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# Engineer Update

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## One Year Later...

*Incredible progress made on Gulf Coast, but  
Corps people still hard at work in the region*

By Pam Vedros  
Mississippi Valley Division

Hurricane Katrina was one of the largest natural disasters in the history of our country, with more than 1,300 lives lost and more than \$150 billion in damages. Hurricane Katrina maintained Category 5 strength until less than 12 hours before landfall. Its storm surge measured from 28 to 30 feet along the Mississippi coast, her winds registered 127 mph at Louisiana landfall, and 75 percent of New Orleans was flooded.

"We had been tracking Katrina all along," recalled Brig. Gen. Robert Crear, Commander of Mississippi Valley Division (MVD). "When it seemed imminent that Katrina would make landfall along the Gulf Coast, I activated our emergency operations centers in all six districts."

MVD is responsible for the U.S. Army Corps of Engineers water resources programs in a 370,000-square-mile area that includes portions of 12 states from Canada to the Gulf of Mexico. For the past 12 months, MVD and other federal, state and local partners have continued an unprecedented, multi-faceted effort to assist the recovery and rebuilding of areas affected by the devastating hurricane.

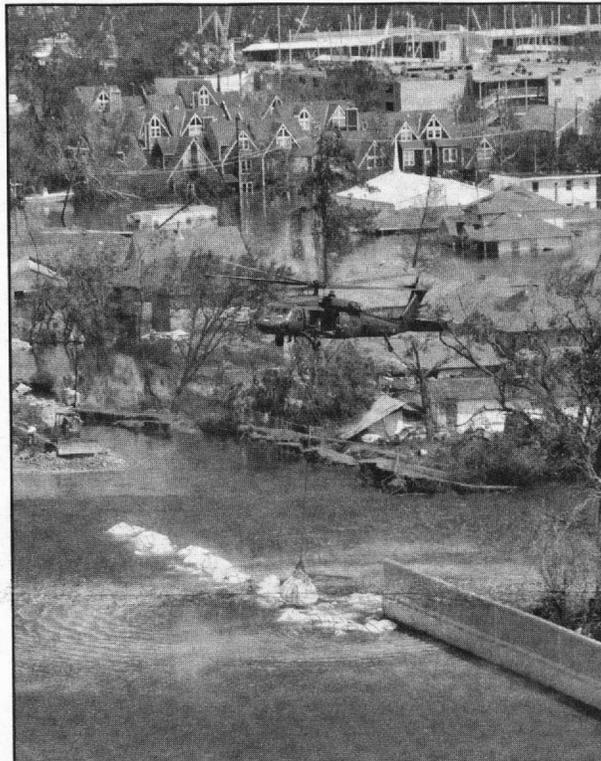
Engaging more than 3,800 personnel at its peak, this is the largest disaster recovery operations in the history of the Corps. All together, more than 8,000 Corps employees have provided assistance. In comparison, during the Florida hurricanes in October 2004, about 1,500 Corps employees supported the hurricane recovery efforts. In February 2005, 127 Corps employees were involved.

The Corps conducts its emergency response under two basic authorities — the Flood Control and Coastal Emergency Act (Public Law 84-99, as amended), and the Stafford Disaster and Emergency Assistance Act (Public Law 93-288, as amended).

Under the Stafford Act, the Corps supports the Federal Emergency Management Agency in carrying out the National Response Plan, which calls on 26 federal departments and agencies to provide coordinated disaster relief and recovery operations.

MVD has a vital role in support of the National Response Plan. The plan describes the basic structure by which the federal government will mobilize resources and conduct response and recovery activities to assist states and local governments in coping with significant natural or man-made disasters, including terrorist attacks.

Within this plan, the Department of Defense designated the Corps as the primary agency for planning, preparedness, and response under Emergency Support Function #3, Public Works & Engineering. Assistance provided by the Corps includes restoring



**A Texas National Guard UH-60 Blackhawk, dwarfed by the hurricane damage in New Orleans, slingloads 6,000 pounds of sandbags to plug the levee break at 17th Street. (Photo by Alan Dooley)**

critical public services and facilities. This includes potable water and ice; temporary restoration of water supply systems; providing temporary emergency electrical power; temporary emergency housing; structural evaluation of buildings and damage assessment; and clearance, removal, and disposal of debris.

Following Hurricane Katrina, MVD, with support from other Corps divisions, stood up a large response force in a matter of days. Just hours before Katrina struck, the division's emergency response team was tasking specialized response teams of all types from around the world to handle the NSF-3 missions.

Before Katrina's landfall, command posts were set up at Keesler Air Force Base in Biloxi, Miss., and Baton Rouge, La. Once FEMA declared the disaster, recovery field offices were immediately established at both sites. Col. Charles Smithers, commander of Memphis District, led the Louisiana RFO, and Col. Tony Vesay, commander of Vicksburg District, led the Mississippi RFO. Within the first two weeks, more than 1,500 Corps personnel had deployed to those offices.

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*See page five for  
related article,  
'12 Actions for  
Change'*

## Chief of Engineers to retire

By Bernard Tate  
Headquarters

"I recently made the very difficult decision to request retirement from the Army...I want you to know that this decision is a purely personal one that I feel is in the best interests of the Corps, the Army, and my family."

With a short, simple e-mail message on Aug.

11, Lt. Gen. Carl Strock, the Chief of Engineers, announced his intention to retire from the U.S. Army Corps of Engineers. Strock made his first announcement the day before at the Senior Leaders Conference (SLC) in San Diego.



**Lt. Gen. Carl Strock, the Chief of Engineers, will retire in the near future.**

"Don't wring your hands, roll up your sleeves," Strock told the Corps' senior leaders. "I have great faith in the leadership of this organization to continue the great work we do for your nation."

The position of Chief of Engineers is a four-year appointment. Strock took command on July 1, 2004, and it is unusual for the Chief of Engineers to retire before his four years are up.

**Personal reasons.** When questioned by the SLC audience, Strock repeated that his retirement was for "personal and family reasons" and was not related to his health or the health of his wife, Julie.

Strock also told the SLC that his decision to retire was not related to Hurricane Katrina, or to acknowledgement that the USACE accepts responsibility for the hurricane protection projects in New Orleans.

"We've worked very closely with Lt. Gen. Strock during the past year, and I've come to admire him not just for his vast engineering knowledge, but also for his character," said Donald Powell, the Federal Coordinator for Gulf Coast Rebuilding. "He's a very decent human being who cares deeply for the Corps and the people they work to protect."

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## Insights

# Defining integrity is easy; living it is tough

By Col. Sherrill Munn  
Chaplain, U.S. Army Corps of Engineers

The Army defines the value of Integrity simply as "Do what is right, legally and morally."

While this statement is brief and simple, its implications are complex and profound. Webster's Dictionary gives three definitions for "integrity". The one that usually comes to mind is "firm adherence to a code of moral values." The other two are "an unimpaired condition or soundness" and "the quality or state of being complete."

We usually attribute the other definitions to structures or things rather than values and people, such as the soundness of a building or the completeness of a report.

However, I maintain that the latter two definitions *also* relate to the personal value of integrity. Integrity is a direct reflection of the soundness of a person's character. Something is wrong with people who lack integrity. Their lives are incomplete, causing many significant problems for them and others. As Benjamin Franklin said, "It is hard for an empty bag to stand upright."

**Three pillars.** Integrity is really built on three pillars:

- Being honest and telling the truth.
- Keeping one's word.
- Seeking what is right, and then doing what is right. In the words of Abraham Lincoln, "...as God gives us the ability to see the right."

Truthfulness is the foundation of virtue and the basis of moral authority. If you cannot be trusted to tell the truth, you cannot be trusted at all. Brian Tracy, internationally known business success and corporate coaching consultant, emphasizes that "Truthfulness is the main element of character."

Keeping one's word is essential to maintaining integrity. Our words and our actions must be consistent with each other or our word becomes meaningless. People will soon learn to mistrust us. Our words are important and what comes out of us reveals what is within us as Matthew 15:11 tells us. We must be good to our word and speak from the conviction of character. As Mahatma Gandhi put it, 'A 'No' uttered from deepest conviction is better and greater than a 'Yes' merely uttered to please, or what is worse, to avoid trouble.'

