

# RIP RAP

U.S. Army Corps of Engineers  
Albuquerque District

4101 Jefferson Plaza N.E., Albuquerque, NM 87109

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Regulatory Specialist and Archaeologist Chris Parrish took this photo of a cultural artifact near Ute Lake. See story on page 3.



**US Army Corps of Engineers**®  
Albuquerque District

Volume 24, Issue 12  
December 2012

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District Engineer,  
Lt. Col. Antoinette Gant

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## District Conducts Strategic Planning Session for Future Goals

By Cheryl Buckel, Strategic Planner, and Elizabeth Lockyear, Public Affairs

Early in November, a team of 43 employees representing all levels within the District gathered for three days at the Forest Service Training Academy in Albuquerque, N.M. The goal? Define and strategize the District's priorities for the next one to five years, with a focus on four outcomes: 1) improve collaboration with partners 2) improve quality in product delivery 3) close the knowledge and experience gap, and (4) build the teams for tomorrow, today.

A key focus of District Commander Lt. Col. Antoinette Gant at the planning session was making sure that employees at all levels could see themselves as an integral part of developing the priorities and initiatives for the District that would remain relevant through 2013 and beyond.

Gant asked participants to keep three questions in mind as they strategized in teams. What is the District known for? What can be improved?

What does the District need to do more of?

The teams brainstormed multiple ideas and developed several detailed logic models about how to engage customers better and how to continue developing and diversifying the workload and workforce.

"We had a very productive Strategic Planning Conference this week" Gant said. "We've identified goals for the District and did a great job linking them to the national USACE Campaign Plan, the South Pacific Division's Implementation Plan and focus areas, and with USACE Commanding General Lt. Gen. Thomas Bostick's priorities."

The next step is to begin implementation of these initiatives, starting with how the District strategically engages with customers and how to shape the workforce. One new change is making sure that all employees have an individual

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Photos by Ronnie Schelby



*Strategic planning participants who were there for the group photo include (top, left to right): LeeAnn Summer, Maj. Gary Bonham, Kris Schafer, John D’Antonio, Larry Chavez, Daniel Garcia, Curtis McFadden, Lionel Romero, Lt. Col. Antoinette Gant, Michael Prudhomme, Pablo Gonzalez, Blaine Kemsley, and Jeff Lindemann (second row) Mark Slimp, Megan Grande, Shelley Ramos, Jeanette Alderete, Felton Prosper, Mark Yuska, David Kam, Julie Alcon, Crystalin Medrano, Connie Runyan, Jeff Daniels, Allan Steinle, and George Sims, (bottom row) Elizabeth McCullough, Mike Goodrich, Brad Green, Grace Procter, Art Maestas, Joan Coffing, Leslie Molina, Corrine Garcia, Deb Foley, Craig Lykins, Amy Louise, Jessica Loc, Marcy Leavitt, Karen Downey, Bernadette Armijo, Stephanie Parra, Cheryl Buckel, Amanda Tapia-Pittman, and Walt Migdal.*

development plan with career goals projected out three to five years.

“First quarter milestones have been identified and are being tracked, and our District priorities include strategic communication and outreach, governance processes, workforce shaping, leader development and environmental sustainability,” Gant said.

In addition to strategizing District goals, there was a session that focused on generational differences. Participants said it was

excellent and helped them understand each other better. It also helped improve teamwork, according to Strategic Planner Cheryl Buckel.

While the meeting dealt with important topics, there were some light-hearted moments as well. Gant surprised everyone the second morning with her introduction of a new dance – the “SPA Slide.” Buckel said “this was a great way to start the day,” and added that employees may one day see “a flash mob doing this dance” somewhere in the District.

This activity supports our Operations Plan: Actions 2 and 6 (Deliver enduring and essential water resource solutions through collaboration with partners and execute the Regulatory Program to protect resources).

District Happenings

## Regulator Works on Cultural Resource Solution

By Kristen Skopeck, Public Affairs

Harry S. Truman once said, “The only thing new in the world is the history you don’t know.” Those words probably resonate particularly with the District’s archaeologists, but they are also meaningful to the employees in the Regulatory Division.

