



US Army Corps  
of Engineers®  
St. Paul District

# Crosscurrents

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**Corey helps rebuild Iraq**

4 13:

# District exercises crisis management

By Col. Mike Pfenning  
District Commander

The first big district event of 2005 will be a Continuity of Operations Program exercise, better known as COOP, on Feb. 15. The COOP plan that will be used to execute this exercise has one main goal – to assure the St. Paul District can operate and carry out its critical missions after a major disaster event has rendered the headquarters building inoperable.

Why are we doing a COOP exercise? The United States being



attacked on Sep. 11, 2001, is a big reason. Did the important U.S. government command and control functions still work at the different levels – nationally, regionally, state, county, city? Was the government still able to function and carry out its primary missions? The answer to these two questions is yes.

Now we have to find out, in an exercise mode, how the district will execute its critical missions in this plan. Our critical missions are: command and control, emergency operations, flood control and navigation.

On Feb. 15, the crisis management team, or CMT, will deploy to the Alternate Operating Facility in Hastings, Minn., at Lock and Dam 2 and the co-located Electronic Service Center. The CMT is comprised of the district’s senior executive team and all of the division and office chiefs. The emergency operations center staff will also be deploying to the facility to carry out the orders of the CMT in regards to executing our critical missions. You would have been contacted by now, if you were designated to deploy to Hastings.


Key COOP tasks for the exercise include:

1. Accountability of all employees – do supervisors know where every district employees is – at work, on leave, at home, out of town, on TDY? Has the supervisor talked by telephone to or exchanged e-mail with each employee to brief them?
2. Communications with all district operations and construction sites – has the EOC talked to all field sites to let them know what is going on? Do the field sites have accountability of all their personnel?
3. Alternate Operating Facility staffing – are there enough people to run the EOC and the CMT on a 24-hour basis? Are work schedules established?

The district is conducting an after action review on Feb. 17 to identify shortfalls in the draft COOP, including resources, that need to be refined.

The desired outcome for this exercise is an updated COOP plan submitted to Mississippi Valley Division in April 2005. The ultimate goal is that the COOP plan can be executed for a real-world crisis.

District employees are dedicating time to prepare for and train participants for this exercise. I will report to you in a few months how this first-ever district COOP exercise turned out.



**US Army Corps of Engineers**  
St. Paul District

## Crosscurrents

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### Cover photo



Photo by Michael Doty

**Ron Corey, a master tender at maintenance and repair unit, Fountain City, Wis., is in Fallujah, Iraq, as a construction representative. In this photo taken in early January, he is in a conveyer returning from a project area. See “Corey works to bring water, power and sewer to Fallujah,” Page 7.**

# St. Paul District by the numbers for 2004

By Shannon Bauer

Engineers love numbers. The Army loves metrics. Here are some of the more interesting numbers compiled from 2004. All numbers are calendar year 2004, unless otherwise noted. (Spring Lake Island photo by Bill Thrun, U.S. Fish and Wildlife Service.)

Dollars expended on projects (fiscal year 2004): \$130,000,000  
 Contracts awarded to small businesses (FY 2004): \$46,086,403  
 Visitor hours at district recreation sites: 25,285,306  
     Square feet dredged: 25,216,000  
 Visitors at all district recreation sites: 1,953,877  
     Civilian person hours worked: 1,134,423  
     Cubic yards dredged: 827,000  
 Recreation-related revenue (FY 2004): \$677,467  
     Visitors to public web site: 185,809  
 Recreational vessels that traveled through a district lock and dam: 94,642  
 E-mail quantity in megabytes migrated by IM into the new e-mail system: 74,000  
     District lockages: 49,999  
     Acres covered by hydrographic surveys: 16,400  
 Hours worked by 288 volunteers at district recreation sites: 10,690  
     Computer help desk tickets opened: 9,626  
     Computer help desk tickets closed: 9,606  
     Willow cuttings collected and planted: 8,400  
 Acres of forest inventory completed for U.S. Fish and Wildlife Service: 3,000  
     Value of prairie seed collected mainly by volunteers: \$2,009  
     Map files catalogued into the district library: 1,190  
 Hours worked by 168 volunteers with district natural resources staff: 1,054  
     Trees planted: 1,014  
     Items checked out from the district library: 681  
 Adult Higgins' eye pearly mussels placed at relocation sites: 471  
     Miles of river surveyed: 220  
     Deployments by district personnel: 149  
     Warnings issued at district recreation sites: 104  
 Estimated miles of shoreline cleaned-up through volunteer trash pickup: 75  
 Individuals hired, including students and temporary employees: 45  
     Deployments to Iraq or Afghanistan by district personnel: 41  
         Retirements: 40  
         Resignations: 19  
     Individuals hired for full-time, permanent positions: 14  
         Permanent forestry monitoring plots completed: 10  
         Acres of woody invasive species cut: 10  
         Citations issued at district recreation sites: 4  
         Change of commands celebrated by the district: 2  
         Field lost-time injuries reported: 1  
         District lost-time injuries reported: 0  
 Corps' headquarters FY 04 fatality rate target: .58 or less  
     FY 04 district fatality rate: .08

