



ST. LOUIS ARMY ENGINEER DISTRICT **ESPRIT**

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Electrical contractors are working hard to finish installation of the lighting fixtures. The new exhibits are arriving daily and installed as they arrive. We will keep you updated as progress continues.

Coming Soon, The National Great Rivers Museum

You can almost smell it when you walk into the cavernous main hall of the National Great Rivers Museum at Melvin Price Locks and Dam. Maybe the smell is the purple, green or other-hued paint that almost seems to glow under the high intensity display lighting. Whatever its source, it is the smell of “new.” It’s a good smell. No, make that a great smell.

As this edition of *Esprit* comes off the press (or out of the server here in the 21st century) the floors are being sandblasted and prepared for exhibits to be delivered. It is rapidly becoming evident that the museum coming there soon is indeed going to be “GREAT!”

The Mississippi River, flowing only a few dozen feet away from the museum, has been many things to many people. It has been the dividing line between the East and West of a fledgling and growing nation. It has been an object of near reverence for those who lived near it and worked upon it. It has been and remains an inspiration for literature, music and other arts. Today it remains all those things as well as being an avenue of interstate and international commerce, an environmental treasure and a source of physical sustenance for America.

That story and more will comprise the messages and themes that the National Great Rivers Museum will convey to visitors when it opens this summer.

The \$5.2 million facility has been called by some the crown jewel of the U.S. Army Corps of Engineers eleven regional visitor centers nationwide.

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Commander's Perspective



COL Kevin Williams

A decade ago the St. Louis District family and indeed, the entire population of the Mississippi and Missouri River valleys, as well as those along the multitude of tributaries in the upper Midwest were beginning to wonder if the rivers would ever stop rising.

It had been a wet fall in 1992. Spring came hard and early as heavy rain rapidly melted a deep snow pack. And then it rained some more, and then some more, and some more..... Localized deluges merged with the many acre-feet of water moving south from the already inundated upper Midwestern states, adding flash floods to the misery.

The Mississippi rose above flood stage at St. Louis (30 feet), on April 8.

If people only knew how bad it would still get, many might have given up the fight and surrendered. Fortunately for most, it proved to be a day-to-day struggle and in the end, while many would lose and see the rivers flow through their homes and work places, still more would prove victorious.

The Flood of 1993 was truly an epic event in modern history, and the 49.50-

foot gage reading in St. Louis on August 1, broke the old record by more than six feet. There are countless tales of the flood fight that occurred that summer. District employees from 1993 have many remarkable stories to tell.

Common threads that seem to run through these remembrances are determination, boldness and a commitment to continue the fight in the face of mounting odds.

When our folks at our locks and dams were no longer able to drive to work, they waded. Finally they boated in, piling sand bags around their work places to fend off rising waters. At Mel Price they stuffed holes with rags and expanding foam insulation to keep waters out of interior spaces as the water rose over the tops of the lock walls.

And it was hot. If people telling the story of the 1993 Flood forget to tell you about the heat, ask them if it was hot that summer. That should initiate whole new rounds of recollections.

Those who struggled to fill and place sand bags and plastic sheeting, and to move equipment or keep pumps running remember well the heat and humidity that made even breathing difficult. I've also been told there was an incredible smell associated with the rotting food and dead animals.

Just when people thought it could not get any worse, it rained some more. And it got worse.

But finally the last crest passed. And there wasn't a higher crest behind it. Almost unbelievably - as logic tried to tell the flood fighters it would eventually - the rivers finally began to fall. Then it fell some more. Finally on October 8, the Mighty Mississippi dropped below 30 feet at St. Louis and slipped back within its banks.

The fight wasn't over though. There was still pumping and cleaning up, as well as thousands of repairs to be made.

But do you remember? I told you that the winners shared common characteristics. Basically, they simply refused to give up. They refused to turn their backs, except to establish new lines of defense. They refused to admit defeat and accordingly, were never defeated.

That lesson is as good now as it was a decade ago. When faced with adversity, keep trying. Keep at the task at hand. When you face great challenges, know that you are not facing them alone, and that your individual contribution will be part of the effort that eventually prevails.

Essayons.

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National Great Rivers Museum Cont from page 1



Soon this artist concept will become reality as a vast array of exhibits fills the display space of the National Great Rivers Museum.

“In a word, it’s going to be ‘Professional,’” according to Jack Jacoby, who has headed up the Meeting of the Rivers Foundation, an organization that is partnering with the Corps of Engineers to bring this project to fruition.

“We (the foundation) are excited both because of what is coming and the unprecedented partnership between the U.S. Army Corps of Engineers and our foundation that has brought everything together,” he added.

Covering more than 7,000 square feet of indoor space, the museum will feature displays that examine the river’s history and culture, as well as how the river “works.” Exhibit materials will also focus on the environment of the river – its geology, wildlife and their relationships with people today. An additional 5,000 square feet will house a theater and classroom, as well as office space.

Several exhibits are designed to be interactive – to give visitors hands-on experiences instead of merely showing them something.

One will encourage visitors to list all of the ways they use water in their daily

lives. When they have entered their usages, that amount of water will then flow through the display to graphically demonstrate how much water they use.

Another will be a computerized simulator that will enable people to “Steer the Barges,” enabling them to safely experience navigating a 1200-foot tow of barges under bridges and through a lock chamber only five feet wider than the tow.

Museum manager and Park Ranger Carol Ryan, is enthusiastic about the comprehensive view the museum will take of the river. “It will tell the whole story of the river – its history and cultural uses – and enable visitors to understand what the U.S. Army Corps of Engineers is contributing to all of those elements,” she notes.

Although the museum that is moving toward completion this summer is impressive and already promises to offer a rewarding experience, there is more to come in the future.

The projected next phase will include an exhibit area in a former interim lock control room that overlooks the 1200-

foot main lock chamber. It will show visitors how the massive locks and the dam that maintains the navigation pool above them work to support commercial and recreation navigation on the river. Another exhibit there will focus on the towboats and the barges that move a multitude of commodities including more than sixty percent of our nation’s agricultural exports to market.

The museum will present a splendid opportunity for visitors from near and far to connect or reconnect with the Mississippi and other Great Rivers of our nation. For many, crossing the Mississippi on a bridge or seeing it from a distance has been their sole river experience.



Many of the exhibits will be interactive and offer hands-on learning experiences for visitors of all ages

With the approach of opening, the St. Louis District is continuing to call for volunteers to help man the visitor center and museum. “These volunteers may offer as many or as few hours of their time as they wish,” according to Phil Manhart, the Rivers Project volunteer coordinator.

