



# CROSSCURRENTS

ST. PAUL DISTRICT  
U.S. ARMY, CORPS OF ENGINEERS

## THE PRESIDENT IN ST. PAUL



August - September 1979

Vol. 3, No. 1



President Carter's cruise on the Mississippi River stirred St. Paul District people to make the Delta Queen voyage leaving Lambert's Landing on August 17 particularly safe and smooth. The locks and dams personnel checked and re-checked the equipment and safety measures, and law enforcement officials at communities along the route added to the security measures of the Secret Service at the locks and dams.

It was the first time a President of the United States had traveled and locked through on the Mississippi River. Lock and Dam No. 2 at Hastings was the first in the series, but unfortunately, the President and his family were sleeping when the Delta Queen went through at about 11 p.m.

President Carter arose to greet the dozens of people waiting, at 3 a.m., at Lock and Dam No. 3, and by the time the boat reached Lock and Dam No. 4, where a Corps sign welcomed the President, it was early afternoon and a huge crowd waited to see the distinguished visitors. The President and his family disembarked at the lock to greet the people, and President and Mrs. Carter signed the log book.

Later, at Lock and Dam No. 5, the First Family again disembarked to shake hands in the crowd of about 400 greeters. According to a report in the local newspaper, "Jim Weyant, on the crew at Lock No. 6 is favoring a spot on his cheek where Rosalynn placed a kiss, and Kenneth Hovell, a member of the crew at Lock 5A also has a kiss to remember."

The warm welcomes were repeated at lockages and communities along the river throughout the District. St. Paul District Engineer Colonel Badger, Deputy Lieutenant Colonel Heme, Chief of Construction-Operations Division Bill Goetz, Security Manager Lynn Cuyler, and Arden Duval of Locks and Dams Section were on hand along the route as the President traveled through the District, as were photographer Lyle Nicklay and videotapers Patti Pattison and Mary Diedrick.



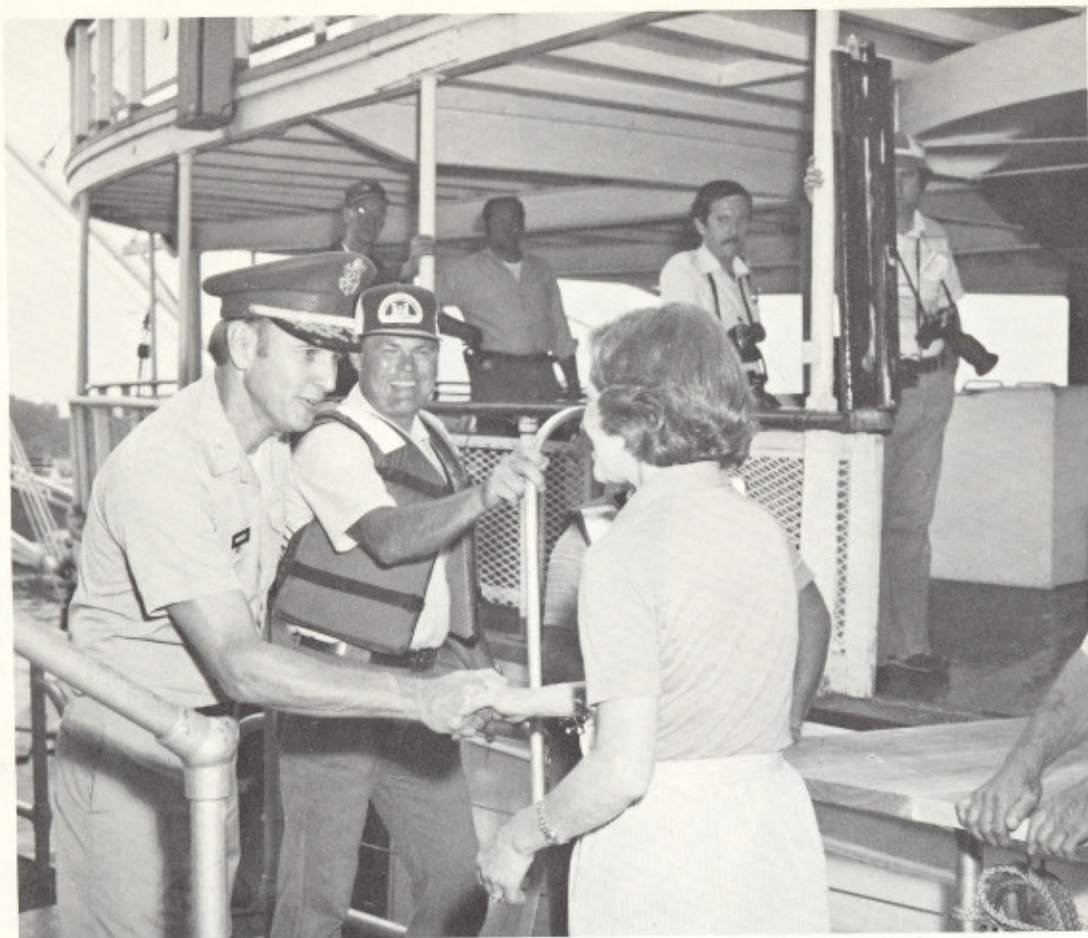
When word of the President's trip aboard the Delta Queen -- leaving from St. Paul on August 17 -- reached the District Office, preparations were immediately begun for an "itinerary" scrapbook. It was intended to help guide President Carter and his family through the high points along the Mississippi River in this District, and it included photos and project maps, and brief descriptions at each point.

Dale Lynch, Chief of Drafting Team, suggested that the Presidential Seal would add a distinctive touch to the scrapbook cover, and, undaunted by the lack of any such Seal in the immediate vicinity, went directly to the source . . . the White House in Washington, D.C. He explained his mission to the receptionist and on the morning of the 17th, in the nick of time, he received an envelope from Washington, with this letter, signed by an "Associate Counsel to the President:"

"This confirms a telephone conversation you had with a staff member in our office on Friday, August 10. You requested permission to use a Presidential Seal on a scrapbook which the Corps of Engineers will present to the President on his upcoming trip down the Mississippi River. We are pleased to grant permission for this use of the Seal and have enclosed a photocopy for your use."

"MISSION ACCOMPLISHED"





St. Paul District Engineer, Colonel Badger, greets the First Lady at L/D 4. Lock and Dam Operator Anthony Helmueller looks on.



At L/D 4, Assistant Lockmaster Ed Squires offers the President a hand as he reboards the Delta Queen. At left, COL Badger salutes President Carter.



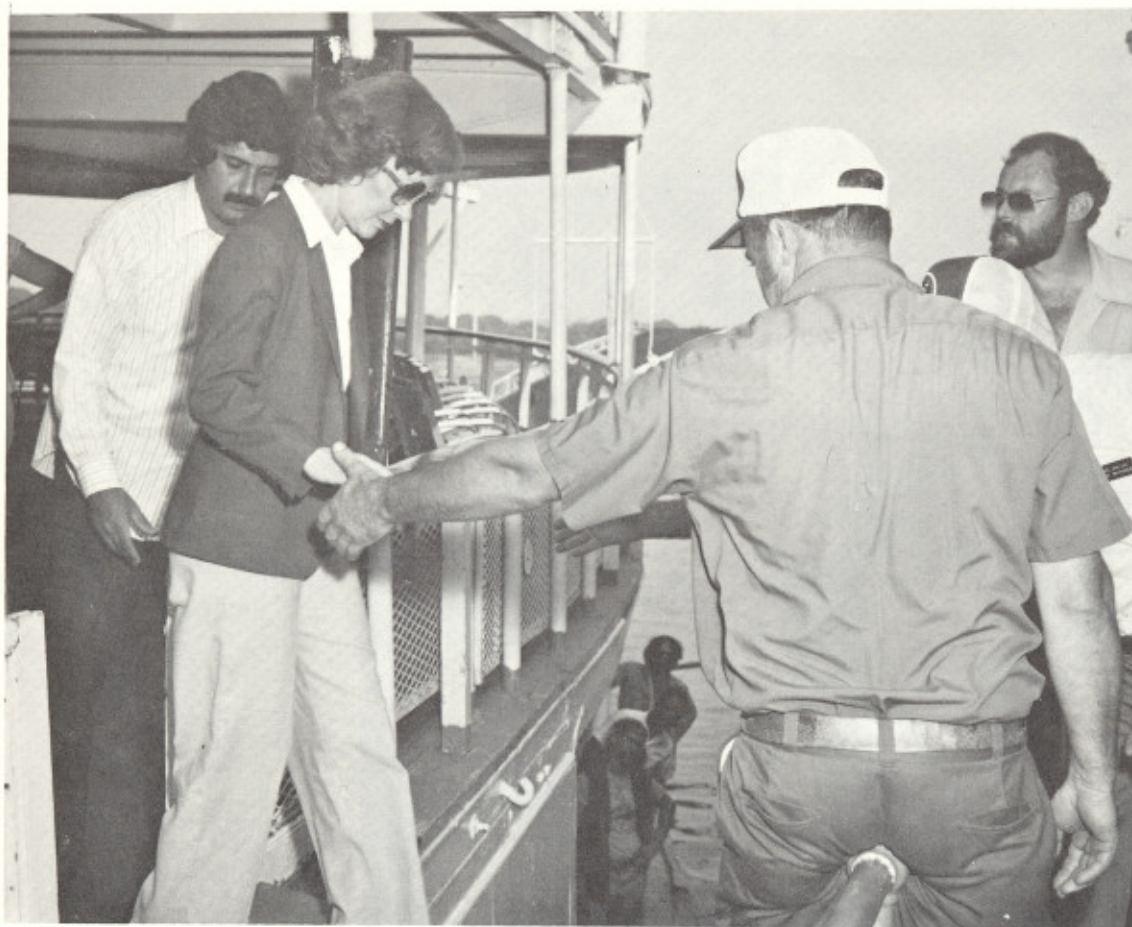


The President leans over the rail to shake hands with L/D 4 Lockmaster Owen Wanek. An Alma civic greeter holds flowers for Mrs. Carter.



