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Although Hurricane Lili did not do as much damage as feared, it still caused trouble, like this flooding in a residential area near Dulac, La. (Photo courtesy of Mississippi Valley Division)

Good planning key to Hurricane Lili response

By Jim Pogue
Memphis District

For years, the employees of New Orleans District have known that they are sitting on a hurricane bulls-eye. It wasn't a matter of "if" but "when" a hurricane would put them out commission, so Mississippi Valley Division (MVD) made plans to deal with that eventuality.

"When" came in October, as Hurricane Lili seemed to take dead-aim at that bulls-eye. With two years of exercises and training under their belts, employees throughout MVD activated an operation plan on Oct. 1 that transferred responsibility for executing Federal Emergency Management Agency (FEMA) missions in Louisiana from New Orleans District to Memphis District.

'Victim district.' With the possibility of New Orleans becoming a "victim district" from the hurricane, initial preparation for the disaster response fell to Memphis District.

Steve Williamson is the National Emergency Preparedness Program Manager for Memphis District, and coordinated the district's hurricane response. "I think MVD made the right call in transferring execution to Memphis District as the responding district for Louisiana," he said. "We were able to bring in the Planning & Response Teams (PRTs) to Memphis and begin staging ice, water, and emergency generators at Camp Beauregard to respond to the storm. We were ready as soon as the storm passed."

Moving quickly, several Memphis District employees deployed the next day to prepare for the hurricane's anticipated landfall. Although Memphis District coordinated the initial preparation and response efforts, other districts in MVD also pitched in to help.

As part of the Federal Response Plan, Vicksburg District's Water PRT and Rock Island District's Ice PRT activated to support the response operations. The teams purchased water and ice for distribution after the hurricane passed, and deployed one member of each team to the Corps' Disaster Field Office in Baton Rouge, La. St. Louis District provided one person to support response to civil works activities at the Louisiana State Emergency Operations Center (EOC).

ENGLink. Mike Stewart, MVD's Emergency Operations Center coordinator, was pleased with the way ENGLink, the Corps' reporting system, was used during the event.

"One thing that was very helpful was the virtual use of ENGLink," said Stewart. "Shelly Shafer deployed to MVD from St. Paul to support the districts in deployment tracking of employees. Shelly started the process in St. Paul, assigning herself as a division employee, and wasted little time tracking deployed employees in ENGLink. We were able to pinpoint their exact physical locations."

Other districts and units, some from outside MVD, also sprang into action to prepare for the storm. As Lili gained strength and moved steadily toward New Orleans,

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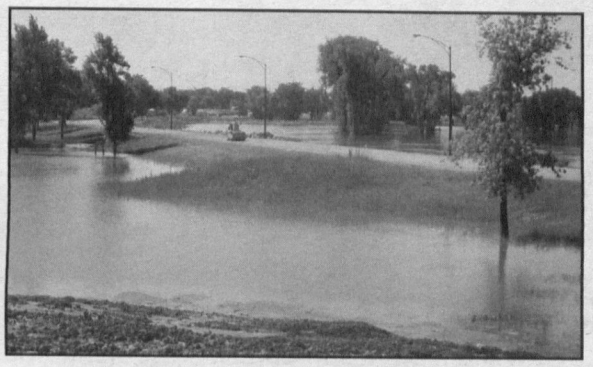

Water from the Red River flowed through the storm sewer outlet to flood River Heights Park in East Grand Forks, Minn. (Photo by Francis Schanilec, St. Paul District)

Heavy rains challenge St. Paul

By Virginia Regorrah
St. Paul District

Heavy rains and thunderstorms in the Red River Valley this summer challenged St. Paul District and its contractors at the levee projects and English Coulee Diversion in Grand Forks, N.D, and East Grand Forks, Minn.

"Ironically, the contractor lost more time due to inclement weather during the month of June than during the entire winter," said Francis Schanilec, construction representative on the East Grand Forks levee project.

Unexpectedly heavy rains on June 9 dropped more than five inches of rain on Grand Forks and East Grand Forks and 3.5 inches in Crookston, Minn. While the district deployed emergency crews to the northern Minnesota communities of Roseau, Mahnomen, and Ada, the project engineers and construction representatives in Grand Forks and East Grand Forks helped contractors ready their sites for the rising water from the Red River of the North.

In East Grand Forks, the rising river filled both borrow pits and the junction manholes of two pump stations. (A borrow pit provides earth for construction.) In Grand Forks, both borrow pits filled with water and water inundated English Coulee, submerging most of the contractor's work sites.

Just as the contractors returned to work, the summer thunderstorms struck July 9, dropping 11 inches of rain south and east of Grand Forks and eight inches of rain in Grand Forks. With the river predicted to crest at 44 feet on July 14, the contractors once again began building ring dikes around critical sites, installing and closing sluice gates, deploying and activating pumps.

The National Weather Service web site for Grand Forks lists the flood stage at East Grand Forks at 28 feet, when minor flooding occurs. *Minor flooding* means minimal or no property

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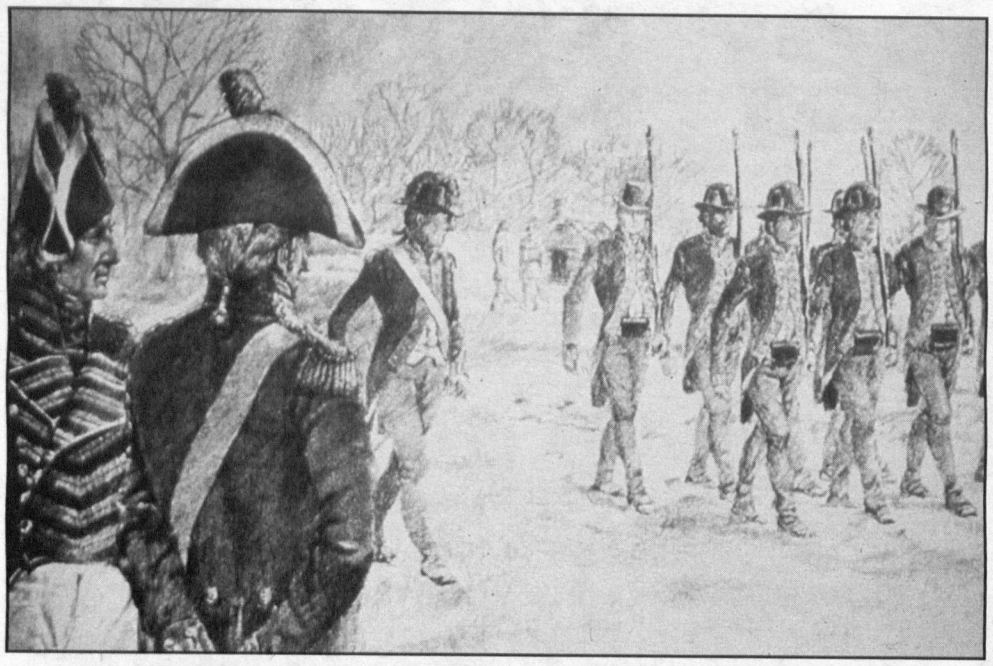
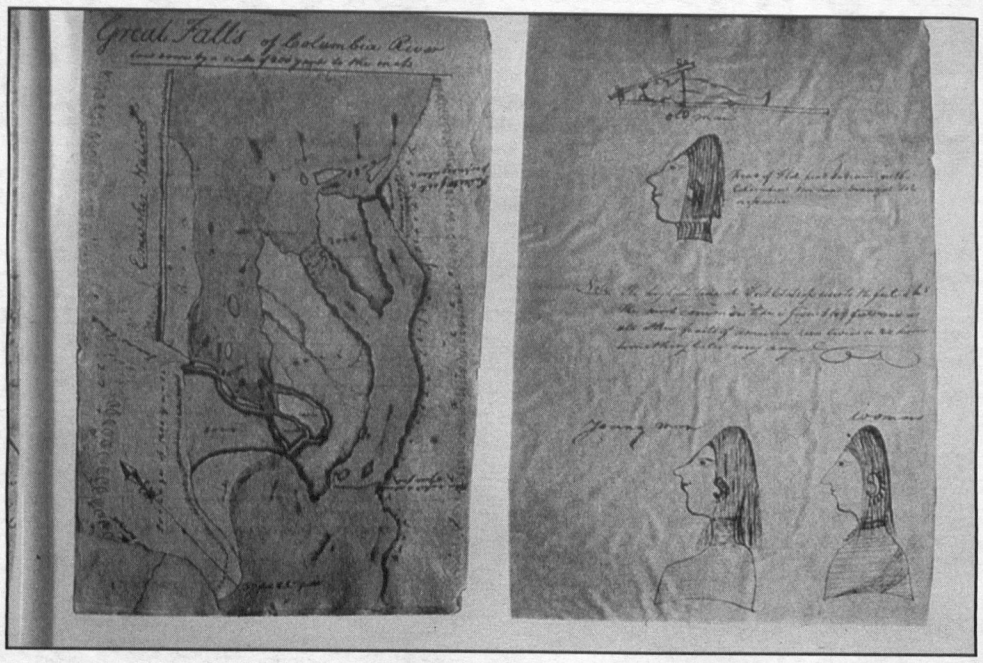


