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## Field Notes

Volume 5 Numbers 1 and 2 January-February 1973

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Fran Owsley



FOREST SERVICE • U.S. DEPARTMENT OF AGRICULTURE

## ENGINEERING FIELD NOTES

This publication is a monthly newsletter published to exchange Engineering information and ideas among Forest Service personnel.

The publication is not intended to be exclusive for engineers. However, because of the type of material in the publication, all engineers and engineering technicians should read each monthly issue.

The publication is distributed from the Washington Office directly to all Forest, Regional, Center, Station, Area, Laboratory, and Research Offices. Adequate copies are printed to provide all who wish a personal copy. If you are not now receiving a personal copy and would like one, ask your Office Manager or the Regional Information Coordinator to increase the number of copies sent to your office. Use form 7100-60 for this purpose. Copies of back issues are also available from the Washington Office and can be ordered on form 7100-60.

It is intended that the material in the Field Notes be primarily written and used by Forest Service Field Engineers; however, material from other publications may be used.

Field Note material should always be informative and cannot contain mandatory instructions or policy. The length of an article may vary from several sentences to several typewritten pages. Material need not be typed (neatly written or printed is acceptable) nor edited before being submitted to the Washington Office. The Washington Office will edit and prepare the camera copy to accommodate our format and allowable space.

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# FIELD NOTES

## PLANNING AND SCHEDULING FOREST OPERATIONS USING A RESTRICTED RESOURCE ALGORITHM

By: J. Doyle Burke, Civil Engineer  
Ward W. Carson, Mechanical Engineer  
Pacific Northwest Forest and Range Experiment Station

### INTRODUCTION

Forest operations such as timber harvesting, timber sale planning, and road construction have unique features that are not often found in other industries. As with most large projects, these operations involve many activities and resources where responsibilities overlap. Logging and road building are generally conducted in a remote and difficult environment. The personnel, which include only a few key full-time employees, and the equipment used may be transitory and seasonal. It is important that the personnel remain flexible, in regards to changing site conditions and operating procedures. The scheduling and planning of such forest operations must include consideration of all these characteristics.

Managers and planners of forest operations must have a planning and scheduling tool that assists them with the two major aspects of the project:

1. accountability for various phases of the project, and
2. determination of whether existing resources are satisfactory in order to complete the project or how much of the total project program can be accomplished with existing resources.

A planning and scheduling tool should be easy to use, fast, simple to change and update, and inexpensive to implement and operate.

Resource Allocation Program, Version 1 (REAP1) is such a tool and is available to Regions using the National Bureau of Standards UNIVAC 1108 Computer. It can also be made available to Regions using CDC 3100 Computers.

### PECULIARITIES OF FOREST OPERATIONS

Timber harvesting and forest road construction are examples of operations that are usually restricted by their available resources rather than by time. Projects are generally working from a limited resource pool. Working from a limited resource does not mean that time is of no importance in these operations, but rather that time is not the controlling element in planning. The major time

restriction is the seasonal nature of the work. If a delay occurs, an increase in production usually necessitates additional equipment and manpower that are not ordinarily justified from an economic standpoint.

In these restricted resource operations, a need exists for a tool that evaluates a proposed project against a fixed resource pool and optimizes time, rather than evaluating a project against time and establishing resource requirements.

## METHODS AVAILABLE

Several time-oriented techniques, such as Critical Path Methods (CPM) and Program Evaluation and Review Technique (PERT), are available in various computer packages or modified manual systems. The basis of the resource allocation algorithms is *time* where the basic assumption is that *time* is critical. To adjust for these restricted resources under a limited time schedule does not provide for optimum project durations without complicated mathematical programming which requires specialized input and output interpretation. Under these conditions acceptance, at the field level, has been low.

There are two major criticisms of the available resource allocation methods:

1. Resources are simply assigned after the schedule is generated using time constraints.
2. The input/output is so complex that it is seldom used.

