, the team developed, analyzed, and refined flood damage reduction measures. The contingency plan studied diverting excess water and the resulting consequences, including raising primary highways, relocating homes and businesses, raising the levee protecting the city of Devils Lake, flood insurance, etc. The team also proposed a feasible outlet plan, synthesizing engineering information with environmental impacts, Native American interests, downstream acceptability, costs, and construction issues. *(No photo available.)*

## Real Estate Woodrow Berge Award

This year, four employees were honored with the Corps' top award for Real Estate professionals, given in recognition of sustained top performance.

**Donald L. Burchett** of Mobile District was recognized for the breadth of skill throughout his career, from surveying to negotiating to project manager to Chief of Real Estate. Well known for his willing responsiveness, he is also viewed as a teacher, innovator, and leader. Burchett regularly garners professional acclaim from his peers, supervisors and customers. "He personifies the words 'Customer Care,'" his award states.



**Donald Burchett**  
Real Estate Berge Award

**David L. Cohen** of headquarters was praised for his extraordinary ability to direct and lead

many large, complex Real Estate programs and for a long record of high achievement, dedication, skill and service. His professionalism, leadership and expertise are recognized not only in the Corps of Engineers, but also throughout the Army and DoD, making him an exemplary representative of his profession and the Corps.



**David Cohen**  
Real Estate Berge Award

## Emanuele "Manny" E. Nordone

(now retired) of the Great Lakes and Ohio River Division set the professional standard of chief appraiser throughout his distinguished career. He coordinated appraisal activities in a very diverse program



**Manny Nordone**  
Real Estate Berge Award

and worked to ensure staff appraisers obtained state certification. He was the first to receive authority to approve tract appraisals valued up to \$10 million and receive unlimited authority on gross appraisals. His expertise was called upon throughout the command.

**Ella Stivers** of Omaha District was recognized for a distinguished career in which she rose from clerk typist to branch chief. Her devotion to duty serves as a model for others. A leader in new business processes, Stivers is known for her willingness to train and tutor others. "Ella Stivers exemplifies what the Corps Real Estate Organization is all about," her citation reads. She is recognized both in and outside the Army for her expertise in all phases of Real Estate.



**Ella Stivers**  
Real Estate Berge Award

The team proposed a feasible outlet plan, synthesizing engineering information with environmental impacts ....

# Camp lets disabled kids feel normal

By Lira Frye  
New Orleans District

Every year about 100 handicapped children return to a little camp in the middle of Louisiana's pine woods. It's like a pilgrimage or, better yet, a family reunion. Scott Riecke, district printing specialist, chronicles every moment. He has been a volunteer photographer and videographer at the Louisiana Lion's Camp Pelican for 11 years.

Children attending Camp Pelican all have some type of pulmonary disorder such as asthma, cystic fibrosis, or sleep apnea. Despite their special needs, for one week each summer they're able to participate in various activities without feeling awkward about their health. About 100 camp counselors and staff make that happen.

As part of that staff, Riecke takes one week of leave each year to take pictures and create a special newspaper for the children who attend camp.

How did he become involved?

"I got married, that's how!" Riecke said. His wife, Charlene, had three sons from a previous marriage — Scott, 20; Ryan, 18; and Eric, 16. Both Scott and Eric have cystic fibrosis.

"I went to the hospital once when Scott was admitted and met some of the other kids," Riecke said. "They just really impressed me. They were so mature."

Riecke said that look into the children's lives motivated him to become involved. And as a result, the entire Riecke family participates in Camp Pelican. Charlene is on the administrative staff, Ryan is a head counselor for the young boys, and Eric is a counselor-in-training. The oldest son, Scott, was unable to attend this year because

of work and school commitments.

"Nothing keeps these kids from camp," Riecke said. "If there's any way they can get there, they will. These kids live for camp. Sometimes I think it keeps a lot of them going, and if they didn't have this to look forward to, they might give up."

Riecke said the need to recognize the children's determination is part of why he produces the camp newspaper. "Working on the paper is important for me," he said. "I want to make sure it's good enough so they'll enjoy it. It's important to have something for them to take home."

Riecke said he takes home more from camp than just the newspaper. He takes home memories of happy children doing things they don't often get an opportunity to do, like swimming and archery.

"For weeks after camp our kids still sing camp songs," Riecke said. "At the campfire on the last night it's hard not to cry. Campers and staff are sad to see the week end and know it will be another year before we reunite again. Camp Pelican really brings out something in you."

One of the young campers quoted in Riecke's newspaper summed up his feelings about Camp Pelican.

"Even though our time at camp was much too short (as usual), I still enjoyed this week a lot. I love coming to camp every year because it's such a special and important part of my life. Camp Pelican is the only place where I feel completely comfortable and don't have to worry about my health getting in my way of having fun."



Children enjoy archery at Camp Pelican. (Photo courtesy of New Orleans District)

# Mural of sunsets, fish, replace graffiti

By Karen Magruder  
Vicksburg District

This summer, years of graffiti disappeared with the stroke of a brush at Wallace Lake, La. Students working through the AmeriCorps program provided the labor and the U.S. Army Corps of Engineers provided the project.