Capt. William Clark and Capt. Meriwether Lewis watch their soldiers drilling as they train for the expedition. (U.S. Army illustration)



This is a photo of actual entries in Lewis and Clark's journal during their exploration of the Northwest. (U.S. Army illustration)

Vision of Lewis & Clark fulfilled today

By Lt. Gen. Robert Flowers
Chief of Engineers
Commander, U.S. Army Corps of Engineers

Many Americans realize that the expedition of Lewis and Clark was, for the most part, a journey over water. And indeed, this great story of opening the American West takes place on or near important rivers. After all, Lewis and Clark were searching for a Northwest Passage, believing a great myth of a water route to the West Coast.

But what most Americans don't know is that nearly 200 years ago, when Meriwether Lewis and William Clark set out on the first successful exploration of the American West and Pacific Northwest, they did so as *Army* officers. Few realize that Capt. Lewis and Capt. Clark headed into the great wilderness as an Army unit, with three sergeants, one corporal, and 31 privates. Some historians believe that Army discipline was a key factor in helping the expedition succeed where three previous exploration attempts had failed.

Doubtless even fewer people realize how much help the Army needed to make the journey a success. The expedition hired French boatmen and interpreters. Others who made the trip included Sacagawea, the young Native American woman who also served as an interpreter, her infant son, and Clark's slave, York.

But it was through positive relations with Native Americans, and the Indians' sheer generosity, that the expedition truly benefited. The captains were under strict orders to develop positive relations with the tribes and, all along the way, the soldiers relied on the Indians' help.

At Fort Mandan, near the Mandan villages of present-day Bismarck, N.D., the expedition spent the winter of 1804-05 and developed good relations with the Hidatsa, Arikara, and Mandan tribes.

Later, the expedition obtained horses from the Shoshone after Sacagawea recognized the chief as her long-lost brother. The Nez Perce found the expedition near starvation in the Bitterroot Mountains, and fed them.

Today's rivers

The Lewis and Clark Expedition covered 5,000 river miles. Today, the Army is still on the river. The U.S. Army Corps of Engineers manages, maintains or regulates about 4,700 river miles between the Ohio, Mississippi, Missouri, and Columbia rivers.

The rivers today are much different than they were in 1804. River travelers today do not face extensive and perilous navigation hazards, or long seasonal delays associated with low water levels.

Because the water is regulated to ensure safe navigation and to reduce flooding, the rivers are not the wild waters of Lewis and Clark's day. Today's rivers are more likely to be the economic vehicles President Jefferson envisioned when he approached Congress to fund the expedition in 1803. So those retracing the journey to commemorate it's 200th anniversary will find the river much tamed, free of the sandbars on which the expedition often camped.

In Jefferson's day, there was no doubt and debate about what the river was for — and among other things, it was the fastest mode of transportation available. A river was a means of trade, crucial to economic development and military strength.

Opposing views

Now and for several decades, with a growing awareness of and commitment to the environmental benefits of rivers, the nation has encountered widespread disagreement about their real purpose.

Currently, the nation has basically two increasingly polarized views — one favoring economic benefits, and one for the environment. These views are apparent through competing interests in the Missouri River watershed of Lewis and Clark, and also in other key areas today such as the Florida Everglades and Coastal Louisiana.

Some say rivers should serve the needs of man. Many livelihoods, as well as affordable goods and services, rely on waterborne transportation. Inland and intracoastal waterways directly serve 38 states throughout the nation, plus the states on the Atlantic seaboard, the Gulf Coast, and the Pacific Northwest. Shippers and consumers depend on waterways to move about 630 million tons of cargo valued at more than $73 billion annually.

But others say that rivers must increasingly recognize the needs of nature. Ecosystems have suffered and species have dwindled — both require protection to thrive. The Corps' environmental program (now about 20 percent of all the civil work we do) is increasingly in demand.

Water resources have played a significant role in the economic development and security of this nation. But in the future, water will be a commodity as precious as oil. Do the nation's priorities need to change concerning water projects? Does the way the government manages water need to change? I think it's time to move the debate to a higher level, to a level involving more Americans, to a true a public policy forum, because these are questions that concern *all* Americans.

Ironically, building relationships and forming agreements, which ensured the survival of the expedition nearly 200 years ago, is exactly what is needed today.

Though it seems that we are speaking different languages through our opposing values, we *must* find a way to come to a common understanding. We *must* care enough to engage, to understand other points of view, and to find mutually acceptable solutions. With the complex issues we face today, efforts to be inclusive across a broad base of understanding are more likely to succeed.

If there is a legacy of Lewis and Clark, I think it is about more than the strength and determination of the human spirit. It is about the power of cooperation.

The way ahead

The Corps of Engineers has carried out the dreams that were the promise of the Lewis and Clark expedition. We provide energy to agriculture and industry, reduce flood damages, regulate river levels for navigation, and provide water for recreation. And we do all this with an environmental sensitivity that did not exist in the early 19th century.

But we are determined to do more. The Corps recently published seven environmental operating principles, which we'll use to set a tone and direction for our work and our dialogue regarding environmental work. The environmental operating principles are not new; they are a product of many years of environmental involvement, and they are an affirmation of our commitment to environmental stewardship.

In conclusion, when I think about the Lewis and Clark Expedition, I think it provides abundant examples of the Army values we advocate today — Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Courage. May we live them now as vibrantly as our ancestors did. If we do, the nation will always be well served.

(Reprinted from "Impact" magazine, journal of America Water Resources.)

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Insights

Thankful for more than turkey

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

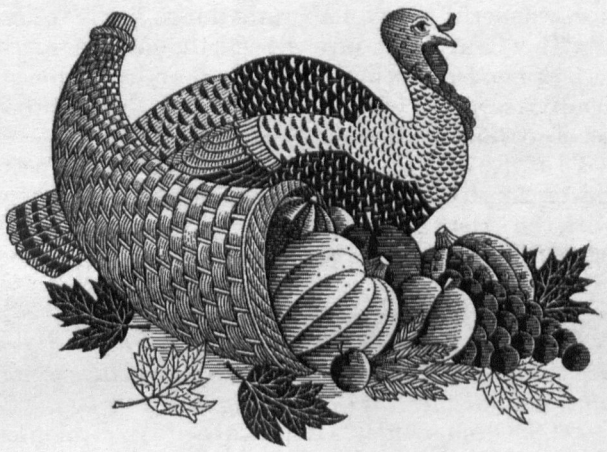
America, the land of plenty...the land where many Americans pray, "Give us this day our daily bread", and then ask God for the strength to not eat it. However, when Thanksgiving comes, it seems like most Americans ignore any effort to resist the temptation to overeat. Instead they shamelessly indulge in gluttony, and do it in the name of being thankful.

However, my recent trip to Afghanistan and neighboring countries has given me something to be thankful for that that goes far beyond being thankful for a turkey and all the trimmings.

