

## Chapter Notes

### Chapter I

1. William O. Douglas, "The Public Be Dammed," *Playboy* 16 (July 1969): 186.
2. Clarke to Dr. Charles H.W. Foster, 2 April 1970, February 1974 EAB binder, Office of Assistant Director, Environmental Programs, Civil Works Directorate (hereafter cited as CWZ-P), Office of Chief of Engineers (OCE). Identical letters were sent to others invited to be Board members.
3. Ibid.
4. Stahr to Clarke, 20 April 1970, Clement file, CWZ-P, OCE.
5. Clarke to Stahr, 13 May 1970, Clement file, CWZ-P, OCE.
6. *Engineer Memoirs: Interviews with Lieutenant General Frederick J. Clarke*, Engineer Pamphlet 870-1-5, November 1979, p. 208.
7. Roland C. Clement, "Redirection for the Corps: The Advisory Board Chairman's Perspective," *Water Spectrum* 4, 3 (Fall 1972): 3.
8. National Environmental Policy Act of 1969, Public Law 91-190, Section 2.
9. Memorandum for Record (MFR), 11 September 1970, subj: Corps of Engineers Actions Related to the Environmental Policy Act of 1969, civil works files, Historical Division, OCE.
10. Ibid.
11. U.S., Congress, Senate, Public Works Committee, *Civil Works Program of the Corps of Engineers*, 89th Cong., 2d sess., 1966.
12. Ibid., p. 5.
13. OCE Public Affairs Office, news release, statement by Lieutenant General Frederick J. Clarke, 2 April 1970, 1st EAB meeting binder, CWZ-P, OCE. For more on the Corps' work to protect anadromous fish, see Frank N. Schubert, "From the Potomac to the Columbia: The Corps of Engineers and Anadromous Fisheries," unpublished manuscript, Historical Division, OCE.
14. Ibid. About one-third of these cases came from Huntington District, where a combination of energetic administration by the District office and a large number of problems caused by coal-mining operations and inadequate municipal dump facilities insured many cases. See the letter of John R. Hill, Jr., to Martin Reuss, 15 October 1980, Historical Division files, OCE. Hill was the acting District Engineer in Huntington in 1971 and later came to OCE as Assistant Director of Civil Works for Environmental Programs. Curtis Clark, Chief of the Regulatory Functions Branch, OCE, also provided information to Reuss on 31 October 1980.
15. Brigadier General Francis P. Koisch, Director of Civil Works, to Director, U.S. Army Engineer Institute for Water Resources, 29 April 1969, subj: Letter of Instructions (copy), civil works file, Historical Division, OCE.

16. Dennis S. Lavery, "The Corps of Engineers and Environmental Regulation," unpublished manuscript, Historical Division, OCE, p. 12; Lance D. Wood and John R. Hill, Jr., "Wetlands Protection: The Regulatory Role of the U.S. Army Corps of Engineers," *Coastal Zone Management Journal* 4, 4 (1978): 378-80.

17. See Douglas, "The Public Be Dammed"; Elizabeth Drew, "Dam Outrage: The Story of the Army Engineers," *The Atlantic Monthly* (April 1970); George Laycock, *The Diligent Destroyers* (New York: Doubleday and Co., Inc.; 1970).

18. *Engineer Memoirs*, EP 870-1-5, p. 207.

19. *Ibid.*

## Chapter II

1. *Ibid.*, pp. 208-9.

2. MFR, 5 June 1970, subj: Summary of Environmental Advisory Board Meeting, 25 May 1970 CWZ-P, OCE.

3. *Ibid.* Point 5 was dropped and the other points slightly modified when they were printed in *Water Spectrum*. See Lieutenant General Frederick J. Clarke, "Redirection for the Corps: The Recipient's Perspective," *Water Spectrum* 4, 3 (Fall 1972): 2.

4. Summary of Environmental Advisory Board Meeting, 25 May 1970.

5. *Ibid.*

6. Clarke to all Division Engineers, except Mediterranean, and all District Engineers, except Gulf, Far East, Okinawa, and Canaveral, 2 June 1970, subj: Environmental Policy (copy), environmental policy file, CWZ-P, OCE.

7. *Ibid.*

8. U.S., Congress, House, Committee on Government Operations, *Our Water and Wetlands: How the Corps of Engineers Can Help Prevent Their Destruction and Pollution*, 21st Rept., 91st Cong., 2d sess., 18 March 1970. Congressman Reuss is no relation to the author of this history.