Ugly spray-painted letters and words have been replaced with a sunset swamp scene sprawling across half the dam spillway. The second half of the spillway illustrates fish in a natural habitat. The baffle blocks resemble camouflaged duck blinds. The wing walls on either side of the dam bear agency logos, outdoor ethics information, water safety messages and educational scenes.

"In the Wallace Lake Mural Project, the teenagers painted almost 40,000 square feet of concrete, twice, during the two-year project," said Suzanne Odom, forester with the Corps and the driving force behind the project. "I went to nearly every paint store in Shreveport to get donations."

Some of the work, such as the outlines for the lettering on the wing walls, was done at night. Pencil drawings were projected onto the dam walls and workers edged the pictures with markers.



A ShreveCorps volunteer puts the finishing touches on a fish mural at the Wallace Dam spillway. (Photo courtesy of Vicksburg District)

During the day, the crew returned to paint the scenes.

"We had a few of the same students both years," Odom said. "It is so great to see Wallace Lake dressed up like this. With lots of hard work, sweat, many rollers and more than 1,000 gallons of paint, Wallace Lake was transformed from an eye-sore to a Shreveport sight-to-see."

The cleanup was a six-year dream of Odom's. For years, local news media have reported on the graffiti. At one point, a cleanup

project was attempted by sand-blasting and waterblasting, but this process damaged the concrete.

"Usually, teenagers are the age group most responsible for graffiti, so if you use youth labor for your project, you may well stop or at least slow down the recurrence of graffiti," Odom said. "We hope that the area youth will be less inclined to destroy the artwork of their peers than they would if some adults had done the work."

Odom became acquainted with Yvonne Lee of Shreveport Green in

Shreveport, La., a city agency dedicated to preserving and protecting the environment in the area. One of their affiliations is with AmeriCorps National Service, an organization of volunteer youth workers.

Through this meeting, Odom and Lee discussed the project and an agreement was negotiated and signed. The project met the requirements of the local AmeriCorps group, called the ShreveCorps, and the project got underway.

"They (ShreveCorps) agreed to provide nine volunteers (eight youth and a supervisor), design the artwork for the graphic, provide transportation, and paint the mural on the dam," Odom said. "We would have final approval on the design, provide the materials, scaffolding, a restroom and electricity for the overhead projector."

Phase I began in June 1996 and included painting both sides of the north and south wing walls of the dam.

"The ShreveCorps youth crew and their leader worked so well, they moved ahead of the schedule," Lee said. "That left only the spillway to be painted this summer."

The spillway was painted once with primer and again with the mural.

# New levee path makes biking safer

By Lira Frye  
New Orleans District

With the help of New Orleans District, the first segment of an asphalt paved bike path along the Mississippi River's east bank levee in New Orleans opened May 27. Designed by the Corps, the recently opened segment is phase one of a 13-mile path designed to make the region more bicycle-friendly.

Steve Finnegan, study manager and coordinator, said the New Orleans Metropolitan Regional Planning Commission contacted the Corps after developing a bicycle master plan for the city and asked for assistance from the U.S. Army Corps of Engineers.

"We thought it would be an interesting project for us to take on," Finnegan said. The project is authorized by Section 22 Project Authority, a provision that allows the Corps to do outside work on a 50-50 cost-share basis.

"We prepared a scope of work for

what we could do for them, along with coordinating all aspects of approvals for the project with government organizations and private interests," Finnegan said.

The players included Jefferson and Orleans Parish officials, levee boards, railroads, the Louisiana Department of Transportation and Development and interested citizens.

The initial concept began in 1992, but the design phase didn't begin until 1994 when Corps civil engineer Michael Brennan began the plans.

Brennan said the most interesting aspect was designing the access ramps which had to meet the Americans With Disabilities Act requirements for handicapped access.

"I came up with dividing the access ramp into two separate lanes," Brennan said. "I wanted to deter vehicle traffic from using the ramps where they met River Road. The gradual ramp slopes and land division will also make for easier and safer access to the bike path."



A bicyclist enjoys the safe new path laid on top of a Corps levee. (Photo courtesy of New Orleans District)

Bill Keller, New Orleans Regional Bicycle Awareness Committee Chairman, agreed. He said the bike path will provide a safe haven for cyclists, with long sight-lines and few crossings for motorized vehicles.

"Jefferson Parish has done great job for its citizens by opening this facility," Keller said. "Lord knows we need a safe place to ride."

According to the *New Orleans Times-Picayune* in an article last month, Louisiana was named one of the most dangerous states for bike riding.

Jefferson Parish President Tim Coulon also complimented the Corps' contribution in creating a way for residents to use the levee

recreationally. "We have a great opportunity to take advantage of our river, and to use resources we're currently under-using," he said.

Residents can now use the levee's hard surface crown for bicycling, rollerblading, walking, and running. The recently completed section of the trail is 10 feet wide, 5.4 miles long and runs from Colonial Club Drive in Harahan to the Orleans Parish line.