Rosalynn Carter signs the log at L/D 4 for Head Lock and Dam Operator Earl Sagstetter.





At L/D 5,  
Carl Miller and  
Lloyd Tibor  
reach out to  
safeguard Mrs.  
Carter as she  
leaves the  
Delta Queen  
in the lock.



COL Badger  
shakes the  
hand of Mrs.  
Carter at  
L/D 6. Patti  
Pattison, who  
videotaped  
the visit of  
the President  
to St. Paul  
District,  
looks on.





Lester Leavitt,  
Lockmaster at  
L/D 6, welcomes  
Rosalynn Carter.



Head Lock and  
Dam Operator  
Jim Weyant  
assists at  
the present-  
ation of a  
gift to Amy,  
at L/D 6.





COL Badger  
salutes the  
President  
as he greets  
fans at L/D 6.



Lockmaster Burnell  
Reinitz and Assist-  
ant Marvin Pedretti  
stand by as Amy  
Carter greets  
admirers at L/D 10.  
... A Secret  
Service man  
keeps a close  
watch on her!





Again, the Secret Service is right on hand as Mrs. Carter shakes hands over the fence at L/D 10. Burnell Reinitz and Head Lock and Dam Operators John Ryan and Irvin Muench, also keep a close watch...



The President's press secretary, Jody Powell, uses the telephone at L/D 10, where he was discovered by Patti and Mary Dietrick, who assisted with the video.





DEPARTMENT OF THE ARMY  
NORTH CENTRAL DIVISION, CORPS OF ENGINEERS  
536 SOUTH CLARK STREET  
CHICAGO, ILLINOIS 60605

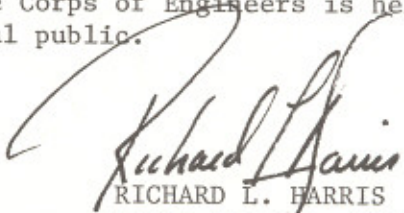
NCDPM

30 AUG 1975

SUBJECT: Letter of Appreciation

District Engineer, St. Paul

1. My deep and sincere appreciation to you and all the district employees for a job well done during the President's recent trip down the Mississippi River. Laudatory comments regarding the efficiency of your operations, the physical appearance of your lock sites, and the bearing of your employees continue to arrive at this headquarters.
2. The entire operation was accomplished in a manner that highlights the outstanding professionalism and dedication to duty that is a standard in your district. I am proud to have all of you in the North Central Division family.
3. Thank you and congratulations for a performance that can only add to the esteem in which the Corps of Engineers is held by the Chief Executive and the general public.

  
RICHARD L. HARRIS  
Major General, USA  
Division Engineer



In addition to greeting  
President and Mrs. Carter -- and  
Amy -- as Lockmaster at Lock and Dam 4,  
since Owen is a member of the Alma City Council,  
Mr. and Mrs. Waneke presented the family with gifts  
from the City of Alma, Wisconsin.

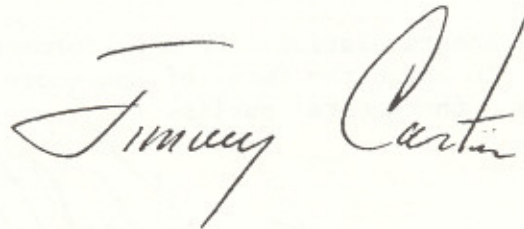
THE WHITE HOUSE  
WASHINGTON

August 18, 1979

To Mary Jane and Owen Waneke

Rosalynn and I appreciated the warm welcome  
extended to us today. Our entire vacation on  
the Mississippi River was tremendous, in large  
part due to the expression of goodwill we  
received. Thank you for your efforts in our  
behalf!

Sincerely,



Mr. and Mrs. Owen Waneke

Alma, Wisconsin 54610



A copy of the L/D 4 log  
signed by President and Mrs. Carter

DEPARTMENT OF THE ARMY  
CORPS OF ENGINEERS  
WATERWAY TRAFFIC REPORT  
LOCKAGE LOG

RCS: DAEN-CWO-46

Vessel Name	Vessel Number
DELTA QUEEN	02 25875

Lock Number	Chm No	Record Number
041		0618

DIRECTION

☐ UP  
☒ DOWN

LOCKAGE

CUTS

- 01 ☒ SINGLE (ONE CUT)  
02 ☐ DOUBLE (TWO CUTS)  
03 ☐ TRIPLE (THREE CUTS)  
04 ☐ QUADRUPLE (FOUR CUTS)  
☐ MORE THAN FOUR (4) CUTS  
☐ INCOMPLETE NUMBER OF CUTS

TYPE

- ☒ STRAIGHT  
☐ SETOVER  
☐ JACKKNIFE  
☐ KNOCKOUT  
☐ MULTIVESSEL  
☐ FAST DOUBLE  
☐ NAVIGABLE PASS  
☐ OPEN PASS  
☐ BARGE TRANSFER  
☐ OTHER (REMARKS)

VESSEL TYPE

- ☐ COMMERCIAL TOWBOATS  
☒ PSNGR. BOATS, FERRIES  
☐ RECREATIONAL VESSELS  
☐ CARGO CARRYING VESSELS  
☐ U.S. GOVT. VESSELS  
☐ U.S. GOVT. CONTRACTOR  
☐ CMRCL. FISHING BOATS  
☐ OTHER (REMARKS)

Light Comm. Boats	Rec. Vsls.	Passengers
	06	194

LOCKAGE TIMES

ENTRY TYPE

- ☒ FLY ENTRY  
☐ EXCHANGE ENTRY  
☐ TURBACK ENTRY

EXIT TYPE

- ☐ FLY EXIT  
☒ EXCHANGE EXIT  
☐ TURBACK EXIT

	Arrival		Start of Lockage	Bow Over Sill	End of Entry	Start of Exit	End of Lockage	
	Day	Time						
	Month	Day	Hour	Min	Hour	Min	Hour	Min
First Cut	08	18	13	20	13	25	13	30
Last Cut								

STALL OR INTERFERENCE

Begin Stall				End Stall			
Month	Day	Hour	Min	Month	Day	Hour	Min

STALL CODE (check only one)

WEATHER

- ☐ FOG  
☐ RAIN  
☐ SNOW  
☐ WIND

SURFACE

- ☐ ICE  
☐ RIVER CURRENT OR OUTDRAFT  
☐ FLOOD

TOW

- ☐ INTERFERENCE BY OTHER VESSELS  
☐ TOW MALFUNCTION/ BREAKDOWN  
☐ TOW STAFF ELSEWHERE OCCUPIED

LOCK

- ☐ DEBRIS IN LOCK  
☐ HOWR MALFUNCTION  
☐ STAFF ELSEWHERE  
☐ TESTING OR MAINTENANCE

OTHER

- ☐ TOW OBSTACLE BY CORPS COAST GUARD  
☐ COLLISION/ ACCIDENT  
☐ VEHICULAR R.R. BRIDGE  
☐ OTHER (REMARKS)

*Timothy Carter*

*Rosalynn Carter*

PLACE REMARKS ON REVERSE SIDE



## FROM PERSONNEL

An amendment has been issued concerning the effective date of a change in enrollment to a self and family plan from self only upon the birth of a baby or acquisition of a child.

The amendment states that the change now becomes effective at the beginning of the pay period in which the child is born or added to the family. The employee must be in a pay status at the time. If the employee is not in a pay status, the enrollment shall not be effective until the first day of the pay period in which the enrollee returns to pay status.

Previously, a change in enrollment to self and family became effective at the beginning of the pay period after the SF-2809, Registration for Health Benefits, was received in the Personnel Office following the birth of the baby or acquisition of a child.

This amendment applies to all births or additions of a child which occur on or after 1 May 1979. The period of the enrollment is within 60 days following the birth or acquisition of a child. The change to self and family enrollment may be made only in the same plan and option as the employee currently is enrolled.

*Recently, rumors have been of an "early out" for employees with a 7 or 8% incentive to retire. The Personnel Office has received no official information on such a proposal; however, the Federal Times has reported that there will be no "early out" unless a position has been abolished.*

Retiree John C. Fredericks died at the age of 73 on July 30. Mr. Fredericks, who is survived by his wife at 1985 W. 9th Street, White Bear Lake, Minnesota, 55110, had been an electrical engineer in Design Branch, and had been in ill health for many years. Also deceased is Deward Swayze, former Lockmaster of Lock and Dam 6, at Fountain City, on August 24. On September 3, Tillman A. Anstensen, former Lock and Dam Operator at L/D No. 1, died of cancer in Minneapolis, at the age of 74. He had retired in 1968. Our sympathy is extended to their families.