9. U.S., Congress, House, Statement of Brigadier General Richard H. Groves, *Water Pollution Control Legislation—1971 (Oversight of Existing Program)*, *Hearings before the Committee on Public Works*, 92d Cong., 1st sess., 3 June 1971, p. 263.

10. House Committee on Government Operations, *Our Waters and Wetlands*.

11. Reuss to Clarke, 28 July 1970, as printed in U.S., Congress, House, *Mercury Pollution and Enforcement of the Refuse Act of 1899 (Part I)*, *Hearings before a subcommittee of the House Committee on Government Operations*, 92d Cong., 2d sess., 1 July 1971, pp. 460-62.

12. Clarke to the Honorable Russell E. Train, Chairman, Council on Environmental Quality, 25 August 1970 (copy), environmental policy file, CWZ-P, OCE.

13. MFR, 22 October 1970, subj: Summary of Environmental Advisory Board Meeting, 9–10 September 1970, Baltimore District Office, CWZ-P, OCE.

14. Ibid.

15. Ibid.

16. Ibid.

17. Ibid.; MFR, 14 September 1970, subj: Environmental Advisory Board, EAB binder No. 2, CWZ-P, OCE.

18. MFR, 22 October 1970, subj: Summary of Environmental Advisory Board Meeting 9–10 September 1970, Baltimore District Office, CWZ-P, OCE. According to Caldwell, Koisch once said of the EAB, “Your job is to make us look good.” Interview with Caldwell, 13 May 1980. In that same interview, Caldwell mentioned that no one on the Board was in favor of the Tennessee-Tombigbee project. He thought it was “sheer politics.”

19. OCE Public Affairs Office, news release, 10 December 1970, environmental guidelines file, CWZ-P, OCE.

20. *Environmental Guidelines for the Civil Works Program of the Corps of Engineers*, ER 1165–2–500, appendix A, 30 November 1970, p. 4.

21. Ibid., pp. 5–6.

22. See also Daniel A. Mazmanian and Jeanne Nienhaber, *Can Organizations Change? Environmental Protection, Citizen Participation and the Corps of Engineers* (Washington, D.C.: Brookings Institution, 1979), pp. 26–27.

23. Stoddard to Clarke, 20 October 1970, subj: Planning Process Environmental Considerations, 3d EAB meeting binder, CWZ-P, OCE.

24. Ibid.; MFR, 28 January 1971, subj: Summary of Environmental Advisory Board Meeting, 3–4 December 1970, San Francisco, CWZ-P, OCE.

25. Summary of Environmental Advisory Board Meeting, 3–4 December 1970, San Francisco.

26. For Gilliam’s cover letter with attached comments on the *Environmental Guidelines*, see Gilliam to Clarke, 29 September 1970, Gilliam file, CWZ-P, OCE.

27. Summary of Environmental Advisory Board Meeting, 3–4 December 1970, San Francisco.

28. Ibid.

29. Ibid.

30. Stoddard to Clarke, 5 January 1971, subj: Evaluation of Controversial Project Proposals, 4th EAB meeting binder, CWZ-P, OCE. The same day Stoddard wrote this letter, he sent another letter to the Chief of Engineers on the subject of the “Implementation of Revised Regulations for Discharges or Deposit Permits.” In this letter, Stoddard pleaded for providing more information to the public and for shifting the burden of proof for justifying the permit to the applicant. This letter is in the same binder noted above.

31. Stoddard to Clarke, 5 January 1971, subj: Evaluation of Controversial Project Proposals.

32. ENGCW-C/PV/OC, discussion paper, 16 February 1971, subj: Procedure for Considering Controversial Project Environmental Aspects, 4th EAB meeting binder, CWZ-P, OCE.

33. Ibid.

34. MFR, 3 May 1971, subj: Summary of Environmental Advisory Board Meeting, 3-4 March 1971, Vicksburg, Mississippi, CWZ-P, OCE.

35. Harold Gilliam, "Challenging the Corps of Engineers," *San Francisco Sunday Examiner and Chronicle*, 14 November 1971, Gilliam file, CWZ-P; OCE.

36. MFR by Colonel Werner, 1 March 1971, subj: Telephone Conversation with Roland Clement, 4th EAB meeting binder, CWZ-P, OCE.

37. Summary of Environmental Advisory Board Meeting, 3-4 March 1971, Vicksburg, Mississippi.

### Chapter III

1. Clement to Clarke, 9 March 1971, Clement file, CWZ-P, OCE.

2. Clarke to Clement, 18 March 1971 (copy), Clement file, CWZ-P, OCE.

3. Colonel Richard L. Hunt, "Our Public Relations Crisis," speech before the Contract Construction Course, Fort Belvoir, Virginia, 5 March 1971, Clement file, CWZ-P, OCE.

