

ST. LOUIS ARMY ENGINEER DISTRICT

# ESPRIT

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## In this issue...

Cellular

... page 4

New Counsel

... page 5

New EEO

... page 5

Partnering

... pages 6,7,8 &9

Communication

... page 10

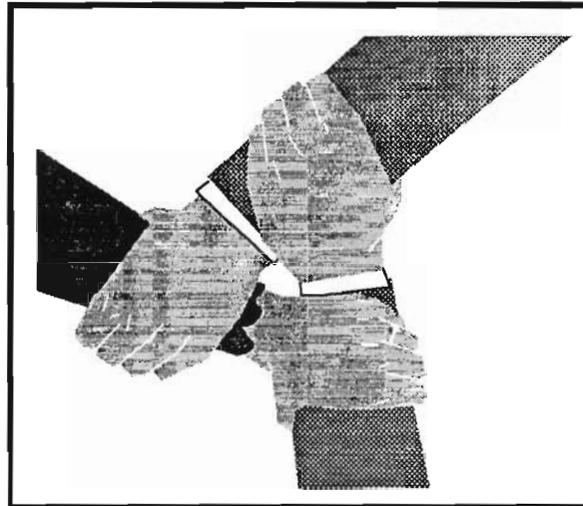
Golf

... page 12

Sleep debt

... page 14

# Partnering



The St. Louis District is committed to providing a quality product, within budget and on time. To do that it is essential that we treat federal, state and local interests as partners in every endeavor.

The word "partner" is not just a title. Partnering is an attitude of service, an ethic governing relationships in which cooperative effort is expended toward the achievement of common goals.

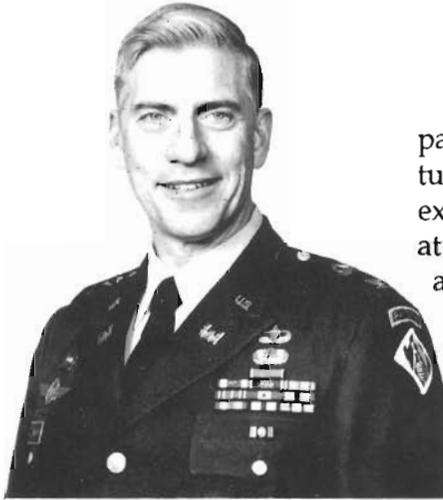
Those with whom the District works and those it serves are partners in every sense of the word. They are welcome at, and encouraged to attend, all meetings and events, and are full partners in all decisions concerning that partnership.

Together, we can provide a better world for all, properly balancing ecological and economic infrastructure concerns in a true quality of life effort.

Partnering articles continued on page 6.



# Commander's Perspective



**COL Thomas C. Suermann**

The theme for this month's edition of our newspaper is partnering and partnerships. Here in our District, we must nurture many different levels of partnerships, some internal and some external. Sometimes I sense that we focus on our external partners at the expense of our internal partners, which is not a long term approach to success. We must attempt to keep a healthy balance among the many partnerships that demand our attention.

Recently our Acting Assistant Secretary for Civil Works, Dr. Zirschky, and our Chief of Engineers, LTG Williams, testified before the Congress and presented the Corps' fiscal year 1996 civil works budget request. Their comments underscore the importance of balancing our partnerships here in the District.

Dr. Zirschky laid out his performance goals for 1996 and these will undoubtedly establish the tone and emphasis of our partnering efforts for the upcoming fiscal year. His goals are: restructuring, improving business processes, improving fiscal accountability, improving our performance measurement system, ensuring implementation of Administration policies and increasing public awareness of the Corps' and the Army's contributions to America.

LTG Williams briefed the Congress on the Corps' post-Cold War contributions to the U.S. military contingency operations and the Corps' significant role in civil works contingency operations. Throughout his testimony he stressed the challenges that you and I are facing in increasing our productivity in a downsizing environment.

These goals will not be achieved without formal and informal partnering within our District. As we continue to improve throughout the remainder of this fiscal year, keep in mind what our goals will be in the next fiscal year as well. Partnering will facilitate planning for the future today.



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

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# News Briefs

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## Lake Shelbyville:

### **Volunteer banquet**

The annual Lake Shelbyville Volunteer Banquet was held January 25 to honor the lake's volunteer workers. The Kaskaskia Archaeology Society and the Reserve Mobile Construction Battalion 26 Detachment 1326, known as the Sea Bees, plus 29 individuals were presented awards for their outstanding volunteer service.

### **Trees for habitat**

Nine hundred and ten Christmas trees were collected in Shelbyville and Sullivan. On January 21, twenty-six volunteers braved freezing cold to place the trees in the lake for fish habitat. The volunteers were rewarded with a chili dinner funded by the American Angling Association and plaques donated by the Midwest Bass Association.

## Mark Twain Lake:

### **Partners help lake**

Mark Twain Lake has gained the recognition of being one of the premier fishing lakes in the Midwest. This recognition can be attributed to the cooperation and sacrifice given by each partner in the lake's operation every year during the annual fish spawn.

Since 1983 the Corps, the Missouri Department of Conservation and Associated Electric Power Company have been partners in the use of hydroelectric power and the management of fisheries at the lake. For up to eight weeks during the spawn, the pool is held steady until the spawning is completed. Power generation is restricted.

The dedication to improve the environment of the Salt River Basin

is evident through this partnership. This is another example of how people and nature can exist in productive harmony, while still fulfilling the social and economic needs of present and future generations.

## Rend Lake:

### **Luncheon**

At a special luncheon in February, Stay-in-School Park Ranger Jason Thrash was honored with the Commander's Award for Civilian Service for his efforts at saving a man and woman from drowning at South Sandusky Beach last summer.

Roy Kretz was also honored at the luncheon before retiring after working more than 20 years at the lake.

### **Area named for Miller**

On May 12, 1995, the Sleepy Hollow Youth Area will be officially renamed the Dale Miller Youth Area in honor of the man who had so much to do with the development of the area as well as many other projects in the lake area. Dale passed away January 31, 1994, after a long battle with multiple sclerosis.

### **Smoke houses**

The Mt. Vernon Fire Department will use materials from seven abandoned comfort stations at the old North Marcum campground to build educational "smoke houses" to teach children the proper ways to get out of a smoke filled building.

### **Duck harvest**

Hunters harvested 7,149 ducks in this year's 40 day duck season compared to last year's harvest of 4,817 during a 30 day season.

## Wappapello Lake:

### **Cellular phone system**

Wappapello Lake has joined in a partnership with Southwestern Bell to improve its communications system. Under the agreement Southwestern Bell will provide a number of cellular phones plus service for these units. In return, the Southwestern Bell receives a tower site that relays the signal for their cellular phones. This improves the communication network of both Southwestern Bell and Wappapello Lake's local system. In addition, the lake's 2-way radio antenna will be relocated to this tower and will have increased effectiveness because of doubled tower height.

