

Water system repair is major mission in Iraq

Article by Thomas O'Hara
Omaha District
Photos by Jonas Jordan
Savannah District

"The kids were walking through it."
"It" was raw sewage.

Even before Operation Iraqi Freedom, before the bombing and shelling of Baghdad, rivers of raw sewage ran down city streets throughout much of Baghdad. Afterwards, the effects of Saddam Hussein's regime on city systems, and its people, remained.

"In some places you had raw sewage standing in the streets five to 10 kilometers long (three to six miles), four to five blocks wide, 18 inches deep, affecting hundreds of homes," said Rich Heine, project manager from Fort Worth District.

Both water and sewer systems had fallen under disrepair after more than two decades of neglect by Hussein. The task to get Baghdad's sewage systems back on-line, restore clean drinking water, and coordinate rebuilding of the Iraqi water infrastructure fell to Heine.

Even before the war, Baghdad's sewage system only reached 70 percent of Baghdad neighborhoods, and only 30 to 40 percent of what was pumped was treated. The system was put together with "barbed wire and bubble-gum" said Heine, referring to the Iraqis' creativity to maintain these systems without support from the regime.

Following the conflict, looters and vandalism further damaged these already-struggling systems as Iraqi citizens either struck back at symbols of the former regime, or remaining Ba'ath loyalists committing one last act of national betrayal.

"They didn't have any barbed-wire," Heine corrected himself. "It was just bubble-gum. These are some amazing engineers."

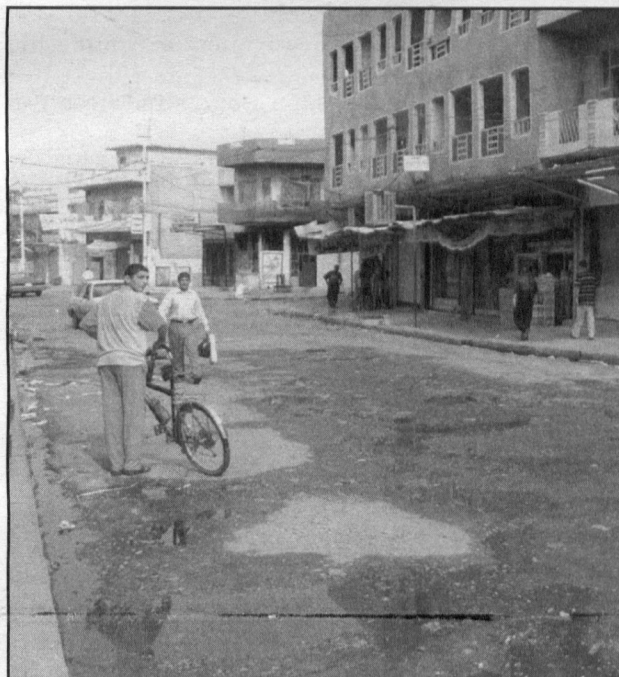
"Our first priority was water," said Heine. Although the stench and disease caused by ponds of human waste neared catastrophic levels, it still fell second to providing Baghdad's citizens with potable water. "You can walk around sewage, but you need water to live," said Heine.

Unlike the oil and power systems, also being reconstructed by U.S. Army Corps of Engineers teams, the drinking water and sewage systems in Baghdad were localized. Nonetheless, coordinating renovation of a system to support the needs of Baghdad's five million citizens was still a daunting challenge.

In 1995, Saddam ruined the system of responsibility in the city. As part of his policy to control information, police, and limit communication, interconnecting systems often ran independent of one another. Individual areas essentially operated in the dark with little support for maintenance of their systems.

"Local municipal director generals had more authority over water and sewage than the water and sewer authority did," Heine said. "Look at it like a box on the ground with a bunch of pipes going into it. Each person had responsibility for a particular pipe in the box, but had no idea where that pipe went once it left the box. That makes it hard to fix the system. Putting the pieces together was the first hurdle."

When Heine arrived in April with the rest of the advance team, Task Force Fajr, he quickly made contact with his Iraqi counterparts. For about two months, former Ba'ath party members were removed and new appoint-



Sewage in the streets, like this scene in Mosul, is a major challenge in rebuilding Iraq.

ments had to be made.

From there coordination and introduction of municipality representatives occurred to begin identifying and prioritizing repairs.

"When we brought the division heads together, the director generals and their people, they didn't even know each other," said Heine.

The first step was breaking down the stovepipe system put in place by the old regime. Together the coalition/Iraqi team began to sketch-out the various water control systems. "The beginning map I had was a scribble on a piece of paper," said Heine.

The initial process was frustrating to Heine and his team. While procedural plans had to be made, immediate fixes also were necessary as the people in Baghdad, not aware of these developments, simply saw the effects of their broken systems. Compounded by the brutal summer heat, tensions were high.

"We were fortunate to have the help of some key non-government organizations like ICRC (International Committee of the Red Cross) and CARE," said Heine. These two organizations had engineers, vehicles, and funds to provide small, necessary repairs to provide initial relief. "They're a big reason these systems didn't go downhill right after the war," said Heine.

In addition, Iraqi members of the various municipalities helped minimize the catastrophic looting and damage after the war. In some cases, they moved into water control plants or smuggled utility vehicles home to prevent their destruction or theft. Often these acts were at the expense of their own safety. "There's a bunch of Iraqi heroes here," said Heine.

Heine, working with Saad Benham, Director General of Water, Ibrahim Hussain, Director General of Sewers, and Faris Alasam, Director General for Municipalities Water and Sewer quickly began to plan for the resurrec-

ASA(CW) appointed

The President announced the appointment of John Paul Woodley, Jr. of Virginia as the new Assistant Secretary of the Army (Civil Works) (ASA(CW)) on Aug. 22. Before this appointment, he was Assistant Deputy Undersecretary of Defense for Environment.

The ASA(CW) is responsible for overall supervision of the Army's civil works program for conservation and development of the national water resources, including flood control, navigation, shore protection, and related purposes. This includes:

- Developing, defending, and executing the civil works legislative and financial program and budget.

- Administering regulatory programs to protect, restore, and maintain U.S. waters in the interest of the environment, navigation, and national defense.

- Serving as Congressional liaison on civil works matters and as the Army point of contact for House and Senate Authorization and Appropriations Committees charged with oversight of the Department of the Army civil works program.

- Ensuring U.S. Army Corps of Engineers civil works program support for other federal agencies.

The ASA(CW) is also responsible for formulating the program and overseeing the budget of the Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery. In coordination with the DCSOPS (SSR), the ASA(CW) also directs the foreign activities of the Corps, except activities that are exclusively in support of U.S. military forces overseas.

Before to his appointment as Assistant Deputy Undersecretary of Defense for Environment, Woodley served as Secretary of Natural Resources in the cabinet of Virginia Governor Jim Gilmore from January 1998 until October 2001. He also served as the Deputy Attorney General of Virginia for Government Operations beginning in 1994.

Woodley attended Washington & Lee University in Lexington, Va., on an Army ROTC scholarship. He received a Bachelor of Arts degree from Washington & Lee in 1974, and was elected to Phi Beta Kappa. Woodley also attended the Law School at Washington & Lee, where he received his juris doctor degree cum laude in 1977.

Woodley served on active duty with the U.S. Army Judge Advocate General's Corps from 1979 until 1985 and is a lieutenant colonel in the Army Reserve.