Every morning when we were in Camp Doha, Kuwait, we were greeted with a breeze...that lasted all day. The trouble was, the breeze was about 120 degrees and very, very dry. When we stepped out of a building, it was like stepping in front of a giant hair dryer. We were glad to hear that it was cooler in Bagram, Afghanistan, and when we got there we found this to be true. The temperature was only in the upper 90s, but everywhere we went we had to walk in dust about three inches thick.

The dust we stirred up with our boots was so fine I wondered if it could be used as a talcum power substitute. But, I decided not to experiment with it because the unsightly brown stuff didn't look like anything I would want on my feet, let alone on a baby's bottom.

In spite of the fact that the living conditions were far below American standards, *I never heard one complaint!* Every service member I talked to willingly endured the hardships because they knew their service in this faraway land played an important part in keeping America



safe from the terrorist who used to hide where they now sleep.

And, the U.S. Army Corps of Engineers is there! Our Corps members were not just there, they were everywhere...*and they were doing the Corps proud!*

The 249th Engineer Battalion (Prime Power) is doing a great job of providing the electric power that is so important to today's military. The electricity they provide is far more important than just the convenience of light and heat; it is essential to keep the sophisticated electronic equipment running that is vital to our modern Army. They are true professionals with a great attitude, and everyone loves them.

The Corps had its civilian force in place too. The Forward Engineer Support Teams (FEST) were in the area along with Corps members from the Contingency Real Estate Support Teams (CREST), the Transatlantic Programs Center, etc. Our Corps members were right there, willingly working shoulder-to-shoulder with their military comrades, assisting in acquiring land, designing new bases, and much, much more.

In fact, Bruce Hardie of Southwestern Division found a little excitement at Chapman Airfield. He was walking the airfield to get a little exercise, and while he was at the far end of the airfield, a firefight broke out nearby that sent him scurrying back to his tent and motivated him to don his helmet and body armor.

It turned out to be a couple Afghan warlords settling a disagreement, but when the air is full of bullets you don't care why or how they got there. You just do what Bruce did!

While I was in the Middle East, I was thrilled to see the encouragement provided by Americans back home. Everywhere I went in the Middle East there was a bounty of encouraging cards, letters, posters, and care packages. Our people are really thankful for them, and I believe these tangible signs of support do more to lift the spirits of our service members and our DoD civilians than the senders realize.

This Thanksgiving, the first thing I'm going to do is thank God that I live in America, and that America is free. Then I'm going to thank God for the wonderful men and women who are missing Thanksgiving with their families to keep it free. And last, I'm going to thank God for the turkey...and shamelessly indulge in gluttony!

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

Commentary

Heroes walk quietly among us

Article by Sunday Pearson
Photo by Michael Nevins
Sacramento District

I met a hero, cleaning out cigarette butt containers in the garage where I park.

A short, unassuming guy, maybe five-foot-three as he stood near the elevator, cleaning out butt cans and sweeping the garage floor. I had not seen him before, and probably would not have paid much attention except, as I said good morning, I noticed the words "Bronze Star" written on his baseball hat.

I knew he must be a hero, because you don't get a Bronze Star except for valor in combat. So I asked him to tell me how he earned it, and invited him up to my office. Turns out the Bronze Star wasn't his only medal for valor.

At 16-and-a-half, Steve Moreno asked his father to co-sign so he could join the Navy. Even at that young age, he felt compelled to serve his country. His father complied, and Moreno served as a tail-gunner on a B-24 Liberator bomber during the Korean War.

One night they were dropping flares, and an enemy MiG jet fighter jumped Moreno's plane. Although bullets were flying everywhere, Moreno successfully fought off the MiG fighter with the twin .50-caliber machine guns in his tail turret, and the crew safely completed the mission. This heroic event earned him the Navy Air Medal.

Between 1960 and 1970, while serving in the Army, Moreno volunteered for *three* tours in Vietnam, earning the Army Commendation Medal, the Army Air Medal with "V" for valor, the Purple Heart, and the Bronze Star.

During his first tour in Vietnam, Moreno received the Army Air Medal for providing cover fire for a downed scout helicopter. In a UH-1B "Huey" helicopter, he and another door gunner used their M-60 machine guns to fight off Viet Cong troops trying to reach the crashed OH-58.

Under attack for four hours, they retreated only to re-

Steve Moreno earned several medals for valor, including the Bronze Star, fighting in two wars.

fuel, returning quickly to their downed comrades.

Moreno and the Huey crew did everything they could, but a friend of Moreno's was aboard the fallen helicopter and didn't make it out. Moreno told me he had almost been on that OH-58. His friend had asked to switch jobs that day, but for some reason Moreno didn't want to. He said it just didn't "feel right," and promised his friend he would switch with him another day.

As I watched the emotions from so long ago flit across Moreno's face, I asked him if he had shared this story before. He said he rarely did because it always made him choke up.

On his second tour in Vietnam, Moreno was with the 5th Armored Division as a tank commander. He smiled wryly as he said he wanted "to work closer to the ground" this time. He earned the Bronze Star when he volunteered to enter enemy territory near the Demilitarized Zone.

Moreno brought back the lifeless body of a friend who was slumped over the gun turret of a crippled M-48 tank. He drove the damaged tank through hostile fire to safety. "We left nothing for the enemy to use," Moreno said. "This time I was scared," he said. "I prayed the whole time."

Three days later, while on patrol sitting atop his tank, Moreno was thrown off backward when his vehicle hit a land mine. Shrapnel punctured his lung and he was hospitalized for a week. Today, he has only one lung.

Rather than return to the U.S. as doctors suggested, Moreno asked to remain in Vietnam to finish his tour of duty. "Still work to be done," he said. The wound earned him the Purple Heart.

Moreno volunteered for a *third* tour in Vietnam. He said he felt his war experience could help others stay alive. Thus, he spent his third tour teaching survival techniques, and supervising green recruits on how to properly load ammunition onto their tanks.

When he wanted to return for a *fourth* (!!) tour, the Army required that his wife concur in writing. When she received the form from the Department of Army, she took out her lipstick and wrote ***HELL NO*** on it.

Moreno also told me that if he weren't so old, he'd be in Afghanistan right now. He said he'd much rather go himself than see one of his sons or grandsons go.

As I walked him to the elevator that took him back to his janitorial duties, I wondered how many other Steve Morenos are out there? Perhaps they too have compelling stories and are just waiting for someone to ask them.

November is the month we celebrate Thanksgiving, but it is also the month of Veterans Day. It is a month to be thankful for many things, especially the sacrifices of our veterans. Please don't miss an opportunity to say thank you to a veteran.

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

Sergeant major with unusual job set to retire

Article by Bernard Tate
Headquarters

*(**Editor's note:** Command Sgt. Maj. Robert Dils, command sergeant major of the U.S. Army Corps of Engineers, is retiring after 32 years in the Army.*

In the average Army command, the sergeant major is responsible for the welfare, morale, and mission readiness of the enlisted soldiers. Dils did the same with the Corps, but we have relatively few enlisted soldiers. So the Chief of Engineers gave Dils the additional mission of being the spokesman for the Corps' wage-grade workers.

Working directly with civilians, and taking responsibility for their welfare, is a unique job for a sergeant major. Recently, Dils looked back on his time with the Corps, and his career in the Army.)

***UPDATE:** The instant that you walked in the door, you found out that you had a mission that perhaps no sergeant major has ever done before. The Chief of Engineers wanted you to take care of the Corps' wage-grade workers. What did you think when you first heard that?*

***DILS:** Well, the first thing I did was learn a lot about it. I knew a little about the federal civil service system, but I had to quickly learn a lot more. It was a steep learning curve, and I'm still learning every day.*

I've found, though, that all our employees (it doesn't matter if they're military or civilian) have the same basic desire — to serve this nation and this organization well, and they certainly do that. They're concerned about training issues, they're concerned about safety, and they want to make a significant contribution.

They're especially concerned about the image this organization has with the American public. By and large, everybody in the Corps works overtime to make sure that this organization, and their little piece of it, presents a positive image to the American public.