Phase two, 5.5 miles long, will run from Harahan to the St. Charles Parish line and is scheduled to begin January 1998. Phase three, 2 miles long, will run from the Orleans Parish Line to Aubudon Park, and is scheduled to begin May 1998.

# Partnering efforts rebuild damaged beach

By Patricia Graesser  
Seattle District

For one team in Seattle District, partnering has made a profound difference.

The relationship between Seattle District and Westport, Wash., the Port of Grays Harbor, and their consultants was almost adversarial before February 1996. But a long-term solution proposed by a district-led study team has received enthusiastic backing from the Westport City Council and the Port of Grays Harbor Commission. Both praised the district as cooperative and responsive — a satisfying outcome to a contentious beginning.

In December 1993, a breach of the beach south of the U.S. Army Corps of Engineer's Grays Harbor South Jetty near Westport threatened to flood a sewage treatment plant and part of the town. Local officials also saw a threat to the operation and maintenance of the federal navigation project, specifically the entrance channel and the jetty itself.

The Corps' initial statement to local officials was that if the Corps' navigation project wasn't threatened, there was little we could do. But, erosion ate away more and more beach, and the gap widened. Local officials railed against the Corps in the media and to their legislators.

In March 1994, Dr. John H. Zirschky, acting Assistant Secretary of the Army (Civil Works) directed the Corps to conduct a study to determine the best long-term solution and to fill the breach using Operations



A Corps team takes an up-close look at the breach. (Photo courtesy of Seattle District)

and Maintenance authority. The district filled the breach that fall with 600,000 cubic yards of sand dredged from the Grays Harbor navigation channel.

But the relationship between the Corps and the community wasn't cooperative. "There was little genuine trust, and personalities were continually clashing," said study manager Steve Babcock. "And those problems were getting in the way of cooperative problem-solving."

Westport Mayor Drury Wood said, "When we first started, it was as if we were on two different planets."

When Babcock first became study manager, he reviewed all documents and all data and met with the district team members. No two people, it seemed to him, had a common understanding of the project's objectives and goal. It was apparent that our customers' expectations were quite different from ours, Babcock said.

By holding the meeting, a lot of problems were solved in-house.

The next step was a partnering meeting recommended by District Engineer Col. Donald T. Wynn. It was held Feb. 7, 1996. It was facilitated by Claudette Elliott, the district's special assistant for change initiatives, and included representatives from Westport, Aberdeen, the Port of Grays Harbor, Seattle District, the Washington State Department of Ecology, and Westport's consultants.

"At that point we were all ready to stop disagreeing and get on with solving the problem," said Wood.

Using the principles and norms developed during the partnering meeting, Babcock assembled everything into a partnering agreement and all parties signed it. A formal structure was established, consisting of a policy advisory committee and a technical working group.

With everything out on the table and concrete agreements signed by everyone involved, local officials and the district began to make substantial progress. They were now all working together and asking, "What is the problem, and how do we solve it, regardless of authority," said Babcock.

The technical group could focus on the data and the engineering. There was professional give-and-take, but no more jabbing at one another.

"We still had little disagreements," said Wood. But he describes the relationship as "highly cooperative."

The Corps provided more frequent updates to all parties and began work on the report. In April 1997, the district received formal resolutions from the Westport City Council and the Port of Grays Harbor Commission strongly supporting the proposed long-term solution jointly developed by the study team. The plan is to extend the south jetty and protect and maintain the site with sand from maintenance dredging.

The district submitted its plan to Northwestern Division, which approved it in June and has handed it up to Corps headquarters for approval.

A long-term solution for Westport erosion could be under construction as early as next year, a direct benefit of the partnering work done last year.

"The Corps used to be stodgy," said Wood. "Change is a way of life — we all have to be flexible enough to see that and adapt. We're all part of the bigger picture."

# Exotic science vehicle explores Earth

Article and Photo  
By Victoria L. White  
Savannah District

Pathfinder is exploring Mars; Apollo astronauts explored the moon on a lunar rover. Savannah District geologists and environmental scientists are using another tough little scientific vehicle, the Geoprobe, to explore Earth's environment.

The Geoprobe was most recently deployed just north of Kennedy Space Center in Fernandina Beach, Fla. The Department of Defense closed an Air Force Reserve Center there (also used by the Navy) and turned it over to Fernandina Beach. Parts of the base had been used as a landfill and gunnery ranges. The city had converted the property to a softball and soccer field and there were concerns about possible ground water contamination. Since it's a Formerly Used Defense Site (FUDS), the federal government bore responsibility for any cleanup.

State environmental regulators were poised for a large-scale environmental investigation and cleanup if necessary. Environmental specialists from Jacksonville District conducted an initial site screening and forwarded their results to the Hazardous, Toxic and Radioactive Waste (HTRW) division of Savannah District. The results indicated very little contamination.

"Typically a contractor is hired to come in and prepare all these samples and reports to determine the amount of contamination," said John Keiser, Savannah District's HTRW technical manager on the project. "They would have put wells around the perimeter and we'd have been looking at around \$300,000 with more than a year of investigative work at this site. But without any evidence of more contamination, we thought we should scale down the project because we had the Geoprobe."