## Carlyle Lake:

### **Tree placement**

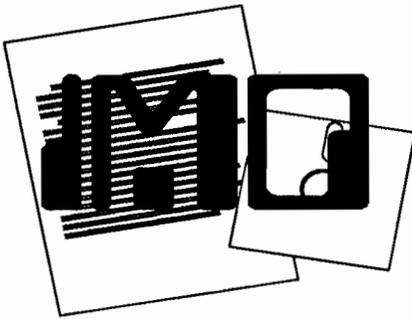
Because of icy conditions the placing of Christmas trees in the lake was rescheduled for Saturday, March 4. The trees were placed in the Peppenhorst Branch area to improve fish habitat and fishing opportunities.

### **Photos for brochure**

Photographs are needed for the planned update of the Carlyle Lake brochure. The photographs to be used in the brochure will be judged by the Carlyle Lake Chamber of Commerce for quality and compatibility with the brochure. This is an opportunity to assist with the brochure and have your photograph seen by visitors for years to come.

### **Rearing ponds**

Senator Frank Watson has told the local Carlyle newspaper that the state is proposing to build three 10-acre ponds for the propagation  
(Continued on page 12)



## Cellular Telephones

By Ginny Mueller

The St. Louis District provides cellular telephones to meet the communications needs of District personnel. These phones are issued on a temporary loan from IM-I (331-8680) when needed.

Our carrier service, Southwestern Bell Mobile Systems, has a coverage area from Wichita, Kansas, to Chicago, Illinois. The cell (a radio tower which connects your cellular phone with land-based telephone lines) covers both Missouri and Illinois. Distance between cellular telephones is unimportant. Reception quality is determined by your connection with the "cell." Due to terrain and other factors, some areas will have "NO SERVICE" areas which will prevent phone reception and connection to a cell. Also there are some areas that are restricted areas where cellular communications may interfere with blasting operations, or flight operations.

A signal strength meter is built into most cellular phones. Usually a series of dashes indicating the signal strength of the

"cell" closest to you. Calling within this "cell" or area is a local call on a cellular phone. This includes areas in 314 and 618. Lake of the Ozarks is in our home cell, as is Belleville, Waterloo, Columbia and Fairview Heights, to name a few.

The letters "A" or "B" will accompany the signal strength. These represent two sets of channels assigned by the government to the two cellular companies operating each service area. Our "home" cell is on Channel B for the St. Louis area. Switching from "A" to "B" channel due to expanded home coverage area will eliminate paying the roaming fees. HOWEVER, it is important to know when to switch from the home cell and if the area is part of expanded coverage. Cellular maps of the coverage area are available.

When a user travels outside the "home" cell, the user is then in "ROAM." All "roam" calls are subject to extra telephone charges. When placing calls from a "roam" area, it's necessary to dial the area code, and sometimes, "1" plus the area code. All of our cellular phones are equipped with voice mail. So when a user is in a "roam" condition, the call automatically will go to the voice mail.

There are two kinds of cellular phones: portable (hand-held) operate at .6 of a watt, while transportable (car) phones operate at 3 watts. All cellular phones are battery operated with anywhere from 30 minutes to hours of talk time, and 10-24 hours of stand-by time. When a battery is fully charged it will operate at maximum capacity. For battery life, it is necessary to fully discharge the batteries before

recharging. The cigarette lighter adapter allows you to operate the phone from your car's cigarette lighter function. A data interface board installed in transportable phones allows operation of a facsimile or computer modem.

Cellular telephones are not free!! Every phone must be purchased with a service agreement to a cellular phone company before a phone is activated and a number assigned to that cellular phone. There are various service plans which include costs per peak times (7 a.m. to 7:59 p.m. Monday through Friday) and off-peak times (8 p.m. to 6:59 a.m. Monday through Friday and all day Saturday and Sunday).

It is not a good idea to discuss confidential information on a cellular telephone because your call is broadcast over public airwaves. The 1986 Electronics Communications Privacy Act makes it illegal to intentionally monitor a cellular phone conversation. Although possible, it is unlikely that anyone will hear your calls or monitor the 832 channels used by your cellular.

Always secure your cellular telephone. If not in use in the vehicle, please lock the cellular in the trunk or safe place to avoid unauthorized use. Also to prevent unauthorized use, an electronic security lock is programmed into most cellular phones.

Also be aware of traffic situations to ensure safe, responsible cellular phone use when on the road.



## **New Chief, Office of Counsel**



Our new Chief, Office of Counsel, is Mr. Dale Holmes.

Dale received his Juris Doctor, with honors, from the National Law Center, George Washington University, in 1980. In 1992-1993, he participated in the Corps' long-

term training program and received his Master of Laws degree in Environmental Law, with highest honors, from the National Law Center, George Washington University.

Dale began his federal career in 1981. He served 14 years as an attorney with the Kansas City District. He held several positions with the Kansas City District, including Acting District Counsel for a year and Deputy District Counsel for four years. He served as Chief Trial Attorney for eight years.

He joined the St. Louis District in January.

He describes his leisure enjoyments as playing tennis and spending time with his wife and six year old son.

Dale was born and raised in Jackson County, Missouri.

## **New Co-op in Security Office**



Claire E. Hale has joined the District to fill the second Co-op position in the Security Office. Claire has a bachelors degree in business administration from Valdosta State College. She is a criminology/criminal justice major at the University of Missouri-St. Louis in her

final semester in the masters degree program.

Claire's individual interests outside her studies and away from the District are hiking, fiction writing and caring for two dogs and five cats.

The District will benefit from her education, work, internship and volunteer experiences.

## **Golding CMM recipient**

According to our Real Estate Division, Mr. Richard Golding, the manager of our West Access Marina, a District commercial concession lease at Carlyle Lake, recently received the marina industry's highest professional recognition award - Certification in Marina Management by the International Marina Institute. The CMM designation, is an equivalent to the accounting industry's CPA certifica-

## **New Chief, Equal Employment Opportunity**



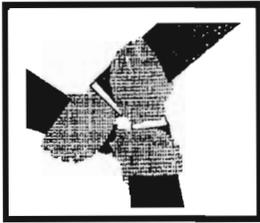
Ms. Jean Stephens became Chief, Equal Employment Opportunity, in January.

Jean came to St. Louis from Vincennes, Indiana. After moving to St. Louis, she married, continued her education at St. Louis University, and started working. Jean, who is now single, is the mother of two daughters.

