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Regional teams great success in NAD

By Brig. Gen. Bo Temple
and JoAnne Castagna

In 2003, the U.S. Army Corps of Engineers established USACE 2012, a new way of doing business that includes the customer together with Corps counterparts to form more effective teams. USACE 2012 encourages us to work more like a business and less like a hierarchical organization. In the past, we worked primarily as stand-alone elements. Now we work more as regional teams composed of members from many districts, other divisions, and our customers. North Atlantic Division (NAD) has shown that this can be a win-win situation for the Corps and our customers.

Federal Creosote Superfund Site

NAD has the largest Superfund program in the Corps, more than 50 percent of all program funding. The Federal Creosote Superfund Site Project in Manville, N.J. is one of several large-scale Superfund projects that New York District is working on with the Environmental Protection Agency's (EPA) Region II. The \$175 million project involves cleaning up creosote that contaminates the soil and groundwater of a 50-acre residential and commercial property.

The project delivery team includes New York District as lead, Philadelphia District, Baltimore District, as well as support from other districts, divisions, and EPA Region II.

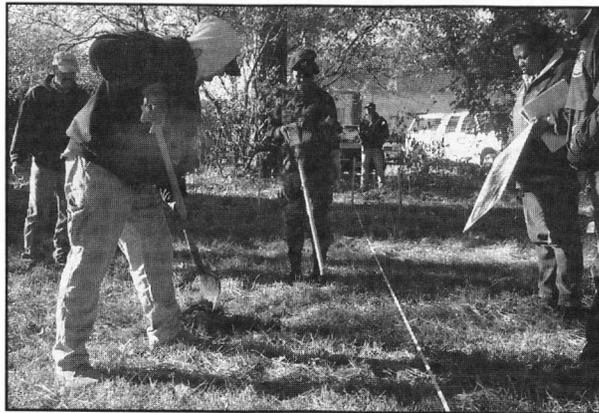
Corps Benefits — "In the initial forming of our project delivery team, we wanted to tap the expertise of New York District's Real Estate office, but they were occupied with other critical projects," said Gene Urbanik, Acting New Jersey Area Engineer. "We needed depth and flexibility, and decided to work with other NAD districts. For instance, we were able to use the services of Baltimore District's Real Estate office, which supplied us staff. Without this capability, we wouldn't have been able to efficiently relocate area residents, which would have delayed the project."

Customer Benefits — "EPA and the project delivery team created a cost tracking system to keep on top of the project's budget," said John Frisco, who manages the Superfund program for EPA Region II. "Keeping track of our budget has become very important, especially in the last few years as the national demand for Superfund monies has exceeded the available program budget. This useful system was created successfully and promptly due to the knowledge and expertise of the team members. The system has not only helped monitor costs at Federal Creosote, but has also served as a boilerplate for other joint EPA/Corps Superfund projects."

Explosive Research & Development Loading Facility

New York District is building an Explosive Research and Development Loading Facility that will give Picatinny Arsenal a high-tech consolidated complex where advanced explosives can be researched and developed. Presently, Picatinny performs this work in substandard facilities scattered throughout the installation.

The project delivery team includes New York District as lead, Europe District, Norfolk District and



(Left) Col. Yvonne Prettyman-Beck, Norfolk District Engineer, uses a magnetometer to search for buried munitions at the Former Nansmond Ordnance Depot (FNOD). (Right) Project team members drained Horseshoe Pond at the FNOD to investigate magnetic anomalies. (Left photo by Jerry Rogers, right photo courtesy of Norfolk District)



the customer, Picatinny Arsenal.

Corps Benefits — "This is a one-of-a-kind research and development facility that required staff with special knowledge and experience of explosives, explosive safety design, and requirements to support the user's mission function," said Jeffrey Frye, project manager. "Having the flexibility to pick and choose team members from other districts enabled us to get the region's best people with the right expertise."

Customer Benefits — "I was concerned at first about the quality of the project when I learned the Corps planned to use team members from around the world," said Joseph Christiano, Energetics & Warhead Group. "However, I quickly realized that the team members from the other districts possessed extensive knowledge and expertise. The entire team communicated well and we were able to capture all the mission critical requirements of the daily functions of the Energetics and Warheads group that will occupy the new facility."

Former Raritan Arsenal

NAD performs environmental cleanups under the Defense Environmental Restoration Program. One of these projects is the Former Raritan Arsenal Project in Edison, N.J. The former arsenal's missions included the transshipment, storage, renovation, and salvaging of ordnance and military vehicles.

After the arsenal's closure in 1961, the site was cleaned in 1963, but some areas were still contaminated with high explosive ordnance, chemical warfare agents, and hazardous and toxic waste.

New York District is managing the environmental soil and groundwater investigations and clean ups at the site. Recently, the team has been evaluating groundwater contamination and its potential impact on indoor air quality in buildings (including three child daycare centers) on the site.

The project delivery team includes New York District as lead, New England District, Baltimore District, other district offices from other divisions and the customer, the Department of Defense.

Corps Benefits — "Because of the flexibility of having regional teams we were able to find the best group of people to work on this project," said Jim Moore, project manager. "Since New York District is not an HTRW design district, New England District has provided design support for the arsenal project team since the early 1990s. As new chal-

lenges were encountered, the team was augmented with experts from Baltimore District and districts from other divisions. The collaboration of multi-district project delivery team in the field of vapor intrusion has allowed us to develop an indoor air evaluation process, and determine the potential health impacts."

Customer Benefits — "DoD has described the team's success in its Annual Report to Congress, which is an indicator they are pleased with the work being performed. As a regional team we are using these funds economically. We are using the funds to pay for the work to be done with a blend of in-house and contractor forces. So we are making the best use of our customer's funds," said Moore.

Tacony Warehouse Demolition & Site Restoration

NAD performs environmental restoration projects under the Base Realignment and Closure (BRAC) Program. One of these projects is Baltimore District's Tacony Warehouse Demolition and Site Restoration in Philadelphia.

This project consisted of demolishing of two major warehouses and various outbuildings. Restoration of the site included excavating and disposing of soils and construction debris contaminated with trichloroethylene/perchloroethylene solvents.

A project delivery team included NAD's Baltimore District as lead, Philadelphia District, various field offices, plus customer representatives from the Fort Dix BRAC Office, BRAC Atlanta Office, and the Fort Myer Garrison Commander.

Corps Benefits — Regular team communication made this project a success. "Weekly meetings with all team members allowed the team to resolve issues in a timely fashion and continue moving forward while adjusting to overcome the challenges discovered during the project," said Roger Moore, project manager.

Customer Benefits — "This communication among the team members helped us to meet the needs of the customer. "This team used open and continuous communication to keep the customer's objectives paramount to their own, and resulted in accomplishing stated objectives while overcoming additional environmental challenges as they were

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Insights

We won't live forever; make every day count

By Col. Mark Fentress
Chaplain, U.S. Army Corps of Engineers
Artwork by Jan Fitzgerald
HECSA

If we all discovered that we had only five minutes left to live, every phone in the world would be ringing because people would be calling other special people to stammer that they loved them. Why wait until the last five minutes?

Anonymous

What do these great Americans...Abraham Lincoln, John Kennedy, and Dr. Martin Luther King, Jr...all have in common? They are all dead. In fact, death comes to all of us.

I can hear you already...“Padre, please! Not a gloom-and-doom topic like death!” Well, friends, I have to differ with you. This is *not* a gloomy topic. Rather, it is a *provocative* one which we all must come to terms with, if we are to live life to its fullest.

In short, that simple fact that we will not be in this world forever should motivate and inspire me to make every day count. The Psalmist put it in this way: “Teach us to number our days aright, that we may gain a heart of wisdom.” (Psalms 90:12).

