

ST. LOUIS ARMY ENGINEER DISTRICT

# ESPRIT

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## In this issue...

USO help  
... page 3

Hatch rules  
... page 4

Service Awards  
... page 5

West Point  
... page 7

1st commander  
... page 8

Cadet  
... page 8

Flood control  
... page 9

IMA program  
... page 10

Leadership  
... page 11

## Our military and District heritage A proud history



Corps of Engineers surveyors map the railroad routes west in the early 1800s.

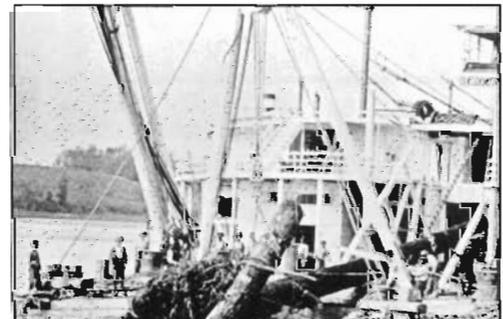
that Colonel Gridley, of Massachusetts, became General George Washington's first Chief Engineer. From the very start, engineers have been key to achieving victory and adding value to this nation's development.

The Corps' civil construction work started right after the War of Independence and, until the 1820s, primarily consisted of laying out and building roads and railroads leading westward. The discovery that the nation needed an improved defense and transportation system was a major outcome of the War of 1812.

Since 1824, a critical Corps mission has been to maintain navigation on the nation's rivers. Under the Rivers and Harbors Act, the Corps began removing snags and floating trees from rivers, improving channels and deepening harbors. By 1829, the Corps was using snagboats developed by the famous steamboat captain

by LTC John R. Jones, Deputy Commander

For more than 200 years the Corps of Engineers has proudly served this great country. The Corps traces its founding to 1775, a year before the signing of the Declaration of Independence. In June 1775, the Continental Congress, "Resolved, that there be one Chief Engineer and that his pay be \$60 per month." It was then



Henry Shreve's snagboat cleared the rivers.

(This article and more on military and District heritage continue on page 6)



# Commander's Perspective



**COL Thomas C. Suermann**

Many of you will be extremely busy during the next several weeks preparing performance evaluations, adjusting to the Full Time Equivalent (FTE) allocations that we expect to receive from Washington for fiscal year 96 and preparing for end of year closeout. Each of these tasks will have significant impacts on our organization.

Our expectations, as managers, of the work expended by our subordinates also requires a reciprocal sense of timeliness in filling out and preparing performance evaluations at the end of each respective rating period. Throughout the past several months I have stressed the importance of sustaining a high performance rate of project execution. Now, I expect the same attention to detail in completing evaluations of our staff members. If you are an effective, efficient manager, you do not need Human Resources, or your subordinates to remind you that there is a very narrow window within which to complete these evaluations. Evaluations should be written fairly and accurately, and should be discussed with subordinates. Inaccurate or inflated reports are a disservice to the person on whom they are written and to the organization as well because they distort the true level of achievement on a comparative scale reached during the rating period.

The Corps prides itself on being a quality, ethical organization and this pride should be evident in the way we write our evaluations. We should recognize good work whenever and wherever it is expended, but we must be able to tell people that not everyone can or will get an "Excellent" rating every time. Subordinates should not compromise quality standards in accomplishing their work, and managers should not compromise ethical standards in evaluating their subordinates.

As we prepare to close out FY 95 and begin to set the work schedule for FY 96, we are bound by FTE authorizations. I cannot exceed my authorization just as I cannot exceed the existing balance in my checkbook. As an organization, we must match our work schedule and staffing levels to our authorization. I realize that many of you will not be happy with continued reduction, but this is the reality that we must live within for the next several fiscal years. Rather than lament over the "good old days," concentrate on improving our processes to be able to accomplish our mission. We may have to stop doing something in the future or radically change how we perform certain missions. Each of you is the best judge of how to do this in your respective function. Share your ideas and suggestions.

Although I can't completely control the allocations which we receive, I can control how I react to them and so can you. I encourage each of you to look at the future in a positive, proactive way, rather than in a negative, reactive way. We have limited amounts of energy, but unlimited imaginations, so let's use our energy creatively, positively and wisely.



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

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# News Briefs

## Rend Lake:

### Dam repairs

Much needed repairs to the Casey Fork sub-impoundment dam were recently completed. To correct recurring problems on both sub-impoundment dams at the lake, a measure to rehabilitate the dams with 100 percent federal funding is currently included in the President's budget. The contract is scheduled to be awarded in July 1996. The rehabilitation will include driving sheet piling down the center of the dams and placing rip-rap on the dams so they do not wash out as easily.

### Visitation

Visitation at the lake through June was up 33 percent over the same time last year. Fee collections were up 30 percent.

### Little Bischoff

Park Ranger Tim Bischoff and his wife Beth became first time parents with the arrival of Alissa Lynn on June 27. Baby Bischoff weighed in at 7 lbs., 8 1/2 oz. and was 20 and 1/2 inches long.

### Wildlife camp

A group of young people from around the state enjoyed the 8th Annual Wildlife Camp at the Dale Miller Youth Area. The camp is sponsored by the Illinois Wildlife Endowment. Corps park rangers and Illinois DOC personnel led activities for the 22 attending students.

## Carlyle Lake:

### Viewing tower

Twenty Boy Scouts from the O'Fallon, Illinois, Boy Scout Troop 35, helped to construct a viewing

tower at the Tamalco Access Area. Colin Nesbit initiated this project to earn the Eagle rank in his troop. From this tower wildlife lovers will now be able to view the eagles nesting in the Tamalco area, as well as other wildlife.

### Keyesport cleanup

Thirty volunteers helped clean up and reopen the Keyesport Recreation Area on June 17. While this area was closed, large amounts of debris washed up on the parking lot and beach area. The volunteers gave a whole day of their time to reopen the area.

### Top attraction

Carlyle Lake is one of the top attractions in Illinois according to the Illinois Board of Tourism. The lake was the top attraction in the Southern Region, ranking 6th overall in visitation in Illinois.

## Mark Twain Lake:

### Water safety

Five hundred-fifty young people discussed water safety with park rangers during July. Of these, 275 attended programs during the Fourth of July weekend. Water safety programs included both beach and boating safety.