## CHARACTERISTICS OF PROGRAM REAP1

REAP1 is a computer program that helps to solve scheduling problems which involve projects with restricted resources. The basic assumption is that the project or operation being planned is subject to limited resources. Due to these limited resources, the time spent on the project will probably be different from one that had a limited time schedule.

Resource allocation on restricted resource operations is more complicated than on projects which must be completed within a given time. If the resources are insufficient to mobilize the project to its full capacity, then it is necessary to decide which activities must be delayed and for how long. The object is to minimize the project duration or decide the approximate duration of the project, subject to the resource restrictions. REAP1 accomplishes this by identifying a critical resource usage path through the project and

by allocating resources, scheduling activities, and monitoring progress based on this path.

REAP1 can operate on unordered lists of activities (those without precedent or successor relationships). The priorities of the activities which make up the project can remain unspecified, or can be assigned by administrative decision, or calculated by a subroutine of REAP1 for optimum allocation of resources.

### ALGORITHM OF REAP1

Only the macro-structure of the REAP1 algorithm will be discussed. The details of the micro-structure are beyond the scope of this article.

The REAP1 program arranges execution of the algorithm into a main program and two subroutines. The main program handles the scheduling of activities and assignment of resources. This is supported by a subroutine Priority Determination (PRIDET) that provides a computation of priorities if this option is selected. The other subroutine (DATE) processes the results of a completed schedule and provides the calendar output.

#### Main Program

1. Enter, store, and print out the information of activity descriptions, durations, priorities (optional), precedent activities, resource requirements, and resource descriptions.
2. Initialize and call subroutine PRIDET (if selected) to establish priorities.
3. Establish the workday being planned.
4. Establish a priority to be examined (if the priority option is exercised).
5. Search the activity list for one with
  - a. the specified priority,
  - b. all its precedent activities complete (if applicable), and
  - c. necessary resources that are available for assignment to the activity.
6. Schedule a start and finish workday for all activities discovered in step 5, and assign the necessary resources to these activities.

7. If all priorities have been examined, continue to step 8; if not, keep returning to step 4 until all priorities have been examined.

8. Test for completion for all activities. If complete, then continue to step 9; if not complete, search for the next workday on which an activity will be completed and resources are available and then return to step 3 to begin the assigning procedure again.

9. Prepare bar chart and resource assignment report and call subroutine DATE (if selected) to prepare and print the calendar for the schedule.