Jean started her government career in 1964 as a file clerk at what is now known as ARPERCEN. She began work for the Defense Logistics Agency in St. Louis in 1968, where she progressed from a clerk steno to Equal Employment Manager. She began work with the St. Louis District in May 1994.

tion, in that it designates individuals who have undergone years of qualifying experience, a rigorous training course, examination and a thorough application and screening process.

Through the end of 1994, only 27 marina managers nation-wide have received the elite CMM designation, out of more than 8,000 marinas in the country.



## Contractor Partnering

The purpose of partnering is to open lines of communication, to solve differences before they become large problems and to assure that the contract comes in on schedule and at budget.

The St. Louis District has been using partnering on the major construction contracts on the Melvin

Price Locks and Dam since 1989. It is currently being used on the Second Lock Contract with Alberici-Eby construction.

Second Lock partnering meetings are held on a regular basis. One of the important aspects of these meetings is that they include both District office and resident office personnel and the contractor. On the Corps side: The District Engineer, the contracting officer, the Con-Ops contract administrator, the project manager and the resident engineer attend all meetings. On the contractor's side: Mr. Gabe Alberici, the CEO for Alberici Construction and key project personnel attend the meetings. This format brings the upper levels of management of both companies together on a regular, but informal, basis.

The agenda of each meeting is agreed upon before the meeting, but additional topics can be discussed.

Partnering has also been used on other projects such as: Cape Girardeau-Jackson, East St. Louis and Regulating Works.

The benefits of these partnering meetings include open communications, focus on the issues most important to both organizations, focus on the contract schedule and costs and reduction of the potential for costly claims and lengthy court actions.

Claims or differences of opinion can never be totally eliminated. The success of the partnering process is in resolving these issues as quickly as possible without affecting other work on the contract.

## Partnering with the community

A visitor center is an interpretive facility. It is not just a museum or audio visual room. A visitor center tells a story. In the case of the Melvin Price Visitor Center, the story is about the Mississippi River, its ecology and the people, places and things along its bank. How it affects the area it flows through and how it is affected will be emphasized as well. It is about the past, the present and the future of the river.

The Melvin Price Visitor Center is a good example of partnering at all levels. The size and scope of the visitor center have been an iterative process involving the Washington level of the Corps and Congressional offices. The partnering and communications at this level have given the District a 12,000 square foot visitor center, which the Corps can fully support within its authorities and which will meet the needs of the local community and the Riverlands region.

The St. Louis District has established two local groups to aid in

the design of the visitor center: a citizen advisory group and a peer review group. Both groups meet twice a month on a strictly volunteer basis.

The citizen advisory group is composed of members from various local political, industrial, tourist and social organizations. Congressman Jerry Costello is the honorary chairman. The group includes the mayor of every town in the vicinity of the visitor center, labor unions, many industries, such as Olin, Shell Oil, and Laclede Steel, and several regional planning organizations. The River Bend Growth Association has taken the lead in assuring that local leaders and organizations are informed of meetings and in coordinating facilities. The Corps is represented by Bobby Hughey, Pat McGinnis, Julie Ziino, Jim Hill, Rachel Garren and Brian Kleber. The purpose of this group is to furnish input regarding the needs of the community and how they can be served by the new visitor center.

The peer review group is composed of about 15 people who have had extensive experience in the arts, museum exhibits and visitor center facilities. It is their job to feed ideas and concepts to the citizen advisory group.

On Saturday, January 28, Congressman Costello held a town hall meeting to solicit additional views from the public. Our local partners had assured that the meeting was advertised with a supportive editorial in the Alton Telegraph newspaper and that facilities were avail-



Model of Mel Price Visitor Center

(Continued on next page)



## Community (cont.)

able in East Alton for the meeting. The meeting reinforced the local community views that the prime focus of the visitor center should be about the river and not narrowly focused on the lock and dam.

The Melvin Price Visitor Center

is an example of the success that can be obtained with partnering between the Corps, the Congress and the local community. All comments regarding the process of public involvement have been positive. The local community has had a hand in forming the concept of the visitor center. It is our hope that the citizen advisory group will

continue to aid the District in the operational phase of the visitor center by advising on new exhibits and through direct support for new exhibits. This is possible because the community views the visitor center with a sense of pride and ownership and not something the Corps built in their vicinity.

## Partnering with local sponsors

Partnering activities with our local sponsors (non-federal entities who cost share our projects and studies) have become very important aspects of the Corps of Engineers' day-to-day research, planning, design and construction activities. This is due largely to the increased financial stake our local sponsors have been required to make over the years.

Until the passage of the Flood Control Act of 1936, local cooperation requirements for flood control and allied purposes projects were very loosely established and sometimes not required at all. The requirements would vary from project to project and location to location depending upon the recommendation (s) of the reporting officer. The Flood Control Act of 1936 changed this situation by establishing uniform, minimum requirements for all local sponsors. These requirements are known as the "a-b-c's" of local cooperation and consist of: a. providing without cost to the United States all lands, easements and rights-of-way for the project; b. holding and saving the United States free from damages due to the construction works and c. maintaining and operating the project after construction is complete.

Through the succeeding years, the Flood Control Act of 1936 was amended many times to further define (and refine) the require-

ments as to who had to pay and what project features items were covered. For example, the Flood Control Act of 1941 exempted flood control reservoirs from the "a-b-c's" as amended. These documents were known as "Section 221 Agreements."

Then, 16 years later (1986), a very significant change occurred in how the Corps of Engineers and local interests participate in Civil Works projects when the Water Resources Development Act (WRDA 1986) was passed.

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### **... the local sponsor has more at stake in our projects and studies than ever before.**

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WRDA 1986's impact was significant because for the first time, very specific project and feasibility study cost sharing requirements were established, requirements which generally increased the amount of project and study costs that the local sponsor has to pay as compared to the years prior to WRDA 1986. In very simplistic terms and for illustrative purposes only, a minimum of 25 cents of each construction dollar we now spend on our cost shared flood control projects comes out of our local sponsor's pocket. Navigation cost sharing in new work varies

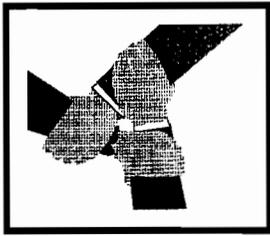
from 10 to 50 percent depending upon the depth of channel. Previously, the local share was only the cost of the "a-b-c's," whatever their cost was.

Regarding feasibility studies, for each dollar we spend, 50 cents comes from the local interests. Previously, there was no charge to the local sponsor at all for a feasibility study.

WRDA 1986 also expanded the scope of the Section 221 Agreements mentioned above in order to enforce the fulfillment of the new cost sharing provisions as well as all of the other related WRDA 1986 local cooperation requirements which are, unfortunately, too numerous to discuss individually as part of this article. This expanded Section 221 Agreement commonly has been referred to as a Local Cooperation Agreement (LCA). Within the past year or so, the LCA itself has evolved into what is now known as a Project Cooperation Agreement.

