



TOWER TIMES

Rock Island District's News Magazine

January-February 2013

Timber theft

Black walnut trees stolen from Corps land



**US Army Corps
of Engineers** ®
Rock Island District

Tower Times

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ON THE COVER



The remnants of black walnut trees lay on the ground at Saylorville Lake following the theft of the sawlogs (a log of suitable size for sawing into lumber). Thefts occurred at Saylorville Lake, Lake Red Rock and Neal Smith Wildlife Refuge. See story on page 12.

Photo by Tyler Hill

Tower Times

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A message from....

Colonel Mark Deschenes, District Commander



Top 5 District priorities highlight MVD CG visit

As 2012 came to a close, our District was honored to host the Mississippi Valley Division Commanding General. The visit was an excellent opportunity for us to give Maj. Gen. John Peabody a firsthand look at our operations and validate our District priorities.

A lot of folks went to great lengths to ensure we took full advantage of the time we had with the CG. Through a series of briefings and tours in late November, we were able to give the CG a snapshot of both our successes and that which will challenge us in the months and years to come.

During the visit, we outlined MVR's refined top five priorities. Developing priorities is critical to maintaining focus for the District Team. It was also imperative we receive feedback from Division to ensure we were in concert with higher headquarters' vision and intent.

Our five priorities have been identified as: 1) Maximize reliability of the Upper Mississippi River Navigation System and lead USACE Inland Navigation Design Center; 2) Execute and lead Upper Mississippi and District flood risk management; 3) Execute and lead Upper Mississippi River Restoration; 4) Maximize disaster response readiness; 5) Incorporate energy efficient and sustainable solutions to Corps facilities and activities.

Taking care of our people will continue to be our number-one priority and the District will continue to support Army and overseas operations, these five have been identified as the most significant to support District objectives at this time. As priorities change, the District Operations Plan will be updated; there are no unimportant aspects of our mission. The following is a brief description of the tasks and actions associated with our current priorities.

1. Maximize reliability of the Upper Mississippi River Navigation System and lead USACE Inland Navigation Design Center

This priority includes serving as the regional lead for Asset Management, a critical initiative associated with the USACE Infrastructure Strategy that will allow us to make informed, risk-based investment decisions to maximize the value to our waterway and nation. MVR is also the lead District for the Navigation Ecosystem Sustainability Program (NESP). This authorization is currently unfunded but provides the best chance for small and large scale improvements to both ecosystem and navigation aspects of the watershed. Our current major rehabilitation priorities are the LaGrange and T.J. O'Brien Locks and Dams on the Illinois River and we are leaning forward to set the conditions for much needed rehab work that is overdue on many of our 20 locks and dams. Finally, MVR continues to look for opportunities to sustain or improve the operations and maintenance funding levels so critical to giving our maintenance crews and contractors what they need to get the job done. O&M, major rehab and system improvements are all required to deliver an enduring reliable navigation system that currently provides over \$1 billion in annual transportation savings to U.S. businesses and makes them competitive on the global market. We must continue to find ways to do all three and apply those resources we receive in the most effective way possible. MVR will also lead the newly established Inland Navigation Design Center. Its mission is to provide responsive, quality engineering and design life cycle services for new locks, low-head navigation dams, major rehabilitation and complex non-routine O&M projects for USACE.



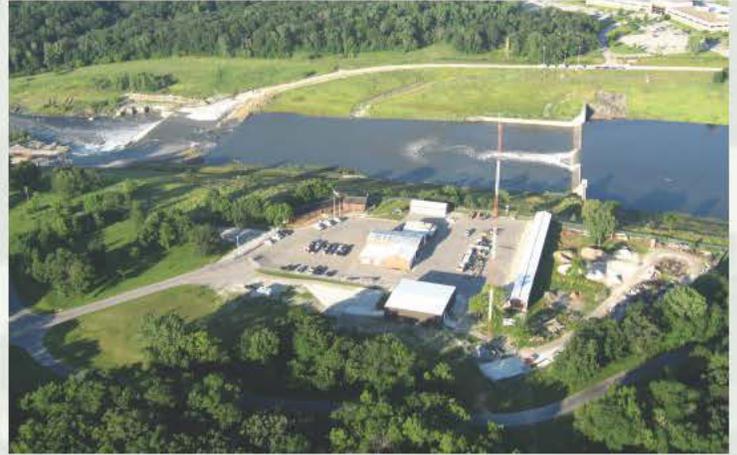
LaGrange Lock and Dam, Illinois Waterway Project.
Photo by Corps of Engineers

See "Commander's Column" on page 4

Commander's Column (continued from page 3)

2. Execute and lead Upper Mississippi and District flood risk management

One of the key tasks associated with this priority is our District's regional lead on the Upper Mississippi River Comprehensive Plan. Specifically, we will support the plan's four pillars to identify critical federal interests as well as facilitate state-led flood risk management. An absolutely essential component of this priority includes the partnerships and work we share with levee districts, Flood Risk Management project sponsors, our countless reservoir partners, state and local floodplain and watershed representatives and many others. Preparing for floods and reducing the risk of damage is a role the federal government assumed more than 80 years ago. Our reservoirs along the Des Moines and Iowa/Cedar river systems have prevented over \$1.7 billion in damages since inception and our levees prevented over \$700 million in damages during high water in 2011; these records provide clear testament to the importance of this work.



Flood water pours over the spillway at Saylorville Lake in 2010. Photo by Tyler Hill

3. Execute and lead Upper Mississippi River Restoration

With a focus on the Upper Mississippi River Restoration and Illinois River Basin Restoration Programs, we will continue to spearhead what has become a globally renowned and highly successful multi-agency effort to conserve and enhance critical ecosystems and establish a sustainable, multi-use environment for future generations to benefit from. MVR leads these efforts by building and sustaining critical relationships with public and private partners, helping to provide expert planning, engineering and scientific analysis and most critically by delivering results on the ground, to the tune of over 100,000 acres being restored. This enhances not only immeasurable social and environmental benefits but provides a significant economic benefit to both regional and local communities as fishermen, boaters, hunters, campers, birdwatchers and other recreationalists increase in numbers commensurate with the increase in fish, clean water, vegetation, waterfowl, and nature's other inherent attractions. In addition to these benefits, restored ecosystems can increase property values, provide a measure of natural protection, increase water quality and other secondary benefits.

