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ST. LOUIS ARMY ENGINEER DISTRICT

ESPRIT

January 1991

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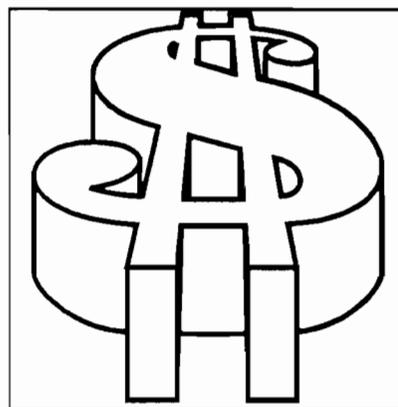
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Corbin's Comments by Col. James E. Corbin



Hi! Hope everyone survived the Holidays in good shape and is back ready to get "after the world" again! The Year 1991 promises to be a very challenging one!

The Corps currently has a Task Force in Washington, D.C. headed by our boss BG(P) Williams developing a reorganization recommendation for the "Corps of the Future."

For the Corps to survive the next decade and move on into the 21st Century, it is going to have to dramatically change (my opinion). The amount and degree of change will be dependent on mission. If we keep, in the Civil Works arena, the very narrow water resource focus we currently espouse, the change will have to be very radical indeed. If that narrow focus is broadened to take into effect the realities of what the "Greenhouse Effect" is doing and will do in the next 50 years, then the changes may not have to be as radical (again all my opinion).

I have asked Ken and Chuck to include a copy of the Information Sheet LTG Hatch furnished in late December 1990 on the effort. While I realize that some of you have received a variety of rumors with a "lot more detail," I would urge you to exercise caution about getting too worked up. No one from LTG Hatch on down wants to see "our people" hurt in any way by what may happen. LTG Hatch and your "chain of command" (remember supervisors are first and foremost responsible for their people, without whom the mission, whatever it is, will not get done) are committed to keeping you informed. To date, other than the fact that a Task Force is working reorganization, the fact that the Chief has a

requirement to report back to the Administration and Congress with a recommendation by mid-year and the fact that they are considering using the Base Closure Laws as a vehicle to streamline the Corps, nothing is fact. Rather, the rest are rumors, opinion and suppositions. I have been assured that you will be told if major events are going to affect anyone.

Closer at hand, we have some significant challenges to handle. Our number one priority will remain the operation, maintenance and improvement of navigation on the Mississippi River. That involves a host of efforts that goes well beyond the narrow focus we usually apply to Navigation. It includes:

- * Construction of the Mel Price Project and all appurtenances
- * Channel maintenance (regulating works, survey, and dredging)
- * River Engineering (bottom shaping - bendway weirs, survey, water control, automation)
- * Conservation (EMP Projects)
- * Environmental (Calhoun Pt., Environmental Demo Area, Co-op Association)
- * Telling our story (visitor center @ Mel Price, host of other local, regional and national efforts)
- * Operation of L&D 24, 25 & 27 as well as MPLD, and Kasky L&D
- * Upper Mississippi River Navigation Study, implementation of the Plan of Study, development of a useful view of the St. Louis Harbor Area - such as L&D 28, harbors complex, trail nets, green space.

Bet some of you thought the above was an Operations Division or Operations & Maintenance effort, our old, outdated, simple-minded stovepipe approach. But it's not. It is a District effort, including all of us. It really transcends economics or environment and goes directly to the quality of life and possibly, if those who believe the worst of the "Greenhouse Effect" scenarios are correct, the actual sustenance of life! Under the worst scenarios the upper Midwest

(Continued on back cover)



US Army Corps of Engineers
St. Louis District

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Morgan Educator of The Year

Travel agency

Rend Lake Park Ranger Gene Morgan has been named Educator of The Year by the Illinois Wildlife Federation and Mutual of Omaha. Morgan was cited for his outstanding contributions to environmental education and young people.

He has organized the IWF/Corps of Engineers Wildlife Camp held at Rend Lake's Sleepy Hollow Youth Area for the past three years.

Gene has been a Corps ranger for 15 years.

Carlson Travel Network (CTN), in addition to providing official travel services for the District, operates a leisure (unofficial) travel program. Under the leisure program, CTN furnishes the same services as for official travel. Under terms of the contract, the District receives a concession fee of five percent of the gross unofficial sales for leisure travel.

The funds received are forwarded to the District Civilian Activities Council (CAC) for use in CAC

activities such as the June picnic and the Christmas Dinner Dance.

Keep CTN in mind for your travel needs. You'll get a good deal and help your CAC provide great activities for you at the same time.

Fitness Center now open

The beautiful new Robert A. Young Life Fitness Center is now open!

For those of you who are interested in starting an exercise program, this is a great time to come down and take advantage of the wide variety of exercise equipment and the knowledgeable staff. Fitness Center hours are 6 a.m. to 6 p.m. Monday through Friday.

As an added bonus, the prorated cost for the remainder of the fiscal year will go down on January 1st. For a phase III "Fit to Win" membership, the cost will be \$58.75 per participant. This works out to \$6.52 per month. And, if you use the facility an average of twice per week, the total cost comes to \$.82 per visit. That is pretty hard to beat!

If you are interested in getting started in the "Fit to Win" program or just want to tour the new facility, please contact David McNeel at 539-7823. Join today and get 1991 off to a healthy start.

General Schedule pay reform

The following is an open letter to federal employees on GS pay reform from the director, Office of Personnel Management:

President Bush has just signed into law a bill to reform the federal pay system for white collar workers. The new law is the result of cooperative effort on the part of Congress, the Administration and federal employee organizations. It developed from a common understanding that our old inflexible pay system was unfair to our current workforce and was threatening our continued ability to recruit and retain the best.

The new system is flexible and market sensitive. While it retains the general schedule, it changes fundamentally the way GS pay rates are adjusted. The schedule will be adjusted each January based on changes in the national average cost of labor (Employment Cost Index). Beginning in 1994, there will also be adjustments

based on the differences between federal and non-federal salaries in local areas. This will help make the government a competitive employer in all parts of the country.

The law also provides a variety of new pay authorities. It provides, for example, for recruitment and relocation bonuses and retention allowances to deal with especially difficult staffing problems. There are also some immediate relief measures to provide help for the most acute problems until the new system is fully in place.

I believe the new pay system will provide a fair, equitable and cost effective means of compensating federal employees for the critical services you provide to this nation. It will also assure that we continue to attract men and women of the highest caliber. You will be hearing more about the new system as implementation proceeds.

ESPRIT would like to apologize for a typo that left the last name of the 1990 CFC Project Officer, Karl Tilkens, without the 'k'. Sorry Karl. But a rose by any other name... Right?



