



US Army Corps
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St. Paul District

Crosscurrents

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**Corps clears channel
for commerce,
recreation**



Planning board sets district performance measures, benchmarks

By Mark Davidson

The strategic planning board, or SPB, is looking for ideas to make the St. Paul District run more efficiently and effectively.

The SPB will carry out the directives from the district senior executive team, or SET. The SET is made up of the district engineer, the deputy district engineer, the deputy for project management, the chief of engineering, the chief of construction-operations and district counsel.

The SET ensures alignment for the district with the strategic plans it receives from Corps' headquarters and Mississippi Valley Division. The SET periodically assesses the district organization and environment and actively reaches out to customers and stakeholders on ways

to accurately define performance indicators.

"The SET, or the gang of five as it's most commonly called, is trying to make sure we are doing the right thing for the district and doing it efficiently," said Col. Robert Ball, district engineer. "We see the SPB as the instrument for the district as we add and get good ideas in the future. The SPB will help us get our hands around this big mass of ideas and information."

According to its charter, the SPB will develop performance measures for the district and also identify successful organizations or processes from which to benchmark.

"As part of its communications mission," said Tom Crump, district executive assistant, "the SPB has the role of working to change attitudes to foster a more effective organization."


Lt. Col. Thomas O'Hara, deputy district engineer, will be chairperson of the SPB. Crump manage the strategic planning process. He will also act as a liaison between action team leaders and the SPB. Both Crump and O'Hara will be liaisons between the SPB and the SET.

The SPB permanent members are: O'Hara, Crump and Lisa Hedin from project management, Ben Wopat and Tamara Cameron from construction-operations division, Mark Nelson from real estate division, Dave Himmerich from information management, Tom Oksness representing the field sites, Marsha Mose from engineering division, Ed Bankston from office of counsel, Linda Krueger from the civilian personnel advisory center,

Mark Davidson from public affairs and Paul Machajewski from the current Leadership Development Program class.

Meetings for the SPB will be held monthly, initially. Crump said, "Meeting minutes will be posted to the district intranet site, so employees can see what the SPB is doing and what future events and action plans the SPB is involved in."

"I'd like to have district employees start sending me e-mails on areas or processes they think could use improvement," he continued. "This will provide indicators to the SET and SPB on areas of concern to employees, and we can try to improve or better these areas with a team approach."



US Army Corps of Engineers
St. Paul District

Crosscurrents

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Cover photo



Photo by Shannon Bauer

Steve Tapp, project manager for the Above West Newton Excavation and Dredging project, visited the site on the Mississippi River near Wabasha County, Minn., last month. See Page 8.

Headwaters rangers promote hunter education, firearms safety

By Peter Verstegen

Rangers from the St. Paul District Headwaters' sites have promoted hunter education and firearms safety to elementary school children in north central Minnesota since 1980. Six of the district's rangers taught this year's program to 35 elementary students at Remer, Minn., Oct. 6-10.

"It ties in with the district's interpretative program," said Timm Rennecke, Leech Lake park manager. The week-long program is a team effort with the Remer Elementary School, Minnesota Department of Natural Resources, local businesses and civic organizations. The DNR is primary sponsor.



Ray Marinan demonstrates safe pistol handling and answers the youths' questions.

"The purpose of the training is to educate the youth of the many components of hunting, such as firearms safety, survival, water safety, wildlife conservation, ethics, laws, management and responsibility among others," said Rennecke. "The course consisted of five days in the classroom at the Remer Elementary and one afternoon on the range. The range is a privately owned gravel pit that is given to us free-of-charge for the afternoon. Hunting is an important part of the lives of many Minnesotans. The more education they have about firearms safety and hunting safety, the less chance there will be for an accident to happen."



Photos by Zebulon Hemsworth

Ray Nelson, park manager at Crosslake, Minn., teaches proper and safe handling of a muzzle-loading rifle as part of hunter training and firearms education in the Headwaters.

Ray Nelson, park manager at Crosslake, Minn., said, "The program teaches children ages 12 and older to identify small game, big game, waterfowl and fur bearers. This includes proper care of game."

Added Rennecke, "The head instructor, in this case me, has the responsibility to send the completed firearm safety certificates to students when they turn 12 years old. Most of the students were 11 years old. A number of states now require a person applying for a hunting license to have successfully completed [training] and provide their firearm safety certificate number to acquire a hunting license."

