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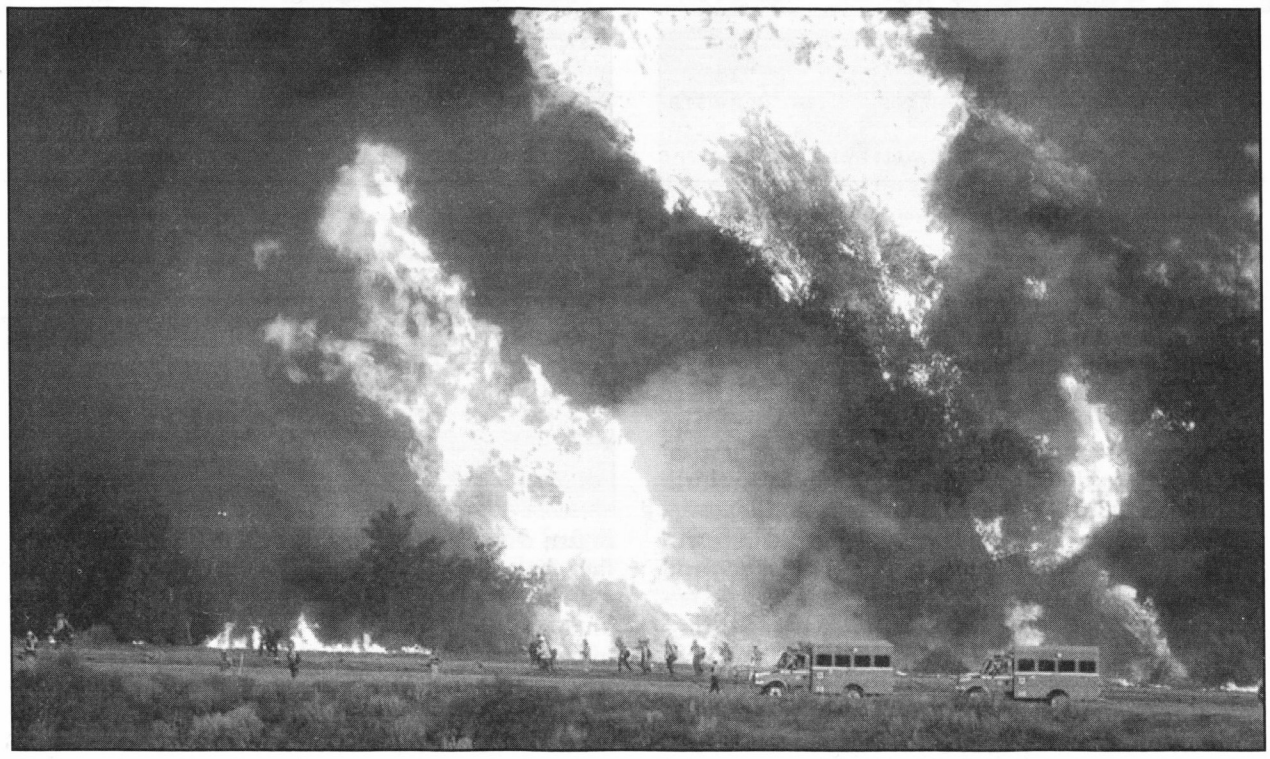
Vol. 31 • No. 11 • November 2007



Flames from the Day Fire tower over firefighters. At its peak, 4,600 firefighters fought the Day Fire, which burned 162,700 acres and cost $70.3 million. (U.S. Forest Service Photo)

USACE people respond to Calif. fire missions

The U.S. Army Corps of Engineers deployed personnel and assets to support communities affected by the wildfires in Southern California.

"Disaster responses are a team effort," said Beau Hanna, Emergency Support Function #3: Public Works and Engineering team leader. "The Corps, along with city, county, state, and federal agencies will work as part of a team coordinated by the Department of Homeland Security and the Federal Emergency Management Agency (FEMA). We know how important it is to affected individuals, families, and communities that we provide a fast, competent, and complete response to this crisis."

The Corps is responsible for coordinating and organizing public works and engineering support for FEMA under the National Response Plan. USACE, in coordination with FEMA, is prepared for a number of relief missions, including ice and water delivery, installing and maintaining generators to provide temporary power at critical public facilities, and other engineering or logistical missions.

Corps response

The Corps addressed four emergency support missions under FEMA -- temporary power, temporary housing, planning (GIS), and debris removal and disposal.

Temporary power. A total of 22 people were deployed in the temporary power mission. The Corps worked with the Department of Energy and FEMA to monitor the power grid in Southern California. The Temporary Power Planning and Response Team in Philadelphia was activated, and sent their Power Action Officer to the Joint Field Office (JFO) in Pasadena, Calif. The remainder of the team reported to FEMA's Forward Operations Staging Area (FOSA).

The 249th Engineer Battalion (Prime Power) at Fort Belvoir, Va., activated assessment teams, who also reported to the FOSA. The Advanced Contract Initiative power contractor also mobilized for the temporary power mission.

The team coordinated the installation and operation of two generators for emergency power at the La Jolla Indian Reservation in North San Diego County.

Temporary housing. The Corps has sent two temporary housing subject matter experts to the JFO to work on the "Temporary Housing Tiger Team," an interagency team with representatives from the Corps, FEMA, Housing & Urban Development, and the American Red Cross.

"The purpose of the tiger team is to craft a plan tailored to the situation. We're going to do what's right for the victims," said Steve DeBlasio, Director for Individual Assistance-Technical Assistance Contracts at FEMA headquarters. "The Corps of Engineers bring a lot of technical expertise to the table, and we're glad to be partnering with them."

DeBlasio said the tiger team was a new approach for FEMA. The reorganization of the team and the refined processes used to deal with the wildfires resulted from lessons-learned in previous disasters, like Hurricane Katrina.

Planning (GIS). The Corps has sent three Geographical Information Systems (GIS) subject matter experts to assist FEMA's planning cell in developing maps and visuals of resources dispatched to the affected areas. This planning capability integrates data spatially referenced to the earth, and will allow planners to see where resources are located.

Debris. The Corps has sent three debris subject matter experts to the JFO in Pasadena to work with

Continued on page three

Week of the Military Family, Nov. 12-16

Biggest child care center underway

Article and Photo
By Joyce Conant
Baltimore District

The construction of a 50,831 square foot Fort Myer Child Development Center (CDC) is underway and, when complete, will be the largest childcare facility in the Department of Defense.

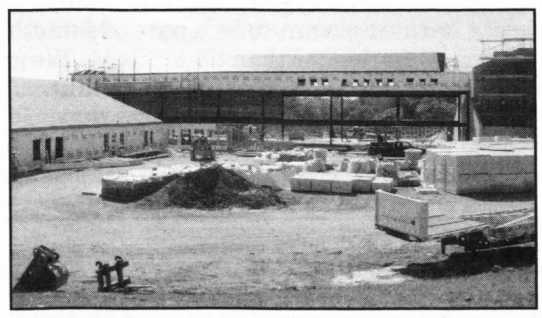
Following Sept. 11, 2001, the Pentagon CDC was closed due to security concerns. Therefore, a new and larger facility was required to support military and civilian families who work at the Fort Myer Military Community in the Washington, DC area, including Fort Myer, the Pentagon, Fort McNair, Henderson Hall, and throughout the National Capital Region.

More Military Family articles on pgs. 4 & 5, and on-line

The new facility is scheduled to open in August 2008. It will provide space for 438 children — 348 children ages six weeks to five years of age, and 90 children six to 12 years of age. In addition to daycare, the facility will contain activity rooms, computer labs, a multi-purpose room, a kitchen, laundry space, and outdoor activity space.