### Pond study

Eighty summer school students and teachers participated in a pond study in July. Park rangers discussed the ecology of the pond and pollution. Park rangers have participated in local summer school programming. Topics included insects, snakes, turtles, owls, mammals and Missouri ecology.

## District volunteers help local USO

District employees, along with other federal agency employees, teamed up to help the St. Louis USO during the 1995 Fair St. Louis. Our people helped staff the USO booth, the proceeds of which went to help keep the St. Louis USO in business helping our military as they serve us and their country.

Dee Ebert, Tom Hewlett, Derrice Sayles, Marshiek Sayles, JoAnne Long, Amy Wyers, Judge Hill, Patti Carr, John Dierker and Greg Hempen helped staff the USO booth on July 2nd. Also helping were some spouses, Bill Ebert, Mrs. Leona Tate, Joan Hempen and Matt Ritter.

The James S. McDonnell USO is a private, non-profit, autonomous organization. It receives no government, World USO Headquarters or United Way support even though it has grown to become the largest Airport USO in the world. It welcomes about 200,000 visitors a year as they travel through the military's primary rotation center for overseas assignments.



Amy Wyers and Matt Ritter in the USO booth at Fair St. Louis.



# New Hatch Act rules

The Office of Personnel Management has issued interim rules, effective September 23, implementing a congressional reform of the Hatch Act, the law that limits the political activities of federal and postal workers. Under the new rules, employees will have more freedom, but still must live within strictly delineated boundaries.

For example, employees will be allowed to stuff envelopes with campaign literature that includes an appeal for contributions, but they can't sign such literature.

Here's a list of political do's and don'ts furnished by OPM:

Employees may

- \* Contribute money to political organizations
- \* Attend political fundraising functions
- \* Solicit, accept and receive political contributions for multi-candidate committees of federal labor or employee organizations from an employee who is not a subordinate and who belongs to the same federal group
- \* Anonymously stuff envelopes with campaign literature which includes an appeal for political contributions
- \* Participate in phonebank solicitations for individual uncompensated volunteer services
- \* Give a speech at a fundraiser, as long as the speech does not include an appeal for political contributions
- \* Be identified as a guest speaker on an invitation to a fundraiser as long as the reference in no way suggests that the employee is soliciting or encouraging contributions.

Permissible activities also include: Serving as treasurer of a campaign or political organization if the duties are limited to prepar-

ing financial disclosure forms, giving advice and so on; serving as an officer or chairperson of a political fundraising organization or committee, as long as the employee doesn't personally solicit, accept or receive political contributions; helping to organize a fundraiser as long as the employee doesn't personally solicit, accept or receive political contributions; soliciting, accepting or receiving political contributions on behalf of a candidate for public office in a local nonpartisan election; soliciting, accepting or receiving political contributions for their own campaigns for public office in a local, nonpartisan election; soliciting, accepting or receiving political contributions on behalf of a nonpartisan group; and soliciting, accepting or receiving political contributions on behalf of candidates for election to local public office in specific communities designated by OPM.

Employees may NOT

- \* Solicit, accept or receive political contributions from the general public, except under specifically defined circumstances
- \* Coerce another federal or postal employee to make a political contribution
- \* Become personally identified with fundraising activities
- \* Solicit personal services, paid or unpaid, from a business or corporation; participate, even anonymously, in phone bank solicitations for political contributions
- \* Solicit political contributions in speeches given at fundraisers
- \* Otherwise allow the use of their names on invitations to fundraisers, as sponsors of fundraisers or as point of contact for fundraisers, and serve as campaign treasurers if the duties include soliciting, accepting or receiving political contributions.

Under the newly reformed Hatch Act, federal officials may no longer accept any communication from elected or political party officials at any level regarding a personnel action relating to a career civil service job or employee, such as filling a vacant position or promoting or disciplining an employee.

The amended Act also bars Senators, Congressmen and other state or local political party figures from making recommendations on behalf of applicants for federal jobs in career civil service or in support of those occupying positions in the career civil service.

"Personnel action(s)" for which recommendations are restricted include:

- \* an appointment
- \* a promotion
- \* a detail, transfer or reassignment
- \* a reinstatement
- \* disciplinary or corrective action
- \* a restoration
- \* a reemployment
- \* a performance evaluation
- \* a decision concerning pay, benefits, awards or training or education, if such training or education is expected to lead to appointment, promotion, evaluation or other action, or
- \* any other significant change in duties or responsibilities which is inconsistent with the employee's salary or grade level.

If you have any questions concerning the Hatch Act restrictions, please contact the Office of Counsel, or the Human Resources Office.



# Length of Service Awards

The District held its annual Length of Service Awards Ceremony on June 29th at the Hyatt Regency Hotel in Union Station. The ceremony, coordinated by Anne Woodrome in Human Resources Division, was elegant without being over done. The awardees were presented with corsages and ribbons identifying them and escorted to special seating prior to the awards presentations.

Music was provided by the musical group "The Sounds of 100." The color guard was from the Army Reserve Personnel Center.

Kathy Tober, Chief of Human Resources Division, served as master of ceremonies and announced

the names of awards recipients after our District Commander, Col. Thomas Suermann spoke briefly about how special our people are.

Length of service of 10, 15, 20, 25 and 30 years was recognized. Each individual's name was read and they were presented with certificates and pins. Achievement medals, commander's awards and a superior civilian service award were presented.

The late Mr. Leonard "Dale" Miller and Ms. Katherine Greer were inducted into the gallery of Distinguished Civilian Employees.

A reception where refreshments were served followed the ceremony.



Charles Marshall accepts his Superior Civilian Service Award from Col. Suermann. The award was for saving a man's life at L&D 24.



After 30 years of federal service: Paul Boyd, John Marzec, Larry McCarthy, William Ross, in back, and Jean Stephens, Diane Jones, Terri Hatfield and Winston Campbell in front.



Katherine Greer and family.



The son and daughter of Dale Miller accept the plaque for their father.



The Sounds of 100 sing the National Anthem



# Our military and District heritage

## A proud history (continued from page 1)

Henry Shreve, to remove river channel obstructions.

Today, the system of harbors and waterways maintained by the Corps of Engineers remains one of the most important parts of the nation's transportation system and has served as the basic framework on which this great industrial nation has risen. St. Louis is blessed with a location along one of the greatest transportation arteries of this country which has and will continue to provide many opportunities for commerce and trade.