As part of evaluating projects under the Clean Water Act, regulatory employees are charged with enforcing permit conditions related to requirements stipulated in the National Historic Preservation Act and other applicable federal laws pertaining to the protection of natural and cultural resources (e.g. the Endangered Species Act). This obligation is well placed, since regulators conduct site visits to proposed permit areas and are able to identify important resources that may be impacted as a result of a project.

Such was the case when a District regulator responded to a permit application in 2005 from Ute Lake Ranch, Inc. (ULRI), a private company proposing to build a housing development on the southeast side of Ute Lake in Quay County, N.M. (north of Tucumcari). As planned, the construction of roads within the project area involved a discharge of fill material into tributary arroyos of Ute Lake,



Photo by Chris Parrish

*Scenic Ute Lake is located in Quay County, N.M..*

which is a navigable water of the United States. As such, a Department of the Army permit under Section 404 of the Clean Water Act was required.

Prior to initiating the Corps permitting process, ULRI hired a cultural resource consultant to conduct an intensive pedestrian survey of the entire project area. This survey resulted in the identification of several significant historic properties, including an archaeological site that contained part of a Clovis point. These fluted-projectile points date to the Paleoindian period, which represents the earliest known human occupation of New Mexico (circa 10,000 B.C) and are named after the city of Clovis, N.M., where examples were first found in 1929.

These discoveries led to the development and subsequent signing of a Memorandum of Agreement (MOA) between

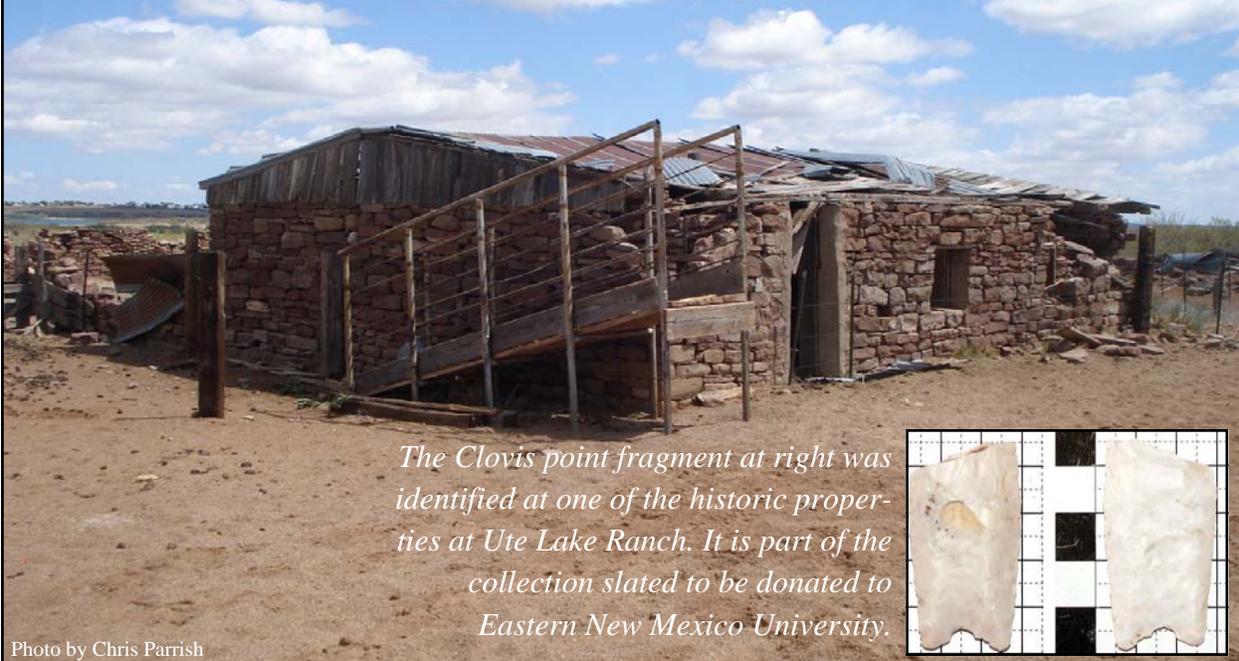
the Corps, the State Historic Preservation Officer and ULRI to minimize and mitigate adverse affects to historic properties from the proposed housing development. Subsequently, the stipulations outlined in the MOA became conditions of the Corps permit.