4. Maximize disaster response readiness

MVR has a national reputation for rapidly responding to any crisis, providing immediate flood fighting or unwatering expertise or support as necessary and being absolutely professional. The key tasks related to this priority includes preparing for the spring flood-fighting season, establishing our Regional Flood Fight Center, refining and exporting MVR's unwatering capability and expertise and finalizing the details of our plan to respond to a New Madrid Earthquake. We made an invaluable contribution to the city of New York as part of the national response to Hurricane Sandy in October; simply another example in a long line of truly remarkable emergency responses. We are only as good as how we respond to the next event, we must be ready now and this takes time, money and hard work.



New flood-fight pumps are tested at the Mississippi River Project in 2010. Photo by Hilary Markin

5. Incorporate energy efficient and sustainable solutions to Corps facilities and activities

This is a new priority but not a new initiative. We will leverage and expand our existing energy conservation team and challenge all leaders to aggressively pursue the sustainability initiatives that both provide for a higher quality of life and allow our limited resources to be applied more effectively. This priority is driven from the highest levels and is something that MVD has asked us to take a leading role in; we will not disappoint.

Of course setting priorities can be the easy part. Following through and ensuring we stick to our priorities is the challenge. In the coming months and years, I'm sure the Rock Island District will lead the way.

A special thanks goes out to all those who helped make Maj. Gen. Peabody's visit a success. Whether it was the staff providing a tour at one of our project sites, or any of the numerous people who helped piece together the briefings we provided to the general, your efforts helped to convey concise, impactful information. Maj. Gen. Peabody's feedback was very positive and I was very proud of our entire team. Thanks for all you do. Continue **BUILDING STRONG®**. 

Division Commander visits District

By Hilary Markin, Editor

In November 2012, Maj. Gen. John Peabody, commander, Mississippi Valley Division (MVD), visited the District for a second time. Joining him from MVD were Eddie Belk, director of Programs, and Gabe Harris, district support program manager for Rock Island District.

During their visit they met with key leaders for a briefing outlining the District's top priorities and their status before seeing some of those priorities in person. Peabody also met with the current Leadership Development Program and Emerging Leader participants during an informal lunch. 



John Holt (second from right), assistant operations manager, Lake Red Rock, points to a map of the Red Rock Remedial Works while discussing its operation and challenges with leaders from the Mississippi Valley Division. *Photo by Mari Fournier*



Jeff Rose, operations manager, Saylorville Lake, discusses the operation of Saylorville Lake with Maj. Gen. John Peabody, commander, Mississippi Valley Division. *Photo by Mari Fournier*



Brady Beckman, general foreman, Maintenance Section, Illinois Waterway Project, talks with Maj. Gen. Peabody during his visit to Peoria Lock and Dam. *Photo by Mike Cox*



Jim Punkiewicz (far right), District dive team leader, explains the ongoing repair work to the aging Peoria wicket dams. *Photo by Mike Cox*

Building QMS Strong®

Improving quality and performance

By Lt. Col. Todd Reed, Deputy District Commander

In the September Tower Times I wrote an article hoping to answer some of your questions about the Corps' Quality Management System (QMS). Since then, the District has taken many steps to continue integrating QMS and improving our organization.

Along with QMS comes new terminology. To put it simply, QMS is the overall system for the Corps of Engineers to help us become better at what we do using Continuous Process Improvement (CPI) and Lean Six Sigma (LSS). CPI and LSS are the tools to help us continually improve our products and services to our customers.

The thought of continuous improvement is nothing new. However, the tools to evaluate the process and make improvements continue to be refined. The end state - the District's quality and performance is improved while being good stewards of taxpayer's money.

Breaking down Lean Six Sigma - Lean is a set of tools to reduce the number of things in a process without reducing the completion rate. Six Sigma is the method to eliminate variation to customer requirements. Lean Six Sigma integrates lead time, cost and quality; while strategy drives projects.

CPI and LSS are step-by-step processes to define, measure, analyze, improve and control projects that close gaps, reduce costs, improve speed, quality and better serve our customers.

Some of you were familiar with Total Quality Management which had a similar intent to LSS; however, there are some differ-

Continuous Improvement Program - *What can you do?*

1. Make Quality a main agenda at staff meetings.
2. Hold briefings on Quality progress.
3. Publicly recognize successful Quality efforts (District award program - contact Ann Marie Roarty).
4. Be a Quality trainer and seek ownership in ensuring the Quality of the work we do.
5. Bring employees from all levels together to form Quality councils and teams.
6. Include principles of Quality management in performance objectives - implementing Quality management and directing efforts towards or participating on self-empowered work teams.
7. Open communication - be open to new ideas, develop fellow team members and listen.

We know we can do things better - don't fall victim to "that is the way we have always done it."

ences. One being that executive leaders and process owners are trained and actively engaged in the LSS & CPI process - a part we already have a jump start on. Projects will also be selected to specifically support the organization's objectives.

In December, Gerry Hardin, a Lean Six Sigma Master Black Belt from headquarters came to Rock Island to conduct two workshops on CPI and LSS. The first was an Executive Leader Workshop in which 18 key District leaders (mainly division chiefs) became white belt certified in Lean Six Sigma. Part of LSS is an implementation infrastructure where different levels (belts) serve various roles in the execution of identified improvement projects.

The training focused on providing an executive level perspective on CPI and LSS and how standard processes, plus continual improvement, equals superior product and service delivery. This workshop was conducted to gain a commitment from management to ensure projects are driven from strategy and value.

The second workshop was a Project Identification and Selection Workshop in which 25 District employees became yellow belt certified, learning the nuts and bolts of the process and completing exercises to identify potential CPI and LSS projects. They analyzed four key areas: Voice of the Customer, Voice of the Employee, Voice of the Process and the Voice of Business. The exercises generated a large list of potential projects and areas for improvement across the District that will be used to help launch the next level - green belts.

Following the yellow belt training, 10 individuals demonstrat-



USACE Lean Six Sigma yellow belt candidates work in a small group to identify potential Continuous Improvement Projects for the District. Around the table from left is Barb Lester, Heather Anderson, Tom Heinold, Toby Hunemuller, Jennifer Mack and Bob Lazenby. Photo by Hilary Markin

QMS Continued

ed interest in going to the next level to become green belt certified. In order to become certified, candidates must complete two weeks of training and a four- to six-month project. The District is also working to hire a Quality Manager in the coming months.

The Mississippi Valley Division is also taking steps to hire a Quality Manager and we look forward to their leadership and guidance.

Defining what quality is continues to evolve – QMS, CPI and LSS is where we are today. I have heard from some who still are resisting; however, take this as an opportunity to make a positive difference in our ever-changing organization. Improving the qual-

ity of the work we do, the environment in which we work in, and the people we work with, will only benefit our customers and the taxpayers we serve.

