

Vol. 28 No. 3

ST. LOUIS ARMY ENGINEER DISTRICT

# ESPRIT

March 1991

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# Corbin's Comments by Col. James E. Corbin



Hi! Looks like the War's over with a minimum number of casualties to us! Now comes the big challenge - what did we really win and what will it really mean? Only time will tell.

Incidentally, isn't it great how well decentralized decision making and decentralized execution work when practiced by professionals! That's what you witnessed in the Middle East. The Presi-

dent and our political leaders set the vision (concept and policy), the commander on the ground then put together the plan with input from his subordinate commanders and then those subordinate commanders executed it. Works like a gem and always has. We in the Corps could learn a lot from that example of planning, execution and teamwork.

While I'm on the topic of teamwork, here's a brief discussion of what teamwork is and is not, in my opinion. It's a two-way street with information and decisions flowing both ways, with decisions made at the lowest possible level. One of the most critical aspects is the flow of information (not decisions) from the top down. A good solid functioning command channel is critical to this process. If the decisions came through other channels, disaster reigns supreme because no one knows where to go to get a decision; thus, organizational anarchy and power grabs for turf become predominant and overpower "results on the ground."

Why am I taking you through the above? Well, we're going to take one more shot at teamwork through a focused mission and, hopefully, a useful Command Management Review (CMR) system. That doesn't mean that you aren't

doing well now, because you are; it just means that WE can improve. With an ever decreasing FTE (authorization for people) and an ever increasing demand for dollars, the future of this District and the Corps will be ultimately decided by how well we work together and focus on top priorities.

First let's look at our mission. The most critical element is us - you and me - PEOPLE! Without healthy, intelligent, motivated, somewhat satisfied and somewhat professionally happy folks, FORGET IT! So we need to hang together as a group and work together with mutual respect for each other. Open, honest, speak-your-mind communications without fear of reprisal (within the bounds of basic decency and honesty and common sense) is absolutely essential. We must have the "Freedom to Succeed." Most of us do, some of us don't. Old habits die hard, don't they.

The "Fit-to-Win" Program, the program(s) to make our District working environments more comfortable for us (you spend 40 percent of your adult life and 60 percent of your waking hours at work, so that's necessary), the recycling program, the professional development program and others are attempts to get US to work that challenge. Don't wait for me to do it for you. I can't. Only you can! Remember, PEOPLE (US) are the key. Without "US" the organization, no matter how it's organized, fails! Success is a "state of mind," with "results" the proof. The only way to get there is to put RIF mania and turf and some of the "small minded rumor" baggage aside. Please note I didn't say turn your brain off and blindly trust "the world." That would be foolish. But, to worry about things we have no control over and can't affect is a waste of time and emotion. However, it's not a waste of time or effort to attempt to change some of those things.

Once we are taking care of "US," we then need to focus on some technical (job oriented) priorities. First and foremost, our job in St. Louis is to ensure the viability of the river navigation system. That entails river engineering and regulatory work, dredging, operation and maintenance



**US Army Corps of Engineers**  
St. Louis District

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Corbin's Comments (cont.)

of the locks and dam system, intelligent water control planning, the effective management of our wetlands resources and a host of other efforts to include all of the work that folks in admin and support organizations and on the special staff do to support these efforts. It is a composite picture that involves several programs, a multitude of individual projects and every source of funds available to the District. Done properly, we provide a significant service to the people of America (notice I didn't say the navigation industry) by providing a transportation resource that enables about \$20 billion of commerce to transit our area. Commerce that has a direct impact on the economic health of our country and the world. You - all of you - should feel good about that. It is a critical mission, and it does require a blending of a myriad of talents and resources.

The second priority is interrelated to the first one, the proper management of the natural resources entrusted to our care, to include the provisions of flood control. It really is a "quality of life" priority.

The third priority is totally interrelated to the first two and involves intelligent environmental activity so that we truly balance economic and ecological imperatives to produce a useful and, hopefully, better world for all of us.

The fourth priority involves the planning, engineering and construction of several projects, all of which are lesser included events inside of the first three priorities.

Odd view of our world, isn't it? An interrelated effort with all pieces fitting together in a mosaic of useful accomplishment. More about the above and what the CMR should reflect (how all this fits together and how you make it happen) as opposed to what it is and what it reflects today (a disparate collection of individual projects).

# Corbin gets Conservationist of the Year Award

The crowd saw "green" in Columbia, Missouri, as Colonel James E. Corbin, Commander of the St. Louis District, received the prestigious Conservation Federation of Missouri's Conservationist of the Year Award, March 2. More than 200 people attended the award ceremony and banquet held at Columbia's Holiday Inn Executive Center.

"This is the highest award we can give to an individual," said Ann Kutscher, Chairman of the Awards Committee. The Conservationist of the Year Award originated in 1965 to honor outstanding people in the field of conservation.

The Colonel was heralded for his "eagerness to protect the environmental quality of his district and his willingness to break away from Corps tradition and promote environmental engineering."

In his brief acceptance speech, the Colonel cited his military career, Pacific Northwest upbringing, his father's Forest Service career and his staff as factors which have influenced him and helped him accomplish his environmental successes.

The 55 year old Conservation Federation of Missouri is affiliated with the National Wildlife Federation and is dedicated to the conservation of natural resources, said Kutscher. The Federation boasts a membership of about 40,000.

According to Kutscher, the Federation does not automatically give the award each year. "We only give this award when we feel the nominee is really deserving," she said.

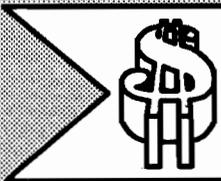


Ann Kutscher of the Missouri Conservation Federation presents Col Corbin with the "Eagle Award."

To not manage the whole intelligently ensures that each individual project, no matter how well managed it may be, does not make the significant contribution it should! Are we really just trying to burn up dollars and FTE or are we trying to do something useful? Think about it! See you next month.

PS: I received a wonderful accolade Saturday night (2 March) from the

Conservation Federation of Missouri as "Missouri Conservationist of the Year." While I'm honored, as I told them, you folks did the work (which you did - some of you at some level of risk, as you viewed it). I also told them that I was accepting the award on your behalf. That my only real contribution was some vision and some backbone. Thanks!!