Participating with Rennecke and Nelson were: Jason Hauser and Zeb Hemsworth, Leech Lake recreation area; Jeff Kleinert, Lake Pokegama; Ray Marinan and Jeff Steere, Sandy Lake; John Zahalka, Mississippi Headwaters Project Office; Larry Frances, DNR; Denny Ganz, Remer Lions Club. Tammy Wick and Kim Johnson of the Headwaters project office provided administrative support.

\$1 billion in 105 days

By Peter Verstegen

Bruce Boldon, chief of construction branch in the St. Paul District, oversaw nearly \$1 billion for Iraqi reconstruction from a cramped 30-inch work cubicle in downtown Baghdad.

“For my first 45-60 days in Iraq, there was no air conditioning,” said Boldon. “The afternoon temperatures in the office reached 96 to 100 degrees.”

For 70 days of his 105 days there, he supervised \$680 million from the third floor of the civic center. The contracts increased “another \$350 million about a month before I left, so it was a little over \$1 billion,” said Boldon.

His 120-day tour of duty began at the relocation center, then at Fort Sill, Okla., June 15. He completed paperwork, medical exams, vaccinations, briefings on terrorism and filled in more forms. With processing complete, he departed for Baghdad.

“Our office was called the Iraqi Reconstruction Office

while I was there,” he said. “I was the senior civilian, equivalent to a deputy district engineer for project management in a district.”

Boldon’s office was co-located with the U.S. Agency for International Development office in Baghdad. AID retained the Corps in early July to provide technical advice and to evaluate and monitor AID’s infrastructure reconstruction program in Iraq.

The 18-month agreement called for the Corps to provide a team of Iraqi and U.S. professionals to ensure reconstruction contract work was completed in accordance with job orders, international standards, environmental requirements and U.S. government policies. Bechtel was awarded the reconstruction contract. Iraqi companies received subcontracts for more than 70 percent of the total work. More than 60 subcontractors and 38,000 Iraqi workers worked on school rehabilitation alone.

The Corps assigned 34 people to support reconstruction. Boldon worked with 19 Corps employees assigned to Baghdad. “We used a matrix team to oversee everything,” he said. “We were responsible for the work in Baghdad, as well as the three field offices in Basrah, Hillah and Mosul.”

The team provided planning, design and construction oversight of work on power, sewage, water supply, telecommunications, airports, seaports, public buildings and surface transportation systems. “This required many individuals to work outside of their comfort zones in fields of engineering they had little experience with,” said Boldon.

Boldon spent most of his time in Baghdad, but also visited Basrah, a city of more than 300,000 in southeastern Iraq, and Hillah, in Iraq’s central heartland.

“Our main mission was defined by the PASA, a participating support agreement,” he said. “We developed the processes and procedures for how the oversight work was to be done to meet the PASA requirements and satisfy the customer.” Boldon coordinated extensively with AID and Bechtel.

Bechtel’s initial contract requirement was to develop a master reconstruction plan for infrastructure. When approved by Ambassador Bremer, head of the Coalition Provisional Authority, Bechtel started reconstruction on

Boldon, continued Page 9

Bruce Boldon (left) stands with Col. Conrad, Sacramento district engineer, who commanded the team on which Boldon served. (U.S. Army photo)



Degraded schools, water overshadow battle damage

By Shannon Bauer

Dave Raasch, St. Paul District project management, arrived home mid-October from a four-month voluntary tour in Baghdad, feeling like he helped make a difference in the lives of many.

“I believe our efforts there are dramatically improving the lives of the average Iraqi,” he said.

Raasch served as the project manager for the Baghdad Technical Support Group, which is a part of the Corps’ Iraqi Reconstruction Office. Part of their mission included repairing and renovating 1,200 schools in time for classes to start Oct. 1, as well as to begin work on the country’s water supply and sewage treatment plants.

Before volunteering for the mission, Raasch said he thoroughly discussed it with his family and made sure they were comfortable with the possibility of his deployment. A few weeks after he put his name on the volunteer list, he was on an airplane heading toward the CONUS Relocation Center, then located at Fort Sill, Okla., for a week of processing and training in such skills as chemical and physical warfare survival.