In this century, the Corps became the primary federal flood control agency. In 1917, Congress passed the first flood control act, primarily because of the national attention brought by the great floods of 1912 and 1913. This act allowed \$45 million for levees between Rock Island, Illinois, and the mouth of the Mississippi River.

In 1928, with the passage of the Mississippi River and Tributaries (MR&T) Act, Congress became firmly committed to flood control on the Mississippi River. The election of FDR in 1932 signalled the start of the "New Deal" and a boom in federal spending that provided the Corps with new work and responsibilities.

With the passage of the 1936 Flood Control Act, the Corps became responsible for flood control throughout the nation. In the following years, the Corps built more than 380 lakes and reservoirs whose primary benefit was flood control, although other benefits, such as water supply, irrigation, hydropower and recreation existed.

In addition, the Corps has emplaced 8500 miles of levees and built hundreds of local protection

projects that have been turned over to non-federal authorities for operation and maintenance. Corps flood control projects save lives and prevent \$15 billion in damages each year. The St. Louis region obviously has benefitted significantly from the execution of this important mission.

The evolution of the Corps of Engineers has been an integral part of the development of the United States of America. Our Corps history has been shaped by the same economic, political and technological factors that have shaped our nation. Some of the major projects that the Corps has completed include the nation's Capitol Building, Washington Monument, Library of Congress, Alaskan Highway, Pentagon, Panama Canal, Tennessee Tombigbee Waterway, Intercoastal Waterway and the Saint Lawrence Seaway.

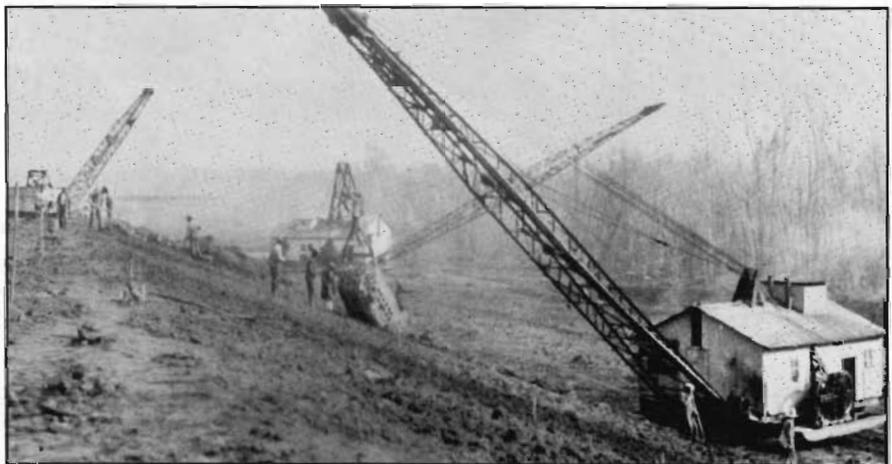
The men and women of the St. Louis District have played a significant role in the history of this region to include the planning, design, construction and operation and maintenance of five multi-purpose reservoirs and five locks and dams, dredging of channels, levee

construction, urban floodwall construction and expert flood fighting and recovery efforts.

We have touched briefly on our past accomplishments, but it is always healthy to anticipate the future. We must give thought to what this region should and will be like in the future. Through traditional planning, design and construction activities and, perhaps more importantly, through a sincere concern to preserve and protect the valuable environmental resources of this region, the St. Louis District will continue to play a vital role in shaping this area's destiny.

We in the St. Louis District, both military and civilian members, should be proud of our many contributions to this region and should look forward with confidence to continued service.

In closing, it is my privilege to perform the duties of the Deputy Commander for the St. Louis District at this important time in our history. The tradition of excellence established by those men and women who have served this District over the past 123 years has set the stage for us to proudly execute our future workload. Essays!



Levee construction in the early 1900s.



# A brief history of West Point

by Christopher C. Hoag, Cadet, USMA '96

At the Battle of Yorktown, American colonists, once and for all, won their independence from Great Britain. Military engineering, such as the building of fortifications and siegeworks, played a decisive role in that battle. Unfortunately, none of the engineers responsible for the success at Yorktown received their education in the colonies. Instead, American engineers received their training in Europe. The colonies also relied heavily on French engineers throughout the war with England.

For the remainder of the 1700s, more and more people began to see the need for an engineering school in the United States. Finally, in 1802, Congress approved the establishment of a military academy at West Point, New York, for the purpose of educating and training military engineers. West Point became the first engineering school in North America. It has provided the military and the nation with highly trained engineers for almost two hundred years. Since West Point's beginning in 1802, almost all of the Army's Chiefs of Engineers have graduated from West Point.

West Point graduates began their military service in the 1830s with the Mexican War. Major General Winfield Scott attributed much of the success in this war to the graduates of West Point. West Point graduates also played major roles on both sides during the Civil War. In every major Civil War battle, at least one of the two sides had a West Point commander. More often than not, a graduate of West Point commanded both sides. Some of the more well-known West Point graduates participating in the Civil War include Grant, Sherman,

Lee and Custer. A little known fact is that before the Civil War, Lee served with the Corps of Engineers in St. Louis, directing navigation improvements on the Mississippi River.

After the Civil War, West Pointers served as the nucleus of a greatly understrength United States Army. They led their soldiers in many different conflicts in the West and abroad. During this same time period, West Point graduates made many contribu-



The Military Academy at West Point, New York. Established in 1802.

tions with the Corps of Engineers working on projects like railroad survey and construction and the building of the Panama Canal.

World Wars I and II brought back the need for a large army. Graduates of West Point led the way in building and training the new army. During the two world wars, they served in every corner of the globe. West Point graduates such as Eisenhower, Bradley, MacArthur and Patton helped make Allied victory in World Wars I and II possible. West Pointers have also served in every major United States conflict since World War II. They have seen action in Korea, Vietnam, Panama, the Persian Gulf, Somalia, Haiti and others. In the Gulf War, it was a West Point graduate, General H. Norman Schwarzkopf, who masterminded the destruction of the Iraqi military.