Woodley, 48, is a native of Shreveport, La. He and his wife have three children.



John Paul Woodley, Jr. is the new Assistant Secretary of the Army (Civil Works). (DoD Photo)

Commentary

Small group facilitator hears many PMBP questions, concerns

By Denver Beaulieu-Hains
Headquarters

Ever wished you had telepathy?

Listening to people think out loud is the next best thing.

I'm a small group discussion facilitator, and I get to listen while people think out loud about the Project Management Business Process (PMBP).

I'm supposed to be a neutral, unbiased participant — just provide a spark, then carefully feed the fire. But sometimes I wish *The Big Guys* who are instituting PMBP could stand in my stylish-but-comfortable mules while my groups talk. It's an education. After facilitating 11 groups and several modules, I've seen the same questions and concerns keep coming up, and I'm not sure they've ever been resolved.

Three major concerns

Employees in the U.S. Army Corps of Engineers have three major concerns — job security, which includes fear of job change or the establishment of new roles in the workplace, maintaining the Corps' historic levels of engineering expertise, and acquiring resources to complete current missions despite shrinking personnel and budgets.

And now employees can expect another major change — P2, a suite of commercial-off-the shelf software applications configured for the Corps' needs. The new system will support project execution and upward reporting in all Corps directorates, districts and offices. It is the computer system of our future, a standardized system used to support PMBP.

During small group discussion one participant said, "We go through this every time the Corps changes somebody at the top. When Lt. Gen. Flowers is gone, then what are we going to do?"

It's a valid point, and I believe we will continue changing based on the needs of our customers. Consider this...

If PMBP produces the expected outcome, we will have a more efficient, effective, customer-oriented Corps of Engineers that delivers quality products and services. So why not invest in a better, more efficient organization? Why not create a better place to work? What do we have to lose?

Real problems

While some see PMBP as a temporary requirement of current leadership, others see it as a "cosmetic fix"

that does not really address what they see as the real problems facing the organization:

- Cumbersome policies and regulations that make completing work more difficult.
- Inefficiency and ineffectiveness in completing projects.
- Lack of input/timeliness on projects and receptiveness/response from managers.
- Rigid culture that hinders change and promotes the status quo.

PMBP is not a cosmetic fix, because there is no way to cover up the real problems. Daily our customers and stakeholders voice their dissatisfactions with the Corps through the news media, and congressional and inspector general complaints. There are hun-

dreds of articles and editorials in the news each week and more than three-quarters of them are *not* favorable to the Corps.

So my response is...It's our responsibility to use our resources, people, and equipment like P2 to keep better records of program costs and estimates, back up our decisions with facts, and take the initiative to keep our customers and stakeholders informed. That's something everyone can do.

Other comments brought out through the small group discussion deal with the role of leadership in adopting the PMBP.

"You look at your leadership and they're like..." "Whatever. How are you supposed to be enthused about something they won't do themselves?", asked one person.

Change IS coming

Though some violently object to any new initiative, I offer this based on observing my small groups and the PMBP scene in general...

With this administration's outsourcing initiatives and the Army's plans to restructure, we are *already* in for a change, whether leadership supports change or not. Wouldn't we all benefit from learning more about our customers, stakeholders, current technologies, and our organization?

The Corps is 228 years old. It was established as a change agent during early America. Today as we prepare for years to come, we, each of us, are now agents of change.

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

Corps comments about PMBP

By Denver Beaulieu-Hains
Headquarters

The U.S. Army Corps of Engineers contracted an independent facilitator, Aeffect, Inc, to observe acceptance of PMBP. Focus group findings will help the Corps' leadership and planning teams understand issues and feelings associated with PMBP.

Recently the group released the initial reports from November 2002 to January 2003. Following are some of the comments from focus groups conducted with GS-14 and 15 senior managers and non-supervisory staff.

Biloxi, Miss.

"PMBP is good for our customers as well. The customers need to see continuity. It shouldn't look like Alaska does one thing, and Honolulu does something totally different."

"I think it is important to know that the Corps has been using inter-disciplinary teams since 1969. And we started project management in the Corps. This [PMBP] is *not* new. That's the thing...it's not new. We have been working at that for a long time, and I suspect when I'm dead and gone we will *still* be working at it."

"I'm looking forward to having the P2, P3E standard systems so we do have a standard way of keeping track of our resource needs. I'm looking forward to having some sort of a resource management tool."

Headquarters

"This organization has a lot of inertia. If you don't have a big hammer or strong leadership, nothing is going to change. You have to have strong leadership, big hammers."

"I think PMBP formalized the team building process to a much greater extent. Not only within the Corps, but also in the ability to take it beyond that and engage other federal agencies, state agencies, local groups, engineers, that sort of thing."

"We sort of get built up that this is the way to go, and then no one is asking the serious questions. Well, where do we want to be? What is it we want to do? What is so bad about what's gotten us to where we are?"

Seattle

"PMBP will help with integrating data so we all know what each other is doing, instead of working in a vacuum."

"I like it [PMBP] because it gives me the feeling that I am part of a larger organization and I can expand my role. It gives me ways to interact with other people."

"You don't see managers and supervisors giving total buy-in, and unless we see that happening, we see no reason to sit there or be there."



President Bush visits Ice Harbor Dam

Article by Dutch Meier
Photo by Gina Schwetz
Walla Walla District

President George W. Bush visited Ice Harbor Dam in Walla Walla District on Aug. 22 to learn more about endangered species recovery, and to share his thoughts about rebounding runs of endangered salmon and steelhead in the Pacific Northwest.

While touring Ice Harbor, Bush visited the powerhouse, fish passage facilities, and the visitor center. He then appeared before an audience of about 750 people and shared his thoughts about salmon recovery in the region.

Tour and speech

"We just had a great tour, seeing this facility and its technological wonders," said Bush. "This work has added to the strength of your state, and it's added to the prosperity of the people. It's really important that we remember that when we talk about national assets. After all, the people's money built this facility, and we want the facility to help the people. The facility has been a crucial part of this region's past, and I'm here to tell you it's going to be a crucial part of the future, as well."

Efforts to improve the dam's facilities for safer and better fish passage caught the president's attention.

"I was pleased to see the incredible care that goes into protecting the salmon that journey up the river," Bush said. "It's an important message to send to people that a flourishing salmon population is a vital part of the vibrancy of this incredibly beautiful part of our country. And I appreciate the commitment that we're making as a country, and that you're making as a community, for salmon restoration. What I saw, and what you know firsthand, is that we can have good, clean hydroelectric power and salmon restoration at the same time."

No breaching

Bush reassured attendees that he has not changed his opinion that the four dams should not be breached, and that fish recovery efforts would continue.

Corps multipurpose hydropower facilities on the lower Snake River were studied in the late 1990s and a feasibility report and environmental impact statement

Water

Continued from page one
tion of Baghdad.

Two water control systems on either side of the Tigris River currently support Baghdad, but even at full capacity they are inadequate. Heine helped the Baghdad Water and Sewer Authority assemble a project plan.

"We couldn't just go back to pre-war conditions," said Heine. At those levels, the natural degradation of systems would continue and money invested in repairs would be wasted. "We have to get these systems to a level of sustainability."

To do so, a five-year pipe-replacement plan, expansion of water treatment facilities, renovation of current facilities, and a study for a new water treatment plant was in order — projects totaling about \$110 million for sewer and \$135 million for water.

