



US Army Corps
of Engineers
St. Paul District

Crosscurrents

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Dr. Zirschky, ASA(CW), sets town meeting

Dr. John Zirschky, Acting Assistant Secretary of the Army for Civil Works, ASA(CW), is scheduled to meet with St. Paul District employees at a town-hall meeting on Friday, August 5.

His visit to St. Paul is part of the next step in the Corps' restructuring effort. During the week of August 2, six key participants in the June Restructuring Workshop held in Washington, D.C. will meet at the district office with Paul Seguin, who is on the Corps' Restructuring Task Force.

The group will review comments on the organizational role statement matrices submitted to headquarters by all districts and divisions in the Corps. Their task will be to review and modify the statements based on the comments from districts and divisions.

They will brief Zirschky and Maj. Gen. Stanley Genega, Director of Civil Works, on the group's work on Friday morning, August 5.

Following the briefing, Zirschky is scheduled to meet with employees at

Awards Picnic offers many attractions



St. Paul District photo

The weather, the location, games, food and camaraderie drew over 500 St. Paul District employees for this year's Engineers Awards Day and Picnic at Ft. Snelling State Park on June 24. Volunteers successfully coordinated golf, fishing, volleyball, a dunk tank and childrens' activities. Above, Lisa Hedin, an engineering manager in Management Branch, outlines team pairings for volleyball. District Commander Col. James Scott presented over 100 service awards. Ann Marie Scheie, Resource Management, coordinated the event.

the First Trust Building at about 10 a.m. Following the town-hall meeting, Zirschky and Genega will fly down the Mississippi aboard an Army Reserve helicopter to view Environmental Management Program (EMP) projects and to visit the Dredge Thompson, which is scheduled to be working near Winona. They will be accompanied

by Colonel James Scott, District Commander, Colonel Richard Craig, Commander of North Central Division, Lou Kowalski, Deputy District Engineer for Project Management, Dave Haumersen, Chief of Construction-Operations Division, and Dan Krumholz, Chief of the Waterways Unit at Fountain City.

Partnership improves fishing habitat at Lake Ashtabula

By Steven Odegaard, resource manager, Baldhill Dam

This spring, the Corps and other agencies gave the fish and anglers at Lake Ashtabula a belated Christmas present. That's when the partnership created fish habitat made of Christmas trees near the Mel Reiman Recreation Area in Lake Ashtabula.

The Barnes County Wildlife Federation, the U.S. Army Corps of Engineers, North Dakota Game and Fish Department, the U.S. Fish and

Wildlife Service and the Valley City Dept. of Public Works participated in the project.

Discarded Christmas trees

The Public Works Department collected four hundred discarded Christmas trees for the project in December 1993. The staff from the Corps of Engineers at Baldhill Dam, with assistance from the Valley City office of the U.S. Fish and Wildlife Service, hauled the trees to the lake last January.

Volunteers from the Barnes County Wildlife Federation wired the trees in pairs to salvaged concrete blocks, placed them on a North Dakota Game and Fish Department barge and launched onto the lake. They sank the trees in an upright position in 15-18 feet of water. The trees line the bottom of the lake in six, evenly spaced rows about 200 feet long. Buoys mark the area for public fishing.

Baldhill Dam-Lake Ashtabula are 12 miles north of Valley City, North Dakota. Participating agencies may repeat the effort next year.

Benefits continue under Cost of Doing Business program

With its focus on inefficient or redundant processes, the district's Cost of Doing Business (CODB) initiative continues to streamline how the district does its work.

Overall, various divisions have completed 57 items, while operational changes meant deleting others. The list has narrowed from roughly 130 CODB ideas submitted by offices and divisions down to under 70.

Since December 1993, Marilyn Campbell, a staff accountant in Resource Management (RM), has tracked process improvements on a summary matrix that presents an executive view of initiatives under CODB. The executive staff reviews the items each month.

"Engineering and Planning Division (PE) has completed over half of their initiatives," said Campbell. Anticipating Total Army Quality (TAQ), one completed item shows that PE has instituted continuous

process improvements with its product programs.

Other divisions continue to chip away on their action items.

Contracting Division proposed reducing the number of pre-solicitation notices, and implemented the change one month after it was proposed.