The result of all of these changes is that the local sponsor has more at stake in our projects and studies than ever before. As their cost sharing stake has increased, so has their desire for greater involvement in each stage of a cost sharing project, whether planning and research, design or construction. In essence, the Corps and local interests have formed a partnership to develop projects.

(Continued on page 8)



## Local sponsors (cont.)

The key to our partnering ef-

forts to-date within this evolving climate, has been to treat our local sponsor as an integral part of our project and study teams. The mechanism for accomplishing this has been the opening of communications between the interested parties. Our collective objective has been to make certain that all parties involved are kept informed about

the project or study and to have the opportunity to be heard in an atmosphere which is open and uncompromised. Given the current budget climate, more cost sharing and formal/informal partnerships are likely as water resources are developed and managed.

# Environmental partnering

In recent years, the St. Louis District has pursued many new environmental initiatives within its jurisdiction. These partnering ventures have included Riverlands 2000, the Upper Mississippi River System Environmental Management Program, the Section 1135 Habitat Restoration, and the Alexander/Pulaski General Investigations Study. The success of these ventures has been highly dependent on our ability to work closely with other federal and state agencies and private entities.

The Riverlands Area Office provides stewardship for 110,000 acres of public lands and water. That office has formulated a plan of action - "Riverlands 2000" - to guide its stewardship and partnering efforts. These partnerships have allowed non-Corps entities to offer support and assistance to traditional government functions, and have provided public support that otherwise would be unattainable.

The Riverlands Environmental Demonstration Area (EDA) is a prime example of partnership opportunities. Located on the Missouri shore adjacent to Melvin Price Locks and Dam, this 1200 acre tract has been restored to presettlement conditions. Successful partnership endeavors at the EDA have included: a peregrine falcon recovery effort (with materi-

als and labor from Raptor Rehabilitation, Union Electric and Alberici Construction Company), wildlife plantings and an interpretive trail (with Quail Unlimited and Missouri Department of Conservation), a national wetlands scientific study site (in collaboration with the National Wetland Research Program), site plantings (with support from volunteers groups), establishment of an Environmental Education Center (with Missouri Botanical Garden and others), endangered Decurrens False Aster plant recovery plan (in collaboration with SIUE and the U.S. Fish and Wildlife Service (USFWS)), and wood duck nest box program (with Migratory Waterfowl Hunter's Inc.).

Other Riverland Office partnering activities have included membership in the "Partners for Wetlands" action committee, bringing together private and public sectors who share common goals in the furtherance of wetlands, proactive support of the Mississippi River Joint Venture of the North American Waterfowl Management Plan, facilities sharing with the USFWS's Pool 26 monitoring field station, and special events such as earth day, the wings of spring and various environmental education workshops.

Another key area of District environmental partnering involves the planning, engineering, con-

struction and monitoring of the habitat rehabilitation and enhancement projects (HREPs) authorized as a component of the Upper Mississippi River -- Environmental Management Program (UMRS-EMP, authorized by WRDA '86). The District has formed a partnership with the Missouri and Illinois Departments of Conservation and the USFWS acting as sponsors for the District's UMRS-EMP.

The HREPs are planned with an interagency planning team including the sponsors and a host of other agencies and institutions, such as the U.S. Environmental Protection Agency, U.S. Geological Survey, U.S. Natural Resources Conservation Service, Illinois Environmental Protection Agency, Illinois Department of Agriculture, Soil and Water Conservation Districts, Missouri Department of Natural Resources, state universities and the Corps' Waterways Experiment Station in Vicksburg, Mississippi. This team is absolutely critical to the success of HREPs, as it wrestles with the task of defining site related habitat problems, develops relevant study goals/objectives/measures, and an integrated concept plan.

The coordination ensures that a project is developed that balances both fish and wildlife habitat needs and does so in conformity with all environmental compliance regulations and in a configuration that

(Continued on next page)



yields the "biggest environmental bang for the buck." The discussions are often complex and heated, but in the end, a plan emerges that is a more realistic product. One that all parties can live with and support.

The two most significant problems addressed by the HREP program are sedimentation and water level fluctuations. To date, the more common types of habitat restoration measures used include: backwater dredging, dike and levee construction, island construction, bank stabilization, uplands sediment control basins, side channel openings/closures, and water control gates and pumps. Completed HREPs are the Clarksville Refuge, Dresser Island and the Pharris Island projects. Projects under construction are Stump Lake and Swan Lake. Projects in the planning phase include Cuivre Island, Batchtown and Calhoun Point.

Section 1135 of WRDA '86 provides yet another avenue for habitat restoration. The objective of Section 1135 is to make modifications to the structure and/or operation of existing water resource projects which are feasible and consistent with the original project

purpose to improve the quality of the environment. The District has just completed detailed Plans and Specifications for a Section 1135 project at Carlyle Lake Fish and Wildlife Management area with IDOC as the local sponsor. The project consists of water control improvements (interior levees, gated-culverts and weirs) to a reservoir subimpoundment to ensure adequate feeding and resting areas for migratory birds (especially waterfowl).

A second 1135 project is being planned at this time. It consists of an instream stop-log structure to prevent an existing levee outlet structure from excessively draining the eastern half of Lower Cache River Swamp (a national natural landmark site). The IDOC is also the local cost-sharing partner for the Cache River project.

To date, the District's most ambitious environmental partnership involves the Alexander and Pulaski Counties General Investigation study. The IDOC (study sponsor), USFWS, The Nature Conservancy and Ducks Unlimited have turned to the District for engineering solutions to environment affecting the habitat of the Cache River basin. Unique features of the basin in-

clude trees greater than 1000 years old and the presence of two national natural landmark areas - Lower Cache River Swamp and Heron Pond/Little Black Slough.

Sedimentation from tributaries is choking Lower Cache River Swamp and the river bed down cutting with subsequent headward erosion threatens to drain Heron Pond/Little Black Slough. Potential solutions to these problems include the placement of water control structures, rock weirs, sediment retention basins, tributary diversions and selective dredgings.