“Prerequisites for volunteering are being age 16 or older and enthusiasm,” Manhart says. He is especially interested in retired Corps employees who can bring both their firsthand knowledge and experience to bear to enrich the experiences of visitors. Interested persons should call 877-462-6979 to learn more about volunteering.

A GREAT river. A GREAT museum. A GREAT opportunity. The National Great Rivers Museum promises to be all three – and more.



Acronyms 101

by Nicole Dowell, PA

I've been involved with the Army for about 21 months now, and with the U.S. Army Corps of Engineers for about two months. Serving in the United States and coming to St. Louis, I didn't think I'd have to learn a new language. But was I ever wrong.

Anyone who has ever spent a day in the Army realizes that if acronyms - words made up from the first letters of other words - were bullets, the outfit would never run out of ammo. While the Army doesn't have a monopoly on this alphabet-soup language, and indeed the Defense Department doesn't have an exclusive use permit, the Army and the Corps of Engineers are certainly confirmed practitioners of "acronym-speak."

Why do people use acronyms? Who wants to write out, "United States Army Corps of Engineers" every time they are talking about the worldwide organization? It is much easier to say, write and type five simple letters: USACE.

The great thing about acronyms is that everyone knows what they mean. Or at least everyone who needs to know, knows what they mean, right? Well, maybe everyone that you work with, in the same organization, surely must know what you mean? Hmm? Wait. Does anyone really know what everyone else means?

Kidding aside, acronyms are great! They just take some getting used to. Let's listen in for a day and note the jargon

that gets thrown around by employees. In fact, it's time for an MVS Pop Quiz.

Have I lost anyone yet? Those of you who don't know what MVS means have got a lot of studying to do.

Get out a sheet of paper and write down the following ten acronyms. (Note: Some of these are office symbols, but let's not split hairs.) No cheating!! CO-B, CO-F, CO-J, CO-TS, PM, CEFMS, PRB, PR&C, MRC and FUSRAP.

Stop! Before you go any further did you answer all ten or at least put down a WAG. If you did, then we'll keep going. Those were pretty easy, right?

Now I know all of you got CO - construction operations. How about PM? Program Management will do, but here in MVS, Planning, Programs and Project Management would be more appropriate. That's rule one: just because the name changes does not necessarily mean the acronym must change. The acronym P3M would probably be more appropriate but remember we're not splitting hairs. Moving on.

We've got CO-B, CO-F, CO-J and CO-TS. I admit these were pretty dirty tricks, especially if you're new to the district. How they chose "B" for Rend Lake, "F" for Regulatory, "J" for Mark Twain Lake and "TS" for Physical Support and Service Base, God only knows, but He knows Rule one.

Up next, CEFMS and PR&C. Now I understand that those who don't travel, don't work with money or don't buy things, generally stay out of CEFMS to maintain their sanity. You are excused, but for everyone else's education

CEFMS stands for Corps of Engineers Financial Management System and PR&C stands for Purchase Request and Commitment. I don't know about you but it's easier to curse CEFMS than it is to curse the "Corps of Engineers Financial Management System." It just loses some of its zip before you can get it all out.

MVS, of course, stands for the "Mississippi Valley St. Louis". Much easier don't you think?

MRC stands for the Mississippi River Commission. That may not be an acronym we all run into but it's been around longer than anyone alive today.

The MRC, established back in 1879 by Congress, developed an initial plan for flood control and navigation for the entire length of the Mississippi River.

PRB is not something we've all had the pleasure of experiencing, but all of us have probably heard of it. The Program Review Board is the DE's (District Engineer's) way of keeping up on the multitude of projects the district is involved in. It used to be an all day affair but thanks to efforts to get everyone back to work, it now lasts just about two hours.

This brings us to our last acronym on the test "FUSRAP." Now be honest, how many of you got that one? FUSRAP stands for Formerly Utilized Sites Remedial Action Program. Now if that isn't a perfect example of why the U.S. Army uses acronyms I don't know what is. FUSRAP is one of our project offices in North County, dedicated solely to one project, but it's a whopper project. Trust me!

You'll learn more about FUSRAP in a moment, but first, this concludes your MVS Pop Quiz. If you didn't do so well that's okay. You now know more than you did before. And I know it's easy to just nod your head and act like you know what everyone means when they are tossing around acronyms. But if you really want to throw them a curve ball ask what the acronym stands for. Many won't be able to tell you without considerable stammering and stuttering. FUSRAP 101

Now that your acronym warm up is over, it's time for the intermediate course.

It's easy to feel like you're looking in a bowl of alphabet soup when you look at a FUSRAP document, MED/AEC, SLDS, SLAPS, HISS, VPs aren't so tough - at least after a little effort. We'll leave NPL, EE/CA, RI/FS/PP, ROD or PRAR for later items. Whoosh! The Formerly Utilized Sites Remedial Action Program (FUSRAP) is an



environmental remediation program that addresses radiological contamination generated by activities of the Manhattan Engineer District and the Atomic Energy Commission (MED/AEC) during development of atomic weapons in the 1940's and 50's.

The St. Louis District is responsible for conducting radiological clean up at five St. Louis Sites.

Under contracts with MED/AEC, the Mallinckrodt Chemical Plant extracted uranium and radium from ore at the St. Louis Downtown Site (SLDS) from 1942 to 1957. During this time and until 1967, radioactive process byproducts were stored at a property adjacent to the Lambert-St. Louis International Airport, referred to as the St. Louis Airport Site (SLAPS).

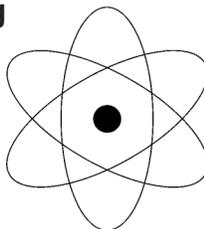
In 1966, the SLAPS waste were purchased, moved and stored at a property on Latty Avenue, known as the Hazelwood Interim Storage Site (HISS) and Futura property. During this move, improper handling, transport and storage of the contamination spread the materials along haul routes and to adjacent properties forming the SLAPS and Latty Avenue Vicinity Properties (VPs). Together, all these sites, including areas along Coldwater Creek, make up the North County Site.

The U.S. Department of Energy (DOE) managed the North County Site prior to 1997 when Congress directed the U.S. Army Corps of Engineers (USACE) become responsible. DOE took interim actions, and since taking over, USACE has done extensive clean up, but there is still more to do. A final decision on how to conclude the clean up is expected early 2004.