Successes in Real Estate

Real Estate completed action on three items. It developed a local sponsor evaluation to identify and reduce project problems; a short form appraisal evaluation (inspired by the IRS's 1040 short form); and automated standardized outgrant forms (leases of federally owned lands). "The outgrant forms reduce redundancy," said Ron Wolney, chief of Management and Disposal Branch. "This initiative alone has saved considerable time and project money."

"Construction-Operations has closed six items and deleted four others," said

Campbell.

Logistics Management improved inventory control by closing the stock room in November 1993.

Quantifying savings is elusive

Also, CODB prompted organizational efficiencies in Resource Management (RM). RM is working on a merger of Revolving Fund Section and Civil Works Sections. It has already combined Management and Manpower Branch and Budget Branch. Supervisor-employee ratios are changing. Said Campbell, "Over time, the reorganization will eliminate supervisors."

With a few exceptions, quantifying annual savings can be elusive. Says Con-Ops Al Rosenberg, "It's very difficult to quantify program initiatives in terms of dollars."

One exception is Programs and Project Management, which estimated \$275,000 savings by aligning its workload.

Flatten the Corps, move roles down

District reviews Corps organizational role statements

by Ken Gardner
chief of Public Affairs

When 13 employees and 3 local sponsors met on July 19 to review organizational role statements, they faced a formidable task.

In about six hours, they were going to review and consider changes to 249 role statements on what field/area offices, districts, divisions, headquarters and the Office of the Assistant Secretary of the Army for Civil Works (OASA/CW) should do. The 249 statements were divided among 13 matrices addressing general management functions such as financial management, personnel allocation, strategic planning and development of the President's legislative program.

They also were going to review a two-page mission statement for the Corps and a three-page paper on technical and policy review procedures—all in six hours.

Recommendations

When the day was over, they had met the challenge. While they recommended changes to many of the 249 role statements, the general trend of their recommendations was to "flatten" the Corps and to move roles to lower organizational elements. Their recommendations were incorporated into a district position and submitted to the Restructuring Task Force.

In general terms, the workshop recommended:

- Reducing the overall role of divisions by deleting 12 of 40 division role statements and moving two roles from divisions to Headquarters USACE;
- Splitting roles between Headquarters USACE and districts with no role for divisions. This recommendation was directed at several of the 13 matrices, including strategic planning, policy review and stakeholder outreach;
- Giving Headquarters USACE responsibility for policy review and districts responsibility for technical review.

In addition, the workgroup concluded:

- Project sponsors are more concerned about policy determinations and review than with technical review;
- Local sponsors are more concerned with time than with cost;
- Local sponsors are concerned with the frequency of policy changes;
- The current policy/technical review process takes place at too many levels and this increases the time and cost of a project.

The July 19 workshop was a follow-on to a day-and-a-half Restructuring Workshop held in Washington, D.C., in early June. Colonel Scott and Lou Kowalski, Deputy District Engineer

for Project Management, represented the district at the Washington workshop.

Employees participate

The district employees participating in the July 19 meeting included John Bailen, Chuck Crist, Pat Foley, Bob Post, and Chuck Spitzak, all from Engineering and Planning Division; Dan Krumholz, Tom Oskness, Dave Parsons, and Jim Ruyak, Construction-Operations Division; Marsha Risch and Bill Spychalla, Programs and Project Management Division; Lynn Harris, Human Resources Office; Larry Joachim, Real Estate.

The three local sponsor representatives include Len Kremer, Barr Engineering (Bassett Creek Project), Gary Neumann, City of Rochester, and Dave Sprynczynatyk, State of North Dakota.

Productivity and quality

The purpose of the restructuring effort is to look at ways to streamline the Corps while maintaining productivity and quality. The need to streamline is being dictated by declining workloads across the Corps, recent Executive Orders and Congressional legislation directing the downsizing of the Federal government. Based on these factors, officials at the Office of the ASA(CW) predict that the Corps will have to reduce its workforce by 3,401 FTEs by 1999.

Electronics add new communications pathways

New district office offers enhanced voice and data communications

by Rick Gorr
Chief of Information Management

Two new electronic communication systems implemented at the time of our move to new district offices have gained high visibility within the St. Paul District.