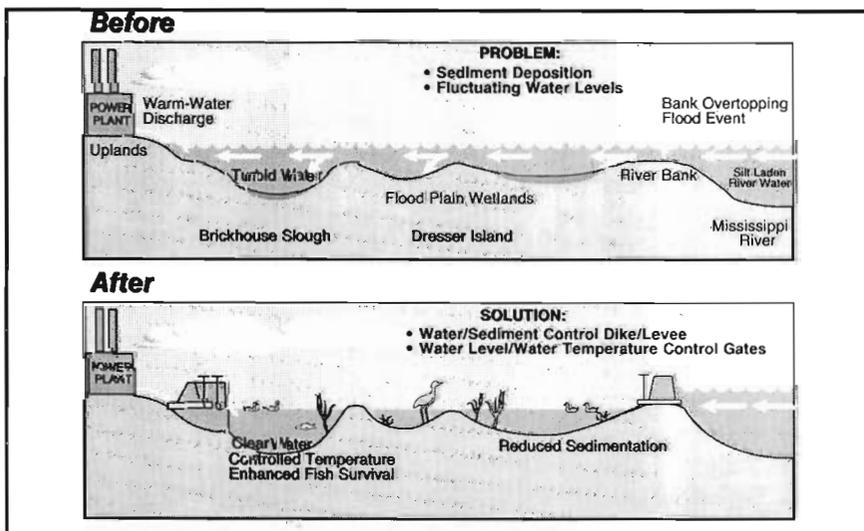
The interagency planning team for this study is the largest and most comprehensive habitat restoration team established to date. The agencies include the Illinois Water Survey, U.S. Natural Resources Conservation Agency, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, Illinois Department of Conservation, Southern Illinois University - Carbondale, The Nature Conservancy and the Illinois Environmental Protection Agency. Disciplines represented by the team include wetlands science, sedimentology, soil conservation, planning, wetlands protection, hydrology, wildlife biology, fisheries biology, ecology, refuge management, natural area management, agribusiness economics, recreation, botany, water quality, forestry and waterfowl biology.

The sponsor and others actively participated in the preparation of a 60 page Initial Project Management Plan (IPMP) that describes in great detail the feasibility study work tasks, costs and time to completion.

## Wetlands at Mark Twain Lake

At Mark Twain Lake a unique opportunity has been used to create prime wetlands.

A nine-mile re-regulation pool  
(Continued on page 11)



## Dresser Island Habitat Improvement How it works



## Women's History Month

# Better communication at work

By Evelyn D. Harris  
American Forces Information Service

Linguist Deborah Tannen did her early work in Greece and never planned to focus on male-female communication. But the popularity of her book *You Just Don't Understand* showed her she was filling a need. Since then, she's written two more books, showing sometimes American men and women might as well be speaking Greek to one another.

Her new book, *Talking From 9 to 5*, looks at conversations in the work place and the problems men and women have communicating there. Part of her book deals with communications aspects of the glass ceiling that prevent women from being promoted above a certain grade or position.

"Women often use indirect, self-deprecating language and couch things in a way that allows the other person to save face," said Tannen. "It works fine when both parties are playing by the same rules, but men can easily misinterpret it.

"For example, a woman running a meeting may say to an unprepared subordinate, 'I should have reminded you about this.' She expects the subordinate to say, 'It's my fault; you did tell me.' But instead he may say to himself, 'Let her take the blame if she's willing.'"

Tannen said linguists refer to conversational patterns as "rituals." She once embarrassed herself by adhering to the female face-saving ritual, she said. She has a firm policy of not allowing anyone to sit in on her courses, but once relented for a female reporter who claimed to have driven a great distance and waited a long time. A student in the class was unprepared. Tannen said to the student, "Perhaps I

didn't give clear instructions.

"Of course I had given clear instructions. I was just being nice, and my students knew that," said Tannen. "But the reporter led the story off with a statement to the effect that even the famous Dr. Deborah Tannen doesn't always communicate clearly."

Although Tannen said she doesn't like to give tips, she suggests women bite their tongues before taking blame they don't deserve.

Work place communication is constantly being judged and weighs strongly in promotions and other decisions, she explained. "Because of that, it's a good idea to pay attention to communication styles and learn to be flexible," she said. "But I don't recommend adopting a style that makes you uncomfortable just because it works for someone else. It could backfire and have near-disastrous results."

Tannen gives an example of a military communication backfire taken from Carol Barkalow's autobiography, *In the Men's House: An Inside Account of Life in the Army by One of West Point's First Female Graduates*. Barkalow had just been promoted to company commander at Fort Lee, Virginia. Thinking it would give her an image of physical strength, she took up bodybuilding. She won second place in a competition, and the championship photograph showing her in a bikini posing with the trophy ran in the base paper. Seeing the photo, the brigade commander exploded, telling her in no uncertain terms that such a photo would be interpreted sexually, not as a display of strength. Barkalow said the experience taught her women officers would have to learn to lead in their own ways.

A female surgeon learned the hard way that barking orders at

nurses like her male mentor did wouldn't work for a women. Another female physician got excellent support because she respected the nurses' expertise and asked for help, said Tannen.

Two women bosses profiled in the book are willing to "play dumb" to help men who work for them do a better job. Although they get good results, Tannen said someone from the outside who watched the exchanges might not recognize the women's talent.

Comedians have almost made a cliché out of men's unwillingness to ask directions or other questions. According to Tannen, boys learn from an early age that asking questions puts them in the one-down, or inferior, position. By contrast, many women have been taught to ask men questions to flatter them or put them at ease.

Tannen cites several examples where men's reluctance to ask could have serious safety consequences. In one, a male intern guesses at the medication dosage to give a critically ill patient rather than ask the resident, who was talking to another doctor. He chose to risk the patient's life rather than risk the double embarrassment of interrupting a superior and exposing his own ignorance.

In another case an amateur pilot running out of gas risked his and his daughter's life rather than radio the control tower and admit he was lost. Another amateur pilot who had suffered a similar brush with death told Tannen he was sure the reluctance to ask for help had caused more than one private plane crash.

But the female willingness to ask questions can cause career fatalities. One skilled female medical intern failed to be recommended for resident. Her fellow interns, all male, were surprised because they



recognized her as the best of the group. She asked her supervising doctor why. "You ask more questions, so you must not know as much," he told her.

Women should think before asking questions at work, said Tannen. If a quick answer is critical or there is no other way to get the answer, ask. If not, consider getting the information some other way.

Women also tend to give credit to the group when they alone did the work. By contrast, men will often take credit for an achievement exclusively accomplished by their subordinates.

"This is by no means universal," said Tannen, "A number of men are equally reluctant to blow their own horn. This holds them back in their careers."

"It's a good idea to talk to your boss when you can, Tannen said. "People tend to give good information about opportunities to people they talk to more often, people they feel comfortable with."

To improve the chance of success, Tannen suggests listening to how the people in the work place talk. This will give clues as to the styles that work best with them.

Tannen said in Greece and Germany, people enjoy spirited arguments with friends. Trading clever insults is a way of reinforcing friendship among Jewish men and women of East European origin.