## Letters of

The following letter was sent to Greg Struss, Park Ranger at Gull Lake, by a Clarissa, Minnesota family, Ella, Gene, and Sven Lindquist:

Last week we visited with you at the Gull Lake Dam Campground and told you how much we have enjoyed being guests in that park.

I don't recall what was said at that time about the park, so I am writing to be sure that our praise of the place and the employees is expressed.

Our first stay there was this summer when we took 8 Boy Scouts, one of whom is our 16 year old son, there for a weekend. We all agreed that it is the number-one campground we have ever seen. The friendliness of the employees makes us feel "at home". We met Ron Harmening, Dan Ring, Kent Boettcher, and Deb Tipke and they are all fine young people. We had several good visits with Dan Ring and consider him an example of a good American youth. These are kids that our Boy Scouts can look up to.

We have been back once more as a family, and once more with 9 Boy Scouts. All three times have been a joy to all of us.

We hope to visit some of the other campgrounds that you told us about and that are on the map, but I feel sure that they cannot surpass the quality and standards of the Gull Lake Camp. We look forward each time to meeting those young people who have become our friends.



## Appreciation

Colonel Verne Doyle, North Central Deputy Division Engineer, in a letter to Colonel Badger, commented: "General Harris and I were most impressed upon seeing the excellent audio-visual presentation which was produced by your district on the 1978 Flood at Rochester, Minnesota. Please extend my compliments to those who worked so hard to produce this fine presentation".

In forwarding the letter to Roger Fast, Chief of Engineering Division, Colonel Badger remarked: "These comments reinforce my belief that not only must we be truly professional engineers in the development of our projects, but we must also be just as professional in telling our story whether it be to the public or our higher headquarters. Please thank those involved for a job well done."

A letter of appreciation for material that Martin McCleery, ED-PB, put together also came to the District from Jon G. Lindgren, Mayor and President, Board of City Commissioners, of Fargo, North Dakota. He wrote to Lynn Cuyler, Emergency Operations Manager: "Thanks for sending along pictures of the 1979 flood. I am placing them with material that will ultimately go into the historical archives at North Dakota State University. All of us in Fargo have appreciated the fine work of the Corps of Engineers."

At the Old-Timer's Reunion,  
held 5 September 1979, at  
the Holiday Inn-Roseville

*Photo at right by  
Roger Johnson;  
all other Reunion  
photos in this  
issue by Joan Quitter*

The well-attended fourth annual reunion of present and past employees of the Corps is history. Among the 158 in attendance were the following from outside the District limits: Mr. and Mrs. Wilfred Darling from Hawaii; Miss Agnes Marx from Yakima, Washington; Mr. Henry Dart from Mesa, Arizona; and Mr. and Mrs. Charles Kochian from Dallas, Texas.

John Wiede, former Assistant Chief of the Operations and Construction Division, was master of ceremonies, and the main speaker was Lieutenant Colonel Walter L. Heme, Deputy District Engineer.

LTC Heme briefly discussed the main projects being worked by the District, the flood operations on the Red River of the North this past spring and the proposed realignment of Districts and work in the North Central Division.

From the buzz of conversations, sounds of greeting before and after the luncheon and the expressions of interest in next year's reunion it is believed accurate to say the majority in attendance had an enjoyable time.

Years pass quickly so it is suggested you make note that present plans are to hold the next reunion on September 3, 1980 - the Wednesday after Labor Day.





# OLD-TIMERS GET TOGETHER



Don Drahota, Jim Hartigan, Robert Calton,  
(behind, left) Mike Gladis



Don Ludwig, Richard "Si" Leonard,  
Elmer Harris

(ALL PHOTOS BY JOAN QUITTER)



Katie Holtiner, Marguerite Gobel,  
(behind) Bob Johnson, Elmer Pierre,  
Catherine Gillespie



Ed Chun, Bill Darling, Harry Andersen





Mr. and Mrs. Russell C. "Ike" Kolb,  
Mrs. Bill (Helen) Schultz



(Upper right) Elmer "Christy" Christenson,  
Emil Silverman, Bill Straub, Henry Munger

Lieutenant Colonel Walt Heme,  
Master of Ceremonies John  
Wielde, Sandra Cloutier

(Below) Roger Johnson,  
Clarence "Butch" Buending,  
Sylvester Schaefer,  
Victor Peterson

(below, right) LeRoy Lorinser,  
Sharon Brown, Jim Lacy







John Forsberg, Mike and  
Lorraine Gladis



(Upper right) Lorraine  
Fischer, Otto Benz, Bill  
Darling

Peg Erickson, Dolores  
Hauser, Carol Antony,  
Hildie Wimmer



(Below) Charlie Kocian,  
Roman and Evelyn Greene

(Below, right) Mr. and  
Mrs. Lyle Johnston,  
Don Ludwig, Mrs. Bob  
Anderson







Florence Felix, Lois Hawkinson,  
Margaret Madden



Jim Kursu, Delores Sudeith, Evelyn  
Schwartz, Catherine Gillespie



Mr. and Mrs. Melvin Jordahl



Jim Lacy, Mildred Newton, Earl Fenton

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#### LTC WALT HEME REASSIGNED AS SAVANNAH DISTRICT DEPUTY

Deputy District Engineer, Lieutenant Colonel Walter Heme has been reassigned as Deputy at Savannah, Georgia, District, as of 15 November. LTC Heme came to St. Paul in November, 1976. His successor has not yet been named.





Tracey Schuppel, 15, daughter of Mr. and Mrs. Eugene Schuppel of Lock and Dam No. 3, took home the Grand Championship from the Goodhue County 4-H dog obedience show held at Zumbrota, Minnesota.

Tracey won with her 14-month-old registered American Cocker Spaniel, named Rufus Czar. After winning the beginner's class with a blue ribbon, Tracey and Rufus went on to take the purple Grand Champion ribbon with a total of 196 points out of a possible 200, winning against a Black Lab that was awarded Reserve Champion with a total of 195.5 points.

Tracey and Rufus advanced to the 4-H regional dog show held 15 September at Dodge Center, Minnesota, where they won a blue ribbon. They scored 194 out of a possible 200 points, just two points short of making Grand Champion in the regional competition.

Despite the fact that the Canal Park Visitors Center and Marine Museum was undergoing expansion and did not open to the public until July 5, an estimated 195,500 people visited the Corps facility in July and August, according to Pat Labadie, curator.

## JUST BETWEEN US ..

(Based on Employee Benefit Fund records)

"SO LONG" to these people leaving the Corps . . . JOHN SEEMANN, ED-HF, and JAMES JACQUES, ED-FP, who transferred to the National Weather Service, to DEBORAH LAWRENCE, ADP, who went to the Pillsbury Company in Minneapolis, and RICHARD SCHREIFELS, AS-RM, who joined the U.S. Postal Service.

BEST WISHES to these recent retirees . . . FRED HENRY, ED-F, after 25 years with the Corps; EUGENE KORHONEN, Chief of Supply and Procurement, after 38 years' service; JEAN WIESER, ED-PB, after two years with the Corps; and Harold Hanson, NCD Auditor.

CONGRATULATIONS ON THE BIRTH of a son, Matthew Andrew, on June 11, to LYNN, ED-D, and DIANNE RIGGS.

### LET'S HAVE SOME FEEDBACK, PLEASE!

We would appreciate hearing from our readers as to how much interest there is in the future of *Crosscurrents*.

Do you read it ...

- from cover to cover?
- just the cover?

Would you miss it if it didn't come?

Please send your response promptly to the Public Affairs Office!

The slide show documenting the 1978 Rochester flood will be shown for all interested employees at a Project of the Month slated October 4 at 12:30 in Room 1033. The 25-minute program will be introduced by Dale Mazar, project manager. The videotape of the Red River of the North flooding and the Red River study project slide presentation, about a half-hour program, are scheduled for showing on October 11, at 12:30 in Room 1033. The videotape was prepared by Bill Spychalla and Kevin Cook; the slide show presents the status of the Red River study, of which Charles Crist is project manager.



## Headwater Notes

(Excerpts from Headwaters ledgers)

Cross Lake, Minn.  
August 1, 1908

Major Francis R. Shunk  
Corps of Engineers, U.S.A.

Sir:

Report of operators for the week ending Saturday August 1, 1908 is respectfully submitted.

Track was removed and laid, sand fill and surface soil was placed, and tools were repaired. Dike No. 13 sand fill placed 2641 cu. yds. Dike No. 11 surface soil placed 892 cu. yds.

On your order No. 4774 of June 25, 1908, to Swift and Co., was 300 lbs. of bacon, smoked, (Small). We have received the bacon but the sides are large, averaging about 45 lbs. each, and mostly fat, and not what we want, nor what we can use.

