



US Army Corps
of Engineers®
Tulsa District

TULSA

DISTRICT RECORD

March/April/May 1999
Vol. 22, No.2

Corps of Engineers responds to Oklahoma's worst tornado strike in decades



Oklahoma's landscape is littered by extensive debris, as Tulsa District responds in debris removal mission -- See stories of our response and Kevin Weber's harrowing survival story on Pages 4 and 5

Commander's Column

Emergency Response

Undoubtedly, the most significant event since the last TDR is the May 3 Oklahoma tornado disaster. As often the case, it is from such tragedies and destruction that rise the most inspiring and noble of human endeavors. The outpouring of compassion and offers of assistance have been tremendous. Our organization has responded well. Tulsa District was among the first to give a lending hand; within six hours, we had a group headed by **Tom Logsdon** assisting the state's emergency response office. Within 24 hours we had several teams surveying the damage and the District was fully engaged preparing the infrastructure needed in what is proving to be a long road to recovery. Within a couple of days, we had employees from our sister districts —Little Rock, Fort Worth, Galveston, St. Paul, and Savannah — assisting in a total Corps effort. We also had several soldiers from the 249th Prime Power Battalion assisting us. Our response continues today with our debris removal, processing and disposal mission.

This is all happening because of the many competent and caring leaders and employees in the District and the rest of the Corps. As in most endeavors of this nature, we were among the first to arrive. We will be among the last to depart. In between, we will have affected the lives of many in most profound and enduring ways.

Not lost in all this is the fact that our District family emerged relatively unscathed. Most of you are now familiar with Kevin Weber's harrowing and heroic experience that left him with a leg broken in two places. A few of us sustained damage to homes. But, we all made it through.

Managing Change

It is true that we have an excellent organization. Our reaction to the tornado emergency is proof of how well we, both as individuals and as a district, are able to rise up to the toughest of missions. It is also true that we live in an environment of constant change,



Col. Leonardo Flor

change that is increasing in pace and in impact. Consequently, lest we become the best organization that no one needs, we adapt to these changing conditions. At the same time, we can't just react to every change that comes along. In fact, what we must do is anticipate key changes so that we can make necessary adjustments, timely. Or, as the cliché goes, we must manage change and not let change manage us.

We have several tools that help us manage change. First, we have the Corps Vision. Look at the Vision as that guiding beacon that ensures that we are pointed in the right direction, even as we institute change. We must continue to do our part to ensure that the Corps becomes the world's premier engineering organization. Second, we have Southwestern Division's campaign plan that helps translate the Corps Vision and Corps Plus Strategy into specific initiatives. The Tulsa District OPLAN is the document we have been using to implement the SWD's campaign plan. Our most recent review indicates that we have achieved most of the OPLAN initiatives. So it is time to come up with a plan for the next stage in our quest towards the Corps Vision.

But instead of just coming up with a new set of initiatives, we are also seeking to change the way we are organized. The fact is, our organization is not much different from the way we have been organized since our inception. The faces and names may have changed but we remain a collection of hierarchy-based, stovepipe organizations of years past. This hierarchical scheme has done well but is increasingly too ponderous; it is, after all, an industrial age organization.

As organized, we tend to process information sequentially, and in primarily a vertical direction, as we try to funnel data to the decision centers at the top. Decisions have to be made at the top because that is where the different stovepipes come together; thus, that is also where most information comes together. Once made, the decision then travels back down to the executing arm. This process comes with advantages—decisions tend to be more consistent and comprehensive since they are checked at multiple levels—but they also take a lot of time. When the world around us moved at the same, ponderous pace, it was all right to take the time. But, more and more, our world is moving at a fast pace.

Tulsa District as a Matrix Organization

The information age has arrived. Along with it are two traits we must take advantage of, if we are to remain relevant players in tomorrow's engineering world. First, information travels fast, and in large volumes. Second, information travels in all directions. The District must modify how it processes information into decisions and actions. We must create many different nodes where relevant information comes together. We must share information horizontally, diagonally, and vertically. This is the essence of a matrix organization—supplement the decision node at the apex with multiple decision nodes and allow information to go to these nodes from all directions.

The PMBP process applies the concept just described. Create multidisciplinary teams to handle each project. Make each team

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Printed circulation: 1,700.