And it all comes down to striving to know and do the right thing.

Integrity is that strength of character that lets you stand like a rock on principles even when the crowd wants you to betray them and go with the flow. Integrity, over time, engenders trust because people see you as dependable and consistent. It is an essential element in effective teams precisely because your fellow soldiers or colleagues know you will do what is right. Integrity is fundamental to strong relationships at work and at home. Good marriages begin with trust and confidence that you are true to your word and will keep your vows. Integrity excludes betrayal.

**Key to leadership.** Honesty and integrity are key to strong leadership, whether military or civil-

ian. Lee Iacocca, the modern paradigm of an effective business leader, was also the model of integrity. He states simply, "I have found that being honest is the best leadership technique I can use. Right up front, tell people what you're trying to accomplish and what you're willing to sacrifice to accomplish it."

Strong leaders communicate openly, frequently, and honestly with those they lead. They stay on message and don't waiver, giving their people a clear mission and the road map the get there. Keeping people focused and on azimuth requires a solid character in a leader based on integrity that gives them the confidence to commit to the leader's vision and the mission.

The lack of integrity results in betrayal that can have catastrophic consequences. A family can be devastated with the break-up of a marriage and children growing up with the pain divorce. History is replete with examples of the disastrous results the betrayal of integrity brings.

**Abu Grabh.** I normally use positive examples to illustrate my point. However, one of the clearest demonstrations of the damage that the failure of integrity can inflict is the abuse of prisoners at Abu Grabh prison in Iraq. You know the story well, so I will not repeat the details.

We are still living with the consequences. The Abu Grabh incident was a complete failure of integrity on several levels. Contrary to what some might say, the issue is not the pictures that were released. The issue is the behavior on the part of Soldiers that the pictures clearly showed.

**Devastating.** The results have been devastating. This behavior, which was totally *devoid* of the Army Values, gave the enemy the greatest public relations coup of the war.

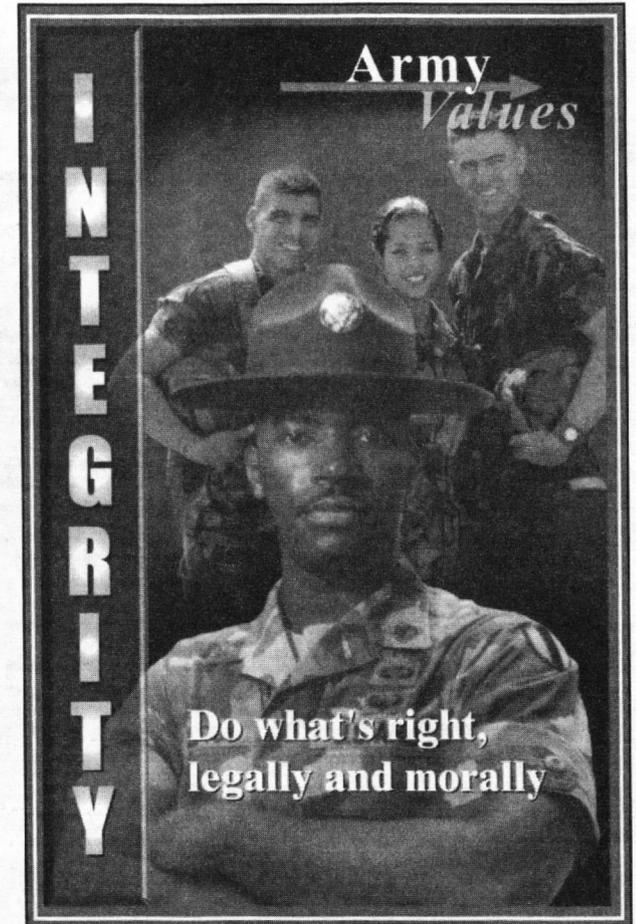
Without a doubt, it hardened many in the Muslim world against us, made it more difficult to gain cooperation from others, emboldened the insurgents, probably made it easier for them to recruit new members, made it difficult for us to claim the moral high ground, damaged our cause in world opinion, helped prolong the conflict, and may well have gotten American and Iraqis alike killed and injured. All of this for the lack of integrity.

## Chief to retire

Continued from page one

Strock also emphasized that he was not asked to retire. He had asked permission from the Secretary of the Army, Francis Harvey, to retire three weeks before, in mid-July, and that Harvey had honored and supported his reasons for doing so.

**Continue to serve.** Strock, who has been a Soldier for 35 years, will continue to serve as the Chief of Engineers until his successor takes command. The Secretary of the Army, in consultation with the Chief of Staff of the Army, will submit Strock's request for retirement to the Secretary of the Army for approval.



The Soldiers at Abu Grabh without question failed to "do what is right, legally and morally" causing significant damage to the war in Iraq and the Global War on Terrorism. The reason the Army values are so important and integrity specifically is obvious in the behavior of the Soldiers at Abu Grabh. It does not take many failures like this one to lose support of allies and the American people alike. Wars can be lost for lack of integrity.

**A man of value.** Cherish your integrity and give it up to no one. It defines your character and much depends on it. Albert Einstein once wrote, "Try not to become a man of success. Rather become a man of value."

In so doing you will probably be both. But even if you are neither, at least maintaining your integrity brings a clear conscience and, as the old French proverb says, "There is no pillow so soft as a clear conscience."

(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.)

In 30 days, under Title 10, U.S. Code, the Secretary of the Army will convene an Advisory Board to recommend a list of officers who are eligible to be the Chief of Engineers. Strock will be part of that Advisory Board.

**Decision process.** The Advisory Board will recommend a short list of possible successors, which will be forwarded to Harvey. The Secretary of the Army will make a recommendation to Secretary of Defense Donald Rumsfeld, and Rumsfeld will forward a proposed name to the White House.

The president will then make his choice and forward it to the Senate for confirmation.



# Identity theft

*Common crime can happen to anyone, but can be prevented*

Article by Bernard Tate  
Headquarters  
Artwork by Jan Fitzgerald  
HECSA

I'm not really here...Bernard Tate lives in Dallas, Texas. Or that's what my bank thought when someone stole my identity and started stealing money from my checking account!

Identity theft is one of the most common crimes today. You see news reports and warnings about it all the time, but you never think it can happen to you...until it does.

For me, it began June 29 when I tried to buy groceries with my debit card. I've used that card for most purchases for more than 10 years, but on that day the point-of-sale terminal (swiper) rejected it.

That was odd, but I didn't worry because I've seen store computer systems hiccup before. I just paid for my groceries with my credit card and thought no more of it.

**Time to worry.** But I *did* worry when my debit card was rejected again in the following week, and when a debit card that I had not ordered showed up in the mail, *and* when I could not access my checking account through my bank's phone banking service.

So on July 8 I went to the local banking center and met with a bank officer who I would see a lot of in the coming days.

She confirmed that my debit card had indeed been cancelled and brought up my account activity on her computer. There, marching down the screen, was purchase after purchase from my checking account, all made in Dallas. Just moments before the bank officer pulled up my account activity, someone had withdrawn \$700 and \$800 in two automated teller machine (ATM) transactions.

