



Team Work

TULSA DISTRICT RECORD

US Army Corps
of Engineers

Tulsa District

- A project is never a one-person show - we must all work together.
- Each person brings a special talent to the organization and we must take advantage of it.
- All US Army Corps of Engineers Southwestern Division are important and linked to our mission.
- Work freely with each other without letting organizational structure get in the way.
- Maintain a "Big Picture" perspective. Know and understand our areas of responsibility in detail, but, also understand how the little pieces fit together here in the Southwestern Division.

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Commander's Column

The end of the fiscal year is a good time to reflect over our performance during the past 12 months, look to the future, build upon our successes, and lay the groundwork for continued service to our country.

Two events over the past 12 months and our response to them stand out. One is the tragedy of September 11, 2001. We are responding to the needs of our nation by deploying a Contingency Real Estate Support Team and a Forward Engineering Support Team. These proud Corps employees volunteered at great personal risk and sacrifice to their families, providing a great example for us to follow.

Secondly, the I-40 bridge collapse and response to that tragedy is also particularly noteworthy. The R.S. Kerr Area Office employees and our Emergency Management Team, Real Estate Division, Office of Counsel, Resource Management Office, Planning, Environmental, and Regulatory Division, Critical Incident Stress Management Team, Public Affairs Office, Hydrology and Hydraulics Branch, and many others came together during the initial emergency response, recovery

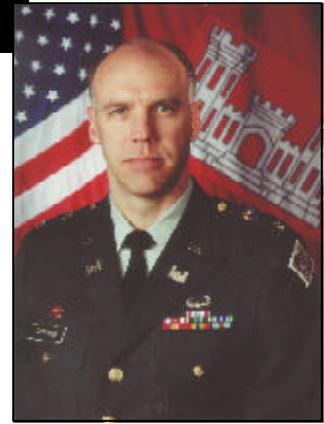
operations, and rebuilding operations. The victims were recovered for their families, and the bridge was repaired quickly due to our teamwork with local and state officials, thus restoring a vital transportation artery of our country.

Another success of the District relates to the military installation customer survey. Tulsa District was sixth of 21 districts in overall level of satisfaction in the previous survey and moved to third of 21 this year. Next year we can be first of 21 districts by building upon our past successes and continuing to work as a team using the principles of the Project Management Business Process.

Practically every organization contributed to the success of the military program.

We will continue to lead the way in service to the public and our customers next year. While the restructuring of the District will be tough, we will respond to this as we have done to all other challenges, emerging stronger and as the pacesetter for excellence in government service to our nation.

Essayons!



COL Robert L. Suthard, Jr.
District Commander

Thumbs Up

Lightning project completed

The design for the Lightning Protection project at the McAlester Army Ammunition Plant was completed and provided to the McAAP Directorate of Public Works for their in-house construction. The project will provide lightning protection to 47 buildings and is estimated to cost \$1.6 million. Kudos to Tony Bezinque, electrical engineer, Robert Tucker, structural engineer, Edwina Poole, CAD technician, and Dan Birnbaum, project manager, for execution of this project.

Tony Bezinque makes the grade

Congratulations to Tony Bezinque, Engineering and Construction Division, for attaining registration as a Professional Engineer.

Coop Bryan Taylor gets published

Keystone's Coop, Bryan Taylor was recently published in the Transactions of the National Institute of Science. Taylor is currently working on his Doctorate in Environmental Science.

McClellan-Kerr Arkansas River Navigation System wins award

The American Road and Transportation Builders Association recognized the U.S. Army Corps of Engineers' McClellan-Kerr Arkansas River Navigation System as one of the top two transportation infrastructure projects for the 20th century in Oklahoma and Arkansas.

The navigation system has transformed 445 miles of river into a major economic asset for both Arkansas and Oklahoma. It has stimulated commerce and development while providing recreation and reducing damage from flooding. The system carried 11.9 million tons of cargo valued at \$2.5 billion in 2000.

The ARTBA also recognized John L. McClellan, a former senator as the key leader in building a commerce and economic corridor through the McClellan-Kerr Arkansas River Navigation System.

Larry Hogue, Planning, Environmental, and Regulatory Division chief, accepted the award on behalf of the commander, August 22, at an event hosted by the Oklahoma Department of Transportation.

Tulsa District Record

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District Commander
COL Robert L. Suthard, Jr.

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Division Commander Visits Tulsa District Employees

Colonel (P) Crear Communicates a Relevant Message

by Edward Engelke, Public Affairs Office

On August 14, Colonel (P) Crear, Southwestern Division Commander, visited the Tulsa District. Spending three days, he met with district leaders, dined with executive staff, held a Town Hall meeting with all employees, and visited project offices. A whirlwind tour of the district allowed him to do several things. He shared his command messages — safety and philosophy of leadership for example — he complimented the district on the job it performs, but most importantly he stressed the importance of communication.

His message on communication began with an emphasis on the 30-second commercials — the messages first encouraged by



Colonel (P) Robert Crear explains his Command Philosophy during the August 14 Tulsa District Town Hall Meeting.
(Picture by Edward Engelke)

the Chief of Engineers General Flowers. It's those developed messages that allow Corps employees the confidence to share what the Corps does and how that work benefits the nation. That message is important because we are proud of what we do — that giving back to our great country in very positive ways is a worthwhile achievement.

But most importantly, sharing the message helps people understand how the Corps of Engineers is relevant. Without the message, the Corps becomes less relevant to the lives of people we serve. And less relevance equals less valuable.

Having laid the foundation for the importance for communication and maintenance of relevancy, Crear discussed ongoing efforts to reduce the size of government. The Corps of Engineers is part of the Executive Branch and the President has embarked to reduce the size of the Executive Branch. The "Fair Act" looks to move work from the federal workforce to contract. Only jobs declared "inherently governmental" are exempt.

Surprising many employees, he told the district that the Office of Management and Budget has announced that up to 87% of Corps work could be considered eligible for contracting out. He stated that the Corps headquarters strongly disagrees with OMB's figures. Corps officials believe that even a 15% cut of the Corps workforce would impact the work we do. Crear pledged to take care of "our people" as decisions are made and as impacts to the workforce become clearer.

It's certain that he had a difficult task — meet and develop relationships with the people in the district, communicate the message of relevance, and answer questions about the federal workforce. His message to communicate relevancy must be taken seriously. Each employee is relevant and the work we do is relevant. Decision makers at all levels — politicians to voters — should hear about the value we provide to their lives, their communities, and their economy.

Colonel (P) Crear assumed command of the Southwestern Division in Dallas on May 31. Since then, he has spent most of his time on the road within the division. His goal was to visit every district in the first 90 days. He stresses that nothing is more important than giving back to the community, taking care of employees, and making sure the Corps is a relevant organization.

Editor's Note - A photo album of Colonel (P) Crear's visit is available for employees to view on the district's team page.



Residence of the small rural town of Augusta, Kan., view the flood damage caused by heavy rains. The 1998 Halloween rains caused the Walnut and Whitewater rivers to overtop a levee surrounding the small community.