# District plans for continuity of operations

By Mark Davidson

The St. Paul District Headquarters is consumed by fire – all equipment, records, servers, are lost. To make matters worse, district personnel will not be able to return to the building for 30 days. How are critical missions accomplished?

This is the kind of situation where the district commander implements the Continuity of Operations Plan, or COOP. For the first time in district history, the draft COOP will be tested in a one-day exercise on Feb. 15.

“Any kind of emergency – natural or man-made – could prevent us from working in this building,” said Shelly Shafer, readiness team. “The event could occur during work hours, and result in some casualties. It could happen after duty hours at night or on a weekend. Either way, we would not be able to access the computers, telephones, records, data and other communications tools and information that we rely on day-to-day.”

## Getting ready before a disaster occurs

This points out the critical steps, said Shafer, which must be done before a disaster occurs. “Does your supervisor have your home telephone number or cell phone number so he or she can contact you?” she asked. “Have you been designated as a member of the crisis management team or the

Emergency Operations Center staff, and do you know where to report?”

Have you forwarded the critical electronic forms, regulations and critical information that you need to do your job to the district server ahead of time so you will be able to use them at the alternate operating facility, said Ken Peterson of information management.

“During a COOP event, it is assumed we will not have access to the Microsoft Exchange Server® and Outlook®,” said Al Canfield, information management. “The plan is to use Army Knowledge Online for e-mail communications during such an event. AKO requires a login and password, which we should all have and be able to access,” he said.

There are also other things you can do ahead of time to be ready, said Dave Christenson, readiness team leader. “Are there any items you can pre-position in a small kit at the alternate operating facility to use for a COOP event?” he asked.

## Implementing the COOP

Once the COOP is implemented – for an exercise or real-world event – the crisis management team and the EOC staff have to establish the alternate operating facility within six hours from the event.

“We should have the COOP staffed within a few hours,” said Shafer. “The crisis management team members and the EOC staff will deploy there in either government vehicles or their own vehicles.”

Accountability for all district employees will be going on immediately after COOP implementation, said Christenson.

“Supervisors should know who’s working, who’s TDY and where they are, who’s on leave, and this includes student workers,” said Christenson. “This applies to the district headquarters and the field sites.”

The Civilian Personnel Advisory Center representative on the EOC staff will receive calls from the branch chiefs within the first 24 hours of COOP implementation to keep track of how all employees are being accounted for in the district. Employees must keep their supervisors informed of where they are at all times.

“Most district headquarters employees will be at home on administrative leave,” said Shafer. “The EOC staff will contact people, depending on their job specialty or experience, to come into work at any time day or night, so it’s important to be able to get a hold of people quickly.”

## Carrying out critical missions

After establishing the CMT and EOC and accounting for all employees, the district begins immediate execution of critical missions. They are:

- command and control – does the district have operational control of all its field sites?
- flood control – can the district provide flood control to our customers through operation of our reservoir projects? Is the district monitoring our flood control projects to insure they are still operating?
- navigation – can the district maintain the nine-foot channel for commercial traffic through the locks and dams?

*COOP, continued Page 5*

*COOP, continued from Page 4*

- emergency operations – can the district support flood fight activities at communities throughout the district?