# Promotions & Incentive Awards



## PROMOTIONS:

Nancy Gerth, IM  
 Gary Lee, ED  
 Charles Linn, OD  
 Debra Pickerign, LM  
 Andrew Schimpf, ED  
 Henry Shelton, OD  
 Michael Skinner, OD  
 Robert Thornton, OD

Roy Kretz, OD  
 Laurel Lane, PM  
 Barry Lloyd, LM  
 Mary Matecki, RE  
 Deborah Maynard, IM  
 Keith McMullen, OD  
 Michael Navin, ED  
 Raymond Portwood, OD  
 Edward Pucel, IM  
 Zelma Scott, CD  
 Phillip Skaggs, OD  
 Jerry Stroud, OD  
 Iola Tillerson, IM  
 Richard Ubben, CD  
 Gary Vetter, OD  
 Harry Ward, ED  
 Ralph White, ED

Robert Mesko, ED  
 James Mills, ED  
 Ida Morris, PD  
 Catherine Mueller, ED  
 Andrew Schimpf, ED  
 Michael Sommars, ED  
 Bradford Strauser, ED  
 Charles Turlin, ED  
 William Vasel, ED  
 Raymond Zoanetti, OD

## PERFORMANCE AWARDS:

Gerald Allen, CD  
 Mark Alvey, ED  
 Terry Bequette, OD  
 Josephine Bischan, OC  
 Lee Dellenbaugh, ED  
 Michael Dorey, OD  
 Edgar Falkner, ED  
 Russell Feltmeyer, OD  
 Thomas Gardner, CD  
 Larry Griffin, OD  
 William Groth, OD  
 David Haudrich, ED  
 Michael Hays, OD  
 Janice Hitchcock, ED

## SPECIAL ACT AWARDS:

Robert Bringer, PM  
 Jane Collins, PM  
 Norris Davis, PM  
 Natta Gill, PM  
 Jo Ann Gray, PM  
 Brian Kleber, PM  
 Hilda Meadows, SO

## EXCEPTIONAL RATING:

Jean Beausang, CT  
 David Gates, PD  
 Gary Groenemann, SO  
 Michael Hamm, ED  
 Ted Hayn, OD  
 Michael Hays, OD  
 Donna Kavanagh, DC  
 Robert Kelsey, ED  
 Lewis Kent, OD  
 Don Mirick, OD  
 Linda Moore, IM  
 Frederick Norris, PD  
 Daniel Ragland, PD  
 Zelma Scott, CD  
 Jerry Stroud, OD

# Accident Summary

PERSONAL INJURIES - GOVERNMENT EMPLOYEES -  
 FEBRUARY 91: None

Total accidents for FY91: Two  
 Total accidents for FY90: Thirteen

PERSONAL INJURIES - CONTRACTOR EMPLOYEES -  
 FEBRUARY 91: None

Total accidents for FY91: Four  
 Total accidents for FY90: Eight

GOVERNMENT VEHICLE ACCIDENTS - FEBRUARY  
 91: None

Total vehicle accidents for FY91: None  
 Total vehicle accidents for FY90: Five

LAKE FATALITIES - FEBRUARY 91: None  
 Total lake fatalities for FY91: One

Lake Shelbyville - 1

Total lake fatalities for FY90: Five

Carlyle Lake - 1  
 Lake Shelbyville - 1  
 Rend Lake - 2  
 Wappapello Lake - 1



# On the Soapbox

Telling the District's story this month were:

## Around the District

Jim Hill, PD-R, spoke to 100 members of the Migratory Waterfowl Hunters, Inc., about wildlife rehabilitation work being done at Stump Lake on the Illinois River. Jim also held a public workshop on Stump Lake and spoke to about 40 people about the project. Jim also briefed the Partners for Wetlands Group on the project at Stump Lake.

Fred Nierman and Keith McMullen, OD-F, presented a slide show and interpretive overview of the Corps' permit program to a group of 125 at the Illinois Farm Bureau in Mt. Vernon, Illinois. The presentation included discussions of Section 10 of the 1899 Rivers & Harbors Act and Section 404 of the Clean Water Act. Many questions were answered on changes in wetland regulations and how they affect farmers.

Bill Busch, RO-SL, spoke to 20 members of the Cape Girardeau Engineer's Club about current work in progress on the Mississippi River. He also showed the video "Opening the Waterways."

Sharon Cotner, PM-M, participated in a live talk show on KZIM Radio in Cape Girardeau, Missouri. The topic was repair work within the East Cape Girardeau Levee District.

## Riverlands Office

Riverlands Area Manager Pat McGinnis addressed the Kirkwood Retired Teachers Association regarding educational and environmental opportunities in the Riverlands region.

Riverlands Assistant Manager Dan Erickson addressed Parkway North High School for their annual Career Days. He talked about opportunities

for employment with the Corps.

Riverlands IPA Naturalist Mark Hall was busy during February addressing a number of groups and individuals about volunteer and environmental opportunities in the Riverlands region. These groups include the Clayton Grade School sixth graders, Alton High School Biology Club, 150 students at Jerseyville High School, Boy Scout Troop #3, the Executive Committee of the Piasa Palisades Sierra Club, Southern Illinois University - Edwardsville Educational Service Center and the Busch Wildlife Area staff.

Pat McGinnis addressed the Open Space Council. He discussed the St. Louis District and Riverlands Area Office and promoted the creation of a corridor of open green space in the Riverlands region.

Ranger Brad Laaker represented the Riverlands Area Office at the St. Louis Boat and Sport Show.

Jack Vizer, RO-L, hosted 20 members of the Belleville First Christian Church on a tour of the Melvin Price Locks and Dam.

## Rend Lake

Park Rangers Dawn Kovarik, Ken Pierson, Dave Smothers and Ray Zoanetti manned an information booth at the 1991 Spring Sports and Recreation Show sponsored by Southern Illinois University - Carbondale. The rangers talked to hundreds of people about recreation opportunities at Rend Lake.

Park Ranger Gary Campbell assisted other Corps rangers in manning the District information display at the 1991 St. Louis Boat Show.

Park Rangers Mark Roderick and

Dave Smothers attended the first Wildlife Conservation Show at the Times Square Mall in Mt. Vernon, Illinois, sponsored by the U.S. Soil Conservation Service. Mark and Dave put together an exhibit on wildlife and their habitat requirements at Rend Lake.

Park Manager Phil Jenkins spoke to the State Committee of Quail Unlimited about cooperative habitat management programs at the lake. Initial efforts are expected to begin this year.

## Lake Shelbyville

Park Rangers Larry Gutzler and Dee Carlock presented a program titled "Invite Wildlife Into Your Backyard" to 15 residents of the Sullivan Living Center.

Mike Skinner spoke on the Corps' involvement in fisheries management to the American Angling Association at Guy's Steak House in Shelbyville.