Picture printed with the permission of the Augusta Daily Gazette

Road show visits concerned public

by Alicia Embrey, Public Affairs Office
and Richard Bilinski, Project Manager

Kansas, famous for its fields of ripe golden wheat and flat landscape gradually rising more than 3,000 feet from the eastern prairies to its western high plains. Unfortunately, the climate of this region is not quite as gentle as its topography, and can present wide extremes varying from brutal-cold blizzards, springtime tornadoes, to blistering hot summers. In addition, sometimes when it rains it really pours and the resulting floods can wreak havoc. One of the Corps' primary missions is to assist communities analyze their flooding problems and recommend solutions which they, and if justified, the Corps can assist them to implement.

During Halloween 1998, the small rural town of Augusta, Kan., received much more than a few visits and tricks from youthful goblins and ghouls. Extremely heavy rains caused the Walnut and Whitewater rivers to overtop a levee surrounding the small community causing an extraordinary amount of destruction to homes and businesses. After the floodwaters

subsided and the damage was cleaned up, Augusta representatives came to Tulsa District requesting assistance.

Currently, the Tulsa District is performing a feasibility study for the city of Augusta that will investigate the flooding problems of the Whitewater and Walnut rivers, formulate a variety of alternatives to reduce future flooding, identify other concerns or needs of the project area, and formulate a recommended plan. This basic study is conducted at Federal expense up to \$100,000.

The Federal Government and the city of Augusta will share the remaining study costs on a 50 percent cost-share basis. Continued participation between the Corps and city towards

construction of the recommended plan is dependant upon the economic justification, where benefits from the project need to exceed the cost. Finally the project must be environmentally acceptable.

On April 23, 2002, the Tulsa District hosted a public information workshop in Augusta to inform the public and solicit comments and questions about the project as part of the scoping process.

...Augusta, Kan, received much more than a few visits and tricks from youthful goblins and ghouls.



Corps of Engineers at the right listen while Augusta, Kan., residents ask questions about flood prevention alternatives.

According to Ed Rossman, Evaluation Section chief, “The Tulsa District’s public workshop format has evolved over the years with what I hope is an ever improving road show.”

“The whole concept of a workshop is to foster a meaningful and constructive dialogue in our civil works planning,” said Rossman. “The informal format allows people to come and go at their desire and become part of the study team and participants in the planning process.”

At the workshop, participants can communicate in a “natural” conversational mode, asking questions one-on-one. “The public gets to see that Corps folks are human beings, willing to listen,

not mindless bureaucrats speaking in microphones with a slick audio visual show. It’s a great opportunity for the Corp staff to meet the people we serve on a one-on-one basis, reminding Corps folks that the public is not a faceless government-hating crowd, but valuable team members,” added Rossman.

The Project Delivery Team effort in planning and preparing the workshop fosters a great team building experience. “Each team member is required to put together their information in a clear concise format for public consumption. This provides an opportunity for other team members to gain a perspective on other technical elements that they might otherwise overlook,” said Rossman. “The workshop materials put the technical complexities of the archeology, hydrology, geotechnical, social sciences, economics, biology, and other technical fields into an accessible format.”

“Sometimes team communication is based on presumptions about other’s perspectives and knowledge base. Sometimes those presumptions are inaccurate. Getting ready for a public information workshop helps to strip away those presumptions and helps the team operate from a common basis,” said Rossman.

The Augusta workshop served all elements of the study team well. “The Corps staff, the sponsor and the public had an excellent exchange of information. The project is complex and the needs of the community are very real. Continued communication between and involvement with all the elements is critical to the planning process and meeting those needs,” added Rossman.

Conference draws national attention

by Margaret Johanning, Planning, Environmental, and Regulatory Division

The seventh annual “Excellence in Government” conference” held in Washington, DC, July 15-17, drew nearly 1,000 federal, state and local government employees nationwide. The conference theme was “Government 2002: New focus, New Priorities.”

The theme was especially relevant with the Bush Administration’s, “President’s Management Agenda” and its emphasis on results within five major initiatives: Strategic Management of Human Capital; Competitive Sourcing; Improved Financial Performance; Expanded Electronic Government; and Budget and Performance Integration. Government should be citizen-centered, not bureaucracy centered, results-oriented and market-based, and should promote innovation through competition. The president’s vision for government reform is guided by these three principles.

Of particular concern is the initiative of Competitive Sourcing. Tied to the FY03 budget is the Office of Management and Budget requirement that federal agencies review 15% of their reviewable positions and see how the work can best be accomplished. This was discussed in the July 2002 “Engineer

Update” article titled, “New moves will streamline gov’t.”

Topics for the Excellence in Government conference covered four areas:

- *Expanded use of technology in providing government services;*
- *Workforce changes and challenges from telecommuting and the virtual workplace;*
- *Developing leaders through enhancing emotional intelligence; and*
- *Details of the President’s Management Agenda and the related challenges.*

As a first time participant at the conference, Lt.Col. Stephen Zeltner remarked, “There is a recognition throughout government that change is now the norm, rather than the exception. Managers recognize that change demands a great deal of their time and effort in strategic thinking. The e-government initiatives require agencies to combine ideas and resources to provide seamless government service across agencies. Agencies are rethinking their processes to maximize their resources and reduce redundancy in both their use of resources and the products and services they provide. Agencies are taking creative approaches to maximize services to the customer. The focus is to provide the best quality service in the most efficient and effective manner, regardless if that means outsourcing, realignment or cooperating with other agencies.”

Building Boom

Editor's note: The rail system container facility tops Sill construction projects and new dormitories improve quality of life for airmen. The following stories describe military construction managed by the Tulsa District.

Rail system container facility tops Sill construction projects

*Mitch Meador, Lawton Constitution
Tulsa District's Burl Ragland, program manager and George Lumley, Fort Sill Resident Office, project architect also contributed to the story.*

TTrue, Fort Sill is \$317 million in arrears on real property maintenance. But that doesn't mean military construction on post has come to a grinding halt. Far from it. An interview Thursday with installation engineer Dennis Hergenrether showed that the Directorate of Public Works is in the thick of several multimillion-dollar projects.

One, a rail system container facility for which Congress provided \$13.2 million in funds in fiscal year 2000, will solve a security problem that Fort Sill faced during deployment for Operation Desert Storm.

Most of the heavy artillery capability of the U.S. Army was stationed at Fort Sill in 1990. The post was a shipping-out point for active duty and reserve units that were called up to serve in the Mideast.



Scotty Hughes, quality assurance representative, Fort Sill Resident Office with Rick Santucci, project manager, Shaw Group, Inc., at the Rail Containment project site.

Pictures by George Lumley, Fort Sill Resident Office, project architect

At the same time, Fort Hood, Texas, and Fort Carson, Colo., were also loading up their rail cars, and all were bound for the same port city, Beaumont, Texas. The rail cars had to be loaded and ready to go, but if they all converged on Beaumont at once the congestion would be a disaster. So they had to wait on the tracks until the call came for them to move.

Combat-loaded vehicles were sitting on the tracks throughout Lawton and all the way up to Porter Hill. Everybody realized that was a problem, but it took 10 years to get the funding to address it.

The rail system container facility will allow Fort Sill to stack the cars entirely on post. It will be a faster, better loading system, as it will double the number of cars that can be loaded at one time from four to eight.

In addition, it will be an in-processing point where troops can get their shot records and paperwork updated before departure.

The \$11.2 million contract originally assigned to IT Corporation provides for construction of a rail yard with 9,800 feet of new track, loading ramps, a marshaling area, container staging and vehicle scales. The total area of the project easily covers a couple of city blocks.

