

# Falls City Engineer

November/December 2015

VOL. 7, Issue 6  
[www.lrl.usace.army.mil](http://www.lrl.usace.army.mil)

U.S. ARMY CORPS OF ENGINEERS  
LOUISVILLE DISTRICT

***"Mega-deed" moves real estate, allows for economic growth at River Ridge***  
***page 6***

***Berm helps prevent Asian Carp migration at Eagle Marsh***  
***page 3***





## Falls City Engineer

Vol. 7, Issue 6

**District Commander**  
Col. Christopher G. Beck  
**Public Affairs Chief**  
Todd Hornback

Send articles to Louisville District  
Public Affairs office at:  
sarah.r.mattingly@usace.army.mil

U.S. Army Corps of Engineers  
CELRL-PA  
P.O. Box 59  
Louisville, KY 40201-0059

Falls City Engineer is an unofficial publication under AR 360-1, published bimonthly for Louisville District employees and members of the public by the U.S. Army Corps of Engineers, CELRL-PA, P.O. Box 59, Louisville, Ky. 40201-0059 under supervision of the public affairs office. Views and opinions expressed are not necessarily those of the Department of the Army or the Corps of Engineers.



**On the cover:** The River Ridge Commerce Center acquired an additional 830 acres from the Department of the Army in October.



**Please conserve:**  
**Think before you print.**

# Commander's Comments

Ladies and Gentlemen,

As we head into the holidays and get ready for the New Year, this newsletter highlights examples of several key things the district has accomplished over the last year.

We have tackled some long-standing and extremely challenging projects like the INAAP/River Ridge "mega-deed" and the hospital at Fort Campbell. We have also continued to move forward completing projects that, while maybe not as controversial or challenging, are no less critical to our customers like the berm at Eagle Marsh and the Grissom fire training facility. All of these are examples of the great work our team continues to do supporting our area, our region and the nation.

Additionally, our team continues to give back to the community, and that was evident with multiple volunteer efforts over the last several months. I had the opportunity to personally participate with the Habitat for Humanity effort and really appreciated everyone that came out and worked on that house. It was fun to see the long list of people jump at the opportunity to give back to our community.

Finally, we continue to position the district for the future with our strategic planning efforts. This has been an extensive team effort coordinated by Dan London and remains critical to the district remaining relevant as our environment changes. These efforts will be continuous, and I encourage everyone to take an interest in helping us continue to strengthen our organization.

Please take some time over the



**Col. Christopher G. Beck**  
**Commander and District Engineer**  
**Louisville District**  
**U.S. Army Corps of Engineers**

holidays to reflect on how important our district, and USACE in general, is to this nation. Think about the people you work with, and thank the many people that will be retiring over the December – January time frame who have provided years of extremely dedicated service to USACE and the nation. You should all be proud of what you do to support the extremely diverse missions we do every day.

Please enjoy your holiday and be safe so that everyone comes back next year ready to hit the ground running.

Thanks again for all that you do!

Building Strong!

Chris

## Contents

Berm helps prevent Asian Carp migration at Eagle Marsh	3
Corps to sell America the Beautiful passes in 2016	3
Ribbon cutting at new Fort Campbell hospital	4
Ribbon cut on new fire training facility in Indiana	4
New cleanup method proves successful at Camp Ravenna	5
FUDS Notification and Safety Education Initiative	5
"Mega-deed" moves real estate at River Ridge	6
Louisville District welcomes new small business deputy	7
Director of strategic business integration is off and running	8
District employees help build homes for the holidays	9



## Berm helps prevent Asian Carp migration at Eagle Marsh

*Carol Labashosky, public affairs*

**B**erm construction within Eagle Marsh along the Graham-McCullough Ditch, Fort Wayne, Indiana, is complete.

The Army Corps of Engineers has been a partner in a multi-agency effort to construct this permanent barrier in the Fort Wayne area's Wabash and Maumee River basins to prevent inter-basin transfer of aquatic nuisance species (ANS), with specific emphasis on preventing Asian Carp movement to the Great Lakes. Eagle Marsh is a wetlands restoration area that was developed as a partnership between the Little River Wetlands Project (LRWP), Indiana DNR, and the Natural Resources Conservation Service (NRCS).