Park Rangers Don Brown and Leanne Crouch taught First Aid and CPR to 26 Corps and State Park personnel at the Visitor Center.

## Carlyle Lake

Park Ranger Andrea Pickard spoke to 25 scout leaders from the Crooked Creek District of the Okaw Valley Council at their February Roundtable Meeting. Andrea talked about volunteer programs at the lake.

Assistant Park Manager Dick Conner and Park Ranger Joe Smothers traveled to the St. Louis Boat Show to promote water safety and recreation opportunities in the St. Louis District. This show is the second largest in the midwest, attended by 150,000+ people each year.

(Continued on page 6)



# NEWS BRIEFS

## Andreasen to Seattle

Mark Andreasen, Park Ranger at Mark Twain Lake, will be leaving for a position as Park Ranger in the Seattle District at Libby Dam and Lake Kooconusa in Libby, Montana. Mark will work in the Lands Management Program, monitoring endangered species like eagles, grizzly bears and timber wolves.

## Trees for habitat

More than 25 volunteers completed the 4th Annual Operation Christmas Trees in February at Carlyle Lake by placing 1475 Christmas trees in Allen Branch. They are much needed fish habitat. Thanks to the volunteers who made it possible.

## Hunter safety seminar

Park Rangers Gary Campbell, Rachel Garren, Dawn Kovarik, Ken Pierson and Ray Zoanetti attended an Illinois Department of Conservation Hunter Safety Instructor seminar. There they were introduced to innovative curriculum ideas and changes in the State Hunter Safety Education program.

## More trees for habitat

Crappie and bass fishermen provided volunteer help to Corps Park Rangers Mike Edwards, Randy Stewart, Mark Roderick and John Mabery and Maintenance Worker Harold Smith. Along with Illinois Department of Conservation workers, they placed

Christmas tree sets in Rend Lake to provide fish foraging habitat.

## Flag raising

On February 18 Wappapello Lake hosted a flag raising ceremony and march across Wappapello Dam to honor the men and women involved in Operation Desert Storm. The event was attended by 100 people from the VFW, Lions Club, Eagles Club, Boy Scouts, Wayne County Sheriff's Department and the Corps of Engineers.

## Calhoun Point HREP

Planning continues to move ahead on Calhoun Point. A team from the National Ecology Research Center visited February 19 through 21 to help streamline planning efforts on the Point. In addition to Corps personnel, cooperators included U.S. Fish and Wildlife Service, U.S. Soil Conservation Service, CWES, Illinois Department of Conservation and the Gaylord Memorial Laboratory. A draft report should be done in late March.

## Soapbox Continued

## Wappapello Lake

Park Ranger Sue Mueller spoke to the Poplar Bluff Lions Club about current events at the lake, along with lake elevation and safe boating tips. Sue also discussed career opportunities with Zalma High School and Junior High School students.

Park Manager Michael McClendon and Assistant Park Manager Gary Stilts attended water control meetings at Malden, Missouri, and Piggott, Arkansas, to discuss discharges from Wappapello Lake and the effects on the St. Francis River with local citizens. The Corps encouraged the formation of a concerned citizens coalition.

## Mark Twain Lake

Park Ranger Chuck Crocker attended Summer Job Fest '91 at Northeast Missouri State University to explain about summer jobs with the Corps.

Kevin Curran represented Mark Twain Lake at the Chicago Boat Show.

Park Manager Dennis Foss spoke to 40 members of the Monroe City Bass

# The EAP can help

The Employee Assistance Program (EAP) offers a 24-hour/7-day-a-week hotline for crisis situations plus quick turn-around time for appointments. Employees and family members can make their own appointments (self referral) by calling the EAP offices. Additionally, managers and supervisors can refer employees (management referral) with work performance problems to the EAP. Scheduled appointments are made on a staggered basis so a person can feel secure that he or she will not run the risk of meeting a fellow employee.

**WE DON'T WANT TO LOSE YOU!**

THAT'S WHY WE HAVE A PROGRAM, because we care about you. Employees are our most important asset.

Our EAP is there when our employees or family members need help, without red tape or lengthy waits. A simple telephone call is all that is

**(Continued on page 13)**



# DoD civilians doing their share

By Tim Downey  
American Forces Information Service

Mention Total Force concept and chances are most DoD people can reel off the first three components in a heartbeat: active duty military, National Guard and the Reserve. Mentioning DoD civilians and contractors is an afterthought.

That doesn't sit well with Elaine Babcock, DoD's associate director of total force requirements. Babcock said civilians and contractors are pulling their load and then some. Civilians have helped get the 500,000 U.S. service members to the Persian Gulf area and still supply and support them.

"I've been preaching it for years, and we're seeing it happen today with Desert Storm. The military cannot mobilize, deploy or sustain itself without its civilian work force," she said. "Civilians are intimately involved in the support, loading, unloading and transport of equipment.

They keep the supply of spare parts up to strength, repair equipment and do the paperwork and processing to get the units over there."

That's because civilians now do a lot of the jobs that service members previously performed, she explained. In the 1980s, more than 20,000 military spaces were converted to civilian positions. Civilians solely are filling jobs that might once have been military or civilian.

DoD's million civilian employees constitute about a third of its full-time work force. The Total Force policy calls for them to participate in "all defense activities not potentially involving combat."

Civilians and contractors make up 2 to 5 percent of the U.S. force in Saudi Arabia. Babcock said most job skills being used include engineering, logistics, communications, real estate and contract administration.

No civilians and contractors are combatants, but they live under the same conditions and face the same

risks as their active duty peers. Most civilian personnel were in theater when Desert Storm began.

Babcock said DoD civilians worldwide and local-national civilian employees overseas are working hard to ensure that mounting military needs are met. An area that drew special praise from the director was safety.

"We found we needed large numbers of chemical defensive gear sets and inspectors for loading ammunition. Employees have been working long hours to keep up with seemingly endless needs," Babcock said.

"Civilians are making major contributions to Desert Storm," Babcock said. "Many are doing it at the same time they're facing reduction-in-force notices, because we're transitioning to a smaller force even as we meet the challenge of this huge operation. That says a lot about the professionalism, patriotism and dedication of our people."

## DoD striving to hire more handicapped

By Rudi Williams  
American Forces Information Service

The Department of Defense is a shining star among government agencies when it comes to employing disabled workers, and that's the way Secretary of Defense Dick Cheney likes it.

Cheney recently exempted severely disabled persons from DoD's hiring freeze and encouraged the military services and DoD agencies to hire more of them. He has set a DoD-wide goal of nearly doubling the ranks of severely disabled employees from 1.2 percent of the civilian work force to 2 percent.