So while I had a learning curve to understand the federal civil service system better, it's not much different than what I would do in a normal Army unit.

***UPDATE:** A lot of travel, though, right?*

***DILS:** Yes, it is. But I've had a unique opportunity to see a broad spectrum of this organization. The Chief of Engineer's focus on people, process, and communication hits home to everybody in this organization. I think he was extremely perceptive in doing that, and I've not found anybody in my visits who has not totally embraced that concept.*

***UPDATE:** How much travel have you done?*

***DILS:** I've been on the road 192 days out of the past 300. I've been in this organization longer than 300 days, of course. But out of the past 300 days, I've been on the road for 192 of them.*

***UPDATE:** Did you reach every place in the Corps of Engineers that you wanted to?*

***DILS:** No. This organization is 36,000 soldiers and civilians in 1,200 places. According to the Ops guys, if you marked on a map every place where we have employees, it's about 1,200. We do everything in this organization from war-fight to manage fish.*

I've made a dent in it, but I've got a long way to go. I've got a lot of traveling to do yet before I retire.

***UPDATE:** And now that you're close to the end of your unique mission, how do you feel about it?*

***DILS:** There's a lot more to be done. The sergeant major coming after me is Command Sgt. Maj. Michael M. Balch. He is coming to us from the Engineer Brigade of the First Infantry Division in Bamburg, Germany. He's a superb sergeant major with a great Army career. Very people-oriented, and I'm confident that the Chief of Engineers will have him pick up where I left off.*

***UPDATE:** What advice will you give to Sgt. Maj. Balch?*

***DILS:** I'll tell him that this is a great organization that does wonderful things, important things, for this country. That he's got to be involved with the people as much as possible. He's got to focus on people and communication, not so much on process. And he's got to be another set of eyes and ears for the Chief.*

I'll advise that he support all soldiers and civilians in this organization, support the Army leadership, and help with the safety program in any way he can. And I'll advise him to be a good spokesman to the Army for the Corps of Engineers.

***UPDATE:** So you believe that the sergeant major's mission of being the wage-grade spokesman will continue after you and after this Chief of Engineers?*

***DILS:** Oh, absolutely. I think it's been a good thing for this organization, and I'm confident it will continue.*

But I'd also like to point out that the Corps' sergeant major does many more things besides be the spokesman for wage-grade employees. The Chief of Engineers gave me a list of goals and objectives on Day One. It included operating an Audie Murphy Program for USACE; to visit all Corps divisions, districts, labs, and Reserve units; to visit every Corps enlisted soldier; to get involved with the Corps safety program and Safety Council; support the Engineer School and its command team; to be a senior mentor to all engineer NCOs; and to serve on the Army Engineer Association National Board of Directors, to name just a few.

I'm still working on it. This job is a lot more than wage-grade employees.

***UPDATE:** You mentioned that there is still some more work that you want to do before you retire. What do you plan to do?*

***DILS:** I want to continue, right up until the day before I retire, doing what I've been doing. I'll obviously have to do a little administrative stuff that's necessary for me to transition from the Army to civilian life.*

And by the way, I prefer the word "transition" to "retirement." "Retirement" sounds like "put on the shelf," and that's not the case at all. In retirement I plan to stay very close to the Army.

I've got a couple more overseas trips to do, and a couple more districts to visit. I'm going to Korea and Germany, and to Wilmington and Detroit districts.

***UPDATE:** When is your actual transition day?*

***DILS:** I transition to civilian life on 1 March 2003. I'll do a little terminal leave just prior to my retirement date.*

***UPDATE:** Now that you have had a chance to see a wide cross-section of the Corps of Engineers, how is the health and morale of the Corps' workers at this time?*

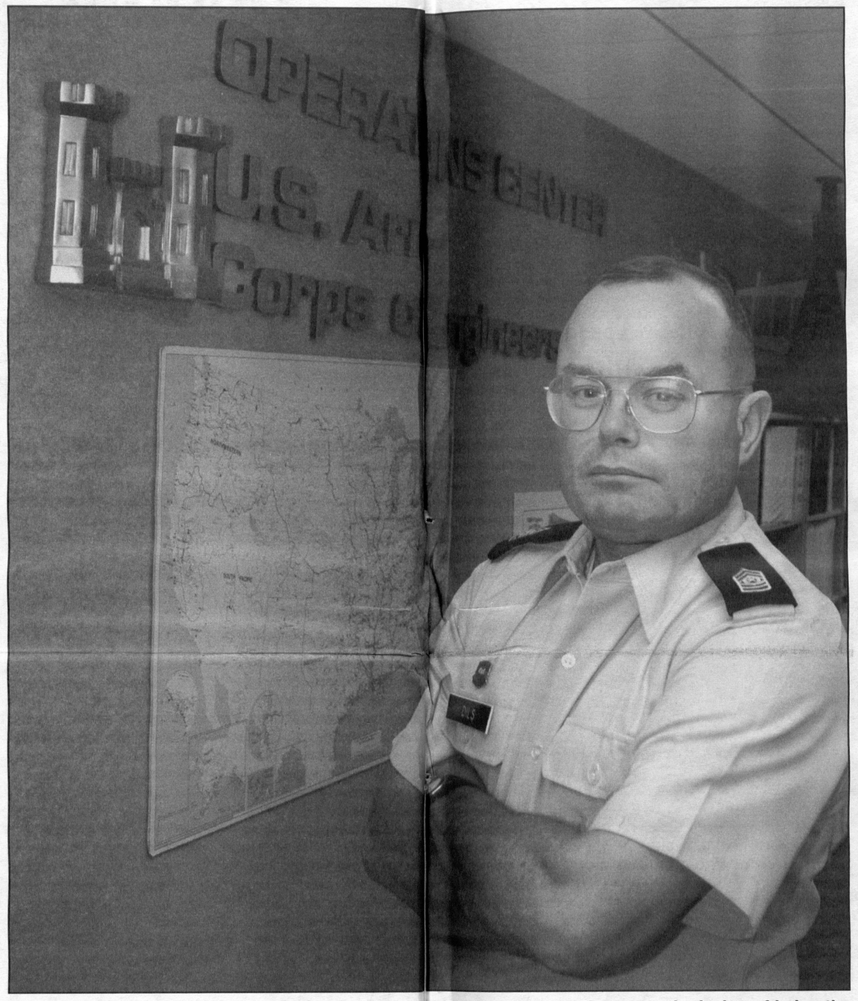
***DILS:** Morale is absolutely superb. People are the cornerstone of this organization. They make this the great organization that it is. I sometimes wonder how we get such marvelous people in this organization. I'm glad we do; they are some very dedicated Americans.*

And our civilian employees are just as much a part of the U.S. Army as a soldier wearing BDUs with a rifle in his hand in Afghanistan. No difference. They are doing what the nation asks them to do, they are doing what the Corps of Engineers asks them to do, and they are doing it to a high standard every day.

And I see that everywhere I go. Park rangers, mat sinking unit, civilians doing military and civilian construction, lockworkers, the Baltimore District people working in the DC schools, and I could go on and on. Every place I've been, it's the same.

***UPDATE:** Based on your experience, what does the Corps of Engineers need to do, or continue to do, to take care of those people?*

***DILS:** We've got to keep the focus on communicating with them. The leadership of the Corps of Engineers must continue to champion their cause. We must keep our superiors informed about the needs of our employees. We've got to continue to resource them in the proper way. We've got insure that they work every day in a safe environment. And we need to reward them for the job they do.*



Command Sgt. Maj. Robert Dils, the Corps' command sergeant major, had the unusual mission of being the spokesman for the Corps' wage-grade workers. (Photo by F.T. Eyre, HECSA)

***UPDATE:** What have you gained or learned while you've been with the Corps?*

***DILS:** The first thing that comes to mind is that I've had the opportunity, one-on-one and in small groups, to visit our soldiers and civilians all over the world at their mission site, facility, installation, wherever they're working for the Corps of Engineers and the nation.*

I've had the opportunity to spend a little time with them, to hear their concerns, and to bring those concerns back to the Chief, back to Headquarters, and back to the Army. I get a snapshot of hundreds and hundreds of facilities and installations in this organization, and I think someone with that depth of knowledge from different parts and places in this organization is very valuable.