Promotions & Incentive Awards



PROMOTIONS:

Jane Barnhart, CASU
John Cannon, OD
Warner Embley, OD
Dario Franzl, ED
Ronald Jones, IM
Carol Kreutzer, ED
William Levins, RE
Alvin Lookofsky, OD
Janes Lynch, OD
John Mabery, OD
Keith McMullen, OD
Danny McMurphy, PM
Cynthia Morales, LM
Catherine Mueller, ED
Douglas Nichols, OD
Arthur Ruebenson, OD
Jerald Schutte, OD
Betty Slabaugh, OD
Jeffrey Stamper, ED
Deanne Strauser, PM
Martha Vieira, OD
Frances Wachter, CD
Michael Weber, CD
Lawrence Whitt, ED

PERFORMANCE AWARDS:

Barbara Burgess, DC
Nancy Conner, CT
Eric Davis, OD
David Debourge, DC
Ronald Dieckmann, ED
Vanester Duff, ED
Steven Huskey, DC
Rickey Kemp, OD
Freddie Layne, LM
Penny Mudd, OD
David Steger, DC
Stanley Zurweller, CD

EXCEPTIONAL RATINGS:

Sharon Cable, OD
Gary Camp, RE
Frank Catalano, RE
Eric Davis, OD
Lee Dellenbaugh, ED
Dario Franzl, ED
David Haudrich, ED
Joan Heckstetter, OD
Terry Helming, OD
Thomas Hewlett, RE
Carol Hilderbrand, ED
Rickey Kemp, OD

Lois King, PM
Penny Mudd, OD
John Naeger, ED
Maggie Patterson, EEO
Andrea Pickard, OD
Billie Sanna, OD
Dean Surface, CD
William Sutton, PM
Obbie Thompson, ED

SPECIAL ACT AWARDS:

Leonard Alfeld, DC
Shirley Bledsoe, CD
Kenneth Christmas, CD
Walter Fredley, CD
William Gidcomb, OD
Paul Holder, OD
John Mabery, OD
David Mueller, CD
Vito Polizzi, CD
Maria Shafer, OD
Tracy Smith, PO
Lawrence Strunk, CD
Karl Tilkens, OD
Linda Werner, OD
Darold Woodcock, OD

USACE Reorganization Studies Info Paper

The following is from an information paper dated 10 December 1990:

Major changes continue to occur in the Department of Defense with dramatic impact on our military programs. Our Civil Works program, which is presently stable, has imbalances between workload and workforce.

The committee reports accompanying the Energy and Water Development Appropriations Act of 1990, and the 1991 Appropriations Act, directed that USACE prepare criteria and conceptual alternatives for reorganizing its structure. The Senate Report instructed that such an effort should produce alternative field organization structures that would reduce program costs, without impacting the quality of

service, and best position the Corps of Engineers to address the Nation's future engineering and environmental challenges.

The Corps is considering integrating any recommendations for USACE reorganization into the process created under the Defense Base Closure and Realignment Act of 1990.

The Chief of Engineers considers the current situation as both an imperative and a unique opportunity to develop and evaluate alternatives that might create a more cost-effective, flexible and competent USACE organization. He has assigned BG Art Williams, Commander LMVD, to lead a USACE Reorganization Study Team with the objective to produce recommendations.



On the Soapbox

Telling the District's story this month were:

Riverlands Office

The Riverlands Area Office, in cooperation with the Captain and crew of the Pathfinder, coordinated the logistics for an on-site visit and meeting of the District Commander and the Regional Director of the U.S. Fish and Wildlife Service, Region 3, Minneapolis-St. Paul, and his key staff members. Activities included a river tour of pool 26, a tour of the Melvin Price Locks and Dam, the Environmental Demonstration Area and future LTRM facility and presentations by Hughey, Leake, Dutt, Niemi, McGinnis, Jenkins and Col. Corbin on environmental and conservation initiatives and opportunities.

Jack Viser (RO-L) hosted two tours of the Melvin Price project: students in a soils class from SIU-Edwardsville, and members of the Madison County Farm Bureau.

Jack Cannon (OD-RM) hosted a group of wildlife biologists and soil conservationists on a tour of the Environmental Demonstration Area.

Rend Lake

Park Rangers Rachel Garren and Ray Zoanetti attended the December meeting of the Southern Illinois Regional Tourism Council in Mt. Vernon, Illinois. Rachel caught the council up on news from Rend Lake.

Rangers Dawn Kovarik and Rachel Garren attended the Black Activities Council Career Fair and Conference at Southern Illinois University to discuss career opportunities with the federal government.

Park Ranger Ken Pierson gave an evening program to 45 Cub Scouts at St. Joseph's Church in Benton, Illinois. Ken instructed the young conservationists on how to build a bluebird house and why it is important for people to care about bluebirds.

Lake Shelbyville

Ranger Mike Skinner spoke about careers in the conservation field to a class of Shelbyville High School students.

Park Aids Dee Carlock and Terri Morris presented a program about snakes to residents of the Golden Oak Nursing Home in Effingham, Illinois.

Carlyle Lake

Park Ranger Angie Hasenfuss spoke to twenty members of the New Athens Rotary Club about recreation opportunities and changes at Carlyle Lake for the 1991 camping season.

Mark Twain Lake

Park Ranger Chuck Crocker helped Boy Scout Troop 710 from Mexico, Missouri, start a rehabilitation program on the Lick Creek Trail.

Park Ranger Diane Hellhake discussed ways of educating the community youth toward a pro-environmental life with members of the GFWC Study Club of Perry, Missouri.

Wappapello Lake

Park Rangers Dan Camden and Becky Hays represented the Corps at the "High Time for High Tech Seminar" held at Jefferson Community College at Jonesboro, Missouri. Dan and Becky talked to over 300 high school sophomore girls about employment opportunities with the Corps of Engineers and the federal government.



NEWS BRIEFS

Tree lighting

In a cooperative effort to help the city of Carlyle, Illinois, promote their Christmastown U.S.A. theme, the Carlyle Lake Management Office kicked off the month long event with a tree lighting ceremony at the Administration Office. Park Manager Al LeGrand, Mayor Bill Dunnill and event organizers Bea Frank and Ann Cotton help to light the 30 foot evergreen tree.

The Carlyle Lake staff also participated in the Christmastown parade. Woodsy and Smoky, along with other members of the staff, rode in a sleigh pulled by Santa's reindeer.

Eco-Meet

Lake Shelbyville's annual Eco-Meet has won the Illinois State Take Pride in America award. The Eco-Meet is an environmental education competition for grade school and high school students. The Eco-Meet, hosted by Lake Shelbyville for the past 14 years, will now be nominated for the National Take Pride award.