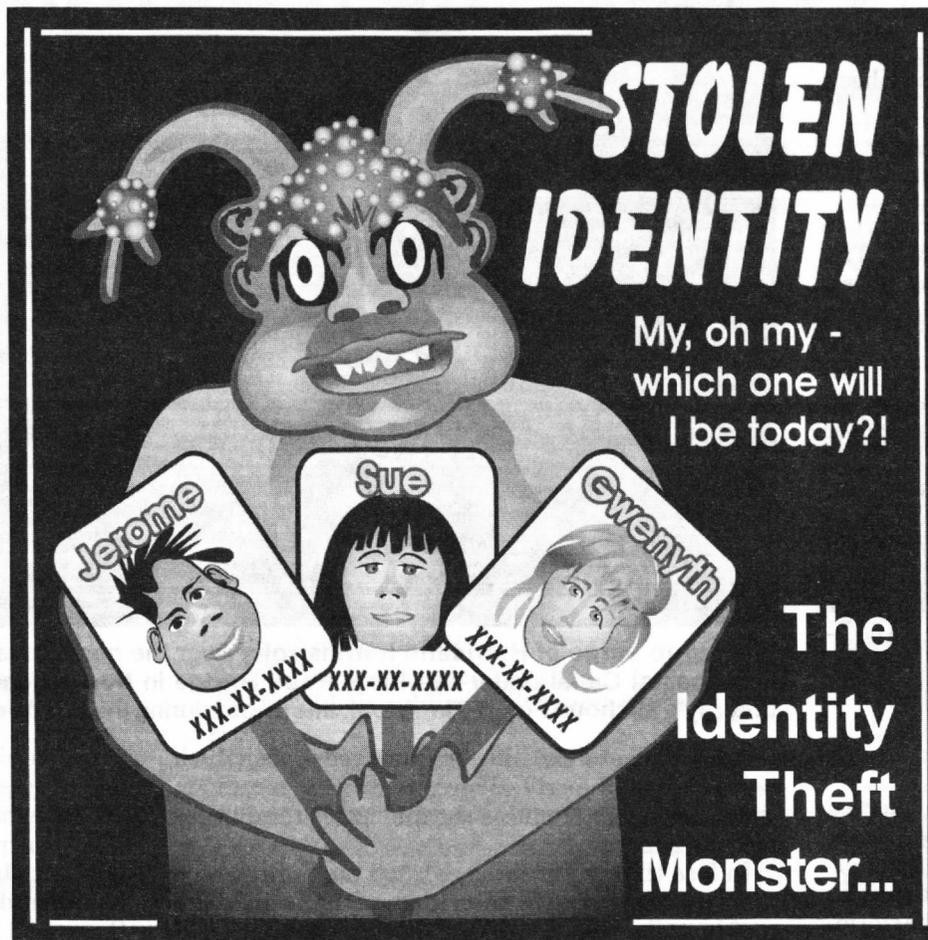
It took about three hours that first day, but the bank immediately cancelled the debit card in Texas, and arranged to have a new card issued to me. The card would be delivered to the bank to prevent it going to anyone else.

Meanwhile, the bank issued me a temporary debit card so I could access my account until my new card arrived. And I learned that the bank would reimburse *all* the money I lost.

**Not out of the woods.** So I thought the situation was taken care of, but I wasn't out of the woods yet.

I started accessing my checking account on-line every day to watch for fraudulent activity, and suddenly one day, I couldn't get in. I called the bank and found that my access codes and security questions no longer worked.

Another trip to the bank center, where I found that someone had cancelled my temporary debit card and set up new access codes and security questions! And there was another fraudulent transaction in Dallas from my



checking account.

The bank officer and I shut down my checking account, transferred the money into a new account, and arranged for a new debit card and new checks. It took a couple more hours of work, but by the time we finished we were reasonably sure that my new account was secure.

**Who were they?** I've wondered about the people in Dallas. Who were they? They made a lot of transactions at Wal-Mart Super Centers...several were at Walgreens. And miscellaneous stuff...Kids Footlocker... Champs... Sam's Cleaners...a big Cingular bill...an AMC movie theater... McDonalds. Six ATM withdrawals, always two together, always for \$700 and \$800.

In all, 38 transactions totaling more than \$8,000 in just over two days.

"They're obviously not professionals, not going to Wal-Marts and Walgreens," said Detective Pat Bassinger of the Dallas Police Department's Forgery Squad. "Professionals go to places like electronics stores and buy big-ticket items to empty the account as fast as they can, and to get things that they can re-sell. Sounds to me like a family that had a real good weekend.

**Easy to do.** "There's a lot of ways they could get your debit card number," Bassinger continued. "Let's say that one day you gave your card to a waitress to pay your restaurant bill. All she had to do was make an imprint of your card, or just copy down your account number and name. There are

several search engines where, for a nominal fee, they can enter your name and come up with all kinds of information...your phone number, your birthday, your social security number."

With that kind of information, someone in Dallas probably called the bank, gave them enough information to convince them that they were Bernard Tate, reported my debit card lost or stolen, had it cancelled, and got a new one issued. By claiming he/she/they had moved, the new card would go to Dallas.

"When someone swipes a debit card, most merchants don't look to see if it's a real Bank of America debit card, all they're looking for is an approval code," said Bassinger. "And merchants don't usually check to see if the guy swiping the card is really Bernard Tate."

**Lessons.** There are several lessons that I've taken away from this experience:

- Identity theft can happen to anyone.

- Work through the situation in person at a local bank center. There is no way you can handle this by yourself over the phone, and there is no way the bank is going to believe your identity unless you can walk in with two pieces of photo ID.

- If at all possible, work with just one bank officer. I can't say enough about having a bank officer who knows you and knows your entire story from the start.

- Once your bank account is compromised, close it and transfer your money into an entirely new account

with new debit card, new security codes, new everything. I could have saved myself some time and trouble if I had done that on the first day.

**Prevention.** Of course, the best was to handle identity theft is to make sure that it never happens in the first place. Here is the advice I got from the Forgery Squad and the bank:

- *Never* use your debit card at anything but one of your bank's ATMs. It's too easy for your card to be compromised if you constantly use it for "plastic cash."

- Designate one credit card for all "plastic cash" purchases, and each month pay off that card in full. You receive a list of all purchases from the credit card company each month, and can quickly call them to dispute a purchase.

- Shred all of your personal information before you throw it away...all unsolicited checks, all old credit and debit cards, all bank and credit card statements, everything.

- Monitor your checking account regularly. If you bank on-line, you can monitor it every day, and spot fraudulent activity immediately and alert your financial institution.

**Credit checks.** Bassinger added that federal law allows people to get three free credit checks per year, one from each of the three major credit bureaus.

"We highly recommend that people do that," said Bassinger. "We recommend that you space them throughout the year. Get a report from one credit bureau in the first quarter of the year, another report from another company in the second quarter, and so on. That will give you a faster warning about someone using your identity illegally."

For more information, go to [AnnualCreditReport.com](http://AnnualCreditReport.com) or (877) 322-8228.

So for me, all's well that ends well. My bank reimbursed my funds, there has been no further activity in Dallas, and I have my new debit card, new checks, and new security codes in place. My new card and checks were delivered directly to the bank to prevent them going to the wrong person in Dallas.

**Tough to catch.** The only thing that still bothers me is that the people who were stealing from my checking account will probably never be punished.

"It's very tough to catch them, very rare," said Bassinger. "The bank usually just takes the loss and doesn't prosecute."

Ultimately, my identity theft was just than a blip on life's radar screen, and it was easily handled. But I monitor my checking account at least once a week now. I'll never again think that "it can't happen to me." And I'll never again feel quite as secure as I did before this happened.

# One year Later...

## Continued from page one

On Sept. 1, Crear established his MVD-Forward command post aboard the *Motor Vessel Mississippi* in Baton Rouge.

The RFOs and MVD-Forward faced Herculean tasks in the aftermath of Hurricane Katrina. Here is a recap of those missions, and what has been accomplished in the past 12 months.

## Water & ice missions: Complete

The Corps orders ice and water for transport to disaster victims under the direction of FEMA. The Corps also awards advance contracts with suppliers, and then activates those contracts when a disaster is anticipated or has occurred.

After Hurricane Katrina, ice and water were delivered by contractors to specified staging areas for distribution, at the appropriate time, to points closer to disaster victims. Final distribution to individuals was accomplished through local governments.

About 170 million pounds of ice and more than 5,500 truckloads of bottled water were delivered to the affected areas. One ice truck carries 40,000 lbs. of ice and serves 5,000 people for one day. One water truck carries 18,000 liters, which will give three liters per person to 6,000 people per day.