I want to challenge each and every one of you to incorporate Continuous Process Improvement tools into your everyday business. By that I mean looking for what can be streamlined, standardized, automated, improved, etc. I encourage you to generate a QMS process (Standard Operating Procedure), share it with your coworkers and supervisor and get it approved and published. If you have questions please contact the District's QMS Representative, Marsha Dolan at 309-794-5648. 



The 2012-2013 Rock Island District Leadership Development Program participants are (front row, from left) Derrick Glisan, Monique Savage, Tammy Loose, Beth Crutcher, Erica Stephens, John Hayes, (back row, from left) Matt Coffelt, Jason Smith, Dave Wallace, Bryan Snook and Allen Marshall. Not pictured is Chris Thennes. *Photo by Bob Walsh*

A new class of leaders

By Sara Paxson, Professional Development Specialist

Rock Island District launched a Leadership Development Program (LDP) Level II on Oct. 16, with a half day orientation session. Twelve District employees were selected to participate in the program this year. A warm welcome to: Matt Coffelt, Beth Crutcher, Derrick Glisan, John Hayes, Tammy Loose, Allen Marshall, Monique Savage, Jason Smith, Bryan Snook, Erica Stephens, Chris Thennes and Dave Wallace.

In November, participants attended a three-day workshop in Dubuque, Iowa, at the Mines of Spain Interpretive Center. Workshops are held away from work and family in order to foster a dynamic and focused learning environment. The workshop included a variety of classroom training, team-building exercises, as well as a guest speaker.

Michael Cox, chief, Operations Division, was invited to speak with the group about leadership traits and discussed real-world scenarios from his career experiences. Cox expressed the importance of taking initiative for your own personal development and career advancement, emphasizing to never be afraid to speak up.

At the end of November the class had a unique opportunity to meet with the Division Commander, Maj. Gen. John Peabody. The event was a working lunch only open to LDP Level

II participants and the District's current Emerging Leaders. In preparation for Peabody's visit, Col. Mark Deschenes, District commander, asked for input from the LDP class on the District's goals. Deschenes and Eddie Belk, director of Programs for the Mississippi Valley Division, also participated in the lunch providing participants an opportunity to have an informal discussion with senior leaders.

In addition to regular monthly training sessions, participants will attend a three-day mid-year workshop in March. This workshop is a critical component of the team-building experience through LDP. The group will dive deep into their team project and continue building on their leadership skills through various classroom training activities. A site visit and guest speaker will conclude the workshop.

Participants still have a lot to look forward to before graduating in August 2013. For anyone interested in LDP, an informational session will be held this spring and information will be sent to the workforce via e-mail. The application process for the fiscal year 2014 class will be announced in August with the new class starting in October 2013. 



Debris floats in the tunnel opening of New York City's Battery Park Underpass following Hurricane Sandy in October. This photo was taken after the unwatering team had lowered the water by about 10 feet. *Photo by Roger Less*



Col. Mark Deschenes, District commander; Al Lee, regional business director for the Mississippi Valley Division and Denny Lundberg, chief, Engineering and Construction, discuss the status of the unwatering mission. *Photo by Roger Perk*

District's reputation for unwatering grows

By Hilary Markin, Editor

As the forecast for Hurricane Sandy started to show potential for a 13-foot storm surge into the New York harbor a call was placed to the Rock Island District to tap into unwatering expertise.

"Rock Island has an unwatering reputation," said Roger Less, chief, Design Branch. "Any time there is flooding or a need for pumping, our name seems to come up."

Hurricane Sandy made landfall during the evening hours of Monday, Oct. 29 – that morning Rock Island District was already assembling a team of experts at the request of the New York District.

The initial team was comprised of Roger Perk, assistant chief, Programs and Project Management Division; John Behrens, mechanical engineer; Jim Bartek, chief, General Engineering Section; and Less. As they began to make travel arrangements, it became apparent that traveling via commercial air was going to delay the team's arrival, so the Mississippi Valley Division's G3 took to the skies delivering them to New York.

As the storm hit, a formal mission assignment for technical assistance from the Federal Emergency Management Agency arrived; with the mission growing even larger as the initial team was in the air to New York.

"We arrived to see a state police escort awaiting us," said Less. "I don't think the urgency of Rock Island's support to the mission really hit us until then – especially at speeds up to 90 mph as we traveled into the city."

The escort took them right into Brooklyn delivering them to their hotel late Tuesday afternoon and the team quickly got to work.

The Deputy Commander of the New York District, Lt. Col. Mike Clancy, met with them at 6 p.m. and gave them a six-hour

tour of Lower Manhattan showing them the areas of concern including the World Trade Center construction site.

"We got our first look at the city via flashlight. It was then that we confirmed that we were dealing with millions of gallons of water rather than billions," said Less.

The District's reputation for unwatering stems mainly from Hurricane Katrina when they unwatered an estimated 250 billion gallons of water in less than two months from the Greater New Orleans Metro Area. They have since deployed to New Orleans in support of Hurricane Rita, Gustav and most recently Hurricane Isaac. The District also received a FEMA mission during 2008 along the Upper Mississippi River and in 2011 on the Missouri River in support of the record flooding.

"A lot of people have asked about what the differences were between unwatering New York City versus New Orleans," said Less. "A few key ones - there were no breaches allowing water to return to the city – we were only dealing with trapped water. Two, no search and recovery was needed. The New York City Transit Officials closed the tunnels prior to hurricane landfall. And third, we were dealing with millions of gallons instead of



Hoses and other necessary equipment were lugged up and down escalators to aid in the unwatering mission. *Photo by Roger Perk*

billions. Now, that's not to say that New York City didn't have its challenges...remember we were in New York City where mass transit is the primary means of transportation and the presidential election was days away."

During the late night recon, the team started to formulate a plan. The team had also expanded with the ramp-up of the mission. In addition to the original four, more people arrived on Wednesday including Al Lee, Regional Business Director for the Mississippi Valley Division, to head up the mission. Col. Mark Deschenes, District commander and Denny Lundberg, chief, Engineering and Construction, also arrived to provide Command and Control – taking some of the pressure off the New York District.

In total, ten people from the Rock Island District supported the unwatering mission following Hurricane Sandy in addition to assigned New York District staff.

The first day was spent understanding the lay of the ground (tunnels in this case) and finding and meeting with the key people they needed to coordinate with.

"Finding a set of maps that showed us everything was challenging not to mention finding consistent names for the tunnels," said Less.

Prior to the storm hitting, the New York District had arranged for a Deployable Tactical Operations System (DTOS) to be staged and ready for use. The mobile "office in a box" complete with computer capabilities, communication systems, network access and office space, was delivered to Battery Park on Wednesday and served as the team's headquarters.