The berm replaced a lower, deteriorating berm that allowed floodwaters to pass between the Great Lakes and Mississippi River watersheds intermittently. The berm is primarily constructed of compacted earth, with some special rock fill sections and fence barriers for dedicated and specific overflow sections.

The district's involvement began in 2010. As part of the larger Great Lakes and Mississippi River Interbasin Study (GLMRIS), the Eagle Marsh area east of Fort Wayne was identified as the pathway with the greatest potential – out of 18 total sites in the region – for allowing movement of aquatic nuisance species of concern between the two watersheds, outside of the primary pathway which is the Chicago Sanitary and Ship Canal.

As a sub-project to the GLMRIS ANS Controls report, the Louisville District project team investigated ways to engineer a solution to help minimize the inter-basin transfer of aquatic nuisance species. The Corps worked with several volunteer, local, state and federal agencies during this time period. The district's study ultimately



Duane T. Riethman, P.E., NRCS Area Engineer

*Pictured is the Eagle Marsh berm construction at Graham-McCullough Ditch, Fort Wayne, Ind.*

led to the long-term fix.

Knowing that the primary ANS of concern, the Asian Carp, had become a significant nuisance in the Wabash River downstream, there was urgency in development of a solution. The berm reconstruction was identified as the best solution to significantly decrease the frequency and duration of interbasin flows, according to Lakes and Rivers Division Regional Technical Specialist Ken Lamkin, Louisville District Hydrology and Hydraulic Design Section.

The NRCS – which had been involved with the project from the beginning – took over executing further work and provided funding, civil engineering, construction document development and construction oversight for the way ahead.

“Because the hydrology of the area is so complex, the Louisville District continued to support the project by performing hydrology and hydraulic modeling, determining hydraulic design parameters, and providing other support necessary for

the various state and federal permits and approvals required,” said Lamkin.

Laban Lindley, team leader, Indianapolis regulatory office, and Greg McKay, regulatory chief, north section, visited the site and completed wetland delineation for the project area.

Despite the significant short-term impacts to the Eagle Marsh area, which had become a recreation attraction in the Fort Wayne area for hiking, biking, bird-watching and wildlife education, the LRWP personnel embraced the long-term goals of the project and helped to move the project along. As joint property owner with LRWP, the Indiana DNR also continued to be involved during the study and construction process.

After significant delays to construction due to the extremely wet weather through the Wabash River basin, NRCS' contractor has recently completed the excavation, temporary seeding and mulching of the berm site.

## Corps to sell America the Beautiful passes in 2016

**T**he U.S. Army Corps of Engineers will begin issuing America the Beautiful National Parks and Federal Recreational Lands Interagency Passes at its lake recreation projects. USACE Louisville District lakes are in Kentucky, Indiana, and Ohio.

Beginning around Jan. 1, 2016, visitors to the Louisville District's 20 lake

recreation projects will be able to purchase or obtain the following interagency recreation passes: Interagency Senior Pass, Interagency Access Pass, Interagency Annual Pass, Interagency Military Pass, Interagency Every Kid in a Park 4th Grade Pass, and the Interagency Volunteer Pass.

For information on the America the Beautiful passes, visit <http://store.usgs.gov/pass/annual.html>, or phone 1-888-275-8747, option 3.

USACE is the nation's largest federal provider of outdoor recreation with 90 percent of these recreation areas within 50 miles of metropolitan areas. For more information on USACE recreation sites and activities, visit [www.CorpsLakes.us](http://www.CorpsLakes.us).



