



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

Crosscurrents

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St. Paul District slated for one of 15 technical centers

The Corps of Engineers reorganization plan released November 19 benefits the St. Paul District by co-locating one of 15 regional technical centers in the district. The centers are designed to balance the peaks and valleys of workload variations and to provide stronger technical organizations.

The St. Paul center will focus on Corps planning, engineering, and real estate activities and could add as many as 400 people to Corps staffing in St. Paul.

The reorganization will not directly impact field activities in the district.

However, the plan moves a small number of administrative support functions to a new regional support center in Kansas City. The exact number and types of employees to be affected is not known at this time.

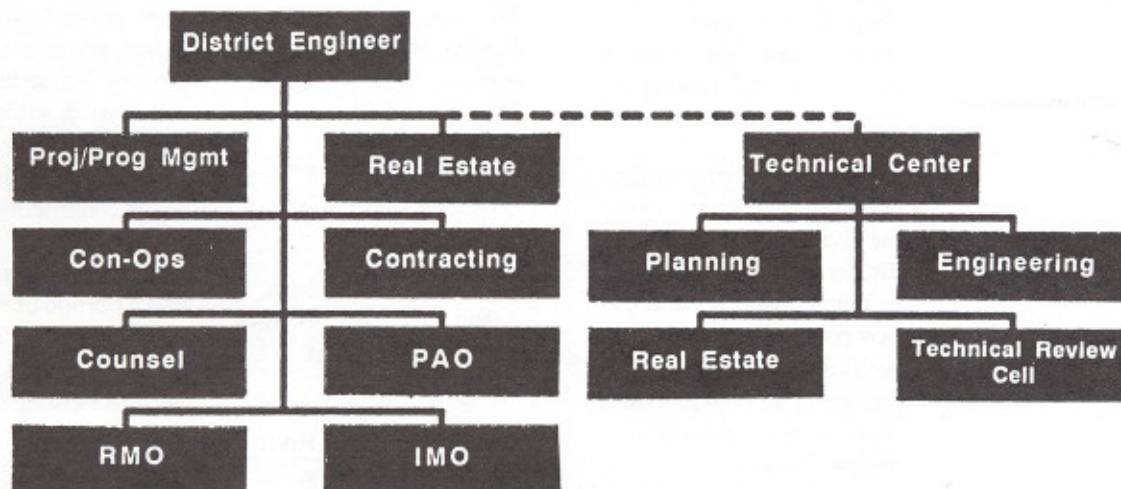
The plan places the St. Paul District under a new North Central Division (NCD) headquarters in Cincinnati, Ohio. The new North Central Division

will be responsible for Corps activities from Montana and Wyoming on the west to upstate New York and Western Pennsylvania on the east.

The new NCD includes the old NCD, the Ohio River Division, the Missouri River Division and the St. Louis District. The new NCD will have 12 districts.

The district changes are scheduled to begin in Fiscal Year (FY) 94.

*The District Headquarters Model**



*Does not represent all functional capabilities. Fifteen districts will have technical centers.

Plan reduces divisions; consolidates functions

*(Written from
Reorganization Update
message #38)*

Background

Corps leaders have long recognized that the Corps needs to reorganize if it is to remain a viable engineering construction organization. Thus, they pursued reorganization following Congressional rejection of the 1991 Base Realignment and Closure Commission (BRAC) recommendations. Over the last 14 months, the Corps has coordinated extensively with Congress, including testimony before the House Public Works Subcommittee for Water Resources, and the House and Senate Appropriations Subcommittees on Energy and Water. As a result, the Fiscal Year (FY) 93 appropriations bill included \$5 million and transfer authority for another \$7 million to reorganize the Corps divisions and headquarters. A provision of the Act prohibits closing any district offices.

In addition to changing the organizational structure of the divisions and their district offices, the recommendations include a new process for managing both civil and military projects. This new process is based on a single layer of review. It creates management efficiencies and substantial dollar and time savings by eliminating both technical and policy review

from the division offices. Corps Headquarters will be reduced by about 45 positions which have been performing technical or policy reviews of project designs and plans. Remaining reviewers will be transferred to the Washington Level Review Center—renamed the “Central Review Center (CRC).” The division’s policy review functions also will be transferred to the CRC. These changes eliminate redundant reviews, saving approximately 200 full-time equivalents (FTE) and should expedite project approval by 6 months to 3 years.