The project calls for special architectural treatments like brick facades and slate-look roofing to fit in with the overall historical look of Fort Myer. But inside the historic-looking exterior, the CDC will be a 21st century facility that provides staff with visual control of the entire building, inside and out. This control aids the staff in facilitating programming, and in supervising the children and their activities.

The $17 million project was awarded to Grunley Construction Company from Rockville, Md.



The 50,831 square foot Child Development Center at Fort Myer, Va., will be the largest in the Department of Defense.

Insights

Four factors are the essence of motivation

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

This is the fourth and final in my series about the Chief of Engineers' acronym, TEAM. In this series, we consider those key components that go together to create a highly effective, winning team. The topics are the principles reflected in the acronym:

Trust
Excellence
All about People
Motivating

This month we consider "Motivating," the "M" in TEAM. The word "Motivating" encompasses many things, but I want to emphasize four factors: passion about what we do, thinking and dreaming bigger, focusing on others, and perseverance. These four capture the essential elements that it takes to motivate yourself and others to greatness.

Passion

Perhaps the greatest source of motivation we have is passion about what we do. Passion is contagious and gets picked up by those around us. People like to be around those who like what they do, are committed to it, and have fun doing it. Passion creates a kind of charisma.

How do we become passionate about our work and remain passionate about it over time? It certainly requires belief that what you do is important. It requires commitment to the goals and objectives of the organization.

It also requires us to enjoy what we are doing. If you do not like what you are doing, if you find yourself not wanting to go to work or even dreading it, you must ask yourself *"Why?"* If you cannot be passionate about what you do, perhaps you are doing the wrong thing and need to change. It is impossible to stay passionate about your work if you do not like it.

As Mark Twain once wrote, "Work and play are words used to describe the same thing under differing conditions." Those conditions are set by our attitude. True success comes when your life's work in the work you love. If your job is drudgery and a burden, then it is work. If it is fun and stimulating, then it is play.

As Mother Teresa said, "To keep a lamp burning, you have to put oil in it." Passion is the oil of our work lamps.

Think big

One the most important factors in producing passion in our work is developing a more expansive view, a greater sense of purpose and destiny.

People naturally want to be a part of something great, something bigger than themselves. We get a sense of contributing something important, of establishing a meaningful legacy for those we serve and those who follow us in the Corps. We develop a sense of destiny that we are part of something of great worth.

Thinking in terms of greatness can bring a paradigm change within us as individuals and as an organization. One of the things that happens to us is that we think bigger and dream more expansively. As Helen Keller put it, "One can never consent to creep when one feels the impulse to soar."

We develop an optimistic outlook. Brian Tracy, business coach and trainer, reminds us that "Optimism is the one quality more associated with success and happiness than any other."

Thinking bigger, dreaming expansively also brings about a culture of winning. Negatives and impediments to success diminish or disappear altogether. Henry Ford once said, "Whether you think you can or think you can't – you're right."

A great organization works in the world of "can." A great organization fosters a view that issues and obstacles are opportunities for achievement. An expansive view helps to think creatively to see things missed by the crowd, to adopt an entrepreneurial attitude.

In the words of John D. Rockefeller, "If you want to succeed, you should strike out on new paths rather than travel the worn paths of accepted success." Expanding your horizon is motivating to you and those around you.

Focus on others

Another key to motivating others is to be "other focused." We need to focus on those we serve as customers, and on those we supervise and work with inside the organization. When we are self-centered, when it is all about us, we ultimately cannot succeed. People will see through us and withdraw rather than be motivated. We will leave nothing of lasting importance because we left nothing of ourselves.

You cannot sow weeds and expect to harvest a good crop. That is why Jesus said when you give your life you save it. To quote Mother Teresa again, "...love does not measure, it just gives...Let no one come to you without leaving better for it..."

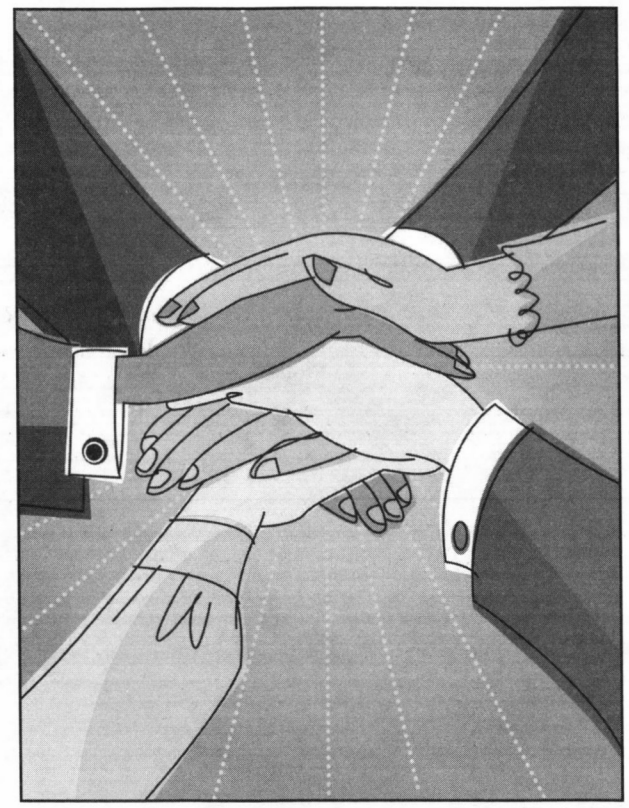
Love and care for others is the secret to a happy and fulfilled life and is itself a great legacy. Napoleon Hill, motivational writer and thinker, saw the path to success in helping others, "It is literally true that you can succeed best and quickest by helping others to succeed."

Success comes with a spirit of service and a true concern for the needs of our constituents. We also motivate those we supervise and work with when we encourage them and provide opportunities to improve and succeed.

Harvey Firestone, founder of Firestone Tire and Rubber Company, saw the legacy of success in others, "It is only as we develop others that we permanently succeed."

Perseverance

The fourth part of motivating has to do with perseverance and hard work. Just because our work



is fun doesn't mean we don't work hard at it. In fact, hard work is *essential* to success.

But more than hard work is required; perseverance and consistency are motivating. You cannot merely dream of success. You have to wake up and work hard at it. Roger Staubach put it succinctly, "Spectacular achievements are always preceded by unspectacular preparation."

People are motivated when they see that failure is not defeat. Failure will happen...it is inevitable. However, as the great inventor Thomas Edison said, "Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time."

Patience, persistence, and hard work make an unbeatable combination for success. When people see leaders and fellow workers who are undeterred by failure, but keep at it until the goal is reached and the mission accomplished, they are motivated to keep going undiscouraged and undeterred to gain the prize of great accomplishment.

'Winning is a habit'

Motivating others is crucial to a winning team. Some of the most important factors in motivating ourselves and others are passion for our work, dreaming big, focusing on others, and persevering through adversity. When these things are happening in an organization, people want to belong to it. They want to be a part of the greatness.

Trust, Excellence, All about People, Motivating...these are the elements of an effective team on the road to greatness.

I leave you with this final thought from Vince Lombardi, "Winning is not a sometime thing, you don't win once in a while, you don't do things right, once in a while, you do them all the time. Winning is a habit."

For the U.S. Army Corps of Engineers to be great, these principles must be part of our culture, part of who we are. They must be lived consistently; they cannot be things we just do sometimes.

(The opinions expressed in this article are those of the writer and d 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.)

ENGINEER UPDATE is an unofficial publication under the provisions of AR 360-1. It is published monthly by offset for the Headquarters, U.S. Army Corps of Engineers.