The unwatering team was assigned ten sites. The next hurdle was identifying the type of pumping assets that were required to remove the water as efficiently as possible and where they were going to come from.

"We were dealing with confined spaces which required smaller pumps with flexible hoses that could go up stairs and



Workers drop pump hoses down a ventilation shaft in support of the unwatering mission. Photo by Roger Less

around corners," said Less.

Donjon Marine, a salvage contractor for the Navy, was identified and within a day had mobilized, delivered equipment and began pumping operations.

In most of the locations, pumps and hoses were lowered down utility and ventilation shafts. The water was then pumped back into the harbor either directly or through existing storm drains.

"We had to balance pumping water into the storm drains. If we pumped too much, it would overload the storm drains and cause additional flooding," said Less.

Another concern was the infrastructure itself.

"If you draw the water down too fast, the water on the other side of the tunnel walls and structures doesn't have time to gravity drain at the same rate, this can collapse a wall and create further damages," said Tom Heinold, assistant chief, Operations Division, who was part of the team serving as a liaison between the Unwatering Team and the Corps' Emergency Operations Center in Washington DC.

Each tunnel had unique challenges that the team worked through with the local and state authorities like the Mass Transit Authority and Port Authority. The team maximized the existing resources in their unwatering effort even reversing the flow through fire lines in one location to remove the trapped water. In another location, they used a two-stage pumping operation. After dropping equipment 100 feet down, they then had to go another mile horizontally with another set of pumps.

In all underground locations ventilation was a concern as the hurricane surge had flooded the existing ventilation equipment. The carbon monoxide levels were monitored carefully with those in direct contact wearing personal carbon monoxide detectors to ensure their safety. At times, pumping needed to be slowed down or stopped until auxiliary ventilation restored the air quality.

In total, 286 million gallons of saltwater was removed from New York City's subways and tunnels in nine days. This heroic team effort brought together the professionalism and technical expertise of the Corps of Engineers in supporting communities during disasters. 

JoAnne Castagna, New York District contributed to this article



Roger Less, chief, Design Branch, is interviewed by Savannah Guthrie from NBC's TODAY show for an update on unwatering New York City's transportation tunnels. In the background is the Corps Deployable Tactical Operations System at Battery Park that served as the team's office. Photo by Chris Gardner

Never too early to start planning

By Hilary Markin, Editor

The Corps' Dam Safety Program takes a risk-informed approach to managing its dams – with public safety being the number one priority. The Rock Island District is taking a proactive approach completing six tabletop exercises in the last four years at Lockport Pool, the Farm Creek Reservoirs, Saylorville Lake, Lake Red Rock, Lock and Dam 19 and Coralville Lake.

The tabletop exercises focus on defining risk based on various dam breach scenarios and the potential consequences.

The exercises are held in the communities closest to the dam and include local, state and federal emergency responders and officials within both the immediate impact zone and related jurisdictions.

The exercises aim to educate responders about risk, what information and tools are available, what should be included in their Emergency Action Plan (EAP) or equivalent, and ultimately, to test the Rock Island District's EAP for each dam.

EAPs provide detailed information on what to do during an emergency. Well-developed EAPs can reduce the severity of emergencies, the risk to the public, economic losses, the potential damage to infrastructure and, most importantly, may save lives in the event of a catastrophic dam emergency.

During the exercises, the Corps facilitated the discussion and talked through their EAP for each location. Background on the Dam Safety Program, definition of risk, and the key components of an EAP were presented, followed by facilitated discussion that steps through a dam breach scenario from initiation progressing to catastrophic breach of the dam. Hydraulic models are used to simulate resulting inundation. The inundation maps generated for the EAP are used as a tool for discussion and stakeholder evacuation planning. One key message in the exercises is that evacuation and response is not the responsibility of the Corps of Engineers. Communities must be prepared in the event of an emergency.

Last fall during an exercise at Coralville Lake two scenarios were played out - one with a dam breach at full flood pool (reservoir pool at the crest of the emergency spillway) and the other for a spillway design flood for both breach and non-breach



Col. Mark Deschenes talks to participants during the Dam Safety Tabletop Exercise for Coralville Lake held at the Johnson County Joint Emergency Communications Center last fall. Photo by Matt Stewart

conditions.

“We use extreme situations to demonstrate the risk,” said Matt Stewart, dam safety program manager. “Being prepared for the absolute worst-case scenario is a proactive approach but also ensures we are prepared for those of lesser significance.”

We test the EAP during the exercise. A big part of this is risk communication. As we go through the exercise we identify the missing pieces or areas that could be improved through open discussions with the participants.”

Following the exercise the Corps' EAP is sent to all of the participants along with an After Action Review to gather feedback and comments. The Corps then updates their EAP and redistributes copies to all stakeholders for the particular dam.

“The idea is that each group participating would update their EAP or equivalent and provide that to the Corps,” said Stewart. “The exercises are communicating the risk but it is each community's responsibility to develop their own evacuation and preparedness plans and identify what critical infrastructure would be impacted.”

USACE Dam Safety Program

The U.S. Army Corps of Engineers (USACE) owns 694 dams, nationwide and in Puerto Rico. USACE dams deliver enormous benefits to the nation, including flood risk management, navigation, hydro-power, water supply, fish and wildlife conservation, and recreation. USACE dams avoid \$236 billion in direct damages and preserve \$25 billion each year in economic benefits. Approximately 95 percent of the dams managed by USACE are more than 30 years old, and 52 percent have reached or exceeded the 50-year service lives for which they were designed. Approximately 15 million people are at risk from USACE dams. Learn more at www.mvr.usace.army.mil/FloodRiskManagement/DamSafetyProgram.aspx.



Coralville Lake dam during 2008 flood. Photo by Corps of Engineers



Stacy Langsdale, public involvement specialist, Institute of Water Resources, facilitates a discussion at the final Indian Creek Pilot Study workshop on how the stakeholder group plans to continue developing and implementing a watershed plan for Indian Creek. Photo by Diane Karnish

Iowa-Cedar Integrated Watershed Study

Community comes together to discuss watersheds

By Hilary Markin, Editor

A historic flood is a great motivator to get people thinking about water. In 2008, areas along the Iowa and Cedar rivers and their tributaries saw unprecedented flooding. This called together many forums of discussion for watershed improvements and changes to mitigate the risk of flooding.

One outcome was the formation of an Iowa-Cedar Interagency Coordination Team that launched a unique Pilot Study in the Indian Creek Watershed, a sub-basin of the Iowa-Cedar River Basin and Mississippi River. The study aimed to assess current and future watershed conditions and land uses while considering the uncertainties of climate change.