Great golf course

The golf course at the Clarion Inn at Eagle Creek State Park at Lake Shelbyville has received an honorable mention from Golf Digest magazine. Golf Digest surveyed 137 new golf courses this year and the Clarion course won

an award in the Best Resort Course category. The top two courses were both in Hawaii.

Feld nomination

Wally Feld, Chief of Navigation Branch, was nominated by the St. Louis District as its Federal Engineer of the Year. Although he was not selected as the Division nominee, we congratulate him on the performance of duties that earned him the District's nomination.

Place for meetings

Mark Twain Lake has opened the M.W. Boudreaux Visitor Center for winter meeting and workshop reservations. The building has a large central room with natural resource displays and floor to ceiling windows overlooking the lake. The theater seats 49 and is equipped with slide, overhead and movie projectors and a stage with microphone and podium.

Bald eagle program

Avid birder and Audubon member, Howard Gowan, will discuss the Bald Eagle's endangered habitat January 12 & 13 at the M.W. Boudreaux Visitor Center at Mark Twain Lake. A slide show, movie, spotting scope and display will accentuate the program. Bald Eagles have been spotted soaring over the lake near the dam and on Hwy. 107 near

Mark Twain State Park in recent weeks.

A & C marketplace

Illinois Governor James Thompson dedicated the Southern Illinois Arts and Crafts Marketplace at Rend Lake on December 14. The marketplace, near I-57, is expected to generate increased tourism for the Rend Lake area and Southern Illinois.

Handicap deer hunt

The 1990 Rend Lake Handicapped Deer Hunt brought out 27 physically impaired sportsmen, who bagged 18 deer. There were four hunters new to the program and one hunter who had never hunted deer before. All four were successful.

National trail

The Johnson Tract Nature Trail at Wappapello Lake has been designated a National Recreation Trail, part of the National Trails System by the Department of Interior. This five-mile backpacking trail which is located in the Johnson Tract Natural Area offers a variety of outdoor recreation activities. A ceremony to dedicate the trail is planned for early spring. Wappapello Lake now has three trails in the National Trails System.

Tree lighting II

A Christmas tree lighting ceremony was held at Wappapello Lake late in November. A 65 foot Norway Spruce and six large candy canes located near the gatehouse were illuminated. Park Ranger Dan Camden addressed 300 visitors, pledging to continue community involvement and cooperation by the Corps at Wappapello Lake.



Winter driving safety tips

Control and common sense are the keys to safer winter driving, according to the National Highway Traffic Safety Administration.

Kent Milton of the highway safety agency suggests keeping the following points in mind when heading toward wintry climates and conditions.

First, make sure the car is equipped to handle the colder weather. This includes getting a tune-up, checking the antifreeze and ensuring the heating system and wiper system work, he said.

The car's traction on ice and snow is also important. But Milton suggests checking local laws before putting on snow, all-weather or studded tires, or throwing chains in the trunk. "For example, various jurisdictions prohibit studded tires, while others require both snow tires and chains," Milton said.

Every driver should consider having a winter survival kit -- easily put together -- in the car during cold weather. Milton said items for the kit could include a shovel, whisk broom, ice scraper, sand or other abrasive material to provide traction, blanket, first aid kit, flashlight, safety triangles for the road, lock antifreeze, booster cables and warm, dry clothes.

The traffic safety official added that drivers might also want to put some high-energy snacks, such as peanuts and granola bars, in their glove compartments in case they become stopped or stuck in the snow or ice.

During winter, people tend to

drive as they normally do the rest of the year, he said. Last-minute stops and lane changes, and driving the speed limit are all common mistakes during the snowy season, he added.

Slow down, use common sense and don't overdrive will help prevent accidents. Allow more time for traffic-control devices, stops and lane changes, and anticipate the other driver's actions, he added.

"Remember that bridges and overpasses ice up first, so drivers should slow down as they approach them," Milton said.

Skids can occur by going too fast for conditions, sudden braking or other quick movements. "You have to know how to handle your car in a skid," he noted. "It's not an instinctive action. You want to slam on the brakes, but that's the worst thing you can do.

"A simple way to explain it is to steer the car in the direction of the skid until you find traction, easing up on the accelerator. Don't use the brakes. Once you've got traction, steer the car in the direction that you want to go.

"Don't jam on the brakes, and stay cool and calm," he said.

Other tips for safe winter driving:

- * Don't park on a snow route during a snowfall or the car may be towed away or buried.

- * Clean all snow and ice from the car's windows, hood, roof and rear deck.

- * Make sure all outside rearview mirrors are clear.

- * Be sure to wear seat belts.

FERS employees get gift from Uncle Sam

Persons in the Federal Employees Retirement System get a good deal when they invest in the federal government's Thrift Savings Plan, said plan spokesman Tom Trabucco.

That's because the government matches dollar for dollar the first 3 percent of basic income a FERS employee invests. For the next 2 percent, the government gives 50 cents for each employee dollar.

"Thus, FERS employees who put in the full 10 percent of income they're permitted to contribute every year actually save an amount equal to 15 percent of their income -- and that's before any earnings are considered," said Trabucco.

Open season for the Thrift Savings Plan started Nov. 15 and ends Jan. 31, 1991. About one-fourth of government employees in the Civil Service Retirement System contribute to the plan. The plan acts as supplemental retirement savings for these employees, while it is designed to be an integral part of FERS retirement income. As of October 1990, 56.4 percent of FERS employees contributed to the plan.

The participation breakdown for DoD civilians in FERS shows: Department of the Army: 53.6 percent
Department of the Navy: 51.7 percent
Department of the Air Force: 60.6 percent
Other DoD: 60.9 percent



Foreign Countries pay tribute to King

By Rudi Williams
American Forces Information Service

More than 130 foreign countries observe Martin Luther King Jr.'s birthday. Nearly 40 of them have issued commemorative stamps honoring the civil rights leader, and many have named churches, schools, buildings, streets and plazas in his honor.

Perhaps the most impressive undertaking is the ever-growing Martin Luther King Jr. Memorial Forest in Galilee, near Nazareth, Israel. Hundreds of trees are added to the forest during his birthday month each year.

Starting in 1976 with 39 trees -- one for each year of King's life -- the once-barren land in northern Israel now boasts more than 10,000 trees, according to Bernice Sherbow of the Jewish National Fund of America in Silver Spring, Md.

In 1968, Sweden dedicated Martin Luther King Jr. Plaza opposite the University of Uppsala, which dates back to the 1500s, according to Ann-Marie Brisbois, an information assistant at the Swedish Embassy in Washington, D.C.