Today, West Point carries on its tradition of being one of the best leadership institutions in the world and one of the most selective colleges in the United States. In 1992, West Point selected less than 10 percent of its applicants as members of the Class of 1996. With the decreasing size of the military, the competition for West Point is getting tougher. Likewise, the applicants and graduates of West Point are better than they have ever been. As they have done in the past, the graduates of West Point will continue to provide the United States with their distinguished service well into the future.

**Editor's note:** Cadet Hoag visited the District as part of the Cadet District Engineer Program.

## Libraries change lives

ESPRIT would like to apologize to Ida Morris for overlooking her winning entry in the "Libraries Change Lives" contest. The entries listed in the July issue were the runners up. Here is Ida's winning entry.

A library gives me a world of things.

Love of Library  
Ignites my Imagination  
Boosts my Brainpower  
Retreat from Reality  
Accelerates Awareness  
Recharges my Receptiveness  
Yearning for a Yarn

These things, and many more, are "Free" to all at a very special place.

LIBRARY, LIBRARY.  
YEAH, LIBRARY.



# Our military and District heritage

## Who was first District commander?

Photographs (or painting reproductions) of the former commanders of the St. Louis District are prominently displayed in chronological order in the 4th floor lobby area of the District Office. But by just glancing at the portraits you may be misled as to who was the St. Louis District's first commander. So, who was the first commander? First, some pre-District background.

As early as 1823, an observer had noted that the current of the Mississippi River was shifting toward the Illinois side, thus creating a bar in front of St. Louis. He went on to point out that if the situation continued to increase as it had done for several years, it would be greatly injurious to St. Louis, since river navigation would be significant to St. Louis only so long as the city had a viable harbor.

General Charles Gratiot, Chief

of the Corps of Engineers, discussed the problem with Henry Shreve, inventor of the snag boat, and originally assigned the St. Louis Harbor project to Shreve. However, because of other current projects Shreve had, Gratiot decided that the St. Louis Harbor project was more than Shreve could or should be expected to take on.

Gratiot had in his Washington office a young engineer lieutenant who was anxious to get away from his desk job and into the field. When the lieutenant volunteered to undertake this task, Gratiot agreed. For all his significant accomplishments on the St. Louis Harbor project, a portrait of this young lieutenant hangs as the "honorary" first St. Louis District Commander. His name? Robert E. Lee.

Well then, if Robert E. Lee

wasn't the District's first "official" commander, then LTC William F. Reynolds, the second person whose portrait is on the wall of Former Commanders of the St. Louis District must have been the first "official" commander of the St. Louis District, right? Not really. On July 12, 1870, LTC Reynolds became the commander of the Office of Western River Improvements during the transfer of the office from Cincinnati to St. Louis. LTC Reynolds was the Engineer in Charge of the Office of Western River Improvements until January 1, 1873. However, the St. Louis District Engineer Office did not officially become a distinct separate entity until April 7, 1873, under the command of Colonel James H. Simpson, who is the third person whose portrait is on the wall of Former Commanders of the St. Louis District.

## Annual visit by West Point cadet

by CPT Scott Hand

As the arrival of the month of June never fails to bring summertime to the St. Louis District, it has again brought a new, young, eager cadet to the District. This summer, Cadet Christopher Hoag spent three weeks, June 5th through 23rd, of his summer with the St. Louis District.

Cadet Hoag was assigned to the District as part of the Cadet District Engineer Program, or CDEP. The CDEP has enjoyed great success during the past few years here in the District.

The primary purpose of the program is to acquaint prospective

engineer officers with the many jobs available to them in an Engineer District. The program is geared toward the civil engineering major who is between his junior and senior year at the United States Military Academy at West Point.

On average, about 30 cadets participate in CDEP every summer. The Military Academy's goal is to accommodate about 30 cadets, or 50 percent of the participating year group's civil engineering majors. In January, before their summer assignments, cadets are asked to submit a preference list of their top three district locations to the program coordinators at the Academy. Cadet selection and district assignments are based on civil engineer-

ing class order of merit. Traditionally, there is a lot of competition for an assignment to the St. Louis District and we usually receive a cadet who is at the top of his class.

As with the summers of 1993 and 1994, the summer of 1995 again provided our West Point Cadet with an opportunity to participate in either a flood fight or a flood recovery mission. Upon his arrival on Monday, 5 June, Cadet Hoag was welcomed by COL Suermann and then received a District Command Briefing from LTC Jones. Once the briefings were over, Cadet Hoag was assigned to work with MAJ Fehnel to begin the all too familiar task of preparing levee damage assessment surveys.



## Cadet (cont.)

Conducting the damage assessment surveys provided Cadet Hoag with a real sense of accomplishment and personal satisfaction. His work provided the District with a usable document which actually contributed to our flood recovery mission. Cadet Hoag felt he really learned a lot during his three weeks. He was especially pleased with the way he was "actively integrated into the District's mission."

In addition to his flood recovery duties, Cadet Hoag was also given an opportunity to tour several of the facilities throughout the District. He especially enjoyed the tours of the hydro-electric facilities at Mark Twain Lake and observing a locking operation at the Melvin Price Locks and Dam. Perhaps the highlight of his visit was observing a demolition blast in Alton as part of our Lock and Dam No. 26 I-wall removal project.

Overall, Cadet Hoag felt his three weeks in St. Louis was time well spent and a good experience. He informed me that the St. Louis District has a reputation in the Cadet District Engineer Program as being a good assignment. He said he was pleased with his decision to come here and that he enjoyed working with the "great people" of the St. Louis District.

The positive comments provided by the cadets to the program coordinators at West Point indicate that the CDEP is a success. The cadets return to West Point for their senior year enthusiastic and fired-up about engineering, and looking forward to serving as a Corps of Engineers officer. Based on Cadet Hoag's experience I think we can again look forward to more United States Military Academy cadets in the summer of 1996. (We hope we won't have any flood work for them.)

# From navigation to flood control

by Ron Jones, IM-P

By the turn of the century, St. Louis's population had grown to 575,000, making it the fourth largest city in the U.S. St. Louis had also become the fourth leading city in the U.S. in manufacturing.

As St. Louis grew in importance, the local District of the U.S. Army Corps of Engineers also became more significant. During the first quarter of the 20th century, the Corps at the national level moved from a strict navigation orientation toward a more comprehensive planning approach to water resource use. Flood control, hydro-electric power production and irrigation joined navigation as proper areas of concern for the Corps. As this transformation took place, the St. Louis District became an even more important center of Corps activity.