Editorial views and opinions expressed are not necessarily those of the Corps of Engineers or the Department of the Army. Letters to the editor are encouraged.

Deadline for submitting articles is the 15th of the month preceding publication. Subscriptions are available free of charge but must be requested in writing. Circulation: 35,000.

Address mail to: EDITOR, ENGINEER UPDATE, CEPA-C, Washington, D.C. 20314-1000. Telephone (202) 761-4285. Photographs are U.S. Army photos unless otherwise credited. Available on the Internet at http://www.hq.usace.army.mil/cepa/pubs/update.htm.

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'The unthinkable has happened again...'

By Bernard Tate
Headquarters

It is the stuff of modern nightmares...

Terrorists explode a radioactive dirty bomb near a power plant in Guam, causing casualties and contaminating a widespread area. As this drama plays out on international news, two more dirty bombs explode in Portland and Phoenix. As local and federal agencies race to treat the wounded, and identify and measure the radioactivity, there is a grim echo of Sept. 11, 2001...the unthinkable has happened again...

Fortunately, Uncle Sam pays many people to think about the unthinkable and prepare for it, including people in the U.S. Army Corps of Engineers.

TOPOFF (Top Officials) is a series of full-scale exercises, mandated by Congress, to build the nation's capacity for effective, coordinated response to disasters and terrorist attacks. Each TOPOFF involves a two-year cycle of planning, seminars, exercises, and training leading up to a command post exercise in the first year, then to a full-scale exercise in the second.

The TOPOFF 4 Full-Scale Exercise, the fourth TOPOFF exercise since Sept. 11, 2001, took place Oct. 15-19 in Portland, Ore., Phoenix, Ariz., and the U.S. Territory of Guam.

The scenario was National Planning Scenario 11 (NPS-11) — the detonation of radiological dispersal devices (RDD) in the three cities. An RDD, commonly called a "dirty bomb," is a conventional explosive that has been salted with radioactive material. Full-scale exercises were held in Guam and Oregon — real weapons were not used, but the tactical response took place in real time in the real world as if there had been.

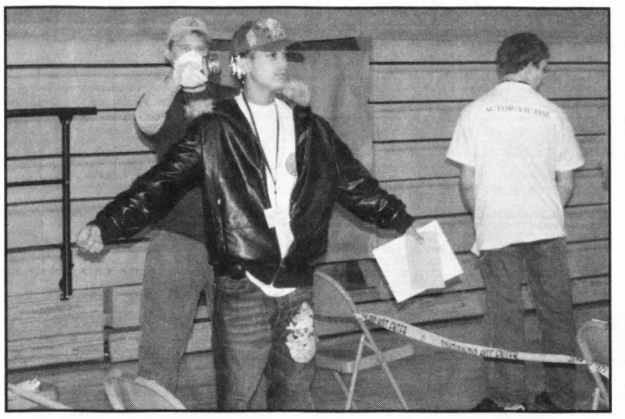
Phoenix had a functional exercise, where participants in the operations centers went through the motions of activating teams, but no one physically deployed.

More than 15,000 people took part in these exercises, from city and local officials to high levels of the federal government. Three international partners were also involved — Australia, Canada, and the United Kingdom.

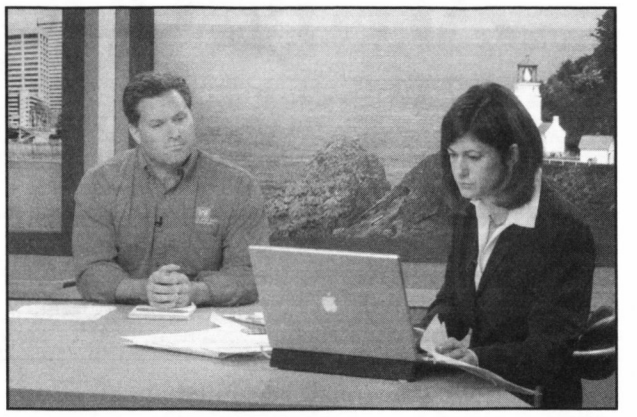
TOPOFF 4 participants included a number of people from the Corps.

"When we're tasked by the Federal Emergency Management Agency (FEMA) under the National Response Plan, the Corps' responsibility is ESF-3 (Emergency Support Function 3), Public Works and Engineering," said Marc Bergman, who coordinated the Corps' participation in TOPOFF 4. "In this particular event, a radiological dispersal device, we would respond to manage contaminated debris. The Corps has a Contaminated Debris Management Team, and we're in the process of setting up and planning response teams for contaminated debris management.

"So one thing we did in TOPOFF 4 was sending contaminated debris management subject matter experts, one to each location, and had them play in the exercise," Bergman said. "One reason was to give them some hands-on experience. But probably more so, it was an opportunity to educate the local and state federal partners what our capabilities are in that type of event. That helps in sorting out our roles and responsibilities in working with FEMA, Environmental Protection Agency, Department of Energy, and other partners — who takes the lead for *this*, and who takes the lead for *that*."



A student is scanned in a triage/decontamination exercise at a Portland high school. (Photo by Don Manuszewski, U.S. Army North)



Tim Gouger prepares for a live interview with Kate Epstein, an anchorwoman with the Virtual News Network. (Photo by Brett McMillan, Headquarters)

The Corps had 20 USACE people working the contaminated debris mission. The contaminated debris management subject matter experts were joined by a team leader and assistant team leader in the Operations Center at each site, plus a Corps representative in the Master Control Cell in Alexandria, Va., who helped monitor the exercise's big picture.

In addition, 11 USACE public affairs specialists took part in the exercise, working in the Joint Field Offices (JFO) and the Joint Information Centers (JIC) at Portland, Phoenix, Guam, and Washington, DC.

"Our PA people in the JIC responded to simulated media queries," said Jennifer Lynch in the Headquarters Public Affairs Office. "Our PA people in the JFO were in the Planning and Products Division, producing fact sheets, press releases, and talking points in a simulated environment. Plus we provided two evaluators to provide feedback on how everyone works together."

If the Corps' role in TOPOFF 4 had a theme, it might have been "working together."

"These exercises are useful to work out some of the kinks as far as who does what," said Bergman. "You don't want to do that during a real event; you want to work through all that beforehand. So that's why these exercises are very useful to gain experience, and to know the faces of those who would respond in a real-life event. You develop a working relationship because you've already met and worked through some issues during the exercise."

"Everything I've heard from Arizona, and the National Response Coordination Center, it was a good exercise, with a lot more play than TOPOFF2," said Gretchen Martinsen from Seattle District. In TOPOFF 4, Martinsen was an ESF 3 Assistant Team Leader, and says some internal issues among agencies were discovered in the exercise that will hopefully be worked out in the near future.

She said the coordination between the Corps and FEMA was good, but that state and local officials did not ask for help until late in the game. "Part of the reason for their delay in asking for help was they don't know our capabilities and how we could help them."

"We faced some challenges transitioning from a state-run information center to one led by FEMA," said Jay Field, the Los Angeles Public Affairs Chief who served in Planning and Products Section at JFO and as a Corps liaison in the Phoenix JIC with Jennie Ayala. "When the feds began to play, there was an initial period of dysfunction, brought about by their own style, format and timelines for releasing information. Once everyone adapted to the new approach and got to know each other, things began to click."

FEMA's John Shea served as the JIC lead following federal activation. He also said that the initial transition from state to federal control in the JIC could have gone more smoothly, but that identifying and resolving circumstances such as those are a primary goal of TOPOFF and similar exercises. "The start was not as effective as we'd like it to be," Shea said, "but all in all, it went pretty well. The best part was that the vast majority of federal partners worked together as a unified organization, not just as liaisons to their respective agencies."