4. Clement to Hunt, 30 March 1971, Clement file, CWZ-P, OCE.

5. Hunt to Clement, 3 May 1971 (copy), Clement file, CWZ-P, OCE.

6. Ibid.

7. *DeQueen Daily Citizen*, 29 March 1971, p. 2. Copy of clipping in Clement file, CWZ-P, OCE.

8. Clement to Clarke, 6 May 1971, Clement file, CWZ-P, OCE.

9. *The Florida Times-Union*, 29 April 1971. Copy of clipping in Clement file, CWZ-P, OCE.

10. Clement to Clarke, 6 May 1971, Clement file, CWZ-P, OCE.

11. Clarke to Clement, 10 June 1971 (copy), Clement file, CWZ-P, OCE.

12. MFR, 3 September 1971, subj: Summary of the Environmental Advisory Board Meeting, Washington, D.C., 10-11 June 1971, CWZ-P, OCE.

13. Ibid.

14. Stoddard to Clarke, 18 June 1971, subj: An Appraisal of the First Year's Work and Future Board Functions (copy), 6th EAB meeting binder, CWZ-P, OCE. Major General Charles I. McGinnis, USA (ret), who was District Engineer at St. Paul from 1969 to 1971, called Stoddard's assertion that the Corps pressured the Wisconsin governor on the La Farge project "absolutely wild." McGinnis, who said that he did not know of Stoddard's letter while he was at St. Paul, explained that he and Major General Ernest Graves, the Division Engineer, met with Governor Patrick Lucey, who had been elected with strong support from the environmental community, to discuss La Farge. Lucey decided that he really did not understand the project

well enough, although he had earlier opposed it. Subsequently, a public hearing was held at which both opponents and supporters of the project spoke. A few weeks later, the governor, with some reservations, came out in favor of La Farge. Telephone interview with McGinnis, 4 March 1980.

15. Clarke to Stoddard, 16 July 1971 (copy), 6th EAB meeting binder, CWZ-P, OCE.

16. MFR, 15 November 1971, subj: Summary of the Environmental Advisory Board Meeting, Louisville, Kentucky, 28-29 October 1971, CWZ-P, OCE. Stoddard later disputed Clarke's version. He claimed that the letter appeared in Reston's column about a month after Clarke had received it. He also asserted that he did not leak it to Reston. Telephone interview with Stoddard, 6 May 1980. Nevertheless, sections of the letter were quoted in William M. Blair's article, "Ecologist Scores Army Engineers," which appeared in the *New York Times* on 1 August 1971. I am grateful to Jeffrey K. Stine, author of a forthcoming volume in the Environmental History Series, for bringing this article to my attention.

17. MFR by Werner, 9 July 1971, subj: Chief's Advisory Board—Stoddard, 6th EAB meeting binder, CWZ-P, OCE.

18. MFR by Werner, 3 September 1971, subj: Mr. Stoddard; see also attached letter, Colonel Kelly to Secretary Robert F. Froehlike, 27 August 1971. Both in 6th EAB meeting binder, CWZ-P, OCE.

19. MFR by Werner, 4 October 1971, subj: Followup on Stoddard's Status with Environmental Advisory Board, 6th EAB meeting binder, CWZ-P, OCE.

20. Stoddard to Clarke, 22 October 1971, 6th EAB meeting binder, CWZ-P, OCE.

21. MFR by Werner, 23 November 1971, subj: Clement/Inventories, Clement file, CWZ-P, OCE. For more on Clement's growing exasperation with Stoddard, see MFR by Werner, 26 October 1971, subj: Telephone Call with Mr. Clement Regarding EAB Meeting, same file.

22. MFR, 25 April 1972, subj: Summary of the Environmental Advisory Board Meeting, Washington, D.C., 10-11 February 1972 (draft), CWZ-P, OCE.

23. Ibid.

24. For more on Seattle District's experience with open planning, see Mazmanian and Nienhaber, *Can Organizations Change?*, pp. 132-57.