In 2008, and as a result of financial difficulties and other factors, ULRI halted the project. Not surprisingly, the archaeological and historical field and laboratory work being conducted under the MOA was also halted.

These factors, combined with the retirement and relocation of key personnel associated with the undertaking (e.g. the regulatory project manager and project archaeologist), led to the project file becoming stagnant for the next few years.

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*The Clovis point fragment at right was identified at one of the historic properties at Ute Lake Ranch. It is part of the collection slated to be donated to Eastern New Mexico University.*

Photo by Chris Parrish

*This photo shows the remains of the original Ute Lake Ranch headquarters. Based on the artifact assemblage present and condition of the structures present, it was probably built in the 1930s.*

In 2011, and shortly after joining the Regulatory team, Project Manager and Archaeologist Chris Parrish, began looking into the current status of the project. After contacting ULRI, he conducted a site visit to the property in early 2012 and examined several of the historic properties identified in the MOA to assess their current condition, historical significance, and if there were any unauthorized impacts to the resources since 2008.

Next, Parrish notified ULRI that—despite the undetermined status of the Ute Lake Ranch housing development—they were still responsible for satisfying the stipulations of the MOA. ULRI stated that they were willing to work with the Corps to do so. So, Parrish

contacted individuals at the State Historic Preservation Division, Eastern New Mexico University (ENMU) and Blackwater Draw Museum to solicit input and request their participation in a meeting at the Ute Lake Ranch property to visit several of the historic properties and discuss options.

The group met at Ute Lake Ranch in October and talked about a Right-of-Entry Agreement between ULRI and ENMU/Blackwater Draw Museum that would allow professors and students access to the property for the purpose of performing research-directed archaeological and historical investigations for a period of 10 years. The cultural materials recovered and analyzed under this agree-

ment would also become part of ENMU's permanent collection. Furthermore, ULRI has agreed to donate all of the cultural materials and associated documentation and results of analyses performed under the MOA to ENMU.

Parrish said the details are still being worked out, but all parties involved are enthusiastic about the possibilities.

“This solution provides for a more significant contribution to the archaeological record than what would have occurred as a result of a long-term, and expensive, enforcement action against the applicant,” Parrish said. He added, “We’ll see where this goes, but it does look promising.”

This activity supports our Operations Plan: Action 8 (Develop a risk-informed and budget-aligned lifecycle asset management plan to optimize critical infrastructure investment).

District Happenings

## Division's First OCA Held at Cochiti Dam

By Ronnie Schelby, Public Affairs

The first Operation Condition Assessment (OCA) in the South Pacific Division (SPD) took place the week of Oct. 8 at the Corps' Cochiti Dam project, located about 50 miles north of Albuquerque.

A regional team led by District Project Manager Stephen Thomas in Operations Division conducted the assessment along with representatives from headquarters, SPD, and Los Angeles, Sacramento and San Francisco districts.

"The purpose of an OCA is to establish the baseline condition of all of the dam's components to develop estimates of risk that will inform decision makers who are prioritizing maintenance needs," Thomas said.

"Participants determine the criticality of each component with respect to operations and the economic impact to the Corps or customers if the component were to fail. Essentially, the assessment generates a record of how each component is holding up over time and how often it needs to be replaced."

Cochiti Dam was selected because it received a Dam Safety Action Classification rating of 4, which means the dam is in good condition, and because it is essential protection for people in Albuquerque and the surrounding area.

"The key words are 'Operational Condition,' as the intent of the assessments is to identify all deficiencies which currently affect the project's ability to meet its mission requirements, like flood risk management, water quality, water supply, hydropower, recreation, and natural and cultural resources," Thomas said.