Folks, it's so easy to lose our way while on this journey through life, to lose sight of those precious things that produce a true and lasting sense of hap-

piness and fulfillment. And to acknowledge that some things are of minor importance.

A friend and fellow clergyman shared with me a sad note he had received from a lady who lived too much in the future that she forgot the precious treasure of today. She wrote:

“First, I was dying to finish high school and start college...”

“Then I was dying to finish college and start working...”

“Then I was dying to marry and have children...”

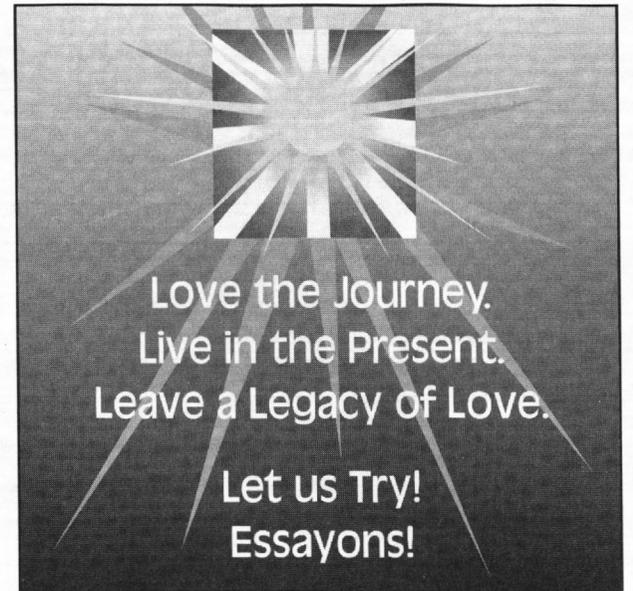
“Then I was dying for my children to grow up so I could return to work...”

“Then I was dying to retire...”

“And now, I am dying, and suddenly I realized that I forgot to live.”

That's certainly a sad and sobering testimony from one lost soul. And there are hundreds of thousands just like her all over the world. Some living in the past. Others wrapped so much up in tomorrow that they have forgotten to live for and to celebrate today. Never forget that today is God's gift to you and me, and that's why we call it the “present!”

In closing, today is your moment and grand opportunity to start your life anew. Be intentional about taking time to enjoy the priceless blessing of life — your beloved spouse, children, grandchildren, friends, fellow Soldiers, and “Battle Buddies,” and even your walk with God.



A friend of mine who beat cancer recently said to me, “Mark, life is way too short and much too fast!” May his words inspire us to celebrate and be thankful for each day God gives us. And may we leave behind a life well lived, a legacy of love that made a difference, which will be noted 5, 10, 15, 25, 50, or 75 years from now, when someone writes our obituary.

Prayer: Lord God, we thank You for the miracle of each new day. Inspire us to live it to the fullest of our ability. Also continue to bless and watch over our comrades serving in harm's way and their families back home. **Essayons and amen.**

May God bless you with a wonderful life!

In faith and friendship,

Chaplain Mark

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

HQ hosts 1st German exchange officer

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

Headquarters hosted the first Bundeswehr (Germany Armed Forces) officer to visit the U.S. Army Corps of Engineers under the German-American Reserve Officer Exchange Program.

Citizen-soldier. Lt. Col. Martin Strobel visited Headquarters June 15 through June 30. In his usual military duties, Strobel is the S-3 (Operations & Training Officer) of the 270th Engineer Bridge Battalion, a float bridge unit in the Bundeswehr's Reserve. In civilian life, Strobel lives in Ingoldstadt and works for Audi in a joint venture that manufactures cars in China.

Besides Headquarters, Strobel visited the Pentagon, the National Guard Bureau in Washington, D.C., the Armed Forces Command for Bundeswehr operations in the U.S. and Canada, the Washington Aqueduct, and the 229th Engineer Battalion (Combat), a sapper (combat engineer) battalion in the National Guard's 29th Light Infantry Division.

Sand tables. “They were doing some of their annual training at Fort A.P. Hill,” Strobel said. “We visited their lane training, specifically their night MOUT operations (Military Operations in Urban Terrain). It was all night and all morning, clear-

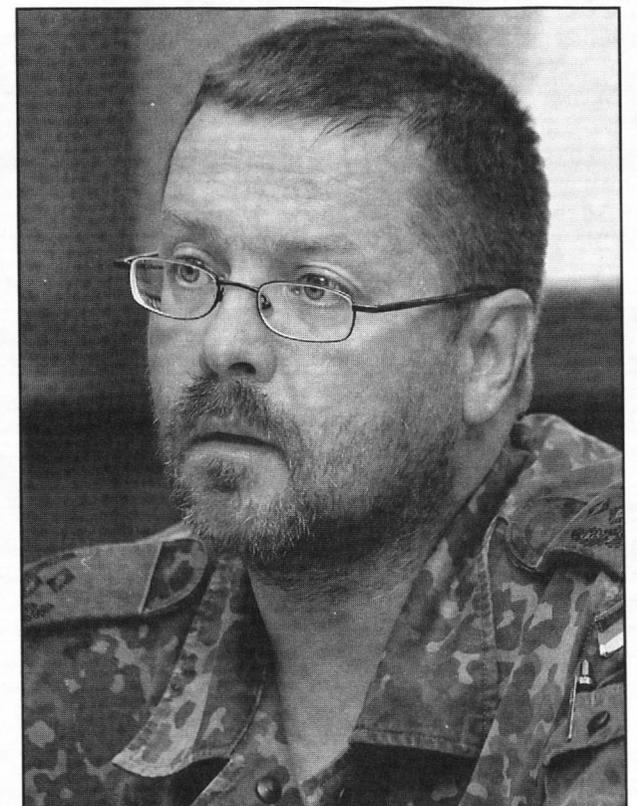
ing weapons cache areas and blowing up a bridge.”

Strobel says he learned some other differences about the way that the American Reserve and National Guard System operates.

“I learned some things about the system of the National Guard in the United States, differences regarding their payment of training,” he said. “And I also learned some things in the field with the sapper battalion. For example, the sand table. Just with a few things, not complicated, they make a sand table so that everybody in the squad can see what the squad is going to do, and what he is going to do. So I have learned a lot, and I will try to implement those things in our next year's annual training.”

Tourist. But it wasn't all work for Strobel. “I've had the chance to go out and see the museums in Washington, to see the monuments, and in the evenings I had the chance to have some different kinds of food.” Strobel also visited the Civil War battlefield at Gettysburg, Penn.

Maj. Todd Johnson, the National Guard Advisor at Corps Headquarters, will reciprocate by visiting the Bundeswehr early next year. Since Germany does not have a major army command like the Corps of Engineers, Johnson will spend three weeks with the 100th Engineer Brigade in Minden, and the 270th Engineer Bridge Battalion in Ingoldstadt, where he will also visit Strobel during his monthly reserve training.



Lt. Col. Martin Strobel was the first German exchange officer to visit USACE.



Fast action repairs hurricane damage

Article and Photo
By Marilyn Phipps
Mobile District

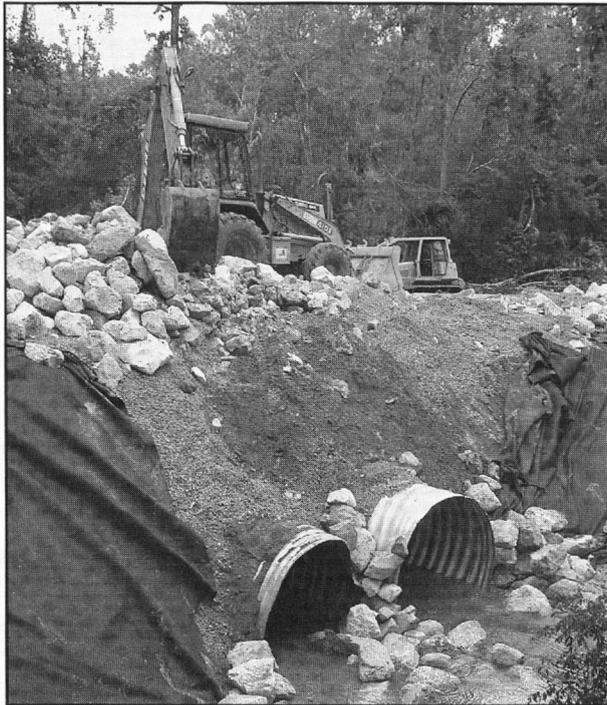
When lock operator Tim Waltman went to work on July 12, he was prepared to be busy as Hurricane Dennis slammed into the Gulf coast and moved inland. What he did *not* expect was an extended stay at Claiborne Lock and Dam, or to face the challenges left in the wake of the storm.