25. Summary of the Environmental Advisory Board Meeting, Washington, D.C., 10-11 February 1972 (draft).

26. Clement to Dr. C. Grant Ash, Planning Division, OCE, 30 November 1971 (copy), Clement file, CWZ-P, OCE.

27. Clement to Reuss, 30 August 1980, EAB file, Historical Division, OCE.

28. MFR, Clement to Clarke, 14 April 1972, subj: Environmental Inventories (with enclosure, "To Whom It May Concern" letter for general distribution to environmental groups), Clement file, CWZ-P, OCE.

29. Summary of the Environmental Advisory Board Meeting, Washington, D.C., 10–11 February 1972 (draft).

30. Clement to Clarke, 18 February 1972, Clement file, CWZ-P, OCE, emphasis in original.

31. The speech, presented originally at a Division Engineers' Conference (5 May 1972), and project and analysis are in the 8th EAB meeting binder, CWZ-P, OCE.

32. MFR, 20 August 1972, subj: Minutes of the 8th Meeting of the EAB, Airlie House, Warrenton, Virginia, 24–25 May 1972, CWZ-P, OCE.

33. Clement, "Redirection for the Corps: The Advisory Board Chairman's Perspective," p. 3.

34. Clarke, "Redirection for the Corps: The Recipient's Perspective," p. 2.

## **Chapter IV**

1. Ibid.

2. MFR, 15 December 1972, subj: Minutes of the 9th Meeting of the EAB, Williamsburg, Virginia, 11–12 October 1972, CWZ-P, OCE.

3. Ibid. Mark S. Gurnee, Chief of the OCE Operations Division, had first introduced the Board to the dredging study in the February meeting. See the Summary of the Environmental Advisory Board Meeting, Washington, D.C., 10–11 February 1972 (draft).

4. Barry Kohl, Conservation Director, New Orleans Chapter, National Audubon Society, to Colonel Richard L. Hunt, District Engineer, New Orleans, n.d. (copy), Clement file, CWZ-P, OCE.

5. Oliver A. Houck, Counsel, National Wildlife Federation, to Colonel Hunt, 23 March 1972 (copy), Clement file, CWZ-P, OCE.

6. MFR, 22 March 1973, subj: Environmental Advisory Board Meeting held in New Orleans, 5–6 February 1973, CWZ-P, OCE.

7. MFR, 15 June 1973, subj: Environmental Advisory Board Meeting held in Washington, D.C., 15–16 May 1973, in binder for November 1973 EAB meeting, CWZ-P, OCE.

8. Ibid.

9. Ibid.: MFR, subj: Future Focus of the Board, in binder for 15–16 May 1973 EAB meeting, CWZ-P, OCE.

10. Summary of the Environmental Advisory Board Meeting held in Washington, D.C., 15–16 May 1973.

11. Gilliam to Clarke, 5 January 1973, Gilliam file, CWZ-P, OCE.

12. MFR by Werner, 18 April 1973, subj: Meeting with Harold Gilliam in San Francisco, Gilliam file, CWZ-P, OCE.

13. Gilliam to Morris, 2 July 1973, Gilliam file, CWZ-P, OCE.

14. Gilliam to Lieutenant Colonel John F. Wall, Assistant Director of Civil Works, Environmental Program, 17 September 1974; Wall to Gilliam, 4 October 1974 (copy); Gilliam to Wall, 27 December 1974; Wall to Gilliam, 15 January 1975. All in Gilliam file, CWZ-P, OCE.

15. Disposition Form (DF), Morris to Assistant Directors and Division Chiefs, CWZ-C, and CWZ-X, Civil Works, 17 May 1973, subj: Role of EAB, in binder for 6-7 November 1973 EAB meeting, CWZ-P, OCE.

16. Ibid., see enclosure.

17. DF, Reisler to Morris, 7 June 1973, subj: Environmental Advisory Board, in binder for 6-7 November 1973 EAB meeting, CWZ-P, OCE.

18. DF, Kratz to Wall, 18 June 1973, subj: Environmental Advisory Board, in binder for 6-7 November 1973 EAB meeting, CWZ-P, OCE. Macomber drafted this DF.

19. Ibid.

20. Technically, because of various delays at the Department of Defense level, McGrath was not appointed to the Board until 16 August 1974. At that time Brock Evans, Washington representative for the Sierra Club and the Federation of Western Outdoor Clubs, was also appointed, replacing Lynton Caldwell. OCE Public Affairs Office, news release, 16 August 1974, August 1974 EAB binder, CWZ-P, OCE.