"Approach people with respect," Tannen suggests. "And don't be too quick to assume negative intent. It may just be their style. If you are really offended, let them know how you heard their statement and ask if that's what they meant. You may be surprised."

Improved communication doesn't guarantee promotions for women, said Tannen. "Sometimes you are not going to win no matter what. And everyone has critics. Barbara Mikulski and Nancy

Kassebaum are both effective senators from two different parties with two different styles. Mikulski is outspoken, and Kassebaum has a more traditionally feminine style. And yet, Barbara reports people are always telling her to be more like Nancy. Nancy said people tell her to be more like Barbara."

## Miscommunication leads to icy death

In her book *Talking From 9 to 5* Deborah Tannen cites an example where miscommunication had tragic consequences.

On January 13, 1982, Air Florida Flight 90 took off from a freezing cold National Airport in Washington, D.C., but failed to get the lift it needed. It crashed into a bridge linking Washington to Virginia. All but five of the 74 people on board perished. Experts concluded the plane had waited too long after de-icing to take off.

All conversations in cockpits are automatically recorded in a "black box." Tannen quotes from the black box transcripts, which she said make it "heartbreakingly clear" the co-pilot repeatedly tried to warn the pilot conditions weren't safe for a take-off. But the co-pilot did so indirectly, and the pilot did not pick up on the hints.

Tannen said another linguist, Charlotte Linde, studied the transcript of the Air Florida crash and other crashes and near misses, which show subordinates often speak more indirectly to their bosses. Indirect communication is more easily misunderstood or ignored.

After studying the crash, airlines began coaching crews to speak more directly about safety concerns. Tannen said Japanese linguist Kunihiko Harada suggests another valid approach would be to train supervisors to listen more carefully to subordinates.

## Wetlands (cont.)

exists downstream of the dam to store water used for hydropower generation and to maintain downstream water quality. For many years the bottomlands along the regulation pool have been flooded and drained throughout the year depending on power generation demands. Fluctuations of up to seven feet within hours are common.

The Water Resources Development Act of 1990 provides for wetland restoration, enhancement and creation. With this act in place, Mark Twain Lake developed eight moist soil management areas totaling 180 acres between 1990 and 1992.

High pool levels from hydropower generation allow natural resource managers to flood wetlands simply by opening water control structures. This eliminates the need for costly and labor intensive pumping operations.

Low dikes and water control structures allow natural resource managers to hold water at a desirable level within the wetlands. The moist soil management areas are drawn down gradually each spring and reflooded each fall. Besides retaining water, the dikes and water control structures also serve to exclude water during times when wetland vegetation is growing and provides additional wildlife habitat benefits. This methodology allows a cost-effective way to accommodate wetland values while accomplishing project missions associated with power generation.

With the cooperation of ED-HP, the Missouri Department of Conservation and Associated Electric Power Company, the natural resource managers at Mark Twain Lake have been able to manage the moist soil management areas in a way that provides a diversity of wetland habitat and fulfills other project operational requirements.



# Spring golf tournament

With spring just around the corner, the plans for the St. Louis District Spring Golf Tournament have been finalized. The tournament will be held on Friday, April 21, at The Legacy golf course in Granite City. The tournament will be a two-person scramble and will be divided into three flights: Championship, A and B. The flights will be determined using 18-hole handicaps. If you do not have an established handicap, an estimated handicap will suffice.

Pairings in each of the three flights will be drawn the week prior to the tournament. Each flight will have prizes for 1st place, 2nd place, long drive and closest-to-the-pin on two different par-3s. In addition, refreshments will be provided at the course. An optional skin game will be available in each flight.

The cost for the tournament is \$30 per player and includes greens fees, refreshments and prizes. In addition, carts are available at \$9 per person (check with your playing partner after teams are drawn to see if he/she would like to ride or walk). Cart fees will be paid individually at the course the day of the tournament. You may pay your entry fee to John Perulfi in PD-E at any time. **DEADLINE FOR REGISTERING FOR THE SPRING TOURNAMENT IS FRIDAY, APRIL 14.**

The District golf league will start play the following week and is still open to any interested individuals. Contact Jeff Maynard (IM), Ken Koller (PM) or John Perulfi (PD) for more information.

## March is National Nutrition Month

# Spotlight on superfoods

Eating a variety of wholesome foods gives you a nutritional edge. When considering what foods to buy, remember these "superfoods." Each has extra-high nutritional value, say experts writing in *Self* magazine.

**Broccoli:** One cup contains as much calcium as milk and has plenty of beta-carotene (a cancer fighter), vitamin C, vitamin A and fiber.

**Yogurt:** Has as much calcium as milk and just as much protein. It can lower cholesterol, aid digestion and it has anti-cancer properties.

**Wheat germ/bran:** One twelve-gram serving has the same amount of fiber as eight pieces of whole-wheat bread. It's loaded with other vitamins and is known to reduce the risk of colon cancer.

**Papaya:** Its enzymes aid digestion and help prevent ulcers. Contains lots of vitamin C and beta carotene.

**Strawberries:** Rich in fiber and vitamin C.

**Tofu:** High in protein and calcium, but low in calories and fat.

**Onions and garlic:** Help to reduce blood pressure and bad cholesterol levels while increasing good cholesterol. May be helpful in preventing some forms of cancer.

**Sweet potatoes:** Rich in vitamin A and a good source of fiber, iron, potassium and vitamins C and B.

**Tuna:** It's rich in omega-3 fatty acids which lower bad cholesterol and increase the good kind.

**Parsley:** Rich in iron, copper and magnesium. May help to reduce plaque in arteries.

## News Briefs (cont.)

of largemouth bass, crappie and walleye fingerlings at Carlyle Lake. Department of Conservation officials say the \$350,000 to \$400,000 project is for fish-rearing ponds rather than a hatchery facility. The DOC says these ponds will provide adequate numbers of fish for stocking the lake.

# Elevator emergency procedures

From the Primary Occupant Committee - Floor Warden Roger Hayes.

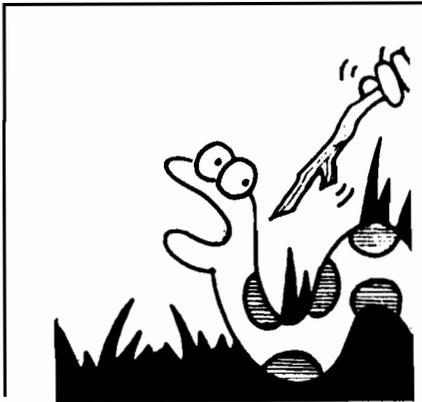
If an elevator becomes stalled between floors, **DO NOT ATTEMPT TO LEAVE THE ELEVATOR CAR.** Elevator telephones are answered by the Command Center or another twenty-four hour a day service. Follow the instructions given in the elevator for using the elevator telephone to call for assistance. The person answering the telephone will notify trained elevator personnel.