Last summer, DoD's civilian work force included 12,136 employees whose disabilities had been targeted for increased hiring emphasis by the Equal Employment Opportunity Commission. The disabilities include blindness, deafness, partial or complete paralysis, mental retardation, mental illness, seizure disorders, missing extremities and deterioration of limbs or spine.

In addition, the Defense Manpower Data Center in Monterey, Calif., reported DoD had nearly 60,500 disabled veterans on the payroll in September 1990. The Army had 23,309; the Air Force, 17,280; the Navy and Marines, 15,698; and other DoD activities, 4,146.

DoD's equal opportunity office compiled a list of 300 college students with severe disabilities for possible employment with the department. Information about the candidates is available to the military services and DoD activities by sending a facsimile request to 1-703-696-5338 or writing to:

**DoD Disability Recruitment  
Program**

**Code 006**

**David Taylor Research Center  
Bethesda, MD 20084**

**USA**



# "Nurturing Tradition

## National Women's History Month

## Running a grand

March is Women's History Month, a month intended to recognize the diverse contributions to American culture of women of all races, ages, ethnic groups and cultural backgrounds.

The theme for National Women's History Month 1991, "NURTURING TRADITION, FOSTERING CHANGE," honors women at the interactive crossroads between the public and private spheres. For centuries, women have preserved cultural traditions and family unity within the private sphere, and, because of their abiding concern for future generations, have often stepped into the public arena to address social and political injustices which affect the quality of life. By nurturing valued traditions and fostering necessary changes, women have contributed much to the development of our unique, pluralistic society.

It is interesting to note that there were women in public service before the U.S. Constitution was signed. It is also interesting that the Civil Service Act of 1883 encouraged women to compete in civil service examinations on the same basis as men.

The first female Civil Service employee was Mary Frances Hoyt, appointed 5 September 1883 at a salary of \$900 per year. She was employed by the Department of the Treasury.

Women have been part of our nation's military forces since before the Declaration of Independence was signed in 1776. In 1775, there was a woman allotted to every group of one hundred sick or wounded men. She was issued one ration a day and paid \$2 per month. These women or nurses

were not officially part of the military. The Army nurse came about in 1901. In World War I women enlisted in the Navy in duties other than nursing. Some 265,000 women served in World War II, but not in combat.

In 1948 the Women's Armed Service Act was passed giving regular and reserve status to women. It has a combat exclusion provision. Women served primarily as nurses in the Korean and Vietnam Wars. In spite of this, several women died and in both wars received medals for courageous and meritorious service.

What will be the role of the women in the Persian Gulf War? One woman is being reported as a POW. They are trained and ready - will they be allowed to go into combat?

If you would like more history on women's lives, whether they reflect everyday life experiences or their roles in major events of our nation's history, visit our CASU Library in the first floor lobby.

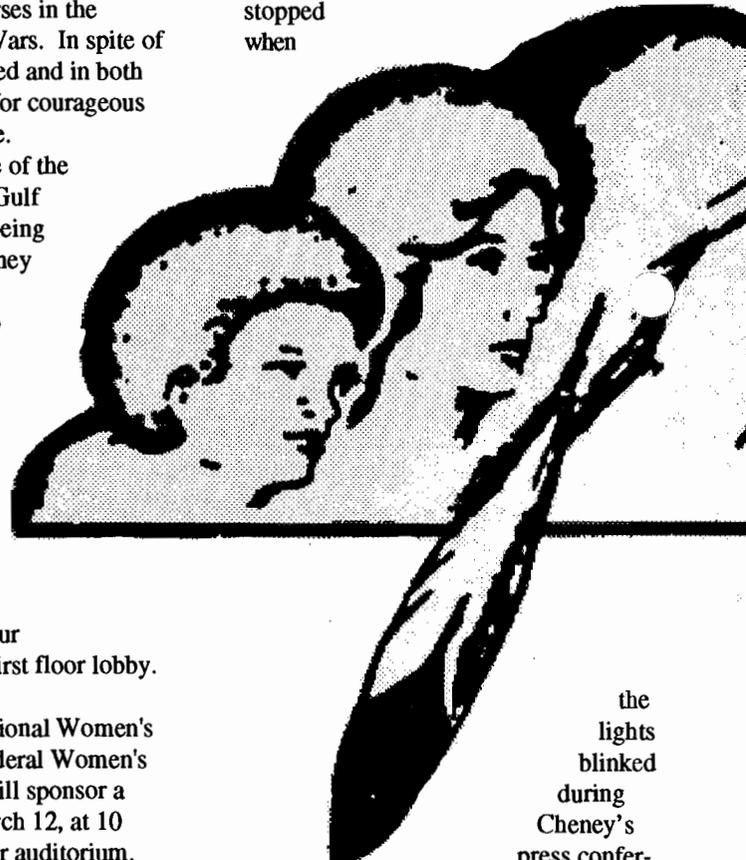
In celebration of National Women's History Month, the Federal Women's Program Committee will sponsor a program Tuesday, March 12, at 10 a.m. in the second floor auditorium. Ms. Ellen Krout-Levine, Associate Director for Washington University's Career Center, will be our guest speaker. Please plan to attend!

Norma Hall  
Federal Women's  
Program Manager

By Evelyn D. Harris  
American Forces Information Service

Secretary Dick Cheney runs the Department of Defense, but it's Jan O'Neil and her crew who keep his Pentagon lit, warm and running. She's the building manager, the first woman ever to hold the position.

"My heart stopped when



the lights blinked during Cheney's press conference as he announced Opera-

tion Desert Storm (Jan. 16), " she said. "We now have extra electricians on duty round-the-clock while this crisis continues. I'm going to switch schedules so we have enough plumbers and cleaning staff, too — whatever we can do to keep the people working on Desert Storm more comfortable."

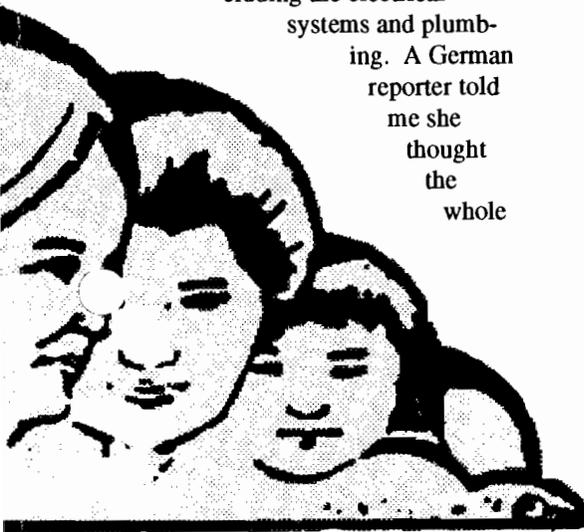


# , Fostering Change"

## old ship

O'Neil has to be prepared for everything from short-notice visits by the president and dignitaries to snowstorms and burst pipes. She wears professional business suits to work, but keeps old clothes and a hard hat handy.