From Oklahoma, he flew to Kuwait and waited five days for a convoy to take him on the 10-hour trip to Baghdad. “Whenever you travel there, you need at least two vehicles and four shooters,” he explained. “Our convoy to Baghdad consisted of six vehicles traveling close together at a high rate of speed.”

Raasch described his first impression of Baghdad as unbelievably hot, dusty and congested. “There are 4 million people in the greater Baghdad area,” he explained, “and it seemed like the city limits would never end.” The war damage to buildings was less than he expected, though, he said.

For his first three days in country, the Army billeted Raasch at one of Saddam’s former palaces. Then, they assigned him a room and roommate at the Al-Rasheed Hotel, where most of the Corps’ team lived while in Baghdad. This hotel is located in a heavily protected area called the green zone. The office area was across the street from the hotel in a large convention center undamaged by the conflict.

“In this area, there were many government buildings



U.S. Army photo

Dave Raasch, project manager, beside a Blackhawk helicopter in Iraq.

and mansion-type villas once utilized by Saddam’s group,” he said. “I was amazed at the opulence of some of these buildings. There was marble, crystal, pools and gold trim everywhere.”

“Saddam spent all the peoples’ money on himself and close friends,” he continued. “From where we were, you could look across the Tigris River and see how the average Iraqi lived – in absolute poverty.”

Raasch said he went to work as soon as he got there. His technical team consisted of nine engineers. It was his job to assign projects and review and supervise technical work being done. They worked seven days a week, 12 hours a day. There was little time for anything but work and sleep, he said, adding he was able to get exercise by jogging around the compound before sunrise.

Of the 1,200 schools they renovated, 600 were in Baghdad. It took \$54 million, 25,000 Iraqis and three months to prepare all of them for the Oct. 1 school start. Around 90 percent were completed on time. Last touches were completed while class was in session.

Clean, safe schools are something most Iraqis haven’t seen for many years. Raasch explained that most of them lacked electricity, water, toilets or fans. Anything of real value was looted after the war.

The schools weren’t the only part of the country’s infrastructure ignored throughout Saddam’s regime. Raasch said wastewater sewage from 4 million people in the Baghdad area went untreated, directly into the Tigris River, resulting in disease and death to many downstream. Raasch and the Corps team began working on this problem before returning home. Their replacements, he said, will continue their efforts.

Project management **Business practices to change**

By Mark Davidson

The deployment date of P2 into the St. Paul District is scheduled for March 8, 2004. According to the local P2 project delivery team, a lot of work has gone into preparing for it but there is a lot of work and training coming up this year.

To refresh your memory, P2 consists of a suite of automated commercial off-the-shelf project management, analysis and reporting tools, configured to support the Corps' project management business process.

P2 is to be used by the project delivery team, or PDT, and managers to plan, execute and report project and program information. P2 also allows people outside of the immediate PDT to review project information.

"P2 is eventually intended to be used to manage all work within the Corps, not just project-related work," said Bill Csajko, PM-A, and the district's P2 project manager. "That means all overhead and general expense activities, such as the work performed by logistics or the equal employment opportunity office will be managed within P2."

Csajko said the district is projected to be using P2 as the primary project and program management tool by the fourth quarter of fiscal 2004. "This will enable us to end the use of the work plan program by the end of the fiscal year," he said.



District P2 activities in fiscal 2003

The district provided significant contributions to the regional and Corps-wide development of P2. "I'm a member of the Corps-wide P2 training review team, which is in the process of reviewing all the formal training that Corps personnel will receive regarding P2," said Csajko.

Paul Kosterman, project management, is a member of the Corps-wide P2 development team related to operations, and Jim Mosner, engineering division, is a member of the regional business processes PDT. "Active participation by these people allows our district to influence the development of P2 and related business processes, and enable us to gain a greater understanding of how P2 will help our district," said Csajko.

He said the district P2 deployment team developed the local training plan for P2. "Members of the team all contributed toward completion of a training plan encompassing six national courses and one local course for almost 400 students," he said. "One of the original decisions made by the team, to provide a short course for PDT members, was eventually incorporated into the national P2 training courses."

2004 P2 timetable of courses

January

PDT boot camp

Certified Primavera software application instructors, provided by the national P2 deployment team, and local subject matter experts will teach the official P2 classes. The Primavera instructor understands the intricacies how the P2 software works, while the subject matter expert understands how the software will apply to managing the projects and programs in the district.