An important first step toward providing a comprehensive program of river development and flood control was the creation of the Mississippi River Commission (MRC) in 1879. Included in its assigned functions was to prevent destructive floods. Although the MRC was in charge of surveying the entire Mississippi River, its responsibility for improvements extended only as far north as Cairo, Illinois.

Extension of the MRC levee authority into the St. Louis District began with the River and Harbor Act of 1913, which provided for an examination of the Mississippi River between Cape Girardeau, Missouri, and Rock Island, Illinois. That examination, plus major flooding on the Mississippi River in 1912, 1913, and 1916 resulted in provisions in the River and Harbor

Act of 1916 and the Flood Control Acts of 1917 and 1923 which established the construction of levees for flood control between the mouth of the Ohio River and Rock Island, Illinois. The Flood Control Act of 1917 also committed the federal government legally to assume major responsibility for the control of floods for the first time.

This act marked the first time the federal government had gone into levee building frankly as a measure of flood control. Furthermore, the act placed flood control on an equal footing with navigation improvement among the civil functions of the Corps. The Flood Control Act of 1923 extended the jurisdiction of the MRC to include flood control on all tributaries which affected the stages of the Mississippi River. The River and Harbor Act of 1925 also included provisions for flood control.

Then, in 1927, catastrophic floods on the Mississippi vividly proved that levees were inadequate to prevent great flooding. The government response to the 1927 flood disaster was embodied in the Reid-Jones Flood Control Bill of 1928. It provided for auxiliary floodways which would relieve the main channel of the water it could not carry and lower the floods to stages which the levees could contain.

The Act also included a provision for flood control surveys of all tributaries of the Mississippi, including the possible use of reservoirs. Furthermore, the act provided for the establishment of a hydraulics laboratory at Vicksburg so that future policy could be based on scientific information rather than recalled experience and unsystematic observation.

Thus, by 1930, the civil works  
(Continued on page 10)



# Our military and District heritage

## Flood control (continued)

program of the Corps had evolved from a narrow, single purpose, single project approach to planning, design, construction, operation and maintenance of multiple purpose basin-wide integrated de-

velopments for optimum beneficial uses of the river systems of the entire U.S. The St. Louis District during the years 1900-1930 have moved from being a virtually autonomous District concerned with

the solitary mission of navigation improvement to being an integrated part of larger national water resources planning.

## Once is not enough

by Major Thomas Osborn

Most of us can remember special moments. Maybe it is a certain dessert Mom made, a first roller coaster ride, a first touchdown or maybe a first kiss. Whatever our first special memory, it created excitement and enthusiasm and a desire to do it again.

Reflecting back twenty years ago, I was commissioned in the Engineer Corps. A long, hard year was over. Relief and excitement prevailed. Enthusiasm, pride and a desire to achieve propelled me forward. The Corps represented new worlds to conquer and opportunities to learn.

The two weeks I've spent with the St. Louis District have been a re-birth of enthusiasm and excitement. A whole new world of engineering has opened up, the realm of being an Individual Mobilization Augmentee (IMA) engineer officer. Talking with LTC Les Kampen (IMA), LTC John Jones and MAJ Scott Fehnel about the job only increased my desire to hurry up, get here and go to work.

As I met with many new people, some usually asked, "What is an IMA?" With a Corps family (St. Louis) of about 600, far-flung and very busy, it is easy to see why the question gets asked. In addition, LTC Kampen and myself are here for very brief periods. These two factors make it difficult for people to learn who and what we are.

IMA refers to both Individual Mobilization Augmentation and

Individual Mobilization Augmentee. IMA's are a select group of officers and enlisted personnel. We fill critical, specialty jobs which are needed during times of mobilization. A mobilization can be purely military or for a natural disaster.

The IMA program, provides for rapid expansion of active component units that depend on augmentation by U.S. Army personnel to perform their wartime mission. IMA soldiers fulfill M-Day mobilization requirements that exceed available manpower of active and selected reserve units. These positions require a soldier who can perform immediately upon arrival. IMA soldiers can and do meet this requirement. IMAs are part of the select reserve. They are eligible for call to duty under the Presidential 100,000 call up authority.

The main source of IMA soldiers is the Individual Ready Reserve (IRR). IRR soldiers can volunteer for IMA positions or the ARPERCEN Commander (St. Louis) can assign soldiers to IMA positions without their consent.

Training of IMA soldiers is planned by the soldier's unit and the individual's coordination. Annual Training (AT) is the most common method. A 12-15 day program is planned to maintain and advance the soldier's readiness. Attendance of active duty schools is another method. Unit commanders may assign projects throughout the year to enhance training. All of these types of train-

ing earn the soldier retirement points. Correspondence courses are another way to train and earn points. The concept of all of this training is to enable an IMA soldier to immediately perform his/her duties upon activation.

A new program, Reservists in Support of Disaster Relief Operations (RESDRO), is available to IMAs. This program contains a data base of volunteer IMAs with special skills. The program is designed to assist commanders such as COL Suermann to activate an IMA within 24 hours for disaster relief operations. Active duty periods are from 31 to 139 days.

Now that my first two weeks with the St. Louis District are over, I feel as though only the tip of my tongue is wet. So much to see and do in never enough time, but this has always been true of an engineer officer.

My departure only increases my enthusiasm, desire and excitement to return soon. I feel I am only beginning to get a real sense of the magnitude of the work that the St. Louis District does. During my short stay, I had the opportunity to meet or work with only a very few. To those of you who took time from your work to help me, "Thank you."

People I've met and things I've done give me another one of those special moments. As the title says, Once is Not Enough. So very true of the St. Louis District. I look forward to my return.



# Philosophy of leadership

by CPT Louis A. Dell'Orco

The purpose of this article is to define my philosophy of leadership vision that explains to District personnel the traditional military perspective on leadership and management. The principles and concepts of this vision are the premise for everyday operations, training, development and conduct within the brigade. This is written from the perspective of myself as an incoming Brigade Commander, the equivalent of which is our District Commander. This is not an "end-all" solution nor criticism of current operations; however, many of these ideas can be utilized as "food for thought" to enhance performance in everyday operations within the District.