21. Morris to Clement, 13 August 1973, in binder for 6-7 November 1973 EAB meeting, CWZ-P, OCE.

## Chapter V

1. DF, Werner to Morris, 4 June 1973, subj: Role of EAB, February 1974 EAB binder, CWZ-P, OCE.

2. Ibid.

3. Transcript of Werner's taped comments, 8 April 1980, Historical Division, OCE; Interview with Brigadier General John F. Wall, Washington, D.C., 25 April 1980.

4. MFR, 15 February 1974, subj: Environmental Advisory Board Meeting, 6-7 November 1973, Washington, D.C., CWZ-P, OCE.

5. Ibid.

6. Ibid.

7. Harold Gilliam, "New Ecology Mood of the Army Engineer," *San Francisco Examiner and Chronicle*, 9 December 1973, clipping in February 1974 EAB binder, CWZ-P, OCE; U.S., Congress, House, Document No. 94-643, 94th Cong., 2d sess., 29 September 1976; *Annual Report of the Chief of Engineers, 1977*, II, 35-15-16.

8. Urban Studies Program, briefing paper, November 1973 EAB binder, CWZ-P, OCE.

9. Pough to Gribble, 14 November 1973, February 1974 EAB binder, CWZ-P, OCE.

10. Ibid.

11. DF, Morris to Gribble, 18 December 1973, subj: Questions for EAB Responses, February 1974 EAB binder, CWZ-P, OCE.

12. DF, Wall to Morris, 31 January 1974, subj: EAB Questions, February 1974 EAB binder, CWZ-P, OCE.

13. Gribble to Clement, 7 February 1974, February 1974 EAB binder, CWZ-P, OCE.

14. MFR, 10 May 1974, subj: Environmental Advisory Board Meeting, 26-27 February 1974, Kingman Building, Ft. Belvoir, Virginia, CWZ-P, OCE.

15. Ibid.

16. Ibid.

17. Ibid.

18. Ibid.

19. Interview with Brigadier General John F. Wall, Washington, D.C., 25 April 1980.

20. MFR, 1 November 1974, subj: Environmental Advisory Board Meeting, 27-29 August 1974, Little Rock and Tulsa Districts, CWZ-P, OCE.

21. Ibid.

22. Ibid.

23. Ibid.

24. Ibid.

25. Ibid.

26. DF, Morris to Civil Works Directorate, 4 December 1974, subj: Division Engineers' Conference Followup, December 1974 EAB binder, CWZ-P, OCE.

27. Wall to Greenwalt, 16 October 1974, December 1974 EAB binder, CWZ-P, OCE.

28. Greenwalt to Wall, 5 November 1974, December 1974 EAB binder, CWZ-P, OCE; MFR, 16 May 1975, subj: EAB meeting 18-19 December 1974 at the Office of the Chief of Engineers, CWZ-P, OCE.

29. MFR, 1 November 1974, subj: Environmental Advisory Board Meeting, 27-29 August 1974, Little Rock and Tulsa Districts, CWZ-P, OCE.