"In April 1978, a monument was unveiled in the plaza to commemorate the 10th anniversary of Martin Luther King Jr.'s death," said Brisbois. "The bronze sculpture, entitled *Befrielsen*, or 'Liberation,' is the creation of Sweden's Olof Hellstrom. It portrays two gigantic hands pulling apart

two equally large prison bars."

"An initiative is under way in Mexico City to name a street in Martin Luther King Jr.'s honor," said Gregorio Luke, first secretary of the Mexican Embassy in Washington, D.C. "He is admired and well-respected throughout Mexico for his struggle for civil rights in the United States. He was a world figure who represented hope, freedom and equality in all countries."

Mexico has also issued a postage stamp in King's honor. The United States issued a stamp in 1979. Other countries that have issued King stamps include Venezuela, Ecuador, India, Chad, Paraguay, Niger, Virgin Islands, Senegal, Yemen Arab Republic and Samoa.

Rome has a Martin Luther King Jr. High School on the Via Gardinetti, said an Italian Embassy spokesman in Washington, D.C. There are also other schools in Italy bearing King's name, the spokesman added.

The Paris Mint struck a Martin Luther King Jr. commemorative medal in 1981.

King received the Jawaharlal Nehru Award for International Understanding posthumously, said Dayakar Ratakonda, information officer of the Indian Embassy in Washington, D.C. The award is named in honor of India's first prime minister. A follower of Mahatma Gandhi's philosophy of nonviolence, King is held in high esteem in India. Several streets in small and big towns throughout India are named in his honor.

Powell ties success to

by Rudi Williams
American Forces Information Service

An outspoken admirer and student of Martin Luther King Jr.'s teachings, Army Gen. Colin Powell, chairman of the Joint Chiefs of Staff, said King's work played a vital role in his becoming America's top general.

"It's always hard to describe the impact Dr. King had on this nation, as well as on my life," said Powell. "He was a man of great courage, willing to go to the very end, put everything on the line, for what he believed in. That's what impressed me the most, and the fact that his contributions were not just for African Americans, but for all Americans."

"Dr. King fought the second Civil War. The first Civil War was fought 100 years earlier, but he led all Americans in the second Civil War, which freed America from the chains of oppression that still existed in this country through the 1960s."

Lauding King's contributions to the nation, Powell said the civil rights leader was "instrumental in breaking down barriers to opportunities to such an extent that I've been able to get to where I am." The general cited King's example of moral courage, fighting for what you believe in, not being distracted from what you think is right an



"Injusti
threat to



es his to King

doing right. "That influences me and shapes the way I look at my life and my responsibilities as chairman of the Joint Chiefs of Staff," he said.

"I always think of Dr. King in tandem with the words of our Declaration of

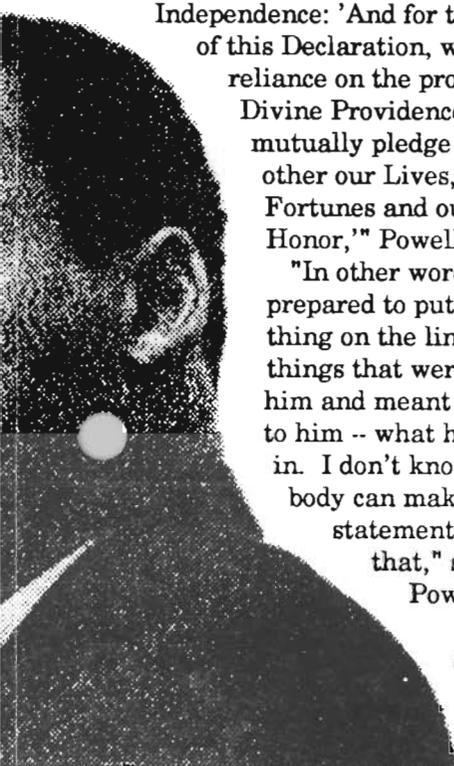
Independence: 'And for the support of this Declaration, with a firm reliance on the protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes and our sacred Honor,'" Powell said.

"In other words, he was prepared to put everything on the line for things that were dear to him and meant something to him -- what he believed in. I don't know if anybody can make a better statement than that," said Powell.

"He was such a great spokesman, and his sermons, speeches and teachings are signifi-

cant and are going into the pantheon of great American literature.

"We use his words wherever possible to communicate to our young people the meaning of his life," Powell continued. "And not just black history things. What he did for the whites of America is as great as what he did for blacks. That's why it's so correct for this to be a national holiday and why all Americans should study what he did and what he meant."



Highlights of King's life

The following are some highlights of Martin Luther King Jr.'s life:

Jan. 15, 1929

Born to Rev. and Mrs. Martin Luther King Sr. in Atlanta, Georgia.

Feb. 25, 1948

Ordained a Baptist minister, and later installed by his father as pastor of Dexter Avenue Church, Montgomery, Alabama, on Oct. 31, 1954.

Dec. 5, 1955

Led historic bus boycott in Montgomery, Alabama, following the Dec. 1 arrest of Rosa Parks, a 42-year-old black seamstress who refused to give up her seat on a city bus so a white man could sit. Elected president of the boycott organization, the Montgomery Improvement Association. Bus service to black neighborhoods suspended on Dec. 10. On June 4, 1956, U.S. district court rules that racial segregation on city bus lines is unconstitutional.

February 1957

Elected president of the newly founded Southern Christian Leadership Conference.

Sept. 20, 1958

Stabbed in the chest while autographing his book, *Stride Toward Freedom: The Montgomery Story*, in a Harlem, N.Y. Department store.

Feb. 2 - March 10, 1959

Guest of Indian Prime Minister Jawaharlal Nehru, studied Gandhi's techniques of non-violence.

March - April 1963

Arrested for leading sit-in demonstrations to protest segregated restaurants in Birmingham, Alabama. Wrote famous "Letter from Birmingham Jail" while imprisoned. Book *Strength to Love*, published that June.

Aug. 28, 1963

Led march on Washington, D.C., the first large integrated protest march, and delivered "I Have a Dream" speech on the steps of the Lincoln Memorial. Afterward, met with President John F. Kennedy in the White House.

July 2, 1964

Attended President Lyndon B. Johnson's White House signing of the Public Accommodations Bill, part of the Civil Rights Act of 1964.

Dec. 10, 1964

Received the Nobel Peace Prize in Oslo, Norway.

March 21, 1965

Active duty Army and federalized Alabama National Guardsmen protected King and thousands of marchers on the first leg of a march from Selma, Alabama, to Montgomery.

April 3, 1968

Delivered last speech, "I've Been to the Mountain Top," at the Memphis (Tenn.) Masonic Temple. Assassinated next day by James Earl Ray. Riots erupted in more than 100 cities across America.