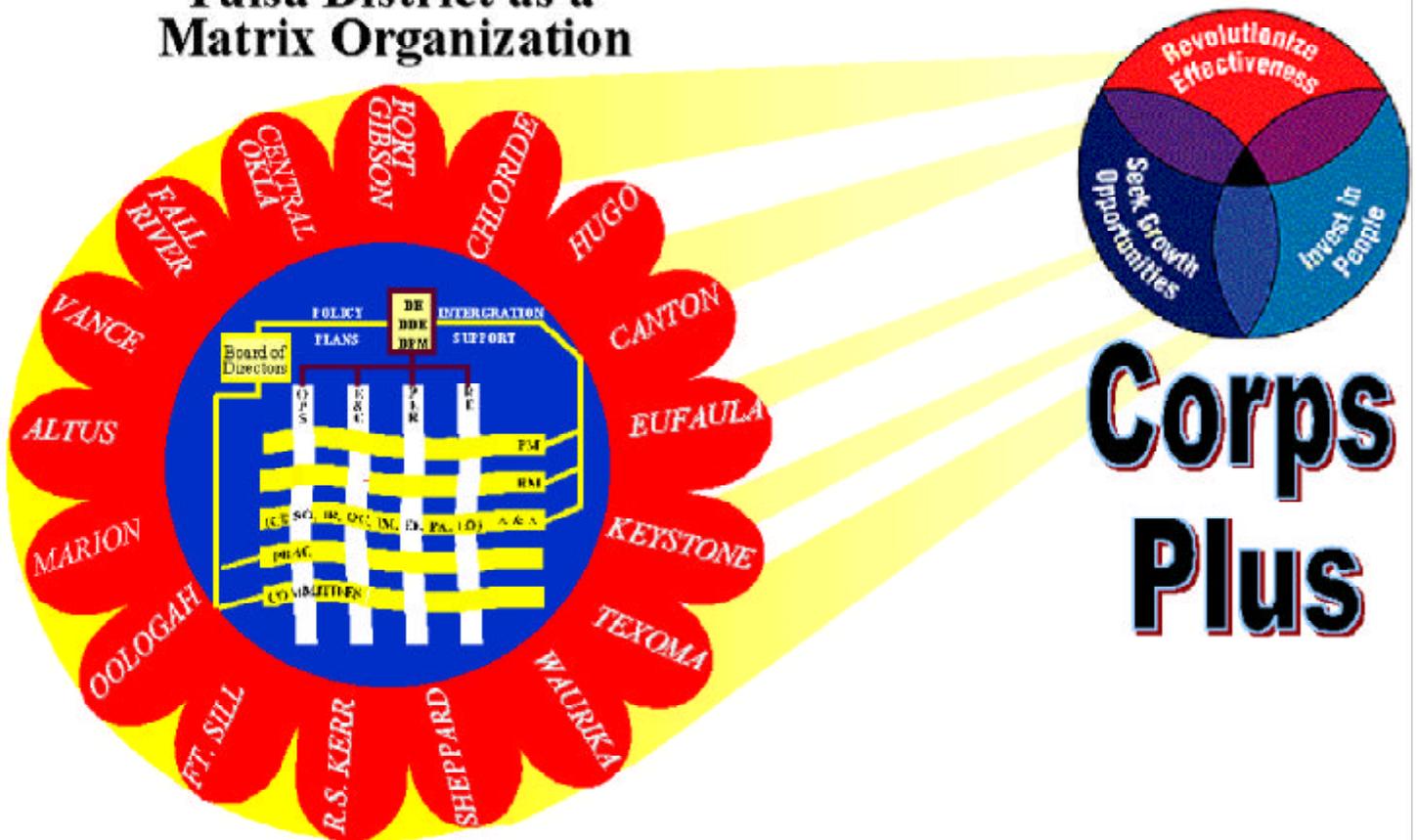
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Tulsa District as a Matrix Organization



an information nexus. Empower each team to make key decisions. “RM Consolidation” is yet another change we have instituted that supports our quest for a matrix organization. It de-compartmentalizes resource management information by creating a path that jumps such information from stovepipe to stovepipe. And, if you look at our matrix scheme, we are also weaving other functions to bind our stovepipes at many different levels, so that we can be more agile in the formulation of policy and budgets, in the execution of our daily tasks and missions, and in planning our future.

As you look at our stylized matrix design, don’t see a flower; see a wheel or a circular saw. If it were a flower, the most important parts would be in the center. This is clearly not the case in a customer-oriented organization such as ours. It is in the military bases and lakes where we do most business with customers. The center exists to make the cutting edges sharper and more effective.

Army Communities of Excellence (ACOE)

“Tulsa District as a Matrix Organization” is the vehicle we will ride to get all of us to the Vision. As in any vehicle, we need some gauges to help us make sure all systems are indeed functional. ACOE, which utilizes proven Baldrige criteria, will provide us a means of measuring and ensuring the effectiveness of the District, even as it changes. ACOE provides us a result-oriented and comprehensive framework for assessing seven key performance areas: Leadership, Strategic Planning, Customer and Market Focus, In-

formation and Analysis, Human Resource Focus, Process Management, and Business Results.

In executing the initiatives in the SWD Campaign Plan and the District OPLAN, as well as in instituting PMBP and RM Consolidation, we have made many changes. We continue to make other changes. We now need to also take the time to look at how effective these changes are in our ability to deliver quality products to our customers, on time and within budget. ACOE will provide us this feedback. ACOE will also provide the insight to develop the next round of initiatives that will bring us closer to the Vision.

The Constants

Amidst the uncertainty that always comes with change, it is important that we retain certain core values we can all depend upon to be always true. I offer you two.

First, the Tulsa District will always be an organization of people. Tulsa leaders must continue to deal with individuals—each with unique interests, capabilities, challenges, family situations—personally and professionally. Second, the Tulsa District is an organization of values, Army values. Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage will remain the ethical foundation upon which we will continue to build our future.

ESSAYONS!

Tulsa District, other Corps Districts begin disaster aid to tornado victims

By Judy Marsicano
Fort Worth District Public Affairs

Within hours after Oklahoma experienced one of the worst natural disasters to hit the state during this century, Tulsa District personnel mobilized to assist in disaster assistance.