30. As quoted and emphasized in Clement's letter to Gribble, 5 September 1974, December 1974 EAB binder, CWZ-P, OCE.

31. Clement to Gribble, 5 September 1974, December 1974 EAB binder, CWZ-P, OCE.

32. Morris to Clement, 19 September 1974 (copy), December 1974 EAB binder, CWZ-P, OCE.

33. Evans to Morris, 1 October 1974, December 1974 EAB binder, CWZ-P, OCE.

34. Morris to Evans, 22 October 1974 (copy), December 1974 EAB binder, CWZ-P, OCE.

35. MFR, 8 September 1975, subj: Environmental Advisory Board Meeting, 20-21 May 1975, Huntington District, CWZ-P, OCE.

36. Ibid.

37. DF, Hill to Morris, 13 June 1975, subj: Environmental Brochure, EAB files, Historical Division, OCE.

38. Transcript of interview with General Morris, Washington, D.C., 14 July 1980, Historical Division, OCE.

39. Gilliam to Morris, 6 May 1975, and Morris to Gilliam, 9 May 1975 (copy), both in May 1975 EAB binder, CWZ-P, OCE.
40. MFR, 8 September 1975, subj: Environmental Advisory Board Meeting, 20-21 May 1975, Huntington District, CWZ-P, OCE.
41. DF, Hill to Major General Ernest Graves, Director of Civil Works, 23 October 1975, subj: Meeting with Professor McGrath, November 1975 EAB binder, CWZ-P, OCE.
42. Ibid.
43. Tom Barlow, Natural Resources Defense Council, Inc., to Gribble, 22 October 1975, enclosure to MFR, Environmental Advisory Board Meeting, 12-13 November 1975, OCE, Washington, D.C., CWZ-P, OCE.
44. MFR, Environmental Advisory Board Meeting, 12-13 November 1975, OCE, Washington, D.C., CWZ-P, OCE.
45. Morris' note on DF, Graves to Gribble, 7 October 1975, subj: Environmental Advisory Board Meeting, 12-13 November 1975, November 1975 EAB binder, CWZ-P, OCE.
46. Ibid., with enclosures.
47. Environmental Action Program, fact sheet, 1 April 1976, in April 1976 EAB binder for Lieutenant Colonel Hill, CWZ-P, OCE.
48. MFR, 29 October 1976, subj: Environmental Advisory Board Meeting, 13-14 April 1976, Kingman Building, Ft. Belvoir, Virginia, CWZ-P, OCE.
49. Hill to McGrath, 17 March 1976 (copy), April 1976 EAB meeting binder for Lieutenant Colonel Hill, CWZ-P, OCE.

## **Chapter VI**

1. Transcript, EAB meeting, 9 November 1976, Washington, D.C., CWZ-P, OCE, pp. 31-32.
2. Graves to Backus, 14 October 1976 (copy), November 1976 binder for Lieutenant Colonel Hill, CWZ-P, OCE.
3. Lois Sharpe was particularly eager that the EAB have an economist. An undated letter from her to Hill containing this suggestion is in her file in CWZ-P, OCE.
4. Transcript, EAB meeting, 9 November 1976, Washington, D.C., CWZ-P, OCE, pp. 35-56.
5. Ibid., pp. 7-8; Morris to Division Engineers, 8 October 1976, subj: Environmental Guidelines for the Civil Works Program, environmental policy file, Historical Division, OCE; *Federal Register*, 29 October 1976, pp. 47676-78.
6. Transcript, EAB meeting, 24 May 1977, Washington, D.C., CWZ-P, OCE, pp. 117-18.
7. Telephone interview with Stoddard, 4 September 1980.
8. Transcript of interview with General Morris, 14 July 1980, Historical Division, OCE.

9. Transcript, EAB meeting, 24 May 1977, Washington, D.C., pp. 12-13.

10. Ibid., pp. 16-19; MFR, 8 July 1977, subj: Summary of Engineer Environmental Advisory Board Meeting, 24 May 1977, Forrestal Building, Washington, D.C., EAB binder, CWZ-P, OCE; McGrath to Morris, 15 November 1977, 1977 EAB file, CWZ-P, OCE; McLindon to Reuss, 22 December 1980, EAB file, Historical Division, OCE.

11. MFR, n.d., subj: Summary of Chief of Engineers Environmental Advisory Board Meeting, 28-29 March 1978, Airlie House, Warrenton, Virginia; 28 March 1978 EAB meeting file (draft), CWZ-P, OCE.

12. Ibid.

13. McLindon had been Acting Chairman in McGrath's absence at the March 1978 meeting. Morris was impressed and invited him to be permanent Chairman in a reply on 15 May 1978 to McLindon's suggestions for future roles for the Corps. One of McLindon's major suggestions, proposed in his letter of 9 March, was that the Corps conduct research on energy efficient housing; however, Morris responded that diminished military housing needs and limited research funds precluded the Corps' active involvement. McLindon accepted the chairmanship in a note to Morris on 16 June 1978. All letters are in an EAB file, CWR-P (Office of Policy, Civil Works), OCE.

14. DF, McGinnis to Morris, 14 August 1978, subj: Environmental Advisory Board (EAB) Meeting, 30 October-2 November 1978 EAB file, CWZ-P, OCE.

15. EAB agenda, 30 October-2 November 1978 meeting, 30 October-2 November EAB file, CWZ-P, OCE.

16. DF, McGinnis to Morris, 6 November 1978, subj: Quick Report on the EAB Meeting Conclusions, 30 October-2 November EAB file, CWZ-P, OCE.

17. Interview with Boone, Washington, D.C., 19 May 1980.

18. DAEN-RMB, information paper, 10 April 1979, subj: Civil Works Environmental Conference, 26-29 June 1979, EAB files, CWZ-P, OCE.

19. Morris' note on DF, McGinnis to Morris, 19 June 1979, subj: Environmental Advisory Board (EAB) Meetings, EAB files, CWZ-P, OCE. Emphasis in original.

20. Interview with Boone, 19 May 1980.

21. Houck to McLindon, 28 June 1979; DF, Boone to Morris, 24 July 1979, subj: Mr. Oliver Houck's EAB Participation, with undated letter Morris to Houck. All in EAB files, CWZ-P, OCE.