"The Pentagon was completed in 1943. We plan to have the entire building renovated by 2001, including the electrical systems and plumbing. A German reporter told me she thought the whole



building may fall apart when all the old wiring is pulled out," said O'Neil. "I don't think so. This building may be battered, but she's a grand old ship."

O'Neil is in charge of 625 employees who operate, maintain, repair, alter and clean the building. She has an administrative staff of 30, a custodial force of 450. The rest of the workers are plumbers, electricians and other crafters.

O'Neil took several jobs in the private sector before she decided to try the government. She started as a clerk for GSA, but was soon a clerk supervisor. She became a building manager. She's been a building manager throughout the Washington, D.C.,

area. Three years ago, when DoD took over maintenance for its facilities, she was responsible for administrative services for some 300 buildings in GSA's Arlington (VA) District. The Pentagon building manager retired

soon after O'Neil went to work for the Washington Headquarters Services. O'Neil was selected as acting building manager and given the job permanently in April 1990.

## Stand up, stand out!

By Evelyn D. Harris  
American Forces Information Service

### Stand Up, Stand Out!

Lynn Lucchetti wrote that slogan for an armed forces recruiting campaign, and it also happens to sum up her approach to her career. She doesn't believe in sitting around waiting for good things to happen.

"That's how I made colonel in the Air Force Reserve within 18 years," she said. "I signed up for senior service school as soon as the Air Force would allow. I didn't wait to be asked to go. I try to get out ahead on other opportunities to improve my skills as well."

Lucchetti has moved from recruiting to DoD's new Transition Support and Services Directorate where she helps service members leaving the military. An Air Force Reserve public affairs officer, she has been in *Who's Who Among American Women* since 1988, but she has followed an unusual route to get where she is today.

She joined the Army to be an officer when she was 30 because the advertising firm she worked for wouldn't make her a vice president. Lucchetti said women have to be ready to step backward or sideways to come out ahead. "I took a big pay cut to join the Army. But in the end, it was worth it."

In 1973, she was assigned to the Army's 3rd Armored Div. in Germany. "The interpretation of the Army's combat exclusion rule was more rigid then. It made it impossible for women to compete fairly for promotions," she said.

Lucchetti started her civilian career in the Navy Recruiting Command as a GS-12 in 1975. She joined the DoD recruiting program office in 1988, several promotions later, and is now on detail to the transition support office.

She also signed up with the Army National Guard. "I stayed two years, then joined the Air Force Reserve because I saw more opportunity for promotion in my field." She said women have to look around to see where the opportunities are. "Whether in industry, civilian government or the military, a woman still has to overperform by 100 percent to get as far as a man."

"Things have changed in the last 10 years," she said. She says she sees very little discrimination based on sex in the military today, but sexual harassment does exist. "Most of them - men and women - don't realize that what they are doing is sexual harassment. That's why I'm glad to see both civilian workers and military members are provided more training in this area."



# USACE Reorganization Study Report

Over the last several years it has become dramatically clear that we live in a changing world, and that meeting our vision commitments effectively is becoming much more difficult. The organizational structure we now have in place was implemented in the 1930s and may not meet current Corps needs. Specifically, the geographic imbalance of the Civil Works construction program; concern for the cost of doing business; the dramatic recent decline in Military Programs; varied prospects in new water resources missions and support for others programs; and the new possibilities inherent in current technological and managerial techniques all indicate that we may need to implement a new organizational structure to adapt ourselves to our current situation and our future.

Because of this, Congress directed the Corps of Engineers to initiate a broad-based conceptual study of potential field organizational structures and the identification of factors and criteria for shaping an optimally efficient organizational structure.

The major findings of the study report can be grouped into four general areas:

(1) The report established a need to examine the Corps of Engineers organizational structure based on the entire range of missions of the Corps, including Civil Works, military programs and support for others.

(2) The report established a conceptual approach to be used in the examination of a possible reorganization of the Corps. Three factors were identified which drive the need to reorganize: cost, flexibility and competence. In addition the study identified criteria to be used when weighing the merits of different conceptual alternatives.

(3) The report identified six broad alternatives to be considered for Corps

reorganization: no-change, realignment, regionalization, decentralization, elimination of Division offices, or a combination of one or more of the alternatives.

(4) The report concludes that further Corps studies and possible reorganization will be carried out under the procedures set forth in the Defense Base Closure and Realignment Act of 1990 (BRAC 91). The criteria developed in the Phase I report will be modified to closely mirror the selective criteria to be used by the Department of Defense in recommendations under the BRAC 91 process.

A follow-on USACE reorganization study to the Phase I report is being made using the procedures of the Department of Defense Base Closure and Realignment Act of 1990. This study will further investigate the alternatives established in the Phase I report and will make recommendations to the Chief of Engineers on which alternative to pursue and an implementation plan to support the alternative. The study is being conducted by USACE in their Headquarters office and, to date, we do not know what the final plan will look like. However, we have been providing information to Headquarters for their use in developing any reorganization plan.

The final plan will be made public by the Secretary of Defense on or before April 15, 1991, as required by BRAC 91. Once the plan has been published there will be a public review period as required by law.

Some details of the report follow:

**Factors.** Three main factors have been identified which drive the need to reorganize:

1. **Cost.** The current and foreseeable future environment of constrained budgetary resources means that the Corps will have a continuing need to

enhance its efficiency and productivity. The Corps will be required to be more productive in all functions so that it can do as much or more work than it currently performs, but at lower costs. Added productivity will be needed not only in the overhead/support areas, but also in the technical/production areas.

2. **Flexibility.** The changing civil works and military construction environments, plus the growing significance of support for others, dictate that the future organization of the Corps be adaptable to continual, incremental, and small-scale workload fluctuations. The new organization needs to allow for more frequent organizational shifts that preclude the need for the disruption of larger reorganizations. It must also be capable of short-term, but potentially major, programmatic adjustments to respond to challenges such as hazardous and toxic waste cleanup, rebuilding and replacing the national infrastructure, building future land-support facilities for NASA and mobilization for natural and national emergencies.