Thomas added that the assessment was completed using a three-prong approach: a comprehensive documentation review, face-to-face interaction with project staff, and an on-site observation of all component conditions.

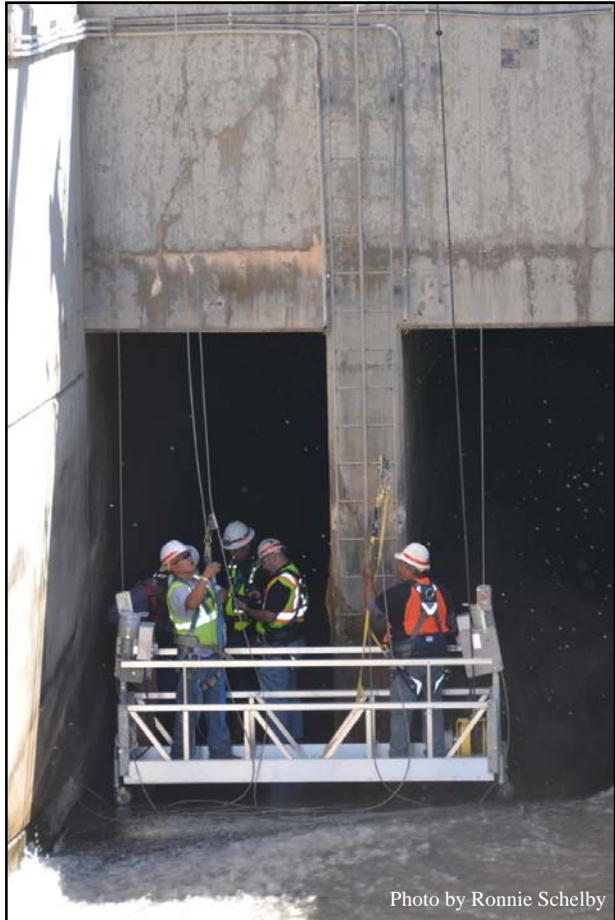


Photo by Ronnie Schelby

*OCA team members thoroughly inspect the dam.*

"One of the major benefits of completing the assessment was identifying all of the major components of the dam and noting them in a central database, which can be accessed by all of the districts and lake personnel who are focusing on maintenance efforts," said Stu Townsley, a member of the Corps' National Project Development Team.

At Cochiti, the division team deployed to inspect each area while another team performed a yearly dam inspection. The various areas inspected were: dam embankment, intake works, discharge works, service and emergency gates, bulkhead, buildings, project lighting, electrical power systems, hydraulic power,

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project utilities, crane and hoist, and monitoring systems.

The status of each dam component was decided and recorded by a hand-held database tool developed specifically for the assessment. This tool was originally developed for inland navigation and then adjusted to meet the needs of the OCA team.

“The guesswork of rating each component was taken out of the equation through use of a chart called the Condition Rating Flow Chart for Flood Control Dams,” Thomas said. “This chart, available on the hand-held tool, walked the participants through a series of questions which assisted in providing the rating of each

component.”

The results of the assessment coordinate conditions of assets to money needed in the Corps’ budget and provide a central database for all inventory information.

“The Operational Conditional Assessments represent a portion of the overall Corps of Engineers Asset Management program,” Townsley said. “When the assessment is tied to a risk, we can use the information to better allocate the limited operations and maintenance funds to the highest needs nationally.

“So, as part of the National Project Development Team, I appreciate the Albuquerque District’s support in conducting the first regional OCA at Cochiti Dam.”

## Commitment Renewed with Honorary Leader

District Commander Lt. Col. Antoinette Gant and Honorary Commander Christine Glidden joined 20 other sets of community leaders and commanders who were coupled as part of the annual Honorary Commanders Assumption of Command Ceremony Nov. 1 at Kirtland Air Force Base’s Mountain View Club in Albuquerque, N.M.

Although Glidden was previously appointed as the District’s Honorary Commander in 2010, the ceremony establishes that her service will continue while Gant is in command.