I've got to be a good communicator to my boss to share with him my experiences. It helps him make better decisions as the Chief of Engineers.

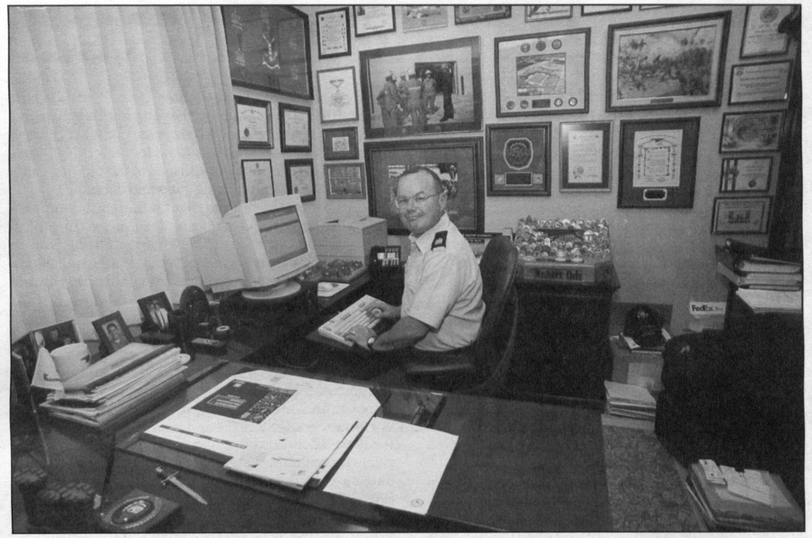
***UPDATE:** How long will you have in the Army when you retire? And what do you plan to do during retirement?*

***DILS:** When I transition from the Army to civilian life, I'll have 32 years, one month, four days.*

I'm not sure what I'm going to do in retirement. The only thing I'm sure I'm going to do is spend more time with my family, travel less, work on my "honey-do" list, and find a second career…in about that order.

I want to stay close to the Army as a civilian. I want to make a contribution to the Army in some way. You don't hang up your love for doing things for an organization. I'll be as big a cheerleader for the Corps of Engineers as I can.

I've had a wonderful experience in the Army. It's no wonder that it's the best Army in the world, with the soldiers and civilians that we have.



A lot of TDY in the field made a day in the office a rare treat for Command Sgt. Maj. Robert Dils. He is surrounded by a few mementos of his 32-year career. (Photo by Marti Hendrix, HECSA)

***UPDATE:** We know why you joined the Army – you were drafted. But what led you to stay for 32 years?*

***DILS:** I have only regret about the Army. In 20/20 hindsight, I should have come straight out of high school into the Army, because I would have had an opportunity to serve a little longer.*

I like people very much. I like a sense of mission, and of mission accomplishment. (And that's one reason we keep such good people in this organization.) I like the profession of being a soldier. I won't tell you I was the best soldier in the world, starting out. But I embraced the Army ethic early-on.

I love being a soldier every day. And there's a point we often miss, both in this organization and in the whole Army. When I say, "I'd like to come visit your soldiers," some people answer, "Well, we only have four enlisted soldiers." And I say, "Yeah? And?" And they don't get it.

A soldier is a four-star general, a soldier is the Chief of Staff of the Army, and a soldier is a sergeant laying cable in Afghanistan, and a soldier is a clerk filing papers in an office. Soldiers are privates to generals. We all need to remember that.

***UPDATE:** How has the Army changed since you were drafted?*

***DILS:** It's a lot better. This is the best Army in the world, again, because of the people. The technology is important, but it's the soldiers and civilians who make this the best Army in the world.*

We have evolved for more than 200 years, but the values and ethics of being a soldier are at the very heart of soldiering. And in this context, "soldiering" applies to DA civilians, too.

And I think that when people stop a minute to reflect on that, that's the real reason they stay in. They're not staying for the benefits and pay. They're staying for that sense of service, dedication, mission, mission accomplishment, and satisfaction.

***UPDATE:** How is the Army better today than when we came in?*

***DILS:** Well, when you say "better," to some people it implies there was something wrong before. There was nothing wrong before.*

We've transformed this Army to meet the mission over and over again for more than 200 years. We transformed to accomplish the mission during the Revolutionary War. We transformed to accomplish the mission during the Civil War. We transformed to accomplish the mission during the Cold War.

It has been a constant evolutionary transformation to meet the mission need, just like we're doing today with the war on terrorism. So I would caveat "better" by saying we're getting better at evolving and changing and being flexible.

This is a great Army that is the tip of the spear for the greatest nation in history. Lots and lots and lots of dedicated people have served that cause for more than 200 years.

I spend a lot of time with veterans and retirees, and can you look into their eyes and say that the soldier of today is better than they were? No, you can't say that. They did what the nation asked them to do. They stepped up and performed the mission, went to war for this country, and thousands of them gave their lives.

So I definitely caveat the term "better."

***UPDATE:** Looking back over the past 32 years, what was the best job and the best assignment you ever had?*

***DILS:** Those jobs that brought me the closest to soldiers and civilians in the Army.*

In my previous job as Command Sergeant Major of the Maneuver Support Center at Fort Leonard Wood, where I served with Lt. Gen. Flowers, I was close to thousands of soldiers and civilians every day, all day long, immersed in that, just like I am now.

I've served as the first sergeant of three companies in the Army, and that's all about people and communications. The soldiers, officers, and noncommissioned officers in my unit accomplished the mission, the process, and I kind of served as the catalyst for the people and communications. I thrived on that.

I served several times as battalion and brigade sergeant major, again immersed in the people and communications business, and not so much in the mission and process business.

I served as an instructor at the Engineer School. I liked that; I was on the platform every day interacting with soldiers, officers, and noncommissioned officers. I loved that because I had the opportunity to impart a little of my knowledge to them, to encourage them to grow.

Being close to the people, the soldiers and civilians, those are the best jobs I've had in the Army. The closer to them the better.

***UPDATE:** Any final thoughts or comments?*

***DILS:** Thanks for the opportunity to serve. I'm very appreciative every day of what everybody in this organization does for the United States and for the Army. They do it extremely well, and I very much appreciate the opportunity to work with them.*

9-11 vet is Civilian of Year

Article by Vince Elias
New York District
Photo by F.T. Eyre
HECSA

Joseph Seebode of New York District received the prestigious USACE Civilian of the Year Award for outstanding service to the nation for his actions immediately following the tragic events of Sept. 11 that destroyed the World Trade Center.

The award was recently presented by Lt. Gen. Robert Flowers, Chief of Engineers, to Seebode at a ceremony in Orlando, Fla.

Seebode is an environmental engineer with more than 21 years of experience with the U.S. Army Corps of Engineers. He is the program manager directing the challenging engineering and construction effort to deepen the Port of New York and New Jersey to 50 feet. He is also managing the development and execution of a comprehensive environmental restoration strategy for the New York/New Jersey Harbor Estuary.

Before this assignment, Seebode managed the Corps' Regulatory Program in New York District for 13 years.

On the morning of Sept. 11, Seebode was on his way to a meeting with the Port Authority of New York and New Jersey in the World Trade Center. As he evacuated the underground train station of the complex under a heavy smoke from the first attack, the second plane hit Tower 2. Seebode says he feels fortunate, since he was able to escape unscathed from the north side of the building complex, notwithstanding falling glass and debris.

Shortly after the full ramifications of the terrorist attack were known, Seebode was designated the official Corps liaison to the City of New York, and was back in lower Manhattan working with city, state, and federal officials on a number of efforts to expedite rescue and recovery operations.

Working 15-20 hour days for weeks, Seebode coordinated with city and state officials where Corps expertise was available to support rescue and recovery operations. This included topographic and bathymetric survey activities, water and fuel transport for fire trucks, debris removal, and dredging and dredged material disposal.