Immediately to the north of the rail system container facility will be a \$5.1 million unit movement facility, or deployment staging complex, as it was called when the measure was in Congress. The 27,500-square-foot facility is designed to be a central location where soldiers and equipment are processed in preparation for deployment anywhere in the world.

A \$4.4 million design/build contract was awarded to Manhattan Construction Company in March. The design phase is now 60 percent complete, with project completion anticipated by June 2003.

The difference between the contract and the amount of Congressional funding is used by the Tulsa Army Corps of Engineers to pay for inspections, supervision and administration, contingency funds and other overhead costs.

Fort Sill's No. 1 military construction need on post is a Directorate of Logistics maintenance complex estimated to cost \$37 million, Hergenrether said.

Congress does not have that kind of money in any one year. The best it can do for now is \$10 million in the Senate bill. The House version has nothing, so it will be up to a conference committee to determine the funding level for this year.

III Corps Artillery has 13 battalions - one maintenance, three Paladin and nine Multiple Launch Rocket System. Today, an MLRS unit will fit into one of Fort Sill's organizational bays with less than an inch to spare between the doors. The pods and tubes can't be lifted in these tight quarters to do any maintenance, so it

all has to be done outdoors. Very little maintenance is accomplished when the metal heats up on summer days.

Two tactical equipment shops are going in at the northwest corner of Mow-Way and Burrell roads. The first two, which run \$10-14 million apiece, were included in the fiscal year 1999 military construction bill, and finished in early FY 2002. The new shops provide accommodations of both Paladins and MLRS units.

Roof repairs have been lined up on two of the five "starships" in the training area - so called because they house five batteries of a battalion and are arranged in five wings in the shape of a star.

The U.S. Army has 20 such starships, all of them experiencing failure of their air conditioning, heating, plumbing and roofs. To build a new one would cost \$70 million, and the repair cost for each one is \$30-34 million. It would cost \$600 million to repair all 20, but today is when the repairs are needed and Congress doesn't have the money.

The Army's stopgap approach is to seal the building envelope to prevent further water damage.

Fort Sill repaired a flat roof on one starship for \$3 million. The anticipated life of the repaired flat roof is only 10 years, so the Army is going to pitched roofs for any future repairs. A standing seam metal roof will last 25-30 years at a cost of \$4.7 million - \$3.1 million for the five bays and \$1.6 million for the dining facility.

Fort Sill has received \$3.1 million to put a pitched roof on the bays only of a second starship. The Tulsa Army Corps of Engineers is advertising that job now.

In addition to all of the above, Fort Sill's Directorate of Public



Construction workers with Shaw Group, Inc. installing rail ties at the Rail Containment project site at Fort Sill, Okla.

Works continues to grapple with housing maintenance all over post. What was a \$1 million backlog when President Ronald Reagan left office in 1988 has grown to \$317 million because Sill doesn't get the \$43 million a year currently required to stay up with repairs.

For example, Fort Sill's maintenance budget was funded at a 34 percent level this year and a 27 percent level the year before. As a result, the installation is unable to do any preventive maintenance, the engineer noted.

New dormitories improve quality of life for airmen

Staff Sgt. Ken Goss

3rd Combat Communications Group Public Affairs

Team Tinker officially added a second generation-style dormitory, the newest style in the Air Force, to its ranks Aug. 5, as the 72nd Civil Engineering Housing Office held a ribbon-cutting ceremony at Bldg. 5929.

The three-floor dormitory will eventually house 192 single airmen, and actually started housing occupants in May after approximately 18 months of construction. The new design provides residents with a kitchen area, walk-in storage area and full bath, as well as personal external entrances.

Jointly officiated by Col. Dennis M. Kaan, 72nd Air Base Wing commander, and Gregory L. Brundidge, 3rd Combat Communications Group commander, the ribbon cutting ceremony brought the building project to a close.

"I love being able to bring closure to the kind of project that can take years to finish," Kaan said. "The construction of this [Air Force] Quality of Life project helps improve our unaccompanied airmen's lives, and taking care of our people is the biggest part of taking care of the mission."

Brundidge took a moment to recognize the energy that went into a project of this size. "From the housing office, to the

contracting office, to the construction workers, to the residents and their supervisors and commanders, everyone has put in a lot of time and effort in making this a first-class building," he said.

"Dormitories like this one, and the third generation style expected in 2007, are a huge improvement over the open-bay quarters provided to single airmen 30 years ago," Brundidge added. "Having a place to cook is something most military people from that time would've never thought would happen."

"The 3rd Herd has built a reputation for excellence by winning dormitory of the quarter three out of four times in the last year and a half," Brundidge said. "I'm proud of that effort, because that hard work made us prime candidates for this newest dormitory on Tinker. They (the base) know we'll be good stewards of this facility. They (the base) know we'll be good stewards of this facility, and I look forward to people looking at this building and seeing it in the same excellent condition for years to come."

Airman Amanda Carlson, resident of Bldg. 5929, is extremely happy with her new home.

"A full bath is a beautiful thing," she said. "And the ability to be able to do our own cooking is a major step forward for dorm residents. This is going to be our home for the next couple of years, so being comfortable and functional is definitely a great combination."



The Corps cares — globally

By Mary Beth Hudson, Public Affairs Office

Tulsa District's 2002 Day of Caring had increased significance for several reasons –ties to September 11, an expanded initiative to help Afghani children, and the district's devotion of 2002 activities in memory of Tim Hunt, chief of logistics. Before his death, he had volunteered for his second stint as the district's Day of Caring coordinator. On the 11th, Hunt's daughters worked alongside district volunteers as they spread out through the community to complete several Day of Caring projects.

Each year, turnout for the Day of Caring in Tulsa, Oklahoma, is the largest in the nation. On that day, the annual United Way campaign is kicked off by thousands of volunteers donating a day's labor to member agencies throughout the community. Last year, nearly 5,000 volunteers completed more than 32,000 hours of work at 105 sites. Indications were that this year's 11th annual event continued that tradition on an even larger scale, and district employees added a global touch to their Day of Caring initiatives.

In addition to more than 70 district employees that volunteered a day of their annual leave to work at local service agencies, Corps employees spearheaded an effort to aid the children of Afghanistan. The Day of Caring coordination team gathered school supplies, toys, sporting equipment, clothing, and miscellaneous toiletries and sent them to Afghanistan. Items were collected through Sept. 11, the date chosen for this year's



Burgin Tow packs boxes with toys, material, clothing and miscellaneous toiletries desperately needed by the children of Afghanistan.

Day of Caring.

Debra White of Tulsa District's Programs and Project Management Division got the idea for the Afghani initiative while watching a news program. She enlisted the help of Capt. Robert Corrales, also of PPMD, Cathey Williams of Operations Division, and Margaret Johanning, who substituted as this year's Day of Caring coordinator.

Donations were steadily coming in when Ahmed Majali



Cathey Williams and Margaret Johanning load a truck with packages bound for distribution by the 489th Civil Affairs Battalion in Bagram, Afghanistan.

of Operations Division mentioned the project to the Islamic Society of Tulsa. Its members chose to join the project, and contributions significantly increased. Majali said, "If we can help put a smile on a child's face, then it's worth the effort. We have been very blessed, and this is a small way of sharing the blessings of the Lord Almighty with a few of His creatures that have been suffering."