Since 1995, honorary commanders have been matched with Kirtland wing and group commanders, or their equivalents. Commanders expose the honorary commanders to the mission, structure, and programs of their organization and invite them to take part in activities and social functions. Likewise, honorary commanders reciprocate and invite commanders to functions.



Photo by Ken Moore, Kirtland Air Force Base

## Technology ‘Fingerprints’ Unexploded Ordnance

By James Campbell, Public Affairs, U.S. Army Engineering and Support Center, Huntsville

In September, Albuquerque District Project Manager Trent Simpler and Geologist Mark Phaneuf joined a team from U.S. Army Engineering and Support Center, Huntsville, Ala., to collect bomb data at two Florida museums.

Huntsville Center is capturing and cataloging what may best be described as the fingerprints of munitions items, such as bombs, mortars, artillery projectiles and fuzes, in an effort to improve how work is done at Formerly Used Defense Sites. The Center’s Environmental and Munitions Center of Expertise (EM CX) has begun to put together a library of ordnance signatures.

To help with Corps’ cleanup work at the former Kirtland Bombing Range on Albuquerque’s West Mesa, the team traveled to the National Naval Aviation Museum in Pensacola, Fla., and the Air Force Armament Museum at Fort Walton Beach, Fla. In both places, they had what the team needed – inert bombs from the World War II era with fins, fuzes and metal intact. Since the museums couldn’t release the exhibit pieces to the Center, the team brought the equipment to the bombs.

“A central challenge when



*The MetalMapper sensor is turned on its side to collect advanced electromagnetic induction signatures on an inert, 100-pound general purpose bomb. The bomb, now a museum piece, provides a data signature for those used in the 1940s.*

remediating sites where military live-fire training took place is properly classifying anomalies, or signatures, from high-end metal detection equipment,” said Andrew Schwartz, geophysicist, from the Center’s EM CX. “It’s the difference between unnecessarily excavating an area and finding junk metal or being certain of what’s down there. The newest sensors have the potential to reduce excavation on some sites by more than 75 percent.”

That’s one reason the team went to the museums in Florida where the team collected advanced electromagnetic induction signatures for various bombs and bomb fuzes using MetalMapper and the Time-domain Electromagnetic Multi-sensor Towed Array Detection System, Schwartz added.

The specialized equipment gathers complex geophysical data about the objects – data Schwartz said he likes to call metal detector fingerprints. It’s still metal detection, but the specialized equipment can determine metal types, thickness and symmetry.

The bombs in question are 100-pound general purpose, practice bombs and spotting charges last dropped at what was then a U.S. Army Air Corps bombing range, last used for this type of training in 1947.

The former range is part of an area where an airport expansion is scheduled, and the Albuquerque District is managing the remediation project.

Once complete, this will be  
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the first use of the technology on a FUDS project, Simpler said.