Jan. 15, 1969

The first march to start a campaign to create a national holiday honoring King held in Atlanta.

1981

Entertainer Stevie Wonder started annual march in Washington, D.C. to lobby for a King holiday.

Jan. 15, 1982

The Freedom Hall Complex, Martin Luther King Jr. Center for Non-violent Social Change, officially opened in Atlanta.

Nov. 2, 1983

President Ronald Reagan signed Martin Luther King Jr. holiday legislation.



The Thrift Savings Plan

By Evelyn D. Harris
American Forces Information
Service

The current open season for the Thrift Savings Plan, which started November 15, and ends January 31, 1991, has major changes that Congress made earlier this year. Now, federal employees covered by the Civil Service Retirement System can invest any portion of their account and future contributions in the Thrift Savings Plan's common stock index ("C") and bond index ("F," for fixed income investment) funds. Previously, they could invest only in the "G" fund, made up of special short-term U.S. Treasury securities.

Employees covered by the Federal Employees Retirement System are now free to place all of their savings -- including those contributed by the government -- in any one fund or any mix of the three funds. By contrast during 1990, all government contributions and at least 40 percent of FERS employees' contributions had to be invested in the government fund. Prior-year investments were subject to even less employee choice.

To enroll or to change the mix of future contributions, participants must complete the election form (TSP-1) dated September 1990. FERS employees who wish to continue investing in the stock or bond fund have to submit a new form TSP-1 so their agencies will accept it during the open season. To ensure the earliest action, the Federal Retirement Thrift Investment Board recommends that employees submit TSP-1s before the first full pay period of January 1991. If they do not submit a new TSP-1, future contributions will be invested in the G fund.

CSRS employees who wish all or

part of their future contributions to go to the stock and/or bond funds must also complete a new TSP-1. However, any participants who simply want to change the investment mix of funds already in their account can do so up to four times in any calendar year, in any month they choose, whether or not it is open season.

To change the mix of a current account balance, investors must fill out Form TSP-30, "Interfund Transfer Request." Program participants will receive the form with their November 1990 statements. The forms will also be available at agency benefit offices or by calling the Thrift Savings Plan inquiry line, open 24 hours every day beginning December 17, at 1-504-255-8777.

Dollar Cost Averaging

However, Tom Trabucco, spokesman for the Federal Retirement Thrift Investment Board, said that participants who simply reallocate their past investments miss out on the advantages of dollar cost averaging. "Dollar cost averaging" is the term financial professionals use for investing the same amount of money in the same investment vehicle at regular intervals. When the market is high, the same money buys fewer shares; when the market is low, the money buys more shares.

Lipper Analytical Services, a financial analysis firm, recently did a study that shows the advantages of this strategy. Lipper calculated the value of investing \$1,000 per quarter in an average mutual fund over 20 years (dollar cost averaging) vs. investing \$4,000 at each year's market high and \$4,000 at each year's market low. The dollar-averaged account yielded an annual return of 12.5 percent vs. an 11.5 percent return for the low market investor and a

10.3 percent return for the market high investor.

Said Trabucco, "Investing in a payroll savings vehicle such as the Thrift Savings Plan yields the advantages of dollar averaging. Dollar cost averaging is recognized by financial experts as an excellent way to spread your risk."

Choosing the mix of investments is a decision for each individual investor, and Trabucco said it would be inappropriate for board officials to give employees advice on the subject beyond the simple tried-and-true advice to diversify, or, as he put it, "Don't put all your eggs in one basket." He also advised taking a long-term view of investments.

The Thrift Board does emphasize the concept of risk -- that is, the chance that an investor could actually lose money. Trabucco said investors have to sign a release stating they are aware of the risk before they invest in the C or F fund. Risky funds tend to be more volatile; they fluctuate more and go to greater extremes -- both higher and lower. For example, during 1989, the C fund gained 31.03 percent, while the conservative G fund gained only 8.81 percent. But for the period October 1989 through September 1990, the C fund lost money -- it was down by 9.13 percent. For the same period, the G fund chugged along with an 8.74 percent gain. The medium-risk F fund gained 13.89 percent in 1989 and gained 6.45 percent in the 12 months ending in September 1990.

The C Fund

The C fund, managed by Wells Fargo, is invested in a commingled Standard & Poor's 500 stock index fund. Financial



professionals use the term "commingled" for a fund that combines investments from more than one organization. Government employees' C fund investments are combined with those of over 200 other plans in the fund, said Trabucco.

"This gives us the benefits of economies of scale -- we pay low management fees, and our trading costs are low due to the fact that the other pension funds can sell when Thrift Savings Plan is buying," he added.

The Standard and Poor's 500 index was created in 1957 to provide a representative measure of stock market performance. The index includes common stocks of 500 companies traded in U.S. stock markets, primarily on the New York Stock Exchange. The stocks represent 85 separate industries and make up about 70 percent of the market value of the U.S. stock markets. The companies in the index are selected primarily on the basis of their market share of their industry groupings.

Companies are not selected due to the expectation that they will perform well. For example, if IBM holds a large share of the computer market, it will be included in the index whether or not its stock is earning lots of money for investors. Because large companies dominate the value of the Standard and Poor's index, it is considered a "big company" index.

Companies are taken off the list and replaced with others if they are taken over or merged with another company, or if they file for bankruptcy protection. The index fund is considered a passive investment strategy that very nearly duplicates the performance of the Standard and Poor's 500, which in turn closely mirrors U.S. stock market performance.

An active strategy is one that requires market analysis and

market timing decisions, stock selection decisions or both. Actively managed funds have more overhead, because fund managers have to hire highly paid market analysts and researchers. Persons investing in an index fund are betting that the broad market will gain over the period they plan to invest in it. They are not betting on specific companies.

Financial analysts recommend the stock fund for long-term investors but not necessarily for short-term investors. Most experts define 10 years or more as long-term. From 1980 to 1989, the Standard and Poor's index had an average annual rate of return of 17.46 percent. However, that average hides some peaks and valleys. In 1981, it lost 5.10 percent, while in 1985 it returned 32.02 percent.

The F Fund

The F fund is a bond index fund that from January 1988 through December 1990 was invested primarily in a commingled Shearson Lehman Brothers government/corporate bond index fund. The F fund is invested in the fixed-income securities market, which represents obligations of borrowers to repay the amount borrowed at maturity. They usually pay interest twice a year until maturity. In dollar terms, the U.S. government sector is approximately 74 percent of the index; the corporate sector is 26 percent.

Beginning in 1991, the F fund will be primarily invested in a Salomon Brothers broad investment grade fund or in a Shearson Lehman Brothers aggregate bond index fund, representing the major sectors of the U.S. bond market. The funds will be similar to the F fund from 1988 through 1990, with the major difference being that it will invest in mortgage-backed securities as well as government and investment-grade corporate securities. The F fund does not

invest in high-risk "junk bonds."