Awaiting your instructions, I am  
yours respectfully  
A. H. Fenn  
Foreman

*CROSSCURRENTS is an unofficial publication authorized under the provisions of AR 360-81, published monthly by offset press for employees of the St. Paul District. Views and opinions expressed are not necessarily those of the Department of the Army. Address mail to: CROSSCURRENTS, ATTN: Public Affairs Office, U.S. Army Corps of Engineers, St. Paul District, 1135 U.S. Post Office and Custom House, St. Paul, Minnesota, 55101 Phone: (612) 725-7505*

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James E. Braatz  
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Rosemarie E. Braatz  
Editorial Assistant:  
Mary Diedrick

Open Houses were held on August 25 at both Sandy Lake and Leech Lake with tours of the facilities including the dam, shop, sewage treatment plant and grounds. Refreshments were served throughout the day.

At Sandy Lake, Don Daly, park manager, featured the museum with Indian artifacts found in Sandy Lake. He pointed out that a fishing area is being cleared on the river side of the dam and new comfort facilities have been erected this summer in the north campground.

At Leech Lake, the park manager, Edward Sunde, reports that "a steady flow of visitors" viewed wildlife movies, Eco-Expoz displays, Corps films and a slide-tape program reliving Minnesota's logging era. He notes that Sewage Plant Operator Leroy Campbell, Park Ranger John Zahalka and Clerk-typist Karen Losh assisted in entertaining the nearly 100 visitors.

*In a news clipping from a small northern Minnesota community was a report on flood damages, which stated, in part: "According to a wind-chill survey, April 25, by two men from the Corps of Engineers, who met with . . ." Well, probably people up that way haven't heard of such a thing as a "windshield" survey, either.*

Jim Ruyak, Park Manager at Remer, has two beauty-queen daughters now, (and a third daughter, now 14, not yet in the running). Beth, 18, last month was selected first runner-up to Miss National Teenager at the pageant in Atlanta, Georgia. The show was televised in the Twin Cities area on September 8. Then, daughter Michelle, 16, was crowned Pepper Festival Queen at North Hudson, and will represent that community through the year at various events, celebrations and parades.

Beth last year was Wisconsin's representative to the Miss World America pageant, as well as Miss Hudson. "She's gotten a \$1,500 general scholarship fund, and was offered another \$1,000 from Concordia College as well as some nice modeling jobs," Jim remarks.



# SYSTEMATIC SAVING

## THE ONLY WAY TO GO

Have you often wondered how your neighbor or co-worker is able to keep adding money to his saving account while your balance seems to stay the same or drop? It's really no big secret. Your friends are probably using a systematic, planned saving system.

Systematic savings is not complicated. All it means is that a certain amount of money is put into credit union shares on a regular, pre-determined basis. Regular can mean weekly, bi-weekly or monthly. The amount to be saved at each interval varies from person to person, according to the individual economic situation. With a savings commitment made, your share balance will grow on a steady basis.

A big help to systematic savers is payroll deduction. Under this plan a certain amount is automatically put into your share account each pay period.

However you handle it, systematic savings is a sure way to make your share account grow!



"Sorry—all my money's in my credit union!"

SUPPORT YOUR SAVINGS... Support your  
U.S. ENGINEERS' ST. PAUL CREDIT UNION

projected 7% increase, from Federal Times

## Yearly Rate and Steps

Grade	1	2	3	4	5	6	7	8	9	10
1	7,210	7,450	7,690	7,930	8,170	8,410	8,650	8,890	8,902	9,129
2	8,128	8,399	8,670	8,902	9,002	9,267	9,532	9,797	10,062	10,327
3	8,952	9,250	9,548	9,846	10,144	10,442	10,740	11,038	11,336	11,634
4	10,049	10,384	10,719	11,054	11,389	11,724	12,059	12,394	12,729	13,064
5	11,243	11,618	11,993	12,368	12,743	13,118	13,493	13,868	14,243	14,618
6	12,531	12,949	13,367	13,785	14,203	14,621	15,039	15,457	15,875	16,293
7	13,925	14,389	14,853	15,317	15,781	16,245	16,709	17,173	17,637	18,101
8	15,423	15,937	16,451	16,965	17,479	17,993	18,507	19,021	19,535	20,049
9	17,035	17,603	18,171	18,739	19,307	19,875	20,443	21,011	21,579	22,147
10	18,760	19,385	20,010	20,635	21,260	21,885	22,510	23,135	23,760	24,385
11	20,611	21,298	21,985	22,672	23,359	24,046	24,733	25,420	26,107	26,794
12	24,703	25,526	26,349	27,172	27,995	28,818	29,641	30,464	31,287	32,110
13	29,375	30,354	31,333	32,312	33,291	34,270	35,249	36,228	37,207	38,186
14	34,713	35,870	37,027	38,184	39,341	40,498	41,655	42,812	43,969	45,126
15	40,832	42,193	43,554	44,915	46,276	*47,637	*48,998	*50,359	*51,720	*53,081
16	*47,889	*49,485	*51,081	*52,677	*54,273	*55,869	*57,465	*59,061	*60,657	
17	*56,099	*57,969	*59,839	*61,709	*63,579					
18	*65,750									

\* Pay limited to the \$47,500 limit for level V of the Executive Schedule.

Resume  
Standard  
Time



FLIP THE  
SWITCH ON

ENERGY WASTE!



# CORPS CHARTS GUIDED YOUTHS

## ...55 YEARS AGO

A letter to the "U.S. Engineers Office" requesting navigation charts of the Mississippi River was forwarded to Crosscurrents by Margaret Reilly, AS-G. "The attached account of a trip I made down the river 55 years ago explains my interest in the map. The copy we had disappeared many years ago," writes Mr. Richard C. Behrens, Basking Ridge, New Jersey, whose story follows:

### MISSISSIPPI CANOE JOURNEY 1924

In the summer of 1924, John Keatly and I, along with several other Davenport, Iowa, high school graduates, attended a military camp at Fort Snelling, Minn. John had received an appointment to the Naval Academy at Annapolis starting in the late summer of 1924. As an aspiring naval cadet he thought it might enhance his standing if he had navigated a canoe down the Mississippi River from Fort Snelling to Davenport - a distance of approximately 350 miles.

Acquiring and fitting a canoe for such a voyage should not be a tremendous undertaking but, for two youths essentially broke, it required some doing. Fortunately, and thoughtfully, the government withheld transportation allowance until the time of severance from the army. (No pay was forthcoming for service in this instance.) The amount was small, probably about \$6.00 per man. The required canoe, a used 16 foot Old Town job, cost about \$30.00. However, it was late in the summer and considered to be a bargain. So by selling the advantages of part ownership in the vessel to other Davenport ex-soldiers who had money to invest and did not want to make the trip, another \$20.00 or so was raised. With these funds along with

other meager resources and along with a pup tent, blankets and cooking utensils which were provided under various circumstances by army sergeants, we were able to outfit the expedition. John finally wound up as a Commodore in the Navy but I feel his ingenuity should have made him a four star Admiral.

Upon leaving the dock on the Minnesota River above St. Paul he advised that we must stop at the U.S. Engineers office in St. Paul and acquire a map of the river. This was done. This map covered every detail of the river from the Falls of St. Anthony to St. Louis. It told us where every channel marker, every wingdam and every sand bar was in the whole river. It was beautiful.

The weather was grand, the river was a picture and life was wonderful. For the first day and one half we traveled leisurely - taking two hours for lunch and a siesta and quitting quite early. Then by studying the map and counting our reserves, it dawned upon us that we would either have to go to work or discontinue our habit of eating. Going to work seemed like the lesser of two evils particularly for two hardened young men out of military camp. The upper Mississippi flows between two bluffs and is magnificent.

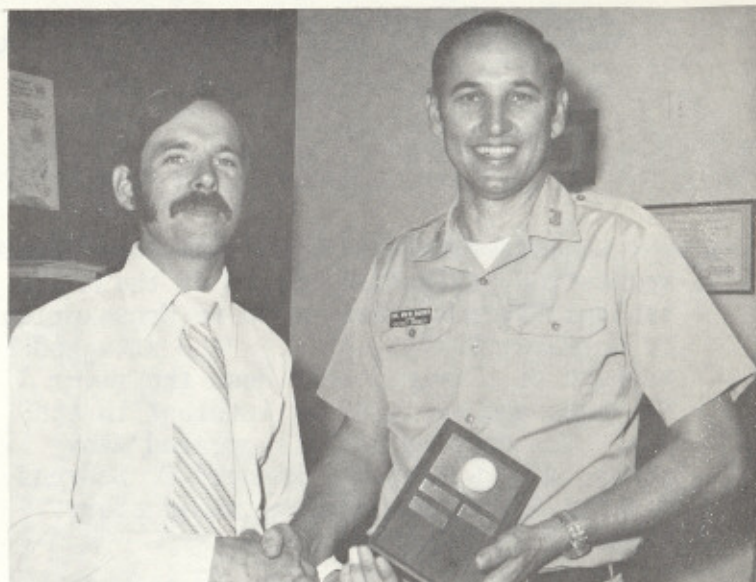


## MISSISSIPPI CANOE JOURNEY (continued)

The trip was quite uneventful except for a brief encounter with waves and rain on Lake Pepin which is a place where the river widens out considerably and can get to be quite rough. We managed to reach a rocky shore and, except for a couple of holes in the canoe covering, no damage was done. However, we were almost swamped once or twice.