Shea highlighted Corps players in that regard. "I was really impressed with Jay and Jennie," he said. "They didn't just do the Corps mission. It was very refreshing to see that they understood the broader scope, to not only be liaisons, but to incorporate themselves and their information within the JIC."

"I appreciated the opportunity to put into practice the lessons from my training and prior experiences working in military information centers," Fields said. "Now, we have a baseline relationship to build upon and get ready for the next real-world emergency."

ESF 3 Team Leader, Paul Krebs of Fort Worth District, said the Corps receives its mission assignments from FEMA. "When the state has exhausted its resources and/or doesn't have anything else they can do to handle the disaster, they turn to FEMA and then FEMA tasks us."

Krebs said USACE "established the capability to collect and dispose of contaminated debris" following the Sept. 11, 2001 terrorist attacks and Hurricane Katrina. "It has been outlined in the National Disaster Response framework since 2004 that we would take care of contaminated debris."

USACE Contaminated Debris Program Manager, Tim Gouger of Omaha District, was in Portland providing technical assistance in the exercise. He was one of two officials from the Corps interviewed on VNN (Virtual News Network), the simulated news channel for TOPOFF 4.

(Jay Field and Greg Fuderer of Los Angeles District, and Jennifer Lynch and Brett McMillan of Headquarters contributed to this article.)

California fires

Continued from page one

the interagency team that consists of FEMA, the Environmental Protection Agency, and state and local agencies. Together, they are assessing and coordinating the removal and disposal of debris.

L.A. District

Los Angeles District activated its Emergency Operations Center and staffed it continuously until the emergency passed. The district's Rapid Response Vehicle (RRV) team was dispatched to the vehicle's station and stood by for its mission.

"We have team members in the community and we're prepared to do more," said Col. Thomas Magness IV, L.A. District Commander. "When you see the Corps' castle insignia on a truck or on a helmet, you're seeing the federal response. Most Corps team members you see on disaster relief missions have volunteered for duty."

About 30 district employees were directly affected by the wildfires. Eight were evacuated from their homes, three were forced to remain home because of road closures, and three remained home awaiting evacuation. One employee's vehicle was smashed by a tree that fell because of the fires.

(Jennifer Lynch in Headquarters and Jay Field in Los Angeles District contributed to this article.)

Week of the Military Family

Army opens largest PX in Europe

Article and Photo
By Justin Ward
Europe District

On Sept. 26, shoppers and spectators witnessed the grand opening of the Army's newest and largest shopping center in Europe. The new "mall" is a $38 million consolidated Post Exchange/Commissary whose design and construction was managed by Europe District.

Grafenwöhr's new mall is a huge quality-of-life improvement for the Soldiers, civilians, and family members living in the community, said Matt Mennona, Army and Air Force Exchange Service (AAFES) exchange manager.

"I firmly believe that we're really taking care of the families and Soldiers that serve," said Mennona to a local Armed Forces Network television news crew. "To me, this is the best of the best. I don't think you'll find a finer facility in Europe."

The new commissary is four times larger than the previous store, said Richard Page, chief operating officer of the Defense Commissary Agency (DeCA), with the product selection easily doubling its predecessor's. The number of checkouts also more than doubles the previous commissary's, excluding the self-check out option.

The combined complex is almost 200,000 square feet, and includes a bookstore, a 339-seat food court, a barber shop, a beauty shop, and space for 11 other concessionaires.

But only two years ago there was nothing here, said Col. Margaret Burcham, Europe District commander. "Nothing but hope and a promise. But in two years, the engineers and architects took this place from a green field to the Army's largest shopping complex in Europe. It fits not only the current footprint of this installation, but also the future one."

The mall was indeed designed with the future in mind, said Susanne Bartsch, Public Affairs Officer at Grafenwöhr. The installation's population, which used to include just 1,200 Soldiers, will soon be home to 4,500 active-duty Soldiers and 7,000 Family members.

The facilities were also designed with the "college campus" concept in mind, said Douglas Blaisdell, Europe District's project engineer at Grafenwöhr. The mall, located within walking distance of several new barracks, the coming lodge, and battalion and company operations buildings, will be the hub of a new community center.

The new consolidated PX/Commissary at Grafenwoehr looks like any upscale shopping center in America.

"Almost $100 million is being put into Grafenwöhr every year to turn it from a rural, overlooked facility into a highly-developed, livable community," said Burcham. "And, together with all our partners, we can make Grafenwöhr a Community of Excellence."

The mall also boasts environmental and energy friendliness, as it was the first joint AAFES-DeCA initiative to be certified gold with the Sustainable Project Rating Tool (SPiRiT) for ecological design, operation, and refurbishment of buildings and infrastructure.

"'SPiRiT' applies to a process or way of thinking during the design phase," said Blaisdell. The new facilities take into account energy efficient equipment, complementary insulation in the walls, floors, ceilings, glass, and doors, and an interesting energy conservation design that allows both heat and cold air to be recovered.

In addition to the new mall, Europe District helped cut the ribbon this summer on a new $8.3 million dining facility, a renovated $13 million health and dental clinic, and several new barracks buildings. Next year, the district plans to hand over two new schools, a child development center, a youth activity center, a new washrack, and several renovated headquarters buildings.

"And when they're completed, I know each one will be of the highest quality because we believe that the quality of these facilities should be commensurate with the sacrifice our warfighters are making for our nation," said Burcham.

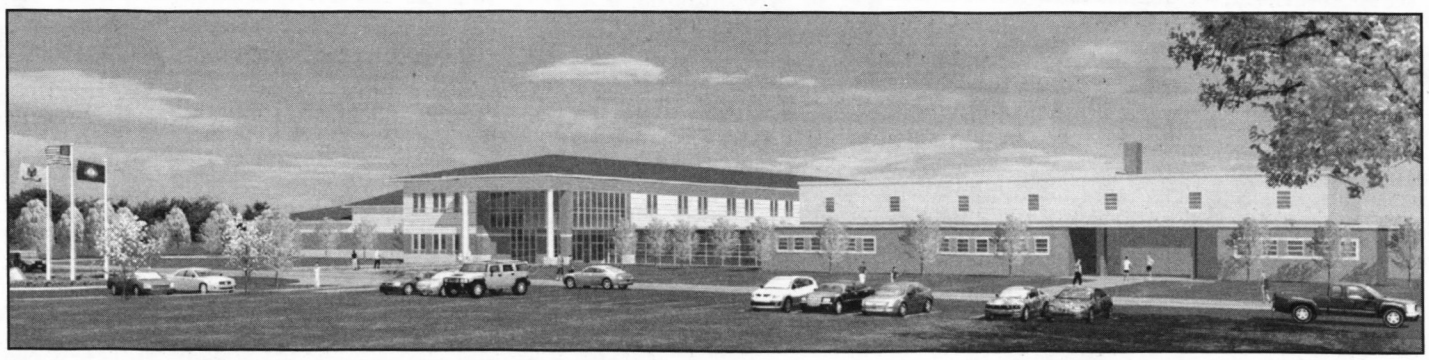
Fort Knox to get new high school

By Todd Hornback
Louisville District

The Fort Knox High School Replacement project at Fort Knox, Ky., combined an industry forum and Military Construction Transformation to successfully award the $16 million project.

Sarah Turner, Fort Knox High School principal, talked about the importance of the quality of the school to the Department of Defense Education Activity (DoDEA) and students.

"A new high school at Fort Knox will emphasize the importance of providing the best for military children," Turner said. "An expected outcome will be a renewed sense of pride in their school, which enhances the overall high standards that DoDEA sets for every student."