## Ribbon cutting at new Fort Campbell hospital



Steve Farkus

On Dec. 17, 2015, the Louisville District joined in a ribbon-cutting ceremony for the recently completed Blanchfield Army Community Hospital at Fort Campbell, Kentucky. The hospital has a new, overhauled look thanks to a 45,000-square-foot addition and a 17,000-square-foot alteration to the existing hospital.

The \$56.4 million addition/alteration project, constructed by Mortenson Company, Minneapolis, Minnesota over the past three years includes a state-of-the-art Emergency Center, a Behavioral Health Unit, and an expansion of the Mother-Baby Unit.

# Reserve

## Ribbon cut on new fire training facility in Indiana

*Douglas Hays, 434th ARW public affairs*

With a pull of the trigger and a snip of a fire hose, base officials officially opened a new fire training facility at Grissom Air Reserve Base, Indiana, Nov. 9.

Standing in for a ribbon was a four-inch piece of scrap fire hose, and pneumatic shears upped the ante on the scissor portion of the cutting.

Col. Doug Schwartz, 434th Air Refueling Wing commander, was joined by John Ireland, Grissom fire chief and other base officials as they officially opened the facility. Kevin Jefferson, Army Corps of Engineers Louisville District construction representative, also helped to cut the ribbon.

Moments later two firefighters put on a rappelling demonstration for the crowd of fire fighters, emergency managers, elected officials and others on-hand.

"We have annual training requirements that require live fires twice a year," said Todd Woolf, GFD assistant chief for training.

"Having the updated burn house will allow us to burn more often, and rather than do it twice a year, we can do it whenever we want," he added. "We won't be locked into having to go off base, and worrying about availability."

The \$750,000 project expanded the existing facility from 1,600 square feet to about 4,000 square feet.

The facility uses primarily wood and



U.S. Air Force photo/Tech. Sgt. Benjamin Mota

Col. Doug Schwartz, 434th Air Refueling Wing commander, and John Ireland, Grissom Fire Department fire chief, use Jaws of Life to cut a fire hose while Col. Scott Russell, 434th Mission Support Group commander, Kevin Jefferson, Louisville Army Corps of Engineers representative, Col. Hiram P. Gates, 434th ARW vice commander and Chief Master Sgt. Rob Herman, 434th ARW command chief observe during a ribbon cutting ceremony at Grissom Air Reserve Base, Ind.

straw as combustibles and has a tower inside that allows members to train in confined space, elevator rescue, forcible entry training and more.

"The panels in the room can withstand temperatures of 2,200-degrees Fahrenheit," Ireland said.

"Being a firefighter in civilian job, it's great to see a top-notch training facility here at Grissom," said Chief Master Sgt. Rob Herman, command chief, and firefighter from Omaha, Nebraska. "At the end of the day having better trained, better equipped firefighters benefits us all."

Not only will Grissom firefighters

greatly benefit from the new building, other agencies from different counties will also get good use of the facility.

"All around it's just a better situation for everybody," concluded Woolf. "We have existing mutual aid agreements so other agencies can also train with us."

"Kokomo S.W.A.T. has already used the rappelling portion of the facility," Ireland said.

Grissom is home to the 434th Air Refueling Wing, the largest KC135R Stratotanker unit in the Air Force Reserve Command.



## New cleanup method proves successful at Camp Ravenna



USACE works at Camp Ravenna, Ohio, on a pilot study to treat contaminated soils using a Vapor Energy Generator.

*Eric Cheng, engineering division*

During the week of Nov. 16, 2015, the USACE Louisville District, in cooperation with Endpoint, Inc., and the Alliant Corporation, successfully implemented a pilot study of a Vapor Energy Generator (VEG) to treat soils

contaminated with polycyclic aromatic hydrocarbons, or PAHs. The pilot study was conducted at the Atlas Scrap Yard site at Camp Ravenna in northeastern Ohio in support of the Installation Restoration Program (IRP). The goal of the pilot study was to apply the VEG on approximately

100 cubic yards of PAH-impacted soil to test its effectiveness and viability as a full-scale remedial alternative for the Atlas Scrap Yard.