We reached a place above Dubuque, Iowa, several evenings later when we were about out of food and money and were still a little over 90 miles from home. The next morning we got up at 3 AM and stirred up the coals of our fire. We greased the frying pan with bacon rind and fried slices of leftover solidified cream of wheat. This, with some prunes, washed down with black coffee made a delicious and nourishing breakfast. All unnecessary material was jettisoned and for the next twelve or fourteen hours that canoe rode high in the water and traveled fast. We arrived home safely in Davenport, tired, healthy, hungry and very happy.

John went on to Annapolis and I never saw him again until 1943. I graduated from Iowa State in 1929 and went to work for Ingersoll-Rand Company. In 1943 I was located at our headquarters office on the 13th floor of 11 Broadway, New York City. The Bureau of Ships had offices on the upper floors of 11 Broadway. One noon after lunch I got in the elevator and faced forward. I was aware of Naval officers in the rear of the elevator. As the elevator started up the officers began to converse. A person's voice is almost as distinctive as his facial features and I knew at once that one of those men was John Keatly. Instead of getting off on my floor, I stayed on and turned toward the officers, one of whom had three stripes on his sleeve. "Commander," I said, "Did you ever skipper a canoe down the Mississippi?" This was World War Two and we were all very busy so after a few "Well my God"s and some rem-



*Ed McNally, who scored the low 78 in the 1979 NCD-NCS Golf Tournament at Wisconsin Dells last summer, presents the trophy to District Engineer COL Badger. The tournament was a tie last year, and St. Paul's in '77.*

## FROM OAS

Passenger travel on commercial carriers has been running at record levels during the fuel crisis. Passenger transportation planners can no longer assume air, bus, or rail transportation will be readily available on a moment's notice. TRAVELERS must plan ahead and make arrangements well in advance to insure they will have suitable transportation when they need it.

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iniscing we all went back to work. I never did see John again. However, in the latter years of his career, Captain Keatly wrote a short book promoting the Navy as a career for young men. In it he cited his experience in bringing a canoe down the Mississippi. He sent me a copy and I read in amazement one paragraph which read, "My companion never knew and will not know until he reads these pages that I could never swim."

Richard C. Behrens  
August 1979



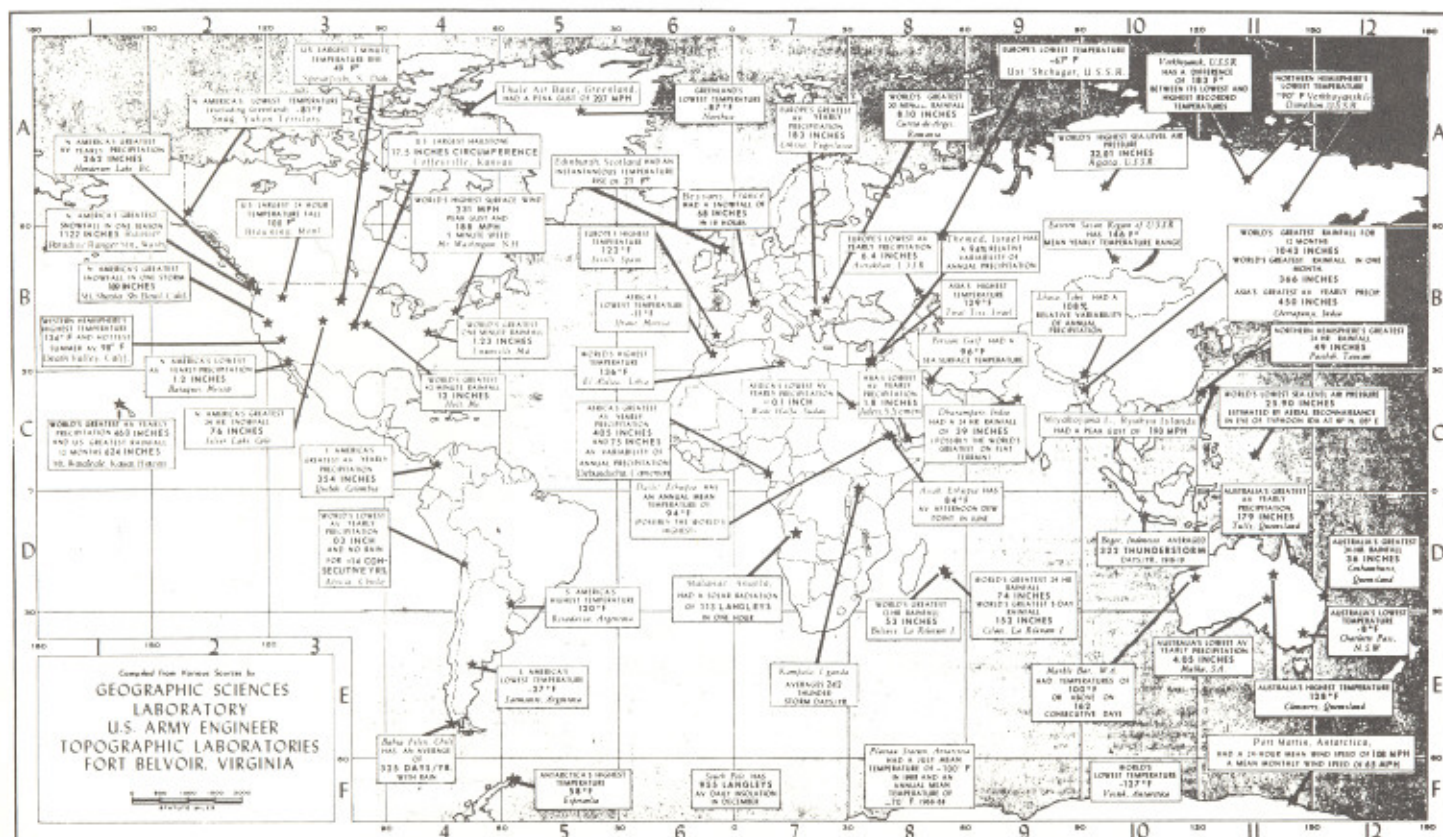


At the Winona Flood Control Project Groundbreaking on 7 September, Governor Al Quie and Colonel Badger offer to assist Miss Winona with the spadework. MG Harris, Rep. Arlen Erdahl, at left, and Mayor Earl Laufenburger, at right, joined in the ceremony.

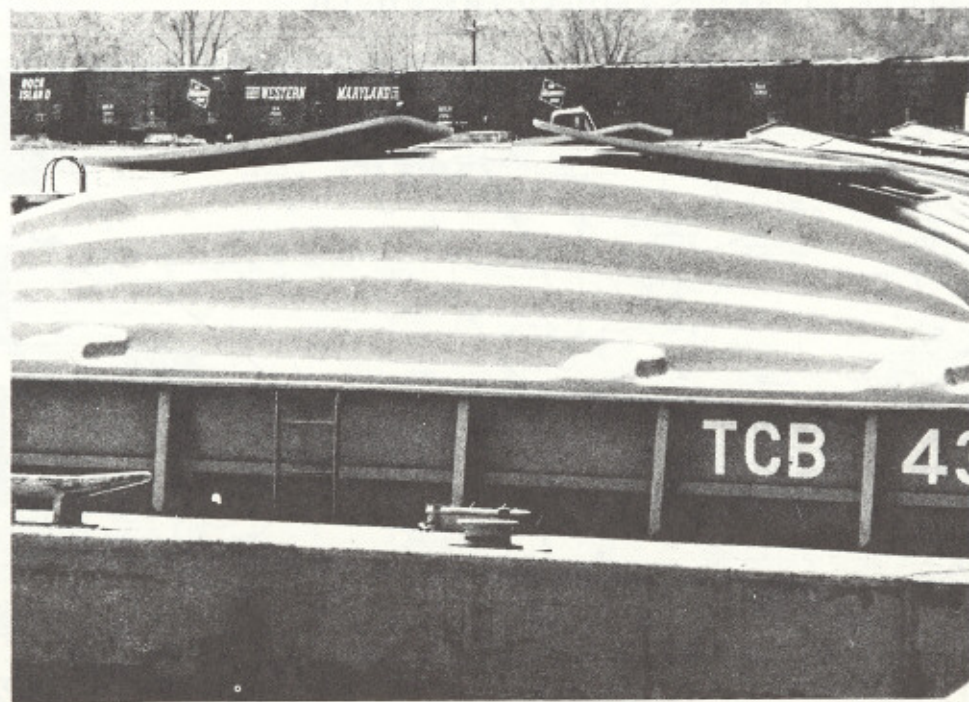
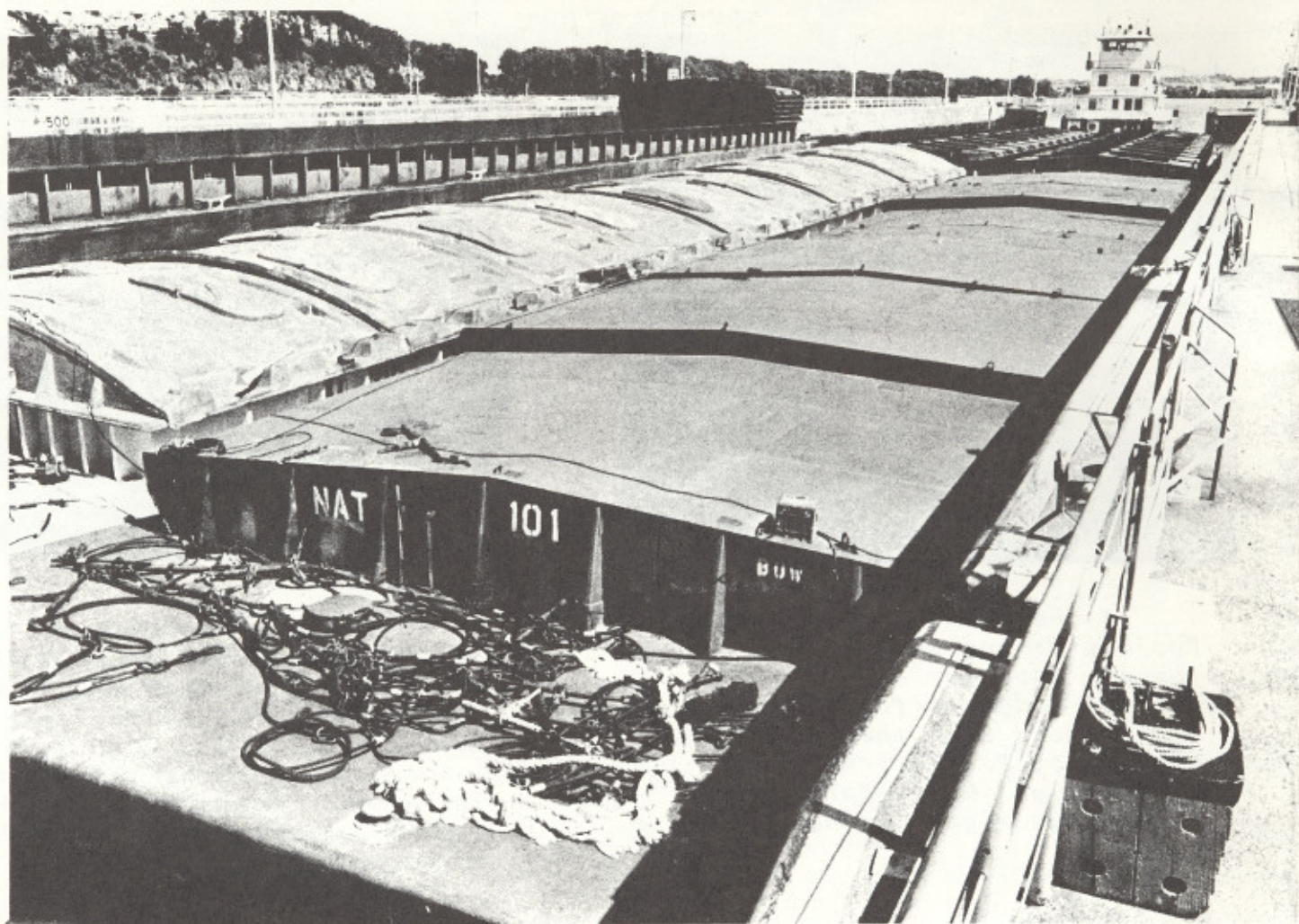