#### Subroutine PRIDET

1. Establish activity factors which reflect the resource requirements of each activity.

2. Use the precedent activity information for each activity to determine all successors of each activity.

3. Use the "activity factors" and successor information to establish priorities for each activity.

4. Return to main program.

#### Subroutine DATE

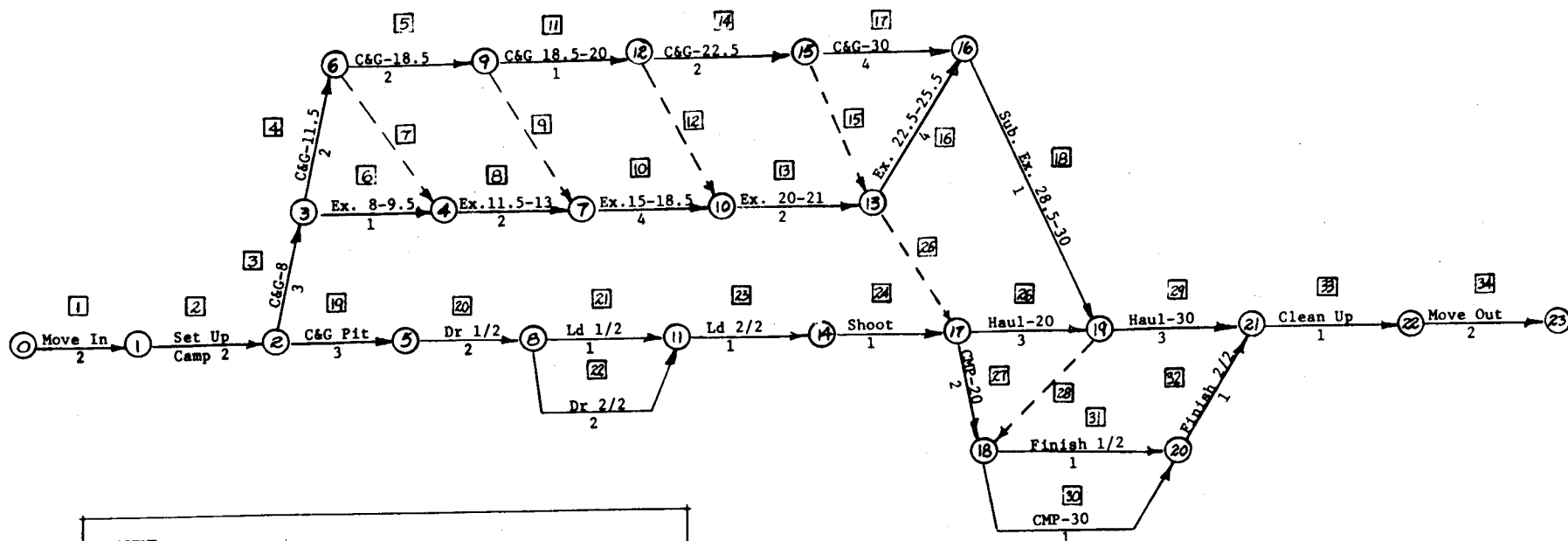
1. Enter, store, and print out information describing schedule start date and day, length of workweek, and list of nonproductive workdays.

2. Locate the initial workday in the calendar and sequentially assign workdays to calendar days while allowing for the workweek length and nonproductive workdays.

#### OUTPUT FROM REAP1

The network diagram of an example project is shown in figure 1. This example, a section of forest road, will be used to illustrate the output of REAP1. Some knowledge of project management and network diagraming will be assumed.

The data from the network diagram (fig. 1) plus the resource data are supplied to REAP1. The output from the program shown in



#### LEGEND

- : Activity Number
- C & G : Clear and Grub
- Ex. : Excavate
- Dr. : Drill
- Ld. : Load
- CMP : Install Corr. Metal Pipe
- Finish: Grid Roll and Blade
- Sub.Ex: Sub-excavate

**Note:** The numbers following the activity description refer to the stations involved.  
 Example -- Ex.11.5-13 means "Excavate from Sta. 11+50 to Sta. 13+00."

Figure 1.--Network diagram of example project.

figure 2 is arranged for convenient display as follows: project title (upper right), bar chart schedule (upper left), resource allocation table (lower left), and workday calendar (lower right).

The title shows there are 34 activities, eight resource types (containing 12 resources), and priority of -1, indicating the priority assignment is being optimized by the program. If priorities were manually assigned, this number would be the largest priority number in the project.

The bar chart schedule is arranged with the activity number and activity description along the left-hand side (fig. 2). The duration and priority (-0 in the example) are given for each activity. The numbers above the bar chart correspond to actual workdays on which an activity is started or completed. The bars in the bar chart are made up of 0's and \*'s (\*000) and continue until the workday of the activity in question is started. At that time, its duration is brought forward, with succeeding numbers indicating the time remaining on any given workday. A zero (0) on the bar indicates that the workday that resources assigned to that activity will be available for reassignment. For example, activity No. 26, Haul 0-20, with a duration of 3 days, commences on workday 14, has 2 days remaining on workday 15, and the resources assigned to this activity will be available for reassignment on workday 17.