The lock and dam, about 20 miles from Monroeville, Ala., lost power and was operating using an emergency generator. The diesel supply was dwindling as the generator hummed on. If the fuel ran out, it would affect lock operations and could pose a threat to public safety. Waltman was all too aware that this was not a normal shift at work.

Fellow lock operator Ronnie DeWise saw some damage from the hurricane (trees down and debris) as he drove to work, but he did *not* expect to find the road to the lock and dam to be washed out. DeWise was driving down the 20-foot-wide road watching for debris when he came upon a new gully — *in the middle of the former road!*

The relief operator knew there was some flooding from the tropical rains, but he did not expect to find a gully 60-by-20-feet wide and in places 14 feet deep. DeWise called the site office to report the problem and relay the information to Waltman.

To make this event more of a challenge, Edward "Ike" Lyon, the Alabama River Lakes site manager, was deployed to the Alabama Emergency Management Office as the U.S. Army Corps of Engineers' liaison. With a couple of calls, Lyon organized a team. He tapped park managers Frank McIntosh and Jason Haynes, construction representatives Terry



Heavy equipment repairs road wiped out by Hurricane Dennis. (Photo courtesy of Mobile District)

Sharpless and Ed Dollar, park ranger Roy Ellis, and project manager Danny Hensley.

A call went out to the county to discuss how soon the road could be repaired. The county representative said they had other repairs that needed to be made first.

Meanwhile, the clock was ticking, and the fuel supply at the lock was dwindling.

A few more calls and the county and Corps struck an agreement. The county could supply the culvert pipes if the Corps could make a temporary repair. However, the county wanted to use larger pipes than the ones that washed out.

Tapping available resources, a call went out to the Alabama River Lakes operations and maintenance contractor, Ferguson-Williams. They agreed to do the work. The first step was to position the large roadwork equipment, and the challenge was where to store the large machines.

So another call went out to a retired Corps employee who lived along the road to the lock and dam. He agreed the equipment and flatbed trailers could be stored on his land.

The construction crew showed up and had people waiting on both sides of the new ditch — the power trucks on one side and county residents on the other. The first job was to build a temporary dirt road to get the fuel truck to the lock. The power company and electric co-op trucks took advantage of the road, as did the stranded citizens.

The next day the work began in earnest, removing the old pipe, prepping the area for the new larger culvert, laying the pipe, putting down weed cloth, positioning rock for the riprap and placing each riprap rock by hand and finally compressing the crushed limestone used as the temporary road surface.

The county also provided equipment and operators to remove debris and to help widen the creek bed.

The new team working together completed a temporary repair by the end of the day July 14. All that remains to be done is for the county to build a permanent road. Until then, the lock operators are secure in knowing that it should be a long time before they are stranded again.

IJC manages U.S., Canada water issues

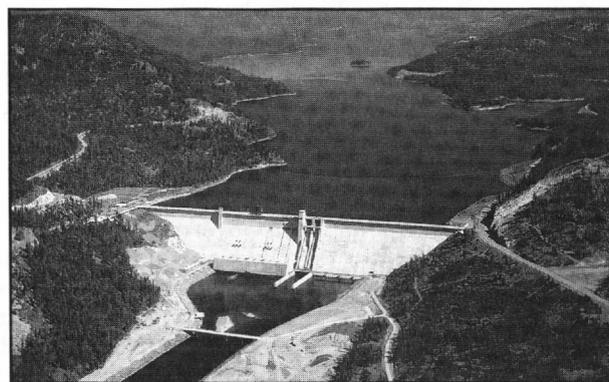
Water has been at the center of conflicts throughout history, pitting neighbor against neighbor. The U.S. Army Corps of Engineers plays an important role in maintaining peaceful relations with Canada regarding water. As water managers, Corps commanders for districts on the Canadian border sit on boards of control for the International Joint Commission (IJC). In addition, the Northwestern Division commander is a part of the U.S. entity implementing the Columbia River Treaty (CRT).

The treaty is an agreement between the U.S. and Canada that funded the construction of Canadian dams (Mica, Keeleyside, and Duncan) and Montana's Libby Dam, whose reservoir extends into Canada, with U.S. money. In exchange for this funding, the U.S. gained important flood control and power benefits from these storage dams. President Dwight Eisenhower and Canadian Prime Minister John Diefenbaker signed the treaty on Jan. 17, 1961.

The treaty is a coordinated plan that viewed the Columbia River Basin as a transnational system. The storage dams built in Canada meant that downriver users were no longer as dependent on seasonal fluctuations in river flows. The storage dams ensure the necessary water will be in the river to meet hydroelectric demands regardless of season within the basin and beyond its borders. They also provide critical flood control benefits for the Columbia River Basin.

The International Joint Commission is an independent bi-national organization established by the Boundary Waters Treaty of 1909. Its purpose is to help prevent and resolve disputes relating to the use and quality of boundary waters and to advise Canada and the U.S. on related questions. IJC members pursue the common good of both countries as independent and objective advisors to the two governments.

There are orders for controlling each basin, and the commission appoints boards as local representatives



The reservoir of Seattle District's Libby Dam lies in both Montana and Canada. (Photo from the Digital Visual Library)

to administer the guidelines for the specific water body.

"There are always some special issues arising that need to be addressed," said Seattle District's Larry Merkle. "The boards act as the local action arm to reach resolution."

The Corps is represented on 18 boards of control established by the IJC to address distinct watershed or environmental issues. For instance in Seattle District, the District Engineer, Col. Debra Lewis, sits on two boards — the International Kootenay Lake Board of Control (for which she is co-chair), and the International Osoyoos Lake Board of Control.

In July, leaders from Northwestern Division accompanied congressional leadership on a trip to Vancouver, British Columbia, to meet with commissioners and hear presentations on the IJC and the treaty.

Gary Loew from Headquarters; Brig. Gen. William Grisoli and Jim Barton from NWD; and Lewis and Merkle from Seattle district; traveled with U.S. Representatives Dave Hobson, Mike Simpson and Kay Granger. Hobson (R-Ohio) is Chairman of the En-

ergy and Water Development Appropriations Subcommittee, and is also a senior member of the Defense Subcommittee. Granger (R-Texas) and Simpson (R-Idaho) serve on the Appropriations Committee.

Lewis has found the IJC and the CRT helpful. "The level of international cooperation is outstanding," she said. "Virtually all issues are resolved by consensus."

The boards each have a public meeting annually to hear and address concerns within the authority of the particular board of control. These meetings allow the public to be heard, and the board to explain the rules for control of water levels in the lakes and to address other pertinent issues.

"We couldn't ask for a better relationship than the one we have with our Canadian counterparts," said Merkle, who has worked with several sets of commissioners in the past 15 years. "The commissioners, who are appointed by the U.S. President and the Canadian Prime Minister, are always people with tremendous experience and ability."

The relationship between the all of the parties is not only is an efficient application of the Corps knowledge and expertise, but also is a functional model of international cooperation.