The VEG system applies superheated steam to strip chemical contaminants from soils or other media. Chemicals such as hydrocarbons, volatile organic compounds (VOCs), and PAHs are then captured in the filtration system and converted into a synthetic fuel that the VEG system uses to continue operation. This waste-to-energy conversion allows the VEG system to be fueled by the chemical contaminants captured from the media it is treating, resulting in highly-efficient, low-energy consuming operation.

In 2014, the VEG system was used to treat chlorinated VOCs at a high profile site at the U.S. Army Engineer Research and Development Center (ERDC) in Vicksburg, Mississippi. This successful application earned the project a nomination for the 2014 Secretary of the Army Environmental Award.

## FUDS Notification and Safety Education Initiative

*Katie Newton, public affairs*

Due to the staggering amount of projects and budget realities, Formerly Used Defense Sites (FUDS) across the country can take several years, or even decades, to be addressed. Because of the dormant periods in between initial site investigations and when deeper investigations or cleanups can take place the U.S. Army Corps of Engineers developed a nationwide Notification and Safety Education Initiative to promote safety at those sites until the Corps can fully investigate the extent of the contamination.

“With safety as the priority, the goal of this program is to notify and educate property owners and other members of the public who may be on these sites on how to recognize and respond to the potential hazards and reduce their risk,” said Andrew Dettmer, Louisville District FUDS program manager.

In November, the Louisville District conducted its notification to property owners at 14 project sites in Michigan, Kentucky and Ohio.

“The initial rollout went well,” said Dettmer, “We coordinated the distribution

Shown is an example of safety brochures that were sent to property owners under the new FUDS Notification and Safety Education Initiative.

of over 350 notification letters to the property owners and notified all of the respective federal, state and local officials as well as the first responders near each project. Now that the letters have been sent out, we are responding to inquiries from the public as they come in.”

All the notification letters included contact information for the newly established FUDS Interim Risk Management Call Center at (855) 765-3837 that was developed to field general inquiries from these FUDS properties across the country. Any specific inquiries

are sent to the Louisville District to be answered.

Additionally, the program provides safety brochures and materials to any agencies/parks or property owners who request it. For example, if a site is often used for hiking, USACE wants to make sure that there is awareness through brochures and signage that potential munitions could be present. The brochures encourage visitors to follow the 3 Rs—Recognize, Retreat and Report anything unusual that is found.



# “Mega-deed” moves real estate, allows for economic growth at River Ridge



*The River Ridge Commerce Center acquired an additional 830 acres from the Department of the Army in October with the signing of a mega-deed bundling five parcels that allowed the Army to transfer property off their books and gave the River Ridge Development Authority new land prime for development.*

*Katie Newton, public affairs*

After three years of real estate negotiations over a landfill at the former Indiana Army Ammunition Plant (INAAP) in Jeffersonville, the U.S. Army Corps of Engineers Louisville District, has handed over a signed “mega-deed” to the River Ridge Development Authority (RRDA) for the landfill along with four desirable parcels.

The land transfer was a success for both the Department of the Army and the RRDA. USACE – the Army’s real estate agent – has been working since 2005 to get the excess Army property slated for RRDA transferred to the reuse authority for economic growth at the River Ridge Commerce Center. The total acreage conveyed prior to the impasse was approximately 4,820 acres with only about 1,119 acres remaining.

The deed, which was prepared by USACE, was signed by the director of real estate Sept. 30 and presented by Louisville District Commander Col. Christopher Beck to the RRDA at a ceremony Oct. 12. It didn’t come easy, though. It followed years of contentious negotiations about the landfill parcel remaining from INAAP, an Army ammunition manufacturing plant built in 1941 and subsequently placed in modified caretaker status in 1992. The 45-

acre landfill, which was used for dumping both solid and hazardous wastes was a concern to the recipient.