Much of the funding comes from billions of dollars seized from the former regime and delivered to Iraqi ministries by coalition partners. Heine along has delivered more than \$245 million to his counterparts for the short-term program.

The original coalition contract to Bechtel National Inc. (under the U.S. Agency for International Development) to rebuild Iraq was \$680 million for the first year. But the water and sewer needs for Baghdad under Heine's management already approach \$245 million.

"That's just a drop in the bucket for what it's actually



President Bush tours the fish ladder at Ice Harbor Dam, guided by Witt Anderson, Chief of the Fish Management Office in Northwestern Division. "It was exciting," said Anderson. "The president was intent and very focused on the subject, and he asked good questions. We got into a real dialog about the facility, and about salmon restoration."

issued in February 2002 recommending keeping four of them in place. Walla Walla District studied options that included routine repairs, major modifications, and breaching. The dams were Ice Harbor, Lower Monumental, Little Goose, and Lower Granite.

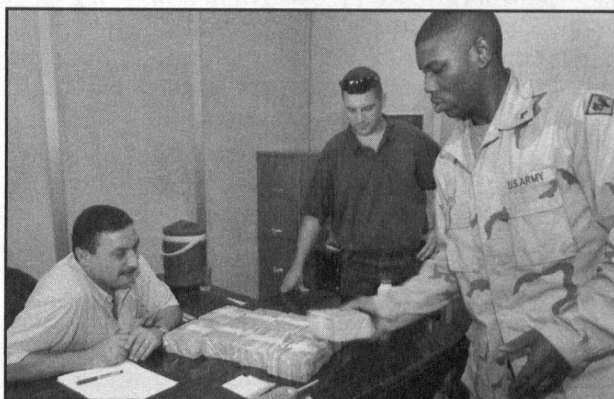
Fast planning

Hosting the president was a unique experience for Ice Harbor Operations Manager Scott Sutliff. Planning for the two-hour event began less than two weeks earlier.

"My whole project team worked night and day,"

Sutliff said. "Every person here made a tremendous contribution to the success of this visit. We also received a lot of help from district headquarters and Northwestern Division. This was a real example of the 'One Team, One Fight' concept."

"Our commander, Lt. Col. Ed Kertis, sent out an e-mail immediately after the visit telling us that the White House advance team and Secret Service complimented us for making this a smooth and easy visit," Sutliff added. "I wasn't surprised. I had talented and hard-working professionals who showed what they could do. This was their moment to shine, and they certainly did!"



Sgt. David Ruchs of the 208th Finance Battalion, and Rich Heine deliver one million dollars to Ibraheim Hussain, Director General of Sewers for Baghdad.

going to take to get these systems where they need to be," said Heine. "To make the water right it's going to take about \$5.5 billion for Baghdad and about \$15 billion for the country as a whole."

Building a new water treatment plant for additional capacity, replacing pipes, and maintenance on reservoirs and treatment stations are necessary for the long term.

In a few weeks following reactivation of the Baghdad Water Authority offices, the Iraqis and coalition teams

made strides in bringing these systems online. Currently, sewage infrastructure can pass material through its system, but none is being treated, so 100 percent of Baghdad's sewage is being pumped into the Tigris River.

"It's not an ideal situation," said Heine. "But sometimes it's just the nature of the beast."

There are still instances of sewage in the streets, but those diminish as the coalition team and the Iraqis improve the systems. The current plan calls for scheduled improvements in the next 18 months to achieve 85-95 percent treatment and expand coverage of Baghdad areas.

For drinking water, the current demand of the city is 3,400 million liters (about 850 million gallons) per day. Current capacity as built can produce only 2,600 million liters (about 650 million gallons) per day, and current operations allow only 1,500 to 1,600 million liters (about 375 to 400 million gallons) per day.

Besides capacity, just delivering the drinking water is a hurdle.

"Legally, only 85 percent of Iraqis have connections to the current system," said Heine. "Illegally, perhaps 90 percent are connected, but not with systems you'd consider reliable."

Iraqi teams have been rebuilding and clearing pipelines, restarting generator-driven pumps and bringing treatment facilities back online. "Twenty years of neglect won't be fixed overnight," said Heine.

The future is focus of senior leaders conference

By Carol Sanders
Headquarters

Senior leaders of the U.S. Army Corps of Engineers spent the first week of August thinking and talking about the future. This year's Senior Leader Conference focused on the strategic, accepting the charge that it is a leader's job to think and prepare for alternative futures.

"Look beyond the horizon," Chief of Engineers Lt. Gen. Robert Flowers challenged the assembled leaders.

Guest speakers. To begin the conference, outside experts gave various viewpoints of the changing world. A leading futurist, Jennifer Jarratt, discussed how the post-retirement generation has a new, much more altruistic attitude about work, as do the youth of today. "Soft skills" such as the art of making the deal and building order will be needed to solve the hard problems of climate change, terrorism, and resource conflicts.

Department of Interior Assistant Secretary Bennett Raley talked about the Water 2025 Initiative and how population growth and increased demand will exacerbate conflicts over water.

The new world requires transformation in the Army, and Lt. Gen. John Riggs, Director of the Objective Force Task Force, explained that the Army's objective force must be able to rapidly deploy and engage decisively.

Jim Lammie, former CEO of Parsons Brinckerhoff, Inc. explained the role infrastructure will play in the new world. Experts disagree about what the future world will look like, but they agree that the challenge is to be prepared for any scenario.

Subsequent discussions about "managing uncertainty" were led by Michael Mavaddat of Decisions Strategies International and centered on two key points:

- First, to identify opportunities and threats that are merely shadows in the beginning but can affect the future, it is necessary to rid oneself of myopic biases. These may take any form from the simplistic lack of imagination, to skewed attention, to not looking beyond one's normal frame of reference.

- Second, the changing world requires new planning tools to prepare for the broad range of unknowns.

The future. The conference then turned to how well the Corps is preparing for the future. Presentations about the strategic plans in civil works, military programs, research and development, and real estate were followed by discussions on how well these plans might hold up in light of uncertain future scenarios. The Chief also received input from every senior leader on the draft USACE 2012 -- the Corps' organization plan for the future.

The Chief's agenda...

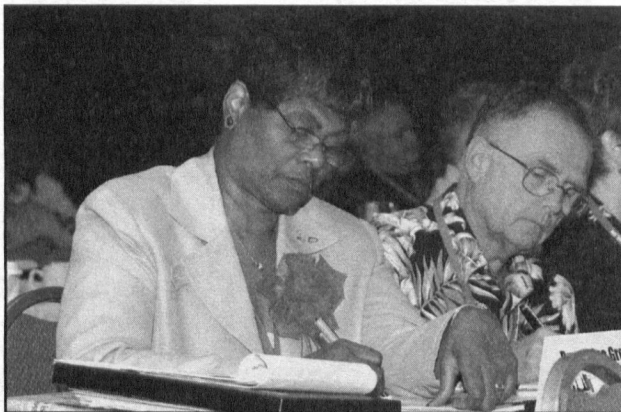
By Carol Sanders
Headquarters

To pull everything together at the end of the Senior Leaders Conference, Lt. Gen. Robert Flowers, the Chief of Engineers, had several directives:

USACE 2012 -- After hearing the input from all of the senior leaders, the Chief directed the Process Committee to refocus the new organization to strengthen the regional business center concept and rely on communities of practice and regional integration teams.