The resource allocation table is arranged to correspond with the bar chart on a workday basis (fig. 2). The resource description is listed on the left-hand side, followed by two numbers appearing under each workday column. The upper number indicates the activity to which the resource is assigned, and the lower number is the workday on which the resource will be available for reassignment. The last number appearing to the extreme right is the number of days the resource in question was not used during the project. For example, resource number 5, shovel and operator, is not used until workday 5; at that time, it is assigned to activity No. 3 and will be available for reassignment on workday 8. On workday 8, it is reassigned to activity No. 6 and will be available on workday 9. This process continues across the table until the completion of the project. The number 11 indicates this resource was not used on 11 days during the project.

The workday calendar provides the calendar day corresponding to the workday, taking into account the number of workdays per week and nonproductive workdays (holidays, shutdowns, etc.)

#### USE OF OUTPUT

After the first run, the scheduler can adjust the number of resources or resource types and add, delete, or change activities.



## PROJECT SCHEDULE

PROJECT NAME  
EXAMPLE PROJECT

SCHEDULER  
DUYLE BJKKE

DATE  
APRIL, 1972

FISCAL YEAR  
1972

RUN NUMBER  
1

ACTIVITIES RESOURCE TYPE PRIORITIES  
3 8 -1

AGT	ACTIVITY DESCRIPTION	DUR	PHI	1	3	5	8	9	10	11	12	13	14	15	16	17	18	19	21	22	23	24	27	28	29	31
1	MOVE IN	2	-0																							
2	SET UP CAMP	2	-0																							
3	CLEAR AND GRUB 0-8	3	-0																							
4	CLEAR AND GRUB 8-11.5	2	-0																							
5	CLEAR AND GRUB 11.5-18.5	2	-0																							
6	EXCAVATE 0-9.5	1	-0																							
7	DUMMY	0	-0																							
8	EXCAVATE 11.5-13	2	-0																							
9	DUMMY	0	-0																							
10	EXCAVATE 15-18.5	4	-0																							
11	CLEAR AND GRUB 18-26	1	-0																							
12	DUMMY	0	-0																							
13	EXCAVATE 20-21	2	-0																							
14	CLEAR AND GRUB 20-22.5	2	-0																							
15	DUMMY	0	-0																							
16	EXCAVATE 22.5 - 25.5	4	-0																							
17	CLEAR AND GRUB 22.5-30	4	-0																							
18	SUBEXCAVATE 25.5-30	1	-0																							
19	CLEAR AND GRUB PIT	3	-0																							
20	DRILL 1ST HALF PIT	2	-0																							
21	LOAD 1ST HALF PIT	1	-0																							
22	DRILL 2ND HALF PIT	2	-0																							
23	LOAD 2ND HALF PIT	1	-0																							
24	SHOOT PIT	1	-0																							
25	DUMMY	0	-0																							
26	HAUL J-20	3	-0																							
27	INSTALL CMP J-20	2	-0																							
28	DUMMY	0	-0																							
29	HAUL J-30	3	-0																							
30	INSTALL CMP 20-30	1	-0																							
31	FINISH GRADE 0-15	1	-0																							
32	FINISH GRADE 15-30	1	-0																							
33	CLEAN UP	1	-0																							
34	MOVE OUT	2	-0																							

STARTING DATE STARTING DAY NUMBER OF WORKDAYS PER WEEK  
3 JUL MON 5  
NON PRODUCTIVE WORK DAYS 4 JUL 13 JUL  
INITIAL DATE IS 3 JUL INITIAL DAY IS MON

SUN	MON	TUE	WED	THU	FRI	SAT
2 JUL	3 JUL	4 JUL	5 JUL	6 JUL	7 JUL	8 JUL
9 JUL	10 JUL	11 JUL	12 JUL	13 JUL	14 JUL	15 JUL
16 JUL	17 JUL	18 JUL	19 JUL	20 JUL	21 JUL	22 JUL
23 JUL	24 JUL	25 JUL	26 JUL	27 JUL	28 JUL	29 JUL
30 JUL	31 JUL	1 AUG	2 AUG	3 AUG	4 AUG	5 AUG
6 AUG	7 AUG	8 AUG	9 AUG	10 AUG	11 AUG	12 AUG
13 AUG	14 AUG	15 AUG	16 AUG	17 AUG	18 AUG	19 AUG

Figure 2.--Output from program REAP1.