Lieutenant George Perantoni's wife, Susan, assists Colonel Badger in pinning on the First Lieutenant bars, in a ceremony on August 15. 1LT Perantoni has been with the St. Paul District for two years as a Recreational Planner in the Environmental Resources Branch. He expects to be reassigned before the end of the year.

## WEATHER EXTREMES AROUND THE WORLD







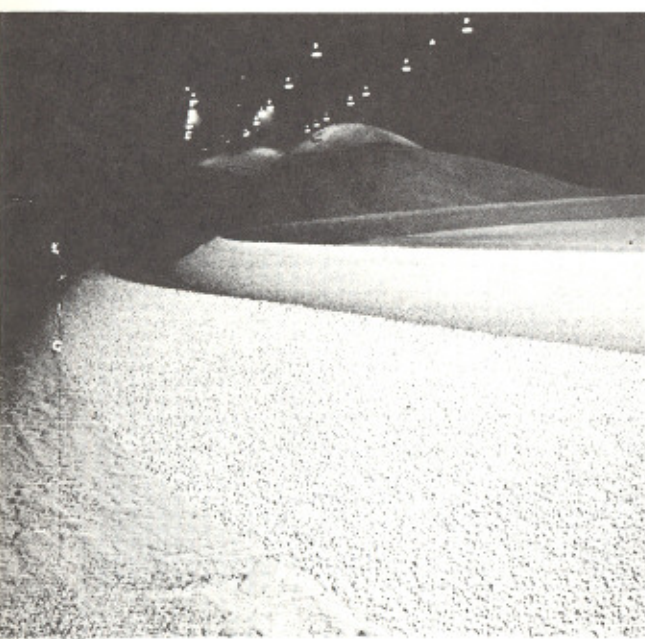
Barges interconnect with other transportation systems, like the train in the background, or . . .

**"Everything from fish emulsion to beer has been shipped by barge."**

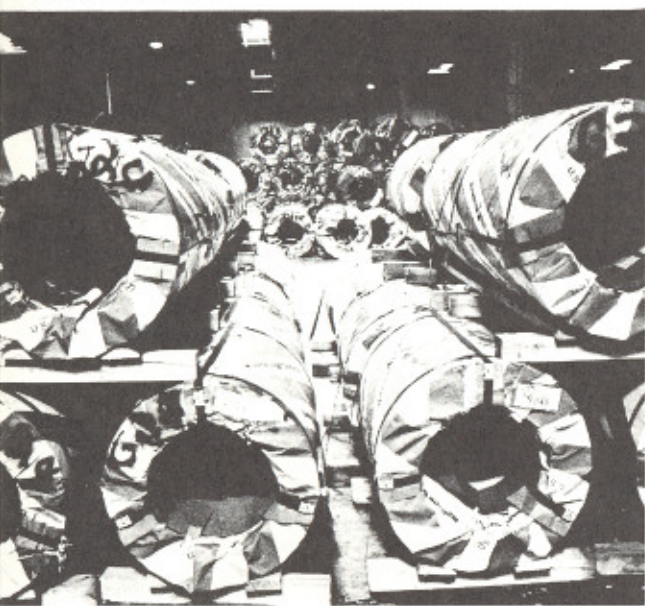


. . . the truck here being loaded from a barge.





Alfalfa pellets to . . .



. . . rolled steel are stored in warehouses at barge terminals prior to shipment.



At left Dick Lambert, Twin City Barge Co., explains a barge terminal to Mn/DOT people, left to right, Larry McNamara, Ken Jahr, Bill Newstrand and Al Schenkelberg.

# Barges are really big - in transportation

Story and photos by Rob Sheppard

Mention "waterways" to most of us and we'll think "boats" or "fishing."

Except Bill Newstrand, manager, Ports, Waterways and Pipelines Planning. Mention waterways to him and he thinks "navigable rivers," which to him means barges. Then he starts talking for as long as you can listen.

He's excited because he knows a lot about something most of us don't think much about. He realizes that roads, trucks, energy, food and even bridges — all are related to the two water transportation systems in Minnesota.

The Great Lakes system is his story for another time. The Mississippi system with its barges and towboats gives him plenty to show us now.

"Minnesota ships or receives over 20 million tons of products each year to or from the 21 other states on the 21,000-mile inland water system. Some of the crude oil for Minnesota's refineries comes by barge. Most of the coal to power electrical generating plants in the Twin Cities area arrives by barge. And last year, barges carried over \$900 million of grain to market. Everything from fish emulsion for fertilizer to beer has been shipped by barge," he said.

Barges are big — 195 feet long by 35 feet wide. That's almost as long as the main part of the central office building and about half as wide.

Barges are perfect for shipping large bulk quantities. "One barge will carry 1,500 tons of goods. That's 15 times the load of a standard 100-ton hopper car and 60 times the load of a 25-ton semi-truck!" Newstrand said. "Put 15 barges together in a standard size upper river tow for the Mississippi and that's a 22,500-ton load!"

"That makes shipping by

barge very economical. At the end of 1978, you could ship corn at 30 cents a bushel by barge compared with 58 cents by rail. Also, barges get almost twice the ton-mile per gallon as rail — 408 ton-miles per gallon compared with 207 ton-miles per gallon for rail," Newstrand said.

Such economical shipping isn't always practical. Some products cannot be shipped by barge.

For example, barges are slow — impractical for rapid shipment of anything. Also, anything less than 600-ton lots of goods are generally too small for barge shipment, Newstrand said.

Barges are definitely interdependent with other modes of transportation. Products moved by water either come from someplace off the river or have to go someplace away from it. Rail and trucks fill that need.

Rail lines, trucks and barges — all meet at one place, a barge terminal. "That's the place where loads from one mode are transferred to another," Newstrand said. "We have 50 active river barge terminals in the state."

Minnesota's major barge port areas are the Twin Cities, Red Wing and Winona. The Twin Cities main river area is known as Pool 2 — the "pool" being the water between one lock and dam and another.

"Pool 2 has the largest volume of traffic," Newstrand said. "This includes a lot of movement within the pool as well as shipments to and from down river areas."

Barges ship many things useful to us all, fuel, fertilizer, steel and grain products. Yet, while crossing a bridge over the Mississippi at 55 mph, we seldom think of what the river carries.

We may not appreciate a barge's beauty like Newstrand does, but we can understand his interest. Barges affect all of our lives.