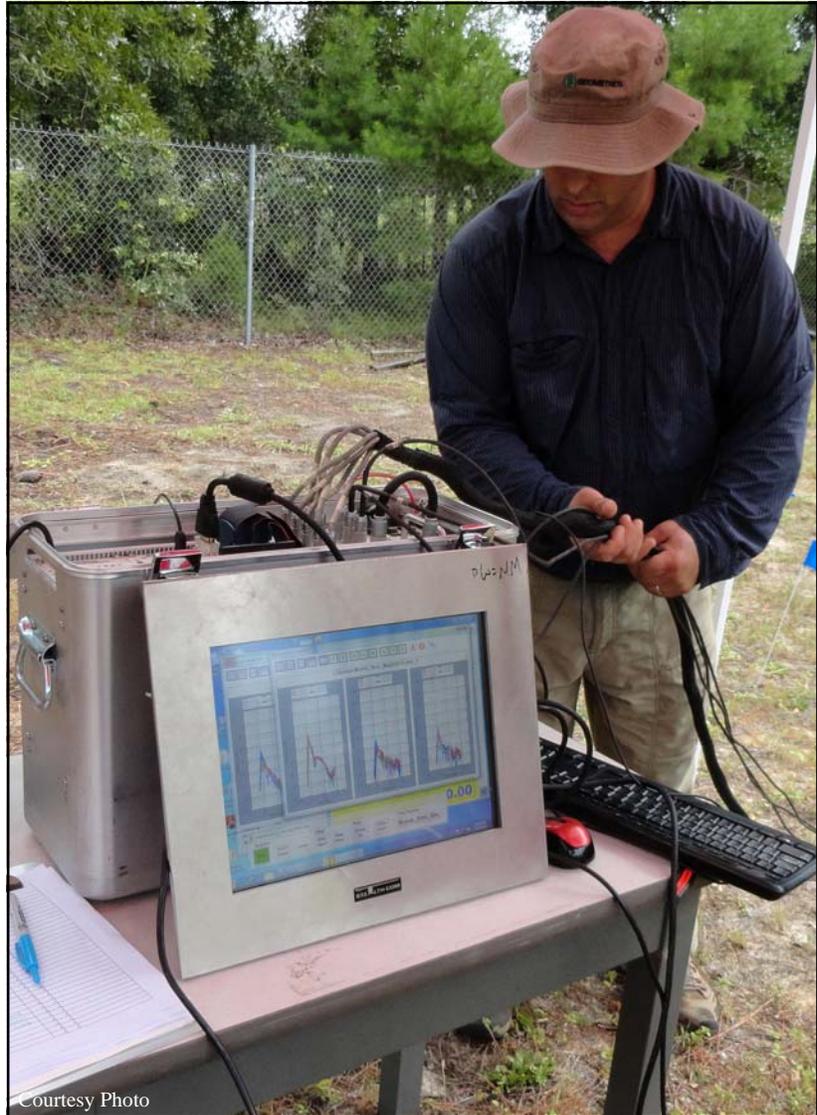
The trip to the museum to gather the old bombs' data fingerprints was funded by the Albuquerque District project, but it also benefits a library the team hopes will grow to be a standard classification for subsurface items that may be unexploded ordnance.

It's said that human fingerprints are unique, but in the case of ordnance multiple data sets are needed for one type of munitions. Schwartz said the current library has roughly 300 ordnance signatures that cover about 25 different pieces of ordnance and related clutter.

The EM CX is also working within the Department of Defense community of experts to standardize how the data is structured, Schwartz said.

"The library needs to be specific. For example, there are over a dozen different types of 81mm mortars, each with unique signatures, but if the library doesn't have the signature for the one you're looking for, you might not get a match," he said.

These fingerprints or signatures will help the Corps investigate sites where ordnance was used and determine which pieces of metal can be safely left in the ground, freeing up more resources so the FUDS program can get to more sites sooner, said Amy Walker, a geophysicist on the team from



*Huntsville Center team member Andrew Schwartz connects cables to the MetalMapper system used to catalog munitions.*

the Center's Engineering Directorate.

"In the larger sense, these new sensors provide advanced classification capabilities that weren't there just a few years ago," Walker said. "We're still in initial stages, building up the library so we can understand what these items look like to the new sensors, but this is what's next in munitions response. It's an exciting

time for the industry."

From helping with a project involving a World War II-era bombing range in New Mexico to building a library that can help at locations everywhere, the Center team is counting on developing these complex fingerprints as one way to meet the multiple challenges of mitigating the risk from unexploded ordnance at current and former military sites.

## New Well at Cochiti to Provide Much-Needed Water

By Elizabeth Lockyear, Public Affairs

On Sept. 27 the Cochiti Project's pump for its water well went out. During the process to replace the 20 horsepower pump, the original well, drilled in 1964, collapsed. A whole new well had to be drilled to restore the water supply, said Cochiti Lake Project Manager Mark Rosacker. If everything goes according to plan, the new well is expected to be online shortly after Thanksgiving.

Despite the lack of water, the Cochiti campground is not closed.

"We have been allowing people to camp with the understanding that we are currently replacing our only water well on this side of the lake. There have been no major problems with regards to campers," Rosacker said.

To keep the administration complex open, Cochiti staff arranged for water to be hauled in while the new well is being replaced, anticipated to take approximately eight to 10 weeks.

"It's not inexpensive, but absolutely necessary," Rosacker said.