But until then, now you know a little bit more about the language we speak - with or without understanding what we are saying. Why do we speak this way? I told you, because it's easier and takes less time. Others have concluded it's an element of tribal or clan membership - a language of our own. And many outsiders will tell you that "acronym-speak" is a form of job security - nobody else knows what we are talking about!

Public Meeting Presents Alternatives for Cleaning Up St. Louis North County Atomic Site

by Nicole Dowell, PA



On May 29 the Formerly Utilized Sites Remedial Action Program (FUSRAP) held a public meeting at the Hazelwood Civic Center - East, to gather public comment and discuss cleanup alternatives outlined in the Feasibility Study and Proposed Plan addressing contamination in St. Louis North County.

Subject matter experts attended to answer the public's questions from 6 p.m. to 7 p.m. prior to the official meeting. Sharon Cotner, FUSRAP Program Manager, began the meeting with a twenty-minute presentation briefly explaining FUSRAP, the North County site's history and cleanup alternatives.

Since 1997, the U.S. Army Corps of Engineers (USACE) has been working to develop cleanup alternatives for North County soil contaminated with radium, thorium and uranium during our nation's early atomic energy program conducted there.

Six alternatives are outlined in the Feasibility Study, with Alternative Five: Excavation with Institutional Controls under Roads, Bridges, Railroads and Other Permanent Structures, being designated the preferred option.

Cotner stated all six alternatives and explained in greater detail why Alternative Five is preferred. "Alternative Five best balances cost, permanence and long term effectiveness. It protects human health and the environment. It is highly feasible and has minimal economic impact on businesses and utilities," Cotner said.

FUSRAP activities follow guidelines established by the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), more

commonly known as "Superfund." CERCLA calls for the final remedy selected to be based in part on public comments.

"Our goal is to listen to what the public has to say about the remedial alternatives that are presented in this plan. Public input will affect the final remedy selection and all public comments will be given full consideration," Cotner said.

Fourteen people made oral statements at the public meeting. Their comments are now a part of the official record and will be addressed in the Record of Decision expected to be released in early 2004. Written comments are also being accepted until July 14.

"Public involvement is crucial with a project like this," Cotner said. "I was pleased to see such a great turn out Thursday. We had approximately 70 attendees. We want to hear what they have to say."

This project seeks acceptance not only from the community but also other agencies. Representatives from the U.S. Environmental Protection Agency (EPA), U.S. Department of Energy, Missouri Department of Natural Resources, Missouri Department of Health, Lambert - St. Louis Airport Authority and local municipalities attended and or took part in the public meeting.

The decision on the preferred option is a cooperative effort too. After considering the comments submitted, the USACE in coordination with the EPA will select the final remedy for the site. This remedy will be outlined in the North County Site Record of Decision, which will be signed by representatives of both agencies.

The Feasibility Study and Proposed Plan are available for review online at www.mvs.usace.army.mil/engr/fusrap/home2.htm.

Written comments will be accepted until July 14, and can be submitted to:
St. Louis District
FUSRAP Project Office
8945 Latty Avenue
Berkeley, MO 63134.



“Excellence in Government Awards” Program



By Nicole Dowell

Three St. Louis District employees were recognized for excellence May 8 at the St. Louis Metropolitan Area Federal Executive Board’s “Excellence in Government Awards” Program for 2003.

One hundred and fifty federal employees, from 31 different military, postal and civilian agencies, were nominated for awards. Twenty awards were presented at the May 8 program. Three District employees garnered top honors.

Pete Coleman, service base general foreman, and Dave Gordon, hydraulic engineer, were recognized for their superb work accomplishments. Lawrence Williams, realty specialist, was recognized for his long-standing community service involvement.



Linda Kurz Chair of the Federal Executive Board and Pete Coleman Service Base Shops and Yards general foreman

Coleman works as the Service Base Shops and Yards Crew general foreman. He was nominated for the outstanding work he did last September. With a crew of 12, he was able to simultaneously support the move of the Coast Guard into Building 12, remove silt from the upper lock gates at Mel Price Locks and Dam, and complete construction of one culvert valve for Lock and Dam 24 and start work on another.

Without support, the Coast Guard would have experienced significant difficulty moving and it would have cost the taxpayers more money. The silt removal was particularly important to prevent damage to the lock and possible stoppage of navigation traffic. Construction of the culvert valves was part of a major rehabilitation of Lock and Dam 24. Completed these jobs was crucial to keeping all three projects on schedule and within budget.

In addition to all this, Coleman managed full support for the Dredge Potter and the Motor Vessel (M/V) Pathfinder, accomplished repairs for renters at the Service Base and maintained the riverside fleet.

Coleman and his crew are responsible for keeping the Dredge Potter and the M/V Pathfinder machinery in good working order at all times. Their support to these vessels and their resulting outstanding readiness condition allowed the Mississippi River to remain open to navigation traffic during this past winter’s record low water levels.

Steven Dierker, service base chief, prepared Coleman’s nomination package and stated, “Mr. Coleman’s excellent management, coordination, and motivational skills are evident in his ability to get the job done in very busy and stressful situations. The accomplishment of this massive amount of work in such a short time is a testament to his excellent leadership abilities.”

Dave Gordon, hydraulic engineer, began his career with the U.S. Army Corps of Engineers 7 years ago. Gordon came to the St. Louis District directly from college, where he’d studied to be a civil engineer.

He began working with Rob Davinroy in the new field of micro modeling at the Applied River Engineering Center (AREC) at the Service Base. Gordon said it was “learn as you go” then, because at that time no college classes were offered on the new technology. Gordon is now one of the prominent engineers in the field of micro modeling.

Gordon has been the lead engineer on over 50% of all micro model studies in



Linda Kurz Chair of the Federal Executive Board and Dave Gordon, hydraulic engineer

the world. He has also been the lead engineer in the AREC research effort to upgrade the technology.

In 1998 Gordon began work on a model addressing Bolters Bar, a chronic dredging problem on the Upper Mississippi above Alton, Ill. in Pool 26. For over 40 years the Corps has dredged this area once if not twice a year. River Engineers struggled with how to fix this problem and up until Gordon, no working solution had been found.

Through Gordon’s model, he designed a series of four strategically placed rock chevrons and one longitudinal dike. The chevrons promote a faster moving flow, causing the river to pick up more sediment. The chevrons were constructed last year and for the first time in years, no dredging has been required at Bolters Bar.

Gordon said he appreciates the award recognition but says what means the most is that Dave Busse, acting branch chief of Program Management for Navigation and Environment, took the time to write his nomination package. “It is more complimentary having someone nominate you,” he said. “Dave took the time to put together the package and that means the most.”