Johanning said she was touched with the idea to broaden the district's concern to include the children of Afghanistan. "This second initiative supports our Army's efforts and the hardship and sacrifice that war brings to the children." She said she was also pleased to extend the invitation to participate to the Internal Revenue Service, located in the same building as the Corps, and to sister districts throughout Southwestern Division. "I'm grateful to be part of Tulsa District where the employees are so willing to help those in need," she said.

More than 3-4 tons of donated items ranging from backpacks to toothbrushes were collected for shipment to Bagram, Afghanistan, where the 489th Civil Affairs Battalion will distribute them (see - www.dcps.org/commed/afghanistan.htm).

Employee volunteers packed the boxes, loaded the trucks, and paid for postage to start the packages on their way to the Afghanis.

"We are now actively in the process of building a nation. In order to do this, it starts with the schools — especially the girls who have been denied access to education," said Capt. Corrales.

A website devoted to Tulsa District's effort can be viewed at [www.swt.usace.army.mil/library/Afghanistan Relief 2002-08/index.htm](http://www.swt.usace.army.mil/library/Afghanistan%20Relief%202002-08/index.htm)

Procurement Fraud

Henry Iarrusso, Office of Counsel

Effective fraud fighting in government contracts requires a team effort. Fraud cases usually involve noticing unusual events, asking yourself some questions, and raising those issues within this command.

There are several organizations which investigate suspected fraud in government contracts:

- Army Criminal Investigation Command (present on most Army installations);
- Defense Criminal Investigative Service (an element of the DoD Inspector General);
- Naval Criminal Investigative Service and the Air Force Office of Special Investigations (focus on cases arising from their own services or DCIS);
- The FBI and investigators of other federal agencies; and
- State and local investigators (may become involved if there is a local interest)

If the United States believes there is a cause for action, there is an array of contractual, criminal, civil, and administrative remedies that are available in fraud cases. Three main remedies can be pursued and utilized separately or concurrently depending on the facts and circumstances of an individual case.

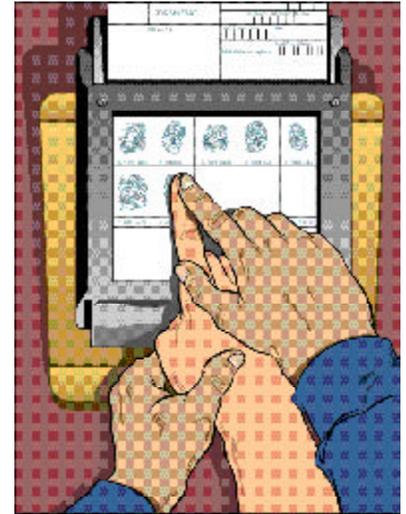
In criminal cases, the following types of misconduct are usually seen:

- Knowingly making or using a false statement of material fact regarding a matter within the jurisdiction of a federal agency.
- Knowingly making or presenting a false claim to a federal agency.

By law, the United States is also permitted to seek civil recoveries against parties who defraud the United States. The main advantage to trying a case civilly results from the lower standard that is necessary to prove a case.

The Civil False Claims Act is the most effective civil weapon against fraud.

There are several administrative options available to the agency in fraud cases. We may: refuse payment of public funds when there is a reasonable suspicion of irregularity, collusion, or fraud; and we can recommend a reduction in or suspension of



advance, partial, or progress payment when a contractor's request for such payments contains fraud.

The United States may suspend or debar from government contracts - contractors who are not "presently responsible," i.e., those who do not have the necessary integrity, ethics, management controls, and ability to perform. Additionally, persons convicted of defense contract related felonies are barred for not less than five years from serving in certain job capacities arising from a government contract.

Defense Criminal Investigative Service

The DCIS, established in 1981, is the investigative arm of the Office of the Inspector General, Department of Defense.

Under the Inspector General Act of 1978, the DCIS has broad investigative authority throughout DoD, including the Military Departments.

DCIS Special Agents are civilian federal agents with full statutory law enforcement authority and carry firearms, make arrests, execute search warrants, serve subpoenas and testify in criminal, civil and administrative hearings.

The DCIS's highest priority is the investigation of counterfeit material and unauthorized product substitution. When substandard or defective parts are put into weapon systems and other procured items and services used by the Armed Forces and the DoD, there is a serious and potentially dangerous impact on the military's war readiness capability.

DCIS is responsible for investigating fraud in the DoD environmental programs, including contract fraud with regard to the removal, transport and disposal of hazardous materials from DoD installations.

Since September 11, 2001, the DCIS has been actively involved in nationwide Joint Terrorism Task Forces and provides assistance to other Federal, State and local law enforcement agencies in the fight against terrorism.

Chief of Engineers Visits Tulsa District

by Alicia Embrey, Public Affairs Office

Lt. Gen. Robert B. Flowers stressed the need to embed the Project Management Business Process and become a learning organization to Corps employees during a visit Sept. 5.

“It is my highest priority. I believe the PMBP - the systematic teaming approach with supporting doctrine, processes, tools, and corresponding curriculum is key to the Corps’ continued relevance to the Army and the Nation. PMBP is synonymous with a flexible, adaptable, learning organization made possible by teamwork and capable people,” Flowers said.

Looking to the future, the chief said district employees will be introduced to P2 and the USACE University concept. P2 tools will enable districts to share project experiences, challenges and successes with other districts virtually. P2 will enable the Corps to become a fully functioning learning organization and the university concept will be used to develop, train and sustain this world-class work force.

During his visit, the general also recognized district employees as heroes for their achievements at work and support to their communities. Echoing the words of Secretary of the Army Thomas E. White, Flowers said, “That while the Corps has an impressive history, its finest hour is a chapter yet to be written.”



Lt. Gen. Robert B. Flowers addressing Corps employees during his Sept. 5 visit.



Pete Navesky

Commander's Award for Civilian Service

For meritorious achievement during FY01 while serving on the U.S. Army Corps of Engineers Public Law 84-99 Matrix Team.



Gregory Williams

Achievement Medal for Civilian Service

In recognition of his outstanding contributions to the Hazardous, Toxic and Radioactive Waste Program as a senior chemist.



Malcolm Murray

Commander's Award for Civilian Service

In recognition of his outstanding contributions to the Tulsa District's Hazardous, Toxic and Radioactive Waste Program.



Sarah Ruckman

Commander's Award for Civilian Service

Exemplary performance during the I-40 bridge collapse.



Jeff Knack

Commander's Award for Civilian Service

Exemplary performance during the I-40 bridge collapse.



Dennis Johnson

Commander's Award for Civilian Service

Exemplary performance during the I-40 bridge collapse.



John Daylor

Commander's Award for Civilian Service

Exemplary performance during the I-40 bridge collapse.



Larry Prestien

Commander's Award for Civilian Service

Exemplary performance during the I-40 bridge collapse.



Stanley Jones

Commander's Award for Civilian Service
Exemplary performance during the I-40 bridge collapse.



Daniel Baumann

Commander's Award for Civilian Service
Exemplary performance during the I-40 bridge collapse.



Shirley Rolison

Received recognition for volunteering to serve as the District's Loaned Executive for the Tulsa Area United Way working to support the Combined Federal Campaign.



John Lambert (L) and John Wagner (R)

Recognized for providing timely, sound engineering judgment, and environmental stewardship during the emergency response and clean-up following a fuel spill at a Fort Sill Vehicle Fuel Storage Facility.



