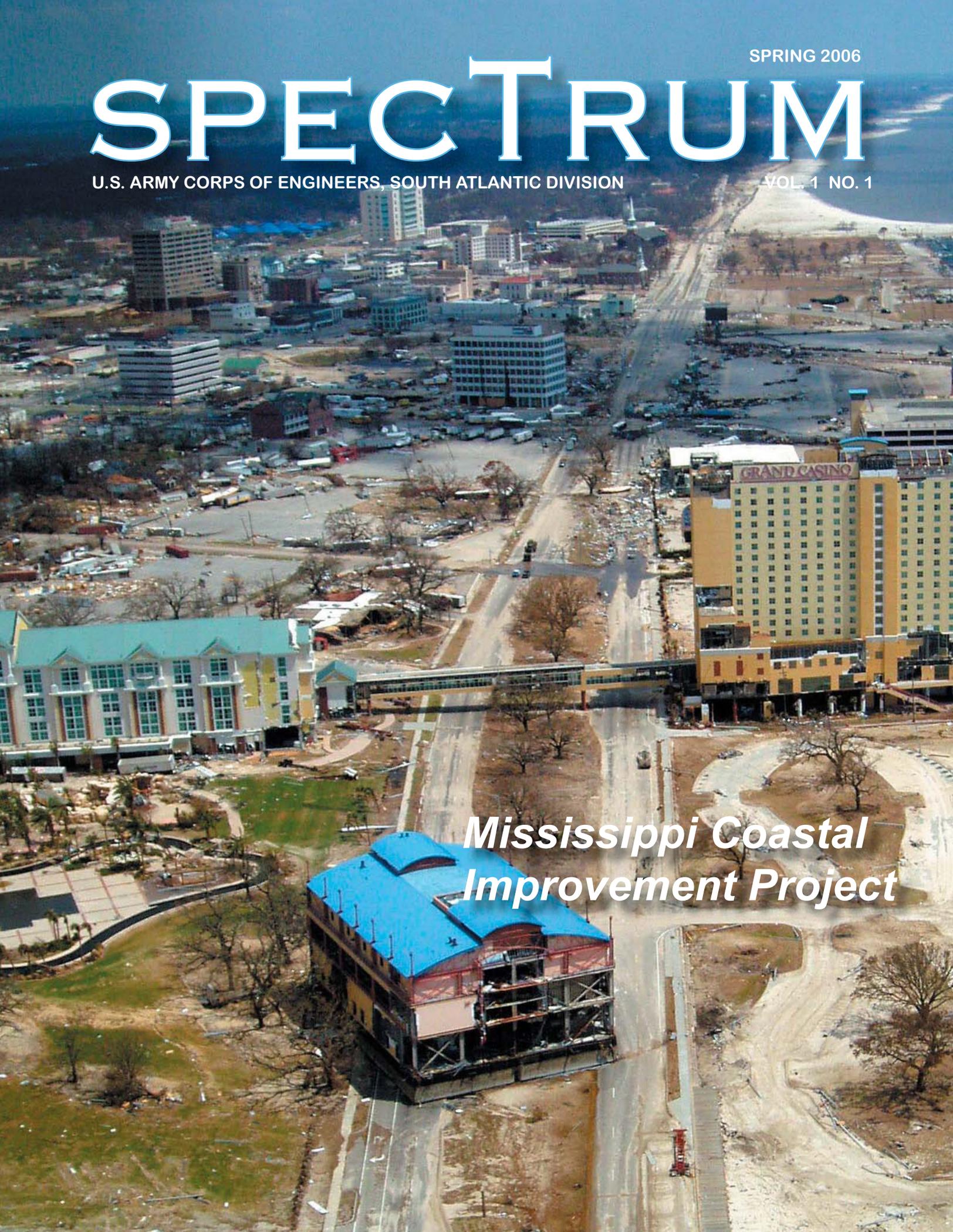


SPRING 2006

SPECTRUM

U.S. ARMY CORPS OF ENGINEERS, SOUTH ATLANTIC DIVISION

VOL. 1 NO. 1



*Mississippi Coastal
Improvement Project*

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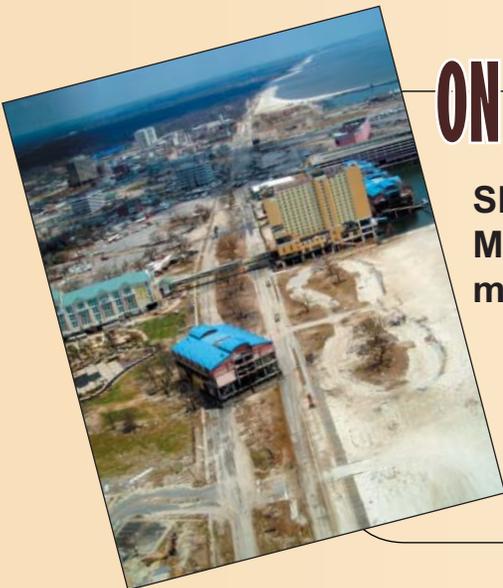
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ON THE COVER:

Short Congressional suspense requires Mississippi Coastal Improvement Project to move quickly

The fast-tracked Mississippi Coastal Study in Mobile District is being managed through a regional team with members from several Districts. Beyond its own urgent project goals, the effort is a test of the effectiveness of regionalization.



Brig. Gen. Michael J. Walsh
Division Commander

A Message from BG Walsh:

Welcome to the first issue of Spectrum, our new quarterly regional newsletter. Spectrum is a feature-oriented publication aimed at South Atlantic Division (SAD) team members, retirees, and other audiences who have an interest in our projects and programs. I see this publication as an opportunity for all of us, both in headquarters and throughout the Districts, to share our experiences, successes, lessons learned and future plans.

This and future issues of Spectrum will be both a window to regional efforts being made across the Division as well as a news source about our diverse workload in the Districts. As you will see in this first edition, our intent is to keep you informed about what is going on, the decisions that are being made, and why they are important to our mission.

Surveys indicate that many of you would like to see more about what happens in our region and the impacts we are having on our Army and Nation. To do this, we will need you to suggest ideas and author articles to be included in the publication. Our public affairs offices stand ready to offer professional help to those who desire to make those submissions. Contact them with your ideas. The Spectrum is your portal to the region.

Like all else that we do, our communications processes are subject to continuous improvement. If you have an idea for Spectrum, or for our overall communication efforts, please e-mail them to the Regional Communication Council through its executive director, Rob Holland, at robert.g.holland@sad01.usace.army.mil.

Corps' New Educational Curriculum a Splash with Teachers

BY SONYA GOINES, JACKSONVILLE DISTRICT

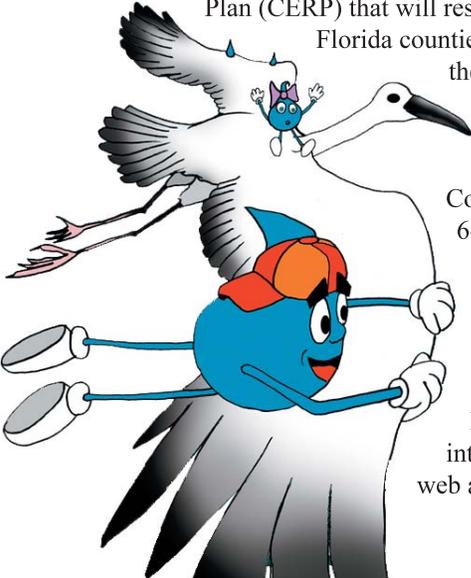
The Corps' newly developed environmental education program on the Everglades is making a splash with Florida teachers and will soon find its way to others across the country.

The Journey of Wayne Drop to the Everglades involves an imaginary rain drop who travels through the greater everglades ecosystem with his classmates to teach fourth and fifth graders about the greater Everglades ecosystem.

Wayne Drop and his friends debuted this school year to Florida fourth grade public schools in the 16-county area impacted by the Comprehensive Everglades Restoration Plan (CERP) that will restore America's Everglades. Teachers in the remaining Florida counties received the curriculum at the annual conference of the Florida Association of Science Teachers (FAST) in Orlando in November 2005.

The curriculum, both English and Spanish versions, debuted nationally at the 54th National Conference on Science Education, which took place April 6-9, 2006, in Anaheim, California, and attracted more than 13,000 attendees.

The curriculum, developed by the Corps of Engineers, the South Florida Water Management District and Everglades National Park, includes a teacher's guide, Florida Sunshine State Standard Benchmark correlations, a colorful storybook and an interactive CD. All of the materials are available on the web at: www.evergladesplan.org.



SPECTRUM

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The Spectrum is published quarterly by the Virtual News Bureau, South Atlantic Division, US Army Corps of Engineers to provide regional information on the people and activities of the Division and its five Districts.

This publication is printed and distributed in accordance with AR 360-1. Questions about or submissions to this publication should be directed to Public Affairs, U.S. Army Corps of Engineers - South Atlantic Division. The editor can be contacted by telephone at 404-562-5011.