Fortunately, from a budget standpoint, the well went out before the end of the 2012 fiscal year. This allowed the use of some fiscal year 2012 funds to help replace it.

***"Without water nothing happens: no toilets, no drinking water, no water to assist with the drilling process, nothing ... not even water for people at the visitors center," Rosacker said, describing the situation at the project since the end of September.***

"I do not know what we would have done under such circumstances if we had not already had an amendable contract in place for replacement of the pump," he said. "Kudos to Stephanie Parra [a contract specialist in the District's Business Oversight Branch] for making that successful."

The new well, designated the Cochiti II well, is located in the service yard just outside the maintenance building at the project. Rosacker said this was the best place to put it in order to use existing plumbing from the old well.

Water use at the project is seasonal: it increases in the summer, the height of camping season, and decreases in winter when there are fewer campers. The water tank has a 30,000 gallon capacity and uses gravity to feed water to the entire Cochiti side of the project. The new pump, like the old one, is 20 horsepower. The pump works to fill the tank then shuts off. It comes on as needed to refill the tank at periodic intervals as water is being used.



Courtesy Photos



# Committing to Recycling Can be Sustainable

By Don Doran, Hazardous Waste Manager, Kirtland Air Force Base, and husband of Karen Doran, Equal Employment Opportunity Manager

**D**id you know that America Recycles Day was November 15? It is great that there is a day designated to focus on recycling, but recycling needs to be part of our lives every day, as well as taking steps to live more sustainably.

I often wonder if we waste water or energy because we can afford to or because (at work) we know the government is paying? For instance, do you ever think, “It’s not causing me financial hardship, so what’s the big deal?”

I’ve heard more than once that ‘Americans are the most wasteful society on earth,’ but how many of you think, ‘So what?’ If the majority of us can afford to use and discard resources, whether it is water, energy, food or other commodities, what or who have we harmed? In fact, you may justify your actions by thinking those use-and-dispose habits create jobs and support entire industries.

The truth is there are simple and basic things we can do as a society and individuals that will help protect the environment and preserve many of the resources we take for granted, for future generations. For example, clean drinking water is a limited resource. Most of the modern world already has to filter and treat water pulled from wells and streams to counter the effects of man-made pollution. Every step we take on a personal level to conserve water and keep it clean will help, like fixing a leaky faucet, being more frugal about our daily water usage, or by appropriately handling and disposing of our hazardous materials and wastes.

Another good example is electricity usage; by changing our personal and workplace habits, such as turning off lights when not in use and cutting power to unused appliances and electrical equipment, we will help conserve energy. In fact, each of us who set a good example for our family, friends, co-workers and subordinates makes a positive impact on

overall energy consumption for years to come.

And, back to recycling; local waste removal contracts are often written so that our recyclables are disposed of for free, except for basic transportation and handling costs. Meanwhile, all the waste material we don’t recycle costs us extra “disposal” fees. Each of us can help reduce the costs of solid waste disposal by separating and recycling more of our waste paper, cardboard, plastics, metals, glass and biodegradable wastes.

Yes, government agencies, manufacturers and builders are starting to change construction standards and vehicle standards for more economical operations, as well as setting policies to recycle and conserve. However, each of us can make a difference too. Only by raising individual awareness and challenging ourselves and others to make a difference will we “close the loop” by preventing unnecessary waste and conserving precious resources. If you aren’t already, and if you didn’t start on Nov. 15, then start now.



# DIG Celebrates Its First Year of Organization

By Paul Rebarchik, DIG Co-chair

Originally called the Employee Resource Group but renamed the Disability Interest Group (DIG), the DIG observed Disability Employment Awareness Month in October and invited employees to attend and learn more about the group and its goals. The group has gained some solid footing and membership after a full year of meetings.

In celebration of its first year, DIG participants heard a presentation from Program Director Tessah Latson-Garcia from the New Mexico Business Leadership Network. Latson-Garcia was involved in a joint effort between Cornell University, the New Mexico Business Leadership Network, Kirtland Air Force Base, U.S. Forest Service, the District, and the Family Readiness Network to provide a forum at each federal agency for interaction among employees with an interest in disability issues, to

enhance a culture of inclusion for the disability community and to promote awareness.