In the event of a telephone failure, ring the alarm bell. **DO NOT ATTEMPT TO OPEN EITHER THE CAR OR HOISTWAY DOORS OR ATTEMPT TO LEAVE THE ELEVATOR CAR.** Make yourself as comfortable as possible and wait for rescue personnel to arrive.

## Quote of the month

Superficial change usually results from conventional thinking. Don't look for a light at the end of the tunnel; instead, look for a new tunnel. That's real innovation.

Dr. Tom McDonald, consultant



## St. Patrick's Day celebrated in many different ways

In Ireland, there are parades on St. Patrick's Day, but that's about where the similarity between the celebrations here and there will end.

A representative of the Irish Tourist Board says the Irish go to church on St. Patrick's Day. They aren't likely to be having corned beef and cabbage for dinner; they don't dye their rivers green as Chicago and Savannah have done, and they never, never make their beer green.

Oh, well, with so many more Irish on this side of the Atlantic (more than ten times as many as in Ireland), it's no wonder we have come to honor St. Pat in our own special way. Many of us honor him for his saintly life and his efforts to convert the residents of the Emerald Isle to Christianity.

Legend credits St. Patrick with many wonders, the favorite being how he drove the snakes out of Ireland. Whether or not that actually happened, it is a fact that he was among the most successful of mis-

sionaries. He started Ireland on its way to becoming the Medieval Island of Saints and Scholars. Seldom has any one individual made such an impression on a people.

St. Patrick used the three leaves of the shamrock to explain the Holy Trinity to a Gaelic chieftain. After that, it took a thousand years for the shamrock to become widely accepted. By the 18th century, the Irish establishment adopted it as a national symbol, like the Welsh leek, the Scottish thistle, and the English rose.

The shamrock, "The chosen leaf of bard and chief," is botanically a clover dressed up in colorful legend. But if you tell an Irishman that he's wearing clover, he will feel insulted. The word shamrock derives from *seamrog*, Irish for "little clover."

## Brake fluid doesn't last forever

Car makers recommend periodic brake fluid changes, usually every 12 to 24 months, but few auto owners have the service performed.

Driver's often don't realize that the fluid becomes diluted by absorbing moisture from the air. Its boiling point, or heat resistance, is reduced.

TechPlus of Mississauga, Ontario, recommends changing fluid each year. That's because the boiling point of new fluids is be-

tween 450 and 430 degree Fahrenheit (232 to 221 degrees centigrade). After one year's moisture absorption, however, the boiling point is reduced by about one-third. After two years, it's reduced even more.

By the third year, say the experts, excessive heat can cause old brake fluid to vaporize, resulting in a "spongy" feel in the brakes and possibly no brake pedal pressure at all, resulting in loss of braking ability.

If your brake fluid is over three years old, it's time for a change. Under prolonged braking conditions, particularly in hot weather or when the vehicle is heavily loaded, the brakes could fail because of the fluid's loss of heat resistance.

Recent tests by TechPlus, which also manufactures a service device to analyze brake fluid, showed that almost half of all cars on the road in the U.S. and Canada had too-old-to-be-safe brake fluid.

## The legacy of *Silent Spring*

In 1962, environmentalist Rachel Carson warned that the earth was being poisoned. The world listened and acted. Recently, at the request of *Newsweek* magazine, the North American Breeding Bird Survey compiled population trends for 40 birds Carson predicted would disappear. As the result of environmental reforms triggered by Carson's book, *Silent Spring*, 19 of the 40 bird populations have re-

mained stable, and 14 of the threatened birds have increased in population. But seven out of the 40 have decreased in numbers, including the boreal chickadee, starling, purple martin, rock wren, and red-headed woodpecker.

## Save you energy, money

ComEd, the Chicago power company, asks if you know that: Microwave ovens save up to 75

percent of the energy used by conventional ovens. Low-flow shower heads can save 27 cents worth of water per shower and 51 cents in electric water heating costs. Compact fluorescent light bulbs can save up to 75 percent in energy costs over incandescents. Dust in furnace and air conditioning filters forces the blower to use more energy. They should be cleaned often.



# To your health



## Sleep debt? Pay it off!

Going without enough sleep not only cause havoc in your life, it can be dangerous. Doctors warn us that a sleep deficit (the amount you need but don't get) can cause:

\* Slower reflexes. According to the sleep-disorders clinic at the University of Wisconsin, many tired drivers stay awake at the wheels of their cars by will power. In an emergency, their slower reflexes may prevent them from tak-

ing defensive action in time to avoid an accident.

\* Ineffective thinking. Fatigue caused by too little sleep affects short-term memory and learning ability.

\* A stressed-out feeling. Being deprived of sleep makes you more anxious, depressed and irritable.

\* Increased risk of sleep disorders. Sleep-deprived people tend to sleep lightly. Sleeping irregularly disrupts the circadian rhythms that regulate sleep.

\* A weaker immune system. Experts at the University of Toronto Center for Sleep and Chronobiology say that when people are deprived of sleep, natural killer cells that protect from infection may remain in the bloodstream instead of going where they are needed.

### Paying your sleep debt

If you have allowed a sleep deficit to build up, here's how to pay it off.

1. Develop good sleep habits. Go to bed at the same time every night and get up at the same time

each morning. Avoid stimulants like coffee, tea, cola and cigarettes for several hours before retiring.

2. Teach kids to sleep well. Keep night interruptions to a minimum by helping kids be "self-soothers" so they can get back to sleep without waking you.

3. Relax before bedtime. Avoid late phone conversations and exciting TV programs. If you have worries, write a solution or strategy to solve them before going to bed.

4. Snack wisely. Avoid alcohol and high-fat foods like chocolate. A glass of milk and a snack of fruit or plain popcorn are good choices.

5. Make a comfortable sleep area. You'll sleep better in a cool, quiet, and dark room. A queen- or king-sized mattress is most comfortable.

6. Get regular exercise. The physical activity will make you more alert during the day and more likely to sleep well at night. Don't exercise during the last two or three hours before bedtime, or you could have trouble falling asleep.

## Smoker's patches are effective

An analysis of 17 studies, published in the *Journal of the American Medical Association*, shows "compelling evidence that the nicotine patch is a consistently effective aid to smoking cessation."

The analysis showed that 27 percent of patch users had managed to quit by the end of treatment, compared with 13 percent who had placebos. Of the successful quitters, 22 percent of patch us-

ers were still off cigarettes after six months.

The patch is also effective without counseling. This is important because most smokers are unwilling to participate in intensive programs.