"Because of the excellent partnership between the two countries on the overall operation of this complex international river system, we frequently get visitors from other countries who want to learn the secret to our success," said James Barton, Chief of Water Management in NWD, who has been involved with the treaty for more than 10 years. "We've had visitors from China, Mozambique, and are currently hosting a delegation from Iraq who wants to foster better cooperation on water management with neighboring countries such as Turkey."

(This article was compiled from numerous people and staff reports, according to Ken Holder in the Public Affairs Office of NWD.)

Value Engineering

WW II innovation fuels 21st century economic engines

By Mike Tharp
Los Angeles District

A cost-savings system born of war-time necessity, which later helped make Japan an economic superpower, is now saving the U.S. Army Corps of Engineers billions of dollars.

Bill Zeigler, Los Angeles District's value engineering (VE) expert, and Japanese corporations both recognize the enormous contributions of a former General Electric engineer, Larry Miles, and his strategy to enhance value in a product or service. Miles is widely credited with creating the VE concept as a productivity and cost-savings measure in the 1940s while at GE.

Like the Japanese, who devoured Miles' theories to help them become an industrial superpower, Zeigler and the Corps have incorporated VE lessons into an internationally acclaimed program. And like Miles himself, Los Angeles District and the South Pacific Division recently have been recognized for their efforts with two prestigious engineering awards presented each year for saving the taxpayer's dime and time.

The district won the Alphonse J. Dell'Isola Award for "outstanding accomplishment in construction" related to the mammoth \$216 million Los Angeles County Drainage Area (LACDA) flood control project in southern California. LACDA was completed five years ahead of schedule and \$150 million under budget.

The division won the Gordon Frank "Outstanding Achievement in Government" award for its "reinvigoration of the regional Value Engineering Program" throughout its three districts in five states.

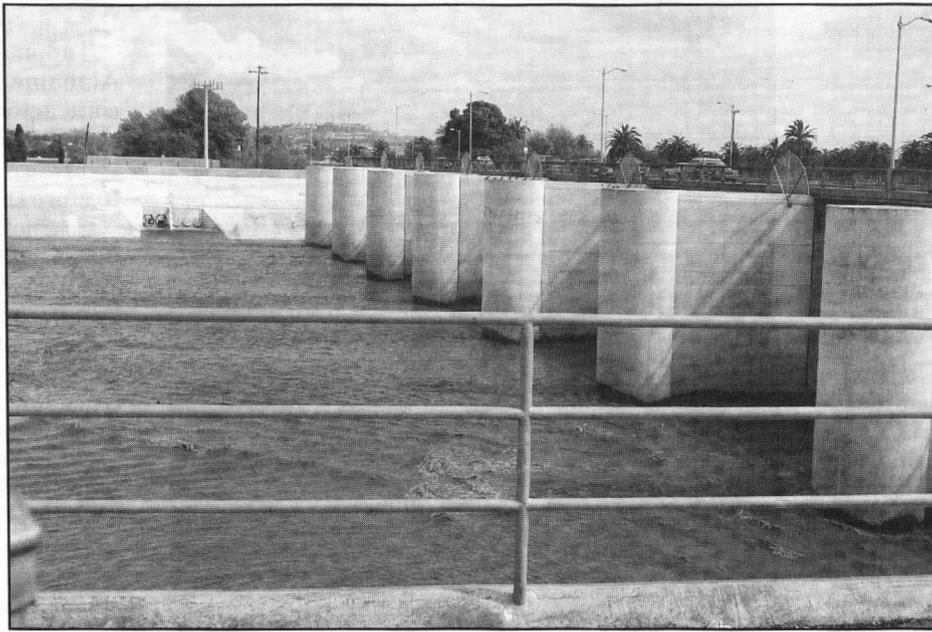
SAVE International, a global professional organization dedicated to the advancement of value engineering and related project management disciplines and techniques, presented the awards in June at the group's annual conference in San Diego.

One of the best

The Corps uses VE to identify improvements in defense systems that can reduce costs and increase performance. Corps-wide, VE has been used since the mid-'60s, and historically the program has returned \$20 for each dollar spent on the VE effort. The bottom line — an estimated \$4.3 billion in construction of facilities, without additional fund requests to Congress.

"We've had international recognition for some time," says Michael Holt, chief of Value Engineering/Value Management at Corps headquarters in Washington, D.C. "We're known among the best in the world."

In addition to the SAVE trophies, the district also won in June the 2004



Thanks to value engineering, the Los Angeles County Drainage Area flood control project in southern California was completed five years ahead of schedule and \$150 million under budget. (Photo courtesy of Los Angeles District)

VE Organization of the Year Award presented by the Pentagon. And individually, Zeigler won the 2002 VE DoD Award.

The Office of Management and Budget in 1993 began to require that all federal spending more than \$1 million have a VE study completed. The law includes proposed construction or operations and maintenance projects, as well as procurements. A 1996 proviso required that all federal agencies have a VE presence and use VE procedures. "The earlier value engineering is employed in a project, the sooner savings can be realized," declares one Corps Web site.

Besides applying VE to its own projects, the Corps regularly helps other federal, state, regional, county, and city agencies, as well as other nations, begin their VE programs. At one VE workshop, for example, Holt reckons that the Corps saved another government agency \$100 million, bringing it back into the black and on schedule. The other agency "was way over budget on that one, but didn't want to ask Congress for more money," Holt explains.

During the last five fiscal years, the Corps' VE savings and cost avoidance have totaled \$231.7 million in its military projects, and \$488.4 million in civil works, for a total of \$720.1 million.

VE is applied to contract negotiations, innovation, independent technical review, civil works planning assistance, and to preparing the scope of projects. It is also used to grow a contractor's profits, expand work for construction contractors and increase the number of local contractors. High-profile projects bolstered by VE in recent years include an Indianapolis waterfront, Mississippi River levees, a Louisiana sanitary sewer, and a Chicago shoreline.

Earning awards

For the LACDA SAVE award, Zeigler said the VE study on the flood-control project was conducted in 1993. He estimated that VE saved a total of about \$61 million, a 13 percent cost reduction, on the project — \$10.5 million from ideas related to the parapet walls of the L.A. River, and another \$50.5 million on other modeling of the river. The VE study cost \$770,000 (including \$700,000 for the additional modeling). Zeigler calculated the cost/savings ratio for LACDA at \$79.22 for each dollar spent.

In the nomination for SAVE's Gordon Frank "Outstanding Achievement in Government" Award, South Pacific Division said that in the three fiscal years after 2001, the division rose to first among its peers in VE performance. In fiscal year 2004, the division accounted for one-fourth of the Corps' total monetary savings, and undertook one-third of all Corps VE studies. That same year, savings credited to VE more than doubled to \$22 million, while scheduled VE studies nearly tripled.

At DoD's own VE ceremony at the Pentagon, LA District received the "Top Defense Organization Award" for tripling the number of VE workshops, documenting \$22 million in savings/avoidance, and using the VE College Initiative Program to introduce University of Southern California students to Corps and VE through a life project. LA District Engineer Col. Alex Dornstauber accepted the award on behalf of the district.

Invention of VE

The man behind VE was born and raised in Nebraska, the son of schoolteachers. After stints as a teacher, principal, and bank cashier, Miles be-

came a design engineer at GE in 1932. In a stunning prelude of things to come, during his first six years at the company, he earned 12 patents for vacuum tubes and related circuits.

But it was in 1938 that Miles had his "Eureka!" moment. As Miles related in 1977, he burst into his boss's office in Schenectady, N.Y., and demanded, "Doesn't anyone in GE care what things cost?" Impressed, or stumped, or both, Miles' boss called *his* boss, who said, "Send him over."

During World War II Miles was assigned the task of "finding, negotiating for, and getting" vital military-related materials, such as steel, copper, bronze, tin and nickel. They were always in short supply, so Miles resorted to the basics. "If I can't get the product, I've got to get the function. How can you provide the function by using some machine or labor or material that you can get?"