"There are five St. Paul District subject matter experts for the 'PDT lite' and executive courses and they were chosen based on their expertise and understanding of how projects are planned, designed, constructed and operated in our district," said Csajko. "A 'boot camp' will also be held for the two subject matter experts for the management and analysis boot camp."

The district subject matter experts will be trained, along with the other subject matter experts for the Mississippi Valley Division at the end of January 2004. The training is one-week long, and they will be trained alongside the Primavera instructors in the use of the software.

February

Configuration course

The five individuals who are designated as local configuration managers, or LCM's, for the district

are scheduled to be trained Feb. 18-19 in the St. Louis District. The LCM course will be one of the first courses to be taught, to facilitate the entry of project data into P2.

“Project managers will provide these individuals with basic project data, and the LCM’s will make sure the projects are properly set up in P2,” said Csajko.

PDT course

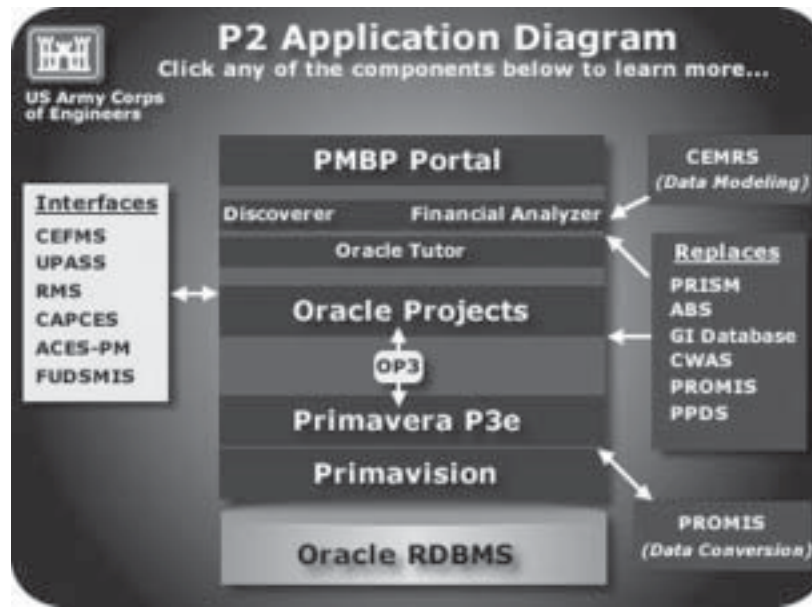
Students for this course will be primarily project managers, along with some resource providers. This course provides training in the roles and responsibilities of the PDT members and how to use P2 through the complete life cycle of a project or program, from initiation through planning, design, construction and closeout.”

The project managers will receive this one-week long training in the two weeks prior to deployment of P2 at the end of February and the beginning of March.

Executive course

Students for this course will be primarily branch and division chiefs and their administrative staff. The course provides a general overview of P2, concentrating on how to obtain reports on projects and resources across the district.

The overall concept for the executive course is a day-long training in which the first half of the day will be a P2 demonstration of a complete project life cycle, said



P2 in early March. “This course is being developed by St. Paul District,” said Csajko, “because there is no official course that provides a short explanation of the changes people will encounter when working with PR&Cs after P2 is deployed.”

April 'PDT lite' course

Most P2 students in the district, primarily non-project manager PDT members, will take this class, which will begin immediately after deployment in April and be two-and-one-half days long.

The course will provide a general overview of P2, and will include training in the use of Primavera Primavision for entering and viewing resource and schedule information and for viewing the electronic project management process that will replace the existing district work plan.

Management and analysis course

Students for this two-day long class will be program and budget analysts who regularly analyze project cost data. They will be trained in April.

A one-day follow-on course will be provided for program analysts who are involved in civil works budgeting and currently use project and resource information system for management or automated budget system applications.

Csajko. “The second half of the day would consist of demonstrations and discussions about the P2 reports module and Primavision, showing the students how to use the management and analysis tools provided by P2,” he said.

This day-long training will occur two weeks prior to deployment of P2, at the end of February, and involve no hands-on computer training.

March Local CEFMS and P2 course

Students for this class will be primarily administrative assistants and budget analysts who are responsible for creating or amending purchase requests and commitments in CEFMS. “P2 will affect how PR&Cs are created or amended, and these students need to be aware of these changes,” said Csajko.