Division offices

The 10 continental U.S.-based division offices will be reduced to five (from 11 to six if you count Pacific Ocean Division) as shown below:

New England Division, Boston, Massachusetts, becomes the North East Division (NED);

North Atlantic Division, New York, New York, will be closed;

South Atlantic Division, Atlanta, Georgia, becomes South East Division (SED);

Lower Mississippi River Division, Vicksburg, Mississippi, becomes South Central Division (SCD);

Ohio River Division, Cincinnati, Ohio, becomes North Central Division (NCD);

North Central Division, Chicago, Illinois, will be closed;

Southwest Division, Dallas, Texas, will be closed;

Missouri River Division, Omaha, Nebraska, will be closed;

North Pacific Division, Portland, Oregon, becomes Western States Division (WSD);

South Pacific Division, San Francisco, California, will be closed.

District offices

There are currently 36 district offices within the Continental United States, 38 if you count Honolulu and Alaska. The proposed plan retains each district office, and adds one in the Boston, Massachusetts area. All districts retain those functions that are essential to providing a quality service to the community. Beginning in FY 94, planning and engineering, and a portion of real estate are consolidated into 15 technical centers co-located with 15 existing districts. This will significantly enhance skills development for both engineers and planners by assuring that the

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installation to which they are assigned maintains a wide variety of challenges and a workforce that is large enough to sustain fairly significant changes in the volume of work without having to change the staffing level.

All districts retain Program and Project Management, Operations, Regulatory, Construction and the necessary support services. The recent adoption of the project management concept will be further strengthened by allowing the project manager to shop among the technical centers to find the center that can best satisfy the requirements of the customer. If that means going outside the division, it will require division commander approval. The addition of competitive market conditions to the technical centers should also help to constrain cost growth and develop a greater commitment to keeping schedules. The project sponsors will continue to deal with the same district engineer, project manager and construction team they have dealt with in the past. From the customer's perspective, the change should be invisible except that they will experience reduced costs and accelerated processing of final reports. Both are conditions sought by our customers.

Other changes

Over the next two years, administrative centers will be established for each of the five divisions. The locations of administrative centers are:

North East Division —
Baltimore;

South East Division —
Atlanta;

North Central Division —
Kansas City;

South Central Division —
Fort Worth;

Western Division —
Sacramento.

Division administrative centers will include the Audiovisual Department, the Management Analysis Branch, the Human Resources Records Processing Center and internal audit. In addition, the Corps will centralize into a single Finance and Accounting Center (FAC) to process all FA documentation. The consolidation of this function was made possible by application of advanced processing techniques in establishing a Corps-wide data network (CEAP) and the introduction of our new Corps of Engineers Financial Management System (CEFMS). It is important to note that all division and district headquarters offices will retain a complement of

administrative and support personnel as required to sustain their operations. Those functions being centralized in administrative centers are those most amenable to consolidation.

Statistics

Current strength: 34,300
(excluding POD, TAD,
Huntsville, and the
labs);
Cost to implement: \$215
million;
Proposed strength: 31,200;
Annual Savings: \$115
million;
FTE reductions: 2,600;
Time to recover
investment: 1.7 years;
Positions impacted: 7,600.

In early December, districts and divisions received guidance for developing the local implementation plans. Division commanders, their Transition Planning Teams, and USACE Headquarters

personnel will be charged with working together to develop implementation plans by the end of February. Until those implementation plans are completed and new TDAs are developed based on those plans, we will not be able to initiate personnel actions based upon the plan. The plan's objective is to establish the new command structure on February 1. This is a demanding timeline, but one that the Corps must meet to reorganize successfully our division and headquarters structures in FY 93.

Reorganization Information Center

A Reorganization Information Center has been set up in room 1114, next to the training office. The center has a variety of documents for review by district employees, including copies of the plan; the "Reorganization Wrap Up" newsletter; the transcript of the press conference in Washington where the November 19 announcement was made, and related materials. The Wrap Up, the plan, and the transcript are also available at Construction-Operations Division.

The addition of competitive market conditions to the technical centers should also help to constrain cost growth and develop a greater commitment to keeping schedules.