Adjustment of activities or resources will, in general, change over-all project duration. The bar chart and resource allocation table aid the designer in identifying activities and resources which need to be altered to meet his requirements.

The resource allocation table is useful in accounting for daily resource usage and predicting resource requirements, and can be used for cost estimating or cost accounting once costs are assigned. The bar chart is a useful and easily understood device for presenting and discussing the overall project.

#### SUMMARY

REAP1 offers a planning and scheduling tool for restricted resource operations that provides for:

1. accountability for various phases of the project, and
2. determination of whether existing resources are satisfactory to complete the project or how much of the total project program can be accomplished with existing resources.

REAP1 is user-oriented, fast, easy to change and update, and simple to implement and operate.

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#### MANPOWER PROGRAMS AND THE CARSON NATIONAL FOREST

By: Faustin B. Padilla, Land Surveyor  
Carson National Forest

The Forest Service, as an agency of the United States Department of Agriculture, is committed to help individuals and communities in rural areas to improve their quality of life.

The manpower programs, which have been established in recent years under the administration of several Federal agencies, offer the Forest Service unparalleled opportunities to implement these programs.

Northern New Mexico is one rural area in need of help to improve its quality of life. The majority of the population in this area is dependent on the Forest in some way for firewood, water, grazing, lumber or employment. The Carson National Forest is striving to help the area overcome its needs in the following ways.

To help alleviate the unemployment in this area, the Carson National Forest has utilized the manpower programs. We have found in utilizing these programs that we not only help the unemployment problem, but in training many young people we gained skilled employees.

In 1971, the Carson National Forest was host to and trained 86 persons under the following programs:

<u>Program</u>	<u>Number of Enrollees</u>
Neighborhood Youth Corps (NYC)	64
Youth Opportunity Corps (YOC)	4
Operation Mainstream (OMS)	14
Concentrated Employment Program (CEP)	2
Supplemental Training and Experimental Program (STEP)	2

Work performed by enrollees is varied. It includes typing, filing, timber marking, distributing mail, and landline location duties.

On landline location projects, enrollees from Operation Mainstream, Supplemental Training and Experimental Program, Concentrated Employment Program, and Neighborhood Youth Corps were combined and used on survey crews under the title of survey aids.

The enrollees who participate in the Landline Location Program are taught the use of surveying equipment, safety principles, and simple surveying computations.

Each concept is taught a step at a time to all enrollees and each has an opportunity to work at the various positions on a survey crew. Each enrollee becomes acquainted with correct procedures of staying on line, brushing line, and measuring distances by horizontal chaining, slope chaining and using distance meters. The enrollee is taught the correct use of the plumb bob, hand level, and clinometer. Subsequently, the enrollee is taught how to operate transits and theodolites and how accuracy can be obtained from each instrument.

Once he has acquired the basics in field work, the enrollee is taught some of the fundamental calculations necessary to compute his field notes. The enrollee acquires most of his knowledge while actually doing the work. Any question that may arise during the course of a working day will be answered on the spot, or marked down to be discussed with all enrollees at the next safety meeting.

Safety meetings are held weekly. Instructions are given on sharpening tools, and how to carry and use equipment, along with other safety information. After the safety session, discussions are open on the previous week's work and questions from the enrollees are answered. A quick summary of the next week's work is also given.

As enrollees are placed, or find other employment, new enrollees are acquired. To date, 18 enrollees from the manpower programs have been used on the Landline Location Program. The Forest is making a planned effort to employ these enrollees on regular appointments when their training ends.