The Team held five workshops over a year long time frame, guiding stakeholders through a risk informed discussion making process. The stakeholders were from local, state and federal government entities, non-governmental organizations, specialty groups and local citizens of the Indian Creek Watershed. Each workshop built upon the previous.

The first three workshops unified the stakeholders by having them develop their goals, objectives and performance metrics for defining success in the basin. The existing conditions were also presented during these sessions which resulted in stakeholder interests being defined along three key areas: floodplain management, watershed assessment tools, and education and outreach. Workshop four dug a little deeper with participants breaking up into facilitated groups to brainstorm the opportunities within the three key areas. In addition, this session provided the framework for District Hydrologists Toby Hunemuller and Greg Karlovits to present hydrology information including hydrographs, inundation maps and potential climate change impacts based on historical changes and a collection of reasonable future “what if” scenarios.

“The stakeholders were receptive to the highly technical information much to the credit of the format used by Hunemuller and Karlovits,” said Jason Smith, study manager, Plan Formulation Branch.

The final workshop provided the stakeholders some examples of successful watershed projects like Duck Creek in Davenport,

Iowa, and Dry Run Creek in Waterloo, Iowa. This workshop connected all of the prior workshops by using aerial imagery to identify opportunities for project actions such as wetland reconnection and communicating residential flood risk. It also connected how implementation of the project may achieve certain goals and objectives that the stakeholder group established over the first three workshops.

“This was a pilot study,” said Smith. “We hope that the basis of our study and methods will be used in other communities to start the discussion about the importance of watershed planning.”

This is already happening on an international level through a recent partnership with the University of Dundee in Scotland. A Memorandum of Agreement was signed by the Corps’ Institute of Water Resources to share lessons learned in multi-jurisdictional public engagement watershed planning efforts such as that in Indian Creek.

“We want to share what we are doing with local communities but also with the international community,” said Smith. “We can all benefit from sharing ways to understand risk and make better watershed management decisions.”

The workshops and study were a pilot component of a larger effort to develop a Comprehensive Plan for the Iowa-Cedar River Basin and the Upper Mississippi River Basin to reduce flood risk while increasing the social, economic and environmental values of the basin’s land and water resources.

The Iowa-Cedar Interagency Team is comprised of individuals from 20 different federal and state governmental agencies along with multiple non-governmental organizations. The Corps of Engineers, The Nature Conservancy and the Iowa Department of Natural Resources are a couple entities that led and oversaw the Indian Creek pilot effort. For more information on these effort visit www.iowacedarbasin.org. 

Timber theft from Corps property

By Robert Burick, Natural Resources Specialist

A total of 35 mature black walnut trees were stolen from government lands between January and March 2012. Twenty-five of these trees were removed from property managed by Saylorville Lake, totaling \$35,000 in timber value. The additional trees were taken from the Neal Smith National Wildlife Refuge and Lake Red Rock.

The case was initiated with a report of cut trees by the Iowa Department of Natural Resources (DNR) park manager on Jan. 11, 2012. What followed was an intensive investigation of the river corridor for more cut sites. Once multiple cut sites were found, actions were taken to conduct surveillance of the area. Evidence was collected and expert foresters were brought in from the DNR and U.S. Forest Service.

The investigation resulted in the arrest of a suspect who currently awaits trial for five counts of felony theft. Multiple agencies contributed to this case including the DNR, Polk County Conservation, U.S. Fish and Wildlife Service, U.S. Forest Service, Polk County Sheriff's Office, and the U.S. Army Corps of Engineers.

All of the trees taken were mature veneer quality black walnuts. These trees are the most valuable species in the low-land hardwood ecosystem but have a limited growing area, only able to establish on higher benches throughout the forested wetland. Many other trees were also damaged as a result of felling the large trees in a dense established forest canopy and from the suspect cutting a path for his truck to get the logs.

In addition to the actual current market timber value, there was a large amount of wanton waste left in the forest including: sawlog quality timber, trees left hung up in the canopies of others, piles of tree tops crossing mountain bike trails, high stumps, and other tree species felled to access the premier walnut. The selective removal of the highest quality timber, known as forest high-grading, removed the seed source and superior genetics

from the ecosystem. This severely impacts the sites ability to regenerate and stifles future timber production in the area.

Timber price was not the only value these trees held. They were located within the Ding Darling Greenway, a globally significant birding area designated by the American Bird Conservancy because of its location along a major flyway for migratory waterfowl and neo-tropical songbirds. The area also has significant value as an urban greenway in the form of pollution control, carbon storage and heat reduction. Poor air quality is a widespread problem in almost all growing urban areas. It can lead to reduced visibility, chronic human health issues and a disruption in local ecosystem processes. The areas where these trees were removed also hold recreational and aesthetic importance to the local community.

The first cut site found was near a trailhead of the Neal Smith multiuse trail system. The second is within a parcel of timber that contains multiple mountain bike trails, many of which were blocked by the felled tree tops and required hours of work to clear. These trails are used by thousands of visitors each year who will no longer have the opportunity to view these historic trees that ranged from 110-150 years old. Since a majority of Iowa is controlled by private landowners, trees of this magnitude only exist on small portions of public lands and represent a unique timeline that has now been destroyed.

The timber theft was not a harmless act of vandalism or someone desperately searching for firewood. The theft and removal of virtually all black walnut trees from this section of the Des Moines River corridor impacts the entire population of Des Moines and lower Polk County. These trees represented an irreplaceable legacy that can only be found on small parcels of public lands around the state. This theft represents far more than monetary timber values; it has drastically altered the ecosystem impacting biodiversity, recreation and wildlife. 



The remnants of black walnut trees and other species litter the forest floor following the theft of the walnut sawlogs (a log of suitable size for sawing into lumber). *Photos by Tyler Hill*

Corps of Engineers team takes care of its own during Hurricane Sandy recovery

By Patrick Moes, Public Affairs Specialist, St. Paul District

Months after Hurricane Sandy slammed the greater New York area and caused billions of dollars in damage, Corps of Engineers employees continue supporting the city and state as they recover from the Oct. 29 disaster.

To help cope with the recovery effort, as well as being away from friends and family during this past holiday season, the Corps of Engineers deployed two peer supporters from the Critical Incident Stress Management, or CISM, team to support the recovery effort. Kevin Ewbank, Rock Island District park ranger, and Valerie Mavis, Albuquerque District park ranger, navigated the New York traffic searching for the nearly 110 Corps employees offering smiles, laughs and treats from the “green bag of goodies.”

With each stop, the two-person team greets each Corps employee with the opportunity to reach their hand into the bag filled with healthy snacks. Ewbank said the act serves as a great ice breaker as well as providing a coping mechanism to stress. “Eating healthy is a great way to deal with stress,” he said. “We’re just trying to encourage that.”