Contents within this publication do not necessarily reflect the official views of the U.S. Army Corps of Engineers, the Department of Army, or the Department of Defense.

South Atlantic Division

REGIONALIZATION 2 Years In

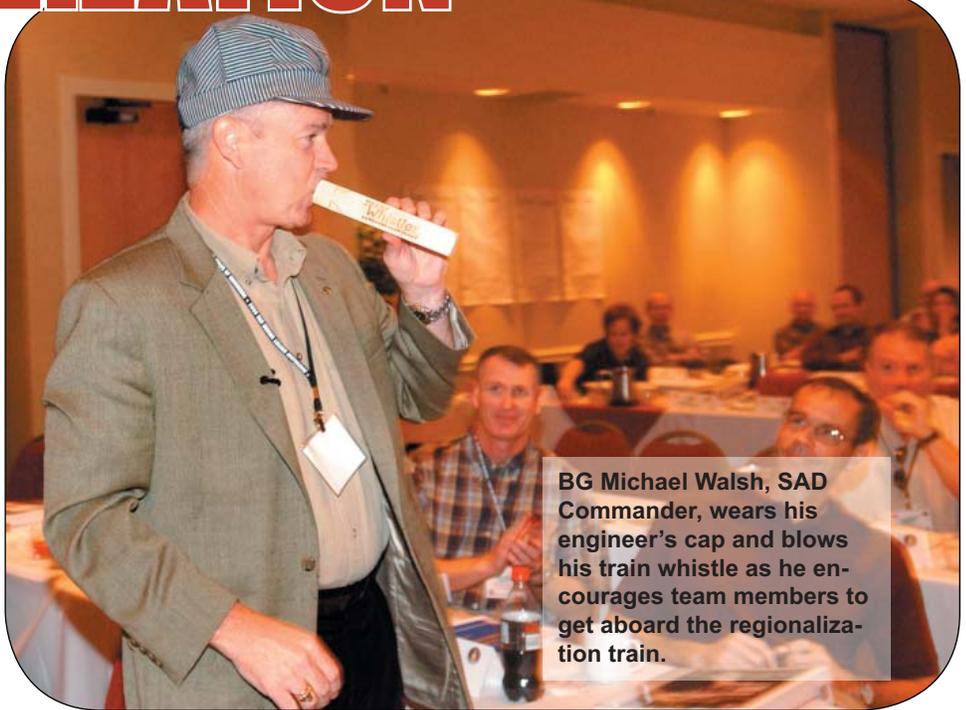
BY ROB HOLLAND
SOUTH ATLANTIC DIVISION

Brig. Gen. Michael Walsh, South Atlantic Division (SAD) Commander, is fond of saying: “You guys have been working on this regionalization thing for more than ten years now. It’s time we stopped studying it and started doing it.” And doing it is what the region has been engaged in now for the last two years, since Walsh arrived in July 2004.

During fiscal years 2005 and 2006, the Division has undertaken an ambitious and varied recombination of its traditional district and functional organizations to create a more regional approach to the Division’s missions, to leverage regional technical and managerial expertise, and to realize the efficiencies latent in larger and more interdependent organizations.

We didn’t start small. During this period, SAD has regionalized most of its biggest and most important functions. Beginning in 2005, Engineering, Planning, and Contracting functions were regionalized in configurations involving the merging of offices in Wilmington, Charleston, Savannah, and Mobile Districts. Without moving personnel from their present locations, new virtual, multi-district organizations were set up to handle these key functions. In 2006, Construction, Operations, Regulatory, and Real Estate functions were added to the list, as project delivery teams from around the region analyzed current ways of doing business and came up with recommendations for change. Other, smaller, regionalization efforts, begun under the USACE 2012 initiative, in such offices as Safety and Public Affairs, have also moved forward.

At the same time, the region has been setting up the overarching organizational infrastructure to support a regional approach to doing business. The main regional governing bodies, the Regional Management Board and the Command Council, have been combined into a single Regional Governing Board. Echoing this model, Communities of Practice have established regional councils to guide their efforts as they consolidate their gains and



BG Michael Walsh, SAD Commander, wears his engineer’s cap and blows his train whistle as he encourages team members to get aboard the regionalization train.

develop further regional processes and ways of doing business. An important enabling factor has been the adoption by the region of regional overhead rates, which are now in place. Regional budget and financial matters are now being guided by a regional Program Budget Advisory Committee (PBAC).

All of this has added up to a great deal of change in a very short time. However, even as leaders and team members attempt to digest the cultural and organizational challenges of these actions, the pressures on the agency for more efficiency and effectiveness continue to accelerate. Military Construction Transformation, Base Realignment and Closure, constrained civil works budgets and new rules for the management of appropriations all add demands and stresses to our business.