According to the Federal Retirement Thrift Investment Board, the advantage to the F fund relative to the G fund is the opportunity for increased rates of return in periods of generally declining interest rates. At such times, the values of the longer-term bonds held in the F fund should increase, unlike those of the shorter-term securities held in the G fund. This highlights an advantage of diversification. Like the C fund, the F fund benefits from relatively low management fees and trading costs.

The F fund has credit, market and prepayment risks. Credit risk is the chance that the borrower who issued the security will fail to pay interest or principal. A large portion of the fund consists of no-risk government securities, which minimizes the risk. Lowered risk also applies because all corporate securities in the fund are "investment grade"; that is, issued by companies that meet certain standards of sound fiscal management.

Market risk is more significant for the F fund. The F fund does better than the G fund in periods of declining interest rates, while the G fund does better in periods when interest rates are rising.

Prepayment risk applies primarily to the mortgage-backed securities portion of the F fund. When interest rates decline, borrowers may refinance their high-rate mortgages. This has a negative impact on investors because the prepayments must be invested in lower-yielding securities.

Between 1980 and 1989, the index in which the F fund invests had an average return of more than 12 percent. But just like the stock index, there were peaks and valleys. In 1987, the returns never exceeded 3 percent. In

(Continued on next page)



Thrift Plan cont.

1982, the return exceeded 31 percent.

The G Fund

The G fund is a risk-free investment. Between 1980 and 1989, its average annual rate of return was 11.04 percent. If interest rates go up, the 1991 return could be better than that. If interest rates go down, it could be worse.

Again, most financial experts recommend a diversified investment strategy. That would mean some mix of the three different funds.

There are tax advantages no matter which fund or funds an investor chooses in the Thrift Savings Plan. Money for the plan is taken out of the paycheck

before taxes are calculated -- thus, no taxes are paid on that money until the investors withdraw money from the account, at which point they may be in a lower tax bracket.

More detailed information on the plan is contained in a 33-page book, *Summary of the Thrift Savings Plan for Federal Employees*, available from your agency.

Or write to:

TSP Service Office

National Finance Center

P.O. Box 61500

New Orleans, LA 70161-1500

The ZIP code in the book is incorrect.

One final piece of advice:

Persons reading through the summary book may be confused

by what appear to be numerous deadlines. Trabucco simplified these as follows:

"For future contributions to be invested in the C and/or F funds, CSRS and FERS participants must submit a TSP-1 between Nov. 15, 1990, and Jan. 31, 1991. The earliest these elections can take effect is the first pay period beginning on or after Jan. 1, 1991. After that, they take effect in the first pay period after submission.

"To reallocate the mix of investments in the current account, both CSRS and FERS employees must submit a TSP-30. The form must be received by the recordkeeper in New Orleans by the 15th of the month. The transfer will be made on the last day of the month."

Desert Shield

Persian Gulf in perspective

The present Persian Gulf crisis comes as no shock to people familiar with the area's history. The discovery of vast oil reservoirs intensified centuries-old power struggles, personality conflicts and a host of other differences.

The Persian Gulf region of the Middle East consists of three regional and five local powers. Iran, Iraq and Saudi Arabia are the regional powers; Kuwait, Bahrain, Qatar, the United Arab Emirates and Oman are the local ones. These countries ring the gulf, a medium-sized body of water fed by the Tigris and Euphrates rivers and emptying into the Arabian Sea via the Strait of Hormuz.

Regional disputes about oil production, prices and quotas and other matters are important to the current crisis. Longstanding boundary disputes have fueled the area's problems.

European powers dictated most of today's boundaries in the

Persian Gulf region before and after World War I. Boundaries were not all-important in the Arab world when the Ottoman Empire dominated it. The European influence introduced the concept of European states and borders, beginning in the late 1800s. Oil discovery heightened border significance. While such border disputes have affected other areas of the Arab world, however, no Arab state in modern times has used them as a pretext for conquest of its neighbors until Saddam Hussein's invasion of Kuwait on Aug. 2, 1990.

Kuwait's northern border with Iraq dates from a 1913 agreement. Although it was never formally ratified, Iraq accepted the agreement in 1932 when Iraq became independent. However, Iraq claimed Kuwait in 1961, the year Kuwait gained full independence. Iraq contended that before British intervention, Kuwait had been part of the Ottoman Empire under Iraqi control. Iraqi troops massed

on Kuwait's border. British troops rushed to the scene and the Iraqis withdrew. Later, Arab League forces replaced the British, and Iraq acknowledged Kuwait sovereignty and independence.

Nevertheless, several 1973 incidents between border forces underlined Iraq's continuing non-acceptance of portions of the undemarcated boundary between the two countries.

Current boundaries deny Iraq easy access to the sea and have thus hampered Saddam Hussein's ambitions to dominate the Arab world. Iraq's only port for seagoing vessels is on the Shatt-al-Arab waterway about 75 miles from the Persian Gulf. Saddam Hussein used a longstanding dispute over control of that waterway to initiate a full-scale war with Iran in 1980.

Because of its sea-access shortcomings, Iraq exports oil from its vast reservoirs through four pipelines: north via Turkey; south



via offshore terminals in the gulf; south via Saudi Arabia; and west via Syria. The war with Iran and Syria's alignment with that country prevented Iraqi use of Syrian pipelines and the gulf for years.

Several Mideast countries play important roles in the current crisis, but Iraq, Kuwait and Saudi Arabia hold center stage. An understanding of the crisis requires an understanding of these countries.

Iraq

The 167,924-square-mile country of Iraq -- about the size of California -- stretches from 10,000-foot mountains along the border with Iran and Turkey to reedy marshes in the southeast. Most of the land is desert or wasteland, but the Tigris and Euphrates river valleys are among the most fertile in the Middle East.

Temperatures range from below freezing in January to higher than 120 degrees Fahrenheit in July and August. Rainfall averages four to seven inches annually; most falls from December through April.

The vast majority of the country's estimated 18.1 million people are Muslim -- 55 percent Shi'a and 40 percent Sunni. The remaining 5 percent are Christian. Its two largest ethnic groups are Arabs and Kurds. Arabic is the most commonly spoken language.

Iraq's economy revolves around oil. Petroleum accounts for 32 percent of its nominal gross national product and 99 percent of its merchandise exports.