**Where do we go from here?**

“After establishing the alternate operating facility and accounting for personnel, one of the tasks the CMT will look at reconstitution of the district headquarters,” said Christenson. “Will we be able to move back into our old district headquarters building or do we have to move somewhere else in the Twin Cities? How we will equip a new district headquarters site will be one of many taskings we will have to meet.”

**The Feb. 15 exercise**

“This exercise will only run for one day and won’t go into the long-term tasks that a real-world COOP would entail,” said Shafer. “But we will be looking closely at the following areas on Feb. 15,” she said. They are:

- initial accountability of all employees;
- initial establishment of communications with all district field sites;
- initial establishment and staffing of the CMT and EOC staff at the alternate operating facility;
- testing connectivity and access to critical systems, programs and records;
- utilizing the procedures in the draft COOP; and
- identifying shortfalls in the draft COOP to fix or refine.

Readiness plans more COOP exercises.

**Women’s issues top gender subcommittee**

By Shannon Bauer, chair

*Third in a series*

The Special Emphasis Program Committee gender subcommittee’s primary function is to recommend initiatives concerning women’s issues and the employment and advancement practices affecting women in the district. The secondary purpose is to advise on and suggest gender-related ideas that improve the workplace for all district employees.

The subcommittee is responsible for two ongoing initiatives, including Introduce a Girl to Engineering Day and career development for women, which includes educating and encouraging women to plan their careers.

Additionally, the subcommittee is currently working on initiatives to include hosting a job introduction day for high school students and planning an activity that will assist district parents with balancing their responsibilities at work and at home. Like the other SEPC subcommittees, the gender subcommittee hosts meet and greets and offers resources on the district intranet page.

Past initiatives include initiating the district’s telework program and hosting Take Your Child to Work Days.

Subcommittee members include Dave Christenson, readiness branch; Greg Frankosky, engineering; Perry Gamble,

*Gender, continued Page 6*

**Disability subcommittee strives for awareness and accessibility**

By Matt Pearcy, chair

*Fourth in a series*

The disability subcommittee of the Special Emphasis Program Committee primarily promotes awareness and accessibility for people with disabilities. The subcommittee also strives to ensure equal access to opportunities in the federal government.

To promote awareness, the subcommittee seeks out and posts monthly articles on a variety of disability-related issues. It also initiates workshops and brown-bag lunches.

This year, the subcommittee will sponsor seminars on sign language, chronic disability and mental health.

To promote accessibility, the subcommittee is reviewing the feasibility and cost-effectiveness of installing additional automated doors in the lobby areas. Committee members are also evaluating the utility of voice recognition software.

To promote employment opportunities for disabled persons, the subcommittee is working with the Equal Employment Opportunity office to inform colleges and universities of the Department of Defense Workforce Recruitment Program, which can facilitate the hiring of qualified disabled

*Disability, continued Page 6*

**Gender**, continued from Page 5

information management; Deb Griffith, Cross Lake park ranger; Lisa Hedin, project management; and Molly McKegney, office of council.

We meet once a month, usually the first or second Thursday, from 10-11 a.m. Anyone is welcome to attend the meetings, either in person or by phone. Contact Shannon Bauer at 651-290-5108 for specific information on the next meeting.

**Disability**, continued from Page 5

individuals. The subcommittee also advocates the use of special hiring authorities when appropriate.

Subcommittee members are Marita Valencia, regulatory; Nan Bischoff, project management; Kent Hokens, engineering; Mike McGarvey, logistics management; Frank Star, operations; and Theresa Thury, project management. The group meets once a month and the meetings are open. Please call Matt Pearcy 651-290-5252 for further information.



Photo by Paul Machajewski

**Gayle Baule (left) and Judy Harris, in Fountain City, Wis., packed gifts from the ceremony and from the district’s locks and dams sites to ship to district employees working in Iraq.**



Photo by Peter Verstegen

**Molly McKegney, office of counsel, was one of many to bring gifts to the holiday awards ceremony in St. Paul, Minn., Dec. 10., to send to operations personnel stationed at the Corps’ gulf regional division**

## District supports personnel in Iraq

By Peter Verstegen

The St. Paul District sent a number of care packages in December to personnel serving in Iraq.