Geologist Tom Whitacre turns on the Geoprobe's drills.

Keiser and geologists Tom Whitacre and Michael Bailey first conducted geophysical tests, searching for metallic or other foreign objects by using a rod that sends a current into the ground and provides readings. That told the HTRW team there were few areas with minimal contamination or buried materials. They also discovered

the city had removed much of the landfill material, giving them another reason to think the investigation would not need to be as elaborate as usual.

Then they brought in the Geoprobe, a small vehicle resembling a golf cart with a probe on the back, to test the "red areas" identified in their earlier tests. The probe pushes into the ground down to the water table and pulls up a continuous column of soil, much like driving a piece of pipe into the ground. The Geoprobe can also install monitoring wells for collecting ground water samples.

"The Geoprobe was transported from Savannah to Fernandina Beach on a covered trailer," Keiser said. "Once there, you just drive it off and drive around the site taking samples. With the Geoprobe, we could view the columns of soil to see just how extensive any contamination was and whether there were any materials buried there."

Throughout their testing, the team worked closely with the Florida Department of Environmental Protection, Fernandina Beach and Jacksonville District.

"We partnered with the regulator and they agreed to use our technology," Keiser said. "Using the Geoprobe, we discovered only a thin layer of contamination and proved to the city that there was little landfill material. We did the whole project in only six months instead of a year-and-a-half, and at a cost of \$45,000 instead of \$300,000."

"During the investigation, we kept in mind the fact that the property would be an athletic field and we didn't want to do any damage during our investigation," Keiser said. "With Geoprobe, there was no digging and no damage, so everybody won."

## Agreement recruits minority students

By Amy Goebelbecker  
Norfolk District

When Morgan Munsey was five years old, he loved to draw. His room was cluttered; papers were everywhere. He drew things that he saw, and buildings were his favorite.

"My father knew that drawing was what I enjoyed doing," Munsey said. "He pushed me to do something with it and not just set the drawings on a shelf."

Munsey, 21, is now a senior architectural student at Hampton University's School of Engineering and Technology in Hampton, Va. He also has a summer job in the Mechanical/Electrical Section of Norfolk District, thanks to a partnership between Norfolk District and Hampton University called Advancing Minorities' Interest in Engineering (AMIE).

The university's School of Engineering and Technology and the district made their AMIE agreement official in a recent signing ceremony at the school's Harvey Library. In the agreement, the university and the district pledged to enhance education, professional development, and student and faculty employment; develop and use the technical expertise of Hampton University and Norfolk District; and create awareness of the school.

"Through this agreement, we are creating a future for our country," said Maj. Gen. Milton Hunter, North Atlantic Division commander and agreement signer. "We are capitalizing on an asset (education institutions), and attracting mi-

nority students into engineering and science."

AMIE forges partnerships between corporations and nine Historically Black Colleges and Universities. These colleges and universities graduate nearly 30 percent of all African-American engineers in the country, according to the AMIE foundation.

"Fifteen percent of the U.S. is African-American, but less than four percent are engineering professionals," stated a letter from the foundation. "There is a clear and present need. By developing a cadre of well-prepared, well-qualified minority engineers, we will impact this deficiency."

Norfolk District is the second district to officially sign an AMIE partnership with a higher education institution. Nashville District was the first.

William A. Brown, Chief of the Corps' Programs and Project Management Division, graduated from Hampton University in 1963. The first African-American member of the Senior Executive Service in engineering, he also attended the signing ceremony.

"AMIE is an outstanding program that exposes members of traditionally under-represented groups to opportunities in the engineering field," Brown said. "As an employer responsible for delivering world-class engineering services to a host of customers, I want to ensure that I have a diverse, talented staff that reflects the landscape of America. AMIE helps the U.S. Army Corps of Engineers achieve that goal through its various pro-

grams."

Like Munsey, Charlie Jones, a fifth-year Hampton University architectural student, is spending his summer working in Norfolk District's architectural department and attending classes.

"The job is giving me the experience I need in working with computers," Jones said. "I have flexible hours so I can still attend summer school and work. I'll still graduate on time. I think it will give me the professional attitude I need and help me succeed in life."

The university faculty attending the signing ceremony echoed Jones' attitude.

"The program offers students opportunities in engineering areas that they wouldn't otherwise have," said Garry Jerome, Chief of the Aviation Department at Hampton University's School of Engineering and Technology. "They need to understand what the Corps of Engineers really does. Students need real-life experiences."

"Education is not a spectator endeavor," said Dr. Samuel G. White, Jr., Dean of the School of Engineering and Technology. "The students need to roll up their sleeves and go out for real learning and real experience. We're excited about the prospects of this partnership. We believe it will foster collaboration between our institutions to accomplish our common goal — an abundant source of quality engineers, architects and technologies to serve our communities."

"It's important that we teach our children about heroes of the past, but it's equally important to teach them how to become architects of the future," Hunter said.