This course will be less than one day, and the students will be trained at the beginning of deployment of

Corps excavates placement site on Mississippi River Pool 5

By Steve Tapp

The St. Paul District began excavating 1.3 million cubic yards of material from the 14-acre Above West Newton dredged material placement site, located at river mile 748 in Wabasha County, Minn., last month.

The site was full of previously dredged material and excavation was necessary to continue using it. The primary purpose of routine dredging in this area is to keep the main shipping channel of the river free of sand and sediment and

permit uninterrupted commercial and recreational river usage.

Without dredging, this underwater material would build up and impede river traffic.

Work is being completed under contract using a 22-inch pipeline cutterhead dredge. The dredge transports excavated material through a sealed pipeline to Corps-owned land adjacent to West Newton Chute in a sand-water mixture. The sand-water mixture is 25 percent sand and 75 percent water. Production is around 17,000 cubic yards of material per day.

The total pipeline length from the dredge to the placement site will vary but is estimated to reach a maximum of around 14,000 feet. A condition of the contract is that the pipeline must not interfere with recreation or commercial navigation, and it will be removed following project completion.

The dredge was operating 24 hours a day, seven days a week, but is now shut down for the season. The current plan is to have all of the material transferred by early spring. The contractor will return next spring to finish the site grading and seeding of a cover crop.

Material dredged from the Above West Newton site will be used to enhance a 159-acre site owned by the Corps. Part of the area will be developed and set aside for future storage of dredged material, but more than 100 acres will be developed for habitat improvements.

In cooperation with the public, the Minnesota and Wisconsin Department of Natural Resources, the Nature Conservancy and the U.S. Fish and Wildlife Service, the Corps will develop and manage the area as a native prairie site. This area will be open to the public after completion of the project. A separate contract is currently being developed to restore the site with native prairie grasses and forbs during 2004.

“The goal is to mimic the nearby Weaver Dunes Scientific and Natural Area and should improve habitat for birds, snakes, turtles and many other species that depend on prairie habitats,” said Dan Krumholz, the district’s operations manager for channels and harbors maintenance.



Photo by Shannon Bauer

Paul Kosterman (left), Steve Tapp (center) and Mike Dahlquist (right), review progress on excavation of Island 42 near Wabasha, Minn. A contractor for the St. Paul District dredged 1.3 million cubic yards of material from the 14-acre dredge storage site, which had reached capacity.

Bits and Pieces

Moves

The Eastern Area Office/Winona Resident Office in Winona, Minn., has moved. The new address is:

Suite 302
902 E. Second St.
Winona MN 55987-4649

The telephone number remains (507)454-6150.

Retirements

Robert Halvorson, survey technician, retires Jan. 2, 2004. He started with the U.S. Army Corps of Engineers' St. Paul District in 1972 as a deckhand on the derrick boat Hauser.

Promotions

Bill Stute has been selected to fill the head lock and dam operator position at Lock and Dam 8.

Glen Reed has been promoted to eight to 10-month lock and dam operator.

Selections

Steve Eggers, regulatory branch, will be a member of the national team that will regionalize the 1987 wetland delineation manual. "This is a very important national regulatory effort and Steve was one of only six project managers selected to be on this team," said Bob Whiting, chief

of regulatory. "Wetlands are incredibly diverse across the 50 states. They range from permafrost dwarf-willow wetlands in Alaska, to sawgrass prairies in Florida, to vernal pools in California, to prairie potholes in the Dakotas and playas in Texas.

"The 1987 manual is generalized and its 'one size fits all' approach is not the best," he said. "What serves as a reliable wetland field indicator in one part of the country may not work at all in another."

Obituaries

William D. Hutchinson, 53, Minneapolis and St. Paul, passed away Oct. 1. He started as a temporary employee with the St. Paul District in 1981. He retired as a print specialist in information management in 2003.

Vicki J. Johnson, 42, St. Paul, died Oct. 11 at home. She was the secretary for design branch and a 20-year veteran with the St. Paul District. Her husband, Brad Johnson, environmental branch, survives her.

Raymond McLees, 77, of Genoa, Wis., died Oct. 11 at home after a year long struggle with cancer. He retired as lockmaster of Lock and Dam 8 in Genoa.