The care packages of snacks and personal care items prompted thank you e-mails once they arrived.

“Thanks so much for the care boxes,” wrote Ron Corey, master tender at the maintenance and repair unit. Corey is in Fallujah,

Iraq, working as a construction representative. “It is really appreciated. All the guys in the office say thank you. We have a number of people in the office here and most of everything is gone.”

Said Gordon Hollman, a lock and dam equipment repairman, “This has been the experience of a life time and I have met many wonderful people.

“I’m looking forward to seeing the familiar faces I’ve left behind.

Allen Nelson [lock leader], shared his box with me and the others in the offices. I thank everyone so very much for the thoughts and gifts.” About a dozen individuals from the district benefitted from the gift boxes.

## Corey works to bring water, power and sewer to Fallujah

By Peter Verstegen

If Ron Corey were at his usual job, he'd put on a parka and walk about two blocks in freezing weather to Upper St. Anthony Falls Lock and Dam in Minneapolis. Corey usually works as master tender at the maintenance and repair unit in Fountain City, Wis. The unit is doing major maintenance at the lock and dam on the Upper Mississippi River this winter.

At his usual job, he'd drive home for weekends. But now, he works weekends, thousands of miles from home.

Since mid-November, he's been in Fallujah, Iraq, working on water-related projects – where site visits require body armor and a security escort.

The Corps is coordinating with the Iraqi Ministry of Water to bring sanitary drinking water to the people of Fallujah. The city draws water from the Euphrates River.

"I am working here in Iraq as a construction representative on numerous projects, which include electricity, water, sewage and housing," he said.

Corey and others from the Corps are working with Iraqi officials to execute \$10.3 million worth of water projects to rehabilitate and update the system that provides drinking water for up to 400,000 residents in Fallujah. Among the projects are four water purification treatment plants and underground water tanks. "The water projects in Fallujah are just getting



Army Corps of Engineers photo

**Ron Corey (above) normally works with the maintenance and repair unit in Fountain City, Wis. He's been in Iraq since mid-November, where he is construction representative on electricity, water, sewage and housing projects.**

underway," said Corey.

Said Maj. William Burruss, officer in charge of the resident office, Camp Fallujah, "These water projects will significantly increase both the quantity and the quality of the water in Fallujah."

Even before the fighting, during the summer months there were places downtown that didn't receive water because production could not keep up with demand.

Personnel are preparing for their project assignments in the context of upcoming elections and security challenges.

Corey left the district in November. After going through military processing at Fort Bliss, Texas, he arrived in Baghdad and stayed at Camp Victory for two days. From there, he deployed to the resident office at Camp Fallujah where he and his co-workers set up living quarters and an office.

"Corey is really doing a super job for us here at Camp Fallujah, and we are very fortunate to have a talented Corps' employee like him working here," said Burruss.

Said Corey, working from an office in Fallujah provides "more control over the projects. We are able to go on some convoys to assess some of the projects ... accompanied by a Marine security escort. It's truly a different world over here."



Photo by Ron Corey

**An Iraqi National Guard barracks about 10 miles from Fallujah, is one of Ron Corey's projects under construction.**

# News and Notes

## Announcements

### East Grand Forks, Minn., project receives award

The North Dakota Concrete and Ready-Mix Association awarded the U.S. Army Corps of Engineers, St. Paul District, its 2004 "Excellence in Concrete Award," government category, for its East Grand Forks Phase 2 project. Corps' staff from the East Grand Forks, Minn., office attended the association's annual banquet in Fargo, N.D., Jan. 6, to receive the award, along with co-recipients Porta-Mix Concrete, the concrete supplier; ICS, Inc., the prime contractor; and S.E.H., the designer.

"We wish to congratulate your staff on excellent planning and quality construction using concrete," said David Sethre, marketing director for North Dakota Ready Mix and Concrete Products Association. "The concrete flood wall received the most attention on the part of the judges, as the project interest in durability and aesthetics was addressed in a most excellent manner. Also, the floodwall closure construction for streets and railroads was accomplished in a manner meeting very tight schedules and under very difficult conditions for fast track concrete construction."