# Old car wreck found in Corps lock

Article and Photo  
By Justine Dodge  
Louisville District

As a crane hauled the blue Subaru from the muddy depths of the Ohio River, a policeman nodded and said, "That's it. That's the one."

A two-year-old mystery had been solved, with help from the U.S. Army Corps of Engineers' Louisville District.

On July 4, 1995, a teenaged couple from the Portland area of Louisville vanished. Since then, family and friends have wondered what happened to them. Detective Jenny Ass-eff said that the teenagers were last seen when Lisa Oakes, 19, picked up her boyfriend, Brandy Mullins, 18, in her blue Subaru.

According to Oakes' father, she often took Mullins to the park next to McAlpine Locks and Dam to teach him how to drive. The park is separated from the locks by a chain-link fence and sits atop a steep hill. One police theory is that the car went off the road and slid into the river while Oakes was teaching Mullins to drive.

The car was finally discovered when Louisville District started dredging the area in June. The district began dredging around the 600-foot lock chamber to prepare for its use while the 1,200-foot lock chamber is being repaired.

"Through the years, silt and mud accumulate around the chamber, making it necessary to dredge," said Chaz Gauld, civil engineering technician.

The dredge is equipped with a cutterhead which looks like a large, round claw that "gnaws at the bottom of the river and shoots the mud and silt into a discharge area," said John Froman, maintenance work leader at McAlpine Locks and Dam. The dredge, the *Bill Hollman*, is run by a private contractor.

Suspicions that the car might be hidden in the murky depths re-surfaced when a fisherman found a human bone near the disposal site. "The fisherman showed the bone to a friend, who recognized it as human," said Bill Browning, lockmaster at McAlpine. "That got the police involved."

Police and forensics experts began sifting through the discharge pile, looking for further clues.

While divers from the Louisville Fire and Rescue Department searched near the discharge pile, Gauld kept them informed of lock-ages to ensure their safety.

"The police asked us if we had found any parts of a car or other suspicious pieces of metal during the dredging operation," Gauld said. He asked the *Bill Hollman* crew if they had run across any large chunks of metal while cleaning the cutterhead. They had found two pieces of unidentifiable metal, and police identified them as rusting and crum-



The long-lost wrecked Subaru is lifted from McAlpine Lock.

pled pieces of a blue car door.

Using records kept by the dredge, Gauld determined roughly where the pieces were pulled from the river. "I gave the police two locations. The second one was right on top of the car," he said.

Fire and rescue divers began working in those areas. Louisville Repair Station (LRS) divers taught them about diving in locks, explaining what they should and should not

find near the lock.

Two weeks after they began diving, they started finding pieces of the car. On July 14, diver Cathy Ferguson felt the car itself.

Maj. James Learn, medical training coordinator for the Louisville fire department, said it took so long to find the car because of limited visibility. "The first 10 feet is like muddy water," Learn said. "The next 10 feet is like chocolate milk,

and deeper than that is just black." After locating the car, LRS sent the derrick boat *Brown* with its 100-ton crane to retrieve the vehicle. Divers connected the crane to the Subaru's frame, the crane chugged and swayed until the mud finally released the car, and the *Brown* wrenched it from the muddy depths. As the wheels emerged, a purse floated to the surface.

Police saw the license plate and identified the car as Oakes'. A crowd of family and friends of the missing couple stood behind the fence, watching events unfold. Dennis Waterbury, an LRS employee and a friend of the families, went up the hill to console them.

"These were kids from the neighborhood where I grew up," Waterbury said. "They were good kids."

Two public affairs office workers from Louisville District assisted with the swarm of media that arrived to cover the story. They answered questions about the crane used to recover the car and explained the purpose of the locks.

Once the car was on the bank, Dr. Emily Craig, state medical examiner and forensic anthropologist, cleared the area of media and spectators and searched the vehicle for human remains. The young couple had been found, and their death was ruled accidental.

"There would have been no way we could have solved this mystery without the Corps' help," Ass-eff said. "Without the Corps, the car may never have been found."

## Island rock forms L.A. harbor

By Herb Nesmith  
Los Angeles District

One of Los Angeles District's mega-projects is to expand the Port of Los Angeles and the Port of Long Beach. The Corps is currently dredging L.A. Harbor from 61 feet to 81 feet to handle deep-draft freighters and tankers, part of a project to expand the harbor's shipping capacity.

To build a new pier, new land is needed. So, dredged material is deposited to build a base for the pier to sit on. Rock is then placed on the sides of the base to armor it.

This is nothing unusual for the U.S. Army Corps of Engineers, except that the rock comes from an island, and must travel across 26 miles of open water to get to the work site. In fact, the first rock on the first breakwater in L.A. Harbor, built by the Corps in the late 1800s, came from Catalina Island.

The island is best known as a tourist spot. Today most of it is a nature conservancy. Catalina isn't big

— 22 miles long with a year-round population of about 2,300. At the height of tourist season it receives 6,000 to 10,000 visitors a day.

Some of the most recent callers were from L.A. District. They were geologists Jack Ferguson, Richard Hadsell and Jeffrey Divine, of Geotechnical Branch, and civil engineers Ted Gula and Phil Benoit.