“There were valid concerns on both sides of the table,” said Veronica Hiriams, chief, real estate division, USACE Louisville District. “For RRDA they had concerns over the landfill, and the Army had concerns about leaving a remnant of land remaining on the books after all other parcels had been transferred.”

USACE coordinated the interagency effort to come up with a solution. Parties to the transfer included the Department of the Army’s BRAC office and Environmental Law Division, Indiana Department of Environmental Management, and RRDA. In addition, RRDA elicited the support of U.S. Senator Joe Donnelly and U.S. Representative Todd Young to meet their goals. The resolution was that if the landfill parcel was bundled with the other parcels more prime for development, RRDA would accept all five bundled parcels in the mega-deed, totaling approximately 830 acres. In addition to bundling the parcels, the Army agreed that USACE would conduct long-term monitoring of the landfill upon the transfer, which will entail quarterly, semi-annual, and annual sampling of the groundwater and surface

water sources in the vicinity of the landfill.

The purpose of the monitoring activities is to confirm the integrity of the landfill continues to meet regulatory requirements and that no release of hazardous substances has occurred,” said Chris Inlow, former INAAP project manager, USACE Louisville District. “To date, there has been no indication of any release, nor is one anticipated. However, as the original generator of the waste and because the waste remains in the landfill, the Army retains liability to ensure continued protection of human health and the environment to the surrounding communities.”

The agreement worked out for both parties involved. “This solution was the best option to ensuring the Army’s needs and the customer’s needs were met,” said Hiriams. “We were able to accelerate getting the deed signed since it was advantageous to us getting the property transferred out of Army control and for RRDA to be able to use the property immediately. It was a win-win solution for both of us in the end.”

“Even though the issue itself was contentious, we still had a great partnership between RRDA and the Army,” said Hiriams. “We had to work together and partner with the recipient as well as the other parties involved. It was a total team effort. Everyone coming together was a big part of the success story of how we were able to quickly work it and get the deed signed.”

Additionally, USACE was glad to play a role supporting the economic boom associated with the finalization of the land transfer. “This transfer continued to enhance the economic development of Indiana,” said Hiriams. “As a result of this transfer there were immediate sales following.”

In addition to the economic development at the site previous land transfers managed by USACE have allowed for recreational activities at the former INAAP.

“This mega-deed is just a piece of a lot of work that has taken place at the site,” said Jackie Preston, chief, real estate, military branch, “All of it isn’t going to be industrial use, some of it was for

Courtesy River Ridge Development Authority

*Continued on page 7*



Continued from page 6

recreation. A lot of what we have already turned over went to the State of Indiana for development as a park.”

From 2005 to the present there have been a total of 5,651 acres transferred at INAAP including the mega-deed. The land transfers at INAAP are still ongoing, but will be complete in 2016 when the last piece—a remaining parcel of approximately 288 acres—is transferred.

“There are still ongoing actions there because the phased disposal process is long and multifaceted, but the transfer of the mega-deed was a significant piece,” said Hiriams.

The team who worked on making the land transfer happen included Karla Wright, real estate project lead; Jackie Preston, real estate quality assurance; Lisa Patrick, office of counsel; Scott Giller and Jason Meyer, cadastral support and Chris Inlow who provided environmental advice and ensured maintenance of positive customer relations with the facility manager on site. The team was recognized with a certificate of appreciation for their



Debra Hunter

Chris Inlow, Scott Giller, Jason Meyer, Lisa Taylor and Karla Wright were presented with a certificate of appreciation by Louisville District Commander Col. Christopher Beck (center) at a meeting at the Mazzoli Federal Building Dec. 15, 2015.

efforts.

“It couldn’t have been done without this team,” said Hiriams, “It was the collection of their historical knowledge,

sound relationships, quality checks and everybody working together in order to make this happen.”

## Leadership

# Louisville District welcomes new small business deputy

*Sarah Mattingly, public affairs*

The Louisville District has a new deputy for small business. Crystal May took over the position following former deputy Jacque Gee’s retirement Dec. 2.