Lawrence “Lo” Williams, realty specialist, was tempted to skip the Excellence in Government Awards Program on May 8, but Tom Hewlett, Chief of Real Estate Division, convinced



Lawrence Williams, Reality Specialist

him to go. It's a good thing Williams went because he ended up winning the award for Community Service. "I was very surprised I won," he said.

The Federal Executive Board recognized Williams for his 13-plus years of volunteer work with the St. Louis Public Schools. Williams has dedicated his time to supporting and promoting school programs such as Role Model, Real Life Science, Pathfinders, and Groundhog Shadowing programs.

Williams planned, organized and coordinated the general business component of the Real Life Science Program. He sat down with middle school teachers and came up with a curriculum that directly related Corps jobs to classroom work.

Pathfinder is a three-week course in which volunteers teach modules covering such topics as decision-making processes, personal development and building self esteem.

Last year in cooperation with "Bring Your Kids to Work Day" and the Groundhog Shadowing Program, Williams coordinated and hosted 77 high school students who visited the District. Many students were from fixed income families and would not have been able to participate without lunch being provided for them.

Williams coordinated with the Ray Federal Building cafeteria and solicited donations from fellow employees and

was able to pay for the students' lunches. "I think that's so amazing what the Corps employees did," said Williams. "And they didn't get any recognition."

Over the past five years Williams has gotten very involved in his local community, Alton, Ill., where he has lived for 13 years. Williams said he realized it would be better to get up and get involved instead of complaining about how things were being done. "I asked myself, 'What can I do to help my community?'"

Last year Williams was also recognized for his work with the organization, 100 Black Men of America, Alton Chapter, an organization that supports and promotes programs for the community, when he was selected as the chapter's 2002 Man of the Year.

Williams' achievements have also been recognized by the District awarding him the first annual US Army Corps of Engineers, St. Louis District's, Equal Employment Opportunity's Commander's Award for dedicated service to the District and the community.

Williams' boss, Tom Hewlett stated that "there should be a picture of Mr. Williams in the dictionary under Community Service." Williams enjoys serving the community and says enough can't be said about just getting up and doing something.

"Whether or not to volunteer is up to each individual person," said Williams, "but it's just so much fun."

Williams, along with Coleman and Gordon, represented the District well among larger organizations such as the Internal Revenue Service, National Imagery and Mapping Agency, Defense Finance and Accounting Service and U.S. Transportation Command.

"We've got great people here in the District and it's wonderful seeing them receive the recognition they deserve," said Col C. Kevin Williams, District Engineer. "Three awards out of twenty, and up against much larger organizations, is a testament to our outstanding family of employees."

An Old Friend Passes

by Paul Schmidt

As the sun rolled over to the west this hot summer afternoon, the lifeless hulk of the old Memphis District Dredge BURGESS, her smokestacks still in place from her years under steam, quietly passed the St. Louis District Service Base towed by two harbor tugs.

They were taking her back to a mooring she occupied for many years just downstream of the Service Base on the Illinois side after she was sold into private ownership. She had mysteriously been moved upriver 2 years ago to a mooring in the Old Channel just below the head of the Chain of Rocks Canal, but now just as mysteriously she has returned.



The Burgess passes southbound past the Service Base one final time, enroute to an uncertain fate

As she passed the Service Base, our Towboat GRAND TOWER paid her respects with a few long blasts from her horns. The crew of the now-modern Dredge POTTER then watched silently as the old girl glided by on her way to an uncertain fate; some old hands spoke quietly of their trip to Memphis years ago to strip out everything of use from the soon-to-be-sold vessel.

The BURGESS' dull brown stacks looked like useless towers in comparison to the POTTER's modern low stack housing, all shiny black and red, adorned with the distinctive Corps castle, ready to power the POTTER back into the river channel. It was a somewhat sad encounter, thinking of the many ghosts of past Corps' crews that manned her, perhaps still roaming her decks, waiting in vain for that unmistakable combination of smoke and steam to fill their nostrils again.



Water safety is vitally important to the Corps. Park ranger Valerie Gaines shares safety tips with Lake Wappapello visitors.

Photo by: Charlotte Stenger (STEP) Wappapello Lake.

Summer and Water Safety

Summer is here. U.S. waterways and lakes will experience an influx of visitors taking leave of their daily lives to venture out on vacations and relaxing getaways.

The U.S. Army Corps of Engineers, the Nation's largest provider of outdoor recreation, operates more than 2,500 recreation areas at 463 projects (mostly lakes) and leases an additional 1,800 sites to state or local park and recreation authorities or to private interests. An estimated 360 million Americans visit Corps recreational areas each year. The St. Louis District is responsible for five of these lakes: Carlyle (Carlyle, Ill.), Mark Twain (Monroe City, Mo.), Rend (Benton, Ill.), Shelbyville (Shelbyville, Ill.), and Wappapello (Wappapello, Mo.) which host an average of 15 million visitors a year.

The district also maintains a 9-foot navigation channel on the Mississippi, Illinois and Kaskaskia Rivers. These rivers will experience increased pleasure craft traffic this summer too.

Safety needs to be a top priority on these waterways and lakes this summer. This is not only for personal safety, but for everyone's safety.

National Safe Boating Week, May 17-23, ushered in the 2003 boating season. On average, some 700 recreational boaters will die this year in mishaps, according to the National Safe Boating Council. The majority of fatalities (about 79 percent) will occur on inland waters.

A boating safety course is a must for first time boaters. Safety courses are offered by many governmental and private organizations. Courses are offered in classrooms, home study and on-line, so prospective boaters can find

training that works best with their schedules. The National Safe Boating Council home page at <http://www.safeboatingcouncil.org> provides links to several on-line courses. Fatalities decrease for boaters with some boating safety education. Eighty-eight percent of fatalities occur on boats where operators have not taken boater education course.

Safe boating also involves obeying state laws. Many states require boater education or boat operator licenses. As an added incentive, some insurance companies offer discounts to boaters who have completed boating safety courses.

Boating safety courses discuss proper safety equipment, including items such as: properly fitted life jackets for everyone on board (This is not just a consideration. It's the law.), fire extinguishers, distress signals, etc.



Probably the most important safety item is a life jacket. Simply put: properly worn life jackets save lives. The National Boating Safety Council points out that less than 23 percent of boaters wear life jackets. The biggest killer in boating accidents is drowning, with approximately 80 percent of drowning victims not wearing life jackets. Correcting that alone could save more than 500 lives each year.

The U.S. Army Corps of Engineers is proud to provide Americans safe recreational opportunities. It is important that they in turn be knowledgeable, responsible and considerate of others.