## FEDERAL WOMEN MEET IN SEATTLE

*by Charles Walton  
Hispanic Employment Program Mgr.*

On July 18, 2,800 women and some men gathered in Seattle for the 10th Annual F.E.W. Training Conference. For three days, we heard Alan K. Campbell of the Office of Personnel Management outline the effects of inflation/recession and the decline of productivity on job opportunities, attended a variety of workshops, and developed our individual networks of persons and resources. Each of us had the chance to learn something about areas of Federal employment in which she/he had a professional or a personal interest. The training, while aimed at women, was valuable for anyone with a formal involvement in Equal Employment Opportunity.

The conference gave the men attending it a chance to relate to women as peers and as professionals. Although it was sometimes overwhelming, being a few among the F.E.W., we developed an appreciation and respect for the power and the willingness to assertively change the status quo shown by many of the women. The positive interaction among the men and the women indicated that men can understand women's issues and can work together with women to resolve them.

Although a lot of men may be threatened by the anger/rage of some "women's libbers," the women in Seattle seemed to have gone beyond that emotion and were working together to do something. The men in Seattle were "men of quality, respecting women's equality."

F.E.W. was founded by a group of Federally employed women in Washington, D.C. in the summer of 1968. It seeks to actively end discrimination, including sex discrimination, in government employment and to increase job opportunities for women in government. Any person employed by the Federal government may join as a regular member.



The many people who received a life-saving gift of blood will never know who to thank, but Art Neumeister (AS-RM) feels rewarded by the knowledge that his donations, over a 20 year period, have saved many lives. For Art has donated at least 10 gallons of blood -- and possibly as much as two additional gallons for which records are unobtainable.

Art was photographed with nurse Eunice Hanson at the VA Medical Center after his recent donation brought him officially to the 10 gallon mark. He will be presented with a plaque noting his generous contributions. Art notes that the annual maximum blood donation allowable from a person is five pints.

## AFFIRMATIVE ACTION BACKED

The recent U.S. Supreme Court decision in Weber vs. Kaiser case "lays the groundwork for even more vigorous Federal action encouraging the development and implementation of affirmative action plans in both the private and public sectors," the Civil Rights Commission says.

At its July meeting, it commented that the Court's June 27 decision confirms the legal foundation for Federal programs, adding: "Weber encourages employers and unions to take voluntary action to eliminate pervasive and systemic discrimination".



Share-A-Ride is coming to St. Paul in September. This service, sponsored by the MTC, will assist employees in finding rides to and from work in carpools, vanpools or on regularly scheduled buses. Gasoline shortages continue and the cost of commuting increases with escalating prices for new cars, insurance and gasoline and possibly new charges for parking. Riding to work instead of driving alone makes a lot of sense. It can save those who pool or ride the bus a lot of money and save a lot of gasoline.

Everyone will be able to learn about the specific services -- carpooling, vanpooling and busing -- at meetings scheduled for your organization. Come to learn about vanpooling -- its convenience, cost and benefits to drivers and riders. The matching assistance, flexibility and insurance savings from carpooling will be explained. Schedules of buses that serve St. Paul will also be available.

Encourage others to attend these meetings. Their application and yours do not obligate you -- they simply improve your chances of finding a convenient alternative to driving alone and a close-to-the-door parking space if you vanpool or ride to work with two others. You will be informed of meeting dates and locations when they are announced.

*Delores Sudeith, Chief, OAS, is the contact on Share-A-Ride, telephone 725-7519.*

Ken Harrell, CO-GR, clipped this bit of philosophy:

The 6 most important words are:  
*I admit I made a mistake*

The 5 most important words are:  
*You did a good job*

The 4 most important words are:  
*What is your opinion?*

The 3 most important words are:  
*If you please*

The 2 most important words are:  
*Thank you*

The most important word is:  
*WE*

The least important word is:  
*"I"*



*Jean Wieser proudly displays the trophy she was awarded when she won low net in the championship flight for women of the Clifton Hollow Golf Club, River Falls, Wisconsin, in the club championship held August 18 and 19.*

#### LA FARGE SECURITY TIGHTENED; PICK UP KEYS AT LA CRESCENT

In order to obtain maximum security of the maintenance building and various natural areas at the La Farge project site, a steel gate skirted by chain link fence has been installed at the Government property. The fence extends 20 feet on one side and 10 feet on the other side of the access road to the maintenance building. The gate will be padlocked at all times, according to Milt Roppe, Area Park Manager at the Mississippi River Project Office.

Milt stresses that people requiring access to the building should contact his office to obtain a key to the gate. The telephone number there is (507) 895-6341.

A steel gate has been installed on Bridge No. 12 at La Farge, and the padlock used is the same as that on the road gate. Local residents who require entry to the area have been furnished keys. Preparations are being made to secure the remaining bridges at the Project, and keys to these will also be available from the Mississippi River Project Office in La Crescent, Minnesota.



by Charles Walton,  
Hispanic Employment Program Manager

# HISPANIC HERITAGE

Cubans, Mexicans, Southern and Central Americans, Spanish, Puerto Ricans - all are Hispanics, despite distinctive differences in language, religion, and culture. What they share is the common heritage of Spain (Hispanic comes from Hispania, the Roman name for Spain), of the Indian civilizations of Central and South America (Mayan, Incan, Aztecan), and of Africa. Their racial coloration may be red, white, brown or black.

Hispanics are mestizos, products of the intermingling of races and cultures. They are peoples rich in history, proud of their heritage, often poorly treated by Anglos. Their contributions to American life are extensive.

Many of the everyday words and products we use have Hispanic origins, and some well-known entertainers and sports figures have Hispanic ancestry. Take a minute to consider some of them and to appreciate their source:

## Spanish Words in English

banana, bonanza, bronco, burro, chocolate, corral, coyote, fiesta, flotilla, lasso, machete, macho, mascara, mosquito, padre, patio, plaza, poncho, rodeo, siesta, sombrero, taco, tamale, tapioca, tomato, tornado, vigilante.

## English Words of Spanish Origin

alligator (el largato), barbecue (barbacoa), canoe (canoa), canyon (canon), cargo (cargar-to load), cigar (cigarro), guitar (guitarra), hurricane (huracan), jerky (charqui-dry meat), potato (patata), rural (rurale).

## Geographical Names

Arizona (arida - dry + zona - area), California (Calafio-an early Spanish ruler in California), Colorado (red), Florida (flor-flower), Montana (mountain), Nevada (nieve-snow), Texas (tejas - friend), Puerto Rico (rich port).

## Spirits

bacardi, cuba libre, daiquiri, margarita, pina colada, sangria, Kahlua, rum, sherry, tequila.

## Music and Dance

Andres Segovia (classical guitarist), Pablo Casals (cellist), Santana, Vicki Carr, rumba, salsa, tango.

## Sports

Pele (soccer), Pancho Gonzalez (tennis), Lee Trevino (golf).

## Movies and TV

Anthony Quinn, Yvette Mimieux, John Gavin, Erik Estrada (CHIPS).

One of the quirks of history and a result of discrimination, is that many of the contributions of Hispanics go unrecorded, principally because Anglos write the history books. Long before Plymouth Rock and Jamestown, the Spanish conquistadores brought the Hispanic presence to what is now the U.S. During the Revolutionary War, Field Marshal Galvez helped the American colonists defeat the English sea embargo; the city of Galveston, Texas, is named in his honor. Hispanics invented the gas mask and the first color television, and performed the first open-heart surgery. Hispanic-American soldiers have distinguished themselves, earning more medals (especially medals of honor) than any other identifiable ethnic group. The list of contributions goes on and on.

So, isn't it strange that we often look down on Hispanics as second - or third-class citizens, especially since we all are mestizos.

Let's be proud of our Hispanic heritage.



## from personnel office

### OUTSTANDING PERFORMANCE RATING AND QUALITY STEP INCREASE

Lynn M. Anderson, OC

### OUTSTANDING PERFORMANCE RATING AND SUSTAINED SUPERIOR PERFORMANCE

Earl J. Christofferson, DC-FR  
Arden L. Duval, CO-PO  
Lois L. Hawkinson, SP-P  
Paul Martinez, AS-R  
William D. Parsons, CO-GR

### OUTSTANDING PERFORMANCE RATING

James S. Hudak, Cranebarge Markus

### QUALITY STEP INCREASE

Pamela S. Hansen, ED-PB  
Yvonne S. Larson, CO-GR

### SUSTAINED SUPERIOR PERFORMANCE

Anne L. Bradford, Duluth Field Office  
Sheldon E. Fox, Communications Center

### SPECIAL ACT AWARD

Beth M. Duncan, Duluth Visitor Center  
Mary J. George, Duluth Visitor Center  
Thomas R. Holden, Duluth Visitor Center  
Burton F. Morris, Lock and Dam #7  
Roger J. Worth, SAF  
Franklin J. Yule, Lock and Dam #3

### SUGGESTION AWARD

Clarence Bernardson, Pokegama Dam, was granted an award of \$25.00 for an adopted suggestion which modified the handle on an ice auger from a protruding handle to a circular handle thereby reducing the accident potential of this equipment.

Hubert F. Letourneau, Dredge Gaillard, was granted an award of \$50.00 for an adopted suggestion which proposed that a smoke alarm system be installed on the floating plant where employees are quartered. Implementation of this suggestion affords a measure of safety to all employees affected.