On the whole, participants' work has been satisfactory. The use of these men has accelerated the Forest Landline Location Program. These programs have helped to reduce the cost of surveys and allowed the Forest to stay within its allotted budget and organizational ceiling.

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#### "MORE ON LAND SURVEYING 1/

During the past year the Board has had many complaints about unqualified people performing land surveying work. At a recent Board meeting considerable time was devoted to hearing from practitioners. A typical complaint was that unregistered individuals working for industry, the Highway Department, Government Agencies, or others were performing land surveying on weekends, holidays, and off time.

"Many of these unlicensed people performing surveys explain to the client that they were not registered and that they could not certify nor let it be recorded. In spite of this disavowal of legal status by the unregistered surveyors, still in the course of time their surveys are accorded some degree of recognition and acceptance.

"The complaint then continues that when qualified and licensed surveyors discover the errors, in many instances damage has been done to the property owners and they are both confused and angry. When the errors committed by these unlicensed people are discovered part of the adverse publicity and blame probably transfers to the employer of these unlicensed people even though unjustified.

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1/ Quoted from the STATE OF ALABAMA BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS NEWSBULLETIN, November 15, 1972, Issue No. 4.

"We consider this matter of real concern to the citizens and land owners in Alabama and for this reason we are bringing it to the public attention hoping that employers will discourage their unlicensed surveyors or engineers from making land surveys, and we would hope that this portion of the NEWSBULLETIN will be displayed on bulletin boards and other appropriate places."

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Blower to Assist with Burning During Clearing and Grubbing Operation  
by Thomas Dooley, Zone Engineer, Ottawa National Forest  
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Combined Right-of-Way and Road Design Aerial Photography  
by Max C. Montgomery, San Bernardino National Forest  
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Control That Survey  
by W. H. Boley, Forest Engineer, Manti-LaSal National Forest  
and Carl Fonnesbeck, Supervisory Civil Engineer, Region 4  
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Economic Analysis in Transportation Planning  
by David B. Trask, Washington Office  
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Engineering Stability Study of a Waste Area in Steep Topography  
by Mel Dittmer, Preconstruction Engineer, Siuslaw National Forest  
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Forest Service Road Safety Program  
by D. C. Turner, Washington Office  
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Highway Safety Study  
(News Item) by Del Beedy, Washington Office  
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House Subcommittee Hearing on the Federal Aid Highway Act of 1970  
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Installation of a Prefabricated Aluminum Bin Wall  
by D. D. McCarthy, Angeles National Forest  
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Methods of Improving Traffic Counter Reliability  
by Gerald L. Ames, Construction Inspector  
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Road Design by Photogrammetric Methods  
by J. M. Cultice, Washington Office  
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Roadside Ditch Cleaners  
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Roadway Structural Section Design Using Elastic Theory  
by David L. Jones  
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Running Levels on Class II 'P' – Line Survey  
by Jon Anderson, Kootenai National Forest  
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Soil Compaction Mold Reamer  
(Recognition of Roy Chapin, Sierra National Forest,  
Region 5, for his suggestion)  
October 1969, Volume 1, Number 5

Some Experience in Stepping Slopes  
by Joseph A. Todd, Division Engineer, Bureau of Public Roads,  
U. S. Department of Transportation  
December 1969, Volume 1, Number 7

Stabilization of Roadside Banks with Annual Grasses  
by Ernest K. Ellersick  
July 1970, Volume 2, Number 7

Stepped Cutback Slopes  
by Clinton Peterson, Wallowa-Whitman National Forest  
June 1971, Volume 3, Number 6

Testing Traffic Counters  
(News Item) by the Missoula Equipment Development Center  
May 1971, Volume 3, Number 5

The Advanced Transportation System Planning Programs of the  
USDA, Forest Service  
(Submitted by the Study Team)  
November 1969, Volume 1, Number 6