The Learning Organization concept will also play a key role in the new organization.

Communication -- Must go from Red to Green in one year. Internally, we must improve sharing knowl-



Bunnatine Greenhouse, the Principle Assistant Responsible for Contracting, and Steve Coakley, Director of Resource Management, take notes during a speech by the Chief of Engineers. (Photo by Bob Heims)

Visits. Visits to numerous high performing companies known for excellence in dealing with transition, such as Nike, Intel, and the Port of Portland provided leaders a professional exchange on such issues as successful business processes, best business practices, and partnering.

During their part of the conference, the emerging leaders studied the environmental operating principles and came away empowered to make these principles a reality. Other highlights included an address by Congressman Earl Blumenauer on the impending environmental crisis, and a speech congratulating the Corps on its successes during the past year by Acting Secretary of the Army Les Brownlee. (Reprinted at right.)

The Chief of Engineers closed the conference with his view of the way ahead.

Values. "In a world characterized by uncertainty, our success will be values based," Flowers said. He reminded the leaders of the Level 5 leadership principles -- "Unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult." Flowers said that we must be committed to effective communication, positive corporate relationships, and technical excellence. Our organization must be flexible and agile.

"We must finish what we've started with the Project Management Business Process Training and P2 deployment," Flowers said. "We must establish irreversible momentum for USACE transformation initiatives and embed strategic planning into the fabric of the organizations. Through it all, we must take care of people."

edge and making communication part of the evaluation process.

Externally, the Chief wants everyone to understand that relationships are key, and the entire Corps must take every opportunity to tell the Corps story.

Corporate Strategy -- The Chief of Engineers is making a commitment to strategic planning, and will have a Corporate Strategic Plan ready within the next six months.

The Learning Organization -- We will finish the USACE Learning Network.

"Leadership for Learning" will be a class for senior leaders and their staffs, and performance evaluations will include the learning organization success as a factor.

Corps valuable to nation, world

(Editor's note -- Les Brownlee was the Acting Assistant Secretary of the Army (Civil Works) for about 17 months. He addressed the U.S. Army Corps of Engineers' leadership during the recent Senior Leaders Conference, giving his views of the Corps, and his suggestions for the future. Here is the text of his speech.)

Lt. Gen. Flowers, thank you for inviting me to join you and speak to you all at your Senior Leaders Conference.

First, I would like to point out the obvious -- the Corps of Engineers is led by one of the Army's most capable general officers. Lt. Gen. Flowers provides outstanding leadership, and it has been a privilege for me to work alongside him.

The Corps of Engineers gives the Army the capacity to respond to whatever national needs that may arise. The program provides a depth of competencies that are not duplicated by any other agencies. Whenever and wherever you are called, you are ready to provide (and I quote) "Quality, Responsive Engineering Service to the Nation in Peace and in War."

The Corps is filled with enormously talented people, both soldiers and civilians, who work a range of tough issues for the nation every day. Yours is an organization based on a unique partnership... your civilians provide continuity and expertise; your soldiers provide perspective. Together, they weigh the public interest and provide leadership on difficult issues affecting our nation's natural resources and infrastructure.

Post-war rebuilding

The value of military engineers in warfighting has been recently reinforced in both Iraq and Afghanistan. The Corps of Engineers is extensively involved in the post-war rebuilding efforts in Iraq. I have participated in several of the daily video teleconferences from the theater with Corps representatives, as well as making several trips to the area. Every time, I am impressed with the importance of having the Corps' civil works capability, which provides some people for forward deployment, as well as invaluable reachback expertise back here at home. This demonstrates the synergy between these two parts of the Corps -- military programs and civil works.

The Corps' record shows that Army civil works has proved to be a valuable training ground for engineers in the infrastructure skills that are essential for global warfighting. Corps Forward Engineering Support Teams (FESTS) and Contingency Real Estate Teams (CRESTS) have allowed the Corps to provide critical support in real estate leasing, master planning, construction management, facility design, and technical support.

Our FEST and CREST teams have been genuine heroes in the rebuilding effort in Iraq. Iraq is producing oil again, partially due to an enhanced Corps FEST team, Task Force RIO. Lights are on, running water is improving, debris and garbage are being cleared, neighborhoods are improving, and our relations with the Iraqi people improve with these important successes.

Task Force RIO, under the leadership of Brig. Gen. Robert Crear, reports that Iraqi oil production has reached 1.67 million barrels of crude oil per day. The Iraqis are actively exporting crude oil from the southern offshore terminals, and have reached \$1 bil-

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Injured eagle recovers, returns to wild

Article by Sherrie Storm
Photos by Ray Absher
Wilmington District

A rehabilitated juvenile American bald eagle was successfully released back into the wild at Wilmington District's W. Kerr Scott Reservoir near Wilkesboro, N.C.

Amid the crowd of 50 people, Sandra Justus, a member of the Blue Ridge Wildlife Institute, Inc. said a Native American prayer for the young raptor as he was set free. The release was the final chapter in a story that began nine months previous in a family garden on Globe Mountain, when Rhonda Adams found the injured bird in June 2002.

"I'd been working in the garden and gone down to the river to take a swim," said Adams in a telephone interview from her home near Blowing Rock, N.C. "When I came back the dogs were surrounding a very large bird in my garden. I knew right away I had an eagle, and he was hurt."

Adams put a wire cage over the eagle to protect him while she called for help. She and her friend Edward Amon moved the eagle to a doghouse for temporary quarters.

"The wound on his wing was very dirty and had maggots in it, so we cleaned it up and put peroxide on it," said Adams.

Worried about his survival, Adams and Amon tried to interest him in a meal. They had a catfish in the freezer, so they thawed it out and offered it to the eagle. "He was so weak, he just sat there, holding that catfish in his talons," said Adams.

The Caldwell County Sheriff Department assisted Adams in finding the Blue Ridge Wildlife Institute (BRWI), a non-profit organization dedicated to wildlife rehabilitation, environmental education, and research.

Sandra Justus, an environmental educator with BRWI, transported the young eagle to the Carolina Raptor Center in Hickory, N.C. He was suffering from blood loss and dehydration due to a broken right wing. While there, the

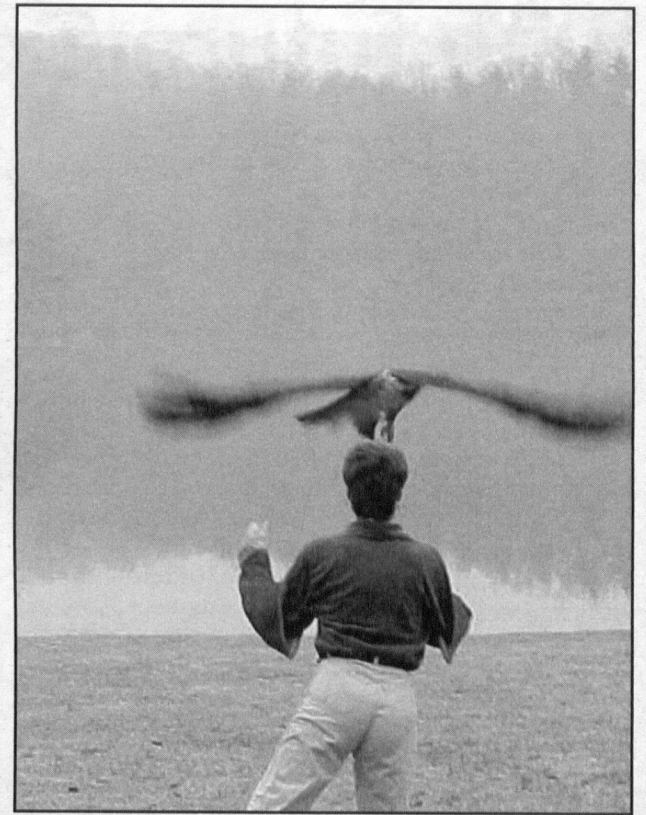


Sandra Justus, Blue Ridge Wildlife Institute, holds the young eagle while Rhonda James, who rescued him, wipes away a tear.

bird underwent surgery and treatment from the volunteer staff. He received a diet of trout and rats, vitamin and calcium supplements, and exercised in a flight cage daily. The rehabilitation took eight months, and the rehab team named the eagle Tsalagi, meaning "Eagle-Ruler-Chief-of-Peace" in the Cherokee language.