Step 1. Start with the biggest worm.

Rend Lake hosts Fishing with Kids Program :

Rend Lake Park Ranger Dawn Kovarik and Illinois Department of Natural Resources Public Relations Specialist Joe McFarland hosted a day of fishing as the end of the year field trip for 20 youth ages 3-5 years.

The youth are involved in the Franklin County Head Start program. The young fishermen enjoyed learning about how to be safe around the water, how to keep the water clean so fish can live there, how to know what fish like to eat and how to catch the “big ones.” The finale was a trip to the water to try out their newly gained knowledge.

The Esprit Staff solicits articles, photos or story ideas from readers throughout the District family. Last issue we ran the item on the beavers building the dam in St. Louis County. We haven't exactly had fiction in mind when we called for submissions, but we couldn't come up with a good reason not to run Larry Hamilton's offering, so here it is.

My Battle with the Beavers An original tale

By Larry Hamilton

One morning, Mike, my boss, called me from his office. He said, “Larry, I need to see you in my office.” Right away I thought, “Uh-oh, what did I do or what didn't I do this time?” But, meekly I tiptoed to his office. Mike and Dave were there.

Mike said, “You didn't say anything about that colony of beavers building a dam when you went on that field trip to West Frankfort. I said, “I didn't think it was important.” Mike glared at me and said, “Not important! Not important! We both know that they were supposed to get a permit from the Corps of Engineers before they started to build a dam. You and Dave are to go and get some pictures. Then you have to tell them to tear it out.”

I protested, “That's not in my job description.” Mike said, “That falls under ‘other duties as assigned’.” I grumbled, “Maybe that should be my job description.”

So, Dave and I were struck with the dumb task. After about a two hour drive and about a twenty minute hike along the Big Muddy River, Dave and I got to the construction site.

We looked the situation over. The beavers were working feverishly. It appeared that they were working under deadline. There was one big beaver. He wasn't doing anything. Obviously, he was the project engineer. He just watched the others work. And, work, they did. They had made a lot of progress in one week.



Dave said to me, “You are going to be the one to tell them to tear it out.” I protested, “Why me!” Dave said, “I'm higher on the totem pole than you. Uh-oh! I left the camera in the car. I'll go get it. You wait here.” Dave left. I decided to get it over with. I'll talk to the beavers.

I yell at them. “Hey, you guys.” No response. Maybe they didn't hear me. Maybe they just ignored me. I yelled again. “Hey, you guys. Don't you know you were supposed to get a permit before you build a dam?”

Again, they didn't respond. I took off my hard hat and banged it on my wooden leg. That got their attention. The big one with two smaller ones swam over to the bank. They didn't have hard hats. Probably didn't have safety shoes. They stared up at me.

I said, “Don't you guys know that you are supposed to get a permit before you build a dam?” They just stared at me. I said again, “Don't you know you have to get a permit to build a dam?” Then I added, “You're going to have to tear it out.” They just stared at me. They acted like they didn't know what I was talking about. Then I muttered, “Dumb beavers.”

The three of them came out of the water. They came toward me. The big one's eyes were glassy. I backed up and fell over backwards. The big one jumped on me...(to be continued)

Well, that's all we have space for this issue. Please return next edition to find out how this exciting tale ends.



Mark Twain Lake Water Safety Billboard Winner Announced

The 2003 water safety billboard winner is Nick O'Brien from Highland High School Ewing, Missouri. Nick's "Stayin' Alive" poster is now displayed on area billboards. Up to 50,000 people may view the billboards daily.

The water safety billboard contest was started over ten years ago as an innovative way to share water safety with kids and adults. Students attend a water safety program and are then challenged to create a poster relating to water safety. Our partner, Lamar Advertising helps judge the winners and provides prizes. This year's poster sums water safety up very nicely.

Personal protection

It has been said that people are most interested in what affects them personally; their paychecks for example.

But the condition of your body affects you more personally than anything. Because you have to live with it every day and night, you'll want to do everything you can to keep it whole and in good shape.

Are hard hats and safety glasses boring subjects? They're pretty exciting if you think about what could happen without them.

Wear your protective equipment. You can't tell when that unusual, unforeseen incident will occur.



Some 67 young anglers up to age 12-years competing for prizes in the Crappie USA-Region 3 fishing contest held recently at Lake Shelbyville gather for a group photo before their segment of the weekend fishing rodeo kicked off.

Lake Shelbyville Hosts Crappie USA Regional Fishing Contest

The U.S. Army Corps of Engineers at Lake Shelbyville, Ill., recently co-sponsored the kids division of the Crappie USA-Region 3 fishing rodeo. The adults division featured prizes totaling \$8,550 and chances to advance to higher-level contests to compete for even greater prizes and prestige. Competitive anglers from eight states took part.

But it was the youngsters who captured the attention and hearts of many people.

Corps of Engineers Park Ranger played a critical role in the rodeo, and was commended by the Crappie USA organization for his hard work, especially with setting up the all-important official weigh-in site.

Sixty-seven young anglers competed for prizes of fishing equipment, and nobody went away empty-handed, as the Crappie USA organization provided each child with items of tackle as they registered.

Shelbyville, Ill., youth fisherman Jonathon Beshears captured two top honors in two categories: most fish (nine) in the 0-7 age group and for the biggest fish, a 13 3/4-inch largemouth bass. Jonathan took home a tackle box with tackle from Walmart for his accomplishments.



Shelbyville, Illinois' own Jonathon Beshears eyes his contest-winning 13 3/4-inch largemouth bass, taken at Lake Shelbyville during a recent Crappie USA regional tournament there. Beshears also captured top prize in the 0-7 category for the most fish, nine.



Congresswoman Jo Ann Emerson Visits St. Louis District

Congresswoman Jo Ann Emerson (R-Mo-8th Dist) spent the afternoon of May 28, 2003 visiting several facilities operated by the U.S. Army Corps of Engineers, St. Louis District. Emerson, who represents Missouri's Eighth District in the U.S. House of representative, came in her capacity as a member of the House Appropriations Committee, where she sits on the Homeland Security Subcommittee, to look at security issues relating to commercial navigation on the Mississippi River.

The congresswoman also serves on the agriculture and water and energy subcommittees of that same body. Her high-paced tour included a visit to Locks 27 at the southern terminus of the Chain of Rocks Canal, where she climbed underground to view aging lock machinery to learn how it is maintained despite its age, as well as about potential consequences of its failure.