The new high school at Fort Knox is an example of applying Military Construction Transformation to a civilian structure. (Graphic courtesy of Louisville District)

The MILCON Transformation Model Request for Proposal required contractors to meet commercial codes and specifications, international building codes, anti-terrorism/force protection and minimum contract requirements.

In addition, the model allows contractors to use industry innovation to offer the best value to the customer. By following the model, the programmed amount, referred to as the PA, could go further.

"In our design phase we were not able to obtain the necessary scope and preferences within the PA," said Michael Moore, Corps project manager. "We used the MILCON Transformation Model RFP. and it resulted in a successful project award."

An industry forum was held April 16, and provided a platform for interested contractors to ask questions and make comments on the project.

"It's in the best interest of the government to maximize competition," said Louisville District Commander

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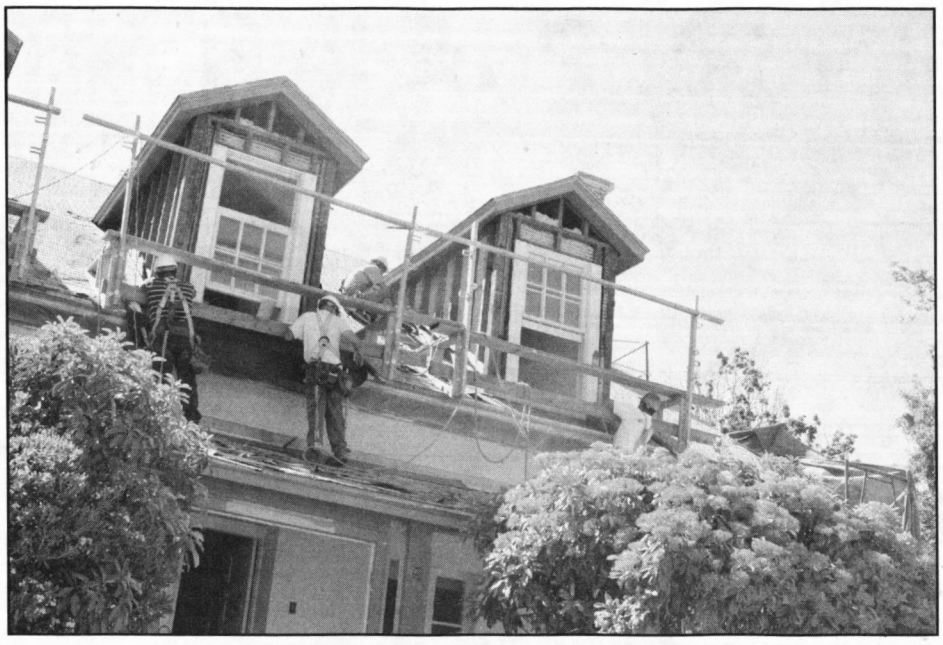


Those restoring historic Cavalry Park at Fort Huachuca strive to combine modern updates with the look of the past. (Left) Replacing dormer windows with look-alike modern versions. (Right) Mixing adobe to rebuild old walls. (Photos courtesy of the Fort Huachuca Public Affairs Office)

Historic homes rebuilt at Ft. Huachuca

By Sherrie Stewart
Los Angeles District

Standing on the tongue-and-groove plank porch of the Miles House at Fort Huachuca, Ariz., transports visitors into another time and another way of life. The full-width porch faces west toward the green of the sloping parade grounds where sabers once slapped against tall black cavalry boots, and the clop of hooves marked the return of the Sixth Cavalry from searching for renegade Apaches.

Just inside the front door, a mounted plaque reveals the home's history. The two-story adobe structure was built in 1884, traditionally used for field officer's quarters, and originally cost $4,500 to build. The house is named for Lt. Gen. Nelson Miles who commanded the 6th Cavalry at Fort Huachuca. Geronimo surrendered to him there in 1886.

In the freshly painted living room, workmen carefully sand and re-varnish the red oak hardwood floors as part of the final touches of the home's restoration for its next occupants.

Just down the street, angular supports hold up the disintegrating south side of the Wiley House. Out back, Glenn Gangaware, the Adobe Superintendent for Mean Design, directs the on-site manufacture of adobe blocks to rebuild the walls and tie them in to the old. It is old technology, upgraded with new knowledge.

"We use the same adobe, but increase the density to about 720 pounds per square inch, and rotate the blocks every fourth course to better tie in and support the structure," Glen explained. "Cracks in the upper walls allowed moisture to deteriorate the adobe near the base, causing the wall to begin collapsing."

After the walls are repaired, stucco is applied to the exterior to protect the new construction.

Inside the kitchen of the Wiley House, John Taylor of Los Angeles District's Tucson Resident Office points out how new wiring is hidden behind baseboards and door facings. The plaster is grooved out to accept the new wire, then walls are repaired as necessary before the facings are reinstalled. This preserves the original walls, while safer and more efficient electric wiring accommodates today's electronic lifestyle.

Every effort is taken to protect the historical integrity of these homes by restoring rather than discarding any original components.

"Many of the windows are still original," said, Mike Brown, project engineer for the Fort Huachuca Field Office. "You can tell by the wavy or wrinkled glass and the lead weights."

New base housing on Fort Huachuca surrounds a small cluster of older houses in a neighborhood called Cavalry Park. This is the "old post," the area that dates back to Fort Huachuca's early days as a cavalry post in the late 1880s. These homes, originally used as living quarters for high-ranking officers also served as a hospital and a morgue during the 20th century.

To preserve the historic integrity of the area, an entire neighborhood including 10 of these two-story adobe houses began Phase One of the Fort Huachuca Neighborhood Revitalization Project in the summer of 2006. Awarded to SunStar LLC of Tucson, Ariz., this $8.1 million endeavor included restoring 20 units, 10 single family adobe homes, and 10 duplexes, with a projected time frame of a year-and-a-half for completion. A $4.9 million contract to SunStar for the second phase of this project began in July.

"The Corps looked for a contractor with expertise in adobe construction, and SunStar met the criteria," said Brian Childers of the Tucson Resident Office. "The structures must be held as closely as possible to the originals to maintain the historical integrity."

Soon military families residing in Cavalry Park may experience a taste of history by living in this revitalized national historical landmark. Mike Zurcher of SunStar says one of the houses is part of the original camp built in 1882. He believes this structure is oldest because of its lack of a stone foundation and unusual design.

"It may be an old carriage house," Zurcher said. "We've put that particular unit on hold until we revaluate its special renovation needs. Two of the other units are finished and occupied. Five others are ready to turn over soon."

For 130 years, Fort Huachuca in southeast Arizona has been a functional military facility. Established in 1877 by the Sixth Cavalry during the Indian Wars, its strategic location just 15 miles from the Mexican border made the fort an essential outpost even after the Apaches surrendered. The Tenth Cavalry, known as the Buffalo Soldiers, guarded the Mexican border for about 20 years beginning in 1913 while they were assigned to the fort.

Currently the fort is home to the U.S. Army Intelligence Center and its 111th Military Intelligence Brigade training mission, and the headquarters of the Network Enterprise Technology Command and its 11th Signal Brigade. Electronics testing missions are conducted by the Joint Interoperability Test Command, the Electronic Proving Ground, and other testing organizations.

In 2003, Fort Huachuca Garrison transferred from U.S. Army Training and Doctrine Command and began operations under the Installation Management Command.

As part of its mission, the Corps designs and manages the construction of housing and facilities for the Army and the Air Force. However, the scope of the Fort Huachuca Neighborhood Revitalization Project embraces an antiquated style of construction that demands expertise with adobe, knowledge of outdated foundation structures, and a sincere respect for the history held within the walls of these historical homes.