Latson-Garcia's presentation,

"Creating a Workplace Culture," gave those who attended a good overview of



Photo by Paul Rebarchik

*DIG meeting participants were given Isotopes mascot finger puppets during a meeting to encourage future involvement.*

disability-related statistics, the history of disability and social perception, ADA/ADAAA basics, creating a workplace culture of access, and New Mexico federal agency initiatives and partnerships. People there received Isotopes mascot Orbit finger puppets as a token of encouragement to attend future events. The tokens were donated by a family who has a relative with a kidney disorder.

Additional DIG events from the past year included a disability brownbag lunch presentation from Keith Rollins, Department of Veterans Affairs' Vocation Rehabilitation and Employment Office, who spoke about employment programs and some general benefits information for disabled veterans, and a presentation by Chris Zafra, New Mexico Dept. of Workforce Solutions, who spoke about the Hire Vets First Program. Both presentations educated attendees about veteran's opportunities.

In September, District Deputy Commander Maj. Gary Bonham, Paul Rebarchik, Karen Doran, Bryan Estvanko, and Jesse Kalachman participated in an eFedLinks video project to share organizational success stories. Cornell University/ODEP is creating e-documents that include video and text from all of the footage gathered and breaking it down into bite-sized pieces with hopes of sharing with all federal agencies.

Finally, DIG recently had its charter approved and hopes to have a SharePoint available very soon. This site will contain a host of information to better educate District employees about information and services available. For more information, please visit the District's Corps Life site: <https://team.usace.army.mil/sites/SPA/mwrap/default.aspx>.



Photo by Paul Rebarchik

## Tessah Latson-Garcia

presentation, "Creating a Workplace Culture," gave those who attended a good overview of

Unexploded  
Ordnance  
**Don't touch!**



If you find any object that resembles this, do not touch or move it.

It's UXO and still could explode.

**Even fragments are dangerous.**

Note the location and **call 911.**

Remember, if you **did not** drop it, **do not** pick it up!



<https://www.denix.osd.mil/uxosafety>

## Rip Rap to be Published Quarterly 2013

December will be the last monthly issue of Rip Rap, as the District's Public Affairs Office (PAO) embarks on a new strategy to disseminate information more quickly.

From now on, as PAO writes stories about District activities they will be immediately posted to the public Web Site and promoted through our Facebook account. The stories will also be sent to our headquarters for consideration of posting on their sites. Also, once a quarter, the top stories will be packaged in the traditional Rip Rap format and sent to the distribution list.

In this fast-paced, information-laden world, PAO wishes to be more pro-active and

timely in our communication endeavors. For people who like to get a packaged group of stories, the quarterly issue will still be posted to the Web and allow for hard-copy printing. If you would like to be added to the Rip Rap distribution list, please email: [cespa-pa@usace.army.mil](mailto:cespa-pa@usace.army.mil).

To see our stories as they are posted to our Web Site, visit: <http://www.spa.usace.army.mil/Media/NewsStories.aspx> (you can bookmark this page).

PAO appreciates how the Rip Rap readership has steadily grown and how people have shown their support for the types of stories being written. If you have any questions or comments about Rip Rap, please call Kristen Skopec at 505-342-3171.



## Quality Management System TRIVIA

It is time again for QMS Trivia, but first I would like to recognize November's winner for answering all five QMS questions correctly. The winner was Blaine Kemsley. Remember, the first three personnel that respond to [gregory.s.allen@usace.army.mil](mailto:gregory.s.allen@usace.army.mil) with the correct answers will receive Level 1 Corps Bucks to our Corps Store. Here are December's questions:

- 1) What is the Logistics QMS Process number for work requests?
- 2) What are the four search fields under the search feature?
- 3) What is the platform used for QMS?
- 4) What is the name of the SPD QMS Process 24502?
- 5) Does the yellow star on your desktop link you to QMS or Carl's Jr.?