One is CCMail, our new local area network (LAN) electronic mail (e-mail) package.

The other is Voicemail, the computerized answering machine connected to our GSA telephone system.

I'd like to take this opportunity to highlight the uses, benefits and challenges of these new communication systems and our ongoing improvement efforts.

CCMail replaced old system

The district's move into new offices provided an opportunity to upgrade our computer systems. CCMail, a new LAN-based multi-user e-mail and messaging system, replaced the old Unix-based e-mail application. CCMail is a powerful, easy-to-use computer program that allows district office employees and computer users at field sites to send and receive electronic messages.

CCMail resides on three separate computers within the district, thereby ensuring easy access and acceptable response times for all users. The district's LAN links the computers that run CCMail. With CCMail, users can send messages to individual users, groups of users or to one of several bulletin boards

available for general information. CCMail also offers users the ability to reply to messages, forward messages, send/receive binary files and many other features.

Connecting Division and Corps

The entire North Central Division (NCD) and its districts use CCMail. The district's CCMail users are connected to all CCMail users within NCD through the Corps of Engineers Automation Plan (CEAP) network. NCD-IM maintains CCMail addresses for all CCMail users within the division. Users simply choose the "NCDIM" post office address in their CCMail program and then enter the recipient's CCMail user name to send a message anywhere in NCD.

Recently our district was the first within NCD to implement an CCMail link to the Corps electronic mail system, CorpsMail. With this initiative, our district's electronic mail users no longer need two mail systems, depending upon whom they are sending messages to or receiving messages from. CCMail can now be used to send a message to someone in your office, another district office, any one of our many field sites, another district within NCD and any other Corps organization.

Technology at NCD-IM converts incoming and outgoing messages to ensure compatibility with CCMail and CorpsMail. Users simply choose the "NCDHUB" post office and then enter the recipient's CorpsMail user name. All Corps organizations are working on similar initiatives to link CorpsMail to their division-wide

electronic mail systems.

Although IM has accomplished many positive things through our efforts to implement and improve CCMail, other challenges are still being addressed.

The Internet link

The third important link to CCMail is to the Internet (a global computer network). This link allows our district's CCMail users to communicate with non-Corps organizations including other government offices, educational institutions and the private sector.

Because some of our district's employees use a Unix-based e-mail program called Elm, our link to the Internet also ensures that Elm users are included in ongoing electronic communications.

NCD-IM recently provided a CCMail gateway to the Internet. The district's IM office has distributed instructions for CCMail users and Elm users how to communicate with each other through the Internet.

Although the ability to send mail to an individual is available, IM is still working to provide group mailing capabilities and on making the e-mail system more user friendly.

CCMail has proven to be a valuable communication tool within the district. IM is dedicated to continue

FTE cuts, saving jobs, third floor move discussed at Brown Bag lunch

District officials expect to announce FTE cuts ranging anywhere between 20 and 44 sometime around the end of August or early September. District Deputy Commander Major Chuck Rogers presented the range to nearly 50 people during the district's Brown Bag lunch on July 26.

"We are committed to protecting our district employees using every legal tool possible," said Lynn Harris, chief of Human Resources.

"Our two sister districts in North Central Division (NCD) have more than enough work to keep everyone employed," said Bob Post, chief of Engineering and Planning Division. Post said that the district was heavily exploring opportunities of bringing additional work here through brokering workloads within NCD.

Rogers said that the district will save \$180,000 by vacating third floor, which will happen this October.

Logistics Management will move to the fourth floor; EEO to the fifth floor; NCD Audit and the library to the sixth floor; and the SBA and Safety offices move to the eighth floor. The location of Internal Review is to be determined. When the Fitness Center closes, district office employees will have the opportunity to join the YMCA. For training, the district plans to use assorted conference rooms and the IRS training center.

to make it better by educating users, by enhancing the product, by investigating add-on programs and by finding solutions to the challenges imposed by the product or our environment.

Headquarters USACE recently decided to eliminate CorpsMail in the near future and transition to division-wide systems similar to applications in use here. CCMail is one of the three USACE-accepted electronic mail systems. It's safe to say that CCMail will be our electronic mail system for the foreseeable future.