On May 3, numerous tornadoes, storms and flooding ripped through 18 counties, killing 44 people, injuring 800 and leaving nearly 5,000 families homeless. The tornadoes, as many as 51, spun through the middle of the state, wiping out whole communities. One, a giant twister, classified as an F-5 but bordering on an unheard of F-6, cut a half-mile-wide swath through Oklahoma City and its suburbs with record-setting winds that reached 318 mph at the height of its destruction. It stayed on the ground for four hours.

As soon as he saw the first televised accounts of the tornadoes that had hit Oklahoma City and were continuing to move across the state towards Tulsa, **Tom Logsdon**, assistant chief of Engineering and Construction, called the district's Emergency Operations Center.

"Since our first mission was to mobilize, I reported to the Tulsa EOC, where we tracked the storm as it moved through each county," Logsdon said.

By 1 a.m. on May 4, Logsdon was on his way to Oklahoma City to meet with Federal Emergency Management Agency and state officials. When he reached Stroud, the damage was so extensive he had to find a detour around the path of the storm.

"Even in the dark, I could see debris everywhere. Cars and trucks were totally demolished, some wrapped around trees, others standing on end in the middle of where homes used to be," he said. "I knew right away the road to recovery would be a long one."

Meanwhile, Tulsa District survey crews, comprised of park rangers from lakes throughout the state and personnel from Design Branch, had also been dispatched to the scene.

By 3 a.m., the onsite Emergency Support Function 3 (ESF-3), responsible for debris removal and utilities, was fully operational, with Logsdon heading it up. About 30 federal, state and local agencies, including the Corps, initially set up their emergency centers in the state EOC at the state capitol complex near downtown Oklahoma City.

By daylight, the survey crews, equipped with maps of the entire disaster area, were on the ground identifying the limits of damage. By the time the presidential declaration came, the Corps was already preparing for other taskings from FEMA — water distribution, power analysis and debris removal and disposal. The ESF-3 began staffing up, with Corps of Engineers recruits from Fort Worth, Galveston, Huntington, Little Rock, Pittsburg, Nashville, New Orleans, Vicksburg and St. Paul Districts in the areas of quality assurance, administration, public affairs, safety and liaison within the Southwestern Division.



Corps of Engineers employees begin the arduous task of assisting Oklahomans whose homes were destroyed during the recent devastating tornado.

Debris removal from the 11 Oklahoma counties originally declared eligible for federal disaster assistance would soon take center stage, beginning with municipal streets, roads and public property.

To get debris removal efforts underway as quickly as possible, **Pam Chronister**, chief of Civil Contracts Branch, coordinated with the Mobile District to tap into a prearranged Indefinite Delivery Indefinite Quantity contract that could be used for disaster situations.

"We needed debris removal in a hurry, and Mobile already had a contract with DRC, Inc., from Mobile, Ala., a company specializing in debris removal worldwide," Chronister said. "All we had to do was modify it to include Oklahoma and we moved right into negotiations. We saved at least 10 to 14 days because we didn't have to go out for emergency bids," she said.

To ensure local communities benefited economically from some of the debris work, the Corps encouraged DRC to use local trucks, equipment and manpower to the fullest extent possible.

Initially, the amount of debris removal was a conservative 500,000 cubic yards on public property alone, but Logsdon expects it to be as much as 1.4 million cubic yards. "So that the public would better understand how much that was, we had to give them something they could relate to, so we told them the debris would eventually fill up a football field, piled 28 stories high."

Working closely with the state Department of Environmental Quality and the Environmental Protection Agency, the Corps identified a 40-acre plot of land to be used by DRC as a debris processing site. Located near a commercial landfill, this area became the staging area where the hazardous waste, recyclables, and biodegradable materials would be separated. All non-recy-

clable items are being ground to reduce the bulk, from 30 and 50 percent, before it goes into the landfills.

Along with other cities, the Corps' contractor is removing debris in Mulhall, Okla. Destruction in the small town of about 200 just 50 miles north of Oklahoma City, was widespread. Every house and business in town was either destroyed or heavily damaged, but residents there took very little time for grieving.

"Mulhall set an example for other hard hit areas," said **John Wilson**, the resident engineer for the debris removal project. "When we got there to start picking up their debris from the rights-of-way, they had quite an operation going. They had all their people organized into teams, everyone had a responsibility and they were using the city's equipment to clear the debris from private property, moving it to the streets so we could come in and pick it up."

Kevin Weber: A Survivor's Tale

By **Judy Marsicano**
Fort Worth District Public Affairs

Kevin Weber made a last-minute decision that saved his life recently when he was faced with the fury of the killer tornado that tore through Oklahoma City.

On May 3, Weber, a civil engineer in Engineering and Construction Division, departed Tulsa in a government vehicle for Lawton to attend a scoping meeting on a containerization project at Fort Sill.

"It was about 7 p.m. when I reached Oklahoma City, and it started clouding up and looking really nasty, so I turned on the radio and heard the tornado warnings," he said. "I saw this big black cloud, but since the sky looked clear to the south, I stayed on the road and angled southwest toward Chickasha."

As he drove, he saw a massive black cloud moving toward him so he pulled over at an overpass behind two other parked cars.

"I must have sat in the car for a good four or five minutes, just watching to see what the storm was going to do. There was a calmness and it wasn't raining very much; then, the strangest thing happened. As the tornado moved in my direction, stuff just started defying gravity, slowly levitating up from the ground in front of it, and I thought to myself, 'Boy, this isn't right.'"