They were there because, besides a few permanent residents, lots of tourists, assorted wildlife, and a few golf courses, the island has rock. Lots of rock. The Corps party was there to check the quality and size of rock to be used in building the new pier.

In 1992 the Port of Los Angeles handled 92.2 million tons. By 2020 it's expected to handle more than 260 million tons. Hence the deepening of existing channels and dredging of new ones, along with landfills and new facilities.

The construction will involve a lot of rock from the Conolly-Pacific Quarry on Catalina. To get the rock from a mountain to the harbor, they

use the "coyote hole" method. Drillers and powdermen bore a shaft into a cliff, then drill lateral cross-tunnels. The tunnels are about six feet high by three feet wide, contoured to the mountain.

After sinking the main shaft and cross-tunnels, they drill small holes for sticks of dynamite. Then they set them off. The blast separates a 60-to-70-ton vertical sheet of stone, shearing it off the mountainside. "We've done up to two million tons in one shot," said Mike Ellis, who works at the quarry.

The sheet of rock slips down the mountain, hits the ground and breaks up into big pieces. An individual piece can be up to 22 tons, too large for even heavy-duty lifting and loading equipment. So they are again drilled and shot, cracking them into more manageable sizes.

The stone is then barged across the San Pedro Channel to the harbor. A single barge can carry as much as 100 trucks, about 2,000 tons.

# Around the Corps

## Boaters rescued

Two employees from Lock and Dam 2 on the Mon River in Pennsylvania are credited with rescuing boaters drifting in a disabled boat toward the dam.

When lock leader Steve Black and lock operator Ed Deberson spotted the 26-foot boat on June 21, the occupants were clearly in trouble — one was paddling with an oar to keep their boat from going over the dam.

Black and Deberson jumped in their work boat and went to help. When they reached the vessel, they learned its motor had stalled and it was about 15 feet from the dam with no chance of avoiding going over without help.

The lock crew threw a line to the boaters, who tied it around a cleat, then Black and Deberson towed them out of danger.

There were no injuries and no damage, and a short time later the same boat, power restored, locked through downriver.



## Acquisition award

George Reule, Chief of the Contracting office in Pittsburgh District, has received the Corps' Acquisition Management Survey (AMS) Award for fiscal year 1996-97. The award was based on his work in streamlining his organization and increasing efficiency. Army procurement procedures and staffing requirements have undergone extensive changes.

George Reule has received the Acquisition Management Survey Award. (Photo courtesy of Pittsburgh District)

After a visit by an AMS team, Reule received high marks for managing the impact of these changes on the district.



Digging in 90 degree weather, a team searches for artifacts. (Photo by Larry Crump)

## Archeology find

Archeologists are excited about a find on the Sac River below Stockton Dam in Kansas City District. A Clovis point (a type of spearhead) found there may confirm what carbon dating has indicated — that the Paleoindian period of the past predates the Dalton period.

Archeologists generally agree that the Paleoindian period, which ended about 8,000 BC, is the earliest period for human presence in the New World. It is also accepted that the Dalton period

dates from 8,000 to 7,000 B.C. But this find may prove that belief because the Clovis point, a Paleoindian relic, was found in the ground below a known Dalton site.

"For the first time, we have evidence to substantiate earlier carbon dating," said Corps archeologist Bob Zeigler, project manager. "At other sites, investigators rely on carbon dating to determine the age of such finds. But, if it holds up, we have evidence that shows the Paleoindian occupation is older than Dalton. It is an important discovery that could draw national interest."

Archeologists from the Smithsonian Institute in Washington, D.C., and the University of Arizona at Tucson, are investigating the site.

## Article published

Les Edelman, Chief Counsel for the Corps of Engineers at headquarters, published an article titled "Pride in Public Service" in the spring issue of *The Public Manager* magazine. In the article, Edelman tells details why he is proud to be a public servant.



The Kansas City District team strains in the rope-pull competition. (Photo courtesy of Kansas City District)

## Gold medal

A team from Kansas City District won the gold medal in this year's Kansas City Corporate Challenge. Competing against 20 other corporations and groups in the Greater Kansas City Area, the Corps team racked up 603.5 points to take first place, outdistancing number two by 152.5 points.

The Kansas City Corporate Challenge is the area's largest amateur athletic event. It promotes employee fitness and recreation, while contributing to a local charity.

District members first participated in the KCCC in 1990, placing 14 out of 16 teams. Since then the district has steadily improved, finishing second in 1995 and 1996, and taking the gold this year. Points are accumulated in individual scoring, team scoring, and overall support by the organization.

Competitors participate in up to 23 events in individual and team categories, on their own time after work and on weekends. Events include swimming, track and field, volleyball, table tennis, tug-of-war, golf, darts, bowling, archery, trap shooting, weight-lifting, and bike races.

## 40th anniversary

Far East District celebrated 40 years of construction and engineering effort in Korea on June 13. District commander Col. James Hickey unveiled a monument to commemorate the anniversary and celebrate American-Korean cooperation in engineering and construction. The monument is an ancient stone wagon wheel with three

plaques and an inscription which reads, in part, "Building for Peace on the Frontiers of Freedom."