Army Corps of Engineers unveils reorganization plan

Washington, D.C. — Army officials released on November 19 the "U.S. Army Corps of Engineers Reorganization Plan." The plan is a result of 14 months of study by the Corps of Engineers and calls for a comprehensive reorganization at all levels of the Corps, as well as the institution of streamlined processes throughout the organization. Under the plan, all district offices will remain open and will retain project management, construction, operations/maintenance, regulatory and emergency functions.

This plan is the culmination of efforts begun in 1990 when the Congress

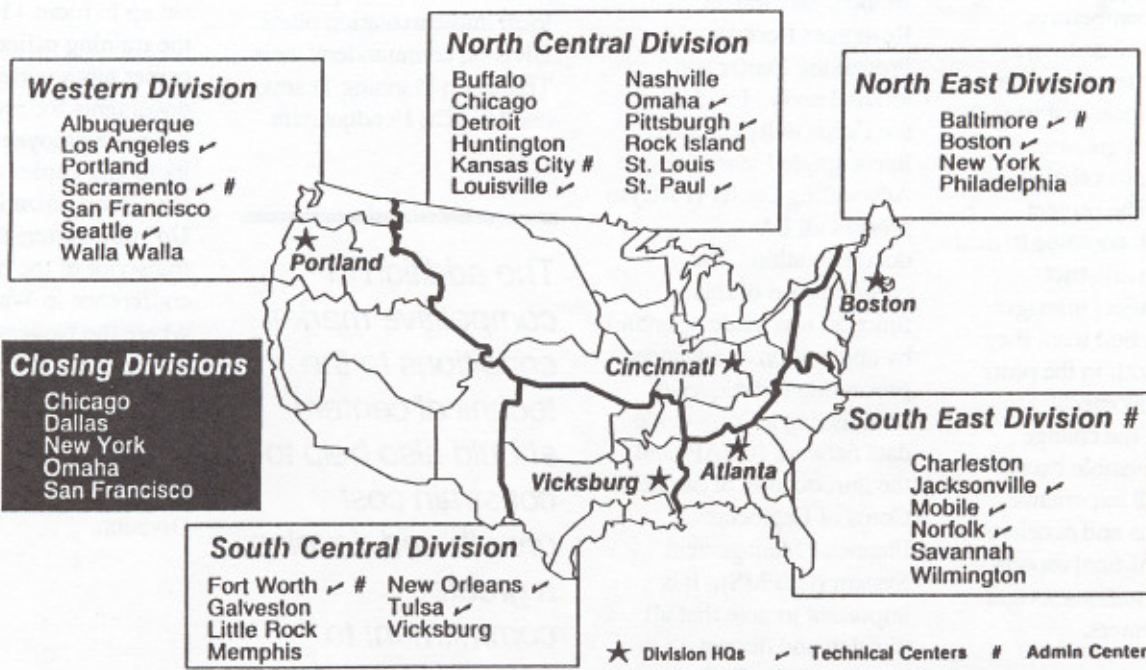
directed the Army to consider alternatives for updating the Corps structure and processes. \$5 million requested by the Administration and approved by Congress will be utilized in Fiscal Year (FY) 1993 to begin implementation of the headquarters and division levels. Eleven current division offices will be consolidated into six divisions. Implementation will begin in February 1993 with the movement of Corps military and civilian leadership to the new divisions. No other movement of Corps personnel is anticipated until mid-fiscal year 1993.

The second phase of the plan calls for changes in the district offices of the Corps, subject to available funding in

Fiscal Year (FY) 1994. The plan calls for:

- Retention and realignment of all district offices in order to guarantee continued service to local customers, partners and other agencies;
- Creation of 15 technical centers, co-located with districts, thereby providing a greater depth of planning, design and technical review capability;
- Creation of five administrative centers which will centralize and consolidate selected support functions, such as portions of

Restructured Divisions with Districts



★ Division HQs ✓ Technical Centers # Admin Centers
 Note: Pacific Ocean Division with the Alaska and Honolulu Districts are retained but not shown

Information Management (IM), Human Resources (HR) and Resource Management (RM) services;

- Retention of project management and construction capability at all district offices, thereby continuing the Corps' commitment to efficient delivery of customer-oriented services.

The estimated total one-time cost for implementation of this restructuring plan is \$215 million, to include costs for personnel actions, relocation or employees, the movement of offices and other contingencies.