Thus was born a truly new intellectual discipline, value engineering, and Miles began to refine it and preach its gospel in the late 1940s. SAVE International's Web site defines the concept:

"Synonymous with the terms value management and value analysis, value engineering is a professionally applied, function-oriented, systematic team approach used to analyze and improve value in a product, facility design, system or service — a powerful methodology for solving problem and/or reducing costs while improving performance/quality requirements.

"By enhancing value characteristics, Value Engineering increases customer satisfaction and adds value to your investment. Value engineering can be applied to any business or economic sector, including industry, government, construction and service. Using value engineering is a very successful long-term business strategy."

Japan and VE

Exhibit A: The Japanese economic miracle. In the 1980s, corporate America scrambled to learn the secrets for Japan's economic success. It started in the 1950s with Japan's wholesale embrace of certain American business theorists. Foremost among them were Miles (VE), W. Edwards Deming (quality control), and Peter Drucker (management). Unappreciated in America, the innovative ideas of these men were studied, copied, and enshrined on Japanese factory floors.

So impressed and influenced were the Japanese that they bestowed on Miles a rare prize for a foreigner, the Imperial Award, Third Order of Merit with Cordon of Sacred Treasure. Miles was honored posthumously in 1985. Only three other Americans have received the award, and two of them were Deming and Drucker.

Continued on page six

New book remembers 'Forgotten War'

The Office of History has formally released its latest publication, *Remembering the Forgotten War: U.S. Army Engineer Officers in Korea*. The book is a richly illustrated collection of oral history interviews, drawn largely from the U.S. Army Corps of Engineers oral history collection. The book was released on July 13 at a reception in Headquarters hosted by Lt. Gen. Carl Strock, Chief of Engineers.

Remembering the Forgotten War is a decidedly different look, and a different format for the Office of History. Engineer officers, veterans of combat in Korea, tell their stories in their own words in an anthology of oral history interviews. The 52 separate stories are drawn from 26 oral history interviews and one published memoir.

Different kind of book. The Office of History collected the interviews during a 20-year period beginning in the late 1970s. Barry Fowle, the book's original editor who retired in 1998, conducted 10 of the interviews. Corps historians Paul Walker and Marty Reuss also contributed several interviews, as did former staff members John Greenwood and Charlie Hendricks.

Several years after Barry Fowle retired, John Lonnquest became the book's editor. Although many of the interviews had already been selected, much work remained to be done.

Perhaps the most challenging aspect of the publication process was to develop a layout that would knit together the disparate interviews into a thematic and stylistic whole. To develop the layout, Lonnquest worked closely with Jean Diaz, the Office of History's talented editor. Working with a local layout designer, Lonnquest and Diaz prepared the manuscript for publication.

Their goal was to create a visually appealing book with a layout that enhanced the interviews by providing background information, coupled with maps and hundreds of photographs. They wanted those reading the book to experience the war through the words and pictures of the engineers who fought there.

Another crucial element in the production process was designing the book's cover, and for that the Office of History turned to Jessa Poppenhager, its gifted student intern.

Oral history. The interviews offer decidedly personal glimpses of the Korean War, and reflect a cross section of the engineer officer corps, ranging from second lieutenants to general officers. Through reading these oral history interviews, readers learn more about the officers and men of the engineer regiment who served in Korea. Indeed, that diversity is one of the virtues of oral history, for it lets us hear many of the voices from that conflict.

Some of the interviews are stories of triumph and tragedy. One such story was Capt. Lawrence Farnum of the 2nd Engineer Combat Battalion. When the 2nd Infantry Division was cut off at Kunu-ri, Farnum led a group of 150 survivors on an 18-hour trek, at night and through enemy territory, to safety.

Other interviews recalled the day-to-day life of an engineer in Korea. 1st Lt. Maurice Roush remembered the Korean road network or, more precisely, the lack thereof. When monsoon rains fell what roads there were quickly turned into muddy quagmires. Roush recalled that he once watched a three-quarter-ton truck sink into a muddy road until "all that was left were some bubbles."

Other interviews reflected the capriciousness of war. One such story was 2nd Lt. James Trayers. After graduating from West Point in June 1950, Trayers selected the Corps of Engineers, and two months later he became a part of the First Calvary Division, then holding part of the beleaguered Pusan perimeter.

When Trayers and a classmate reported for duty, the harried personnel officer asked the young lieutenants if they had been to the engineer basic course.



These are two of the many Korean War photos featured in "Remembering the Forgotten War." (Photos courtesy of the Office of History)

"No," they replied. "Well, you're as qualified to be an infantry officer as you are an engineer," said the personnel officer. With that he reached into his pocket and took out a 50-cent piece. "You call it," he said to Trayers. "If you get it right, you go to the engineers, otherwise we'll assign you to the infantry." The two lieutenants called heads, the coin fell in their favor, and soon they were on their way to join the 8th Engineers.

Powerful photos. But as powerful as the stories are, words alone did not accurately reflect the engineer experience in Korea. For today's readers to understand the conditions in Korea, the book needed a powerful visual component.

Consequently, to complement the text the editors selected 245 images, drawn mainly from the holdings of the National Archives and the Office of the Command Historian, U.S. Army Engineer School. These images poignantly depict many of the people, places, and events mentioned in the interviews. The pictures provide a human dimension to the conflict, and they offer mute testimony to the many hard-



ships the engineers, and the Korean people, endured during three long years of war.

But the pictures were not all grim, and many of the images, particularly those supplied by the interviewees, reflected the lighter side of the engineer experience including snapshots of friends and family, scenes from camp life, and other images that reflected the working life of engineers in theater.

Honor. The accounts of our Korean War veterans, coupled with a rich body of photographs, produce a vibrant picture of engineer operations in Korea. It is our hope that this history honors the accomplishments of the engineers who served in Korea, and that their experiences will provide some insight to the engineers of today.

Copies of the book can be obtained by writing the U.S. Army Corps of Engineers Publications Depot, 2803 52nd Avenue, Hyattsville, Maryland 20781-1102. Please include the engineer publication (EP) number, 870-1-66, with your order. (John Lonnquest of the Office of History wrote this article.)

Dredge rescues Marine

By Connie Pletl and Fred Lehman

The crew of the U.S. Army Corps of Engineers' dredge *Merritt* rescued a man from the New River Inlet July 9 by after he was caught in the swift ebb tide current. Marine Cpl. Tony Frey was with several of his friends at the northernmost end of Topsail Island when he decided to take a swim.

"I was out in the water, and it wasn't that deep, when all of a sudden I couldn't feel the bottom," said Frey, who is stationed at Camp Lejeune Marine Corps Base. "I started getting sucked out."

One of Frey's friends said he briefly thought about going after Frey. "I was going to go after him, but then I thought I'd get sucked out too, and wouldn't be able to help," he said.

Instead, Frey's friends started waving and yelling to the crew of the dredge.

The *Merritt* was inbound at New River Inlet after working for 12 hours on the inlet bar when second mate Tommy Bourbeau and dragtender Robbie Page saw several people on the shore waving and pointing astern of the vessel.

Scanning the surface of the ocean, they spotted a swimmer in distress about 800 feet from their ship. Taking quick action, the mate turned the ship around and proceeded to the area to offer assistance.

Capt. Ray Bleam, alerted by the vessel's turning, returned to the pilothouse and took charge of the rescue operation by sending all hands to the bow. Bleam quickly maneuvered his ship close to Frey by overcoming the ebb current and falling tide. With the rest of the crew on the bow, Page tossed a life-ring to Frey, who managed to grab it and hold on.