He managed the logistics and emergency permits needed to allow expeditious dredging in the Hudson and East rivers to create the water depths necessary to accommodate barges taking debris and structural steel from the World Trade Center site to the Staten Island Landfill and recycling facilities.

Many of the Corps' efforts, and those of other agencies involved in rescue and recovery operations, were described in a recent History Channel documentary about the World Trade Center tragedy. Seebode is interviewed several times in the documentary.

Joseph Seebode of New York District is the Corps Civilian of the Year.

U.S. military prison gets new facilities

By Thomas O'Hara
Kansas City District

"This day celebrates the transition from old to new," said Col. Colleen McGuire, commandant of the U.S. Disciplinary Barracks (USDB) before the ceremonial ribbon-cutting of the $67.5 million facility at Fort Leavenworth, Kan. "This facility includes the most state-of-the-art equipment and systems available today. Cameras, sensors and alarms replace the wall and towers. I'd like to thank Kansas City District of the U.S. Army Corps of Engineers for making this happen."

The USDB is the only maximum security prison in the Department of Defense. Its history dates back to May 1875, making it the oldest penal institution in continuous operation in the military system. The USDB mission is to incarcerate U.S. military prisoners sentenced to long terms of confinement, and to conduct correctional and treatment programs to maintain good order and discipline and reduce recidivism upon release.

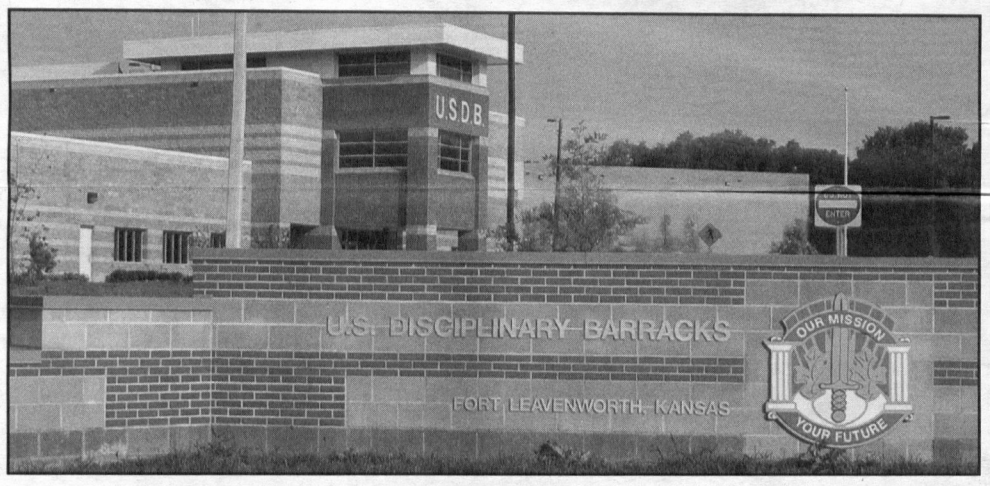
Finishing this monumental project did not come without hurdles, both natural and manmade. "Ninety days per contract year was built into this contract for adverse weather delays," said Dale Bestgen, project engineer of Kansas City District. "In the first year of this project, the contractor experienced an additional 99 adverse weather days which we had to work around."

In addition, the facility required an extensive electronic control system that had to be designed, built, and tested. The system, Division 17, is a series of programmable logic controllers with 80,000-plus input/output points to control remote lights, locks, and other controls from a variety of manufacturers. They all had to be integrated to act as a single system.

"Getting all those systems integrated and functioning was challenging," said Bestgen. "It didn't happen overnight."

Gossen Livingston, of Wichita, Kan. was the lead architectural design firm for the 521-bed facility. The design is based on modern prison standards modified to fit the unique military missions requirements of the USDB. The integrated security system was designed by Rosser Justice Systems, of Atlanta, Ga., a subcontractor to Gossen Livingston. "They are probably one of the premier designers of correctional facilities," said Bestgen.

The district's success in building a design project as complex as the USDB was not lost on the customer. "This has not been an easy task," said Brig. Gen. Stephen Curry, commandant of the Military Police School at Fort Leavenworth during the ribbon-cutting ceremony. "It hasn't been easy for the Corps to overcome obstacle after obstacle. At one point it was a day-by day, week-by-week event to manage a schedule for this complex project. But they did it. A truly remarkable accomplishment and one of significant importance."



The new facilities at Fort Leavenworth, Kan., replace a physical plant that was more than 100 years old. (U.S. Army Photo by Don Middleton)

Planning for the facility began as far back as 1990. It was authorized in 1994, and ground was broken for construction in June, 1998.

"I'm sure every one of the four or five former commandants here today, at some point sitting in the old venerable 100-plus-yearold facility, once or twice thought 'Wouldn't it be nice...?'" said Curry. "Today they can say 'Isn't it nice?'"

Budget executions top 95%

By Bernard Tate
Headquarters

The U.S. Army Corps of Engineers executed well over 95 percent of its total budget in fiscal year 2002 (FY02).

Civil Works

The Directorate of Civil Works executed 102 percent of its budget in fiscal year 2002 (FY02). The scheduled budget was $4.7 million, with $4.8 million used. The actual expenditures by division were:

LRD — $820 million (104 percent)
MVD — $1,119 million (100 percent)
NAD — $569 million (97 million)
NWD — $606 million (101 percent)
POD — $47 million (108 percent)
SAD — $727 million (102 percent)
SPD — $357 million (99 percent)
SWD — $467 million (111 percent)
Other — $177 million (113 percent)

Military Programs

The Directorate of Military Programs executed 97 percent of its budget in FY02.

In Army military construction (MILCON), Military Programs executed $145 million of the planned $153 million (95 percent); $116 million of the planned $123 million for Air Force MILCON (94 percent); and $75 percent of the planned $69 million (109 percent) of the DoD/ Support for Others MILCON.

ERDC

The U.S. Army Engineering Research and Development Center executed 90.3 percent of its funding for FY02. Its total program size was about $664 million.

"ERDC was recently selected as the Army's Large Research and Development Organization of the Year for 2002," said Rob Lambert, acting Executive Director of ERDC. "Winning this top award indicates the kind of work done by ERDC in executing its research, development, and operational programs."

Real Estate

The Directorate of Real Estate executed about 98 percent of their workload and associated funding in FY02. Their total program size is about $550 million. Of this, about $120 million is labor and administration.

Around the Corps

Changes in *Engineer Update*

The *Engineer Update* has reduced from 16 pages to eight pages as a cost saving measure. The eight-page hard-copy version will concentrate on Corps of Engineers news, policy changes, and programs and projects.

But the features articles that our readers enjoy will still be available in the on-line version at www.usace.army.mil. At the website, click on "News and Information," then click on "News Publications," and finally click on *Engineer Update*.

The on-line *Engineer Update* will carry all the news and information of the hard-copy version, plus more feature articles.

Cancer walk

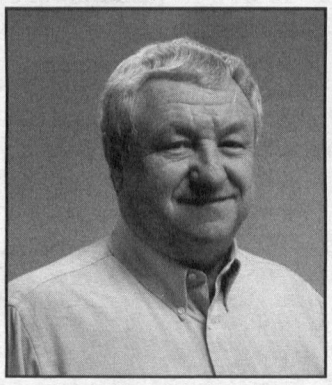
Members of New England District raised money for a good cause and honored the memory of a friend during the Walk to Cure Cancer on Sept. 2. The annual five-mile walk around Lake Quinsigamond in Shrewsbury, Mass., raises funds for equipment and researchers for the new Massachusetts AFL-CIO Cancer Research Center.

Six employees, led by Bud Taylor, pounded the pavement in the rain as a team for a second year and raised about $3,000.

This year's Walk to Cure Cancer held special meaning to the team. They dedicated their efforts to Bruce Chapman, who worked in Regulatory Division and was team captain for the walk last year. Chapman died earlier this year of cancer. "It was dedicated to Bruce, and it always will be from this district," said Taylor. "We won't forget him. His fight didn't end when he stopped walking with us.'"