"The plan is essential to the future of the Corps, and the benefits are significant. Reorganization will demonstrate a strong and continued commitment to our people, or customers, our partners and our values," said Lieutenant General Arthur E. Williams, Corps Commander and Chief of Engineers.

Williams added that the Corps has developed a special placement program to find new jobs for those employees who want to stay with the Corps, as well as numerous other programs and initiatives for assisting its members through the reorganization.

"We are committed to providing every authorized benefit for our members who are affected . . ."

"The Army has made available to us the services of a leading personnel guidance and placement firm that we intend to use to help our people who either do not wish to relocate, or who are unable to find satisfactory jobs in other Corps locations. We are committed to providing every authorized benefit for our members who are affected, including moving expenses, home purchases and flexible

schedules for reporting to new assignments," Williams said.

The Corps of Engineers has not undergone a major reorganization since 1942. Following a series of studies, the Congress appropriated \$5 million in the 1993 Energy and Water Bill to reorganize the Corps headquarters and its divisions. An additional \$7 million may also be applied to the reorganization effort through authority written into the bill for the transfer of funds from other sources. The bill also includes a provision prohibiting the Corps from closing any district offices.

The present reorganization effort began with a fresh examination of the need for reorganization. "We took another serious look at the Corps' roles, missions, workload, funding and cost efficiency. This review confirmed that the corps needs to reorganize if it is to continue its rich tradition of responsible, efficient and economical engineering services to the nation," Williams concluded.

Plan shortens process for technical reviews

by Ken Gardner, chief of Public Affairs

The proposed reorganization streamlines the technical review process within the Corps, with the St. Paul District becoming one of 15 technical centers with technical review capability.

Currently, district projects are reviewed at division, Headquarters USACE, and the Washington Level Review Center. The proposed plan removes technical review from USACE and divisions, concentrates it at a slightly expanded Central Review Center in Washington and at the technical centers like St. Paul. Under the plan, technical review will be done

at the technical centers (centers do not review their own work) while policy review is done at the Central Review Center (CRC) in Washington. Corps officials say that eliminating the multiple levels of review may save a

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year or more in getting a project through the system.

In general, the engineering and planning functions at each district are being consolidated at the 15 technical centers. All of the districts will go to tech centers for their planning and engineering needs. Once this plan is implemented and operating, project managers will be able to shop around to different tech centers to get their projects done. In other words, project managers will be able to take their work to the tech center which can provide the best and most cost-effective service. This is a new concept and creates a sense of competition between tech centers.

Bits and Pieces

People news

Maj. Charles W. Rogers is now on board as our new deputy commander. This is his second tour in St. Paul. He previously served here from January 1987 to February 1990. Rogers recently served in Frankfurt, Germany. He received his B.S. from the U.S. Military Academy at West Point, New York, and his M.S. from the University of Florida. He is located in Room 1222 and can be reached at extension 301.

Curtis Meeder arrived from North Central Division (NCD), Chicago, to become the new chief for Planning Division's Economic-Social-Recreation (PD-ES) Branch. Meeder was a regional economist at NCD, where he worked for over five years. Prior to NCD, he worked over eight years in the Detroit District. His phone extension is 400.

On December 13, Dave Loss, chief, Civil Works Section, Engineering Management Branch, (ED-M), starts a six-month developmental assignment as acting assistant chief of Engineering. Deb Foley, Programs and Project Management Division (PP-PM), will fill in for Dave as chief of the Civil Works Section. Mark Gmitro, NCD, will fill Deb Foley's position as project manager in PP-PM in a one-year developmental assignment. In June, Al Geisen, chief, ED-C, will replace Dave as acting assistant chief, ED, on a six-month developmental assignment.

Obituary

Catherine Haltner died November 4, 1992. She worked in Management Branch from 1942 to the early 1970s. Haltner lived in St. Paul.

Newton's Apple schedules program on locks and dams

The public television show, Newton's Apple, will feature the locks and dams on the Upper Mississippi River in a program titled "Unlocking locks and dams." The broadcast is scheduled in the Twin Cities on KTCA, channel 2, at 7:30 p.m., Sunday, January 24, 1993.

The program is scheduled for national release at 7 p.m., December 19, 1992, on the Public Broadcasting System.

A production crew from KTCA-TV visited a number of locks and dams in the St. Paul district to show how the Corps maintains a nine-foot navigation channel on the Mississippi River and to describe how the locks and dams operate.