Patch treatments lasting only eight weeks were generally as effective as those lasting ten to 18 weeks. At \$4 a patch, it costs about \$224 for an eight-week course and \$336 for a 12-week course.

## Gene linked to obesity

Researchers have isolated a gene that makes animals obese. They have also found a nearly identical gene in human fat tissue. The studies by Howard Hughes Medical Institute at New York's Rockefeller University indicate that this gene is supposed to send a protein messenger to the brain which signals people to stop eating at the appropriate time. If the gene is defective, there is no appetite control signal and no end to weight gain. Mice with the defective gene grew three times fatter than those without it.



# Retiree Review

By the Retiree Correspondent

Twenty-eight retirees braved the cold weather to attend our monthly luncheon. It was a most pleasant get-together.

Leu Scheuermann and his ever-lovin' Helen were again absent. Leu is still not allowed to drive after his surgery last month. Glad to report he is recovering well. He's walking and doing all those good things and feeling much better.

Joe Bisher was a "first timer" after all these years. So glad to see Joe. Hope he can make it real often.

Estelle Huizenga was there. Still using her cane. Think she got tired of Elmer's cooking, so she got on her feet. Keep up the good recovery. We miss you when you're absent.

Bob Maxwell, retiree of June '72, was the honored retiree.

Bob Lutz celebrated a birthday this month. Many more, Bob.

Jim and Celeste Baker were back from California. Jim commented on the floods and mud slides this year. Last year it was earthquakes.

Kate Stiles had talked to Ed Knight. Ed's health is not good. He has both cancer and emphysema. Good luck and God bless, Ed. Kate had also had a call from Clinton Turner. Clinton retired in '71. His health is quite good. He just prepared a wedding speech he was going to perform in a few days. Still very active

in his church work. Says he has humongous grapefruit this year. Glad to hear from him. Clinton said he will be 81 in April.

Don Wampler reported that he and his wife had visited Fran Hessler (Ollie's widow) and her cancer seems to be in remission. Let's hope and pray that is so. Fran is such a lovely lady. Good luck, Fran.

Pete Puricelli had seen Al LaGrand and invited him to attend our luncheon. We'd be glad to see Al. Come out and join us. You don't know what you're missing.

W.B. "Sandy" Sandlin was our District Representative. He was very interesting, but the news of the District's large layoffs is quite disturbing. There is such a large curtailment of projects. It is saddening. The District has a little more than 600 employees now. There is a large layoff planned shortly.

Elmer Huizenga and Pete Puricelli were our story tellers. Some of you "old story tellers" come on out and see if you can top those of Elmer and Pete. They need some competition.

Bob Maxwell, Steve Williams, Lee Briece and Elsie Kalafatish were the lucky winners of our Pot 'O Gold. Congratulations.

Our next luncheon will be on Thursday, March 16, at the Salad Bowl. Be sure to be there about 11ish, so we can talk to you (not about you). You're missing an enjoyable time. Sandy says he will be there. He'll be retired by the time you read this. See you March 16 at the Salad Bowl.

## Faster recovery from shingles

People who had chickenpox in childhood could develop shingles later in life, an activation of the old infection caused by the same virus. Though not life-threatening, shingles can be extremely painful. A third of sufferers experience pain long after the infection is resolved. Until recently, pain medication was the only aid. Now, antiviral medications such as famciclovir and acyclovir and the drug capsaicin hasten recovery.

It's important to see a doctor if you have a burning localized pain on one side of the body. Antiviral drugs should be started within three days of onset. For more information about shingles and how to manage lingering pain, send a stamped, self-addressed business-size envelope to VZV Research Foundation, 40 East 72nd St., New York, NY 10021.

## Estrogen and heart health

Medical researchers have noticed for many years that women who use estrogen replacement therapy (usually started about age 45 to prevent osteoporosis) have a much lower risk of heart attack than those who don't. Now a vast study by the National Institutes of Health, started in 1987, proves it.

The experiment suggests that women may want to take a combination of estrogen and progesterone rather than estrogen alone. The combination produced no increase in the cancer rates and no changes in the lining of the uterus. (Women who have had hysterectomies might consider taking estrogen alone.)

All women in the study experienced a drop in LDL (bad) cholesterol, and none experienced weight gain.



# Inflexible Japanese Creed Made Okinawa BLOODIEST PACIFIC BATTLE

**O**ne plane for one warship. One boat for one ship. One man for 10 enemy. One man for one tank.

This was the creed of the Japanese 32nd Army on Okinawa in 1945. Japanese leaders believed this creed was necessary; if the American invasion of Okinawa was successful, nothing stood in the way of the Allies invading Japan itself.

Okinawa became the bloodiest battle of the Pacific War. The island was the intersection of the Central Pacific drive under Fleet Admiral Chester Nimitz and the Southwestern Pacific drive under General of the Army Douglas MacArthur.

The landings themselves on April 1, 1945, were remarkably peaceful. This was because Japanese leaders decided to concentrate in the southern section of the 60-mile-long island.

In addition to defending the island, the Japanese flew kamikaze missions against the warships and transports of the Allied fleet. About 1,800 Japanese pilots carried out

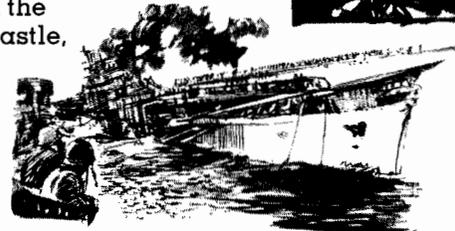
these suicide raids against Allied ships.

The tenacious defense on the ground and the suicidal attacks from the air led many American planners to believe taking Okinawa foreshadowed casualties an Allied invasion of Japan would entail.

Army troops ran into the main Japanese defense line on April 4. The Japanese had heavily fortified the area around Shuri Castle, and American advances were measured in yards. On April 22 Marine Corps divisions — after clearing the northern part of the island — joined the assault in the south.

The Japanese took advantage of every terrain feature and obstacle. They turned Okinawan burial vaults into pillboxes, and the Americans had to secure each strongpoint. Kunishi

Ridge, Shuri Castle, Yuza-Dake-Yaeju Dake escarpment and a



hill the Marines called Sugarloaf all had to be taken, often in brutal frontal assaults.

By June 21 Americans had finally reached the southern portion of the island, and Marine Corps Maj. Gen. Roy S. Geiger — who took command of the U.S. Tenth Army when Army Lt. Gen. Simon Bolivar Buckner was killed — declared the battle over.

On land the Americans lost 7,374 dead, 31,807 wounded and 239 missing. At sea the kamikazes sank 36 ships and damaged 368. The Navy listed 4,907 sailors killed or missing with another 4,874 wounded.

— American Forces Information Service



*Paul Sullivan 4/24/95*