In addition to the snacks, the team takes time to talk to each employee to see how they are doing. Ewbank said people in stressful situations are like balloons and the stressors are the air filling up the balloon. He added that talking to the employees helps remove the air. He said normal people dealing with abnormal situations can lead to stress, and the team is here to help relieve the stress.

“We are listening and looking for specific warning signs during our visits,” he said. “If these are found, we utilize our training to help, or refer them to an employee assistance program, if needed.” Ewbank said that while the peer supporters have specialized training to recognize stress reactions and symptoms among Corps employees; he emphasized that they are peers.

During a visit to Staten Island, near Midland Beach, the team did more than talk to employees. While visiting the volunteers at one of the temporary storage sites, the peer support team noticed some ornaments and U.S. flags had fallen from their locations around the make-shift “Tree of Hope.” The tree has become a focal point for the community’s rebuilding efforts with students at a local elementary school creating paper ornaments and a group of military veterans placing flags around the entire site.

One by one the team picked up and placed the ornaments back on the tree and refastened the flags to the chain link fence. Above the tree, an American flag continued to fly while showing the wear and tear of the storm that destroyed so many homes. With the red colors bleeding into the white stripes – creating a dull pink color – and torn edges fluttering against the Atlantic Ocean breeze, Ewbank said the flag “represents a community that is tattered, but [it’s] intact.”

Keeping employees intact is one of the purposes of the CISM team. Mavis said the team has spoken with several Corps employees that are missing friends and family over the holiday season, but she added that the employees are taking comfort knowing their efforts are going toward helping people rebuild. “Seeing how people are able to accept the disaster is amazing,” she said.

Ewbank and Mavis are part of a CISM team that includes more than 40 employees across the country. What started as an idea from a park ranger in the Corps’ Tulsa District in 2004 has evolved to a team that is prepared to respond to any type of crisis from a drowning to a disaster response mission. “We’re not supposed to be the clinical support specialist,” said Ewbank. “Rather, we serve as the friend that will listen, if needed.”

He added that team tries to let everyone know that the feelings an employee may have during a crisis are normal, and they try to offer tips to deal with the stress. “Taking care of our own is important,” said Ewbank. “If we don’t take care of them, how can they take care of others?” 



Kevin Ewbank, Rock Island District park ranger, looks at an ornament made by students from a local school in Staten Island near Midland Beach before placing it back on the “Tree of Hope,” Dec. 23. Ewbank is part of the Corps’ Critical Incident Stress Management team trained to respond to a crisis and provide support to volunteers, family and friends.



Spotlight on the District

Jeff McCrery

**Safety & Occupational Health Specialist
Safety & Occupational Health Office**



We sometimes take the way we live for granted, losing sight that it can change in a moment's notice. For one Davenport native and District employee he has seen that happen numerous times through disaster deployments.

Jeff McCrery, who currently serves as a safety and occupational health specialist, first came to the District in May 1994 after receiving his bachelor's degree from the University of Iowa in environmental management.

His first job was serving as a civil engineering technician in Environmental Engineering. He worked there for 12 years before seeking new challenges, accepting a detail in Operations Division with the Technical Services Branch.

With the detail coming to an end in 2007, an opportunity to work in the safety office presented itself. McCrery applied and has been there for the last six years.

The mission of the safety office is to ensure the District has a safe and healthy environment for employees, contractors and the public. The office is responsible for the safety of all aspects of our mission – they ensure employees have the appropriate safety equipment to do the job, the equipment they are using is safe, the environment is hazard free, the list goes on. The job includes numerous site visits giving McCrery a good mix of office and field work.

"I get to see how the District operates from all sides. From a project construction site, to the operation of a lock, to the personal safety of our employees," said McCrery.

He also likes the flexibility of the safety mission and the chance to do something different every day.

In addition to his regular duties, McCrery also serves on the District's Task Force Unwatering Team, District Water Safety Team and is a member of the Corps' Safety Planning and Response Team (PRT).

McCrery has always had an interest in helping others and when an opportunity to serve following a disaster presented itself - he volunteered.

He first got his feet wet in 2004 deploying in support of the Corps' Housing Mission following Hurricanes Charley and Ivan. He deployed again in 2005 after Hurricane Katrina, this time as a Commodities Team member, a team he currently stays up-to-speed with as a backup.

His first deployment with the Safety PRT was serving as the Safety Manager for the Recovery Field Office (RFO) in Joplin, Mo., after the devastating tornado in 2011.

"I arrived two days after it hit," said McCrery. "I have never seen that scale and concentration of devastation. Entire city

blocks were gone."

During his 30-day deployment he saw the recovery operation unfold and worked with all of the other agencies and contractors to ensure safety was the number one priority. His team briefed incoming Corps employees associated with the mission and handed out personal protective equipment. They also conducted site inspections and assisted with the setup of temporary facilities – schools, hospitals, fire stations, and police stations to name a few.

"Being in charge was a lot of work," said McCrery. "But it was also very rewarding work knowing you were helping others that had just lost everything."

His most recent deployment was to New York City this fall after Hurricane Sandy. There, he served as a safety specialist for the Brooklyn RFO.

"It was my first time in New York City," stated McCrery. "I was a little overwhelmed being in the Big Apple, especially following a hurricane."

The biggest surprise – the traffic.

"It took me two hours and 15 minutes to travel 16 miles from downtown Manhattan, where I was staying, to Brooklyn the first week I was there due to the grid-locked traffic," said McCrery. He quickly located another hotel and enjoyed a less than 10-minute commute to the RFO.



Jeff McCrery takes a survey at a temporary housing site following Hurricanes Charley and Ivan in 2004.

Part of his duties included assisting with structural assessments in residential neighborhoods.

“It’s one thing to watch it (disaster coverage) on television, it’s another to see and hear it firsthand from people who lived through the hurricane,” said McCrery who was in one of the hardest hit areas, Breezy Point, where a large fire destroyed more than 130 homes.

He has gained a lot of experience through his deployments and has a new appreciation for what he has.

“Seeing the degree of devastation makes you appreciate what you have. Being able to witness it firsthand is very humbling,” said McCrery.

When not busy working or on a deployment, he and his wife Ann, who works in Contracting, enjoy spending time with their three daughters.

“Having young kids of my own makes it really hard to see families with children that have lost everything,” added McCrery about his deployment experiences.

McCrery also spends a lot of time working for the Scott County Sheriff’s Office as a part time deputy, something he really enjoys.