Cost Engineer of the Year

A civil engineering technician with Transatlantic Programs Center is the USACE 2002 Cost Engineer of the Year. James Madden received this prestigious award on Sept. 26 for his contributions to the cost engineering profession. Col. Merdith W.B. Temple, TAC Commander, presented the award on behalf of Lt. Gen. Robert Flowers, USACE Commander.



James Madden.

The award is given to a cost engineer who is dedicated to improving the quality of cost engineering in the Corps. "It's an honor to be recognized by my peers and selected by a committee of senior cost estimators and engineers," said Madden.

Arkansas River cruise

Private citizens recently joined the Arkansas Hospitality Association, and officials of the Arkansas Game and Fish Commission and Little Rock District in the "Arkansas River Good News Cruise." The good news is that the McClellan-Kerr Arkansas River Navigation System is an important economic asset and that local, state, and federal agencies are working with private interests to increase the river's benefits.

The 11-vessel flotilla stopped at 10 communities June 11-15 to hold news conferences and, at some locations, evening social events. Ed Watford, Deputy District Engineer for Project Management, told the gatherings about the river's benefits, including navigation, hydropower, flood reduction, and recreation. But the main theme was the cooperation among federal, state, local and private sectors that is improving aquatic habitat.

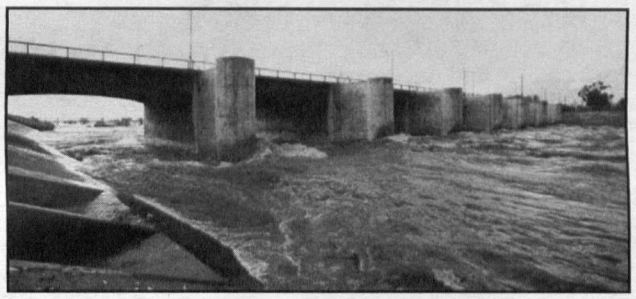
That event sparked coverage on ESPN, in newspaper articles, and on live morning TV and local radio news.

Employment of the disabled

The Georgia Department of Labor/Division of Vocational Rehabilitation (VR) Services honored Savannah District and two local businesses for hiring people with disabilities.

The awards were presented at VR's first annual Employer Awards Luncheon on Oct. 3. Savannah District was cited as Large Employer of the Year.

The Piggly Wiggly grocery store in Sandfly, Ga., was honored in the mid-sized category, and Starbucks Coffee (locations in downtown and Montgomery Crossroads, Ga.), was honored in the small category.



The Los Angeles County Drainage Area flood control project won an award from the American Public Works Association.

LACDA wins award

The Los Angeles County Drainage Area (LACDA) flood control project won one of the nation's most prestigious public works awards at a ceremony in Kansas City, Mo., on Sept. 23.

The American Public Works Association (APWA) cited the "extraordinary partnership" among the managing agencies, including Los Angeles District, as one reason for picking the project.

"Throughout the six years of LACDA construction, the channel maintained its flood control function," said the APWA. "During construction, vehicular, railroad and utility bridges remained operable as well." APWA also praised LACDA for completion five years ahead of schedule and $150 million under budget.

Navy kudos

John Ham of Transatlantic Programs Center recently received a Superior Civilian Service Award signed by Vice Admiral T. J. Keating of the U.S. Naval Forces Central Command and 5th Fleet. Ham was cited for his outstanding achievements from March 1998 to August 2002, while serving as chief of TAC's Bahrain Programs Office.

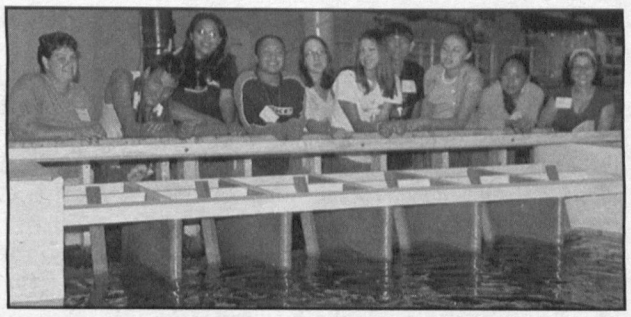
The Bahrain office is building quality of life and administrative facilities for Navy personnel stationed at the Naval Support Activity in Manama, Bahrain. The Naval Support Activity provides logistics and administrative support to the Navy's Fifth Fleet, headquartered in the Arabian Gulf.

Ham's achievements included managing $65 million of military construction funds for housing, medical, recreation, and office facilities. The Navy citation stated that he was "directly responsible for the unprecedented development of the Naval Support Activity Bahrain to accommodate the ever-increasing military mission in the Central Command area of responsibility and to optimize the force protection posture of the installation."

The Navy also appreciated Ham's expert skills in engineering, which led to design modifications that enhanced the quality of life for U.S. Navy personnel stationed at the facility.

His "attention to detail, the respect of his staff, contractors, and peers resulted in a flawless safety record, as well as an outstanding quality product delivered on schedule and within budget," the citation read.

Ham is now assigned to TAC headquarters as a project management division chief.



Native American students look over a model of a lock and dam.

Learning platform for Native Americans

St. Paul District employees helped teach students at the Native American math and science camp at the University of Minnesota's St. Anthony Falls laboratory July 26 through Aug. 3. The laboratory's focus is engineering, environmental, and geophysical fluid dynamics.

Yvonne Berner from Regulatory Branch, and Michelle Schneider from Hydrology, taught ninth- and 10th-grade students about the interrelationship between climate and hydrology and the importance of wetlands to the hydrologic cycle.

The university has hosted the camp each summer since 1991. This year was the first that the National Center for Earth Surface Dynamics (NCESD) and the St. Anthony Falls laboratory have been involved. The camp expanded to include a second year for returning students. The first-year students brushed up on math and science skills. Second-year students learned about water resources.

St. Paul District had expressed a desire to be involved with the outreach aspects of the NCED, and this commitment became a reality with the assistance of instructors for the camp.

Berner and Steve Lenhart, the lockmaster at Upper St. Anthony Falls Lock and Dam, arranged a tour of the lock and the interpretive center for the students and staff. After the lock tour, the group met on Nicollet Island. Matt Pearcy, district historian, and Brad Johnson, district archeologist, talked to the group about the history of the St. Anthony Falls area and how it related to the students' Native American culture.

Engineer/ecologists

The Professional Development Support Center (PDSC) has launched the PROSPECT course "Ecology for Engineers." It was developed for engineers, physical scientists, and other non-ecologists to foster ecological literacy. Students get an overview of current ecological paradigms, procedures, and vocabulary. The course involves classroom lectures, discussions, computer exercises, and field trips to local restoration sites.

This course focuses on the Corps environmental mandate and provides a conceptual framework in ecology similar to the role that physics plays in engineering. It is a turnabout on the classic "physics for poets" class offered by many universities.

The next session is scheduled for Aug. 4-8, 2003 in Seattle, Wash. (Additional sessions will be offered on demand.) A course description is included in the PDSC course catalog at http://pdsc.usace.army. mil/downloads/purplebook2003.pdf

Although the course is targeted toward engineers and physical scientists, social scientists, attorneys, economists, and others with some background in mathematics and a desire to understand the ecology behind the Environmental Operating Principles will also find the course useful.

Contact your training officer to register. For more information, contact the course coordinator, Dr. Bill Brostoff, (601-634-3435), or John Buckley, PDSC (256-895-7431).

Hurricane Lili

Continued from page one

members from Walla Walla District's Temporary Power PRT and the Army's 249th Engineer Battalion (Prime Power) converged in Memphis District's Readiness Branch to prepare for the storm's landfall. The Temporary Housing PRT from Savannah District was also on alert for immediate deployment if needed.

Several Memphis District offices, including Human Resources, Security and Law Enforcement, and Safety all worked together to efficiently process nearly a dozen out-of-district employees as they arrived in, or transited through, Memphis.