Cathey Williams (L) and Margaret Johanning (R)

Margaret Johanning received recognition for serving as the District Strategic Planner, leading the Army Performance Improvement Criteria Team, and orchestrating the Quarterly Total Quality Briefing. She and **Cathey Williams** were recognized for their coordination of the Day of Caring Activities.



Kerri Stark (L), Burgin Towe (C), and Pete Navesky (R)

Pete Navesky received recognition for being the primary point of contact for Army participation in the Tulsa Regional Science Fair for the past five years. **Burgin Towe** and **Kerri Stark** provided assistance in the preparation and presentation of awards.



Carol Freemyer

Received recognition as the chair of the Civilian Activities and Recreation Events Council for the past two years. The council plans and develops special entertainment, recreation, and welfare activities that contribute to the morale of district employees and their families.



David Jones

Received recognition for volunteering to serve as a member of the Contingency Real Estate Support Team. He was deployed from November 2001 to March 2002 to Camp Doha, Kuwait.

Field Office Heros received recognition during the Generals visit to Fort Sill, Okla.

Phyllis Jordan, Central Oklahoma Resident Office received recognition for her knowledge and go-get-em attitude. She is currently leading the effort to add approximately \$6 million worth of user requested modification work to a \$26 million Air Driven Accessories project at Tinker.

Peter Kozak, mechanical engineer at Central Oklahoma Resident Office, received recognition for his ability to zoom in on deficient work; he has significantly contributed to the quality of projects by identifying deficiencies outside his discipline.

Charles Foster and Jim Snyder, Fort Sill Resident Office received recognition for providing timely, sound engineering judgment, and environmental stewardship during the December 2001 emergency response and clean-up following the fuel spill at the Vehicle Fuel Storage Facility.

Play it safe on rough waters

by Travis Miller, Canton park ranger

I had just finished putting up my equipment and was about to walk out the door when I received a call from the Sheriff’s Department informing me that six people were stranded on an island in Canton Lake. I gathered my equipment and geared up for the rescue. As I met with the reporting person, he said, while pointing to a location on the map, that the party was on the middle island. He said he could show me where they were, so I took him along.

After launching the boat, I shot a bearing for the island thinking, “This one may actually be easy.” I should have known better. The island that he had pointed out was the wrong one.

Unfortunately, the wind was picking up, the waves getting bigger, and of course the 1 a.m. visibility was poor. Since we couldn’t find the party on the middle island, I opted to scan all sides of the three main islands, still, no luck.

I began quizzing him about what landmarks he remembered and which direction the waves hit him when he swam to shore. He couldn’t help me. I soon decided that we would have to carry out a perimeter search of the entire north side of Canton Lake.

After an intense two-hour search in windy, dark, and choppy conditions, we finally located the party. If someone was seriously injured, the time it took to locate the victim could have been the difference between life and death.

Recommended safety tips:

- Wear a life jacket
- Be prepared for the unexpected
- Stay advised of changing weather conditions
- Let someone know where you will be and when you will return
- File a float plan.
- Use all safety equipment
- Be courteous of others and be prepared for emergency maneuvers
- Carry a cellular phone with emergency and nonemergency phone numbers
- Secure any loose items and have emergency gear easily accessible
- Carry a signaling device like an electronic strobe, flares, whistles, mirror...

If caught on the water in bad weather:

- Reduce speed
- Put on and secure your PFDs
- If you plan to head for the nearest shore, approach the waves head on or at a 45-degree angle with your passengers sitting in the bottom of the boat, close to the center
- Secure any loose items and have your emergency gear easily accessible
- If the engine fails, drop anchor from the bow of the boat so it faces into the wind. This should help prevent your boat from capsizing.

Keep in mind it could take a long time before help finds you. Do all you can to make yourself easy to find. It will save time and trouble for you and your rescuers.

The Anniversary Dilemma

by Jeffrey T. Mitchell, PhD, CTS
International Critical Incident Stress Foundation, Inc.,
president

Anniversaries of tragedies can be difficult times for many people. For some, the anniversary date is a powerful reminder of loss. Family members and close friends experience the sadness, emptiness, and pain of a life which now only offers them a gaping hole in the fabric of life where there once was a vibrant and cherished person. For others, who may have tried to deny the tragedy's occurrence, the anniversary may break through their defenses and produce unexpected grief and feelings of despair.

Some people believe that if they got through the first year after a terrible event happened the worst is over for them. They have lived through a year full of generally "awful firsts". For example, the first birthday without their family member or friend or the first Thanksgiving, Christmas, Hanukkah, or New Year may have produced poignant moments of pain for those left behind. Those poignant moments may pile up and produce their most serious impact during an anniversary time. The development of unexpected and intense feelings of grief can be overpowering for those who thought they had successfully denied their grief.

Still others see an anniversary of a tragedy as a milestone along the path to recovery. They hope that passing through the first anniversary will reassure them that a restoration of somewhat normal level of life activities is not only possible but that it is also close at hand. They realize that they have lived a whole year without their special person and they feel more confident that they can now make it through another. The doubts they once felt about their ability to survive without the loved one become less prominent.

Those who survived a tragedy, whether they were wounded or not, often find anniversaries bitter-sweet experiences. They are grateful that they lived through situations in which others perished, yet they feel intense guilt about the fact that others died. Intense feelings of terror and threat reverberate in their minds and hearts. Vivid dreams disturb their sleep. Anger and resentment toward those who caused significant changes in their lives predominate over calmer feelings. It is hard for anybody to feel the same around the anniversary of some significant tragedy.

Administrators of organizations, government agencies, and clergy in a wide range of congregations as well as family members and friends wonder what they should do to properly honor the memory of the dead while simultaneously alleviating the suffering of the living. ICISF has been asked for suggestions many times in the last few weeks as we approach the September 11th anniversary of the brutal attacks on

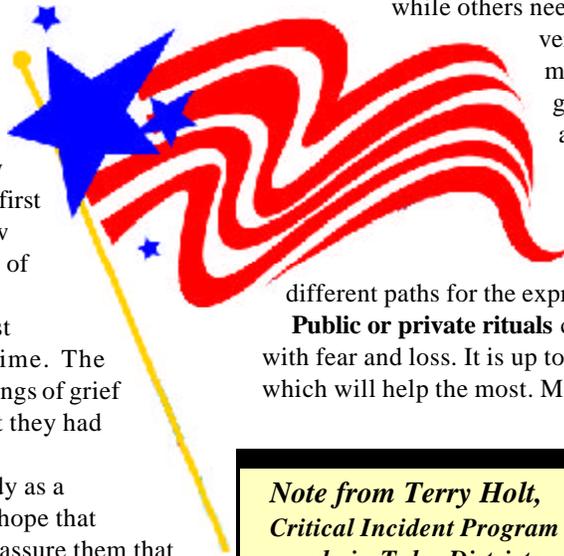
America. The suggestions which follow may be useful guidelines for those who want to know what to do to deal with anniversaries of tragedies.

Each individual may deal with the anniversary of a tragedy in their own way. The first rule of managing the anniversary of a traumatic event is that there are few hard and fast rules. Some people need to visit the site of the tragedy, or a grave or a memorial site. Some will go to a place of worship and pray for their dead. Others will visit those who have sustained injuries or they will bring together friends and family for a quiet meal. Some need to express themselves in a public manner with other people

while others need to manage the anniversary in a very private manner. No particular method of managing one's loss and grief is better than other methods. We all need to be understanding and tolerant of the methods people choose to deal with their grief. Their personality, culture and background may suggest to them

different paths for the expression of their grief.