So how is all this going at the working level? How is regionalization affecting the day-to-day routines and practices of employees throughout the SAD? How is it affecting our projects and customers?

Except for a few “second and third order effects” such as the requirements to reprogram charge codes and other administrative details, the verdict seems to be that benefits are being felt throughout the region. “I expected I was going to be giv-

ing away work and income in the planning arena,” said Col. Mark Held, Savannah District Commander, at the recent South Atlantic Division Senior Leaders’ Conference. “Our program was not as robust as we expected but our planners are busy working on the Coastal Mississippi study, a Mobile District project.” In fact, the fast-tracked \$75 million Coastal Mississippi study is headed up by a planner from yet another District, Coleman Long of Wilmington. The multi-district team is engaged in a large scale assessment of protection measures for the Mississippi coast following the devastation of Hurricane Katrina last year. (See related article on page 6).

Another good example of this is the regionalized approach to the Savannah Harbor Expansion project. This \$300 million harbor expansion project has been ongoing since 1999, and under regionalization, Savannah District is now getting assistance from the Regional Engineering Center in Wilmington District and the Regional Planning Center and Deep Draft Navigation Center in Mobile District. “The team has discovered the benefits of tapping into other professionals’ experiences in order to solve site specific prob-

SEE REGION, page 7

Roanoke Celebrates Completion of Major Phase in Corps Flood Reduction Project



A finished stretch of the flood control project shows seeded banks, and some of the industrial facilities that will receive added protection from the project.

**BY PENNY SCHMITT
WILMINGTON DISTRICT**

On a sunny October day after a long dry spell, the low-lying brown waters of the Roanoke River seem just a thread in the cityscape. Long-time Roanoke residents know better. Rains from hurricanes and other major weather systems have repeatedly pushed the swollen Roanoke River out over city streets, wreaking havoc on a large part of the downtown area. Especially severe flooding hit the area in November 1985, and in September of 1992 and 2004.

For more than 20 years, the city has been working with its Congressional Representatives and the U.S. Army Corps of Engineers toward a project to reduce damaging floods in the downtown area.

On October 4th, 2005, long-time supporters of the project joined with John Paul Woodley, the Assistant Secretary of

the Army for Civil Works, and officials from the U.S. Army Corps of Engineers, Wilmington District, to break ground on the project, making alterations in almost 10 miles of channel to render small floods harmless, and reduce the amount of flooding from major storms.

Over the winter, the Corps' contractor, Branch Highways LLC, has now completed a major phase of the project, clearing and reshaping six areas along the river to create 'bench cuts' - terraced areas that make more room for floodwater. These areas have been landscaped with native trees and grasses, and in normal conditions, will add a park-like greenway to the downtown area. When heavy rains fall, these areas will be under water, and they will let the river channel carry more water safely through the city without flooding, lowering flood stages by one to three feet.

"Although this is not a flood elimination project, it will decrease the frequency and severity of flood events in the city,"

said Wilmington District Commander, Col. John E. Pulliam. As part of the project, aged and useless structures will be removed, and a choking and obstructive tangle of old growth vegetation will be replaced with new landscaping. The project includes a mile of recreational trail linked to trails already built by the city. And, each standing tree along the river bank has been evaluated with an eye to saving those that are sturdy and unlikely to be swept away by flooding.

Secretary Woodley pointed out that recent events in New Orleans have made urban areas nationwide more aware of the need for flood protection. He praised local leaders for their commitment to quality. Congressman Robert Goodlatte called up vivid memories of past flooding events, and expressed optimism that the careful design and high environmental values of the project would put it on a par with other well-known projects around the nation, like the San Antonio River Walk.

BY MARILYN PHIPPS
MOBILE DISTRICT
PHOTO BY MARILYN PHIPPS

Corps of Engineers projects and studies are not noted for their speedy completion. However, the congressionally-directed Mississippi Coastal Improvement Project has six months to provide a list of near-term projects designed to prevent storm damage and until December 2007 to provide a report on long-term projects.

The quick turnaround requirement did not faze the Corps. It created the best team by pulling together members from the South Atlantic Division. The PM team, Coleman Long and Philip Payonk from SAW and Glenn Landers from SAJ, made a six-month move to Mobile, Ala., to complement the Mobile District coastal team. Experts from other Corps Districts and centers join the team through a combination of tele-working or temporary travel.

"The timeline is a big challenge," said Long, program manager from Wilmington District. "Collecting information and engaging the stakeholders, general public, state, county, and local agencies is vital to this study. We have to make sure we are doing things that will help folks in their recovery actions."