My vision for the brigade end state during my command is that we are prepared to successfully deploy to any region and execute our wartime mission and unit METL's (Mission Essential Task List = Program Execution), maintain a high state of personnel and equipment readiness (TAPES goals and objectives) and provide continuous community support. We will maintain a combat ready environment through: intensive training and maintaining, establishment of a climate that motivates soldiers to train and maintain as a cohesive team, taking care of soldiers and their families and developing leaders for the future army. This environment is accomplished in three phases: intent, communication and execution.

Intent entails approaching training and leadership in peacetime as in war. Effective training ensures all missions are performed to the standards and conditions expected in a hostile environment. The leadership in the brigade must exercise its capability and confidence to make decisions, influence situations and maintain a cohesive, fighting team under stressful conditions.

Communication is key to implementing these standards. Simplicity enhances effectiveness; therefore, keep concepts simple, maintain a high clarity index and present the information at audience level. Ensure intent is conveyed and understood from the senior commander to the lowest private. Every soldier's duties and responsibilities are integral to mission accomplishment. A weak communication link causes confusion, promotes discontent and burdens others.

Execution of these duties and responsibilities is a direct result of knowing the associated tasks, conditions and standards. When incorporated, this vision directs the decisions and activities that are the overall brigade strategy.

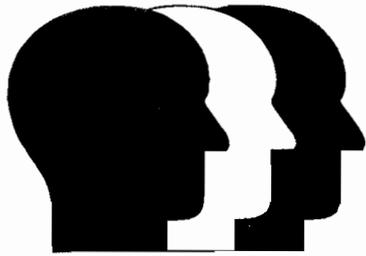
An effective brigade operation is one that establishes a foundation of fundamental traits and becomes proficient in those subtasks necessary to maintain its vision. Establish a dynamic training program, ensure that it supports your anticipated wartime mission and is intensively METL oriented and deficiency and sustainment driven. Stress soldier proficiency in the basics of soldiering: marksmanship, physical training and basic soldiering skills. Mastering these skills gives them knowledge and potential to lead and the opportunity to succeed. Lead by example, plan, train and maintain to standard while conducting meaningful operations. Ensure training does not waste our most valuable resources: time and soldiers. Conserve resources and achieve maximum benefit for each training dollar spent. Develop a climate which is conducive to learning, raises awareness and reflects the goals and objectives of the organization. Quickly implement directives and initiatives to minimize the effect on readiness. Maintaining these perspectives will increase effectiveness in all operations.

Direct leadership influence pro-

gressively becomes more indirect as we transition through rank and responsibility. For Junior Leader's (GS 9-12) I expect direct mentoring and supervision to ensure success in training and maintenance. Give leaders a mission and challenge them to succeed. Let them plan and execute with minimum guidance and conduct comprehensive after action reviews to help them develop further. Lead by example, be a positive role model, mentor and teacher. The end result is sustainment of a cohesive, fighting machine that is fully capable of executing its METL in peacetime and at war. At the Senior Level (>GS-13) build a command climate that concentrates on establishment of a foundation for successful mission completion. Focus on long and short range training to establish a fluid timetable for mission accomplishment. Be proactive in operations and needs of the unit, not reactive. Establish training goals and give your soldiers the necessary time and resources to accomplish the objective. Above all, balance your influence where it best serves your role and the brigade's goals.

The professional Army ethic is non-negotiable to all soldiers in the brigade. Remember, you are a standard bearer and representative for the United States Army and are expected to use good judgement at all times. Pay particular attention to perception and avoid situations and actions that do not reflect the best interests of yourself or those around you. As leaders you are role models for your subordinates. Remember, you directly influence future leaders of the brigade and army through your personal and professional conduct. Constant communication, problem solving analysis and rationale for your decisions will alleviate potential problem areas. Finally, establish strict consequences for violations of this nature. Let your soldiers

(Continued on page 12)



# EEO matters

By Jean Stephens, EEO Officer

From the May 10, 1995, Fair Employment Report...

So you thought it was taking the EEOC a long time to hear your discrimination complaint? Well, things are about to change. The EEOC is replacing its 11 year old policy of fully investigating all discrimination complaints with a priority system. Investigators have become seriously

overburdened with an average caseload of 120 charges and average nearly a year to process a single charge. Many of the processes associated with the past policies were impeding EEOC's ability to carry out its mission in a timely and effective manner. They found it was causing a lack of confidence and frustration on the part of the charging parties.

A task force was established to examine charge processing issues

and came up with a priority system that has been approved by the Commission and is presently being implemented.

Under the new system, the first category covers high-priority charges identified as falling within national or local enforcement plans and cases that appear likely to involve discrimination.

The second category includes charges that initially appear to have merit but will require further evidence to determine whether a violation occurred.

The third category comprises charges appropriate for immediate resolution. Those will most likely be settled by using mediation-based alternative dispute resolution... another important move that EEOC has made.

## Philosophy (continued)

know that this type of conduct will not be tolerated by the chain of command.

As leaders, you will instill an environment of challenge and increased responsibility to ensure that your subordinates have an opportunity to succeed. Transmit authority downward to instill the vision and delegate responsibility. For Junior Leaders leading by example generates the respect of your subordinates and peers alike. Know the physical demands and duties of their everyday operations. Set and maintain tough achievable standards and ensure that they are executed to standard. Stress basic soldiering attributes, raise awareness and education of key leadership issues. Establish pride in ownership and maintain 100% accountability. Be a demanding leader who cares for the well being and professional development of your soldiers. Senior Leaders need to delegate this vision down to Junior Leaders for implementation. Mentor, coach and teach junior leaders through professional development that will prepare them to succeed in times

of stress and hostilities. Set up an environment that challenges your subordinates to be both technically and tactically proficient. Lead at the soldier level, know the everyday challenges and operational goals that will make your unit successful in any mission.

The brigade must be prepared to execute combat or regional missions in support of defensive or offensive operations. For effectiveness on future battlefields, there are intangibles that establish leaders and have direct impact on unit actions. These are: attitudes, perspectives and imperatives.

Attitude is radiated to soldiers by Senior and Junior Leaders, as they are standard bearers for units. They establish and maintain an atmosphere of professionalism and leadership by example in all they do. As developers, their teaching, training and coaching maintains the tempo and cohesion necessary for accomplishment of the mission. Once a unit gains confidence in leader skills and decision making, they know the standard for successful execution. Finally, integrator develop expected criteria on the state of readi-

ness anticipated for future operations.