With the tornado heading directly for him, Weber felt the car shake, so he turned off the ignition, got out of the car and stuck the keys in his pocket. He quickly sought shelter under the overpass where four or five others were already bracing themselves to ride out the storm.

"I made my way up the concrete backslope as far as I could, looking for something heavy to hold on to. I closed my eyes and held my head down to try to protect my face," he remembered.

Holding on to an I-beam with his right elbow wedged against the flange of the beam and the rest of his body dangling free, he compared what happened next to a very violent roller coaster ride while being pelted with flying debris.

"No sooner had I gotten my grip, someone yelled, 'It's right on top of us.' A lot goes through your mind—I thought of my family, I said a prayer and had thoughts about the afterlife. I was trying to think about what was going to happen next and I remember

Debris removal wasn't all the ESF-3 had to address. Within a week of the disaster, the state attorney general's office called to report incidents of fraud. Several residents had complained that contractors, saying they were working for the Corps, had asked for payment for work done on public and private property at their homes. Consumer cautions were issued immediately through press releases and community relations flyers so that no further problems occurred.

Seven more counties have since been added to the presidential declaration bringing the total to 18 counties marked by the fury of the storms.

The Corps of Engineers continues its debris removal and disposal in Oklahoma, ready to receive any other taskings from FEMA.



Kevin Weber surveys the damaged 1999 Contour he was driving during the tornado on May 3rd.

thinking that this could be it for me. My last meal had been a quarter pounder and french fries. Then, I heard a boy ask his mother, 'Are we going to die?' I heard her answer, 'No, we're not going to die.'

"I felt something hard hit me in the head. I raised my head to try to see what was happening and saw this piece of lumber suspended in the air right in front of me. Mud and debris were everywhere. At one point, I don't know why, but I looked down at my watch to see what time it was. I had to wipe the mud from the face. My whole arm was covered with mud and I couldn't even see the concrete in front of me so I closed my eyes and put my head down when something hit my leg, hard. I don't know what it was, but it gashed my leg and I knew by the pain that my leg was broken."

See Survivor on page 11

Tulsa Family

Family Additions



Nicole Ann Cooper was born February 11, in Tulsa. Her parents are **Cathy and Darrell Cooper**. Cathy works as a park ranger at Tenkiller Lake Office.

Mario Gregorio ("M. G.") Gonzalez was born March 23, in San Antonio. His mother is **Jennifer Hernandez** and his grandmother is **Gina Arteche**, who works as a secretary in EC.

Chandler Zachary Real Robles was born April 1, in Lewiston, Idaho. His parents are **Amber and Real Robles** and his grandmother is **Mary Beth Hudson**, who works as an editorial assistant in IM.

Molly Grace Commer was born April 12, in Tulsa. Her parents are **Andrew and Mary Commer**. Andrew works as a regulatory project manager in PER.

Bailey Madison Kauff was born April 23, in Oklahoma City. Her parents are Kristie and Jimmy Kauff and her grandparents are **Curtis and Debbie Pendergraft**. Curtis is a power plant mechanic at the Keystone Powerhouse.

Condolences

To the family and friends of Tulsa District retiree, **Charles "Jack" Welty** who passed away recently at the age of 83.

To the family and friends of **Richard Reid**, Tulsa District retiree, who died recently at the age of 72. Prior to his 1985 retirement, Mr. Reid worked in construction at the Skiatook Resident Office.

To **Cynthia Wade**, RE, and her family on the death of her grandmother, **Ellen Willingham**, who died Feb. 11.

To the family and friends of Tulsa District retiree, **Walter Mills**, who died Feb. 20, in Tulsa. He was 84.

To the friends and family of **Robert Wimbush**, who died Feb. 26, at the age of 62 in Tyler, Texas. Mr. Wimbush retired from Internal Review Office.

To **Dennis Lynch**, OD, and his family on the death of his grandmother in February.

To the family and friends of **Gordon Riley**, Tulsa District retired park ranger and maintenance worker at Webbers Falls Project Office, who died March 12, in Muskogee. Special condolences to Mr. Riley's granddaughter **Julie Cawhorn** of the Tenkiller Lake Office.

To **Richard Freeman**, RE, and his family on the death of his mother, **Clara Freeman**, who died March 15, in Madill, Okla.

To the family and friends of **James W. Tobey**, retired chief of Specifications Section, who died March 20, in Guthrie, Okla., at the age of 75.

To the family and friends of **Lee E. Boston**, who died March 28, in Hulbert, Okla., at the age of 86. He retired from the Fort Gibson Project Office.

To the family and friends of **Webster L. Boland** who died April 28, in Muskogee, Okla., at the age of 89. Mr. Boland came to the Tulsa District 1939 as assistant area engineer at Fort Supply Project. He served as resident engineer at several major construction projects including Tenkiller, Eufaula, W. D. Mayo and R. S. Kerr. During his career he repeatedly demonstrated the ability to manage a variety of complex construction projects; his vast knowledge of construction was an inspiration throughout the District. Mr. Boland's 40 years of Federal service culminated as Chief, Construction Division, from 1971 to 1974. Mr. Boland was selected for the Gallery of Distinguished Employees in 1979.