The *Merritt* crew reunites Marine Cpl. Tony Frey with his friends. (Photo by Connie Pletl)

Page and the other crewmen, assistant chief engineer David Cribbs, assistant engineer Van Sellers, and deck welder Willie Blackman, pulled Frey closer to the ship with the tag line, which was fastened to the life-ring. The crewmen next lowered the eye of a mooring hawser over the high bulwark on the starboard side. When Frey was able to get a leg into it, all five men hoisted him up and over the rail to safety.

Frey expressed deep gratitude toward the *Merritt* captain and crew. The dredge crew then took Frey back to shore, and he reunited with his friends.

North Topsail Beach police officers Timothy Mitchum and Rob Davis, as well as the rescue squad, were also on the scene.

"There are 'No Swimming' signs posted at the access," said Davis. "It's a dangerous place to swim." (Story reprinted permission of the "Topsail Voice" newspaper. Connie Pletl is managing editor of the "Topsail Voice". Fred Lehman is second mate of the dredge "Fry.")

How to reach the top of fed. service

If your goal is to reach the pinnacle of federal civilian service, the Senior Executive Service (SES), you need to become familiar with the unique application process for SES positions.

If you will be ready to apply for SES positions in the near future, you need to set aside the time to develop your best possible application package. Preparing a good package requires a considerable amount of time and effort. If the SES represents a longer-range career goal, an understanding of the application process may help you seek out assignments that will improve your competitiveness for SES jobs later in your career.

SES members generally serve under a single pay band with a minimum rate of \$107,550 and a current maximum of \$159,200. At this time, USACE has 45 permanent SES positions, and competition for them is keen.

SES jobs are announced on USA Jobs. Qualification requirements are included in each SES vacancy announcement. Time-in-grade restrictions applicable to the General Schedule are not applicable to the Senior Executive Service. Applicants for SES jobs apply directly to the employing agency (or servicing organization) for each specific SES vacancy announcement. (Applicants may not use the self-nomination or on-line application processes available for non-SES jobs.)

USACE announcements provide instructions for submitting applications directly to the Department of the Army's Human Resource Management Directorate. Under current Department of the Army policy, SES job announcements are open for only 14 days. Candidates need to have an application ready in order to respond within this short timeframe. The application package must include:

- An application or resume.
- A supplemental experience statement addressing the job qualifications.
- A performance assessment.

If the job is a Critical Acquisition Position (CAP), applicants must also submit a one-page statement addressing CAP qualifications.

Application or resume

Applicants may submit a resume or other application form, such as Optional Application for Federal Employment (OF 612) or Standard Form 171 (Application for Federal Employment). Resumes or other application forms must address the requirements of each specific vacancy announcement including education, work experience, and other qualifications.

Supplemental Experience Statement

Applicants must meet two types of qualifications for any SES position — Standard Executive Core Qualifications (ECQs) established by the Office of Personnel Management for all SES positions, and specific professional/technical qualifications (if any) for the particular position advertised.

The ECQs are:

ECQ 1...Leading Change. This executive core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent is the ability to balance change and continuity, to continually strive to improve customer service and program performance within the basic government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.

ECQ 2...Leading People. This executive core qualification involves the ability to design and imple-

ment strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

ECQ 3...Results Driven. This executive core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through the strategic planning, implementation, and evaluation of programs and policies.

ECQ 4...Business Acumen. This executive core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision-making.

ECQ 5...Building Coalitions/Communication. This executive core qualification involves the ability to explain, advocate, express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive network with other organizations and organizational units, and to identify the internal and external politics that impact the work of the organization.

For assistance in writing your Supplemental Experience Statement, follow the guide at <http://www.opm.gov/ses/handbook.html>, *Guide to Senior Executive Service Qualifications*. The guide describes key characteristics, activities, and/or behaviors associated with each ECQ.

When you describe your experience relating to each ECQ, you should use the key characteristics as guideposts. Structure statements in terms of the Challenge, Context, Action, and Results:

- **Challenge** — Describe a specific problem or goal.
- **Context** — Talk about the individuals and groups you worked with, and/or the environment in which you worked, to tackle a particular challenge (e.g., clients, co-workers, members of Congress, shrinking budget, low morale).
- **Action** — Discuss the specific actions you took to address a challenge.
- **Result** — Give specific examples of the results of your actions. These accomplishments demonstrate the quality and effectiveness of your leadership skills.

Professional/technical qualifications

You must also address any additional professional or technical qualifications included in the vacancy announcement. Professional or technical qualifications may be mandatory or desirable. They may include the ability to develop and carry out a program in the field in which the position is located; e.g., human resources, real estate, research, engineering, etc. Or it might mean specific educational requirements.

Performance assessment

Applicants must submit either a supervisory assessment of your ECQs and technical qualifications for the position, a letter of recommendation that assesses your performance, or your most recent performance appraisal with your application package.

Critical Acquisition Position Requirements

Applicants for SES Critical Acquisition Positions (CAP) must also meet additional statutory and regulatory requirements specific to the position being filled. These requirements are found in Title 10 USC Section 1732.

There are three CAP components — Army Acquisition Corps (AAC) membership requirements, ten-

ure position requirements, and position education, experience, and certification/training requirements. (Note: In appropriate circumstances, the Department of the Army may waive some of these requirements.)

At this time, certain USACE positions in the Engineer Research & Development Center (ERDC) have been designated Critical Acquisition Positions. If you are interested in applying for ERDC SES positions, please review the CAP requirements in an ERDC vacancy announcement, or contact CEHR-E (Beth Shelley) for a copy.

Additional requirements

If you are selected for an SES position, you will be subject to the following additional requirements:

Approval by the Office of Personnel Management — OPM must approve the managerial qualifications of newly selected SES members.

Probationary period — New SES members serve a one-year probationary period.

Security clearance and drug testing — New SES members must be able to obtain a top secret clearance. Drug testing is required before appointment and randomly after.

Financial disclosure — New SES members must submit a financial disclosure statement, SF 278, upon assuming the position, as well as annually thereafter, and upon termination of employment.

Screening for adverse information — Applicants proposed for selection are subject to inquiries as to any incidence of misconduct, malfeasance, neglect of duty, or the appearance thereof. Information gained in this check will be considered in the approval decision.

Mobility — An essential element of the SES is mobility across geographic, organizational, and functional lines. Individuals selected for SES positions may be subject to reassignment requiring relocation. Mobility is an integral part of employment as a USACE SES member.

For more information

A wealth of information about the Senior Executive Service is available on official Web sites. For more information, go to <http://www.opm.gov/SES> or <http://cpol.army.mil/library/ses>. Especially interesting for those looking to prepare for the SES is the *Trail Guide for Future Leaders* at <http://cpol.army.mil/library/train/>

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Continued from page four

It took foreign appreciation of these men, and stunning success from applying their concepts, to make them prominent in the U.S. After seeing the Matsushitas, Toyotas, and Hondas succeed using value engineering, statistical quality control, and managing for results, Americans began applying those re-exported tools to their own enterprises.

The Corps was in the forefront of seizing on Miles's ideas, first using them in Tulsa District in 1964. Ever since, Corps team members have followed his "steps to disciplined thinking," which Miles estimated would provide 25-50 per cent more efficiency in the quality and quantity of mental work. "Improved problem solving, creativity and decision-making can dramatically increase the value of products and services," says a University of Wisconsin Web site devoted to Miles's legacy.

Around the Corps

General officer announcements

Maj. Gen. Thomas Bostick will command the Recruiting Command at Fort Knox, Ky. He previously commanded Gulf Region Division in Iraq.

Maj. Gen. Ronald Johnson, former Director of the Installation Management Agency in Arlington, Va., will become Deputy Chief of Engineers/Deputy Commanding General of USACE.

Tsunami reconstruction

The Corps continues its support of the tsunami recovery effort with a second Participating Agency Service Agreement (PASA) signed on April 21 with the U.S. Agency for International Development (USAID).