The Corps, SunStar, and representatives of Fort Huachuca are rebuilding the Cavalry Park neighborhood into useable living quarters for today's Army families, while preserving the neighborhood's historical integrity.

High school

Continued from previous page

Col. Raymond Midkiff. "With a competitive pool of bidders, the government can get the best quality of work at the best value."

At the industry forum, the contracting office communicated requirements for the two-phase contract. Phase I proposals included information on specialized experience and past performance and qualifications information. Phase II included design specifics and price.

The industry forum also gave the Corps the opportunity to stress the $16 million cost limit. At or below this cost, contractors would be required to build a new 71,500 square foot school, renovate two existing school buildings, and demolish the existing school.

Some of the preferences noted at the industry forum included maximizing ceiling height, day lighting in classrooms, a new gymnasium, new asphalt parking lots, additional LAN and communication drops, automatic plumbing fixtures, and additional display cases.

Although the new gymnasium could not be included for the price, most of the preferences were incorporated in a two-story with masonry exterior, standing seam metal roof, and will include geothermal ground coupled heat transfer system.

"We overcame many obstacles to make the award," said Mike Smiley, Domestic Dependent Elementary and Secondary Schools program manager.

Civilians have equivalent of Purple Heart

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

The Global War on Terror is America's first war where U.S. civilians can find themselves on the front line, and can become combat casualties. Federal civilians now have an award equal to the military's Purple Heart. Joseph Rofrano Jr. was awarded the Defense Freedom Medal in Headquarters on Oct. 18 for injuries he received during an insurgent rocket attack in Iraq.

"It's such a new medal, most folks don't recognize it," said Brig. Gen. Michael Walsh, Special Assistant to the Chief of Engineers. Until Oct. 10, Walsh commanded the U.S. Army Corps of Engineers' Gulf Region Division in Iraq.

After Sept. 11, 2001 the Defense Department (DoD) created the Defense Freedom Medal to honor civilians who were injured during the attack on the Pentagon. It is considered equal to the military Purple Heart.

"Since then, we have gone to a number of other conflict areas in Afghanistan and Iraq, and this medal comes with us," Walsh said. "We award it to civilians and contractors who are wounded in the line of duty."

Rofrano, from Montgomery Village, Md., was a contracting officer with the Bureau of Prisons who volunteered to work with the Corps in Iraq.

"I had heard that the Corps of Engineers was a good group to work for," Rofrano said. "I had worked for DoD for about 18 years, and then went to the Bureau of Prisons. I saw this as a way of getting back into DoD. And I had always wanted to go to Iraq and help out in any way I could — the Corps gave me the opportunity to do that."

Rofrano arrived in Iraq on Nov. 11, 2006, working as a program manager for the Programs Analysis and Integration Office. He first worked in GRD's Gulf Region Central District, and then transferred to GRD headquarters in the International Zone (IZ) in Baghdad.

"I did a lot of statistical analysis, and a lot of contract work from a program management perspective," Rofrano said.

Brig. Gen. Michael Walsh congratulates Joe Rofrano after presenting him the Defense of Freedom Medal.

The Defense of Freedom Medal is the civilian equivalent of the Purple Heart. (Graphic courtesy of the U.S. Army)

"Joe raised his hand to help us provide services to the people of Iraq," Walsh said. "He was there helping us put together an infrastructure to provide water and health care and electricity and schools and hospitals."

In his short time in Iraq, Rofrano assisted in rebuilding a school, water treatment facility, and sewage treatment plant. He prepared reports, managed data bases, and oversaw contracts related to those and other reconstruction projects.

On Jan. 23, Rofrano was in his room in the IZ when he was injured by an insurgent attack.

"I can only tell you what I've heard," Rofrano said. "I was told that a rocket-propelled grenade hit the side of the building and collapsed a brick wall, bringing down debris, and also debris falling from the roof."

Rofrano was medevaced out of Baghdad to Landstuhl Regional Medical Center in Germany. He was in Landstuhl for about a week and a half, and then transferred to the National Naval Medical Center in Bethesda, Md.

"It was another week before I was discharged from the Naval Hospital, but I didn't really start getting around for a couple of months," Rofrano said. "And it took another couple of months before I could start getting into a normal routine."

The Defense of Freedom Medal is a golden circle framing an eagle holding a shield. On the back are a laurel wreath and the words "On Behalf of a Grateful Nation," with space for the recipient's name. The ribbon is red, white, and blue. The four red stripes represent the four terrorist attacks using hijacked airliners on Sept. 11, 2001, and the broad blue stripe represents the attack on the Pentagon.

When he received the award, Rofrano's remarks were simple. "I would like to thank my family and the Corps of Engineers," he said. "The Corps has been very good to me, and I'd like to thank Gen. Walsh for presenting me this prestigious medal."

After the event, Rofrano talked about the future. He has not yet returned to work at the Bureau of Prisons due to medical problems from his injuries, which were extensive. But he hopes to return to work by the end of October or early November.

"Well, I would like to return to the Corps someday, and people are looking for a position for me," he said. "And I wouldn't mind going back to Iraq. I actually liked Iraq — I liked the job, I liked the people, I liked the help I gave to the locals. If you want a fulfilling challenge, go to Iraq."

HR Corner

Corps reaches out to minority groups

The USACE corporate outreach recruitment program is currently anchored in our formal national partnership efforts with the Hispanic Engineer National Achievement Awards Corporation (HENAAC), the American Indian Science & Engineering Society (AISES) and the Black Engineer of the Year Awards Conference (BEYAC). National partnership agreements exist with each of these organizations, and USACE also participates as a major corporate sponsor in the annual conferences/career fairs sponsored by these organizations.

In addition, USACE has participated in the Society of Women Engineers (SWE) and the Women of Color (WOC) Technology Awards Conference career fairs.

Our relations with both HENAAC and BEYNAC are comprehensive and of long standing. USACE leaders and team members routinely participate in these organizations' national conferences as national award recipients, presenters, keynote speakers, onsite recruiters, interviewers, workshop leaders, event planners, and in numerous other supporting roles.

During the 2007 BEYAC National Conference Career Fair, 73 students were interviewed and 22 of these students received tentative on-the-spot job offers (10 interns and 12 co-op positions) resulting in 16 placements.

Similar efforts were conducted at the recently completed HENAAC national conference/career fair, held in San Diego Oct. 9–13. At HENAAC, placement opportunities were discussed with more than 122 interested STEM (Science/Technology & Engineering) students and professionals by Corps onsite recruiters, eight with selection authority from their respective districts. Seven position offers were made on the spot, with a number of others pending.

For the past several years, the Corps has been involved with AISES as part of its corporate recruitment efforts through participation at its national conferences/career fairs. At these conferences and career fairs, American Indian engineering and science students, and young professionals have come to view the Corps as an employer of choice in the fields of engineering and the environmental sciences.

To strengthen its partnership with AISES, USACE will use the piloted program of onsite hiring of well qualified individuals for both student (Co-op/SCEP) and entry level (GS-5/7/9) professional engineering and science positions during the November AISES career fair. In support of our pioneering hiring efforts, district commanders were asked to identify both student and entry level professional engineering and science positions for recruitment purposes, and to give their onsite recruiters hiring authority for these positions. Corps Human Resources representatives, along with CPAC specialists, assist onsite recruiters in facilitating selections.

We plan to continue using interviews and tentative on-the-spot job offers at national career fairs. In all instances, the Corps' corporate recruitment teams are identifying highly qualified engineering and science professionals for the USACE workforce, and using innovative human resources hiring flexibilities to bring them onboard.

We will continue these efforts at these 2008 national conferences/career fairs:

BEYAC: Nov. 14–16, Baltimore.