Terry Ramsey, Operations Manager at W. Kerr Scott Lake, was thrilled to provide a release site for the eagle. "The U.S. Army Corps of Engineers takes great pride in the fact that Scott Lake was chosen as the release site," said Ramsey. "The Corps-managed undeveloped federal land surrounding the lake provides additional protection for the young bird while he becomes acclimated to the wild."

Adams was also at Scott Lake on the day of the release. "I knew in my heart that bird was going to fly again," she



The eagle takes its first flight into a new life. Eagles can live 30 years in the wild.

said. "When he was set free on that first flight I cried like a baby."

The day was emotional for everyone present for the release that day. "This eagle had to fight for his life, much the same way that all eagles have fought back from being endangered species," said Ramsey.

Corps value

Continued from previous page

lion in revenue. These exports will allow an increase in production of benzene and liquid propane gas, thus reducing the amount that must be imported.

In July, the daily production of power in Iraq averaged above 3,000 megawatts. Currently, Iraq has more of the country receiving power on a consistent basis than before the war. Previously, Baghdad received a disproportionate amount of the total power available. While Baghdad is experiencing scheduled outages, the system is much more equitable for the average Iraqi.

While sabotage and looting remain an ongoing problem, much progress is being made in this area as well.

In addition to these missions, the Corps is working with various foreign ministries. Brig. Gen. Davis is currently working on the master planning and evaluation of the base camps.

And finally, the Corps is assisting in an important environmental mission in restoring the marsh areas in southern Iraq that were drained by Saddam Hussein to punish the Shiites after the first Gulf War.

Tough decisions

The Corps is called upon to make tough decisions, see them through and, when necessary, take the heat. I am proud that you have leaders of character, like Lt. Gen. Flowers, Maj. Gen. Griffin, and Maj. Gen. Strock (who, by the way, has become invaluable to Ambassador Bremer's efforts in Iraq) who perform so well in these areas where there is no clear consensus, but where there are clearly winners and losers.

The future

I want to suggest how I believe the Corps should, in this era, conduct its business. You are all true professionals. In my view, at this point in history, we should also be quiet

professionals. You must continue to excel; to continue to execute the missions you are charged with to the very highest standards, and to let your deeds speak for themselves.

Please don't misunderstand me. I am not suggesting that we shouldn't keep the American people informed—we must. What I *don't* want to do is advertise ourselves so that it appears we are competing with the private sector or trying to become a growth industry. We are *not* seeking new, additional missions.

Further, as you go about the work you do each day, you should remind yourselves that you are the guardians of a process that renders sound solutions to our nation's challenges. You are *not* the advocates of specific interests or projects. You are advocates for the *process* and for getting to solutions that are environmentally and economically sound.

Next, it seems to me that when executing the environmental component of our mission, whether it is the cleanup of hazardous waste, NEPA compliance, regulatory issues, or an environmental restoration project, the Corps ends up on point. In part this happens because some of your leadership is highly visible, in uniform, and becomes the focus within the interagency processes. It also happens because one of the things that the Army does well is to build teams and coalitions. We are focused on the mission, we formulate plans, and we execute them.

I want you to exercise leadership. However, after carefully working in a coordinated process, I have told you before and I still believe that the Corps should not be left alone on the blame line. I believe that it is important to urge our partners to accept accountability along with us for our joint decisions and actions. To paraphrase our founding fathers, "If we don't hang together, we shall surely hang separately."

I continue to believe that the Corps must proactively tell the civil works story. Great things happen in this program. I want to help get that word out, consistently, not in reaction to adverse stories, but in a way to help the public better understand the value you bring to the nation.

Improvements

Under Lt. Gen. Flowers' leadership, significant strides have been made internally to improve the Corps. Additionally, if enacted, the WRDA currently in the House of Representatives would lead to worthwhile improvements in the Corps' ability to deliver efficient service to the nation. Funds that are expended through the civil works program represent an investment in the long-term economic health of the nation. And no other government program faces a benefit/cost analysis nearly as rigorous as does this program.

After 17 months

When I became aware that the President intended to appoint me as the Acting Assistant Secretary of the Army (Civil Works) almost 17 months ago, I must admit that I anticipated the appointment with some dread. My experience left me knowing less about this particular area than any other part of the Army Secretariat, and it involved things in which I did not have strong interests.

After almost 17 months now in this position, I want to tell you that, in fact, it has been a genuine pleasure to perform the duties involving these important and often difficult issues, primarily because of the experience of working with the wonderful people in the Corps of Engineers and civil works. You all are among the finest I have known. You deal with difficult issues with people who have strong feelings on all sides of these issues. And, when you make the difficult decisions that must be made, not everyone is happy.

Those who are unhappy often criticize the Corps, and this is often covered heavily in the media. But I have consistently found the Corps filled with good, capable, honest, hard working, and dedicated Americans who are trying to do the right thing. I have observed the impressive results of your efforts both at home and abroad. You all serve the Army and the nation exceedingly well. I am proud to be associated with all of you in the Corps of Engineers.

Leadership course popular with future Corps leaders

By Francis Nurthen
and Richard Margolies

Here are a few comments from USACE employees who have taken the Leadership for Learning class:

"This is the first real step I've seen in getting change implemented in the Corps. Keep educating people who will make a difference."

"I wish I had taken this course 15 years ago."

"I very much want to use some of the tools to better understand my team."

"I would change nothing about this course! Just send more individuals in leadership positions to this training."

"By far the most beneficial course I've ever taken. I'll use these materials back at the office."

Leadership is crucial for the continued success and transformation of the U.S. Army Corps of Engineers. Leadership for Learning addresses this requirement. The course, based on the Corps' Learning Organization and Leadership for Learning Doctrine, is the product of the USACE Learning Advisory Board (LAB), in partnership with the University of Maryland, the Maccoby Group, and the Gallup Organization.

The Leadership for Learning course objectives are to develop shared understanding of USACE Learning Organization and Leadership for Learning doctrine:

- What a learning organization is and how leaders create learning and enhanced effectiveness.
- Common language of leadership, for current leaders and those who want to be leaders.
- The selection, education and development of leaders as a "Be, Know, Do, Learn" process.
- How leaders understand the context they operate in, the logic necessary for success.
- Leadership process for organizational change.