While there she conducted detailed discussions of legislative complexities and possibilities for a major rehab of the

locks, which celebrated their 50th year of service earlier this spring. From there she moved north to visit the modern facilities at the Melvin Price Locks and Dam. Her visit to the control facility high above the locks offered her a view of the contrasts between modern technology versus that nearly half a century old.

Finally the congresswoman went aboard the District towboat, M/V Pathfinder, for a down bound transit back through the Chain of Rocks Canal, the Locks there and finally to the St. Louis Riverfront where she ended her visit near the foot of the Arch.

During the southbound journey she conducted discussions and received briefings from District Corps of Engineers



Congresswoman Jo Ann Emerson assumes control of the M/V Pathfinder under the watchful eye of Pilot Welton Joggerst.



Front row, Joe Kellett Deputy District Engineer for PM, Congresswoman Jo Ann Emerson, and District Engineer COL Kevin Williams tour Melvin Price Locks and Dam with Lockmaster Tom Miller.

officials as well as from U.S. Coast Guard officials from St. Louis.

The river transit gave the congresswoman a close up and personal overview of security ramifications of river commerce and offered her the opportunity to see first hand from the river perspective, many sites that are subjects of security interests. Spending much of the journey in the pilot house also allowed her to be familiarized with the challenge of navigating a large vessel both on the open river and in the confined stretch of the canal and locks.

Congresswoman Emerson became the first woman elected to Missouri's Eighth District and the first Republican woman ever elected to Congress from Missouri in 1996. At that time she was elected to fill the remainder of her late husband Bill Emerson's term in the 104th Congress and to assume her first full-term in the 105th Congress.



The Way I Remember It



The Way I Remember It!

The other day I was facilitating one of the Project Management Business Process small group discussions. We were discussing whether we were a functional (the slang for this is “stove-pipe”) or a matrix type organization. Of course, the answer is we are moving towards a more matrix (cross functional) type organization.

This brought to mind many memories of how the river engineering program is managed today versus how it was managed over the span of decades during my career. I also began to remember the engineers who have managed the river engineering program at the Mississippi Valley Division (formerly the Lower Mississippi Valley Division).

The river engineering program has almost always been a functional and a matrix organizational structure. There was most definitely a strong leader from the division office. There was also a strong matrix structure (cross-functional, cross-district and cross-expertise aspect).

The four lower districts (St. Louis, Memphis, Vicksburg and New Orleans) have shared their expertise, experiences and knowledge since I started with the Corps of Engineers in 1969. Each year we have two meetings, one in the winter and one in the summer. The location of the winter meeting is rotated among the districts and the summer meeting is a river inspection trip from the St. Louis



River engineers from every district listen carefully as Mr. Graham heads a pilot house meeting aboard the first MV Mississippi.

Photo by Claude Strauser

District down river to the New Orleans District.

During this time period I have had the privilege to serve under several engineers. The river engineering program has been blessed with exceptional leaders possessing superior engineering expertise.

These superb leaders have included :

- Dutch Haas (1969 to 1971)
- Jimmie Graham (1971 to 1984)
- Jim Tuttle (1984 to 1988)
- Max Lamb (1988 to 1993)
- Jim Ward (1994 to 1996)
- Dave Biedenharn (1996 to 1997)
- Steve Ellis (1997 to Present).

I am going to devote this article to Mr. Jimmie Graham. He was the Channel Improvement Coordinator from 1971 until his death in 1984.

Mr. Graham coordinated the activities of the four districts on the Mississippi River. His area of concern was from Lock and Dam 22 to the Head of Passes and also included the Atchafalaya River from Old River down to Whiskey Bay (the head of the pilot’s channel). He was also involved in the development of the Red River Navigation Project.

Mr. Graham was a strong leader, a gifted consensus builder and a techni-

cally astute engineer. He was able to resolve disagreements with his wit, charm and force of personality. He created a team environment among the four districts but he never let you forget who was in charge - he was!

Everyone always called him Mr. Graham - this was not an option. I remember once when Mr. Graham invited Steve Redington and me to visit the Red River. Mr. Graham wanted us to see how a trench revetment was constructed and wanted us to investigate ways this technique could be used in other areas. We spent several days traveling to various spots along the river. At night we rented a room in the nearest hotel.

One night at Opelousas, Louisiana we all went out to dinner together. As the night progressed and the conversation developed, we found out just how strictly the rules were enforced. Mr. Graham called me Claudio and he called Steve Redington, Stevo. As the night wore on and the food and “drink” increased, we engaged in stimulating and thoughtful conversation.

Somewhere during the conversation, one of us referred to Mr. Graham as “Jimmie - o.”

Everything came to a halt, the silence



became deafening, the stares became intense, the wind stopped blowing, the river stopped flowing and the world stopped revolving on its axis. Mr. Graham looked at us and reminded us, in a most courteous way, he was to be called “*Mister Graham*.”

We wouldn’t make that social foopah again!

Mr. Graham also taught me about the real meaning of the word “suggestion”. I used to be a Project Coordinator (now called Project Manager) on the Regulating Works Project (construction phase of river engineering).

At one of our annual winter meetings Mr. Graham suggested I transfer a certain amount of funds from the district to the division office. I returned to St. Louis, looked at my budget and decided not to transfer the money.

In a couple of days Mr. Graham called me and asked me if I had transferred the money as he suggested. I responded with a no. Mr. Graham said I did not fully understand the definition of “suggestion.” He said from that day on I was to consider his “suggestions” as directives. I immediately went to our Program Control Section of the Project Management Branch of the Engineering Division and talked with Joe Nichols and Don Dannon and we transferred the requested funds that afternoon.

Mr. Graham never raised his voice, never lost his temper; however, it was obvious when you had made an error - and no one ever wanted to make an error in the presence of Mr. Graham.

Mr. Graham became ill and was fighting a battle with cancer. He continued to work and we all knew his eventual fate. Of course, we were all melancholy and tried to hide it. Mr. Graham kept our spirits high and showed us by example, true courage.

On our last river trip he asked me to sit next to him outside the pilothouse on M/V Mississippi. During those few moments we discussed several river engineering topics.

He then told me how he felt about his career; the river engineers he had

worked with and he then summarized his work on the river. He said his goal had always been “to leave the river in a better condition than he found it”. He believed he had achieved this goal and he was satisfied with his efforts.

His encouragement and support inspired me to have the same ideal. I will always cherish the private time he shared with me on that last river trip.

I asked Marge Robbins to share her memories of Mr. Jimmie Graham with us and she added the following:

How do I remember Jimmie Graham? He was the epitome of the “Southern Gentleman,” Robbins wrote.