NSBE (National Society of Black Engineers): March 19–23, Orlando.

HENAAC: Oct. 9–12, Houston.

AISES: Oct. 30-Nov. 1, Anaheim, Calif.

SWE: Nov. 6–8, Baltimore.

SHPE (Society of Hispanic Professional Engineers): Nov. 12–16, Phoenix.

Around the Corps

Presidential Rank Award

Five Senior Executive Service (SES) members have been honored with the Presidential Rank Award as Meritorious Executives.

This exclusive recognition from the President celebrates their exceptional long-term accomplishments. According to the Office of Personnel Management, "The winners of this prestigious award are strong leaders, professionals, and scientists who achieve results and consistently demonstrate strength, integrity, industry, and a relentless commitment to excellence in public service."

The Corps winners were:

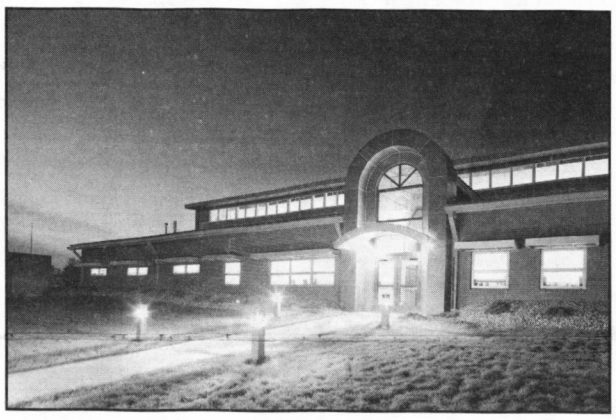
Susan Duncan, Director of Human Resources, Headquarters.

Chris Hinton-Lee, Director of Regional Business, South Atlantic Division.

Gary Loew, Chief of Program Integration, Headquarters.

Robert Slockbower, Director of Regional Business, Southwestern Division.

Earl Stockdale, Chief Counsel, Headquarters.



Omaha District won the Air Force's Facility Design Award for its work on the Aeromedical Evacuation Facility.

Air Force Facility Design Award

The Air Force honored Omaha District at a ceremony in Washington, D.C. with a Facility Design Award for the Aeromedical Evacuation Facility at the Minneapolis-St. Paul International Air Reserve Station in Minnesota.

The district handled the design, acquisition, and construction of the project, which was awarded in August 2004. Contractors completed the $3.6 million, 13,250-square-foot facility in October 2005.

Built to meet the three main missions of training, administration, and equipment processing and storage, the structure improves the Air Force's ability to train units, and transport injured servicemen. It also provides a safe, state-of-the-art work environment for personnel.

In its award presentation, the Air Force praised Omaha District for sustainable design features such as daylight harvesting, HVAC flexibility and energy efficiency, and incorporating rain gardens into the design.

Small Business Specialist of the Year

The Department of the Army named Hubert Carter Jr. of Omaha District the 2006 Small Business Specialist of the Year. Carter, chief of the district's Office of Small Business, received the award at the 3rd Annual National Veteran Small Business Conference in Las Vegas.

Carter said that he believes small business is a team activity. "The recognition belongs to Team Omaha, and those providing leadership, creating the environment, and providing the opportunity for a country boy like me to play on such great teams."

Carter implemented several process improvements for a more effective small business program in Omaha District. One was a strategy that gave Service Disabled Veteran-Owned Small Businesses priority for small business set-asides. The district achieved the highest Service Disabled Veteran-Owned Small Business contract award percentile in USACE — 11.78 percent, eclipsing the goal of 1.5 percent.

Carter has administered a district small business program in excess of $600 million, with total contract awards of 52 percent to the small business community. His efforts focused on advocacy, training, and policy guidance to enhance internal controls, quality, and consistency.

Corrections

The I-35W bridge collapse took place on Aug. 2.

Capt. Tim Milum worked for Memphis District, and his home was in Collierville, Tenn.

Salt marsh habitat

When the final 50-foot plug was removed at Mount Hope Bay, tidal water began flowing into the Town Pond Restoration Project for the first time in nearly 60 years, an important step in transforming a dredged material disposal site into a high value salt marsh and salt pond habitat.

Flooding Town Pond is part of the $4 million restoration. Over time, the restored Town Pond will resemble its condition from the 1930s, providing habitat for shellfish, finfish, herons, and egrets.

Town Pond, next to Mount Hope Bay, was a tidal salt pond and salt marsh before a New England District navigation improvement project placed dredged material in the 1950s. At the time, Town Pond was considered an acceptable disposal area. Filling the pond with dredged material turned it into a non-tidal habitat dominated by reeds.

The project partners recognized the environmental importance of the site and decided to restore it under Section 1135 of WRDA 86. Northern Construction Services is the contractor. The project restored tidal elevations in the pond and provided a new channel connecting Town Pond to Mount Hope Bay. Besides restoring flooding to Town Pond, work on the project included excavating about 126,000 cubic yards of dredged material and removing about 18 acres of reeds; building a concrete culvert to replace an older, smaller one; building a concrete weir to regulate a permanent pool; and building a water control berm to prevent flooding nearby freshwater resources.

Haditha Dam

The unit breakers have been retrofitted at Chief Joseph Dam in Seattle District, and the old equipment went to Haditha Dam in Al Anbar Province, the second largest hydropower producer in Iraq.

Haditha Dam was completed in 1986 and now needs repairs to keep running. Jay Morgan, Chief Joseph Dam power plant electrician, spent two months of his three deployments at Haditha Dam. He realized that the dam was similar to Chief Joseph Dam, and could benefit from its equipment. Equipment for older dams is hard to find, as many suppliers no longer carry the parts.

About 550 parts from eight main unit breakers traveled in a storage container from Chief Joseph Dam through Norfolk, Va. and finally into Iraq. Once the parts arrived at Haditha Dam, Corps employees taught local workers how to manage and maintain the new equipment.

Petraeus officiates GRD change of command

By Grant Sattler
Gulf Region Division

Brig. Gen. Jeffrey Dorko took command of Gulf Region Division from Brig. Gen. Michael Walsh in a ceremony at GRD headquarters on Oct. 10.

Dorko previously commanded Southwestern Division. Walsh will be the Special Assistant to the Chief of Engineers, Lt. Gen. Robert Van Antwerp, at U.S. Army Corps of Engineers Headquarters.

"It is a great honor to join the leaders of Iraq and the Iraqi people in rebuilding a free and democratic country, where everyone can live in peace, free from fear, in an environment that lets every citizen better their lives and reach their extraordinary potential," Dorko said in his remarks to his new command.

"Gulf Region Division, you epitomize what is best about America, your willingness to sacrifice to build a better future for others," Walsh said, as he relinquished command. "It has been an honor to work with you. You have sent a clear message every day throughout the world, which is loud and clear, about our patriotism."

The reviewing officer for the ceremony was Gen. David Petraeus, Commanding General of Multi-National Force-Iraq.

"Working alongside the embassy, the Iraq Transition Assistance Office, and the other organizations that have come before them, and together with some great Iraqi partners, the Gulf Region Division, especially under the leadership of Mike Walsh, has done the hard work necessary to solidify and build on the foundation upon which Iraq can realize its strong and prosperous future," Petraeus said during the ceremony.

Gen. David Patreus (right), Commander of the Multi-National Force-Iraq, passes the flag to Brig. Gen. Jeffrey Dorko, the new commander of Gulf Region Division. The previous GRD commander, Brig. Gen. Michael Walsh, watches from the background. (Photo courtesy of GRD)

Huntsville Center celebrates 40 years

By Chris Gardner
Engineering & Support Center, Huntsville

Imagine walking into an office and there are no Common Access Card readers, mainly because there are no computers. In fact, the office has only *one* phone and the secretary is the only one answering it. And you might have even found employees *smoking at their desks!*

This could have been the scene in any Huntsville Division office about 40 years ago when it was created in 1967.