The district was established in 1957 under a General Order of the Office of the Chief of Engineers, as Korea was beginning to recover from years of war and occupation. Through intense efforts to provide quality engineering design and construction, Far East District greatly improved the readiness of the U.S. Forces Korea, and the quality of life for soldiers, sailors, Marines, and airmen stationed in the Far East during the past 40 years.

## Fishermen rescued

A recent fishing trip to the Chattahoochee River in Georgia almost ended tragically for two men when Buford Dam began releasing water for power generation. The men were fishing from rocks in the middle of the river about two miles below the dam. Neither man wore a life jacket and both had passed the dam's water release warning signs.

Water released for power generation turns that section of the river into a roaring rapid. Five people have died there; three others who were trapped have survived.

The fishermen said they heard the warning horn which signals a water release, but had been told by others that the water never rose above the rocks. As the water rose, one man tried to swim ashore and was swept downstream.

Corps rangers Ted Gregory and Jack Taylor responded immediately by boat to the emergency call.

"We could see a man standing on a rock in the middle of the river with water up to his waist, and another man being swept downstream," Gregory said. "I steered the boat downstream toward the man in the water." Taylor threw a life-jacket to the man.

The man on the rock was having difficulty in the swift water. Gregory said, "In his anxiety, the man lunged at the front corner of the boat. His weight caused it to go under and the rear of the boat with its motor came out of the water. The vessel took a considerable amount of water before I could steer it clear of the rapids."

Once the boat was in smoother water, the rangers bailed out the water and maneuvered it to shore. The other man had put on the life-jacket and grabbed a tree branch.

"We threw the other man a life-ring with a rope attached and pulled him into the boat," Taylor said. "The added weight wouldn't allow us to travel upstream past the rapids, so we took the fishermen to the Highway 20 bridge where an ambulance had been summoned. Neither was transported to the hospital."

## General officer news

Brig. Gen. Hans A. Van Winkle took command of Great Lakes and Ohio River Division in July. He was previously Chief of Staff for Engineering at U.S. Army, Europe.

Col.(P) Carl A. Strock took command of Pacific Ocean Division on Aug. 13. He was previously the Chief of Staff of the Engineer School at Fort Leonard Wood, Mo.

## SES reassignment

Richard Armstrong will be reassigned to Southwestern Division as Director of Programs Management on a date to be determined. He is currently Deputy Director of Military Programs at headquarters.

# Land mines, convoys, pistols, mud

## Sacramento District man spends 6 months in Bosnia

By Jason Fanselau  
Sacramento District

Your office is five feet from a minefield. You carry a 9mm pistol to work, and if you don't stay on the road you might get blown up.

Welcome to Bosnia.

Mark Wingate of Sacramento District's Environmental Resources Branch was in the U.S. Virgin Islands cleaning up after hurricane Marilyn in 1996 when he got a call that the U.S. Army Corps of Engineers wanted an environmental specialist for an assistance team in Bosnia.

Wingate, a five-year Corps veteran, has spent more than 20 percent of his time with the district helping the Army in other countries. He decided to go to Bosnia because his family roots are in the area and he has followed the brutal events there. Wingate was troubled by what he had seen and read, so he accepted the offer to be the hazardous materials remediation officer with U.S. Army Europe's Base Camp Coordinating Agency (BCCA).

They called themselves the "bacca boys," a Corps team from districts around the country, organized and deployed to provide support and expertise to soldiers in the Balkan region.

But before the team could deploy, they had to be trained for the mission. For Wingate, that meant a week at Fort Benning, Ga., and a week in Germany for training in the rules of engagement, the 9mm, mines, and getting his Humvee drivers license.

The assistance the "bacca boys" provided the 1st Armored and 1st Infantry Division troops included engineering and logistical support, construction services, force protection, safety, fire prevention, and environmental oversight.

As the only civilian environmental officer, Wingate ensured that the camps stored, handled, and disposed of hazardous materials properly. Ammunition, fuels, solvents and other chemicals had to be stored properly to ensure the safety of our forces at 27 different camps in the Implementation Force (IFOR) Task Force Eagle theater of operations.

Wingate was also on the Base Camp Assessment Team (BCAT). As forces drew down during the winter, BCAT ensured proper disposition of supplies, ammunition, and other hazardous materials. From October 1996 to March 1997, Wingate conducted environmental closure inspections for about 10 camps in the theater.

Wingate was also involved in remediation activities. Hazardous materials had to be contained and cleaned-up at a couple of the camps and Wingate directed the effort.

"Inspections of fuel handling operations were a high priority because they posed the highest risk," Wingate said. "We made recommendations on fuel cell designs to ensure full containment." Contaminated soil went to a proper landfill in-country, or to disposal facilities in Germany. BCAT also maintained a data base of significant spills in-theater.

"Spills were a part of day-to-day operations," Wingate said. "The idea was to keep big spills to a minimum and to show a good example to our host nations. In the end we had garnered respect and made some dramatic improvements."