Perspectives are integrated to determine the path to reach the brigades desired end state. These are derived from a historical, operational and organizational perspectives. History saves as a constant source for information as throughout the ages, the principles of war remain unabated except by technology. Operationally, perspectives help understand applied doctrine, the enemy and the law of war. These directly correlate to the pursuit of success on future battlefields. Organizationally, they are the concern weighted towards unit climate. The sustainment of cohesive, combat ready teams ensures success. Direct involvement at the soldier level properly assesses and conforms behavior to the desired standard. Finally, imperatives must focus on conditions and courses of action needed to be victorious on the battlefield.

Motivation is the final factor as it generates the required intensity level to complete the mission under difficult circumstances. Balancing these traits

(Continued on page 15)



# Coming Events at the lakes

### Carlyle Lake:

Sept. 23	Conservation Day
Oct. 20&21	Haunted Trail
Dec. 1	Christmas Tree Lighting

### Lake Shelbyville:

Aug. 19	Okaw Indian Festival
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### Rend Lake:

Sept. 16	Rend Lake Cleanup
Sept. TBA	Children's Arts Festival

Environmental Science Series Programs (workshops, seminars and field trips on weekends) and Summer Sunset Series Programs (entertainment programs on Saturday evenings) run weekends from June 3 through Sept. 2.

### Mark Twain Lake:

Aug. 12-13	Salt River Folklife Festival
Aug. 27	Outdoor Sports Event
Sept. 22	Environment Education Day
Sept. 23	Astronomical Adventure
Sept. 30	Missouri Mule Day

### Wappapello Lake:

Aug. 19-20	Old Greenville Days
Dec. 14-22	Festival of Lights Auto Tour

### Riverlands Area Office:

Aug. 11 - 20	Illinois State Fair - Springfield
Aug. 14 - 18	Rivers Curriculum Training
Sept. TBA	River Cleanup Day - Adopt-A-Shoreline

## Wildlife restoration at Mark Twain Lake

Partnerships are beneficial and are working at Mark Twain Lake. Cooperative efforts have been successful and will continue with wildlife restoration programs for species with declining populations. These restorations included barn owls, osprey, kestrels, lake sturgeon and ruffed grouse. These efforts are accomplished with the help of many different agencies and groups including the World Bird Sanctuary, Missouri Department of Conservation, Minnesota Department of Natural Resources, and many volunteers.

Two of these restoration programs included ospreys and barn owls. Ten young barn owls were hatched at the World Bird Sanctuary in St. Louis, and transported to the lake where they were hatched at a large barn on public lands in the Sandy Creek Management Area. "Hacking" describes the process of reintroducing wild animals back to the wild. This process required advanced planning because the young owls must be fed for several weeks while they are maturing and acclimating to their new environment.

mating to their new environment.

The common barn owl, *Tyto alba*, is a rare year-round resident of the Missouri ecosystem. It ranges from 14 to 17 inches tall with a 3.5 to 4 foot wing span. Males are lighter brown in color and smaller than the females. Its long legs and white heart-shaped face gives this owl a monkey-faced appearance.

Barn owls are an endangered species in Missouri, yet they are considered to be Missouri's most beneficial owls because of their appetite for small animals and rodents. One barn owl was observed delivering 16 mice, three gophers, a rat and a squirrel to a nest within 25 minutes, therefore being a very good tool for integrated pest management.

The owl's range is limited by availability of suitable nesting sites. In Missouri, the barn owl nests in old barns, hollow trees or holes in river banks. They will readily accept an artificial nesting structure.

This year one of the females from the ten birds released was

mature enough to produce nine eggs. Three of the young have hatched, were banded by the World Bird Sanctuary and released along with the parents into the wilds of Mark Twain Lake.

The purpose of the osprey restoration plan is to reestablish nesting ospreys, *Pandion haliaetus*, in Missouri at ten sites statewide, using six to seven week old birds obtained from Minnesota. Birds were shipped to Missouri and hatched from towers at these release sites. A five year restoration effort is planned with a release of 32 to 48 ospreys. This restoration effort at Mark Twain Lake emphasizes partnership between the Missouri Department of Conservation, Minnesota Department of Natural Resources and the Corps.

Mark Twain Lake provides suitable feeding and nesting sites for the fish eating hawks. The Corps monitors the newly constructed hacking tower at Sandy Creek. After the birds are marked and placed in the tower, the birds are

(Continued on page 15)



## To your health

# Depression: Could it happen to you?



that can get a sufferer back on track, often in a short period of time.

The main question in treatment is whether to use medication or psychotherapy. The National Foundation for Depressive Illness claims depression is a physical illness that can be successfully treated with medication in about 80 percent of all cases.

The American Psychological Association disagrees to a certain extent. They say psychotherapy should be part of the treatment. Drugs are helpful in the short term, but gains from psychotherapy can be longer lasting. Many doctors combine the two forms of treatment.

Dr Harold Bloomfield, author of *How to Heal Depression*, says the goal of therapy is to stop patients from thinking that they are either brilliant or stupid, either a success or a failure.

Depression most often afflicts people who have a genetic predisposition for it, but it is also triggered by the loss of a spouse, a bad personal relationship, or a setback on the job. Positive events such as a work promotion can also trigger a bout of depression.

Could it happen to you? Statistics indicate a disturbing increase in the rate of depression over the past 50 years for reasons scientists can't explain. They estimate that one in every four women and one in ten men will develop depression during their lives.

If you become depressed, drugs will restore the right chemical balance in the brain, allowing you to sleep and eat normally and control your moods. But depression is also a disorder of thinking. That's why it's often best to combine psychotherapy and drugs.

He became short-tempered, felt physically tired all the time, ate excessively and had difficulty making decisions.

These are some of the symptoms of depression. In its mild form, it slows down or shortens your worklife. In a more severe form, it can lead to suicide. Fortunately, there are treatment options

## Keep the fat fires burning

Weight lifting keeps your body burning fat long after you've showered and dressed, according to research at Colorado State University.

Two studies measured the resting metabolic rate (the rate at which calories are burned) of healthy men in their 20s and 30s. They found that for a full two hours after a 90-minute workout, the subjects' rate was still 11 percent higher than before exercising. After 14 hours, metabolism was still 4.7 percent higher.