Personnel Notes

Hellos

March

Louis E. Vogele, Jr., PER

April

Peter Kozak, EC -- Central Okla. Resident Office
Ahmad M. Santana, EC

Goodbyes

February

Jeffery L. Dugan, EC -- Tulsa Resident Office
Carl E. Webster, Jr., EC -- Tulsa Resident Office

March

No goodbyes reported

April

Joanne A. Hensley, EC
Steven R. Votaw, PER
Minnie M. Wagoner, OD -- Texoma Area Office
Clinton E. Word, EC

Promotions

February

Gary D. Coward, OD -- Robert S. Kerr Area Office
Brenda K. Kinion, PER
Cecil R. Long, EC
Robert L. Roby, EC

March

Mike R. Abate, EC -- HTRW Design Center
Angela R. Burckhalter, EC -- HTRW Design Center
Carolyn A. Daniel, CT
Sandra K. Egan, EC
Glenda F. Gallaway, CT
John A. Marnell, OD
Vicki N. Ross, CT

April

Christopher W. Drews, OD -- Robert S. Kerr Area Office

District Office to provide summer health screenings for employees and family members

By **Judy Barker**
Safety & Occupational Health Office

Wellness is a term that has been created to cover the things you do to stay healthy. It means not being sick, but it's more than that. It's really a way of living that says you care about your health and about yourself.

Keep in mind that being healthy does a lot more for you than avoid doctor bills. It makes you feel and look better, gives you more energy, and helps you to get more enjoyment out of life now and in the future. Wellness is a series of decisions, replacing bad habits with good ones. It's something you do by yourself, for yourself. As you get into wellness and start shifting from bad habits to good ones, you may want to consider taking advantage of the health screenings made possible by the Tulsa District Wellness Committee. The health screenings will be in June, July, or August 1999. They will offer blood testing SMAC (CHEM 26), which includes full lipids including HDL, LDL, and triglycerides, CBC,

T1, T3, T4, T7 thyroid, ovarian cancer screening for women, and PSA prostate cancer screening for men. These will be offered to current Tulsa District employees and family members living at home with a co-payment. Retirees will pay the quoted price.

The health screenings will be offered at the Tulsa District Office. You don't need to make appointments at your personal physician's office, take time off work for the appointment, and perhaps have a long wait at the doctor's office. Most of you have insurance, but with the many different plans, co-pays, and deductible amounts to be met, please consider taking advantage of these health screenings. The details of the health screenings will be announced by E-mail.

Taking advantage of the ovarian cancer screening for women and the PSA prostate cancer screening for men may ease your mind and it will take just a few minutes of your time away from your desk to have these valuable tests done in the Tulsa District Office.

Cancer is actually many diseases, with many causes. Cancers develop in the body's cells through a series of changes that take place over a number of years. It can take as many as 5 to 40 years to develop the disease after exposure to a cancerous substance.

Many things influence the process that leads to cancer. One is your genetic inheritance, meaning your family tendency to certain weaknesses or strengths. Your personal lifestyle—such as smoking, alcohol use, and diet—will also influence the process, as will cancer-causing agents that may be present in air, food, water, and the workplace.

Wellness takes in a lot of aspects of life, but they're all things that you can control. Your eating, drinking, smoking, drug use, and exercise habits are all yours to keep or to change. These are the things that can make you sick, make you tired, and shorten your life, or, to turn it around, these are the things that can make you feel more energetic, look better, feel healthier, and live longer.

Kari Barr named Customer Care Employee

Kari Barr, computer specialist in IM, was named Customer Care Employee for the second quarter of FY 1999.

Barr was commended for providing outstanding support to both Office of Counsel and Contract Industrial Relations Branch by installing the Matter Tracking System (MTS) and the Prevailing Wage Conference/MTS Overview held in the district in March. MTS is a new database for Office of Counsel and Contract Industrial Relations Branch matters. Barr installed the new database on computers as well as the

conference room computer so that conference attendees would have hands on training. This installation required thorough knowledge of the database to provide assistance if any problems occurred. Barr not only installed the

database to the computers but remained available throughout the conference to assist as needed.

Barr sacrificed annual leave during her daughter's spring break to assist the district during the conference.

**Visit Tulsa District's
web site**

<http://www.swt.usace.army.mil>

Tulsa District gets Y2K-ready

By Yolane Hartsfield, Y2K Team Chairperson

Year 2000 (Y2K) challenges stem from a decision made decades ago by computer programmers. Computers have been programmed to use the last two digits in any given year, which works wonderfully well as long as the first two digits are 1 and 9. Left uncorrected, the Y2K flaw threatens, among other things, the world's electrical grids, financial markets, health care, water supplies, and air traffic control. Tulsa District Corps of Engineers manages 5 lock and dams on the McClellan-Kerr Navigation System, 8 powerhouses, 34 flood control dams, a robust civil and military design and construction program, and is the Design Center for Southwestern Division's Hazardous, Toxic, and Radioactive Waste Program.

No doubt you have heard more than you want to about the "Y2K problem." Pundits have assured you that it is all just a boon-doggle, that it is the end of the world, or just about anything in between.

Evidence so far indicates there is a real problem, solvable but expensive. The tale of Samsonite Corp., as told in the December 14, 1998 issue of Business Week illustrates the potential for trouble: Last summer, after spending \$10 million to upgrade its computer system to head off the bug, Samsonite President Tom Sandler proudly assembled some of the troops to unveil the programmers' Y2K handiwork during a dry-run at a distribution warehouse in suburban Denver, Colo. "We had 20 outside consultants working with us, all telling me everything was going to work fine," recalls Sandler. "But then I walked down to the loading dock to flip the switch." Nothing happened.