After the tsunami struck the Indian Ocean on Dec. 26, the Corps and USAID signed an initial PASA allowing the Corps to provide technical assistance to USAID as part of the recovery and reconstruction efforts. This assistance includes damage and needs assessments, a scope of work, cost estimates, initial environmental reviews, and project implementation services.

A project delivery team from Pacific Ocean Division is currently in the Indian Ocean region and will provide USAID continued support during the next phase of reconstruction. The PASA II signed by the Corps and USAID has three goals — to develop a technical scope of work for the design and/or construction of the road from Banda Aceh to Meulaboh in Aceh Province in Indonesia, to perform the environmental assessment for the road, and to provide the technical support of four persons in Indonesia for about four months.

Contractor open house

More than 100 contractors representing 70 Afghan, American, and international firms participated in the first-ever Contractors Open House on Aug. 13 at Afghanistan Engineer District (AED) headquarters in Kabul.

Col. Christopher Toomey, AED commander, and his staff hosted the afternoon of briefings, which included presentations on doing business with AED, the types of contracts still in line for award this fiscal year, and the district's expectations for contractor work.

"The open house was a critical tool to help small business contractors acquire work with AED," said Edna Sheridan, Chief of Contracting Division. "A major focus of AED is to give more work to local contractors. These companies had an opportunity to market their commodity, network with other companies, and learn about job opportunities."

Call for presenters

Presenters and other speakers are needed for the ninth National Mitigation & Conservation Banking Conference in Portland, Ore., on April 24-27, 2006.

Presenters should be experienced mitigation and conservation bankers, regulators, engineers, bank users, consultants, bonding firms, venture capitalists, nonprofits who maintain banks, public interest groups, and others experienced in the industry.

Presentations should offer real-world examples, and should be tailored to one or more of the topics suggested at www.mitigationbankingconference.com. Conference registration fees are waived for presenters and chairs.

This annual conference is well known as a unique opportunity to connect the Corps with those involved in the soil mitigation and conservation banking industry. The 2006 conference offers a new Corps IRT training workshop, followed by the Regulators' Forum and field trips. It will also offer sessions on emerging markets, tracking progress, setting standards, case studies, and much more.

Register early and save at www.mitigationbankingconference.com, or call (703) 548-5473.



The *Hayward* crew unloads a crashed helicopter that they recovered from the East River in New York City.

Helicopter recoveries

June was a busy month for the crew of the New York District debris collection vessel *Hayward*. The *Hayward* was called into action on two separate incidents to recover helicopters that crashed in the East River only four days apart.

The first accident occurred on June 14 when a helicopter flying tourists around New York City crashed into the East River after takeoff. The pilot and all passengers were rescued by the police department rescue personnel; one passenger was seriously injured.

Tom Creamer, Chief of Operations, heard of the incident and reported it to the Caven Point office. The shipkeeper notified the boat crew, and the *Hayward* got underway to assist in the recovery of the aircraft.

The second crash occurred June 17 when a corporate helicopter went down in the East River near midtown Manhattan. The pilot and eight passengers were hospitalized.

The *Hayward* crew hoisted the second helicopter onto the pier at 38th St., Manhattan, so that fire department personnel could pump fuel from the aircraft, which was reported to be leaking.

During both incidents, the crew of the *Hayward* used the boat's 20-ton crane to remove the damaged helicopters from the water.



The New York District survey vessel *Moritz* towed a disabled police boat from the path of a container ship.

Ship rescue

In May, the crew of the New York District survey vessel *Moritz* rescued a disabled New Jersey State Marine Police vessel and its crew of two policemen from the path of the *Oriental Express*, a 958-foot containership. Behind the *Oriental Express* came a chemical tanker also steaming into the channel.

Upon receiving the distress call, the *Moritz* crew overtook the containership and maneuvered alongside the police boat. The containership was bearing down so quickly on the disabled boat that there wasn't time to transfer the men, so the *Moritz* crew towed the

police boat out of danger with less than a minute before collision.

Rockslide prevention

The Corps, in cooperation with Hawaii and the Directorate of Public Works U.S. Army Garrison Hawaii, began a \$1.4 million rockfall mitigation project in July to remove 13 boulders and stabilize two cliff faces above homes in Moanalua Valley on Oahu.

After heavy rains and landslides damaged more than 30 properties near Tripler Army Medical Center in late 2003, the Corps conducted a rockfall mitigation study. The boulders to be removed range from four to eight feet in diameter and weigh from four to 13 tons.

Prometheus Construction, under contract with the Corps, expects to complete work on the boulder removal and cliff stabilization in a quarter-mile stretch along Ala Aolani Street and Ala Aolani Loop by early November.

"First we're going to install impact or catchment fences below each boulder and cover each one with a net before we break it into little pieces," said Cliff Tillotson, general manager of Prometheus Construction. "Once they're broken into small pieces, we'll place the rock in heavy-duty lifting bags and hoist them to the top of the hill using a helicopter."

Installation Support Employee of the Year

She starts new programs, gets them running, then hands them off. And she's so good at it, she's been named the Corps' first Installation Support Employee of the Year.

Sally Parsons, the Transformation/Base Realignment and Closure (BRAC) Support Program Manager at the Huntsville Center, will receive the award from Lt. Gen. Carl Strock, Chief of Engineers, at a ceremony Aug. 10 in Grapevine, Texas, near Dallas.

"I'm the program manager who starts new programs," Parsons said. "I started the Access Control Point (ACP) Equipment Program and got it running. John Griggs came in, took over that program, and he's been doing a super job."

"After just over a year in that program, I started the Army Facilities Reduction Program with Harold Merschman," Parsons said. That program reduces the number of excess facilities at Army installations through demolition and deconstruction to produce clean sites consistent with environmental and safety requirements.

"Now I'm working on the Army Transformation and BRAC programs," Parsons said. "We're supporting USACE, Army Chief of Staff for Installation Management, and the Installation Management Agency with facility planning, programming, acquisition planning, and lease/buy analyses."

Parsons is integrating the execution of more than 90 brigade level requirements analyses and planning charrettes as Army installations plan to receive more than \$40 billion in facilities in the next six years to support the Army Modular Force, Global Posturing Initiative, and BRAC 2005 stationing initiatives.

Small business award

The Construction Engineering Research Laboratory (CERL) recently received a small business award at the National Veterans Conference in Las Vegas.

CERL received the award from the Veterans Administration and Center for Veterans Enterprise for exceeding its FY04 goals in supporting service-disabled and veteran-owned small businesses. CERL's goal was to award three percent of its contracts to service-disabled, veteran-owned small businesses. CERL obligated more than \$158,000 to these businesses (3.8 percent) of its contract obligations in FY04.

Retiree climbs to all 50 state high points

By Bernard Tate
Headquarters

Sam Collinson really knows how to get high. In fact, he's gotten high more than 50 times. In 1993, he set himself a goal to climb to the highest points in all 50 states, and on June 17 he accomplished that goal when he climbed Mount McKinley in Alaska.

The goal grew slowly for Collinson, who retired on Jan. 3, 2002 after nearly 33 years of service in the U.S. Army Corps of Engineers.

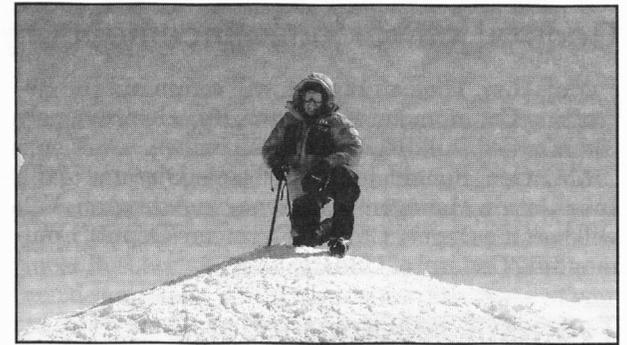
"I didn't really do much hiking until 1985 when Bernie Goode, Chief of the Regulatory Branch, heard about the 62-mile one-day hike from Thompson's Boat-house in downtown Washington, D.C., to Harper's Ferry, West Va.," said Collinson, who worked in Regulatory Branch for 26 years in Headquarters. "So he and I and Jack Chowning started training for that, and that started it. I just kept on hiking, and I started running about the same time.