Boldon, continued from Page 4

the highest priority items until contract funding was exhausted. "Bechtel submitted job order requests defining the work for each project," Boldon said. "Contract funds were allocated to each major infrastructure sector, such as power. One of our first jobs was to review these job orders technically and advise AID on whether to approve them.

"Most of the damage was due to vandalism and lack of maintenance," continued Boldon. "There was no systematic maintenance since the late 1970s and early 1980s, when most of the current infrastructure was built. About 80 percent of the work was to repair damage from looting and deficiencies in maintenance."

Security challenged Corps' personnel. Boldon and others needed armed escorts and were limited to essential travel.

"I went to Iraq because I thought I could make a difference," he said. "I want to see their lives improve." When he left, the air conditioning in his office worked, so did the schools, plumbing and power. About 1,200 schools had plumbing and electricity. The power grid exceeded prewar output on a consistent basis. The sewage treatment had been restored for the eight to 12 percent of the nation it served. "The repairs on the nation's telecommunications should be complete by the end of November," he said.

He returned home Oct. 8.

Wanted: Your news!

The public affairs office seeks information about special events in you life (e.g., births, deaths, marriages, engagements). If you would like to share these items, please contact Public Affairs at 651-290-5202, -5108 or 5201 or send an e-mail to: cemvp-pa@mvp02.usace.army.mil.

2003 Holiday Awards Ceremony

‘Keep the Home Fires Burning’

By Peter Verstegen

The St. Paul District will honor co-workers deployed overseas and those returned from overseas duty at The Prom Center in Oakdale, Minn., for the 2003 Holiday Awards



Ceremony, Dec. 12, 11:30 a.m.-3:30 p.m. Virginia Regorrah, western area office in Grand Forks, N.D., submitted the winning theme, “Keep the

Home Fires Burning,” which features a card-signing by guests for employees who are deployed and “Stories from the Front,” by those who have returned.

Employees will stage amateur skits and the Woodbury Junior High Jazz Choir will sing a variety of arrangements. The ceremony will include the presentation of awards and door prizes. Tickets for the food buffet cost \$13, non-meal tickets are \$3. Employee Benefit Fund members receive a \$2 discount on the first ticket purchased. Ticket sales begin Nov. 24 and end Dec. 8. The awards committee encourages ticket holders to bring a nonperishable food item to contribute to a food drive.

The Prom Center is at I-94 and Inwood Ave., Oakdale.

Bob Mike honored as September Employee of the Month

“This nomination will be brief,” wrote Merrill Cotter, his nominator. “To address all the areas Bob Mike has shown unselfish support of the Corps and St. Paul District employees would be a rather lengthy nomination letter.”



Photo by Jon Lyman

Cotter works with Mike, a supply technician in logistics management.

An example of how he demonstrated his unselfish devotion to the district and its mission has happened on short notice whenever high-ranking officials visit. Although he is no longer the transportation clerk, the acting logistics chief has asked him to drive the assistant

secretary of army for civil works, the chief of engineers and the commander of the Mississippi Valley Division during visits. Mike willingly accepted this responsibility. He customarily does an outstanding job in representing the district to these officials and lives the district’s dedication to the Army values. This is one example of the many times he has accepted additional duties outside his area of responsibility.

Also, he has supported district personnel through his attention to what district personnel need for logistics support. “He moves their furniture, reconfigures cubes and work areas, searches to find supplies for the completion of tasks and, in general, willingly provides whatever assistance they require,” said Cotter.

“I have known Bob for 11 years,” said Cotter. “I have watched him continually provide needed support to the district and its employees. He is willing to walk the extra mile to ensure not only that district needs are met, but his co-workers needs are also met, by his personal commitment to ensure a good working environment.”

Awards ceremony ticket sales contacts

Fourth floor

Stephanie Ehnstrom, RM
Carolyn Krick, IM

Fifth floor

Stephanie Dupey, C-O
Linda Haberkorn, PM
Brenda Miller, C-O
Theresa (TC) Teed, PM

Sixth floor

Julie Ritter, RE
Marilyn Caturia, ED
Janet Golubski, ED

Field

Stephanie Dupey, C-O
Brenda Miller, C-O

Retirees

Jan Pream, 1-800-290-5847
(enter 5312 when prompted);
651-290-5312.