Besides driving up Samsonite's Y2K budget, the glitch messed up the company's entire distribution system, freezing deliveries for the first 20 days of July and hampering operations for months afterward. As a result, many stores were unable to get shipments of suitcases, duffel bags, and computer cases for the busy back-to-school season. Some systems were giving out incorrect information – including sending trucks to the wrong stores and forklifts to the wrong locations in the plant. "It was frightening," says Sandler. The tally: In the second and third quarters FY98, the Y2K snafu ate up roughly \$4 million in profits and scuttled \$10 million in sales," he says.

Thanks to early indicators such as this incident, Tulsa District saw that we had our work cut out for us. What have we been doing to prepare for the crunch? Tulsa District formed its first Y2K Team in the spring of 1998. The Team's mission was to identify

software in use in the District and ensure its compliance with Y2K challenges. Quickly it became apparent to the District leadership that Y2K challenges were much broader in range and scope than first estimated. The Team was expanded to include a Project Manager in July 1998. Tulsa District's compliance with challenges posed by Y2K while maintaining business process functions during the transition into the new millennia was added to the Team's charter.

The Y2K Team quickly expanded to include Office of Counsel, Resource Management, Real Estate, and Emergency Management. Divisions and Offices within the District provided points of contact; some of whom were tasked to be the leads on upward reporting categories (i.e. information systems and technology, intelligent buildings, mission infrastructure, and contracts).

In August/September 1998 the Team developed and submitted throughout the District a Y2K Readiness Survey. This survey was used by Divisions and Offices to identify equipment and systems that were, or might be, sensitive to Y2K impacts. The detailed survey became the basis for a District internally developed database available on the District's LAN to track equipment and systems, prioritize the risk to Mission if that equipment or system is adversely affected by Y2K, and track Y2K testing progress. The database was shared with sister districts at a fall regional Y2K Team meeting for their adoption for use in their respective districts.

In October 1998, the District Team developed and finalized a working definition of "high risk" with respect to Y2K. This provides a foundation for informed prioritization of resources by the Executive Office and District Team (See attached). A copy of this definition is also a part of the District-wide Contingency Plan(s) document, currently in draft form.

In November 1998 we received Y2K milestones from SWD. SWD districts were tasked to have completed our assessment of District equipment/systems by October 31, 1998. We met this milestone on time. By December 31, 1998 we were tasked to have testing done for all assessments. In addition, we were to have "everything affecting 'safety, security and the Core Mission' to be done — either fixed, or have a contingency plan. This includes anything affecting life and health.

In the absence of guidance, the District Team developed the definition of "core mission" functions that were adopted Division wide. We determined that Tulsa District's core mission functions are power generation, flood control, water supply, navigation, communications, and recreation, as it impacts human health and safety. These functions were adopted as the standard for SWD and used by our sister districts. With significant effort by District staff, we met the December 31, 1998 milestone.

By March 31, 1999, we were tasked to have "everything either fixed, or have [written] contingency plan(s)" in place. The District met this milestone. A Contingency Plans Tracking System was developed internally. This system, now a part of the District-wide Contingency Plan addresses critical and non-critical functions. It

has been our guidance from SWD to prioritize and focus on the critical items first. SWD has expressed its understanding that given the compressed schedule, some non-critical, low priority items may “lap over”, but it is expected that all District contingency planning will meet the March 31, 1999 milestone. Effort between March 31 and June 30 will be expended to hone contingency plans, replace non-compliant equipment as it arrives into the District, and continue to monitor District business functions for Y2K sensitivity.

In December 1998, as we completed our efforts to meet the December 31, 1998 milestone, our attention began focusing more directly on contingency planning. Core mission functions were either fixed or had a contingency plan in place by December 31, 1998. Most of the contingency plans were in existence and expanded to encompass Y2K challenges. However, we were now tasked to test those plans, as well as develop and test contingency plans for non-core mission function equipment, systems, and business processes. In the absence of guidance, the District Team determined that plans should use a 7-day period for “event duration.” This planning tool was adopted Division wide. Information from external sources, including the North American Electric Reliability Council (NERC), the President’s Council on Year 2000 Conversion, and the American Red Cross, reflects that they are using the 7-day interval, underscoring our belief in the reasonableness of our decision. Further, we believe that a contingency plan using the 7-day duration can be easily extended week-by-week as necessary thus providing a large measure of flexibility to meet challenges as they arise.

Tulsa District self-determined its six “core mission” functions with respect to Y2K. The first is power generation. The District operates 8 powerhouses, some remotely using Systems Control and Data Acquisition (SCADA) Systems. Operations Division has expanded existing contingency plans to include Y2K impacts. It is their plan to have all powerhouses “manned” in the event we must go “manual” to support national/regional electric grid demands on January 1, 2000 and again on February 29, 2000 (Note: Some computer programming does not recognize Y2K as a leap year.). Our people are working with Southwestern Power Administration (SWPA) on testing and joint reporting to NERC. Operations staff will also participate in joint tabletop exercises with SWPA as this year continues. The first will address a “black start” scenario.