Working. Monitoring the increasingly severe weather reports, Vicksburg District directed the mat-sinking unit to move from Kenner, La., to Aben, La. There, they placed mat for one day, then proceeded to a protected area at White Castle, La., to wait out the hurricane. This "floating hotel" figures prominently in response plans to a catastrophic New Orleans hurricane to provide lodging for Corps people and other responders.

Back in Memphis again, the district's Information Management Office quickly put together a computer network to aid response teams operating from there. Working until after 9 p.m. Oct. 1 and 3, Memphis District's Resource Management Office also processed more than $4 million in emergency assistance funds for regional activation, water, ice, power, temporary housing, the Corps' Deployable Tactical Operations System (DTOS), logistics team, and for debris oversight.

A unique aspect of the New Orleans District hurricane plan is their prior arrangement to execute missions on their financial management database. This enables the district to complete fiscal mission closeout after recovering from the effects of a catastrophic storm.

From Vicksburg District again, a contracting specialist deployed to New Orleans District headquarters, and logistics specialists traveled to Camp Beauregard. Two Vicksburg District Division Logistics PRT team members also deployed there.

Prepare for worst. As the storm grew closer, New Orleans District prepared for the worst. District Commander Col. Peter Rowan closed the district offices and told everyone to take whatever actions were necessary to protect their families and property.

Fortunately, New Orleans dodged the worst. The storm made landfall in south-central Louisiana, and quickly fell from a Category 4 to a Category 2 hurricane. Still, there was significant damage in the area and plenty for the Corps to do.

Soon after landfall on Oct. 3, and with only minimal effect on New Orleans District operations, Memphis District began preparing to transfer command of the hurricane response back to New Orleans District. The mission officially passed from Memphis District to New Orleans District on Oct. 4.

That same day, New Orleans District reopened and jumped into action. Hurricane-driven waters had overtopped the levees flanking Louisiana Highway 317 in St. Mary Parish (county) west of Morgan City, La. Parish officials requested permission to cut two levees so the trapped water could escape. With help from New Orleans District, a team from the parish made the cuts near East Cote Blanche Bay.

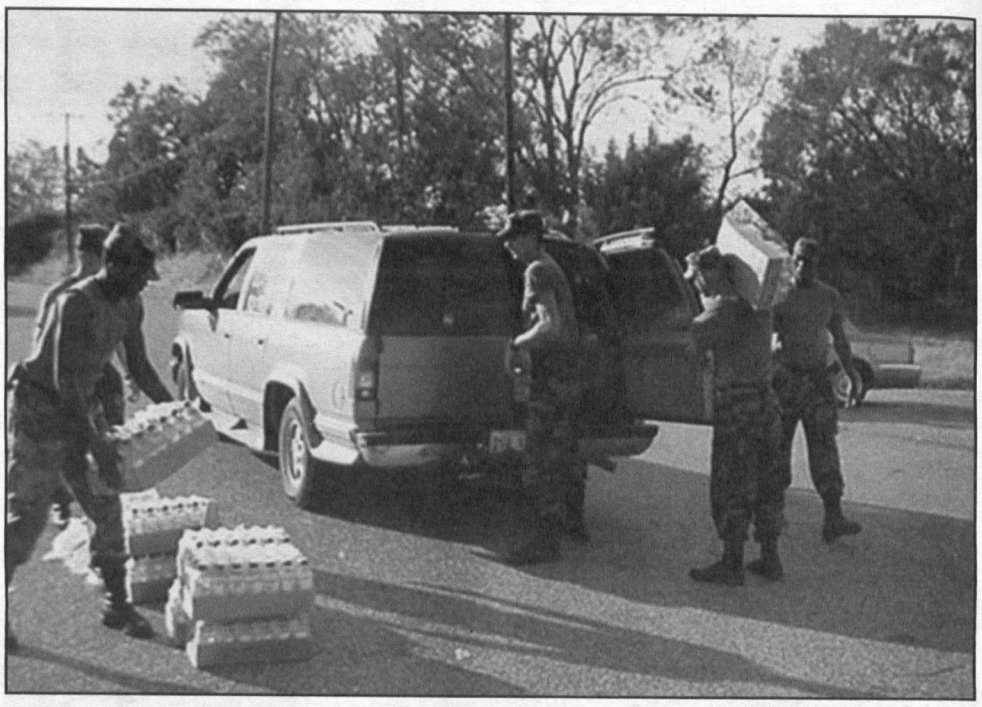
Teams. Members of the Corps' emergency power PRT also set up shop on Oct. 4. Six two-soldier teams from the 249th fanned out of the district's Lafayette Area Office to assess emergency power needs as requested by Louisiana through FEMA.

Ice, water, emergency power, temporary housing, and debris removal teams went to work at New Orleans District headquarters now as members of the district Emergency Response and Recovery Office, and immediately sent ice and water to Abbeville, La.

As expected, water removal proved to be one of the greatest challenges to the recovery effort. New Orleans District supplied 13 pumps to the Montegut area in Terrebonne Parish, and four pumps to Plaquemines Parish.

Returning to normal. With the reopening of New Orleans District offices, their Castle Kids Child Development Center, and area offices in Lafayette and Venice, La., life was hectic but returning to normal for employees. The district's floating plant equipment and vessels, the mat sinking unit and other craft, went back to work as well. Sounding boats began pinging their sonars to locate shoaling caused by the storm on navigable waterways.

Damage assessment teams from New Orleans' Construction Division went to work in many south-Louisiana parishes looking at Corps operations and projects. FEMA and Louisiana officials are doing preliminary damage assessments to cover debris and all structures like roads, bridges, homes, utilities, and businesses. Employees from the New Orleans Area Office are also doing damage assessments in nine eastern Louisiana parishes, and the Lafayette Area Office is doing the same work in 18 southwest Louisiana parishes.



Louisiana National Guard soldiers load bottled water at the staging area in Abbeville, La., for areas affected by Hurricane Lili. (Photo courtesy of Mississippi Valley Division)

Robert Peters, Mississippi Valley Division's Emergency Management chief, was pleased with the unified approach the Corps mounted in response to the hurricane.

Resources. "It's important to note that disaster response is a division fight, but regional and national resources are used to supplement the effort of the supported division and district," he said. "For example, response to Hurricane Lili drew resources for provision of temporary emergency power from Walla Walla District, for emergency housing from Savannah District, and ice and water from Rock Island and Vicksburg districts."

Although preliminary damage estimates from the storm range as high as $170 million, the experience gained by the districts that make up MVD was priceless. If a real "big one" ever hits New Orleans, they will be better prepared to work together efficiently to help the area "weather" the storm and get back on its feet quickly.

"It was amazing how our division pulled together as a team, attacked the mission, and worked efficiently," said Joey Wagner, acting chief of Readiness for New Orleans District. "It was a total team effort and our division really came together. Hurricane Lili was another fine example of the Corps of Engineers continuing to provide vital services to our nation during an emergency. Our division will remain prepared for any future natural disasters."

Heavy rains

Continued from page one

damage, but possibly some public inconvenience. *Moderate flooding,* at 40 feet, begins to inundate secondary roads. Transfer to higher elevation is necessary to save property. Some evacuation may be required. *Severe flooding* occurs when the river peaked at 54.35 feet, the flood-of-record on April 22, 1997.

In comparison, the river crested this year at 38.54 feet early on July 14.

At the DeMers pump station construction site in Grand Forks, NODAK Construction, Inc. built a temporary levee to protect an excavation site, while ICS, Inc. built 10-foot ring dikes around two junction manholes in East Grand Forks. ICS is the prime contractor for the East Grand Forks project.

While the preparations temporarily disrupted construction, the contractors on both sides of the river continue to make good progress, and both cities are pleased with the results.

Greg Boppre, city engineer for East Grand Forks, said at a recent flood-fight meeting, "Even though the project isn't finished yet, with the work that has been done to date, we're in great shape to meet this crest."

Tricia Liggett, project engineer in the East Grand Forks Resident Office, and Dave Zavoral, subcontractor superintendent on the East Grand Forks Levee phase 2 project, watch a bulldozer build a ring dike around an open storm sewer to prevent flooding. (Photo by Ryan Otto)