3. **Competence.** The Corps clearly needs an organization that is suited to maintaining its competence in the current environment of declining traditional missions and uncertain future missions. This competence must include the technical capability to continue to perform quality work with quality professionals, plus the capability to perform major missions on a nationwide or worldwide basis. Finally, this competence must be firmly based on enhancing the Corps' most vital resource, its people, through careful attention to human resource management.

**Criteria.** This study has identified several initial criteria to use when weighing the merits of different conceptual alternatives. The criteria



listed are primarily subsets of the major factors driving this look at reorganization alternatives.

1. Cost

- \* Overhead reduction
- \* Reduction of layering
- \* Streamlining Corps processes

2. Flexibility

- \* Capacity to deal with new missions
- \* Ability to adjust to fluctuating workload levels
- \* Need to maintain a nationwide emergency response presence
- \* Timeliness in reacting to requirements

3. Competence

- \* Technical capability
- \* Product quality
- \* Quality of the workforce

The initial criteria listed above will be modified to closely mirror the selection criteria proposed to be used by the Department of Defense in making recommendations for closure or realignment under BRAC 91.

**Alternatives.** The following six broad alternatives are identified for further analysis:

1. The Base Case. This is the no-change alternative. It implies no purposeful realignment or restructuring. Prospective future changes would be incremental, unplanned and determined on an as-needed basis by future funding levels (which may fluctuate significantly within individual field offices) and by unknown or unresourced future missions.

2. Realignment. This alternative would realign Military, Civil and Regulatory boundaries to better balance workloads. This could result in fewer, more robust offices responsible for mission execution. This alternative could imply a change in the current number of division and district offices. The purpose of this alternative would be to ensure that all field offices which result from realignment are fully needed and justified by workload and mission, and are capable of performing assigned missions at least cost.

3. Regionalization. This alternative

would regionalize appropriate technical and support activities at division offices or other regional locations within or across divisions, and reduce the functions performed at districts. District offices would continue to perform locality-important functions such as local liaison, construction, operations and regulatory programs. Headquarters would continue to execute its policy function while the regional offices would assume greater responsibilities for mission execution. This alternative could imply a change in the current number of division and district offices. Specialized or tailored offices could also be created under this alternative. The purpose of this alternative is to enhance flexibility while creating economies of scale.

4. Decentralization. The purpose of this power-down alternative would have all planning, engineering, design and operations functions performed at district levels. Fewer division offices would provide only regional guidance and review. As in Alternatives 2 and 3, this alternative could include tailored or specialized offices to perform unique or specialized assignments. Headquarters would provide policy, guidance and legislative liaison.

5. Elimination of division offices. This alternative would eliminate all division offices. It would add responsibilities both to districts and to headquarters by shifting some programming, review and Civil Works testimony functions in each direction. It would create somewhat stronger and perhaps fewer districts. These district offices would assume all responsibilities for mission execution. This alternative could include creation of a single technical review center, located outside Washington, D.C., in addition to other specialized offices. The purpose of this alternative is to reduce organizational layering.

6. The combination option. This alternative would consist of an assembly of the most beneficial and compatible components from the above alternatives.

These alternatives and their individual elements will be evaluated against the selection criteria to develop a specific recommendation. When the identified alternatives are actually evaluated against the selection criteria, it is probable that each alternative will show individual strengths and weaknesses. The reorganization recommendation may incorporate various elements from one or more of the alternatives.

**FUTURE ACTIONS**

To proceed further from this broad based conceptual framework, identified conceptual alternatives will need to be narrowed to a preferred selection and a detailed reorganization and implementation plan will need to be developed following the conceptual approach outlined in this report.

It is intended to include all Corps of Engineers activities in the assessment of installations conducted under BRAC 91, which provides a process for closing or realigning military installations. The timetable for this process begins immediately with Army nominating installations to the Office of the Secretary of Defense; the Secretary of Defense sending a list of recommended installation consolidations, closures or realignments to the independent commission and Congress on April 15, 1991; and the President approving the commission's recommendation by September 1, 1991. The base closures and realignments contained in the President's approved report can be implemented after 45 legislative days unless Congress passes a joint resolution of disapproval.

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Did you ever wonder why life's biggest problems don't come our way at age 19 or 20, when we know everything?



## Riverlands Office Washington, D.C., marks upcoming events 200th year

THE WINGS OF SPRING, a celebration of Birds of the Mississippi, will be held Sunday, March 17, from 11 a.m. to 4 p.m. The public is invited to view and learn about the diverse bird population present at the Riverlands Environmental Demonstration Area. Sponsored in conjunction with Raptor Rehabilitation and Propagation Project, the Nature Institute, Sierra Club and the Illinois Audubon Society, the day will include raptor programs, viewing experiences for the public and a host of "birding" experts on hand to answer questions and identify species.

Tours of the Melvin Price Locks and Dam and the Environmental Demonstration Area will run consecutively from 1 p.m. to 3 p.m. Raptor programs are scheduled at 11 a.m., 1 p.m. and 3 p.m.

### 1991 ENVIRONMENTAL EXPOSITION

The Riverlands Area Office will represent the District at the first annual Environmental Expo to be held April 19-21 at Kiel Auditorium. The District will exhibit in the Education Section of the Expo. The exhibit will center on the new environmental direction of the St. Louis District.

### EARTH DAY 1991

The Riverlands Area Office will officially launch its Riverlands Adopt-A-Shoreline program on Earth Day, April 22. The St. Louis District employees will be the first group to adopt shoreline at a site to be designated. Watch for a flyer outlining specifics.

In addition to launching the Adopt-A-Shoreline program, trees will be planted in cooperation with the K.I.D.S. (Kids Internationally Distributed Superstation) Network. The children will plant 170 trees to represent every country in the world.

Washington, D.C., is beginning a year-long party to celebrate its 200th birthday. Beginning with Martin Luther King's holiday and extending through New Year's Eve, the city will feature free concerts by bands and choruses from all 50 states and many other events. It's a perfect destination this year for a first-time visit -- or a return trip.