Headquarters USACE has told Congress and the Pentagon that the Corps will go manual as needed. At the November Y2K National Conference sponsored by SWD, held in Dallas, all of the districts attending agreed that they would identify key personnel within current staffing, as well as recent retirees, compiling a resource that could be shared with districts that find themselves understaffed to meet Y2K regional impacts. Tulsa District has worked to identify key personnel, and a listing is provided in the District-wide Contingency Plan. Headquarters is currently working to resolve how districts will safely transport personnel from place to place as needed.

Second, flood control systems have extensive contingency plans in place. The addition of Y2K impacts brought no uniquely different response requirements. The data acquisition systems have back-ups, and field personnel are well trained to act autonomously if required. Operations and Engineering & Construction staff have worked together, and contingency plans are completed. They are planning a joint tabletop exercise on flood control as a mutual test and response exercise.

Third, our water supply systems have equipment that, like a majority of our flood control equipment, predates computer technology. Operations has identified potential impacts and have either fixed impacted equipment or have workable contingency plans in place. As with flood control operations, emergency generators are on-site and routinely checked to assure operation. Staffs have evaluated fuel requirements and made appropriate plans for securing fuel—if needed.

Fourth, navigation through the District’s controlled 5 locks and dams on the McClellan-Kerr Waterway has been evaluated. Most of the operating equipment predates computer technology, but where Y2K sensitive equipment and systems have been identified, they have been evaluated, tested, fixed, or a workable contingency plan put into place. Emergency generators are on-site to provide power if required and fuel requirements have been evaluated and appropriate planning performed.

Fifth is recreation as it impacts on human health and safety. Y2K challenges have become a part of our management of our parks and lakes. Contingency plans are in place to eliminate or significantly minimize the adverse impacts to guests and visitors during the Y2K transition period. The season itself will assist, as visitor numbers are less in the winter, and inclement weather could further aid in reducing the number of park and lake visitors and guests during the transition period.

Sixth is communications. Intra-District communications will be supported by the Emergency Management Office and IMO. IMO has done an excellent job in evaluating, testing, and contingency planning in their effort to assure communications continuity through the transition period. The District’s staff is working daily to assure new information systems and technology coming into the District is Y2K compliant. They have worked with other districts and division to resolve issues and provide assistance. A limited number of computers in IMO, EOC, and H&H are supported by the emergency generator.

The Emergency Management Office will support inter-District communications. The District has two radio communications systems. One, VHF voice radio system allows voice communications with field offices. A high frequency radio system allows voice communication with other districts. Fort Worth District will support SWD providing communication links between district commanders and the division commander. Additionally, the Dis-

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trict is to install satellite communications equipment in May that will provide voice and data links through the EOC.

The Tulsa District's office building is operated by the General Services Administration (GSA). A 450 KVA diesel-fueled generator supports the building. This generator is tested every Wednesday to assure its ability to perform if required. The generator supports the computer rooms in IMO and H&H, EOC, and emergency lights in the stairwells. It does not support IRS equipment or services. If power to the building is disrupted all locks in the building unlock allowing safe egress from the building. The generator uses 400 gallons of diesel every 8 hours. GSA is working with the fuel vendor to secure assurance of one week's fuel availability.

Logistics has a plan to manually lock external doors in the event of significant power outage(s) to assure building security is not breached.

EOC plans to mirror FEMA is their response. District staff continues to work with SWD and Headquarters USACE on anticipated impacts due to Y2K. Currently, Headquarters' position is that the Army may be tasked to be the Federal government and DOD's eyes and ears. Corps EOC's across the nation may then be tasked with upward reporting of real time data on current conditions and other pertinent, requested information.

Overall the Tulsa District is in good shape regarding Information Systems/Information Technology (IS/IT) preparations for the Year 2000. This condition results from the following actions and circumstances:

The existing District network facilities, including field offices were put in place during the period 1993 to 1997. Consequently, most network equipment is Y2K compliant. SWD initiated an effort to install common network and workstation software. This initiative was completed in 1998 and with minor exceptions, the standard operating system and workstation software is Y2K compliant. This includes the District e-mail system that was implemented in 1998. The District installed a new telephone switch in 1996. The hardware and software is Y2K compliant. IMO with the support of District management, has been active in addressing Y2K issues since 1997.

The contingency planning strategy for IS/IT is to emphasize prevention by testing key functions and resolving Y2K problems prior to the rollover. Key personnel will be on-site during the rollover to detect unexpected problems. IMO will be fully staffed January 3, 2000, to provide customer assistance as required. Control Data Systems, our network support resource, will be on call.

IMO completed a test of workstations in 1998 and found that all workstations were either automatically or manually compliant. Procedures that show how to change computer dates manually will be published in December.

IMO completed comprehensive testing of network hardware and software December 13, 1998. No unexpected problems surfaced. A data switch has been ordered to replace five network routers. The data switch will be implemented in May.

A test of all standard software was completed December 13, 1998. Minor problems have been identified with Windows 95 and Project 4.0. Fixes for these problems have been distributed to customers. The fixes will be distributed again in early December 1999. In addition, the current FormFlow software must be replaced and replacement software has been ordered. (Note: There is a Windows NT fix that must be installed January 3, 2000.) The telephone switch was tested in January 1999. All functions were successfully tested and no problems were encountered. Microsoft documentation states that the District e-mail software is compliant after a new version of Outlook 97 is installed.