Public or private rituals can help people who are struggling with fear and loss. It is up to the individual to choose the rituals which will help the most. Many people need and choose a



Note from Terry Holt, Critical Incident Program Management Team co-chair, Tulsa District

In difficult times or when tragedies happen, one would like to be able to say the right words or have the wisdom to change the outcome. But that is really not the most important thing. The really important thing to do is to listen. That is what a Critical Incident Stress Management Peer Supporter does. The Corps of Engineers Southwestern Division Critical Incident Stress Management program is dedicated to helping employees prevent and mitigate the disabling effects of stress. The program provides education, training and support services for all employees. A cadre of 30 peer supporters receives training toward this purpose.

The regional SWD Critical Incident Program Management Team (CIPMT) activation numbers are:

- Tim Gibson, SWF, work (817) 886-1571
- Chris Smith, SWL, work (501) 324-5673
- Kristine Brown SWG, work (281) 497-0740
- Terry Holt, SWT, work (620) 382-2101

companion to accompany them through the rituals surrounding the anniversary. It is helpful to offer to go with someone if it appears that they may have to face the ritual alone. In some places a member of a local CISM team has been there through a ritual when no family member or close friend was available. If a person chooses to attend a ceremony by themselves, then that choice is respected.

Spiritually oriented memorial services can alleviate much pain. They should be carefully planned and presented. The more public citizens who are likely to attend, the greater the need for these services to be non-denominational.

Clergy or chaplain personnel can be instrumental in planning out the details of a religious or spiritually based memorial service. By the way, we should not overlook groups that have run memorial ceremonies for years. Concerns of Police Survivors and the Veterans of Foreign Wars have run such ceremonies and can be good advisors.

Grief seminars and other educational programs can help individuals or groups. Note: if both an educational program and a memorial service are planned to be connected to each other, the memorial service should go last. The reason is that educational programs tend to open people up and bring their pain to the surface. Memorial services tend to “re-box” the grief so that hope of recovery is enhanced.

Non-religious ceremonies may help people to face the loss of their loved ones. Non-religious ceremonies include the blowing of taps, twenty-one gun salutes, speeches, military honors such as aircraft fly-overs, the reading of the names of the dead and missing, moments of silence, tolling a bell, the placement of empty chairs on a stage, candle lighting ceremonies, etc. It is not unusual for these ceremonies to be combined with each other or with prayers and other religious or spiritual ceremonies according to the needs and wishes of the families and friends.

When remains have not been recovered, the families and friends tend to suffer much more. They lack a sense of completeness of the loss. The anniversary often enhances the sense that the loss is truly not finished for them. Doubts remain about the reality of the loss of a loved one. This has certainly been the experience of those who have had loved ones lost at sea or dead within the earth as in a mining accident. No doubt, those whose remains were not recovered after the collapse of the World Trade Center will be sorely missed by their relatives and friends. The relatives often have a need to go as close to the area where their loved one was last known to be. They grieve their loss there.

It is perfectly acceptable for people to respectfully inquire about a person or a family or group’s well being during the anniversary time. The sending of cards, flowers, or memorial wreaths is acceptable according to cultural practices.

It is not unusual for people to experience behavioral changes for several weeks before and after an anniversary. Withdrawal, angry outbursts, emotional

tirades, crying spells, overwhelming sadness, lack of attention to detail, loss of interest in school or work activities and poor treatment of friends, co-workers and family members are fairly common around anniversary times. Grief does not get processed according to some pre set schedule. For some, the intensity of their grief reactions gradually lessens over time. Some people have found that the second or third anniversary is much more difficult for them than the first. Never tell a grieving person that they should be over it by now. Never tell them that they just have to let go and move on. Those words of “advice” will cause more pain. Understanding, patience, and gentle support are most

helpful during these stressful times around the anniversary.

People who are experiencing grief reactions around anniversaries should not be treated as abnormal. We ordinarily do not refer people who are experiencing normal grief

reaction. Anyone, however, who is experiencing particularly intense, difficult, long-lasting or significantly disruptive grief reactions should be offered or encouraged to accept professional assistance. We refer to professionals when a person is stuck in overwhelming grief which is interfering with one’s ability to function normally in life.

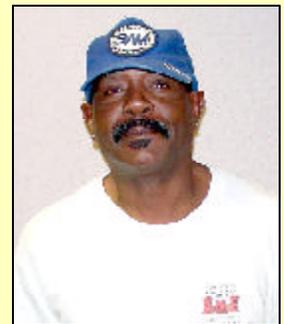
Our thoughts and prayers go out to all who are suffering through an anniversary of a loss whether it is the attacks on America or some other painful experience. We hope for healing, peace of mind, and recovery for all who are in pain.

Those who survived a tragedy, whether they were wounded or not, often find anniversaries bitter-sweet experiences.

Third Quarter Customer CARE Award Winner

Willie Grimes

***IT/Customer Support Specialist,
Information Management Office***



Willie Grimes, an Information Management Office IT/Customer Support Specialist is the Third Quarter Customer CARE Award winner. Willie receives this award for his cheerful can do attitude with customers and coworkers. He has been involved with the Care council and various activities during his career. According to coworkers, Willie is a joy to be around and a promoter of the Corps family feeling.

Willie has already participated in several moves during the past few weeks with many more moves to occur before the transition is over. He comes to work with a positive attitude, helping people see the bright side of any situation. Willie will often do jobs that are not in his “job description” but that doesn’t matter to him. If an employee or customer needs help with a task, they can count on Willie to cheerfully lend a hand.

Willie has been a Federal employee for 30 years.

Safety glasses prevent injury

by Bob Vandegriff, Chief of Safety Office

Accidents are most often caused by a combination of carelessness and unsafe working conditions. Evaluating the workplace, issuing the proper safety devices or protective wear and educating employees is an excellent start to an effective safety program.

During the Anderson Construction Company, Mobile District, Corps of Engineers contractor, weekly safety meeting, Aug. 5th at Lake Seminole, Georgia, Hugh Sellars, project superintendent emphasized the wearing of safety glasses and hard hats. According to Sellars, the employees had become relaxed and should get back into the habit of wearing the safety items at all times.

That afternoon, Steven Pumphy was mowing grass at Chattahoochee Park when a piece of his mower blade broke off

and was thrown into a tree. The piece of metal bounced straight back and stuck into the lens of his safety glasses directly in front of his right eye. Thankfully, he had paid attention to the safety meeting.



Pictured is the piece of mower blade metal thrown from the lawn mower as Steven Pumphy was mowing the grass in Chattahoochee Park.

The Occupational Safety & Health Administration estimates 1,000 eye injuries occur every day in American workplaces costing \$300 million annually in lost production time, medical expenses and workers' compensation.

A Bureau of Labor Statistics survey of workers who suffered eye injuries revealed nearly three out of five were not wearing eye protection at the time of

the accident. Injured workers most often reported that they believed protection was not required for the situation.

It is estimated that 90 percent of eye injuries can be prevented through the use of proper protective eyewear.

Back injuries are workplace challenge

by Bob Vandegriff, Chief of Safety Office

Preventing back injuries is a major workplace safety challenge. According to the Bureau of Labor Statistics, more than one million workers suffer back injuries each year and account for one of every five workplace injuries or illnesses. Typically back injuries occur during the ages of 30 to 50, the most productive period of most people's lives.