The Current Status of Guardrail Standardization  
by Richard A. Richter (Reprint from Highway Focus)  
May 1970, Volume 2, Number 5

Traffic Regulations and Law Enforcement on the National  
Forest Development Road System  
by Dave Trask, Washington Office  
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Trail Machine Cattleguard  
by Harold L. Greer  
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Trail Traffic Counter  
by Loren F. Deland, Missoula Equipment Development Center  
January 1971, Volume 3, Number 1

Trail Traffic Counters and Detectors  
by David B. Trask, Washington Office  
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Transportation Planning — A New Approach  
by Conrad Mandt and Ross Carter  
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Transportation System Analysis and Resource Planning  
by Victor M. DeKalb  
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## **Transportation (Roads and Trails) – Drainage**

A Method of Determining the Construction Grade in a Road  
Drainage Dip

by Lester M. Pence, Jr., George Washington National Forest  
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Culvert Band Installation Tools

by Sterling J. Wilcox, EDC, San Dimas

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Culvert Length Computations

by Harwell Adams

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Development Report on 24-inch Rectangle Overside Drain

by D. D. McCarthy, Angeles National Forest

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Effect of Sideslopes in Culvert Length and Location

by John Host, Region 1

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Energy Dissipators for Flumes and Culverts

by Sterling J. Wilcox, EDC, San Dimas

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Installation of a Bottomless Culvert on Glade Creek

by Thomas G. Grant, Teton National Forest

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Two-Layer Subdrain System

by Walt Wieland and Greg Watkins, Six Rivers National Forest

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## **Transportation (Roads and Trails) – Materials**

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Evaluation of "Liqui-Road"

by Adrian Pelzner, Washington Office

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Trial Use of New Products and Materials  
by Adrian Pelzner, Washington Office  
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Use of Rubber Additive in Asphalt Materials for Surface Treatments  
(Reprint from Highway Focus)  
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#### **Transportation (Roads and Trails) – Paving**

Effects of Rubber Additives in Asphalt Concrete  
by Edward Stuart III  
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#### **Transportation (Roads and Trails) – Structural, Design**

An Analysis of the Failure of a Longitudinal Laminated  
Timber Bridge Deck  
by Hildegard Oswald, Region 6  
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Computation of Vertical Offsets of a Parabolic Curve Using  
a Slide Rule  
by David K. Crigger, Ashley National Forest  
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Timber Crib Retaining Wall Study  
(News Item) by Adrian Pelzner, Washington Office  
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#### **Water, Sanitation, and Solid Waste**

A New Method for Water and Wastewater Sampling  
by H. A. Smallwood, Washington Office  
September 1969, Volume 1, Number 4

A Nontechnical Discussion of Sewage Treatment and Pollution Control  
by Herbert Smallwood, Washington Office  
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Determining Cost, Air, and Power Requirements for Aerating Sewage  
by H. A. Smallwood, Washington Office  
December 1969, Volume 1, Number 7

Solid Waste Management – a List of Available Literature  
(News Item)  
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## Wilderness

### Engineering in Wilderness

by J. J. Byrne

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## Winter Sports (Tramways and Ski Lifts)

### Coefficients of Friction for Ski Lift Drive Sheave Liners

by Charles F. Dwyer, Washington Office

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### High Capacity Chair Lifts — Loading and UnLoading Considerations

by Robert E. Kinney

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### Ski Lift Thruster Brake Problem

by Charles G. Bovey, Engineer, Caribou National Forest

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### Supplemental Procedures used in Load Testing of Chair Lifts, Gondola Lifts and Tramways

by Verne L. Despain

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### Wire Rope Considerations in the New American National Standard Safety Requirements for Aerial Passenger Tramways

by Charles F. Dwyer, Washington Office

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EDITOR'S NOTE: Due to technical difficulties beyond our control,  
the November-December, 1972 issue of the Field Notes will not be  
distributed.