Brig. Gen. Peter Madsen, outgoing co-chair of the LAB and retiring South Atlantic Division Commander, attended the Jacksonville session in May. In a note to division commanders, Madsen said "I believe the best way to run this course is within your regional area, with all the students from your districts and division HQ. In that way, you can be directly involved in the course, you can tailor it to meet the needs of your region, and we can build our regional teams."

The Corps' intent is to develop leadership at all levels. Leaders at all levels are necessary because effective leadership today does not come naturally from one's position, but must be created through interactive, collaborative relationships. Today's knowledge and service work requires this kind of leadership for the cross-functional teamwork

essential for PMBP.

In addition, the new workforce the Corps must attract will be employees who require active involvement. These "self-developers" want to be challenged to use their talents creatively. They need to be led, not managed. They need empowerment, and our customers need their creativity.

Dr. Susan Duncan, Learning Advisory Board Co-chair and Director of Human Resources, is the Headquarters proponent for the course.

"Leadership for Learning is about effective leadership," said Duncan. "The course helps learners understand their assumptions about leadership, as well as the importance of enhancing strengths rather than repairing weaknesses."

During the course, participants discover their strengths and their character as leaders. The challenges and strategic direction of the Corps require the selection and systematic development of leaders so they can be fully effective.

Based on the "Be-Know-Do-Learn" cycle of continuous improvement, course participants gain insights and learn practical tools to increase their leadership influence.

Every year billions of dollars are spent on leadership development, but few of these programs make the distinctions among knowledge, skill, and character development, or provide participants with tools to understand themselves and those they lead. Most miss systematic organizational learning entirely.

In contrast, many Leadership for Learning course participants have said this not a typical leader development course—it is comprehensive, not gimmicky.

Leadership for Learning provides course participants an understanding of how the Corps' context today requires a new logic of leadership. Participants understand how character, knowledge, and skills can create organizational learning, innovation, and performance.

The course is four days long and can be delivered on-site. On-site sessions can be customized to the unique leadership and business challenges of organizations. Furthermore, to increase local leadership effectiveness, as Madsen suggested, on-site sessions work best when the senior leadership of the organization participates.

Questions about Leadership for Learning can be directed to Margaret Tindal-Fisher in the Directorate of Human Resources. She can be reached via e-mail at Margaret.A.Tindal-Fisher@HQ02.USACEARMY.MIL.

(Fran Nurthen is the former Chief of the Human Resources Development Division at Headquarters, and now Director of Federal Programs at the University of Maryland's Academy of Leadership. Dr. Richard Margolies of the Maccoby Group is a psychologist specializing in leadership and organizational transformation.)



Col. Yvonne Prettyman-Beck is the new District Engineer of Norfolk District, the first African-American female DE in Corps' history. (U.S. Army Photo)

New DE makes history

Col. Yvonne Prettyman-Beck became the first African-American woman to command a U.S. Army Corps of Engineers district when she took command of Norfolk District on Aug. 4.

Prettyman-Beck, whose most recent assignment was Operations Officer in the Joint Operations Directorate in the Pentagon, succeeds Col. David Hansen, who commanded the district since July 2001. Hansen leaves to serve as the Assistant Deputy Chief of Staff for Resource Management in the U.S. Army Training and Doctrine Command at Fort Monroe, Va.

As Norfolk's newest district engineer, Col. Prettyman-Beck will oversee the Corps' water resources development and environmental restoration for four river basins in the Commonwealth of Virginia. She will also be responsible for the operation and maintenance of the Atlantic Intracoastal Waterway, and the Corps' military design and construction projects for Army, Army Reserve, and Air Force installations throughout Virginia.

Prettyman-Beck, a 24-year Army veteran, first distinguished herself in 1979 as a member of the first class of 40 female cadets to graduate from the New Mexico Military Institute in Roswell, N.M.

"This opportunity is truly a blessing, and it is with great honor and pride that I accept the responsibility to lead and manage this outstanding organization," said Prettyman-Beck. "The Norfolk Engineer District has a magnificent reputation for providing top-of-the-line service and commitment to our nation, the Army, and throughout the Commonwealth of Virginia. As Norfolk's District Engineer and newest team member, I look forward to building upon this dedicated relationship as we all continue to seek synergy in producing our best economic, environmental, and social solutions throughout our communities and our nation."

HR Corner

MyPay puts you in charge

MyPay is the online personal pay system operated by the Defense Finance and Accounting Service (DFAS). It has surpassed the two million mark in the number of customers using it. Using MyPay to retrieve your Leave and Earning Statement (LES) is a secure, efficient way to receive your LES.

With MyPay, employees can:

- View, print, and save LES.
- View and print tax statements.
- Change federal and state tax withholdings.
- Update bank account and electronic funds transfer information.
- Manage allotments.
- Edit address information.
- Purchase U.S. Savings Bonds.

MyPay is simple and secure. Strong encryption and secure sockets layer technologies combined with user-

unique access make MyPay safe to use and protect personal information from unauthorized access.

It is available nearly 24/7. Using MyPay means no waiting in lines or on the phone. Easy-to-use menus and clear confirmation messages give customers confidence that changes they request are made quickly and correctly.

You can save USACE money by using MyPay and turning off the hard-copy LES. If an employee turns off the mailing of the hard-copy LES, the government saves \$0.34 per biweekly check in fiscal year 2003 (FY03). In FY04, it will be \$1 per biweekly check. The DFAS rates for FY04 are LES by mail \$3.10, LES through MyPay, \$2.10. That means the Corps will save \$26.00 per year for every employee who elects to use MyPay. If all 33,000 of us used it, the Corps would save \$858,000 per year!

For more information, log on at <https://mypay.dfas.mil>, or call toll free 1-877-363-3677.

Around the Corps

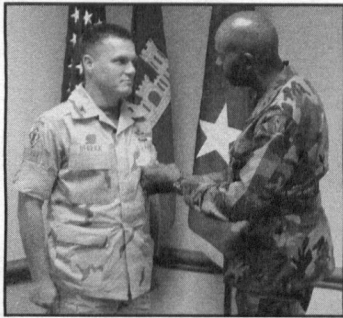
Bronze Star

Col. Robert Derrick, Transatlantic Programs Center (TAC) Commander, received the Bronze Star Medal on Aug. 21. Maj. Gen. Ronald Johnson, Director of Military Programs, presented Derrick with the award at TAC headquarters in Winchester, Va.

Derrick served as Regional Engineer for the Afghanistan Area Office (AAO) in Kabul from February to June. The AAO oversees the construction of facilities to support the graduating battalions of the Afghanistan National Army (ANA).

Facilities are being renovated and built on a schedule to accommodate 600 ANA soldiers every 35 days.

Derrick was recognized for exceptional service. "Col. Derrick's leadership, selfless service, and commitment to mission accomplishment under the most extreme of circumstances greatly contributed to the success of Operation Enduring Freedom," the citation read. "His performance of duty in a combat zone reflects great credit up him, the Combined/Joint Task Force-180, and the United States Central Command."



Col. Robert Derrick receives the Bronze Star from Maj. Gen. Robert Johnson.

Emerald Honor

Carol Winfield-Jones, a civil engineer and senior project manager for Memphis District, received an Emerald Honor for professional achievement from *Career Communications Group, Inc.*, publisher of *US Black Engineer & Information Technology* magazine, *Hispanic Engineer & Information Technology* magazine, and *Women of Color Conference* magazine.

The award was presented during the Third Annual Women of Color Research Sciences and Technology Awards Conference held in Nashville, Tenn., Sept. 12-13. The conference celebrates the contributions of minority women in science and technology.