Once known as Mesopotamia, Iraq was the site of flourishing ancient civilizations. Muslims conquered Iraq in the seventh century, and in 762, Baghdad became the capital of the vast Muslim empire that had been built in the century after the

death of the Prophet Muhammad. The 400 years beginning in the middle of the eighth century, known as the Abbasid period, were the golden age of Islamic art and science. Gradually, however, the empire weakened by internal dissension and came under increasing Turkish domination until, in 1258, Baghdad fell to the Mongol hordes of Hulegu Khan, grandson of Genghis Khan.

The area now known as Iraq then passed from the hands of one foreign dynasty to another, finally becoming part of the Turkish Ottoman Empire. By 1638, Baghdad, once the leading city of Islam and one of the prime centers of world civilization, was nothing more than a frontier outpost for the Ottomans.

At the end of World War I, Iraq became a British-mandated territory and was declared independent in 1932. Several coups and assassinations later, Ahmad Hasan al-Bakr emerged in 1968 as president of Iraq and chairman of the Revolutionary Command Council. He resigned in July 1979, and his chosen successor, Saddam Hussein, assumed both offices.

Kuwait

Slightly smaller than New Jersey, Kuwait covers about 6,880 square miles in the northeast corner of the Arabian Peninsula.

Although Kuwait's mid-1980s population was in the neighborhood of 1.7 million, only 40 percent were natives; many Arabs from nearby states have taken up residency along with a sizable number of Iranians and Indians. Most natives are Sunni Muslims (70 percent) or Shi'a Muslims (30 percent). More than one-half of the population -- 1 million people -- lives in Kuwait City.

One of the world's wealthier countries, Kuwait had a per capita gross domestic product in excess of \$10,000 before Iraq's

invasion. Oil accounted for about 85 percent of the country's exports and for the same percentage of government revenues. Before it went into exile, the government had financed many social welfare, public works and development plans with oil revenues and had been a major source of economic assistance to other Arab states.

Kuwait's modern history began in the 18th century with the founding of the city of Kuwait by a tribe that wandered north from Qatar. The city-state founded by this family, the Al Sabah, gradually gained a semi-autonomous status from far-away Istanbul.

During the 19th century, Kuwait tried to obtain British support to maintain its effective independence from the Turks and various neighbors; under terms of the treaty, the United Kingdom handled Kuwait's foreign affairs and its security from 1899 to 1961. On June 19, 1961, Kuwait became fully independent following an exchange of notes with the United Kingdom.

Saudi Arabia

Saudi Arabia occupies about four-fifths of the Arabian Peninsula -- roughly the size of the United States east of the Mississippi River. From mountain ranges near the Red Sea, the land, mostly desert, slopes gently eastward toward the Persian Gulf. Saudi Arabia has no permanent rivers or bodies of water and has erratic rainfall averaging two to four inches per year except in the mountains. Summer heat frequently exceeds 120 degrees Fahrenheit.

Of the country's estimated 11 million people, 4 million are foreign nationals. The work force, however, is 75 percent foreign. Until the 1960s most Saudis were nomadic or semi-nomadic, but they became urban with rapid economic development -- about 95

(Continued on next page)



Retiree Review

We set a new retiree luncheon record in December. Sixty-three attended the Christmas luncheon at the Salad Bowl. Last year's 14-below-zero temperature kept the attendance to half this year's attendance.

Mike Cullen and Charlie Denzel attended their first luncheons as official retirees. Joe Daugherty and Eli Hydar were also first timers.

Elmer Huizenga talked about this year's Christmas Dinner Dance and the wonderful time had by all.

Barb Boswell, Mary Lou Lawson and Linda Wichlan represented the District. Mary Lou wished all a Merry Christmas and Happy New Year from the District staff.

There was an over abundance of bad news related at this month's luncheon. Al Wurst is in bad shape with heart difficulties and is on oxygen. Ollie Hessner has terminal cancer. Mississippi River man Les Boyer passed away on December 17th from a heart attack. Mark Unas is in the hospital.

Elmer Huizenga was planning knee surgery on December 27th and catarac surgery sometime in January.

Our usual retiree correspondant, Clyde Wilkes, was off in Las Vegas, shirking his duties as stringer for ESPRIT, to see his new grandchild. And probably to bolster the economy of the area a little via the casinos.

Joe Beinke, retired in 1938, was pronounced the oldest living retiree by Elmer H.

The traditional collection was taken for a charitable organization. Seventy-six dollars was collected and will be delivered to the Salvation Army Tree of Lights campaign.

The next luncheon date will be the usual third Thursday (the 17th of January) at the Salad Bowl. Y'all come. Hear?

Retirees

ESPRIT didn't receive notices of the following November 30 retirements in time for the December issue.

Vernon Drewes retired from Mel Price Locks and Dam after 31 years of federal service. He had almost

30 years with the St. Louis District.

Clarence Helton retired from the Lake Shelbyville staff with 24 years of federal service, 20 years of which were with the St. Louis District.

Rober Selvey retired from the Dredge Potter after 41 years of federal service. He was with the St. Louis District for almsot 15 years.

Sidney Brown retired from the Dredge Potter after almost 32 years of federal service. He spent almost 15 years with the St. Louis District.

Condolences

Mr. Lester J. Boyer, Engineering Technician with the St. Louis District for 30 years, passed away on December 17th. Les had worked in the River Stabilization Branch of the Engineering Division and retired in 1982. Prior to that he was an inspector on the dredges.

Persian Gulf cont.

percent are now settled. Saudis are ethnically Arabs for the most part and religiously Muslims.

Saudi Arabia is the world's leading oil exporter, with "black gold" accounting for 88 percent of its exports and 60 percent of government revenues. It has about 20 percent of the Free World's proven reserves.

The government has sought to allocate its petroleum income to transform itself into a modern industrial state while maintaining traditional Islamic values and customs. Despite much progress and improvement in the Saudis' standard of living, a shortage of skilled Saudi workers has hampered the government; hence, the large percentage of foreigners in the work force.

Although Saudi Arabia's harsh climate historically has deterred extensive settlement, civilization there goes back more than 5,000 years. But the country is best known as the birthplace of Islam, which conquered much of the Mediterranean world after the Prophet Muhammad's death in 632 A.D. The Saudi government takes its stewardship of Islamic holy places seriously.

The modern Saudi state was founded by King Abdul Aziz, also known as Ibn Saud, who, in 1902, began a series of conquests that culminated in 1932 with unification as the Kingdom of Saudi Arabia. Abdul Aziz was a member of the Al Saud family, which had built earlier states in what is now Saudi Arabia in the 18th and 19th centuries. American geologists discovered oil in the 1930s, but large-scale production did not begin until after World War II.



To your health

Precautions to avoid a cold

The news is out: washing your hands is the *best* way to prevent a cold. It's an important fact to remember, especially if you are working with someone who is already suffering with one.