Voicemail

Voicemail, the electronic telephone answering machine that the district purchased from GSA and connected to our GSA telephone system at the time of our move, has gained its share of visibility. This visibility comes from two primary issues.

The first is the well publicized "love/hate" relationship with voicemail technology. Many folks simply reject

voicemail systems and answering machines. They insist upon a live person, or as they often say, a "warm body."

Voicemail ensures receipt of messages in a person's absence and allows the individual to enhance their productivity. Without voicemail, someone has to stop what they are doing and answer the phone. The person who has been interrupted spends additional time to refocus on their job. Consider also the many possibilities for the true meaning of a message to be lost when one person conveys it to another.

Next, voicemail provides timely information. The system allows employees to retrieve their messages from their office, from field sites, at training locations, or from home. The technology also lets users save, retrieve, forward and broadcast messages, and create menus.

Integration of voicemail with the phone system

Integrating the district's voicemail system with our GSA telephone

system has been most challenging.

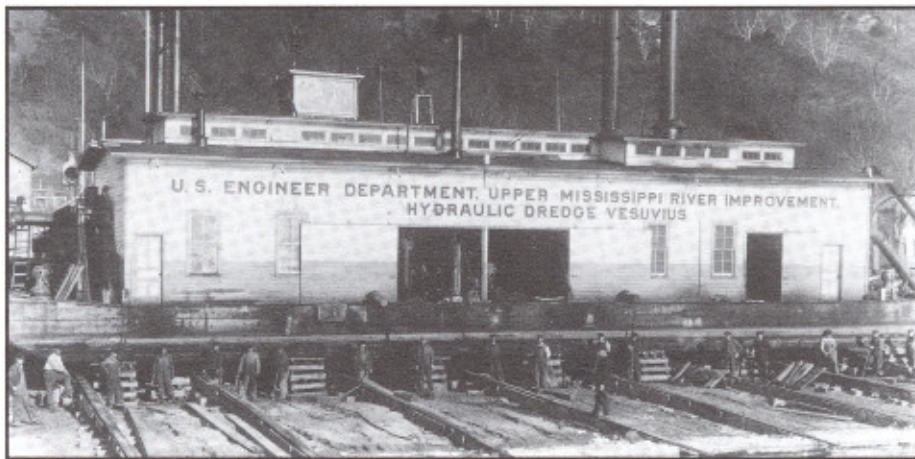
When the district purchased the voicemail computer from GSA, the district was not informed of an integration shortfall between the voicemail system and our GSA telephone switch.

As most employees and customers who currently use the system know, the shortfall involves the need to redial the last four digits of the phone number to have the telephone "switch" the caller over to voicemail.

To remedy this shortcoming, GSA informed the district that they were investigating the possibility of replacing the district's voicemail computer with another brand that fully integrates with our GSA telephone system.

The IM staff is open and available to talk with any employee about technology issues. We care about your CCMail and Voicemail concerns and are dedicated to make these productivity tools work for you.

Fountain City Service Base celebrates centennial



St. Paul District photo

The district's Service Base at Fountain City, Wis., will celebrate its centennial with an open house on Saturday, August 13. The 100-year-old facility will open its doors to the public at 10 a.m. Tours and historical displays will be available until 2 p.m. At left, the Corps' Dredge Vesuvius was one of many vessels pulled out of the water for maintenance. Horses powered block and tackle rigs used to pull boats onto wooden skids called marine ways.

Self-service data-entry program improves funds management

A financial control system has St. Paul District employees doing the financial equivalent of bagging their own groceries and pumping their own gasoline.

The program also has people grumbling all the way to the bank. It has cut processing time, curtailed use of the cumbersome Engineering Form 4480, improved quality, and reduced labor.

Welcome to Funds Control System II (FCS II), a district-wide do-it-yourself data-entry system, compliments of Finance and Accounting (F&A). FCS II is laying a foundation for the implementation of the Corps of Engineers Financial Management System (CEFMS) in 1995.

Perceptions

"There's a perception that the field is doing work previously done by Finance and Accounting," said Jim Gilbert, F&A officer. "Financial forms used to go to field sites and people in the field annotated and

signed off on them. Finance and Accounting then took care of all the coding and input."