22. Report of the—Meeting of the Environmental Advisory Board, Raddison Hotel, Chicago, 28 June 1979, submitted by McLindon, EAB files, CWZ-P, OCE.

23. MFR, Martin Reuss, 16 July 1979, subj: Trip Report—Civil Works Environmental Conference, 26-29 June 1979, Historical Division files, OCE.

24. Ibid.; Transcript, Conference Summary, Civil Works Environmental Conference, 28 June 1979, EAB files, CWZ-P, OCE, pp. 51-67, 77-99.

25. Report of the—Meeting of the Environmental Advisory Board, Olde Colony Motor Lodge, Alexandria, Virginia, 19–21 September 1979, EAB file, CWZ-P, OCE.

26. Interview with Boone, 16 June 1980; MFR, Major General Heiberg, 2 May 1980, subj: Chief of Engineers Response to the Environmental Advisory Board's Comments on Fish and Wildlife Mitigation (copy), EAB file, CWZ-P, OCE.

27. Report of the—Meeting of the Environmental Advisory Board, 19–21 September 1979.

28. See informal summary of the Huntsville Division Meeting by Lieutenant Steven Lambson in the Huntsville meeting file, CWZ-P, OCE; also, in the same file can be found the "Report to the Chief of Engineers, 30 November 1979," submitted by McLindon. This report contains the Board's specific recommendations on environmental training.

29. Brazier to Division Engineers, 21 May 1980, subj: Public Awareness of the Regulatory Functions Program (copy), environmental file, Historical Division, OCE.

30. Interview with Boone, Washington, D.C., 27 May 1980; interview with Clark, Washington, D.C., 29 May 1980.

31. Major General Heiberg's Response to Environmental Advisory Report (provided verbally, 28 November 1979), n.d., EAB files, CWZ-P, OCE, p. 17.

32. DF, Brazier to Heiberg, 20 December 1979, subj: Environmental Advisory Board (EAB) Meeting, 28–30 November 1979 (copy), environmental file, Historical Division, OCE.

33. *Ibid.*, see Heiberg's note.

34. DF, Brazier to Heiberg, 25 January 1980, subj: Environmental Advisory Board (EAB) Meeting, 28–30 November 1979 (copy), environmental file, Historical Division, OCE.

35. Note, Robertson to Heiberg, n.d. (copy), environmental file, Historical Division, OCE.

36. DF, Ralph Loschialpo (PEZ-A) to Colonel Rayburn L. Williamson (RMZ-A), 12 May 1980, subj: Environmental Advisory Board (EAB) Recommendations Concerning Trainers and Training Committees (copy), environmental file, Historical Division, OCE.

37. Morris to FOAs (field operating activities), 26 February 1980, subj: Environmental Advisory Board (copy), February 1980 reading file, CWZ-P, OCE.

38. Interview with Boone, 27 May 1980.

39. Lambson's note on Huntsville meeting, Huntsville meeting file, CWZ-P, OCE; DF, Heiberg to selected Civil Works personnel, 4 December 1979, subj: Environmental Advisory Board (EAB) Meeting, 28–30 November 1979 (copy), 6–8 February 1980 EAB file, CWZ-P, OCE.