If the person with a cold touches something, and you touch the same object, you have a potential cold on your fingers. When you touch your eyes or nose, you give the virus its pathway into your body.

Try making it a habit to keep your hands away from your face. And avoid sharing things with a cold sufferer, like a telephone, pencil, tools, or a bar of soap.

People who already have a cold should try to keep from spreading it to others. They should wash their hands frequently. Used tissues should be put into a plastic bag or plastic-lined receptacle, or disposed of in a way that makes rehandling unlikely.

Large doses of vitamin C have been touted as a cold preventer, but there is no clinical proof that they are effective. A multivitamin, however, will help to keep your resistance high. Getting enough rest, eating a proper diet, and finding ways to reduce stress are also recommended ways of keeping resistance up.

When you are healthy and strong, your body has a good chance of defeating the bold bug before it defeats you.

Pneumonia: A threat to people of every age

Today it's commonly thought that pneumonia is no longer a life-threatening condition. A shot of antibiotics, and you're cured? Wrong, very wrong.

The National Center for Health Statistics ranks pneumonia and influenza combined as a high cause of fatalities. In 1986 it ranked as the sixth leading cause of death in the U.S.

Any inflammation of the lungs is pneumonia. The American Thoracic Society says lung inflammation has more than thirty causes. It can occur as a result of damage to the lungs or as an allergic reaction, but most pneumonias are caused by bacteria, viruses or other germs.

Germs that cause pneumonia are all around us. We inhale them when we breath. People whose immune systems are weakened by the flu are likely candidates for pneumonia. Heavy smokers are more vulnerable.

The most common forms of pneumonia are:

- * Bacterial pneumonia (pneumococcal) is especially common in the middle years. It is the most serious and widespread form of all pneumonias, striking up to a million people in North America each year. In spite of modern treatments, tens of thousands of it victims die.

- * *Mycoplasma pneumoniae*, sometimes called walking pneumonia because its victims don't feel sick enough to stay in bed. It is most common among young adults because by age 35 most people have had at least a mild

case and have developed antibodies against it. Antibiotics, bed rest, a high protein diet, and fluids are the treatment.

Staying in good health and avoiding the flu are important steps in preventing pneumonia. When colds and flu come your way, watch for changes in your condition that could indicate pneumonia.

When to see your doctor

Generally colds and flu get better by themselves and require no visits to the doctor. You should seek medical help if any of the following conditions occur:

- * A sore throat combined with a high temperature (above 101 degrees) for over 24 hours.

- * Oral temperature over 103 degrees for any period.

- * Severe pain in the chest, head, stomach, or ears, or enlarged neck glands.

- * Shortness of breath. When a person has pneumonia, the lung's air sacs fill. Death from pneumonia is like drowning.

Vaccine

Persons at high risk for pneumonia can ask their doctors about the recently introduced vaccine to prevent it. The vaccine is effective against 80 percent of the common types of pneumococcal bacteria for at least three years. The high-risk group includes:

People with chronic respiratory, heart, or kidney disease, diabetes and metabolic disorders are high-risk cases. Those recovering from severe illness; people in nursing homes and people in their later years should be immunized.

Corbin's Comments (cont.)

turns into a drought stricken area far exceeding any yet experienced by the year 2050. Some argue that type of drought is what caused the Indians who used this area as the center of commerce for North America 1000-1400 AD (Cahokia Mounds are fairly exact replicas, in earth, of Aztec and Mayan ruins) to leave. Time will tell, but WATER IS LIFE, and we as a people, as a nation, as a region, and as a Corps, do a poor job of managing it in that regard. We do a great job on individual projects and you individually and collectively are making a super effort; so, don't misread my comment - which is addressed at the "Big Picture View" not your individual efforts!

Second priority is the continued intelligent management of the 180,000 acres of public land and 140,000 acres of public water entrusted to us. Once again this is a "Quality of Life" effort that encompasses all facets of the District to protect, preserve, develop and use these precious resources wisely. Critical components are the proactive development of the Riverlands Office and the rapid development of Apple Creek and the Kaskaskia Basin initiatives. As an aside, we experienced almost 17,000,000 visits to these areas last year. Guess what? These areas are the Corps of Engineers to the vast majority of American People.

Third priority is to continue to develop an environmental ethic and effort throughout the District, so that our approach is a true quality of life approach to 'wise development' for the good of man, not just an economics approach. Economics are important, but as with all other things, if allowed to drive the train, they ultimately destroy it. Our environmental approach is really a "Quality of Life" approach. You shouldn't preserve something just for the sake of preserving it (else we should bring the dinosaurs back), but we should balance our needs for clean air/water, aesthetics, food and recreation and our dependence on all living things as we move forward. Easy to say, horribly hard to do; but it drives whether human beings (people - you and me and our relatives) have a healthful life. A second theory on the demise of the Cahokians was that environmental

carnage and pollution destroyed them. One only has to look at our large urban areas (the Cahokians had, by about 1400, a larger city here than any that emerged in North America until the end of the 18th century) of today to suspect that this latter theory may be valid.

Fourth priority is all our specific projects - which of course points out the futility of listing things in detailed (1-1000) priority because Cape Girardeau, East St. Louis, Valley Park, et al, are critical to the people they serve. However, they have slipped over time and continue to slip (there's that four-letter word that I hate so much), so I must conclude they don't have the priority of the first three.

Finally, our overreaching priority (our most important priority) is to take care of each other, assist each other and develop each other to the maximum extent we can. For without each of us, none of those other priorities get done! Hope that in the hustle and bustle of our petty "stovepipe" battles each of us spends a moment or two reflecting on that. Without people - good people - working together as a team - at each level across stovepipe boundaries - leaders and supervisors accountable for and to those they serve (subordinate, same level and above) it doesn't happen. Some of us have higher graded jobs, but none of us is any more important than any other person. The gift of life, a brain that we sometimes use and the ability to do something is too precious and fleeting an opportunity to waste. We're going to spend some quality time on developing meaningful Professional Development Programs for each employee and are also going to spend a lot of quality time on employee to supervisor and supervisor to employee responsibilities and interaction this year. With less people, static funding and expanding expectations on the part of the American public - and a mission/organization in a constant state of turmoil - we have to, or we will fail to do our best! Challenging - Yes! But then only those things really worth doing are really challenging!

Have a Good Year!!

Remember we have family in Persian Gulf

As most of you know, Lou Chiodini is in the Persian Gulf area with his reserve unit. He's presently in a place called Eskin Village near Riyadh, Saudi Arabia. He's the IG for a major command called the 416th Engi-

near Command, which has overall responsibility for all engineering functions within its area of operation. Lou hopes to be back by May.

If anyone would like to write to Lou, here is his address:

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