“I really like being on patrol and the action and excitement of interacting with the public,” said McCrery who also enjoys sports and do-it-yourself projects.

When asked about advice he shared this, “Live life to the fullest – make the most of the time that you have, enjoy what you do and those that you spend life with.” 



Jeff McCrery discusses safety issues at a debris site following Hurricane Sandy this fall. The team of safety specialists were there to ensure Corps employees and the contractor were in full compliance with all safety regulations.



Can you name where this is? If so, send your answer to Hilary.R.Markin@usace.army.mil. The first correct answer will receive a special prize and be recognized in the next Tower Times.



Fall Answer - Saylorville Lake savannah restoration site that was burned this fall.

Winner - Mike McKean, Mississippi River Visitor Center, Mississippi River Project

Around the District

Retirements ...

James Cagle, machinist, Illinois Waterway, Operations Division, retired Dec. 1, after dedicating 23 years to the federal government.

Jeff Blazekovich, lockmaster, Dresden Lock and Dam, Illinois Waterway, Operations Division, retired Dec. 1, after dedicating 31 years to the federal government.

Dennis Mockenhaupt, carpenter, Lake Red Rock, Operations Division, retired Dec. 28, after dedicating 26 years to the federal government.

Kate Soska, natural resource specialist, Coralville Lake, Operations Division, retired Dec. 29, after dedicating 35 years to the federal government.

Stephen Nylin, lock and dam repairer, Lock and Dam 17, Mississippi River Project, Operations Division, retired Dec. 31, after dedicating 30 years to the federal government.

Rhonda Johanson, chief, Contracting Division, retired Dec. 31, after dedicating 28 years to the federal government.

Minor Gibbs, Jr., lock and dam operator, Lock and Dam 21, Mississippi River Project, Operations Division, retired Jan. 1, after dedicating 24 years to the federal government.

Robert (Layne) Yager, master towboat operator, Maintenance Section, Illinois Waterway Project, Operations Division, retired Jan. 3, after dedicating 35 and one-half years to the federal government.

Robert Steele, engineering technician, Technical Services Branch, Engineering and Construction Division, retired Jan. 2, after dedicating 35 years to the federal government.

Randy Haas, supervisory natural resources specialist, Coralville Lake, Operations Division, retired Jan. 3, after dedicating 34 years to the federal government.

John Holt, supervisory natural resources specialist, Lake Red Rock, Operations Division, retired Jan. 3, after dedicating 31 years to the federal government.

William Gretten, chief Mississippi River Project, Operations Division, retired Jan. 3, after dedicating 31 years to the federal government.

George Hardison, chief, Operations Technical Support Branch, Operations Division, retired Jan. 3, after dedicating 41 years to the federal government.

David Diericks, lock and dam equipment mechanic, Lock and Dam 16, Operations Division, retired Jan. 12, after dedicating 15 years to the federal government.

Congrats ...



Congratulations to **Monica Arshad** and her husband Jubbar on the birth of a baby boy, Jacob Alexander on Jan. 6. He was five pounds 14 ounces and 18 inches long.

Sympathy ...



Michael Harper, 69, of Savannah, Ill., passed away Nov. 2 at his home.

Harper worked for the Department of Defense for more than 40 years. Most recently he was the Chief Historical Researcher for the Rock Island District.

He also served in the U.S. Navy.



Alan McLuckie, 59, of Cuba, Ill., passed away Jan. 15 following a tragic car accident.

McLuckie worked as the project support supervisor for the Maintenance Section, Illinois Waterway Project.

Please send birth announcements, sympathies, and other items of interest to cemvr-cc@usace.army.mil or call 309-794-5730.

Illinois Waterway Project honors one of their own

By Hilary Markin, Editor

Following the passing of Alan McLuckie on Jan. 15, the Illinois Waterway Project held a remembrance service at the Project Office Jan. 22 to honor his life.

The ceremony was led by Brady Beckman, general foreman, Maintenance Section, who was one of many who had the privilege to serve with him. McLuckie had worked for the Corps of Engineers for 19 years, most recently serving as the project maintenance supervisor for the Maintenance Section.

“At some point in each of our lives, whether personal or professional, Alan made lasting impressions on us all. His dedication to getting a job done right, the first time, every time, was passed on to all that he taught, mentored, or to those who sought advice from him through the years,” said Beckman during the ceremony.

The ceremony included a flag ceremony, presentation of a plaque and award to his family and the placing of a wreath at the base of the flag pole in his honor.

The event was concluded by a remembrance meal where fellow employees, retirees and family members shared stories of McLuckie. 



Illinois Waterway Project employees lower the flags during the remembrance service in honor of Alan McLuckie, a fellow employee who passed away Jan. 15. The flags were then presented to his family. *Photo by Corps of Engineers*

Hoague receives award, departs for New Orleans

By Hilary Markin, Editor

While serving as the Chief of Engineering Branch for the Transatlantic District - North, Mark Hoague was awarded The Bronze Order of the deFleury Medal Feb. 5 for his superior service.

Hoague, who is concluding his second two-year deployment to Afghanistan this spring, has been instrumental in providing vision, leadership, reliable continuity of operations and high standards of technical quality for primarily vertical construction projects, said Maj. Gen. John Peabody, Mississippi Valley Division commander, in an e-mail to the workforce about his support to the Afghanistan National Security Forces Program.

Following his deployment, Hoague, who has more than 30 years of service with the Corps, will be returning to a new job. Having served previously as the Assistant Chief of Engineering and Construction for the Rock Island District he will now be the Chief of Engineering Division for the New Orleans District.

“We (Maj. Gen. Peabody and Col. Ed Fleming, commander, New Orleans District) are happy to welcome Mark to the New



Mark Hoague, receives The Bronze Order of the de Fleury Medal from Maj. Gen. Michael Eyre, Transatlantic Division commander, assisted by Transatlantic District - North Command Sgt. Maj. Ronald Flubacher. *Photo by Corps of Engineers*

Orleans District’s executive team, the MVD “Engineers Without Borders” leadership team, and look forward to his contributions to leading the MVN Engineering Division into the future. I have no doubt that his vast experience and dedication will make a significant contribution in his new position, stated Peabody. 

Great U.S. ShakeOut

By Sarah Jones, Emergency Management

February was earthquake preparedness month in the state of Illinois. Illinois Governor Pat Quinn urged everyone to participate in "the biggest earthquake drill in the history of the Midwest," also known as the Great U.S. ShakeOut, Feb. 7 at 10:15 a.m. The District and more than 2.8 million people in communities throughout the central United States dropped, covered and held on during the drill.