Now it's time to bag your own. A few minutes of training in the field and at the district office have paid big dividends.

Data entry on a personal computer in field office, or "at the source," has brought the district closer to "real-time" accounting. Mountains of paperwork that created a time lag, similar to waiting for a check to clear, have been cut. "We will know much sooner whether the expense for a particular item has been recorded or not," said Gilbert.

Quality improvements

FCS II has meant quality improvements. Data entry at the source also allows project costs to show on the books more accurately—fewer people handling the information reduces errors. Gone also are the time-consuming phone calls needed to clarify which item goes under a certain cost code.

Saving FTEs

The direct input into FCS II has saved FTEs. The district no longer has to hire extra students to enter data at night from reams of hard copy forms.

"FCS II provides the capability for field input of financial documents and eliminates duplicate paper preparation," said Carl Vierck, a staff accountant in Resource Management (RM). "It has begun the elimination of NCS Form 303, a transmittal document."

Convincing people of the benefits of FCS II took teamwork. Gilbert acknowledged the leadership from Tom Oksness and Mark Edlund in Construction-Operations and technical assistance from Bernard Peterson and Jeff Bailey in Information Management. RM's Diana Tschida and Wayne Scheffel provided knowledge of financial systems.

Concluded Gilbert, "Overall, these measures are reducing the district's cost of doing business."

Hello: May***Construction-Operations**

Dean W. Birnstengel, lock and dam operator
 Christopher A. Bloom, summer aid
 Daniel J. Boone, laborer
 Christopher M. Botz, student trainee
 Lonnie Boyd, lock and dam operator
 John J. Brunet, laborer
 William C. Burrows, lock and dam operator
 Mark O. Carlson, student trainee
 Christinia J. Cherry, summer aid
 Jason G. Cockman, summer aid
 Daniel J. Cottrell, student trainee
 James C. Crosby, lock and dam operator
 Loren R. Danson, student trainee
 Brian B. Duffy, summer aid
 Michael A. Emmons, trainee
 James L. Erickson, laborer
 John A. Evanger, park ranger
 Andrea L. Geisert, student trainee
 Douglas A. Grimsled, deckhand
 Christine W. Hall, student trainee
 Kenneth L. Hovell, lock and dam operator
 Scott R. Iverson, summer aid
 Jay J. Johnson, civil engineering tech.
 Thomas M. Johnson, laborer
 Dawn M. Kaluza, student trainee
 Frederick L. Kann, laborer
 Gregory D. Kann, lock and dam operator
 James D. Klatt, lock and dam operator
 Ruji Klosterboer, student trainee
 Neal L. Knutson, lock and dam operator
 Philip H. Kramer, laborer
 Brain M. Krause, summer aid
 Richard J. Kujak, summer aid
 Dennis J. Kupietz, deckhand
 Joshua L. Kuster, summer aid
 Denise D. Lepke, lock and dam operator
 Lucas P. Lettner, summer aid
 Adrian J. Loewenhagen, summer aid
 Chad D. Mahutga, summer aid
 Norman A. Mallory, laborer
 Larry D. McClellan, laborer
 Thomas P. Mikrut, lock and dam operator
 Ben W. Moe, summer aid
 Gail L. Molnar, summer aid
 Michael A. Muehlberg, lock and dam operator
 Gerald E. Orlikowski, laborer
 Eric J. Payne, office automation clerk
 Lisa A. Roberts, student trainee
 Janice C. Seibert, office automation clerk
 Allen L. Servais, summer aid

Tracy L. Snelson, student trainee
 Brenda M. Tonn, student trainee
 John M. Welch, laborer
 Julie L. West, student trainee
 Scott R. White, electronics helper

Office of Counsel

Samantha L. Cumberworth, office automation clerk

Engineering and Planning

Jacqueline E. Horstman, student trainee
 Roger G. Rarick, biological aid

Information Management Office

Tamalin M. Fox, office automation clerk

Programs and Project Management Division

Patricia J. Banks, office automation clerk

Real Estate Division

Bonnie J. Tieso, realty clerk

Resource Management Office

Britannica L. Steele, office automation clerk

Good-bye: May**Construction-Operations**

Barbara J. Bellefy, office automation clerk
 Jeffrey R. Clauson, student trainee
 Robert E. Hanson, student trainee
 Timothy J. Jackels, student trainee
 Marc F. Krumholz, administrative specialist-biologist
 Eric R. Roers, student trainee
 Sara S. Sommerfeld, civil engineer
 Richard L. Vaughn, student trainee