Consider these facts

- ? Low back pain is the second most common cause of missed work days
- ? Low back pain is the leading cause of disability between the ages of 19-45
- ? Low back pain is the leading occupational injury

Although no approach will totally eliminate back injuries use of these back saving tips could make lifting less hazardous.

Backsaving tips:

1. Stand close to the object with your feet apart for balance.
2. Bend your knees and lower yourself into a squatting position while keeping your back upright.
3. Grip the object firmly with your whole hand. Use your palms, not just your fingers.
4. Tighten your stomach muscles and, keeping your back upright, straighten your legs. Pivot around your hip joint. Move slowly. Jerky motions strain muscles.
5. Keep the load close to your body. Keep your elbows tucked in close to your body.
6. Move slowly and carefully. If you have to turn, move your feet first, then bring your hips and shoulders around. Do not twist; keep your shoulders and feet facing forward at all times.

No matter what your size or strength, proper lifting techniques make your job easier and safer.

Operations and Maintenance

Notes by Johnny Bell



Major roadwork effort will begin at Eufaula after completion of Cowlington Point.

Oologah Project Office re-roofing finished

Oologah Project Office has a new roof. Jay Jones can now find new uses for his umbrellas and trashcans.

Miscellaneous roadwork at Texoma

Roadwork continues at public use areas around Lake Texoma.

Fiscal Year 2002 has been a busy year for both civil operations and maintenance construction and design work. The pace is not slowing down for FY03.

Current O&M Construction

Eufaula tainter gate rehabilitation

Work continues on the Eufaula tainter gate with contract completion date anticipated in November 2002.

Keystone powerhouse re-roofing

Keystone powerhouse has a new roof on it. The roof drains are being replaced at this time.

Texoma, Fort Gibson, and Eufaula power intake gate rehabilitation

The projects are underway and on schedule. Manufacturing of the lifting chains is nearing completion and work on the gates will begin in October. Project completion date is anticipated for February 2003.



Eufaula Project Office re-roof and electrical upgrade

Eufaula Project Office re-roof and electrical upgrade is underway at this time. Schedule completion date is by the end of September 2002.

Miscellaneous road upgrades at R.S. Kerr and Eufaula Lakes

The notice to proceed was issued May 22 for this work. Roadwork has been completed at Afton Landing and Spainard Creek. Roadwork is underway at Cowlington Point at this time.

Canton Lake spillway lighting upgrade

Work is underway at Canton. The work consists of replacing the spillway lighting, the electrical control boxes, and removing the tainter gates.

Miscellaneous roadwork at Fort Supply and Waurika Lakes

Roadwork is underway at Fort Supply and is nearing completion at Waurika Lake.

O&M Studies

Birch Dam Safety Assurance Report submitted

Birch Dam Safety Assurance Report was submitted in April to SWD with a recommendation for no further action.

Lake Kemp Dam Safety Assurance Report underway

Work effort continues on this study. Current erosion modeling techniques indicate the spillway will erode, contributing to the loss of the pool prior to safely passing the Probable Maximum Flood event. Economic studies and development of alternatives are underway. The Environmental Assessment was started in July and the report will be submitted to HQUSACE by March FY03.

Status of Customer Funded Hydropower Projects

R.S. Kerr excitation repair is underway with installation scheduled to begin in FY03. The intake crane equipment control replacement was awarded in April 2002. Manufacturing of components is underway with installation scheduled to begin Sept. 30. Completion is anticipated by end of November 2002.

Webbers Falls/Keystone excitation system repair. Manufacturing of the exciters is underway at this time. Installation is scheduled to begin in November with completion by mid-May 2003.

The Broken Bow and Tenkiller service breaker replacement contract is underway. Anticipated completion date is Oct. 5.

The final in house design for the Keystone Penstock repair is underway. Customer funds are anticipated in October 2002. Work is scheduled to begin January 2003.

Continued on page 18

Volunteer saves four

by Tim Adkins, Waurika Lake park ranger

One day last spring while Bobby Tuggle, Waurika Lake volunteer, was checking juglines caught more than he expected. While on the lake that day he heard a call for help and found four people clutching a dead tree in the water.

Vernon McKean, Bob McCollough, Jim Runkle and his wife were traveling in their boat when they hit a submerged tree stump. As the boat quickly filled with water they put their lifejackets and swam to a nearby tree for safety. They had been there for three hours when Tuggle came to the rescue.

Tuggle loaded the cold and wet foursome on board and called for an ambulance from his cell phone. He took them to shore near their campsites in Kiowa Park I. Within minutes, the ambulance arrived and took McCollough to Jefferson County Hospital for treatment of mild hypothermia and chest pains. He remained overnight at the hospital for observation and was released the next day.

According to Vandegriff, "Tuggles presence in the area and quick reaction time likely prevented a multiple fatality. He is well deserving of the award."



Bob Vandegriff (L), Tulsa District Safety Office chief and Tim Adkins (R), Waurika Lake park ranger present volunteer Bobby Tuggle (C) with the Tulsa District Life Saving Award.

Operations and Maintenance Notes

Continued from page 17

The final in-house design for the Fort Gibson cooling water piping replacement is underway. This project was originally funded for FY03, however, customer funding cuts resulted in the project falling below the FY03 funding line. It is anticipated that the project will be funded in FY04.

Review of Hydroelectric Design Center's final design for the Webbers Falls Powerhouse generator coolers is underway. This project will be funded in FY03.

Hydroelectric Design Center continues design effort on the following projects in support of the rehabilitation effort at the Webbers Falls Powerhouse:

- * Turbine plans and specifications
- * Generator rewind
- * Service breakers
- * Speed increaser pumps

The plans and specifications for these designs are to be completed by the end of September.

Homeland Security

Tulsa District has been funded for design and implementation of security features at R.S. Kerr, Keystone, John Redmond, El Dorado, and Hulah projects. R.S. Kerr has just completed the 35% design and review process and was given the direction to proceed with implementation. Design charettes are underway for Keystone, John Redmond, El Dorado and Hulah.

Who is your Beneficiary

Most employees don't realize that they have several designations to keep current. If you don't have a designation on file, remaining funds will be distributed according to the legal order of precedence.



You can complete and submit a beneficiary designation for each of the following:

Federal Employees Group Life Insurance Plan
Thrift Savings Plan
Civil Service Retirement System
Federal Employee's Retirement System
Unpaid Compensation

The OPM website below contains links to PDF versions of each appropriate Designation of Beneficiary form and instructions for submitting them.

<http://www.opm.gov/insure/designations/>

Tulsa District Family



Condolences

Mary Samuel's husband passed away July 16. Mary works in Operations Division, Technical Support Branch. Memorial services were held July 18 at the Mountain View Baptist Church in Glendale, Okla.

Retiree Harley Price passed away July 29.

Retiree Alfred Porter passed away Aug. 6. Porter was a retired GSA mechanic and the husband of Bernice Porter, who retired from the Corps of Engineers. Services were held Aug. 10 at the Antioch Baptist Church, Tulsa, Okla.

John Blackwell's mother passed away Aug. 17. Services were held Aug. 19, at the White City Baptist Church, Tulsa, Okla.

Ranger Mike Buchanan's mother, Johnnie Buchanan passed away Aug. 18. Services were held Aug. 21 at the Immaculate Conception Catholic Church, Hugo, Okla.