You’ll note that I always refer to him as “Mr. Graham!” Although he was never one to boast about his knowledge, Mr. Graham commanded ultimate respect from everyone who knew him.

He possessed a very analytical mind and always amazed me with his ability to creatively solve puzzling problems. When I started working in River Engineering in the early ‘80s, there were no other women involved in the field.

My first trip on M/V Mississippi was a rather disruptive event. Everyone from the River Engineers to the boat crew wondered what to do with me. Mr. Graham made me feel comfortable and accepted. Of course, he did enjoy the occasional practical joke presented by the situation!

Sadly, we lost Mr. Graham way too soon. I visited him while on temporary duty in Vicksburg in August 1984. Mr. and Mrs. Graham showed me the graciousness of true Southern hospitality despite his suffering from the late stages of cancer,

My own father had just passed away the year before and this seemed like just too much for me to bear. I can still picture Mr. Graham, dressed in his royal blue pajamas and robe as he gently persuaded me to accept what little time he had left on this earth. Less than two weeks later he was gone.

That was not the end of his influence on my life. When M/V Mississippi



As the first M/V Mississippi plied her namesake waters, the days of steam power were numbered.

Photo by Claude Strauser

arrived in Cairo during an MRC Inspection Trip, several of Mr. Graham’s devoted friends and family came aboard to say their final goodbyes.

From the bow of the vessel, his ashes were cast into the river at the confluence of the Mississippi and Ohio Rivers. Never since then have I witnessed a more moving ceremony or event. As the minister delivered his sermon, Mr. Graham finally became one with the Mississippi River to which he devoted his entire professional life.

Thanks Marge, for your thoughts. Even though Mr. Graham has been gone for almost two decades, his influence and his engineering guidelines and principles are still with us.

Mr. Graham was a teacher who shared his knowledge of the river with us. As river people say, “He taught us how to read the river.”

Mark Twain wrote, “The face of the water, in time, became a wonderful book — a book that was a dead language to the uneducated passenger, but which told its mind to me without reserve, delivering its most cherished secrets as clearly as if it uttered them with a voice. And it was not a book to be read once and thrown aside, for it had a new story to tell every day.”

Mr. Graham taught us how to read and understand the river’s language. It is such understanding that enables us first to serve the river, and finally the nation. It is that knowledge for which we all offer our fervent “thank you.”



Kathy Crone Mel Price Secretary

Meet Kathy Crone, Mel Price Locks and Dam Secretary.

Kathy started with the Corps in February of 1989 at age 19, first at the Melvin Price Locks and Dam Project. There she worked in the Construction Office overseeing the project's completion.

From there she moved to the Riverlands Area Office for 3 years. Following a District-wide mass retirement in 1993, a job opened at Mel Price and she applied to return to the locks and dam. In October of 1993, she was selected to return there as their Secretary.

This October will be her 10-year anniversary at Mel Price and Kathy's pretty excited about that. "I can't believe it has been this long," Kathy said. "The time has flown by. It has been quite an experience."

Until late this past year she was the only woman working at Mel Price. Now a woman Lock Operator, Peggy Poindexter, has joined her. "We get

along very well and have a lot of the same interests which helps alleviate some of the "trapped with all men" feeling one can get around here," Crone said.

"Am I 'one of the boys' yet? I will answer that with a resounding NO. I don't believe I will ever be. These men have all been working together a lot longer than my ten years here and that makes them very close.

"I think they consider me a friend and confidant and that is more important to me than being 'one of the boys.'"

Crone reports that working together for a long time allows them to know how to make each other laugh. "And boy do we laugh out here. We also eat! We like to have special meals at lunch every now and then. We all chip in, bring in goodies and generally make lunchtime pretty good."

Kathy has numerous hobbies and interests. She loves to read and will read just about anything she can get her hands on. She also love to cook and bake, do cross-stitch, go for walks and jogs. She's very family oriented, raising 2 boys, Bailey, 5 and Kyle, 2.

She reports she loves go to movies with her husband, Gary, too.

"I am a homebody at heart. I like to stay close to my family. I'm not a big traveler unless they are coming with me. Then I'm all up for a trip," she laughs.

Kathy says she likes to camp and hike as well, but doesn't like boating very much, which is pretty funny since she's around it a great deal during the day. She also likes to sing and dance, and was on a dance show broadcast on a local TV network before her Corps career started.

"I have gotten to operate the lock once. And even then the guys were there to tell me which buttons to push. I guess I did well, since nobody crashed into the gates or anything!

"I also got to pilot M/V Pathfinder once — briefly. I boarded by climbing down one of the ladders on the side of the wall of the Auxiliary Lock Chamber," Crone told. Once on board, she thought she was just getting a tour, but it turned into a short trip up river. Until

then, the largest boat she had ever been out on was a 19-foot long speedboat. When the tour ended me up in the pilot house the captain, then Steve Jones, asked her if she would like to pilot.

"I was hesitant at first but then when I took the wheel it felt good to be in control. I guess if I want to ever be on a boat again I will just have to be the pilot. That way I won't feel so apprehensive. Crone concluded," she said.

"The most memorable thing that sticks out in my brain during my tenure at the Locks," Kathy said, "is about two years ago when the Nina floated through our gates. It was a faithful reproduction of one of Christopher Columbus' boats, exactly as it would have looked like in its day. It was certainly a site to behold. The contrast of the small Historic ship in our very modern Lock was striking. "It was so small cannot imagine anyone crossing an ocean in that thing. I know I won't soon forget it," she remembered.

Kathy Crone is one of many District employees who started with the Corps in their youth – and just stayed! Say "Hi" to her when you call or visit the Melvin Price Locks and Dams.



(L) Mrs. and Mr. LeRoy Harris and Mr. amd Mrs. Ricahard Williams visit Kaskaskia Lock and Dam.

Kaskaskia Navigation Project:

On Memorial Day, the Kaskaskia Lock and Dam was honored with a visit from former Lockmaster, Mr. LeRoy Harris, his wife, daughter and son-in-law, Mr. and Mrs. Richard Williams. Mr. Harris was the third lockmaster at Locks No. 27. He retired in 1972 and is now 92 years young. Mr. and Mrs. Williams are the parents of Dennis Williams, Lock and Dam Operator at Mel Price Locks and Dam.



Retiree's Corner



The retirees enjoyed an unusually large gathering this month.