### Construction branch announces award winners for 2004

The St. Paul District construction branch recently selected the following individuals for its 2004 awards: **Roy Lawson**, western area office, for Construction Representative of the Year; **Mark Krenelka**, western area office, for Hard Hat of the Year; **Craig Johnson**, western area office, for Construction Management Excellence; and **L.W. Matteson, Inc.**, Contractor of the Year, for the company's work on the Above West Newton excavation and dredging contract. The district will next forward the packages of these individuals and company to compete at the division level.

### Position selections

**Bruce Boldon**, construction branch, was selected as the new chief of operations division early January.

**Ken Peterson**, information management, was selected as the new district knowledge manager mid-January.

**Sue Robinson**, resource management, was selected as the district budget officer late-January.

### Newcomers

**Bee Xiong**, of St. Paul, Minn., was hired as a student worker in project management, effective Jan. 3. Xiong is a senior at Harding High School in St. Paul.

## What's happening

### Jan. 3-28

Special Emphasis Program Committee diversity subcommittee; St. Paul District office; school supply drive for Washington Middle School, St. Paul.

### Jan. 19

District structural engineers at Central High School, St. Paul; to speak on bridge-building concepts and lead a hands-on demonstration to physics class.

### Feb. 2

Headwaters; University of Minnesota, Duluth; Outdoor Career Day.

### Feb. 11

Brad Perkl, cultural resources, Wabasha, Minn.; 29th annual Wabasha County Forestry Days at the Wabasha Veterans of Foreign Wars Hall.

### Feb. 16-20

Headwaters: Duluth, Minn.; Boat, Sports and Travel Show

### Feb. 18

SEPC field subcommittee; Walker, Minn.; Leech Lake Tribal Council Annual Job and Career Fair; provide information about employment and career/education opportunities to area seniors, college students and residents from the community.

### Feb. 18-20

Headwaters: Sportsmen's Show; St. Cloud, Minn.

### Feb. 24

SEPC gender subcommittee, St. Paul, Minn., and Grand Forks, N.D., sponsor "Introduce a Girl to

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 Engineering Day.” Female engineers will be doing presentations at Washington Middle School, St. Paul, Minn. and Grand Forks Middle School, Grand Forks, N.D.

**Feb. 26**

District personnel attend the Science Museum of Minnesota, St. Paul to support African Americans in Science, a hands-on science display hosted by Corps’ personnel during an afternoon event aimed at boosting awareness of science contributions made by African Americans.

**Retirements**

**Arthur Grindler**, Baldhill Dam maintenance worker, effective Dec. 3, with 27 years federal service.

**Chris Granum**, Lower St. Anthony Falls head lock and dam operator, effective Jan. 3, with 36 years federal service.

**Retirees meet**

**Wayne Koerner**, who retired last summer from engineering division, notified public affairs office he went to his first retirement luncheon at the Lost Spur, Eagan, Minn., Jan. 6. “Recent retirees who were there were Dave Raasch, project management; Tom Heyerman, engineering; and Bob Penniman, project management,” said Koerner. **Jim Kursu**, a retiree from program management, organized the gathering.

Also attending were:

**Al Closmore**, from the old administrative services, now information management and logistics management; **George**

**Fortune, Jim Johnson, Fred Kelley**, all from engineering; **Lou Kowalski**, programs and project management; **Stan Kummer, Marty McCleery, John Seemann**, project management; **Max Sobolewski**, engineering, **Al Rosenberg**, formerly construction-operations, now operations division, and **Grant Westall**, engineering. “We meet the first Thursday of each month,” said Koerner. For further information contact Kursu at (651) 224-0053.

**Farewell dinner set for Lt. Col. O’Hara**

**Lt. Col. Tom O’Hara**, deputy commander, leaves his post at the St. Paul District on Feb. 25 to command the 27th Engineer Battalion at Fort Bragg, N.C.

A farewell dinner to recognize his service to the Corps and the district is Feb 24 at the Holiday Inn East, 1-94 and McKnight Road, St. Paul, Minn.

A social is 6 p.m. (cash bar); dinner is 6:30 p.m. and a program starts at 7:30 p.m.