## Temporary emergency power mission: Complete

As Corps responders battled to help the affected areas recover, one critical mission hummed along without much fanfare, but with an electrifying effect. The power mission brought life to critical services after Katrina. Immediately following the storm, more than 1.3 million homes and businesses in Louisiana, Mississippi and Alabama were without electricity, according to utility companies. Combined, the Louisiana and Mississippi RFOs conducted 1,337 emergency power assessments across the two states and then installed 318 FEMA generators. The offices have now "uninstalled" and returned those generators to storage for the next hurricane season.

## Unwatering mission: Complete

The Corps began unwatering New Orleans on Sept. 6, 2005. Lasting 53 days, the unwatering mission was completed on Oct. 28. More than 767,000 acre feet (about 250 billion gallons of water) was removed from the greater New Orleans area. That would cover an area the size of Washington, DC 17 feet deep. The water was pumped into three locations — Lake Borne, the Gulf of Mexico, and Lake Pontchartrain.

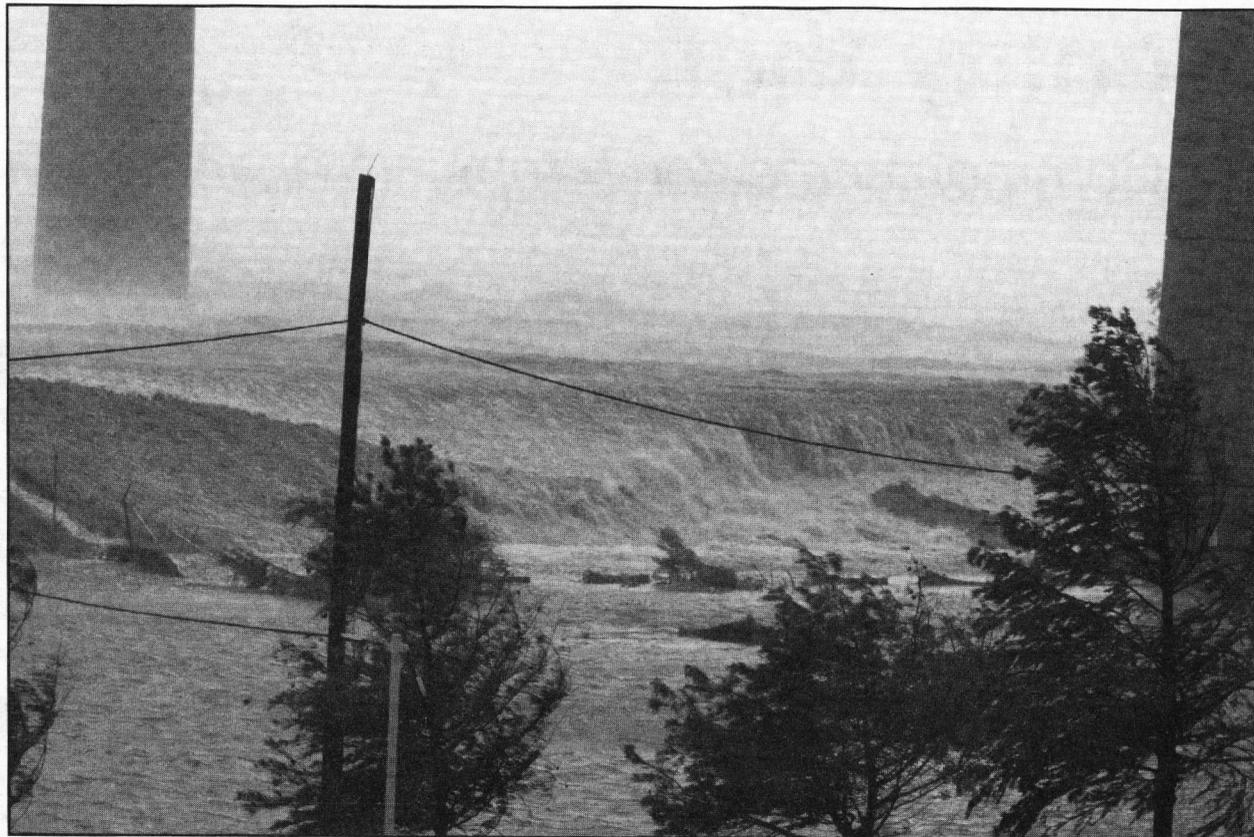
Col. Duane Gapinski, commander of Rock Island District, was responsible for unwatering New Orleans. He was also responsible for the emergency repair of the levees, which meant that his team was pumping water out of New Orleans in one area and repairing damaged levees in another.

One of Gapinski's top priorities became repairing the city's pumps. Although more than 100 temporary pumps were working around the clock, their capacity could not compare to what New Orleans' permanent pumps could move. For example, the largest temporary pump could move 45,000 gallons per minute, whereas many of the permanent pumps could move water at 450,000 gallons per minute.

The unwatering team worked with local levee districts, state, and federal environmental protection agencies, sewerage and water boards and private contractors to get the job done.

## Temporary Roofing Missions: Complete

Operation Blue Roof is a priority FEMA mission managed by the Corps. The program provides assistance to storm victims in disaster areas by install-



The storm surge of Hurricane Katrina rolls over the north levee of the Mississippi River Gulf Outlet/Intracoastal Canal under the Paris Road Bridge in New Orleans East. Don McCloskey, manager of Entergy's Michoud Power Plant, took this photo during the height of the storm. (Photo used by permission)

ing rolled plastic sheeting on damaged roofs, which helps protect property, allows residents to remain in their homes, and reduces the amount of temporary housing needed.

In less than six months, 81,318 temporary blue roofs were installed in Louisiana, with the last blue roof installed on March 6. In Mississippi, 47,976 roofs were installed in less than four months, with the last blue roof installed last December.

Mississippi roofing teams established a benchmark by installing 1,750 blue roofs in a single day.

## Temporary Public Structures: Complete

The Louisiana RFO completed installation of 310 temporary public structures on Aug. 18, including 216 classrooms, several police stations, fire stations, and pumping station facilities.

In Mississippi, the hardest hit towns lost most of their public infrastructure. By Feb. 14, Corps teams had completed 726 temporary structures, enabling communities to get moving again.

The RFO could set up a complete single classroom, ready for use, in as little as either days from delivery. On average, a 50 to 80 classroom school, on a vacant site where utilities had to be established, would take about 80 days to complete, from delivery to ready for occupancy.

## Debris mission: On-going

The Louisiana RFO has removed almost 24 million cubic yards of an estimated 26.5 million cubic yards of traditional hurricane debris.

But not all the debris could be called "traditional." Sometimes debris removal work stinks. Well, it was stinky every day for those involved in the meat removal mission. Besides removing the traditional debris, FEMA also tasked Louisiana RFO with removing massive amounts of spoiled meat from warehouses in New Orleans — more than 36 million pounds.

The RFO also hauled nearly 120 million pounds of trash from New Orleans, and cleaned mile after mile of drainage ditches across the state.

Additionally, the RFO has been tasked to remove 6.5 million cubic yards of demolition debris from an estimated 18,000 structures in Louisiana. This part of the debris removal mission alone adds up to nearly four-and-a-half times the debris from Hurricane Andrew. (Picture 40-million-plus washing machines

at one cubic yard each.)

The debris mission in Mississippi included about 80 miles of the coast from Waveland, Pass Christian, Gulfport, Biloxi, and Pascagoula. Nearly 45 million cubic yards of debris has been removed from public and private property in Mississippi by the Corps and locally hired contractors. The Corps' mission was about 20 million cubic yards, and the Corps contractor averaged about 66,000 cubic yards of debris per day for 305 days through June 30.

The debris removal mission in Mississippi was extended after that through Aug. 28 to help pick up smaller and more isolated amounts of debris, while local governments put contracts in place to finish collecting debris as homeowners return and rebuild their homes and businesses.

While flying over the Mississippi Gulf Coast to survey the damage, Vesay thought to himself, "Except for the shooting, downtown Baghdad was in much better shape than the Mississippi Gulf Coast."