Larry McCarthy had mentioned several of the retirees of the old Supply Division planned to attend. Well, they made it. Edith Choy (Waters), Jo Ann Moritz and Barb Jarman all came and made Lew Scheuermann's day. They all worked with Lew a "few years" ago. I'm sure they discussed how procurement has changed over time. Indications are that they all are enjoying retirement and have a very busy schedule of activities.

Lew Scheuermann recently spoke with Estelle Huizenga. She said that she is doing fine. She's concerned about her two grandsons in the service during these troubled times. Lew said that he and Helen are entering the Senior Olympics again this year. They will participate in the bowling and golf events. They have been successful in the past and have won various medals and badges.

Don Wampler tells that Bob Maxwell is still active but limited. His legs are

bothering him and he can't move around as quickly as he once could.

Elsie and John Kalafatich returned from an extended "sick leave". Both of them were under the weather and had to take some recuperative measures. They're doing just fine and intend to include their normal "retirees" activities in their busy schedule.

Lee Robinson, Dennis Gould and Wally Feld represented the golf league. I assume Lee and Dennis had Wally in a "training" capacity for the monthly luncheons.

Joe Bisher made his usual appearance with some interesting tales of the river and was one of the story tellers. Joe is still working to get John Jansen and Ruddle Spring to a luncheon. We know the busy schedule retirees have. It's difficult to coordinate an acceptable date for both of them.

Sandor Dombi was at his usual self, busy taking pictures of the group. He is preparing his overseas trip and practicing his picture taking. Sandor also added some very interesting stories. He will bring pictures of his trip when he returns. He has a collection of retirees pictures in his lap top and occasionally brings them to share. It is always interesting how much everyone has changed over time, except for "me".

Former District Engineer, COL Alfred J. D'Arezzo, Passes Away

We were saddened to learn as we prepared to wrap up the issue of Esprit, of the passing of Former District Engineer, COL Alfred J.



D'Arezzo, USA, who died at the age of 89 in Austin, Texas. We learned of his death in a letter from his daughter, Judge Susan D. Sheppard, who resides in Austin.

D'Arezzo served as District Engineer from August 1, 1960 until May 1, 1963.

He graduated from West Point in 1938 and was stationed in the Philippines when WWII started. His June 15, 1940 marriage to the former Kay McBride was the last formal wedding on the island of Corregidor before the Japanese attacked in 1941.

Kay was evacuated from the Philippines, but the Japanese captured her husband. After surviving the Bataan Death March, Al D'Arezzo spent the rest of the war in Japanese POW camps.

D'Arezzo served after the war, including as an instructor at West Point, as Chief of Engineering and Construction for the American Battle Monuments Commission in Rome, and as St. Louis District Engineer. He retired from the Army in 1968 with the rank of Colonel.

Following retirement he earned a Ph.D. in Civil Engineering from the University of Texas in 1970, and served 15 years as an engineer and environmental analyst with Texas Department of Water Resources until 1985.

A staunch family man, a skilled linguist and avid reader, D'Arezzo reportedly juggled 30 to 40 books at a time in his endless pursuit of knowledge.

The District, the Corps of Engineers, the U.S. Army and the nation are lessened by COL Alfred J. D'Arezzo's passing. We are all blessed by and thankful for his contributions.



(L) Lois and Ron Bockhorst, John and Elsie Kalafatich, Laural Nelson, Joe Bisher, Larry McCarthy, Wally Feld, Lee Robinson, Dennis Gould, and Lou and Helen Scheuermann dined at the retiree's luncheon.



Engineer day 2003

Once again we take this opportunity during the month of June to celebrate Engineer Day. It is a day to reflect on the accomplishments of the U.S. Army Corps of Engineers and the Engineer Regiment over the past year, on our proud heritage of service to the nation, and to think of future opportunities for continued service.

Two hundred years ago, Captains Meriwether Lewis and William Clark were charged by President Thomas Jefferson to lead the greatest military engineering expedition in America's history. As they journeyed from St. Louis to the Pacific Northwest, they explored and mapped the continent, conducted scientific research and documented their interaction with the Native Americans. Little could they have imagined that 200 years later the U.S. Army Corps of Engineers would have a presence in more than 90 nations around the world providing engineering and scientific expertise.

Today, we continue a tradition of service that began with Colonel Richard Gridley, the first federal engineer, and his fortifications at Bunker Hill. This

year, Army engineers again answered the nation's call to arms to deal with the threat posed by the dictatorship of Saddam Hussein and to liberate the people of Iraq. Iraq, like Afghanistan the year before, is far from our shores, but was a nation with a tyrannical regime that posed a threat to America and the free world by its support of global terrorism.

Prior to the onset of the war in Iraq, I had the opportunity to travel to Kuwait, Qatar and Afghanistan. American forces had deployed into theater to prepare for combat. Engineers - both military and civilian - had been heavily involved in their preparations for war. Without exception, every commander I met told me that they could not have accomplished what they had without the support of the engineers. For me, that was simply an affirmation of what I have always known about the special men and women who make up the Corps and the regiment.

I continue to be inspired by the USACE members who volunteered to answer our nation's call to deploy into potential harm's way. They are doing a tremendous job as member of Forward

Engineer Support Teams, Contingency Real Estate Teams, Team Restore Iraqi Oil, and in support of the Office of Reconstruction and Humanitarian Assistance. Each of these outstanding Americans understood that their mission would not be an easy one and that they would be far from their homes, families and friends. Yet, each stepped forward to offer their critical skills and capabilities - and many more are prepared to go forward if needed.

We have often heard the question, "Why is Civil Works in the U.S. Army?" While we have often endeavored to explain the importance of our civil works capabilities to the military, the war in Iraq allowed the Corps to show how those capabilities are critical to the military's needs. Although Army dollars do not pay for our civil works personnel unless they are called to support the military mission, this workforce of approximately 25,000 people represents a highly skilled engineering and scientific pool of talent that can be used to meet specific military needs.

In addition to the war in Iraq, USACE continued to support American efforts in Afghanistan as we help that nation move toward democracy. We have been actively engaged in building barracks and training facilities for their national army, and we will continue to provide engineering expertise as needed to address their critical infrastructure issues.

Of course, while we supported the mission abroad, all of the great work that we do on a daily basis continued here at home with our military construction, civil works, research and development, and environmental missions for the nation.

We have much to be proud of in the work that has been done over the past year, and we have contributed to the legacy of those who have gone before us. The future for the U.S. Army Corps of Engineers and the Engineer Regiment is bright, and we will continue to be prepared to answer the nation's call to serve.

Essays!

ROBERT B. FLOWERS
Lieutenant General
Commanding