You may be asking yourself, "Why did the Rock Island District participate in an earthquake exercise?" While for some it may seem silly, however it was an opportunity to create a sense of awareness, dispel myths and become more prepared for disasters. For example, officials used to tell us to stand in a doorway during an earthquake. More recently experts have determined that the best way to avoid injury is to dive under the nearest piece of heavy furniture and hold on. Deciding to make a run for a doorway could expose you to falling objects possibly causing injury.

The Great U.S. ShakeOut coincided with the anniversary of the last earthquake of magnitude 7.0 that shook the central United States back in 1811-1812. The quake destroyed the town of New Madrid, Mo., caused the Mississippi River to flow backwards and created Reelfoot Lake in northwest Tennessee. The quake was reported to be felt as far away as Washington D.C.

Although the likelihood of experiencing a magnitude 7.0 earthquake in the Rock Island District is extremely unlikely, knowing how to protect yourself in the event of an earthquake is important. For more information about earthquake preparedness and seismic activity within the central United States please visit www.cusec.org. 



Matt Stewart, Geotechnical Branch, takes cover under his desk during the Great U.S. ShakeOut, Feb. 7. Photo by Jotham Povich

SAFETY CORNER

Post Earthquake Safety

By Troy Larson, Safety and Occupational Health

Earthquakes come without warning; knowing how to protect yourself and others after an earthquake is often overlooked, especially for those who are not accustomed to earthquake events. The information below is intended to help you prepare for the effects after an earthquake.

Be prepared for additional earth movements called "aftershocks." Although most of these are smaller than the main earthquake, some may be large enough to cause additional damage or bring down weakened structures. Other aftereffects may include fires, chemical spills, landslides, dam breaks, floods and tidal waves. Be sure to have an emergency preparedness kit ready and monitor a battery operated radio or television for additional emergency information. For more information on what to have in your emergency kit go to <http://www.earthquakecountry.info/roots/step3.html>.

- **Check for injuries:** Only provide help to others if it is safe to do so. Do not attempt to move injured or unconscious people if possible; serious or life-threatening internal injuries may not be evident. If someone has stopped breathing, call for medical or first aid assistance immediately and begin CPR / First Aid if you are trained to do so. If you are trapped, try to attract attention to your location.
- **Check utilities:** An earthquake may damage gas, water and electrical utilities. Know the location of the utility shutoff valves and electrical panels on your property. If you smell gas, open windows, shut off the main gas valve, do not turn on any lights or electrical appliances, go outside, report the leak to authorities and do not reenter the building until an official says it is safe to do so. If electric wiring appears to be damaged, shut off the electric current at the main electric panel. If water pipes are damaged, shut off the supply at the main valve. Check to see if sewage lines are intact before using bathrooms or plumbing.
- **Other precautions:** Have chimneys inspected for cracks and damage before use to avoid carbon monoxide poisoning or a fire. Keep away from downed power lines or objects that may be in contact with downed lines; report electrical hazards to the authorities. If safe to do so, immediately clean up spilled flammable liquids, and other potentially hazardous materials. Stay away from damaged areas in your community, your presence could hamper relief efforts and you may endanger yourself. Cooperate fully with public safety officials. Respond to requests for volunteer assistance from police, fire fighters, emergency management officials, and relief organizations; but do not go into damaged areas unless assistance has been requested by a trained responder. 

Support & Sacrifice for Corps



Thanks to the employees who are deployed to the Afghanistan Engineer District - North (TAN) and the Afghanistan Engineer District - South (TAS)! To learn more about volunteering contact Emergency Management at (309) 794-5595.



Kenneth Beck, TAN
Real Estate Division -
North



Randall Braley, TAN
Engineering &
Construction Division



Peter Corken, TAN
Engineering &
Construction Division



Chris DePooter, TAN
Engineering &
Construction Division



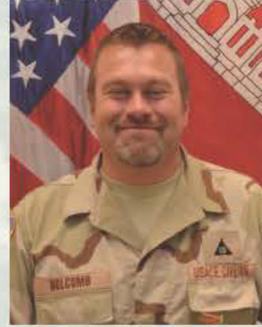
Stephanie Dupey, TAN
Real Estate Division -
North



Richard Eberts, AES
Regional Planning
Division - North



Mark Hoague, TAN
Engineering &
Construction Division



Paul Holcomb, TAN
Engineering &
Construction Division



Perry Hubert, TAS
Engineering &
Construction Division



Celeste Iverson, TAN
Resource Management



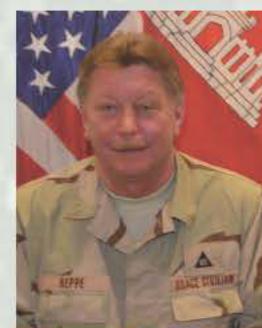
Brian Lane, TAN
Engineering &
Construction Division



Lisa Kantor, TAN
Engineering &
Construction Division



Robert Meyers, TAS
Operations Division



Kurt Reppe, TAN
Real Estate Division -
North



Richard Rupert, TAS
Engineering &
Construction Division



DeWayne Hopkins, mayor, City of Muscatine, Iowa; Gary Meden, deputy for Programs and Project Management; and Stan Askren, president, HNI Corporation, cut the ribbon Dec. 6, 2012, in front of the new floodwall and closure gate of the Mad Creek Flood Risk Management Project. Photo by Allen Marshall

Ribbon cut for Mad Creek Flood Risk Management Project

By Hilary Markin, Editor

The ribbon was cut on Dec. 6, 2012, signifying the completion of the Mad Creek Flood Risk Management Project that reduced the level of flood risk for areas in Muscatine, Iowa.

The project is in downtown Muscatine from Geneva Creek to the confluence of Mad Creek with the Mississippi River. Properties benefitting from the reduced flood risk included recent commercial and industrial development, a historical district in the downtown area as well as other commercial, industrial and residential areas. The major property owner of the newly protected area is HNI Corporation who spoke very highly of the project during the ribbon cutting ceremony.

The project began in September 2008 with the signing of the partnership agreement. At the request of the City of Muscatine, project sponsor, the approximately \$9 million contract was completed in two phases. Phase One of construction was awarded to Civil Construction Group and completed in October 2010. While Phase Two was awarded to General Construction Inc. and completed November 2012.

One of the major components of the project included a two-foot raise to approximately 2,300 feet of the existing levees and 1,700 feet of existing floodwalls along Mad Creek and the Mississippi River just downstream of Mad Creek. It also constructed 230 feet of new floodwall and a new bulkhead closure gate replaced the previous panel closure at Mississippi Drive. The floodgate at Second Street was replaced, a closure structure downstream of Washington Street was constructed and improvements were made to the channel of Mad Creek just upstream of 2nd Street. 