The Corps has not been alone in the FEMA-assigned debris mission. Disposal efforts associated with this cleanup will continue in close coordination with the local community, the Louisiana and Mississippi Departments of Environmental Quality, the Environmental Protection Agency, and the U.S. Coast Guard, among others.

## Task Force Guardian: On-Going

Col. Lewis Setliff, the St. Louis District commander, was responsible for Task Force Guardian. This special task force is repairing damages to the Greater New Orleans federal hurricane and flood protection system, and restoring the system to pre-storm levels of protection.

The Corps has repaired and restored 220 miles of floodwalls and levees since September 2005. With a few exceptions, New Orleans had pre-Katrina flood and storm-level protection by the beginning of this hurricane season, June 1.

This system is in equal or better condition than it was when Katrina hit. For example, new levees were built with erosion-resistant clay and a more stable construction (T-wall versus I-wall). In addition, new erosion protection has been added at several sites, and a program of tree cutting on existing levees for protection is ongoing. Additional pumping capacity and floodgates have been added at the outfall canals.

Continued on next page

# '12 Actions for Change' prompted by lessons learned from Hurricane Katrina

On Aug. 24 the commander of the U.S. Army Corps of Engineers signed and released the "12 Actions for Change" that the Corps will focus on to transform its priorities, processes, and planning.

"It will lay out a blueprint for transforming the way the Corps will execute our support to the nation in the future," said Lt. Gen. Carl Strock, the Chief of Engineers. "This is an institutional response based primarily on our experience with Katrina in the past year.

"Hurricane Katrina's disastrous impact upon the Gulf Coast and the New Orleans region was a sobering wakeup call for the Corps and the nation in how we have prepared for natural disasters and where we have accepted risk," said Strock. "Exhaustive analysis by the Corps and other investigative teams into the performance of the Greater New Orleans Hurricane Protection System during hurricanes Katrina and Rita pointed to the need to transform the way the Corps serves the nation and its armed forces across all of our mission areas.

"These 12 actions were developed from that analysis, and from other internal and external examinations of the Corps in the recent past," Strock continued. "We will use the 12 actions to guide our ongoing and future work, and to ensure we have an organization that is adaptable, flexible, and responsive to the needs of the nation."

The "12 Actions for Change" are divided into three

overarching themes:

**Effectively Implement a Comprehensive Systems Approach:** *Comprehensively design, construct, maintain, and update engineered systems to be more robust, with full stakeholder participation.*

1. Employ an integrated, comprehensive, and systems-based approach.
2. Employ risk-based concepts in planning, design, construction, operations, and major maintenance.
3. Continuously reassess and update policy for program development, planning guidance, design, and construction standards.
4. Employ dynamic independent review.
5. Employ adaptive planning and engineering systems.
6. Focus on sustainability.
7. Review and inspect completed works.
8. Assess and modify organizational behavior.

**Communication:** *Effective and transparent communication with the public, and within the Corps, about risk and reliability.*

9. Effectively communicate risk.
10. Establish public involvement risk reduction strategies.

**Reliable Public Service Professionalism:** *Improve the state of the art and the Corps' dedication to a competent, capable workforce on a continuing basis. Make the commitment to being a "learning organization" a reality.*

11. Manage and enhance technical expertise and professionalism.

12. Invest in research.

Among the investigative teams that contributed to developing the "12 Actions for Change" through their analysis in the aftermath of hurricanes Katrina and Rita are the Corps-commissioned Interagency Performance Evaluation Task Force, the American Society of Engineers, the National Science Foundation-sponsored team led by UC-Berkeley, and Louisiana State University.

"I want to emphasize that many of the '12 Actions for Change' do not reflect a change in the way the Corps does business," said Strock. "Many of those are elements that we are already committed to. What they do reflect is a new focus and a more rigorous focus on some of the more important elements.

"I think the most significant actions are those that relate to incorporating risk-based planning, and communication of risk," Strock added. "Risk has always been an element of our planning, but it clearly needs increased emphasis in how we do our work.

"National and global missions, and the Corps' response following hurricanes Katrina and Rita, have demonstrated the need to be prepared and ready to broadly integrate our many mission capabilities," Strock concluded. "The '12 Actions for Change' provide a common organizational framework to help us meet that objective."

## One Year Later...

### Continued from previous page

"It was an unprecedented effort," said Setliff. "There were a lot of folks who didn't believe it could be done."

**Cost.** Task Force Guardian accomplished the task with a team of national and local contractors, the Corps, local experts, and citizens of Southeast Louisiana. Most worked seven days a week, usually 12 hours a day, for more than eight months.

The cost of the work totaled more than \$801 million; construction included 59 projects using 26 contractors. Excavation work in rebuilding the levees took nearly 5.5 million cubic yards of soil. Several times that amount was dug to find enough soil that qualified as upgrade material. Many boats of all sizes were swept inland by the storm surge; 155 vessels had to be removed from the levees.

**Team of teams.** "It's not about statistics," Crear said. "In the final analysis, as I look back on this disaster, what I am most impressed with are the people. It was a team of teams. They delivered an unheard-of performance in just eight months. The locals who participated in this, and that includes New Orleans District people, did an amazing job. These people lived behind the levees, too. Their families were impacted, but they put their lives on hold to help get this work done."

**Mississippi.** In Mississippi, by the end of August, the Corps had completed all tasks assigned by FEMA and local partners. On Aug. 29, the Corps no longer had contractors, personnel, or authority in place to provide additional



This photo captures the spirit of the people who live on the Gulf Coast. (Photo courtesy of Task Force Hope)

support. Debris removal operations after Aug. 28 will be coordinated by local authorities with support from FEMA.

In Louisiana, the Corps continues to upgrade the hurricane protection system to better defend New Orleans against another massive storm. The Corps will soon begin bringing levees and floodwalls in the Hurricane Protection System up to the FEMA certified level for a 100-year flood.

**IPET.** The Corps commissioned an Interagency Performance Evaluation Task Force (IPET) of 150 subject mat-

ter experts from government, academia, and industry to analyze the effects of Hurricane Katrina on the hurricane protection system to develop a list of lessons learned that are leading to state-of-the-art improvements in the engineering of a comprehensive hurricane protection system.

IPET findings and recommendations were continually provided to the Corps since last November and used to make their repairs stronger and better. IPET findings helped the Corps in assessing weaknesses in the protection system,

and IPET results will also be used in design guidance to build future protection projects.

**Protection upgrades.** The Corps' work to upgrade the flood and storm protection will continue through 2010. This includes stronger levees, floodwalls and interior drainage, including:

- Replacing failed I-wall design floodwalls with stronger T-wall or L-wall design floodwalls.

- Reinforcing the most vulnerable undamaged I-walls and the surge protection closures.

- L-wall structures are used in areas where sufficient land is not available for T-wall design structures.

To date, the federal government has appropriated more than \$5 billion to complete this work.

**Protection plan.** Congress has directed the Corps to develop a plan to protect Louisiana from damages caused by a Category 5 hurricane. That effort is underway. The plan is expected to include a combination of structural features, such as levees or gates; non-structural features (which could include enhanced evacuation planning and protocols for more rigorous building codes); and restoration of coastal features, such as wetlands, that can dampen storm surge.

The Corps is required to present the plan to Congress not later than December 2007, although some promising components of the plan may be recommended in advance of the complete report. Actual construction of the plan components will require authorization and annual funding by Congress.

# Hurricane hunter seeks out big storms

By Lisa Coghlan  
Mobile District

Most people go out of their way to avoid hurricanes. Douglas Otto Jr. deliberately seeks them out, and then flies into them. Otto is an Air Force hurricane hunter.

Otto, chief of the Hydrology & Hydraulics Branch in Mobile District, is also a lieutenant colonel in the U.S. Air Force Reserve. He took command of the 53rd Weather Reconnaissance Squadron (WRS) on June 4 at Keesler Air Force Base, Miss. The squadron is named the "Hurricane Hunters."

Otto has spent 20 years flying airlift and hurricane missions. He is a C-130 instructor and evaluator pilot with more than 3,800 military flying hours, and he is a veteran of Operation Desert Shield, Operation Just Cause, and more than 135 hurricane eye wall penetrations.