Calories burned in hours after exercise tend to come from stored fat.

## Gluthathione fights aging

Studies reported in the *Journal of Clinic Epidemiology* show that people with high blood levels of glutathione have fewer illnesses, lower cholesterol, lower blood pressure and healthier weight than people with low levels. Some researchers call it the elixir of youth that comes from the farmers' market. Glutathione is found in watermelon, peaches, asparagus, and cruciferous vegetables like broccoli, cauliflower and cabbage.

A big fighter in the battle against free radicals, glutathione is also plentiful in grapefruit, winter squash, oranges, tomatoes and potatoes.

## New drug builds bone

A new Merck & Co. study shows that the drug alendronate produced an average 6.8 percent increase in bone density at the spine among women who took it over three years. The company has submitted the drug for FDA approval. The drug will be a new treatment for osteoporosis.

## Quote of the month

There is no slavery but ignorance. Liberty is the child of intelligence.

Robert G. Ingersol



# Retiree Review

by the Retiree Correspondent

The retirees convened on July 20, 1995, with 30 present. One first timer was welcomed - Fred Bader. Come join us regularly, Fred. Nice to see you.

Our 1980 retiree was Lyle Forth, who retired in 1981.

No July birthdays were present. We missed them.

We were happy to have Col. Lee McKinney present. Always glad to have former DEs attend. I have pleasant memories of Col. McKinney. Come back as often as you can.

Elmer Huizenga discussed the LMVD golf tournament. Mike Cullen was the St. Louis winner in the tournament. Jim Baker picked up a "bug" and was not able to play. Too bad. Hope by now he has chased the "bug" far away.

We were honored by three guests from the District. Lt. Col. John Jones, Anson Eickhorst and Jerry Barnes. Col. Jones briefed us on the "doings" at the District. The District now has both military and civilian employees. They have very interesting military works now. Quite a change from what we experienced. Seems a very good move for the District. They anticipate a small number will be leaving this fall. I understood the manpower is now about 700. Always welcome to have news from the District. Hope they and other representatives will be able to attend later and make it a habit. We like to keep up with the District.

Kate Stiles had talked to Mrs. Frank Rich. She's 89 and going strong. Sounded great. We miss her at our luncheons. She had also talked to Bill Bell. He's also 89 and doing great. He lives in a retirement center in Florissant. He quit teaching tennis two years ago, but

still plays some. Keep it up, Bill.

Condolences are extended to the families of Wreatha Heuer (Mrs. George) and the late Golden Hamerle. Wreatha passed away in late June as did Mr. Hammerle.

Howard Beinike called Kate Stiles earlier this month to report Mrs. Heuer's death. He says he's doing fine and to tell all "Hello."

The lucky ones in the Pot-O-Gold were Jerry Barnes, Lyle Forth, Helen Scheuermann and Gordon Davis.

The July 1972 roster showed 49 present - M. Blanchfield (retired 6/30/72) Leila and Gene Schuster, the Carl Kohrs, C. Whitaker, F.H. Buford, Newt Amos, Morey Bradys, Walt Billups, E.M. Kniestedt, Al Fedders, Rusty Williams, Jake Bekers, the Max Lamms, Ed Sticka, Alfred A. Simon and Bill Douglas. Many good friends.

July 17, 1975, showed 55 present including the Al Fedders, the Bill Fentons, Francis Willkomms, John Hynek, Charles Babers, Walt Bidups, Ed Herwicks, John and Helen Jansen, Ray and Wilma Ellisth, Bob and Mildred Miles, Loren Ligons, the Cliff Forderhases, Billie Phillips, Mildred Kochanski, Jean Baumann, Marion Freeman, Margaret Brooks and Cora Landuyt.

I really enjoy looking through these old attendance records. Many happy memories. Many good friends long gone, but not forgotten.

Remember to attend our next luncheon on August 17 (third Thursday) at the Salad Bowl. Be there about 11 or 11:30 for a great get-together. Hope more of you are able to attend. Enjoy seeing you.

## Restoration (continued)

fed live fish and misted down with water two times a day. Feeding and social habits are monitored closely for any changes or peculiarities. After about three weeks, depending on flight strength, the birds will leave the hacking tower in search of food and their first nest site. Ospreys will readily use artificial nesting structures. Future efforts with partners and volunteers will focus on providing suitable nesting sites to expand the population.

## Philosophy (continued)

will ensure success on future brigade operations.

In conclusion, adherence to the overall principles of the brigade strategy will direct all decisions and activities. A well trained and maintained unit enjoys a high state of readiness, soldier development, cohesive team work and sets the standard on the modern day and future battlefields.



# Nazi Surrender Finally Brings...

# PEACE IN EUROPE

**"T**he Allied Armies, through sacrifice and devotion and with God's help ..." That was how Harry S. Truman, president of the United States for less than a month, announced Nazi Germany's surrender.

Hardly anyone remembers any other words Truman spoke May 8, 1945. *The Stars and Stripes* newspaper in an Extra published on that date announced simply "VICTORY" in a headline more than three inches high. *The New York Times* told its readers: "THE WAR IN EUROPE IS ENDED! SURRENDER IS UNCONDITIONAL; V-E WILL BE PROCLAIMED TODAY."

There was peace in Europe, and the criminal Nazi regime that brought on the war was no more. At the same time Truman was announcing the Nazi surrender, Winston Churchill in London and Josef Stalin in Moscow were also announcing the news to their nations.

At 2:41 on the morning of May 7, in a schoolhouse at Reims that served as headquarters for the Allies, the Germans had signed an unconditional surrender document. Two days later they signed another at the Soviets' insistence. The Soviet officer at the first signing — there as observer — had not had sufficient rank.

America went nuts. People crowded into the streets. Men and women hugged and kissed in



*Paul Salvendy 95*

Times Square in New York. People danced through the Chicago Loop. Workers in defense industries stopped what they were

doing to celebrate.

Millions of people didn't live to see the end of the war in Europe. The war cost the Soviet Union alone more than 20 million dead. Russian troops planting Red flags atop what was left of the Reich Chancellery was a fitting climax to that country's sacrifice.

But the victory in Europe didn't mean much to the American men and women still fighting in the Pacific theater. Their hopes rose, but no one expected to be home by 1948.

— American Forces Information Service