Engineering and Planning

Keith D. Knoke, student trainee
 Robert L. Northrup, supervisory civil engineer (retired)
 Thomas J. Swanson, surveying technician

Information Management Office

Ivy D. Kaminsky, office automation clerk

Hello: June**Construction-Operations**

Randolph C. Baker, deckhand
 Travis J. Carico, summer aid
 Larry A. Cedar, laborer
 Roger W. Gilman, deckhand
 Cindy Lou Haagenson, reclamation guide
 George M. Hahn, lock and dam operator
 Scott D. Hutchins, laborer
 Joseph J. Kupietz, Jr., deckhand
 Matthew K. Lange, summer aid
 Ray D. Maxson II, summer aid
 Kenneth W. Mertes, laborer
 Eric L. Palubicki, summer aid
 Paul M. Rasmussen, summer aid
 Shane N. Ressie, summer aid
 Richard G. Sandell, laborer
 Jeremy N. Schuld, summer aid
 Jeremiah J. Sienko, summer aid
 Kenneth C. Stewart, laborer
 Trent L. Timm, summer aid

Good-bye: June**Construction-Operations**

Michael E. Derusha, deckhand

Engineering and Planning

Andrea M. Trantanella, office automation clerk

Logistics Management Office

Rachelle L. Keenan, transportation clerk

Programs and Project Management Division

Charles D. Malmer, civil engineer (retired)

*Many persons listed in the Hello column for May and June are temporary summer hires.

Bits and Pieces

Volunteers reduce congestion, pollution with B-Bop

The district had 72 people participate in B-Bop Day in late May. B-Bop stands for bike, bus or car pool—a state effort to reduce congestion and pollution. The majority shared car pools or rode the bus.

These individuals went the farthest. Jan Graham, Engineering and Planning, pooled from Cambridge (about 55 miles one way) and has for 17 years. In Design Branch, Joseph Zajonckowski bused 25 miles one way from the Blaine/Coon Rapids area. He's been doing this since beginning work for the Corps over three years ago. Carl Gray walked over a mile and a half from his house on Summit near the Cathedral. The walk took him about half an hour. In Construction-Operations, Paul Machajewski rode his bicycle 50 miles (round trip) from St. Louis Park. The ride in took him about an hour and a quarter.

Lunsford goes on extended leave

Sally Lunsford from the Office of Counsel departs on September 29 for a six-month mission in Tutova, Romania. She will assist nurses in caring for infants at a local hospital. Lunsford is volunteering her time on behalf of the East European Childrens Fund. She previously volunteered in the program for three weeks in October 1993 at same location. After a short break next spring, she will return to Romania for a few more months.

Retirement at Lock and Dam No. 10

Dennis L. Walke retired in June from his position as lock operator at Lock and Dam No. 10 in Guttenberg, Iowa. Walke has worked for the Corps for over 13 years and as a lock operator since 1985. Co-workers held a retirement party in his honor.

EEO takes diversity to La Crosse

EEO takes Diversity Day to the Radisson Hotel at La Crosse, Wis., on Sept. 21. EEO is sponsoring workshops on diversity, displays and an ethnic food taste.

Carlson discusses environmental rehab at national wetlands conference

Bruce Carlson, regional economist, discussed "Cost Effectiveness of Environmental Rehabilitation Projects" at the national wetlands conference held this June in St. Paul. Forty people attended his session.

Students' Recognition Week happens Aug. 8

The student employees of the St. Paul District are invited to attend a program about "stress for students" on Aug. 8 in the Training Room on third floor. On August 10, over 50 students ages nine and over are expected to tour the district office and Lock and Dam No. 1 for Students' Day. They will hear presentations on careers and the history and mission of the St. Paul District. The day will culminate with job shadowing experiences with parents or guardians. A Student of the Year awards ceremony is scheduled for August 11 in conference rooms 4A and B. Students' Day is part of Students' Recognition Week.



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