"By 1988, I realized I had run in quite a few states because when I went on TDY I would run, and when I went on vacation I would run," said Collinson. "So I set a goal to run at least 30 minutes in all 50 states, and in May 1990 I ran in a 10K race in Cape May, N.J., and that was my 50th state.

"So then I thought, 'Well, what am I going to do now?' I started thinking about going to the highest points in all 50 states," Collinson said. "When I was on vacation in Hawaii, the balcony of our hotel faced Mauna Kea, the highest point in Hawaii. I thought, 'Well, I might never get back to Hawaii, so I might as well get that one.' That was in 1993, and I just decided to go ahead and do them all."

Collinson pulls out a thick binder of maps, trip notes, technical information about each high point, and lots of photos... a detailed diary of his quest.

It took him five years to do the first 46 peaks, and eight years to do the last four. His record year was 1995 when he climbed 17 peaks. The lowest high



Sam Collinson on top of Mauna Kea in Hawaii, the first high point in his 50 state quest, and on Mount McKinley in Alaska, his last high point 12 years later. (Photos courtesy of Sam Collinson)

point is Lakewood Park in Florida, 345 above sea level; Mount McKinley was the highest at 20,320 feet. Mississippi was the easiest.

"Woodall Mountain in Mississippi, 806 feet, is a drive-up," said Collinson. "If you wanted to, you could open your car door and put your foot on the high point marker and never even get out of your car."

Mount McKinley was the toughest climb.

"The trip I was on took 17 days round-trip, and there was crampon travel (crampons are ice-gripping spikes strapped to your boots), glacier travel, fixed rope climbs, and snow and ice climbing," said Collinson. "I went with a guide service, three guides and nine clients. We roped up in three teams of four – one guide and three clients."

When Collinson finished the McKinley climb in June, his quest to visit the highest points in all 50 states was complete, and only 137 other people are known to have accomplished that. What did he get for his effort, besides a very interesting diary?

"I've seen a lot of the country that I wouldn't have otherwise seen," said Collinson. "A lot of people see Mount McKinley, but not many people see it up close like this. And I've met a lot of people on the trail, and people that I've hiked with, and I enjoyed that as well."

And the quest motivated Collinson to stay in good physical condition.

"Mostly I just run. I try to run 15 miles a week," he said. "I hike occasionally, and before an event I'll increase the amount of hiking. McKinley was the one I trained most for. I increased my running, included strength training, and worked up to hiking for two-and-a-half hours twice a week with a 60-pound pack."

Even after reaching not one but two 50-state goals, Collinson has not stopped. He plans to climb all the peaks above 14,000 feet in Colorado, and this month he will travel to Colorado to climb two or three of those. He climbed Mount Kilimanjaro in Africa in 2003, and is planning a trip to Europe with his brother to climb Zugspitze, the highest point in Germany, and Mount Vesuvius in Italy. And he is planning a tip to Scotland next year, and plans to climb Ben Nevis, the highest point in that country, while he is there.

When he is not climbing mountains, Collinson does part-time consulting work, mostly dealing with the Clean Water Act and the Corps of Engineers' Regulatory Program.

"When you retire you need to remain active, but some might say I've taken being active to new heights," said Collinson, and smiled.

NAD regional teams

Continued from page one
discovered during the demolition," said Moore.

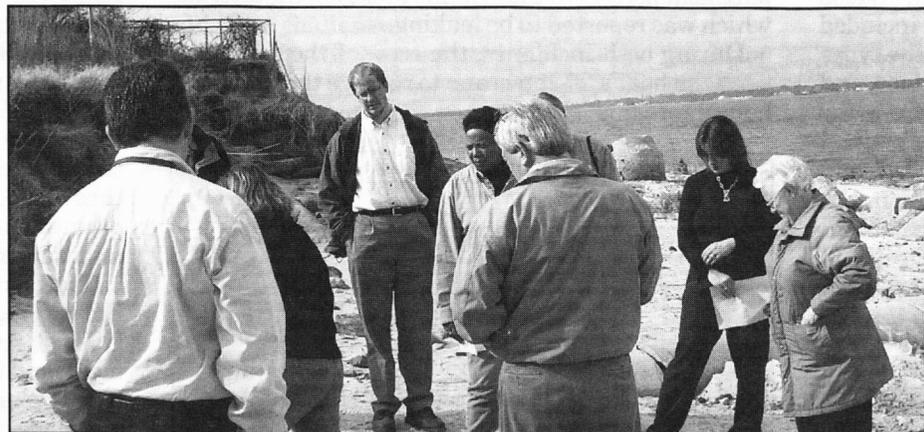
Renovation of First Floor, U.S. Army Hospital, Wuerzburg, Germany

Europe District is heavily involved with construction for the Medical and Dental Command. The renovation of the first floor of the U.S. Army Hospital in Wuerzburg will help bring the facility up to the standards of the command and federal regulation, while also being aesthetically pleasing.

The project delivery team includes Europe District, Philadelphia District, and Medical and Dental Command.

Corps Benefits – "I was backlogged with millions of dollars worth of Military Interdepartmental Purchase Requests," said Frank Gonzales, project manager. "By absorbing an individual from Philadelphia District we got projects out, got task orders issued, and construction began in a timely fashion."

"Philadelphia District was instrumental in completing the upcoming renovation of the first floor of the hospital," he continued. "They spearheaded this and completed 90 percent of the work. It provided excellent support to the Installation Support



Community stakeholders join property owners to tour the cleanup efforts at the Former Nansemond Ordnance Depot. (Photo courtesy of Norfolk District)

Branch, which in turn supports the customer."

Customer Benefits – "Regionalization at the Corps is a successful concept that has provided my organization with efficient and effective solutions to problems that typically require specialized expertise, such as clean room design for a pharmaceutical sterile preparation application," said Mark Wentink, program manager for the U.S. Army Medical Department Activity in Wuerzburg. "I can see a benefit because the Corps is able to pull in someone who may have specialization in an area that I need."

Former Nansemond Ordnance Depot

NAD performs environmental clean up projects under the Formerly Used Defense Sites (FUDS) program that cleans up properties formerly owned, leased, possessed, or used by the military. One of these projects is Norfolk District's Former Nansemond Ordnance Depot (FNOD) in Suffolk, Va. In 1987, crystalline TNT was found at FNOD, and the site would later be added to the National Priorities list of contaminated sites. The Corps is performing this estimated \$125.5 million clean up.

The project delivery team includes Norfolk District, Baltimore District, and the customer, the U.S. Army.

Corps Benefits – "There are many benefits of a joint district team," said George Mears, acting project manager. "The broader team brings subject matter experts with past experience, and establishes personal relationships to deal with regulatory questions and challenges, as well bringing different perspectives and a greater selection of alternatives when looking for options."

Customer Benefits – "I believe that the success of the FNOD team has been the vision of all the participants to act as one integrated team," said Rob Thomson, project manager for EPA. "The ultimate benefits of a well-run project extend to the customer. At FNOD, decisions are reached and work completed sooner than would otherwise be possible by using the broader team experience and expertise and avoiding many of the pitfalls prevalent in any complex project."

(Brig. Gen. Bo Temple was the commander of North Atlantic Division when this article was written. He is now Director of Military Programs in Headquarters. JoAnne Castagna is a technical writer for New York District.)