Having served the district’s contracting division many years, May was most recently chief of the division’s regional business oversight branch.

“I was in contracting for eight years, so this is kind of an extension of that,” said May. “Contracting and small business go hand in hand.”

The purpose of the small business office is to act as an advocate for small businesses wishing to do business with the Corps. This makes the small business deputy the face of the district in many circumstances.

“We do a lot of outreach,” explained Gee. “We are that ambassador for small business for this district.”

May started the transition into the small business office in early October, allowing her the rare opportunity to learn from the day-to-day experiences of her predecessor.

“This has been the greatest



Sarah Mattingly

Crystal May (left) is the Louisville District’s new deputy for small business, shown here with her predecessor Jacque Gee.

opportunity, honestly, to have this much overlap,” said Gee. “It never happens like this.”

May received her appointment letter Nov. 3 and dove right into daily operations of the small business deputy. She took part in the National Small Business Conference in New Orleans, which was attended by small business deputies from around the division.

“It gave us a chance to meet and catch up on things,” said May. “It was good to put faces with names and nice to be able to make those connections.”

“I’m excited to fill this vital role for the district and to serve as a senior leader in the organization,” May said. “The small business program has been very successful in the past and I look forward to continuing that success.”



# Director of strategic business integration is off and running



Daniel London is the Louisville District's new director of strategic business integration.

*Sarah Mattingly, public affairs*

As the Louisville District moves toward the future, it is increasingly important to have a strategic direction and methods for facing coming challenges. That is, according to Daniel London, the district's new director of strategic business integration.

As the first person to fill this role, London has his hands full. He came on board Aug. 9, and has been working with a team of individuals to develop the district's strategic plan.

"We are working to determine the

actions we need to take in both the short term and the long term to better position ourselves between now and five years out," London said.

This means analyzing the district's processes, he said. "That is, how we can be more efficient, how we can further develop our workforce, and how we can improve our outreach efforts as we look for new opportunities to assist federal and state agencies and other potential partners."

London got started on this daunting task by conducting one-on-one interviews with division and section chiefs, learning their concerns and ideas for the future, and then comparing those inputs with the strategic direction sent down by the Army and the Corps of Engineers.

"I started to connect the dots as to where we are and where we need to be," London said. "That was really the groundwork for everything we've done so far."

To build upon this groundwork and transform it into a strategic plan, the district's senior leaders and a designated "plus-one" from each division – approximately 40 people in all – gathered at Fort Knox for two days of inputs review and strategic planning.

The plan will be rolled out in the coming weeks, and London will be helping district leadership communicate the plan's goals as well as the ideas and products supporting them.

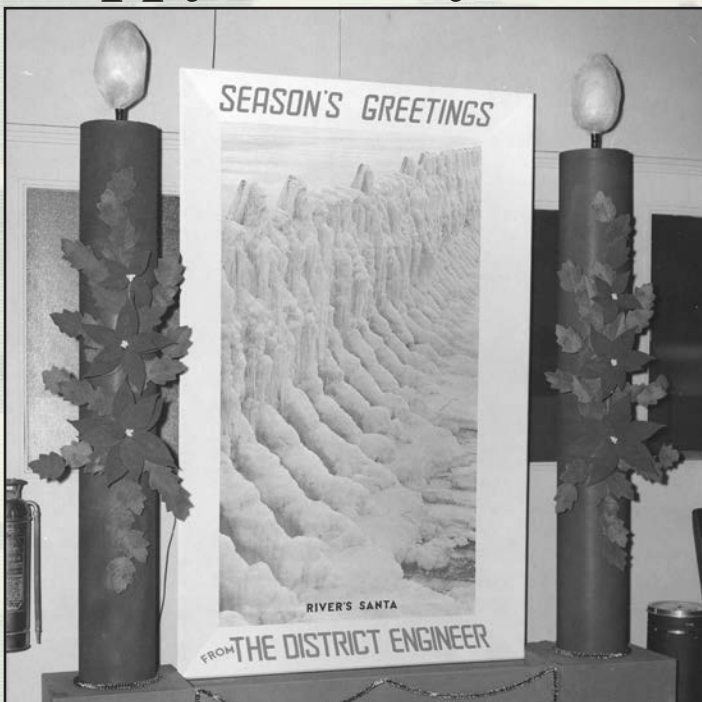
London did not minimize the challenges facing the district, including declining budgets and revenues and a workforce whose leadership is seeing increasing retirements. He explained that the district's plan will address those challenges by executing a more rigorous outreach program to identify strategic partners and bolstering its already existing leadership and education program.