Every District Division and Office has been tasked to review its business functions and processes with respect to Y2K. Real Estate and Resource Management have plans in place to "go manual." Real Estate plans to begin some side-by-side work later in the FY. That is electronic entry will be "backed up" by manual systems to assure that shortfalls are identified and remedied prior to the transition period.

Divisions, Branches, and Sections have identified those processes that impact on the District's execution of its Missions, what equipment and systems involved are sensitive to Y2K impacts and have either fixed, replaced/replacing, or have a workable contingency plan in place.

Divisions and Offices have been tasked to identify key personnel as discussed above. Operations has plans to provide significant family support. It is their plan to provide a safe area at the projects and a central area where necessary. They are looking into the possibility of using Red Cross shelters. E&C plans to provide their staff with Y2K preparedness checklists to assist employees with personal preparations. Management has been asked to work with identified employees on scheduling leave and availability during transition period(s) (i.e. October 1, 1999, January 1, 2000, and February 29, 2000).

Tulsa District has successfully met the challenges of preparing for Y2K and its impacts to our Mission execution. Personal preparedness is a part of the District's Y2K Program. Checklists and checksheets for personnel's personal use are available upon request from members of the District's Y2K Team or through PAO.

Portions of this article were used with permission from "Business Week Magazine" and Industrial Operations Command's "The Edge Newsletter," Vol.7, No. 2, April 1999.

Texoma assists in cleaning up illegal dumpsite

Texoma Park Ranger Allen Ryan and Environmental Specialist Mike Wingfield coordinated and conducted a clean-up project at a popular illegal dumpsite located on government property in the Sandy Creek area of Marshall County. This project was a cooperative effort between the Corps of Engineers and Marshall County Commissioner, Mr. Tom Adams.

The Corps contracted with Ron Rowe Construction Company to provide one full day's labor with a front-end loader & operator and another person on the ground helping load the materials and picking up the smaller debris. Materials were gathered from several dumpsites within the area and placed in one central location where Marshall County employees then loaded and hauled the materials to an authorized landfill.

New "No Dumping" signs have since been posted in this area and increased monitoring has begun. In addition, efforts are also underway to continue working in conjunction with Marshall County in the restoration of other existing dumpsites in nearby areas.



Left: Illegal dump site before the joint cleanup. Below: The Sandy Creek area after cleanup was completed.



Survivor

At that point, Weber almost lost his grip. For what must have been 30 to 40 seconds, the wind battered him with incredible force, pulling his legs up and pounding him against the beam. What seemed like minutes later, the wind began to slow and he watched the black cloud as it moved away—just like in the movies, he said.

"Then, I heard a lady say, 'It's coming back,' but it didn't."

Still reeling from the incredible experience, each person slowly descended the steep slope. Someone used a piece of lumber and a branch to make Weber a makeshift splint. A news crew chasing the tornado pulled over to help the survivors. Everyone was covered with mud and the grass that once surrounded the overpass was stripped from the ground. Dazed, Weber looked for his vehicle, but it wasn't where he had left it.

"Then, that little boy came up behind me and I heard him ask, 'Where is my mom?' Weber learned from the newspaper the next day that the woman had given her life when she rushed her 11-year-old son for shelter under the overpass. She had told him to close his eyes and she had held his hand as she hovered over him so that he wouldn't be blown away. In the next moment, she let go of his hand.

Days after the tornado, the car Weber was driving was found a mile away, a twisted mass of metal. A minister found his government ID card, plans and specifications, the scope of work, and some CEFMS paperwork in Newcastle, four miles away.

Currently recuperating at home with a broken leg and severe bruising on his legs and lower back, a shaken Weber is refocusing on his life and his family.

"Where but Oklahoma, would they ask permission to cut your cowboy boots off!"

"After what I've been through and from what I've seen on television, I can't imagine why more people weren't killed. It goes to show you how much the human body can stand. I've lived through it and I've accepted it, but the reality of it all is how quickly a life can be taken," he

said.

The doctor in the hospital emergency room summed up the extent of Weber's injuries when he said that "his back looked as though it had been sandblasted and that someone had taken a weedwacker to it."

"While I was lying there, the doctor grabbed a pair of scissors and came over to look at my leg," Weber said. "I had cowboy boots on and he asked me if he could cut my boots off. I thought to myself, where but Oklahoma would they ask permission to cut your boots off!"

Tulsa District's Corps Day Celebration Friday, June 11th

Awards Ceremony — District Office
9:30 a.m. — 11:00 a.m.

Picnic for employees, retirees, and family members —
Sand Springs River City Park*
11:30 a.m. — 4:30 p.m.

Picnic lunch will be catered by Smoke House Barbecue
and served from 11:30 a.m. to 1:00 p.m.

Tickets for the lunch are:

\$3 for ages 11 and up

\$2 for ages 5-10

Children 4 and under eat free.

Tickets for the lunch are available May 17th — June 4th from:
Tracy White (669-7688)
Cynthia Wade (669-7262)

Softball, volleyball, and horseshoe tournaments will be played. Airboat rides, bingo for all ages, and face painting for the kids will also be available during the afternoon of fellowship and fun.

* Sand Springs River City Park is west of Tulsa near Sand Springs. Take Highway 64/51 to the Highway 97 exit; turn south, go under the overpass, then turn right onto Wekiwa Road. Follow Wekiwa Road to the park's entrance.

PLEASE NOTE: *In the event of inclement weather, the picnic lunch will be served at the **Tulsa District Office.***