He commands 120 men and women Reservists who fly 10 WC-130J aircraft. These are four-engine C-130 transports specially equipped for hurricane hunting. The 53rd WRS has 10 full-time Air Force Reservist technician crews, and 10 Reserve crews. The squadron tracks tropical weather systems around the clock, and are often tasked to fly multiple systems simultaneously.

During the off-season, the 53rd flies their aircraft in conventional tactical airlift missions. The unit also has a winter storm mission where they track and collect data on "nor'easters" along the Atlantic seaboard, and weather systems in the Gulf of Alaska that influence U.S. weather patterns.

So the 53rd has a big mission, and their territory covers the Atlantic, Gulf, Caribbean and portions of the Pacific. The WRS has satellite bases in the U.S. Virgin Islands, St. Croix, and Honolulu.

The National Hurricane Center in Miami assigns missions to the Hurricane Hunters. The center tasks



Lt. Col. Douglas Otto Jr. at the controls of a WC-130J, the hurricane hunter version of the C-130 transport. (Photo courtesy of Mobile District)

the squadron to investigate disturbances that may develop into tropical systems that could affect the U.S. Each five-person flight crew consists of a pilot, co-pilots, a navigator, a meteorologist, and a dropsonde system operator.

Typically, the initial flight into a storm is a "low level invest" mission where the aircrew flies at 500 to 1,500 feet above the water.

"The meteorologist determines if the storm is spinning or circulating," said Otto. "If there is circulation, the system is classified as a tropical depression or storm, and the National Hurricane Center will begin to track it. It sounds pretty simple, but that's how the initial assessment is made."

Once a disturbance becomes a tropical depression, the Hurricane Hunters track the storm around the clock until it dissipates or makes landfall. Aircraft will be in the eye every three to six hours, depending on how close to landfall. This process could take sev-

eral days or weeks, depending on the forward speed of the storm and how far it is from striking the U.S. or its territories.

The dropsonde systems operator releases weather instruments called dropsondes into the storm. These instruments radio data back to the aircraft until they hit the water. The dropsonde gathers information such as wind speed, humidity, direction, temperature, and barometric pressure.

"It's a bumpy ride," said Otto. "The plane will often drop down to at least 1,000 feet going through the eye walls." The eye wall of the hurricane is where the highest wind speeds occur.

All storm data are transmitted real-time via satellite to the National Hurricane Center, and this information improves the accuracy of storm forecasts by 25 to 35 percent.

The planes fly at 10,000 feet or below to provide the most accurate data and to remain below the icing level, which occurs at 11,000 feet or greater.

"Typically in a small storm we fly 1,000 to 5,000 feet above the water," said Otto. "But for powerful storms such as Hurricane Katrina we were at 10,000 feet. In the center of the eye, it's completely calm with blue skies and no rain. Once the storm hits land our mission is complete."

"Our hurricane mission is important, providing early and accurate hurricane warnings, as well as reducing the amount of coastline required to be evacuated," said Otto. "The cost to evacuate one mile of coastline is more than \$1 million. The data and information we provide to cities and states are critical for their evacuation plans."

Although the 53rd flies through some of the most severe weather in the world, Otto believes that the high level of training and experience of the crews make their hurricane mission less dangerous than other military flying operations.

HR Corner

## Corps signs partnership agreement

By Rebecca Thompson  
Headquarters

At the Senior Leader's Conference (SLC) in San Diego, Calif., the U.S. Army Corps of Engineers and HENAAC (Hispanic Engineer National Achievement Awards Corporation) signed a strengthened national partnership agreement (PA) and memorandum of understanding (MOU). These recommitted both organizations to a mutual vision and coordinated efforts to enhance opportunities for Hispanics in the fields of engineering and science.

For the past 17 years, the Corps has been involved with HENAAC, as part of its corporate recruitment efforts, through participation at its national conferences and career fairs. Through this vehicle, Hispanic engineering and science students, and young professionals, have come to view USACE as an employer of choice and a world class leader in engineering and the environmental sciences.

In 2004, the Corps formalized its deep-rooted involvement with HENAAC and the Hispanic community through a partnering agreement and MOU, which were signed at California State University in Los Angeles. CSU is a major Hispanic Serving Institution where Hispanic students make up a significant portion of its engineering program.

As a result of its partnering agreement, which is emulated by numerous federal agencies, USACE has established itself as a major sponsor of HENAAC. The Corps' innovative programs to stimulate interest in the engineering and environmental sciences among Hispanic students at the middle and high school level.

Los Angeles District was the first in the nation to pioneer HENAAC's Viva Technology engineering & science awareness program. Using student "engineering" teams coached by Hispanic engineering students, Viva Technology fosters team work and collaboration in the completion of engineering projects in time-constrained competitive conditions.

In addition, for the past two years, the Corps has sponsored a USACE team as part of HENAAC's College Bowl program, a competition where corporate-sponsored teams wrestle with engineering and technology issues, and develop a team engineering project under real-world time and resource constraints.

Lt. Gen. Carl Strock, the Chief of Engineers, expressed his pleasure at holding the partnership resigning ceremony at the SLC. Strock noted that the ceremony's venue reinforced the importance the Corps places on the partnership. He stressed that both the agreement and MOU expressed "a shared vision and a commitment to the Hispanic community, focused on increasing educational and professional development opportunities, and promoting careers in the fields of engineering and science..."

Strock emphasized that the agreement's provisions will "help the USACE goal of creating more diversity within our organization," as well as contributing "to two of our enabling capabilities...a world class workforce and strategic alliances." He also voiced a far-sighted view that "...our work in generating interest in our profession, will not only directly benefit USACE. These efforts will also impact the Army, DoD, and the federal government by increasing the pool of talent available."

New York District's work in hosting the Corps'

second Viva Technology engineering awareness project, scheduled for mid-September in New York City, is an example of the Corps' continued partnering efforts with HENAAC.

Expressing gratitude to the Corps for its past efforts in support of HENAAC and its Hispanic engineering and science initiatives, Ray Mellado, HENAAC CEO and chairman, stated "within the Corps, we find real people doing real work, demonstrating that upward mobility is a reality, not just a possibility."

In the words of Anna Park, HENAAC Executive Director, "HENAAC is honored to be the organization that was selected by the U.S. Army Corps of Engineers to promote careers in engineering to the Hispanic community."

HENAAC is one of three national diversity-based engineering and science organizations that have signed partnership agreements with the Corps. National partnership agreements have also been signed with the American Indian Science & Engineering Society, and the Black Engineer of the Year Awards Conference.

The Corps also works closely with a number of other organizations as part of its corporate recruitment effort to foster the inclusion of underrepresented individuals in the engineering and science profession, to include the Society of Women Engineers, the Society of Hispanic Professional Engineers, and NSBE (the National Society of Black Engineers). In every instance, the Corps' corporate recruitment teams are identifying qualified engineering and science professionals for inclusion in the Corps' workforce.

The Corps will participate in the 2006 HENAAC conference, scheduled for Oct. 4-7 in Anaheim, Calif.

# Around the Corps

## Air Force awards

Corps people and offices won five of the seven awards given by the Air Force in Washington, DC, on Aug. 3. The Air Force Design Awards Program recognizes design, construction, and project management services performed for the Air Force. It is more than just a competition, according to the program's history. The winning projects establish a benchmark of design excellence that the Air Force expects for all its facilities and installations.

More than 1,000 entries were submitted for these awards this year. The winners were:

### Agents Awards

*Design Category* – Integrated Products Team West, Naval Facilities Engineering Command.

*Construction Category* – Transatlantic Programs Center.

*Design Through Construction Category* – Alaska District.

### Project Manager Awards

*Design Category* – Ann Miller, Naval Facilities Engineering Command Atlantic.

*Construction Category* – Stacy Turner, Mobile District, and Steven Eaton, New England District.

*Design Through Construction Category* – Craig Shumate, Louisville District.