"I'm looking forward to helping the district – that was really the thing that drew me to this position," London said. "Of course there were a lot of intriguing pieces of it, but I love strategic planning and I love taking a look at where an organization is and where it has the potential to be long term."

London has an extensive background in this sort of strategic planning. He served as chief of staff to a U.S. congressman, as the congressional affairs and corporate communications officer for the U.S. Army Recruiting Command at Fort Knox, and as the operations and plans officer and deputy to the commanding officer for the Army Sustainment Command's 3-401st Army Field Support Battalion in Afghanistan before joining the Louisville District.

"There's nothing more satisfying than to make a couple tweaks and then see the results of it," London said. "Just the few things that we've done already have received great feedback, so it's exciting to see where it can take us."

## Happy holidays from the Louisville District



These displays greeted Louisville District employees in December 1951 (left) and December 1952. In the same spirit, the Louisville District public affairs office wishes you and yours a happy holiday season.





## District employees help build homes for the holidays



Master Sgt. Kelvin France, Chris Brackett (rear), and Bjorn Hale (right) install siding on a Habitat for Humanity home during a Corps service outing Nov. 21, 2015.

Maj. Joe Rosen, contracting division

The Corps of Engineers has a long history of community involvement, and in the spirit of Thanksgiving, Louisville District employees and Soldiers took part in several events to show support for the local community. Members of the Corps visited veterans at the local Veteran's Administration Center, partnered with the local Habitat for Humanity to renovate a home and hosted an American Red Cross blood drive.

On Nov. 19, 2015, Louisville District Commander Col. Christopher Beck, accompanied by Coast Guard Sector Ohio Valley Commander Capt. Richard Timme, Senior Chief Christopher Burkhart, Army Sgt. 1st Class Portia Hall and Maj. Joseph Rosen, visited veterans receiving treatment at the VA Medical Center in Louisville. The veterans took the opportunity to swap stories, gather insight about current events and spoke with active duty service members. Leading by example, Beck said he would visit again in six months and was "grateful for all those who answered our nation's call."

Serving as the driving force behind the Habitat for Humanity community outreach event, Master Sgt. Kelvin France and Hall seized the initiative, bringing volunteerism and teamwork to the forefront of the district's contracting division. On Nov.

21, 18 Soldiers and civilians met in Louisville's downtown area in support of a Habitat for Humanity project, helping construct affordable housing for deserving families. During the morning shift, Louisville's Corps employees helped load and transport frames to construct walls within a new home. The afternoon

shift installed siding for a home nearing completion. Habitat for Humanity is a non-profit housing organization working in partnership with volunteers to build simple, decent and affordable houses – without interest or profit – for people in need.

"Volunteering has always been very important me," said France. "We volunteered when we joined the Army to serve our nation. We are simply extending our service at a local level so our community sees how much we care."

The Thanksgiving holiday events culminated in an American Red Cross blood drive, hosted by the Louisville District. This year's slogan was "Saving lives is as easy as pie!" and during the blood drive, volunteers successfully donated 87 units of blood.

"Performing community service fosters a relationship with the Louisville community and builds esprit de corps within the district," said Beck. "We are very fortunate to have such generous volunteers and are enriched by their contributions to both the community and the Corps."



The team pitches in to load a wall frame constructed at the Habitat for Humanity workshop for transport to the construction site.