Winfield-Jones is a senior project manager responsible for managing flood control and environmental restoration projects in the Memphis metropolitan area.

Students rebuild engine

Students from the Marine Services Department of the Upper Cape Cod Regional Technical School in Bourne, Mass., recently rebuilt one of the canal patrol boat's spare engines. This was excellent practice for the students, and saved the U.S. government about \$20,000.

"We removed engines from the patrol boat *Onset* in August 2002," said tug master John Murner. "Our engineers installed two new Caterpillar 3208 engines, but they didn't have time to work on the old engines."

Murner's son, Asa, attends the technical school, so he knew the students rebuild engines. He contacted the Upper Cape Cod Marine Services Department. "They said they would rebuild one of the engines for us as a good practical learning experience for the kids," he said.

Murner delivered the Caterpillar 3208 engine to the school last February. It took the class, made up of freshmen and seniors, about three months to complete the job. The engine was run through several tests and passed with flying colors before they called the canal to pick it up.

"We have it here as one of our spares," said Murner. "They did a good job and we appreciate their help."

July 4 in Baghdad

The Iraq Provisional Command headquarters in Baghdad got the holiday spirit on July 4. Team members feasted on native foods prepared by local workers. The chief cook, a maintenance worker during the week, used secret family

recipes and his own creations.

The pool opened shortly after lunch, and was soon filled with soldiers, Army civilians, and their Iraqi support team. A couple of beach balls appeared from nowhere, and an impromptu game of dodge ball began. The "no rough housing" pool rule was ignored when a splash war began. The Iraqis watched for about 30 seconds, then joined the battle.

After dark, the festivities gravitated between the air-conditioned dining tent, and the nearby pool. By 10 pm everyone was ready to turn the party over to the cleanup crew.

An Independence Day *without* fireworks was as good as it gets in Iraq.



Eugene Bentz unfurls the American flag in Iraq on July 4.

Natural resources awards

The Natural Resources Management Branch announces the winners of the 2003 Chief of Engineers Annual Interpretive and Natural Resources Management Awards.

These awards acknowledge individuals who have performed exceptional work in interpretive services, and in natural resources/recreation management. Recognition is also given to a field project that has displayed exceptional project management, with emphasis on the recreation and natural resources management program.

Gregory Miller of Kansas City District received the Hiram M. Chittenden Award. The award recognizes outstanding contributions in interpretation and environmental education by a Corps employee in a district or field office. This award is based on creativity and originality that produces a positive experience for visitors and enhances their understanding of the Corps.

Daniel Troglin of Portland District was awarded the Natural Resources Management Employee of the Year Award. This award recognizes an individual based on his or her accomplishments in management, supervision and/or administration, natural resources management, recreation management, and land management. The evaluation focuses on the individual's innovative performance and specific accomplishments.

Mountain Home Project Office in Little Rock District was awarded the Natural Resources Management Project of the Year Award. This award recognizes a project for their accomplishments in management efficiency, public involvement, public safety, management effectiveness, and partnerships related to all elements of the Natural Resources Management Program. The evaluation focuses on management efforts that contribute to greater efficiency and effectiveness in use of personnel and funds, while sustaining or improving good customer service and stewardship of project resources.

New equipment

Drive north into Vermont and you will find the town of Waterbury. The Corps project at the dam there will receive a new piece of drilling equipment this month.

The drilling apparatus, called a Supertop, has been used in Japan and Asia but not the U.S. It will speed the process of installing seepage control pumps. Since it is a new piece of equipment, Kevin Merenda, project engineer, says there will be tests before it is used for the main wall.

"We'll do a test section, and if everything comes okay we'll be fine to go ahead next year with the rest of the wall," Merenda said.

The Civilian Conservation Corps, supervised by the Corps of Engineers, built Waterbury Dam in 1935. Builders didn't have equipment to remove large slabs of stone, so the stone was blasted and left in place. That allowed water to find seepage paths and damage the dam.

"The best solution is to put in a cut-off wall and well field upstream of that wall to capture the seepage so it

doesn't damage the dam," Merenda said.

The estimated completion of the repairs is 2005.

Duck tours

The Corps' Field Research Facility (FRF) in Duck, N.C., examines and analyzes all things beach related. Because the FRF occupies more than 150 acres of prime beach front in the Northern Outer Banks, the facility has a simple way of showing people what goes on there...public tours.

Each summer the FRF employs two or three student interns to help with research projects and conduct tours.

"I learned more about the beach getting ready for the tour than I have probably in my whole life," said intern William Reilly.

According to Bill Birkemier, FRF Director, the tours have benefits beyond teaching others about the beach. "The tours are great because engineers tend not to be outspoken. We've seen a number of fairly quiet kids do the tours and then say 'Wow! That was really great! Didn't want to do it, but it was a really great experience.'"

Visitors who take the tour learn about indigenous grasses, erosion, and on-going projects conducted at the FRF. By learning about projects that scientists are working on, tourists also learn more about the Corps.

The tours started in 1980 and are offered mid-June through mid-August each day at 10 am. Special tours can be arranged on request.

Patent

The reduction of errors and distortions in digital remotely sensed imagery is of primary interest to the photogrammetric community. Errors are introduced at every stage in the process, from the differing characteristics of the sensor, optical system, atmosphere, and illumination of the geographic area imaged.

The latter group of errors is the focus of a recent patent issued to Dr. Henry Berger and Edward Bosch of the Topographic Engineering Center. Application of this patent will reduce errors introduced through sensor illumination of the target area.

There is a class of errors introduced into imaging that has nothing to do with the equipment. Rather, it lies in the processing of that information as individual pixels with an assumed average intensity of illumination, an assumption not conducive to accurate imaging of real-world scenes.

Berger and Bosch devised a clever mathematical manipulation during data processing that provides a better image by eliminating this averaging at the individual pixel level. It has applications wherever a clear picture is needed, e.g., collecting intelligence at a distance above the earth, high definition TV, and imaging inside the body. The imaging may be done with traditional photography, infrared or ultraviolet photography, laser, radar, or sonar.

Engineer Update On-line

These are some of the articles featured in the September issue of *Engineer Update On-line*. You can access it at www.hq.usace.army.mil/cepa/pubs/update.htm