Harold Smith, a former Mineral Appraiser in Real Estate Division, passed away Aug. 21 in Springfield, Va. Harold transferred to the Corps Headquarters and retired from the Department of the Interior in 1984.

Leon Capps, retired GSA mechanic passed away in August. His wife is JoAnn Capps, is a retired administrative officer in the Fort Gibson Project Office. Services were held Aug. 15.

Retiree Beth Holland passed away in August. A celebration of her life was held Sept. 14 at the Harvard Park Village Clubhouse, Tulsa, Okla.

Mary Sullivent's father passed away Sept. 2. Services were held Thursday, Sept. 5 at Smith's Mortuary, Charleston, Ark.

Ginger Wilkins' Mom, Helen Wilkins passed away Sept. 3 after a long illness. Ginger is a civil engineering technician in E&C Division. Services were held Sept. 9 at Memorial Park Cemetery Chapel Mausoleum, Muskogee, Okla.

Retiree Vince Arrington passed away in September. Arrington was a former Tulsa District draftsman from 1962-1972.

Karla Fleming's mother, Wanda Wiley, passed away Sept. 9 after a long-term illness. Services were held at the First Baptist Church, Sapulpa, Okla.

Thank You Notes

Dear Sir or Madam;

Earlier this month, Aug. 2002, we were fortunate to camp at your facility on Birch Lake along with several other members of our camping club. When arriving at the campground we were greeted by a pleasant and helpful gate attendant that actually made us feel welcome. She regularly toured the campsite area throughout our stay to see if everything was satisfactory and if she could be of assistance.

Throughout our stay we were also pleased to note that the two ladies that serviced and cleaned the restrooms and showers were prompt, regular, and courteous in performing their functions. I must say these facilities were the cleanest

and insect free facilities that I have ever enjoyed at any Corps of Engineers campground.

In closing I am aware that many persons are eager to complain and slow to compliment when park facilities are used. These ladies are a credit to themselves and your organization. Hopefully their efforts are appreciated and acknowledged.

*Sincerely yours
Alberta Nits
Caney, Kansas
FCRU (NCHA) Member*

Dear Project Manager;

I would like to take this opportunity to express in writing the pleasurable stay my husband and I had on Skiatook Lake at the Tall Chief Cove campground.

The gate attendant host and hostess were very accommodating and I would like to express our special thanks to Diana the woman who cleans and maintains the restrooms and showers at this campground – they were kept immaculate and supplied even throughout the Labor Day weekend.

We camped at a beautiful site and appreciated the spaciousness and scenic view over the lake. We are blessed to be fulltime R-Ving throughout the United States and we camp mostly at Corps campgrounds. In our opinion Skiatook is top notch.

*Sincerely
George and Emily Whitehouse
Happy Campers*

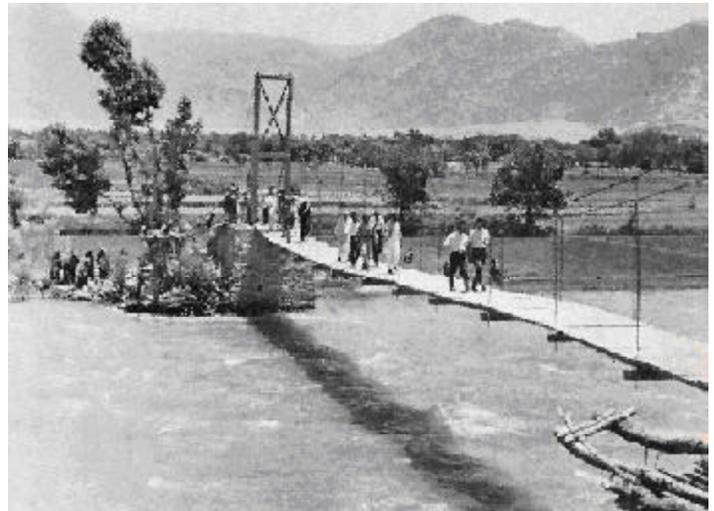


The Corps Designed Suspension Bridges that Saved Lives in Afghanistan

Headquarters U.S. Army Corps Of Engineers, Office of History

At the request of the provincial governor of Laghman province in Afghanistan, during the 1960s the U.S. Agency for International Development (AID) sought the assistance of the U.S. Army Corps of Engineers in overcoming a hazardous situation. While making their way to market or school, many Afghani villagers risked falling to their deaths while attempting to cross flooded rivers on antiquated and unstable bridges. Engineers from the area office of the Gulf District, Mediterranean Division designed a new type of bridge to solve the problem. Also, in an effort to allow for future construction, they ensured all building materials except for the cables and connectors were locally obtainable.

The design of the bridge was simple, thus easily replicated. Twenty-foot tall towers made of local timbers were set on masonry abutments into which steel cables were cemented. At the top of the towers were rollers that reduced friction and held up the cables. The nonrigid deck system consisted of beams attached to main cables with planks set on top of attached stringers. This system was supported by a series of steel hangers

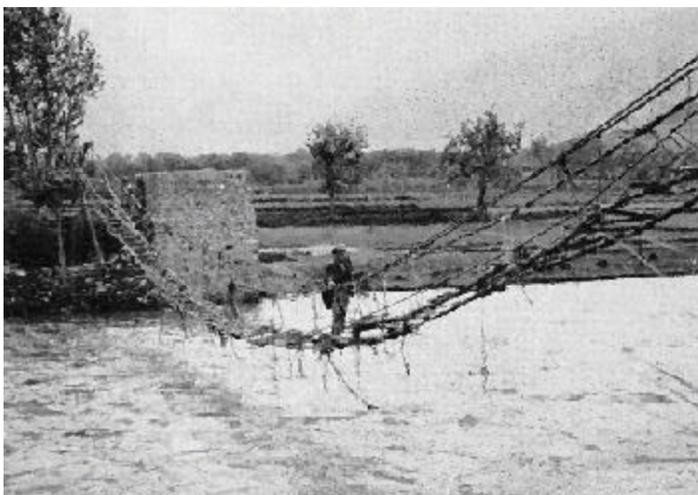


Afghani villagers line up to cross the newly completed “Cricket Bridge”

attached to the main cables. The maximum load was 1,000 pounds per 3-meter section? based on the approximate weight of a loaded donkey? with the clear width of the bridge being 2.8 meters. Engineers designed two variations of this bridge? one strictly for pedestrian and animal crossings and another that also would allow for vehicles.

The first of these suspension bridges was built for less than \$1,000, split between AID and the local township. Its construction by indigenous laborers was supervised by a Peace Corps volunteer and managed throughout by periodic visits from Engineers. The timing of its emplacement was fortuitous. An old man nicknamed “the Cricket” had been maintaining a decrepit older bridge in a nearby spot for as long as anyone could remember. Prior to the new bridge’s completion, “the Cricket” fell into the tributary over which his bridge crossed while attempting to repair it and drowned. His untimely death was soon followed by the equally unexpected washing out of the old bridge during a flood. In honor of the elderly man’s service, the Corps-designed structure soon acquired “the Bridge of the Cricket” as its moniker.

Subsequently, two additional suspension bridges of the same design were constructed in the province. The success of these bridges, essentially self-help programs, were an early tribute to the Corps’ efforts to improve the everyday lives of the Afghani people.



Old “Cricket Bridge” (note the Corps-built abutment for the new bridge on the far shore)