## Brazilian officer

Maj. Sabastiao Morais de Carvalho Jr. of the Brazilian army recently began working in the Coastal & Hydraulics Lab. He is participating in an information exchange program, and will be at the Vicksburg site for about one year while working on R&D in a variety of water resource development projects. He was previously the chief engineer in a division of the Brazilian army, and is interested in learning more about projects relating to managing water resources, logistics of land troops, and computerized systems of environmental management.

Meanwhile, he will share his structural expertise with the ERDC lab.



**Maj. Sabastiao Carvelo Jr. and his wife, Jacqueline. She was also a military officer until last year.**

## Spanish-American War

On Aug. 18 Jacksonville District received the Chairman's Award for Federal Achievement in Historic Preservation for the discovery, documentation, and relocation of the historic shipwrecks *Manuela* and *Cristóbal Colón* in San Juan Harbor. The award was presented during the summer business meeting of the Advisory Council on Historic Preservation (ACHP).

"When the Corps recognized that the shipwrecks were linked to an important episode in the Spanish-American War, it acted quickly to accomplish its mission and preserve a chapter of local and national history," said John Nau III, ACHP chairman.

As the Corps began to improve the shipping lanes in San Juan Harbor six years ago, they discovered the wreckage of the *Manuela* and *Cristóbal Colón*, both scuttled during the Spanish-American War

to hinder access to the harbor for American warships.

When the archeological investigation was complete, the shipwrecks were relocated seven miles west of San Juan in 70 feet of water. They were placed near the *SS Antonio Lopez*, a blockade runner that was shelled and sunk by the U.S. gunboat *Yosemite*. Today all the wrecks can be visited by divers.

## National Mitigation & Conservation Banking Conference

The next national conference for the mitigation and conservation banking industry is planned for April 10-13, 2007, in St. Louis. This will be the 10<sup>th</sup> anniversary of the conference, and the theme will be "The Next Decade of Banking."

This is the only national conference that brings together key players in this industry, and offers quality hands-on sessions and important regulatory updates. Drawing nearly 400 attendees, the conference will offer perspectives from bankers, regulators, and users, and will include field trips, primer and stream mitigation banking workshops, general sessions featuring key players in industry, interactive concurrent sessions with bankers, regulators, and users, exhibits, and networking opportunities.

The Call for Presentations is due Oct. 4. For detailed information on the Call for Presentations, see [www.mitigationbankingconference.com](http://www.mitigationbankingconference.com) or call Carlene Bahler at 703-837-9763.

## National Awards Banquet

The 2006 National Awards Banquet was held at the Senior Leader's Conference in San Diego on Aug. 7. A total of 29 awards were presented.

The evening culminated with a standing ovation for Jay Wilson, Japan District, who received the Lt. Gen. John W. Morris Civilian of the Year Award. Wilson contributed to two of the most important projects in Pacific Ocean Division — the forward deployment of the nuclear carrier *USS George Washington*, and the forward based Missile Defense X-Band Radar. These two projects form the cornerstone of the U.S. National Security Strategy in Japan and the Asia Pacific Region.

The other awards and winners were:

**2005 Chief of Engineers Safe Performance Award of Excellence** – Pacific Ocean Division.

**2005 Chief of Engineers Safe Performance Award of Honor** – North Atlantic Division.

**2005 Chief of Engineers Safe Performance Award of Honor, Special Recognition** – South Atlantic Division.

**Chief of Engineers Award of Excellence, Design Category** – The Terry Lee Wilson Battle Command Training Center, Fort Wainwright, Alaska.

**Chief of Engineers Award of Excellence, Environmental Design Category** – The Ed Pastor Kino Environmental Restoration Project, Los Angeles District.

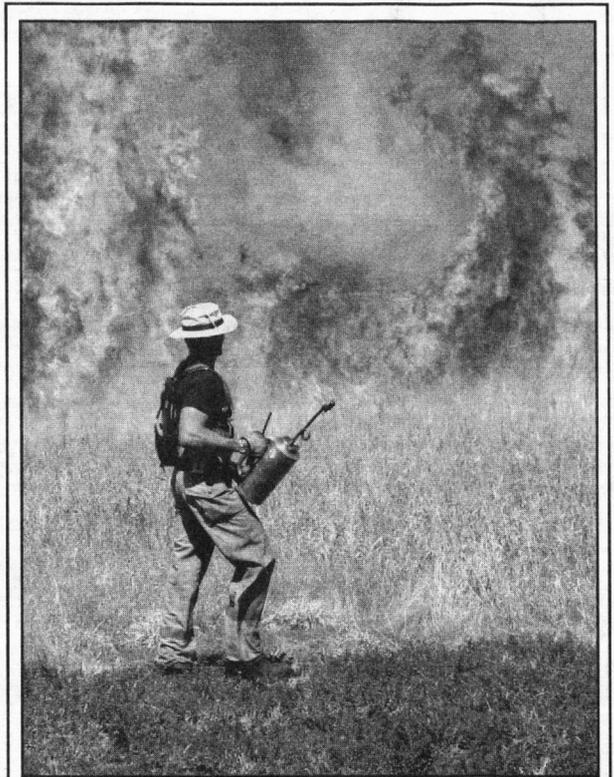
**USACE Planning Achievement Award** – The Alaska District Project Delivery Team for the Port Lions Harbor Navigation Improvement Interim Feasibility Report and Environmental Assessment.

**2006 Chief of Engineers Equal Employment Opportunity Award** – Mobile District.

**Installation Support Professional of the Year** – John Grigg, Huntsville Engineering & Support Center.

**Ronald J. Ruffennach Communicator of the Year Award** – Gary Schilling, Baltimore District.

**Program Manager of the Year** – Barbara Peterson, Vicksburg District.



## Hot job

**Nolan Fisher, a natural resource management specialist in Kansas City District, works a prescribed burn of switchgrass at Kanaopolis Lake. (Photo by Ken Nelson, Kansas City District)**

**Project Manager of the Year** – Christine Hendzlik, Kansas City District.

**Resource Management Employee of the Year** – Tami Garret, Savannah District.

**USACE Planning Excellence Award** – J. Greg Johnson, Omaha District.

**USACE Cost Engineer of the Year** – Timothy Lamb, Louisville District.

**USACE Architect of the Year** – Bruce Hale, Seattle District.

**USACE Interior Designer of the Year** – Jane Ann Carter, Omaha District.

**USACE Landscape Architect of the Year** – Kevin Holden, Rock Island District.

**Hard Hat of the Year** – Lowell Hanson, St. Paul District.

**Construction Management Excellence Award** – Allen Lantz Jr., Vicksburg District.

**Real Estate Professional of the Year** – Elaine McDowell, Savannah District.

**Natural Resources Management Environmental Compliance Employee of the Year Award** – Carlton Morris, Seattle District.

**Hiram M. Chittenden Award for Interpretive Excellence** – Patrick Barry, Portland District.

**Natural Resources Management Recreation Employee of the Year** – Jeffery DeFosse, Baltimore District.

**Natural Resources Management Stewardship Employee of the Year** – Jeffrey Krause, Baltimore District.

**Operations & Maintenance Castle Award** – Anthony Lambert, St. Louis District.

**USACE Researcher of the Year Award** – Dr. Edward Perkins, Engineer Research & Development Center.

**Value Engineering Professional of the Year Award** – John T. (Tommy) Blewett, Savannah & Mobile Districts.

**Natural Resources Management Project of the Year** – Saylorville Lake, Rock Island District.

# Sergeant major leads Civilians in Iraq

By Casondra Brewster  
Seattle District

After 27 years in the Army, Command Sgt. Maj. Gregory Glen feels like he's seen a lot. After two tours in Iraq, he has seen almost every square mile of Iraq.

"I'm not easily impressed," Glen says, his cheeks still marked by the hot desert sun. "But what the Corps of Engineers has done definitely qualifies as impressive."

Glen just returned following an assignment as the senior enlisted advisor in Gulf Region Division, where he traveled three to five days of the week throughout Iraq visiting and overseeing the thousands of ongoing reconstruction projects.