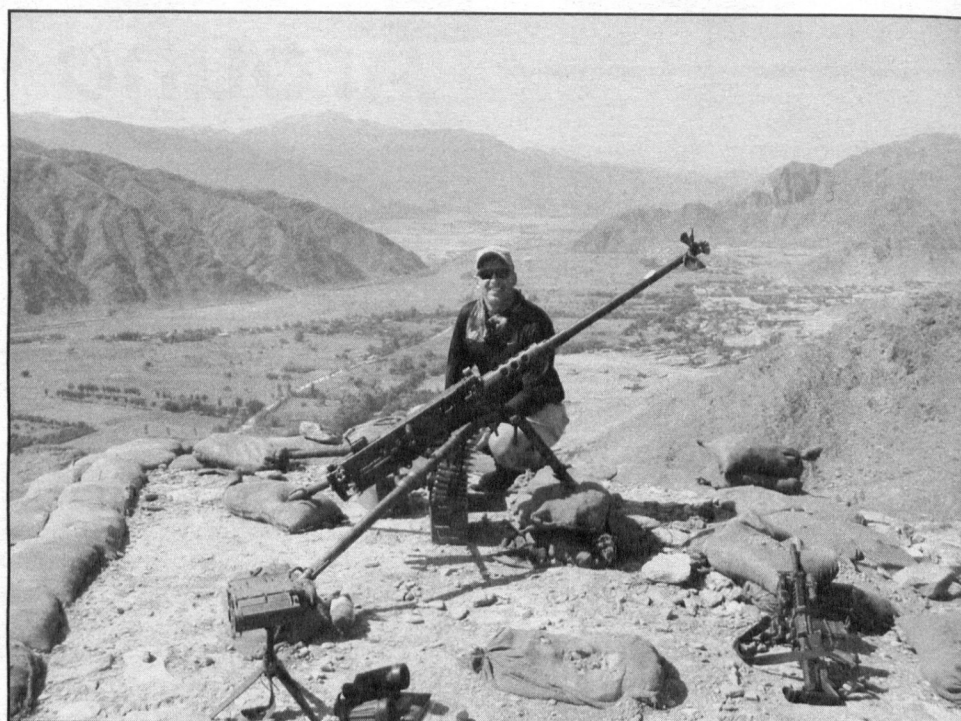
Postcards from Iraq - Deployed folks send greetings home.

Semper Gumby...Always Flexible - L.A. District officer describes five months in Iraq.

It's not all about me - Moving to a new neighborhood holds lessons for Sacramento District woman.

One heart/one mind - Karate helps New York District woman deal with brain tumor.

Kodiak Island - Clean-up of abandoned World War II outpost earns award.



Afghanistan can be beautiful, but it is also rugged and still dangerous. Left, Bob Poole at Ganzi Terminal soon after his arrival. Right, Poole at Shilloh Observation Post. (Photos courtesy of Bob Poole)

Afghanistan is danger, satisfaction

By Mike Tharp
Los Angeles District

"A career-validating experience. The most job satisfaction I've ever had."

That's how Maj. Bob Poole, Deputy Chief of Contracting Branch in Los Angeles District, described his recent six-month tour of duty in Afghanistan. After landing in the war-ravaged nation six days before Christmas 2002, he spent the next half-year helping rebuild it. He saw the borders of both Pakistan and Iran and the Hindu Kush, ranging as far south as Kandahar and as far north as Konduz.

Despite surviving three fierce attacks by Al Qaeda and Taliban forces, enduring bitter cold, risky travel, and seven-day workweeks, Poole remains cautiously upbeat about the coalition mission there. He foresees that "a generation or two from now we should reap the benefits of our efforts, but I think we'll be there for awhile."

Poole was based in Kabul, at a compound near the U.S. embassy and the International Security Assistance Force headquarters, the 30-nation peacekeeping force sanctioned by the UN Security Council, and now commanded by NATO. The compound's closeness to such symbols of foreign power made Poole and the Civil Affairs teams, U.S. Agency for International Development, Special Forces, U.S. Army Corps of Engineers, and other residents a prime target for mortar attack.

Better than growing poppies. Poole spent 45 percent of his time-in-country "outside the wire," visiting remote villages to arrange contracts to build and rebuild Afghanistan's medieval infrastructure.

He estimates that while visiting 19 locations, he awarded 300 contracts valued at \$8 million, trying to persuade Afghans there was "a better way to make money than growing poppies and helping the Taliban."

Events that have occurred in Afghanistan since Poole returned to the district magnify the importance of the nation-building tasks he performed. Those events also indicate the scope and scale of what he and other Corps team members had to confront on the ground.

Although attacks in Iraq have gotten the lion's share of news coverage, Afghanistan is far from quiet, or safe. During a two-week period in August when Afghanistan celebrated the 84th anniversary of its independence from Britain, 64 people were killed in attacks scattered around the country, 26 were killed when guerilla groups attacked two police stations, and nine police were ambushed and killed by Taliban gunmen.

Officials of NATO, which took over command of the



Bob Poole with an Afghani friend. (Photo courtesy of Bob Poole)

5,500-member international security force in August, realize that insurgent forces are becoming more active and organized, especially outside Kabul. "The increased violence comes amid reports that Mullah Mohammed Omar, leader of the ousted Taliban regime, has reorganized his fighters into regional commands," the Associated Press reported from Kabul.

With so much attention and resources focused on Iraq, stabilization efforts in Afghanistan have suffered. The U.S. has 8,500 soldiers there, compared with about 140,000 in Iraq, and the Bush administration recently pledged another \$1 billion to reconstruction efforts in Afghanistan.

Even so, nongovernmental organizations (NGOs) and other civilian agencies have reduced their medical, food, and other operations because of safety concerns.

Attacks. Poole is sympathetic about the problems. Simply to get to contractors, he flew in C-130s, Chinook, Blackhawk, and Russian helicopters, and Beechcraft light planes. He also had two Toyota four-wheel drive vehicles at his disposal, but mainly used them in and around Kabul.

Twice while awarding contracts at Asadabad, a town six miles from the Pakistani border, Al Qaeda and Taliban forces attacked the former Soviet compound where he was staying with mortars and machine-gun fire. They were beaten back by quick-reaction forces made up of Navy SEALs, Delta Force, the 82nd Airborne Division, and even some CIA officers.

More than the bang-bang, however, Poole remembers the satisfaction of providing money to Iraqi contractors

for schools, wells, and hospitals. A school with eight to 12 classrooms went for \$50,000 to \$80,000. A well ranged between \$800 and \$2,000. His biggest single outlay was \$200,000 to refurbish a three-story hospital at Konduz.

As chief of contracting for the Combined Joint Task Force-180 Kabul office, Poole's main role was to support the Combined Joint Civil Military Operations Task Force. Its mission, in turn, was to win the hearts and minds of the Afghani people. He worked with teams of engineers, project managers, civil affairs officers, and soldiers who compiled village assessments to determine the village's needs.

Once those were established, a civil affairs team would nominate projects, then a committee at Bagram would review the requirements to see if they were valid.

Good value. Poole's job was to listen to local contractors and their proposals for a project. "We'd try to find the best value for the government's money," he said. "We wouldn't have one contractor do all the work."

He encouraged them to use local skilled and unskilled labor so the money would stay in the village, and he sometimes had to give 20 to 30 percent of the contract's value up-front in cash so the contractors could get materials.

Poole also helped supply Afghan soldiers being trained by U.S. Special Forces and National Guard units at the Military Training Center in Kabul — uniforms, shoes, boots, bedding, wooden bunk beds, wood stoves.

"I witnessed four battalions get trained and placed in remote areas to assist our soldiers," Poole said.

Hope. He is encouraged by two other developments he saw. One was the recent formation of Provisional Reconstruction Teams, 50-soldier outfits including infantry, military police, engineers, and civil affairs specialists. Their mission is to go one step farther than American remote fire teams and help rebuild their region.

"Those teams will help force the Afghans to be more on their own, rather than depending on the NGO supplies they've received for so many years," Poole said.

The other positive came from the contracts he awarded for schools for girls' schools, which had been lacking for years in the male-dominated Afghan Muslim society. "I saw a lot of promise in Afghani females," Poole said. "There's hope for those Afghani women who are trained."

Poole constantly asked his interpreter whether he and other Americans were doing any good. His response is instructive. He told Poole, "You're not going to get the adults to trust you. They've been through the war with the Russians, so many invasions. You can only hope to influence the children."