### History

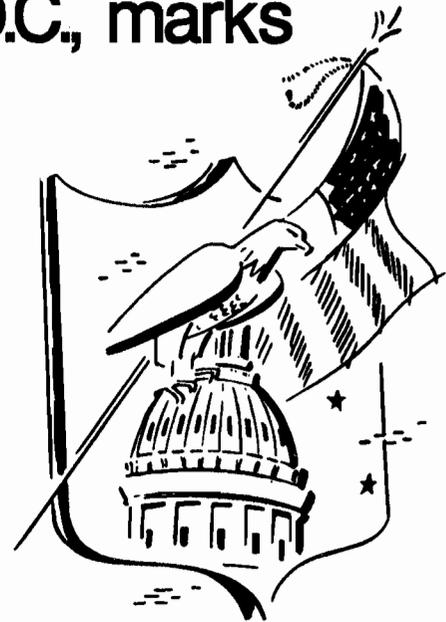
The idea of a national capitol city originated at a meeting of Congress in June 1783 in the Old City Hall in Philadelphia. Though the war for independence had only recently been won, the treasury was empty, and the nation had no credit, Congress voted to proceed.

The decision to locate the capitol city on the Potomac was a political compromise, but selection of the exact site was left to the newly-elected president, George Washington.

After settling on a 67 square-mile enclave carved from Maryland, Washington negotiated with French military engineer Pierre-Charles L'Enfant to plan the city. A well-trained engineer and artist, L'Enfant was a volunteer in the Revolution whose democratic idealism was unquestioned.

Washington, D.C., is one of the few capitol cities of the world founded expressly as a seat of government. Though its grand design was completed and its construction begun in 1791, it took more than a century for the primary buildings to reach completion.

The young government was short of cash, and development was stopped, or reversed, by the War of 1812, fires, storms and a widespread cholera epidemic. When Abraham Lincoln took office, the Capitol Building was



still unfinished. In spite of impending war between the states, Lincoln insisted that the Capitol be completed. In December 1863, the great dome was set in place. Lincoln felt the thrilling view of the Capitol would be a symbol of the unification of the nation.

### Official celebration

Though special events will be held in Washington throughout 1991, the official birthday celebration will run from September 5 to 8, featuring a performance at the Kennedy Center, a grand parade, a concert on the National Mall featuring many big entertainment stars, and an outdoor ecumenical religious service at the National Arboretum.

## Back talk

Asking workers to identify unsafe procedures on the job, and to suggest improvements, reduced back injuries from 637 to 58 during the first half of 1990 (as compared with the same period in the previous year). The program, by Wisconsin Central Ltd., a railroad in Rosemont, Illinois, also provided instruction on lifting skills.



# Suggestion Highlights

Congratulations are in order to Sharon Hornback, ED-HG, for her significant contribution. A cash award of \$4097 was presented to Sharon for a suggestion that recommended using Computer Aided Design and Drafting (CADD) user command to convert velocity and magnitude readings from the river to a final product. The new procedure can be accomplished within 30 minutes as opposed to the old method using three man-days per run. This idea has anticipated first year tangible benefits of \$179,471.

A "Mini" Suggestion Campaign was conducted during the month of January. We received 29 suggestions for which we issued 16 wallet traveling clocks and six captain's mugs.

## EAP continued

needed to start the process (968-8764). If you have some of the following distress signals, it might be wise to call the EAP.

### DISTRESS SIGNALS IN MARRIAGE AND FAMILY RELATIONSHIPS:

- \* Feeling of loneliness or isolation... sharing and togetherness no longer exist.
- \* Lines of communications are broken down... nothing to talk about anymore... silence at table, at television, etc... seem like strangers under the same roof.
- \* Unhappy, depressed, gloomy.
- \* Financial difficulties... can't stick to a budget... buying too much on credit.
- \* Concern about sexual problems... confusion and unhappiness about feelings of being unfulfilled, unloved, rejected.
- \* Frequent anger and frustration with the children.
- \* Missing work because of family

Thanks to all who participated.

But don't wait for a campaign. Your suggestions are welcome any time. And -- just a reminder -- your suggestion comes directly to Marge Hurst, the AIEP Coordinator in DC-M. It doesn't have to be forwarded through your supervisor or division chief. And the suggester's name is never known to the person evaluating the idea. The only requirements are: your idea must be submitted on DA Form 1045 stating the existing situation, your recommendation for improvement and the benefits to be derived, either tangible (\$) or intangible.

So get busy and write up your ideas. Send them to Marge, DC-M. She can also supply suggestion forms.

quarrels and problems.

- \* Conflicts and tension about authority over children.
  - \* Conflicts over religious, social, or other issues involving self or family.
  - \* Preoccupation with time and events outside the family circle.
- ### DISTRESS SIGNALS ASSOCIATED WITH EMOTIONAL ILLNESS
- \* Loss of appetite and/or weight loss.
  - \* Compulsive or erratic actions.
  - \* Constantly tired, extreme fatigue.
  - \* Wide mood swings.
  - \* Continued depression.
  - \* Exaggerated fear or great anxiety.
  - \* Inability to sleep or sleeping too much.
  - \* Negative feelings towards oneself and/or others.
  - \* The feeling of uselessness about oneself.
  - \* Extreme frustration and anger.

## Telephone privacy thing of the past

The private telephone conversation is a right protected by law. That is, unless you are using a cordless telephone. In the U.S., monitoring cellular phone conversations is illegal, but doing it is easy for anyone who doesn't mind breaking the law.

When you use cordless or cellular, you are actually making a radio broadcast. It isn't just that users of similar phones will occasionally hear you. Your handset is a transmitter. Experts writing in the *Wall Street Journal* say anyone nearby with a radio scanner can tune you in - on purpose or by accident.

The most important step in protecting your privacy is this: Never say anything on a cordless or cellular phone that is confidential or of a private nature.

Some scanner users say listening to other people's conversations is more entertaining than watching TV. Some eavesdroppers are parties intent on getting information about the business operations of others.

Devices are available that protect conversations on cellular and cordless telephones, but their cost is high. The best protection against theft of information by eavesdroppers is not giving them any.

### There are a Million Reasons to Give



America's young military and their families desperately need our support—and yours right now!

Mail your donation today to: The Armed Services Y, #215, 6225 Brandon Avenue, Springfield, Virginia 22150-2510.





# Retiree Review

Well, things were back to near normal at the February luncheon. Thirty-five of the faithful gathered at the Salad Bowl on the 21st.

Elmer Huizenga was back, hobbling on a cane, still recovering from his knee-joint replacement.

Kate Stiles, present for the 32nd consecutive month, was dragooned into serving as acting emcee. She passed along word of Al Wurst being out of the hospital to celebrate the Wurst's 56th anniversary, at home and feeling much better. Also a report that Ollie Hessler is undergoing chemotherapy for a growth behind his lungs.

Howard Beinke was, as usual, the senior (longest retired) retiree present.

Roger Cuddeback continues to hold, and build, the continuous attendance record with 41 months in an unbroken series.