Wingate spent the first two months in Camp Slavonski-Brod, Croatia. Using the camp as home base, he took day-trips with his fellow BCAT team members to the other camps throughout the country.

Traveling in the Balkans is dangerous. Bosnia has the highest concentration of land-mines in the



Mark Wingate walks down a muddy road in Bosnia. Behind him is an M-2 Bradley infantry fighting vehicle. (Photo courtesy of Sacramento District)

world, about 150 per square mile. Many were placed alongside roads and haphazardly throughout the country.

"The Dayton Peace Agreement included provisions for de-mining the Zone of Separation (ZOS), but often the maps were inaccurate," said Wingate. "There were stories of Serbs turning white as sheets when they realized the mines weren't where they thought. It was unnerving to drive by de-mining operations because we were vulnerable to strikes."

Sometimes the mines were placed at the edge of the pavement so that you didn't even have to get all the way off the road to hit a mine. With those conditions, it was potentially lethal to drift onto the side of the road.

"We had to constantly remind ourselves to stay on the road," Wingate said. "Sometimes it was difficult because we were sharing narrow routes with horse-drawn carriages, pedestrians, buses, tanks, and other military vehicles, and they were all trying to stay on the road. Every so often we'd hear of another death or loss of a hand or foot. On the road I saw several one-legged farmers. Still, the guys in my convoy would forget, and I had to remind them to stay on the road. Complacency was dangerous."

For safety, there were rules for traveling in Bosnia. Convoys of four were mandatory. Each convoy had to have at least one belt-fed weapon and a radio capable of reaching a medevac frequency. Each vehicle had to contain at least one rifle or pistol. Periodic missile threats prompted a helicopter gunship escort, or the mission would be canceled.

The BCAT team awakened early to travel throughout Bosnia, so sleep was also a factor. "We worked about 14 hour days, seven days a week, but I always made sure to get at least six hours of sleep, especially if I was driving the next morning," Wingate said.

Once the convoy was on the road, they would discuss possible scenarios in case they were attacked. "This was especially important around Camps Colt and McGovern where the roadsides and villages were heavily mined, and Muslims trying to resettle

in their homes met with violence," Wingate said. "As late as last November the Serbs were still blowing up homes in Brcko, near Camp McGovern. Hatred is especially intense in that part of the world."

In early December, after spending three days on leave in Hungary, Wingate was told not to return to camp Slavonski-Brod, but to report to Camp Danger Forward in Tuzla, Bosnia. Danger Forward became his new base camp for the remainder of his six-month tour. In Danger Forward, Wingate continued camp inspection trips, taking a helicopter whenever possible. "Flying over the area in a Blackhawk really tells the story," he said. "Fifty percent of the homes are destroyed. Another 25 percent are damaged, and only a few sustained no shelling."

In Tuzla, Wingate's office was less than five feet from a minefield, so treks to the messhall were limited to paved areas.

Even though our troops were driving through the country with armored vehicles and machine-guns, the Bosnian people still appreciated their presence.

"As we drove down the roads, kids would wave and people would smile at us," Wingate said. "One time, we went to close down a remote site. The kids knew we had to come back the same way, and one was waiting with flowers when we returned. When we drove, by he threw them at us. I opened the door and caught one of the flowers and the kid grinned ear-to-ear. The parents were less enthusiastic, but it still felt good to be a part of the mission."

One word sums up living conditions in Bosnia — mud. "Mud was everywhere in the camps, in the messhalls, in the showers, in the computers, in the tents," Wingate said. "I even saw mud on tent ceilings. Our clothes were muddy, our shoes were muddy, our flak jackets were muddy, even our teeth were muddy! I couldn't see the point of cleaning my boots, 'cause they just got muddy again. The sergeant major wanted us to keep our boots clean and polished, so I was always in trouble. The BCCA built wooden sidewalks in the camps to keep people from getting stuck up to their armpits."

Wingate smiles as he remembers one moment that will stick in his memory like the mud stuck to his boots. After closing a camp and the troops pulled out, a Humvee in Wingate's convoy got a flat and they had to return to the camp. The local kids had already arrived to scrounge odds-and-ends the soldiers left behind. Wingate was surrounded by children who tugged at his pants begging for anything. "The kids kept saying 'Mister, give us lunch-buckets, candy, Deutschemarks!' I gave the quietest one my compass, pressed it into his grimy little hand and the kid was just knocked out."

Wingate said these children had taken a beating during the war. Many lost relatives in the heavy fighting. "When the soldiers first arrived at this camp a few years ago, they found a school filled with dead kids," Wingate said. "The hills around the village were choked with mines. One dumb, brave kid showed up one day with a mine. The soldiers at the gate calmly told the kid to carefully place it on the ground. Later the soldiers detonated it in a nearby field."

The six-month assignment in Bosnia gave Wingate an appreciation for the freedom here in the U.S. "The valleys and landscapes were beautiful and inviting, but you dared not walk in them," Wingate said. "It's amazing to now walk anywhere I want."