Sandy McAnally, Business Management Office, started at Huntsville Division in 1969 in the Architect-Engineering Contracts Branch. McAnally said she remembers when smoking was common in the office, and it was normal for the secretary to take all calls.

"Secretaries always answered the phone for each person within their group, handwrote a record of the call, and delivered the message to each person," McAnally said.

Huntsville Division, which officially became the U.S. Army Engineering & Support Center, Huntsville in 1995, has seen a lot of changes during the decades. It was originally created solely to support America's Ballistic Missile Defense (BMD) program, but that mission shrank during the years.

"We started off on SENTINEL (later known as SAFEGUARD), but we didn't proceed with that because of treaties," said retired Maj. Gen. Robert "Rip" Young, the first commander of Huntsville Division.

Hairstyles and office equipment have changed a lot during Huntsville Center's 40 years of operation. (Photo courtesy of Huntsville Center)

"Huntsville's mission was modified and, because it was an excellent Corps of Engineers facility, it continued to get new missions."

As the BMD mission waned, the division picked up several new missions that continue today, and also aided other agencies like the U.S. Postal Service and NASA with major projects.

People who have seen Huntsville Center evolve say the real changes have come in the everyday things.

"Our contract award packages were typed on regular IBM typewriters," said Judy Griffin in Information Management. Griffin started at the Center in 1971. "Contract approval was obtained from Headquarters via U.S. mail or hand-carried to the Contracting Officer's Representative at Headquarters for approval."

The engineering and design side was a lot different in the early days, too.

"I worked with a straight edge, a parallel bar, and a slide rule when I started," said Ken Arrington, the Utility Monitoring and Control Systems project manager. He started at Huntsville as a GS-3 draftsman on the SAFEGUARD program in the early 1970s. "I've seen a lot of changes. I've seen it go from that to Computer Aided Drafting & Design to Microstation."

The introduction of computers and other improved technology has led to the bevy of programs and passwords Center employees work with every day. Arrington said changes in technology have made some things easier, but a lot of things have gotten more complicated.

"I can only imagine what the directors back in the '70s and '80s would go through right now if they had to deal with the CEFMS (Corps of Engineers Financial Management System), P2 (Project Management Information System), and all the other software programs," Arrington said with a laugh. "They'd pull their hair out, quit, or retire."

With all the changes there seems to have been one constant in the Center's 40 years — the people.

"I've never really thought about leaving," Arrington said. "I've been fortunate to have good people to work with, and good supervisors."

Afghanistan holds unique memories

By Curt Biberdorf
Alaska District

Opening ceremonies, one including a goat slaughtered by a couple of village elders for their American guests, were among the highlights of a six-month deployment to Afghanistan that turned into two years for Dean Homleid.

Homleid, Eielson program manager for Alaska District, volunteered to serve in Afghanistan in October 2005 and traveled across the Taliban-liberated country as head of the Building Facilities Group for the U.S. Agency for International Development (USAID-Afghanistan).

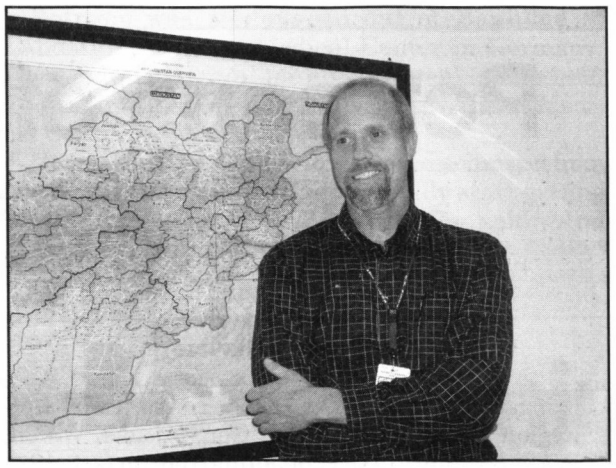
The U.S. Army Corps of Engineers has provided engineering support to USAID since 2004 through a Participating Agency Support Agreement. Afghanistan Engineer District (AED) has nine engineers embedded in the USAID Office of Infrastructure, Engineering, and Energy, and provides additional engineering and contracting support from the AED. These engineers help USAID manage its road, power, and social sector construction programs.

Homleid said most of his work was managing USAID's construction program to build or refurbish health and education facilities. From the start of the program in May 2004 until July of this year, his group has overseen the construction or refurbishment of more than 670 schools and clinics in villages throughout the country. Average completion rate for the program was 25 sites per month.

"That's not bad considering the remote geography of Afghanistan, the fluid security situation, and relatively unskilled work force," Homleid said.

That program is now complete, and USAID has awarded $80 million in new construction programs to build schools in Kabul, along with teacher education colleges, hospitals, and midwife training centers in 21 provincial capitals.

In support of USAID, the Corps has managed the refurbishment of several schools and clinics in



Dean Homleid has just returned to Alaska District after a tour of duty in Afghanistan. (Photo courtesy of Alaska District)

Nangahar and Laghman provinces and, next spring, AED will again support USAID in implementing the construction of 20-classroom teacher education buildings at 16 university campuses across Afghanistan.

"The USAID and AED partnership typifies the broad political, social, and economic approach the U.S. is employing to bring stability, security and reconstruction to Afghanistan," said Jane Mergler, program manager with USAID's Office of Infrastructure, Energy and Engineering. To reinforce that partnership, Lt. Gen. Robert Van Antwerp, the Chief of Engineers, visited with Henrietta Fore, acting administrator of the USAID, in Washington, D.C.

During his deployment, Homleid has seen access to health care rise from 8 to 82 percent, and infant mortality decline by 22 percent. Girls are attending school for the first time where it would have been impossible during the Taliban regime, and with the new Kabul Schools Program, more than 40,000 children will move from studying under tents and trees into safe school buildings.

Homleid said he originally volunteered for a six-month tour to Afghanistan for a change of pace and the chance to work overseas. But he extended for two years because he was having fun on the job, and didn't want to leave some major programs unfinished.

He traveled to dozens of villages in 28 out of Afghanistan's 34 provinces, inspecting schools and clinics and conducting opening ceremonies.

"Once, I went to a clinic for a routine final inspection and, when we arrived, there must have been 2,000 people waiting," Homleid said. "When we got off the helicopter, a couple of elders slaughtered a goat for us, and then we all gave speeches. I'll remember *that* one for a long time!"

Homleid said he enjoyed working with the Afghans, who are easy-going, hospitable people.

"The Afghan engineers I've worked with have a lot of common sense and decent academic training, but they lack hands-on experience," Homleid said. "Capacity building is a big part of the mission here so that one day they can rebuild the country for themselves. We're not quite there yet."

While the Afghan engineers brought an understanding of the culture and how that affects engineering and getting the work done, Homleid passed along helpful practices from the Corps on developing quality assurance and project management plans.

"I think those will pay off in the long run, but hopefully they learned from me how to sort the big stuff from the little stuff and how to make decisions day-to-day by keeping the big picture in mind," Homleid said.

Homleid recommends a deployment as a chance to do something completely different, experience a new culture, work with people from around the world, and make a positive difference in people's lives.

"Deployment to Afghanistan will be a great experience if you come with the right frame of mind," he said. "It really comes down to each person's tolerance to be away from family and friends, and their appetite for a once-in-a lifetime experience."