40. Houck to McLindon, 7 December 1979 (copy), 6–8 February 1980 EAB file, CWZ-P, OCE.

41. Ibid., see Blumenfeld's note.
42. Note, Robinson to Heiberg, n.d., 6-8 February 1980 EAB file, CWZ-P, OCE.
43. Ibid., see Heiberg's note.
44. DF, Heiberg to selected Civil Works personnel, 4 December 1979, subj: Environmental Advisory Board (EAB) Meeting, 28-30 November 1979 (copy), 6-8 February 1980 EAB file, CWZ-P, OCE.
45. Imhoff to Heiberg, 22 January 1980, subj: Environmental Advisory Board (EAB) Meeting, 28-30 November 1979, and Blakey to Heiberg, 30 January 1980, subj: Environmental Advisory Board (EAB) Meeting, 28-30 November 1979, both in 6-8 February 1980 EAB file, CWZ-P, OCE.
46. Lambson's notes on February 1980 EAB meeting, 6-8 February 1980 EAB file, CWZ-P, OCE.
47. MFR, Houck to Morris and McLindon, 8 February 1980 (copy), 6-8 February 1980 EAB file, CWZ-P, OCE.
48. Morris to Division Engineers, n.d., subj: Environmental Advisory Board Memorandum on "National Scope," environmental file, Historical Division, OCE.
49. Wells to Heiberg, 2 January 1980, subj: Corps Policies Regarding Wildlife Mitigation and Wildlife Habitat Development on Project Lands (copy), 6-8 February 1980 EAB file, CWZ-P, OCE.
50. Blakey to Boone, 1 February 1980, subj: Mitigation Retrofit Issue (copy), 6-8 February 1980 EAB file, CWZ-P, OCE.
51. MFR, Major General Heiberg, 2 May 1980, subj: Chief of Engineers Response to the Environmental Advisory Board's Comments on Fish and Wildlife Mitigation (copy), EAB file, CWZ-P, OCE.
52. Ibid.; see also the article by Oliver A. Houck, "Promises, Promises: Has Mitigation Failed?," *Water Spectrum* (Spring 1978): 31-36.
53. Note from Dick Leverty, Plan Formulation and Evaluation Branch, Planning Division, OCE, to the author, 24 September 1980, environmental files, Historical Division, OCE.
54. Tape recording, 9-11 April 1980 EAB meeting, CWZ-P, OCE; author's notes of the same meeting, EAB file, Historical Division, OCE.
55. McLindon to Morris, 16 May 1980, McLindon file, CWZ-P, OCE.
56. MFR, Constance Ramirez, n.d., subj: Management for Protection of Army Historic Property: Comments to the Environmental Advisory Board, 10 April 1980, 9-11 April 1980 EAB file, CWZ-P, OCE.
57. Telephone interview with Ramirez, 22 October 1980; MFR (copy), Ramirez to Bill Daily, Chief, Buildings and Grounds Branch, Operations and Maintenance Division, Military Programs Directorate, 3 April 1980, subj: Environmental Advisory Board Meeting at USMA, 9-11 April 1980, EAB files, Historical Division, OCE; interview with Boone, Washington, D.C., 28 October 1980.
58. Telephone conversation with McLindon, early October 1980; Comments on the Chief of Engineers Response to EAB Recommendations on

Cultural Properties, 25 September 1980, Enclosure 3 to the EAB Report to the Chief of Engineers on the 26–28 August 1980 EAB meeting, EAB files, Historical Division, OCE.

59. McLindon to Heiberg, n.d. (middle of May), McLindon file, CWZ-P, OCE.

60. MFR, n.d. (draft), subj: Environmental Advisory Board Meeting, 26–28 August 1980, Waterway Experiment Station, Vicksburg, Mississippi, EAB files, Historical Division, OCE.

61. McLindon to Heiberg, n.d. (middle of May), McLindon file, CWZ-P, OCE.

62. Ibid.

63. Ibid.

64. Lieutenant Steven Lambson's notes of Morris' remarks, 9–11 April 1980 EAB meeting, CWZ-P, OCE.

65. McLindon to Heiberg, n.d. (middle of May), McLindon file, CWZ-P, OCE.

66. Tape recording, 9–11 April 1980 EAB meeting, CWZ-P, OCE; author's notes of the same meeting, EAB file, Historical Division, OCE; Lambson's notes, 9–11 April 1980 EAB file, CWZ-P, OCE.

67. Ibid.

68. MFR, n.d. (draft), subj: Environmental Advisory Board Meeting, 26–28 August 1980, Vicksburg, Mississippi.

69. Choromokos' comments to Reuss, Washington, D.C., 4 September 1980.

70. McLindon to Morris, 16 May 1980, McLindon file, CWZ-P, OCE.

71. EAB Report to the Chief of Engineers on the 26–28 August 1980 EAB meeting, submitted by McLindon, EAB files, Historical Division, OCE.

72. Ibid.

73. Ibid.

74. Ibid.

75. Transcript of interview with General Morris, Washington, D.C., 14 July 1980, Historical Division, OCE.

76. Heiberg to Brigadier General Norman G. Delbridge, Jr., South Pacific Division Engineer, 25 February 1980, Civil Works reading file, Historical Division, OCE.

## **Chapter VII**

1. Telephone interview with Stoddard, 6 May 1980.

2. Telephone interview with Dodge, 14 May 1980.

3. Telephone interview with Stoddard, 6 May 1980.

4. Telephone interview with Clement, 12 May 1980.

5. Ibid.

6. Interview with Caldwell, Washington, D.C., 13 May 1980.

7. Interview with McLindon, Washington, D.C., 15 February 1980.

8. Telephone interview with Houck, 27 February 1980.