Dinner selections are:

Beef stroganoff: beef tenderloin tips sautéed with garlic and mushrooms and finished with a rich brown sauce, served over egg noodles for \$21;

Walleye almondine: a fresh fillet of our state fish broiled with lemon juice, white wine and sprinkled with lemon pepper, topped with an almondine cream sauce for \$26;

Chicken marsala: a light breaded breast of chicken in a marsala wine sauce, topped with mushrooms and Parmesan cheese for \$21.

All meals are served with green and yellow beans with carrots, rice pilaf with mandarin oranges, coffee, and carrot cake.

Make reservations by contacting Angie Peterson, administrative assistant, at 651-290-5302 by Feb. 23. Anyone wishing to participate in the program should contact Mark Nelson at 651-290-5390.

**Water drained from Upper St. Anthony Falls lock chamber**



Photo by Frank Star

**Steve Lenhart, Upper St. Anthony Falls lockmaster (left), escorted Heather Peterson, Ami Thompson and Nathan Edwards from the National Park Service’s Mississippi National River Recreation Area to the bottom of the lock chamber, Jan. 10. The lock, on Mississippi River in Minneapolis, is undergoing major maintenance this winter. The lock chamber holds about 8 million gallons of water and the lift is nearly 50 feet, making it the deepest on the river.**

## Safety corner

## Locks and dams personnel strive for winter safety

By Peter Verstegen

Individuals who have walked over snow-packed craters on unshoveled sidewalks or who have slipped on ice will appreciate the shoveled walkways, roads and parking areas at the St. Paul District's locks and dams.

Sanding and shoveling walkways, roadways and parking areas are the routine, not the exception, during winter operations at district's locks and dams on the Upper Mississippi River. Such was the case after sleet and freezing rain coated the sidewalks and access roads this January.

In winter weather, a cleared path reduces the chance of a slip resulting in back problems or other injuries, such as broken bones.

Personnel at the district's Upper Mississippi locks and dams routinely keep safety conscious by discussing safety at weekly staff meetings. Among topics addressed at the start of the January 2005 were:

- cold stress, special considerations for cold environment conditions;
- temporary heating devices;
- toolbox safety and emergency eye wash;
- ladder safety;
- frostbite and winter safety tips.
- back safety;
- winter lock and dam gate movements; and
- driving safely in winter weather.

## Sue Lenski: November 2004 Employee of the Month Demonstrated sensitivity helps victims of Hurricane Ivan disaster

During Hurricane Ivan disaster recovery operations in Pensacola, Fla., last fall, Sue Lenski, real estate, supported site restorations and demonstrated sensitivity in dealing with grieving residents whose homes were being demolished and removed.



Photo by Jon Lyman

**Sue Lenski (right), real estate, with Roland Hamborg, project management.**

She worked closely with Pat Trudel, acting resident engineer at the St. Paul District's office in Fargo, N.D., and with Roland Hamborg, project management, her nominators. Trudel worked recovery operations from Oct. 12 until Dec. 20; Lenski worked Oct. 22 to Dec. 23; Hamborg was there from Nov. 7 to Nov. 30. They were all on the St. Paul District's temporary housing team.

Lenski performed individual site assessments to determine how contractors could clear private property to place a travel trailer or mobile home on the property. She routinely contacted the property owners to discuss what was needed to place a habitable housing unit on the owner's property.

In two instances, the residents were living in mobile homes damaged beyond repair and slated for demolition. "Her compassion for these people was tremendous," said Hamborg. "In one occasion, she provided a mother of three young children with money out of her own pocket. In another, she purchased a prepaid cell phone with her own money so that a 72-year-old woman could communicate with emergency services providers. This person had no phone of their own," he said. The woman had a variety of health problems and lived in a remote rural area.

Lenski assisted one property owner in securing financial assistance through the Federal Emergency Management Agency after the property owner's insurance company denied the claim. "Lenski's unselfish, generous acts to these disaster victims went above and beyond what was expected," said Hamborg. "She worked tirelessly to assure residents impacted by hurricanes had homes and that their personal needs were met as well."

"She has given from her heart, and has left a lasting impression on those she has come in contact with," said Trudel. "This has helped them deal with the emotional stress. She has done a tremendous job for us and has represented the St. Paul District in grand fashion."