"This tour was completely different from my first," said the Puyallap, Wash. resident. "On my first tour, we were kicking down doors. This one we were repairing those doors and opening new ones."

Glen was first assigned with the 555<sup>th</sup> Engineer Group (now the 555<sup>th</sup> Maneuver Enhancement Brigade) from April 2003 to April 2004. During that tour he watched GRD stand up. He never thought that a year later he would be a part of it.

Other differences include that he went from leading lots of Soldiers in his first deployment to leading lots of *Civilians* in his second.

"I'm so impressed with the Civilians on the ground there," he said. "You know, they volunteer to be here. They hit the ground, excited, and motivated. It's great to work with a group like that."

He added that many of the Civilians bring such senior experience that they help mentor some of the Soldiers on the ground at the projects as well.

"Some of the Civilians are on their third and fourth tour serving in a war zone," Glen said. "Soldiers, war is what we're trained to do. Civilians in a war zone—they're very dedicated and brave. But they didn't focus on the danger. They focused on the mission. Just like Soldiers."

Glen said leading Civilians only provided him one leadership challenge—he had to remind them to keep their daily routine unpredictable to stay safe.

"Terrorists are unpredictable," Glen said. "To combat that, we need to keep our work routes, routines, etc. different every day. The Civilians realize quickly it's not like being at their home station back in the States."

Following a year of being a part of the Corps efforts in Iraq, Glen feels he has a unique perspective on what is really happening there.

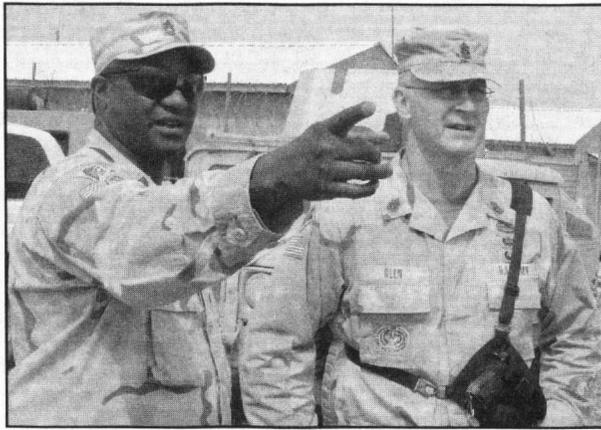
"A year to some folks is a long time, but I saw *years* worth of improvement in just 12 months," he said. "What took decades following World War II, the Corps and its Iraqi partners are accomplishing even faster. I don't understand how the news media can say we're moving slow. The before-and-after are incredible and remarkable."

"This tour has taught me so much," Glen said. "Mostly it's taught me to improve myself. I'm so grateful for this experience. I'm not just better in my job, but life as well."

Traveling more than 20,000 miles in the last year across the sands, mountains, valleys, and plains of Iraq, Glen has watched health clinics, hospitals, police stations, water treatment facilities, power grids, and even government buildings being renovated or built. He's seen war-torn landscapes turned into bustling villages. When he started, there were hundreds of projects that had just been awarded to contractors, and those projects are now complete.

Glen said what impressed him most about this accomplishment was the spirit of the Iraqi people, especially those who worked with the coalition. He said that many of the Iraqis supporting the reconstruction put themselves at odds with the insurgents, but braved the potential threats to help build the life that they want.

"Their spirit is amazing," he said. "They drive on,



Command Sgt. Maj. Gregory Glen (right) visits with Sgt. 1st Class Ferguson at Forward Operating Base Warhorse. (Photo courtesy of Seattle District)

they don't give up. It's a spirit a lot of Americans would do well to adopt. I don't think America has a great appreciation for what the average Iraqi goes through every day. Among the bad news, they persevere, regardless. I would estimate that they are a much happier people than we are.

"Iraq...it's not America, it's Iraq," said Glen. "They live differently; their culture is different. If you understand that, you understand the progress that much better. They don't take a lot for granted. They are not simple people—they are very educated and smart. But, they live simply and are very family-oriented."

He said the Iraqis he dealt with asked hard questions and consistently showed they were thinking well

into the future.

"They would ask me how they could do something better, how a particular project would improve their quality of life, especially where their children were concerned," said Glen. "They were always looking for opportunity to move forward and create a better life."

Glen said he ultimately came away impressed with the teamwork between the Iraqis, the Corps Civilians, and Soldiers.

"Everyone was so enthused and motivated," he said. "Granted, everyone has a bad day once in a while, but I never saw a more positive bunch of folks working over there."

Glen said he was glad such dedicated people were on such an important mission.

"I really believe that this reconstruction effort is a good investment, not just for Iraq but the whole world," he said. "The challenge now for those left there is to continue the capacity development so that the Iraqis know how to operate and maintain it all. That way, once we leave, we've limited the amount of things we'd have to go back and fix."

Going back is something Glen dreams about.

"Not necessarily in boots," he said. "But in 10 or 15 years I'd like to take my wife and daughters (and their husbands, if they're married by then) and fly into Baghdad. I'd like to take them through Iraq and show them all the things I've seen. I'd like them to meet these incredible people, show them all the good work that's been done."

Glen is currently working with the Recruiting Command in Washington State as he awaits orders for retirement.

## Spaniels keep GRD safe

By Tom Clarkson  
Gulf Region Division

Teams of highly trained security dogs help protect those who work in Gulf Region Division, and a GRD member recently said thanks.

Anyone who has worked in Iraq during the summer knows that the temperature regularly exceeds 120 degrees, and that the asphalt and concrete streets can become hot enough to literally cook an egg. That's uncomfortable on the feet, even through combat boots.

Imagine if the job meant walking *barefoot* on that baking pavement. That has been the daily duty of Sweep, Scratch, Bob, Will, Jess, Henry, and Muttley. They are seven English Springer Spaniels who are trained to check vehicles for explosives. Their duty stations are the entry points for the high-walled GRD and Project & Contracting Office (PCO) compounds in the International Zone (IZ) in Baghdad.

The spaniels are contractors, trained by former military dog handlers working for Aegis Defense Service, a private security company in the United Kingdom. These dogs are trained to sniff out explosives. Springer spaniels were bred as hunting dogs, and this group is trained to sit and point their noses at any suspicious vehicle or package.

The spaniels are also less intimidating to those who constantly come and go in the GRD and PCO compounds. They seem to wear a perpetual smile, unlike their more serious brethren, Max, Frodo, Kai, and Jake, the German shepherd sentry dogs who patrol the perimeter.

These working dogs all serve and protect every bit as faithfully as the Soldiers and security professionals they work with, and Cmdr. Renay Wilson felt they were entitled to "care packages" just like their human counterparts.

Wilson is an activated Naval Reservist who has been in Iraq nearly six months. In the IZ she is the Deputy of the Program Analysis and Integration Office. As a Civilian, she works as an Equal Employment Oppor-



Sweep reacts to a suspicious vehicle during a training session. (Photo courtesy of GRD)

tunity Officer at McChord Air Force Base, Wash.

Wilson saw the conditions that the dogs endure, and decided to do something about it. Not long ago, she contacted her friend Brenna Hargraves, a veterinarian technician at the Banfield Animal Hospital in Puyallup, Wash., and described in-country conditions, which can be harsh for both man and beast. As a result, the Banfield Animal Hospital, Wild Side Pet Store also in Puyallup, the Petz Edge catalog company, and the PetsMart organization recognized a need and proceeded to resolve it.

Before long, several boxes of products for this pack of four-legged protectors arrived in Baghdad by priority mail. Included were boots to protect their feet, grooming brushes, anti-itch shampoo, eye drops and ointment, pet wipes, cooling blankets, pig-ear chewies, toys, and treats.

Sweep was present as the boxes were opened, representing his band of "dog-face soldiers." He spotted a particularly attractive rubber bone and claimed it with quick clamp of his canines.

"These boots are fantastic," said George McAnish, one of the dog handlers. "It's so difficult to get things like this here, and these will help our dogs a great deal in this blistering heat."