### INVENTION AWARD

James L. Ramer, Milwaukee Field Office, has received patents and monetary awards for the following inventions:

Solar Pulser for Laser Pumping - \$300  
Rail Joint Bar for Non-Uniform Rails - \$300  
Concrete Trackwork Railbed - \$300

He has also received a filing award for the following invention:

Deep Shaft Hydroelectrical Power - \$100

### EMPLOYEES RECEIVE SPECIAL EEO AWARDS

Robbin Blackman, ED-ER  
Robert Northrup, ED-PB  
Sheldon Fox, EEO Counselor,  
Hastings Message Center  
Arnold Wodarz, Maintenance Foreman  
Hired Labor Forces  
Edward Sunde, Park Manager,  
Leech Lake

FOR ALL EMPLOYEES AND RETIREES -  
Notice Concerning SF-54, Designation of  
Beneficiary, Federal Employees Group Life  
Insurance.

According to regulations listed on the reverse side of the duplicate copy of the above-mentioned form, "a designation of beneficiary is automatically canceled (1) on the day the employee transfers (except by mass transfer) to another agency, or (2) 31 days after the employee ceases to be insured."

When an employee submits SF-54, the duplicate is returned to the employee. If you have such a form in your possession, please review it to determine whether a new form should be processed.

It may be in the interest of retirees, also, to take note of this reminder since some of you may also have completed this form and some change may be necessary due to the death of an individual listed as a beneficiary.

Contact Joan Quitter, Ext. 7516, in Technical Services Branch, if you need a new form.



# Supervisor's Workshop

## on Working with your Personnel Office

As a supervisor, you are responsible for personnel management in your unit. Responsibilities for orienting new employees, explaining benefits, counseling employees about their performance, and removing and reassigning employees all fall on you.

But help is available—in your personnel office.

If you think of the personnel office only as a place where paperwork is processed and personnel records are kept, you are overlooking a valuable resource. The personnel staff can help you in all aspects of managing your staff. For example, they can:

- Suggest alternate ways to divide the work in your unit and advise what effects any changes would have on the classification of positions and on productivity and labor costs.
- Estimate turnover and suggest ways to cope with it.
- Develop recruiting sources for the kinds of people you will need and line up a variety of candidates for consideration.
- Help you select good prospects in upward mobility programs.
- Advise you on the terms of union agreements as they affect you.
- Suggest combinations of positive incentives and, if necessary, discipline, to improve work attitudes and productivity.
- Help you find the real cause of an employee's poor performance or disruptive behavior, estimate whether it can be improved, counsel the employee,

and advise what you and the employee can do to solve the problem.

- Advise you on your rights, the employee's rights, and how to resolve a grievance, appeal, or discrimination complaint filed by one of your employees.

But, there are some things the personnel office can't do for you.

Although civil service reform has brought many changes, personnel rules are still very much part of the system. It's the personnel director's job to see that the rules are followed. So the personnel office may occasionally tell you not to do what you want to do in the way you want to do it. For instance:

- A position may not be classified the way you wish because it doesn't meet the classification standard.
- A candidate you prefer may not meet the qualification standard for a job, or the time-in-grade requirement for promotion, or may not have competitive status.
- A new person you want to hire from outside Government may not be within reach on the list of eligible applicants.
- You may be falling short of your affirmative action goals and need to adjust your recruiting.
- Your favorite technique for selecting candidates may not be job-related.

In many cases, discussion with your personnel staff may lead to alternate ways to reach your goal—a change of duties may bring the preferred classification, training may strengthen qualifications, or another well-

qualified applicant may be found. These accommodations must be made to ensure that you do not commit a prohibited personnel practice.

When you need their help, contact your personnel office as early as possible. Try to get a clear understanding about what is to be done for you, by whom, and when.

Many personnel offices are under-staffed and back-logged. So, consider their time problems as well as your own.

On the other hand, your organization is paying for the services of the personnel office. If you try to use those services in a reasonable way and don't get the service you need—complain about it.

Speak to someone at a higher level in the personnel office or to someone higher up in your own supervisory line. □



# Just a Reminder



YOU ARE INVITED TO PARTICIPATE IN THE SECOND ANNUAL ARTS & CRAFTS HOLIDAY BOUTIQUE

ORNAMENTS

The Employees Benefit Fund is sponsoring an Arts and Crafts Holiday Boutique. It may seem early to think about the Holiday Season, but those of you who have worked "behind the scenes" know it is never too early.

much more!

Participants would receive 90 percent of the purchase price of their craftwork and the Employees Benefit Fund would receive the remaining 10 percent. The boutique is open not only to Corps employees but also to their husbands, wives or children - so PLEASE TAKE THIS INVITATION HOME.

*There's still time to reserve a table - call Maisha at 725-7978.*

The Boutique will be held 5-6-7 November 1979 in room 1033 from 9:00 AM - 4:00 PM.

*"A notice with more details about set-up time, etc." will follow later to those who have already signed up.*

XIXIX



A book review from the Army Times...

## At Ease

### BOOK REVIEW

# Corps of Engineers Shows Ability to Change, But . . .

At the time he wrote this review, Maj. Gen. Heiberg was Deputy Chief of Staff, Engineer, for U.S. Army Europe. He since has been named Director of Civil Works for the Corps of Engineers. He will take over his new job August 23.

**CAN ORGANIZATIONS CHANGE:** *Environmental Protection, Citizen Participation, and the Corps of Engineers*, by Daniel A. Mazmanian and Jeanne Nienaber. The Brookings Institution, 1775 Massachusetts Ave., Washington, D.C. 20036. \$11.95 postpaid (hardback) or \$4.95 postpaid (paperback).

THE CIVIL WORKS, or water resource, segment of the Army Corps of Engineers provides the United States with three products.

First, and most visibly, it plans, designs, builds and operates federal water resource projects, such as dams (for flood control, water supply, power and recreation), river navigation projects (locks and canals) and other water-related work (levees, harbors and channels), to include some "software" administrative services. This latter activity is most dramatically illustrated by the Corps' greatly expanded policing role of issuing permits for work on streams and wetlands.

Second, it maintains and employs a force of some 30,000 civilians under some 200 military officers fully employed in peacetime, but available for emergencies. In fact, the organization does a great deal of work responding to natural disasters every year, and can mobilize significant parts of its talent for other emergencies. Third, the Corps districts — through the civilian and military construction and engineering programs — provide a crucible for developing leadership of the Army's engineer assets.

The authors of *Can Organizations Change* are political science faculty members (Mazmanian from Pomona College and Nienaber from the University of Arizona) and they have provided a critical, but reasonably balanced view of the civil works mission performance of the Army Corps of Engineers over the last decade of

greatly heightened national environmental concern.

The primary conclusion of the authors is that the Corps of Engineers did indeed change its policies, procedures and organization in response to the explosion of environmental concerns of the late 1960s that are still with us today. Yet, they state their conclusion as not final, recognizing that the Corps could still slip back into its older closed planning and "pro-development" ways.

The conclusions are largely based on an examination of five recent planning efforts. This reviewer is very familiar with the industrial lock replacement study in New Orleans. Most of the major factors were explored, although there are some significant gaps. The authors' general observations about the lock controversy are relatively close to the mark.

Threading through their short (194 pages) and generally quite readable book, the underlying theme is one of wistful wonderment over the ability of a large government bureaucracy to make some very important changes. However, this should be no surprise to those knowledgeable about Corps operations.

Perhaps the greatest asset of the Corps' Civil Works branch is its strong and regularly rotated (three-year tours) leadership. The senior civilian leaders within the Corps are selected by the colonels and generals who command the Corps districts, divisions, laboratories and the Washington headquarters element. If the President, Secretary of the Army and Chief of Engineers press for a change, the 36 colonels commanding the districts will immediately start working on it in the decentralized way appropriate to this large agency with such varied tasks.

"Immediately" may take two or three colonels per district to insti-

tutionalize a major change, but it is this feature of regular rotation and uncaptured leadership at the district which makes the Corps of Engineers so intelligently responsive. The authors missed a major point when they failed to spotlight this feature of the Corps.

One of the best recent tests of Corps responsiveness was President Carter's sweeping nationwide review of water projects shortly after he took office. The Corps responded with a will, based on the President's set of rules for the review. Had the authors looked at that recent test, they should have been confirmed in their assessment of real change. In fact, one of the major failures of the study is in looking at the significant shifts made by the Corps.

The authors say that "while broad public participation remains a part of all Corps project studies, it is not conducted with the same zeal and accorded the same importance as in the 1972-74 period." The Technical Assistance Program (or TAP) was not a one-time thing, as the authors indicate. Rather, it was a start of what grew to Corps wide public involvement in all 36 districts. The districts have fitted public involvement to the projects. I was part of this in New Orleans, and later in Cincinnati. The entire way of doing business has changed everywhere in the Corps.

Both friends and critics of the Corps have noted the political savvy of the agency, perhaps an unexpected feature of military-led bureaucracy.

To the military reader this book will provide a rather knowledgeable but critical look into what often seems the strange business of the Engineer officers who direct a large part of the water resource work of the nation. To environmental critics of federal water development, it should provide some comfort.





# COMBINED FEDERAL CAMPAIGN 1980



5 September - 18 October, 1979