District gathers for Awards Ceremony

The 1992 St. Paul District Awards Ceremony and Holiday Party is being held December 18, 11:30 a.m. to 4 p.m., at the Southview County Club, 239 E. Mendota Road, West St. Paul, Minnesota.

A buffet-style dinner begins at noon, the cookie contest at 1:30 p.m., and the awards ceremony at 2 p.m. The Charles Dickens Carolers are providing entertainment. Retirees or people outside the district office may call Jan Graham at 220-0305 for tickets and reservations. The deadline is Friday, December 18.

Winning will be sweet in Holiday Cookie Contest

With prize money of \$100 generated by ticket sales and Employee Benefit Fund donations, winning will be sweet for the both bakers and tasters in the St. Paul District's "Holiday Cookie Contest." First prize is \$50; second prize, \$30; and third, \$20.

Here are the rules. Only Corps employees are eligible to enter. The cookies you enter must be made at home. You must submit at least three dozen cookies. Your recipe must be submitted before the contest. (Recipes will be available to those who request them, December 18.) Cookies will be judged by appearance and taste by four judges randomly chosen from a drawing of Awards Ceremony entrance tickets. Entry forms are available from Clare Friedmann at extension 477 or Lupe Santos, extension 485.

Create balance in your life

The Federal Womens' Program (FWP) sponsored "How to Balance Work and Family" in a brown bag seminar, Monday, December 7. Cally Fuchs of the Working Parent Resource Center seminar addressed simple ways to create balance in your life and what causes imbalance. Fuchs discussed setting priorities based on your needs and values. She outlined the daily and weekly skills and support needed to maintain that balance.

District schedules major lock and dam maintenance

Lock No. 9 at Eastman, Wisconsin closed in early December for de-watering. At Lock and Dam No. 6, Trempealeau, Wisconsin, contractors will install new lock operating machinery over the winter. The locks and dams will re-open at the commencement of spring navigation.

Open season on employee benefits

The Thrift Savings Plan open season began November 15 and ends January 31, 1993. The 1993 health benefits open season lasts from November 9 to December 14, 1992. Contact Human Resources at 220-0475 for further information.

Spychalla presents talk on West Africa

Wednesday, November 18, Bill Spychalla, project manager, was one of forty individuals to speak about other countries and cultures to students for a diversity event at Dakota Hills Middle School in Eagan. Spychalla offered his insights based on his experiences in Sierra Leone, West Africa where he spent two months building schools as a volunteer for his church. Dakota Hills Middle School had an "all school" event on "Respecting Cultural Diversity," with a focus on ethnic diversity. His presentation focused on the differences and similarities among the culture, education, and living conditions in Sierra Leone and those in the United States.

Win cash and a plaque for your idea

by Peter Verstegen, public affairs specialist

Your ideas and suggestions can add \$250 to your checking account, provide a plaque to hang on your wall, and recognition at the annual St. Paul District winter Awards Ceremony

The Army Ideas for Excellence program makes this possible.

And every year, at the Awards Ceremony and Holiday Party, the district commander presents a \$250 cash award and a plaque for Suggester of the Year, Evaluator of the Year, and Implementer of the Year.

Kim Sambdman, Resource Management (RM), coordinates the program. Harold Tagatz, assistant chief of Construction-Operations, chairs an evaluation committee with seven members.

So, you ask, what is an idea? It's a written recommendation or explanation of a change that will:

- Accomplish a job better, faster, more efficiently or less expensively;
- Simplify or improve operations, services, support, procedures, or quality;
- Increase productivity, efficiency or accuracy;
- Conserve materials, time, money or manpower;
- Substantially reduce or eliminate the likelihood of serious accident or safety-related problems;
- Avoid wasted time or eliminate duplication of effort;
- Offer an alternate procedure to a regulatory requirement that impairs efficiency, slows down progress, or keeps you from doing your job faster and more effectively.

Here's what last year's winners did, and the rules used to judge their suggestions.

Suggester of the Year in 1991, Bill Vennemann, Real Estate (RE), won for his design of four forms that simplified data entry by realty specialists. The new forms reduced errors and data entry time.

For Suggester of the Year, the Suggestion Review Committee looks at five criteria to decide who receives the honors:

1. Completeness of the suggestion;
2. Importance of the suggestion to the district;
3. Number of people and the area the suggestion affects;
4. Dollar savings to the district;
5. Number of suggestions submitted/implemented (percent approved).