Neva Dickman was back, after missing a couple of sessions, and Sylvia Reininga was there for the first time in several months.

Charlie Denzel, one of our more recent retirees, is setting a great example. He has only missed one luncheon so far. Lyle Forth is becoming quite a regular, with seven in a row. The Puricellis have also been quite regular in attendance.

Larry Jenneman was there, representing the Civilian Activities Council. He showed us the microwaveable coffee mug, red with a District logo, now available and had some additional copies of the District recipe book for sale. Larry also gave a report on the CAC's successful Valentine's Day candy sales.

There was no official District representative present.

Roger Cuddeback read us a letter from Colonel Lou Chiodini in Saudi Arabia (through Joe Bisher). Several people copied down Lou's address, so he should be getting some fan mail.

There were several Saddam Insane jokes told.

Steve Williams brought in the computer printout he has compiled of retiree addresses and phone numbers. Steve put a great deal of work into this project and we really appreciate his effort. Copies are to be made available as soon as we get them reproduced.

Let us hope that the sharp rebound in attendance, in February, is an omen of good crowds in coming months. With winter weather (we hope) behind us, it should be easier and more pleasant for folks to get out.

Come join us!

At the Salad Bowl on March 21st (the Third Thursday), gathering around 11, lunch about noon and ending when folks get tired of talking.

The more, the merrier (avoid cliches like the plague).

## Retirees

Leona Florek of the Structural/Architectural Section of Design Branch is retired on February 28, with 10 years of federal service, six years of which were with the St. Louis District.

Marilyn Briggs is retired on February 28, after 29 years of federal service. Marilyn worked in the Finance and Accounting Branch of the Comptroller's Office. She spent 11 years, 7 months with the St. Louis District.

## How to treat your cold: Kindly

Patience and fortitude, those fine old virtues, are your best allies when it comes to treating the common cold. While waiting (bravely) for the cold to pass, however, do what you can to endure it more comfortably.

One authority from the Mayo Clinic says patients eventually stop using any medication for their colds, and they are not ill-served by the decision.

That's because a cold is caused by a virus. No antibiotic will cure it or alleviate its symptoms. The doctor has no prescription to help you. So you will suffer for about a week, whatever you take. Here are some home remedies that help:

- \* Salt water gargle for sore throats. Put 1/4 teaspoon of salt into eight ounces of water gargle.

- \* Saline nose drops. Use the same formula to clear nasal passages.

- \* Drink liquids to restore body fluids if you have a fever, or to make your throat feel better. Chicken soup really has been shown to increase the flow of nasal secretions. The taste and aroma, as well as inhalation of the vapor, are thought to be part of the therapy. Other soups, or tea with honey, may work as well.

- \* Bed rest won't help, but if you feel tired or your symptoms are painful, rest at home whether or not you stay in bed.

- \* Increase humidity in your home if that makes you feel better. And treat sore noses and lips with lotion or petroleum jelly.

### Over-the-counter remedies

Don't automatically take medication for your cold. The fever, unless it gets very high, is a tool your body uses to kill viruses. If your symptoms are very uncomfortable, you might decide on an over-the-counter remedy.



# To Your Health

## Vitamin D, the expediter

In business, an expediter is someone who makes things work, or work better. And wouldn't you know it, in your body, it's that sunshine vitamin ,D, that does the same thing. Only more so.

One of vitamin D's important jobs is giving calcium a big nudge so it will deliver to nerves, bones and the metabolic system that makes your heart work. Without D, calcium may not enter your system at all because it wouldn't be absorbed through the intestinal wall.

In studies reported in the *American Journal of Clinical Nutrition*, about one-third of all healthy subjects were taking in about half of the Recommended Dietary Allowance (RDA) needed for good health.

In summer, people get vitamin D from the sunshine. In winter the sun won't touch your skin much because it's covered up. Besides, the low angle of the winter sun makes its rays weak. And some researchers have found that air pollution makes a significant difference.

When your reserves of D get low, your body will leach them from your skeleton. (Scary, huh?) That means your bones, which are in a constant state of change, get thinner and weaker.

Your body has a fine capacity for storing D, which is good because it is not naturally found in many foods. Milk that is "D enriched" is a good source, and some fish like cod and halibut contain quite a bit.

It would be great to jet away to a sunny clime and rebuild your body's winter stores of vitamin D. If you can't do that, be sure you drink some milk, eat some fish, or take a supplement.

## Shorter recovery from carpal tunnel syndrome

A new procedure to repair a wrist ailment known as carpal tunnel syndrome promises to get people back on the job faster.

Carpal tunnel syndrome is one of the most commonly recognized injuries of the workplace. Now new techniques including fiberoptics and video cameras are being used in some areas. At a recent surgeons conference in Toronto, Dr. John Agee of Sacramento, California, reported that the new technique shortened the off-work period from an average of 46 days to an average of 25. Some patients were able to return to work within two weeks.

The ailment often responds to rest, splinting of the wrist, or anti-inflammatory drugs, but often requires surgery.

The procedure is being used at Southern Illinois University School of Medicine in Springfield, at the University of Pennsylvania and elsewhere.

The U.S. Bureau of Labor Statistics reports that carpal tunnel syndrome was responsible for 48 percent of all recorded workplace injuries in the U.S. during 1988, the most recent year for which figures are available.

## Vitamin A helps measles victims

A common vitamin has provided a remarkably protective effect on children who come down with measles -- and in spite of available immunization, it happens to thousands of kids every year.

Doctors at the University of Cape Town in South Africa report that an injection of 120 milligrams of vitamin

## New drug reverses bone loss from osteoporosis

Doctors agree the best way to fight osteoporosis is to prevent it. That's done by increasing intake of dietary calcium - starting in childhood.

Now researchers have identified a drug that actually increases bone mass in people with osteoporosis, greatly reducing the number of bone fractures in advanced age.

Researchers at the University of California and elsewhere say their studies show the drug etidronate stopped bone loss in patients while increasing bone mass by 5 to 6 percent during their three-year study.

Etidronate is already approved for use against Paget's disease, a form of bone cancer. It is inexpensive and has few side effects.

Dr. Charles Chesnut of the Osteoporosis Research Center at the University of Washington, who is a researcher in an extensive study of etidronate, says although the drug has not been approved specifically for use against osteoporosis as yet, he sees no harm in patients asking their doctors to prescribe it right now.

A protected a high percentage of patients from measles complications. Severe complications, such as pneumonia, ear infections and diarrhea, are on the rise in North America.

Worldwide, over two million children die from measles and its complications each year, making it one of the world's major killers.