The committee named Mark Edlund as Evaluator of the Year for consistently submitting high quality evaluations of a technical nature.

Four criteria determine the Evaluator of the Year:

1. Quality of the evaluation;
2. Timeliness of the evaluation;
3. Value to the district;
4. Number of suggestions evaluated.

The committee named Dennis Erickson, chief of Locks and Dams Section, as Implementer of the Year for his quick implementation of a moderately difficult suggestion.

Three criteria determine the Implementer of the Year:

1. Timeliness of implementation;
2. Difficulty of Implementation;
3. Number of suggestions implemented.

Consult the brochure, "St. Paul District Army Ideas for Excellence Program" for additional details. RM sent brochures throughout the district. If you didn't receive one, or lost it, call Sandman at extension 343 or Carol Johnson at 231.

The Chief sends holiday greetings

As most of you know, this is my first holiday message to you as Chief of Engineers. It's been a challenging year for the Corps, and I'm extremely proud of your achievements and contributions.

Once again, you earned a heartwarming reputation in 1992 for helping those in trouble.

Three major tropical storms, back-to-back, demanded extraordinary effort from many of our team members. You responded with the technical skill and willingness to go the extra mile that has been the Corps' trademark for more than 200 years. I was especially touched by the humanitarian aid you gave Corps families who were devastated by the storms.

Last April, the mayor of Chicago also turned to the Corps when a freight tunnel beneath the river collapsed, flooding several miles of tunnels and downtown basements and bringing the city to a stand-still. Chicago District and Corps engineers from around the country were vital in finding the leak, and in planning and managing the pumping operations which drained the water from the tunnels and basements.

This year the Corps also provided outstanding engineering service for Kuwait. The Kuwait Parliament Building was a burned-out wreck after the war, but Corps soldiers and civilians and their Kuwait partners rebuilt it in time for that country's national elections.

The accolades we earned in 1992 are gratifying, but the Corps of Engineers never has time to rest on its laurels. More challenges come with each new year.

As you all know, our most pressing challenge is reorganization and, after months of discussion and analysis, a plan has been selected. Reorganizing will not be easy, but it is needed. With everyone's help, we can improve our current organization, which will carry us into our next 200 years. With warm memories of the past year and hope for the future, my family joins me in wishing you and yours a happy holiday season, and a healthy, prosperous New Year.

/s/ Lt. Gen. Arthur E. Williams
Commander, USACE

Hello

Construction-Operations Division

Sheila M. Fiedler, clerk-typist
Maryann Miller, clerk-typist

Office of Counsel

Tashawnda J. Phillips, clerk-typist
Pamela Spann, clerk-typist

Engineering Division

Lonnie J. Mundell, engineering aid
Information Management

Timothy J. Hobson, clerk-typist

Logistics Management Office

Merrill W. Cotter, industrial property manager

Good-bye

Construction-Operations Division

Lyle G. Bolsinger, laborer
Cory L. Breitung, laborer
Larry A. Cedar, laborer
Michael E. Derusha, lock and dam operator

Michael A. Emmons, laborer
James L. Erickson, laborer
Roger W. Gilman, deckhand
George M. Hahn, lock and dam operator

Donald H. Hatfield, park ranger
Fredrick L. Kann, laborer
Neal L. Knutson, lock and dam operator

John K. Kochendorfer, deckhand
Dennis J. Kupietz, deckhand
Bradley G. Larson, laborer
Karl G. Ledoux, laborer
Jeffrey D. Lockington, lock and dam operator

Larry D. McClellan, laborer
John E. Prieve, lock and dam equipment repairman
David A. Scherr, lock and dam operator

Mark L. Snopek, general biologist
Sven G. Telander, lock and dam operator
Scott R. White, electronics helper
Judith M. Zimmerman, laborer

Engineering Division

Mark A. Angelo, civil engineer
Renee D. Skog, (student trainee) civil engineer



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Crosscurrents

Address all inquiries to:

Editor, *Crosscurrents*
U.S. Army Corps of Engineers
180 East Kellogg Blvd., Room 1421
St. Paul, MN 55101-1479

District Engineer Col. Richard W. Craig
Public Affairs Officer Kennon Gardner
Editor Peter Versteegen