The team was formed and a multi-phase plan was developed. For the initial site visit, the team formed three county groups that focused on Hancock, Harrison, and Jackson Counties. Approximately 47 projects were identified during the first tour.

The next day the team met in the Coastal "War" Room to place the projects on the GIS maps that wrapped around the room's walls. Discussions ensued, grouping projects, identifying ones that were already funded or under study.

The following week, the team went to Imperial Palace in Biloxi to meet with the scientific communities and the federal, state, and local government officials. Then it was back to the Coastal Room to add more projects and regroup some more.

The fourth week into the project came the public workshops -- one in each county. The small attendance did not deter the public from adding their ideas to the maps pinned to the walls.

Each workshop started with a short presentation that covered the state's vision for the coast, a \$7.5 billion, 15-year plan



Todd Boatman (l), Mississippi Coastal Improvement Project team member, elicits ideas from Mississippi resident at the free public workshop in Harrison County.

Short Congressional Suspense Requires **Mississippi Coastal Improvement Project to move quickly**

to restore barrier islands, beaches, forests and marshes as well as oyster beds and fish habitats. This was followed with a brief background on the congressional mandate and schedule -- a six-month interim report of short-term projects and a two-year report that covers long- and short-term projects.

Long explained that the quick project development is not the normal way the Corps does business. "We have been tasked to analyze, design, and plan a recommendation for approval and funding by Congress."

An audience poll to establish guidelines for the improvement plan was conducted after short presentations by team members. The attendees voted on 12 areas from using the state's vision as the starting

point for the coastal improvement, and where to focus resources first.

Susan Rees, Mobile District coastal team leader, explained that the poll was just part of the public input that is needed. "We need your input on how you want the coast to look. The maps are taped around the room, post-it note pads and pens are on the table. Please write your suggestions and stick them on the appropriate map," she said.

Members of the coastal team were on hand to answer questions and encourage public ideas. A court reporter took suggestions from the public and computers were set up for individuals to add their input individually.

Phil Payonk, SAW, also informed the audience of a public website that has been

established, so anyone can go online to enter their suggestions at any time.

The next step is a web-cast. Interest was high as 70 individuals pre-registered to take part in the internet broadcast.

The timeline pressure continues as the team prepares for the second round of workshops and another web-cast to poll participants on items identified in the first round of workshops.

In the background, the team is working on how to handle the short-suspense, peer and independent reviews, managing funds, scheduling the next round of workshops for the near-term projects and focusing on the summer long-term project meetings with the stakeholders and identifying the modeling requirements.

The team has until December 2007 to complete the task of identifying and analyzing long-term improvements for coastal Mississippi and preparing a report to Congress.

“With the long-term projects, we will have an opportunity to model storm events and be able to describe the implications of the events on the infrastructure, environment, and commerce,” Long said. “We will be able to develop alternative actions that can be taken to provide an increased level of protection.”

He added that any protection will not be 100 percent against a maximum hurricane. “We will be able to explain what the public will get with each level of protection along with the associated risks and they will rank their project preferences.”

REGION, *continued from page 4*

lems on the project” said project manager Alan Garrett, project manager. Both Wilmington and Mobile Districts have recent deep draft navigation project planning and design experience that they have brought to bear on the Expansion Project, according to Garrett. (See related article on Savannah Harbor, page 10).

Similarly, team members in a variety of disciplines from all over the Division are finding themselves working on new projects outside their traditional geographic boundaries. Contracting specialists from civil works Districts are working on military contracts and many engineers and planners are working far afield from their accustomed territories.

These early initiatives are just the beginning steps of how we will accomplish our future missions.

“More work than we can shake a stick at!”

Regional Centers Find Growing Challenges

**By Penny Schmitt
Wilmington District**

If regionalization seemed to some like an effort to equalize ‘shrinking’ workload across several districts, some richer in project workload than others, that’s working—in an unexpected way. Everyone is equally overwhelmed!

Big projects in several districts, and the added massive challenge of regional priorities to respond to the devastating 2005 Gulf Coast hurricane season, are calling on the South Atlantic Division (SAD) Regional Engineering Center to throw every scrap of talent into a roiling, steaming cauldron of hot projects and priorities.

“We are facing a bigger stretch than we ever dreamed of,” said Wayne Bissette, Chief of the Regional Engineering Center that comprises engineering staffs from Wilmington, Savannah and Charleston Districts. “Not only are we working major projects like Savannah Harbor and Wilmington Harbor Channel Deepening Projects, both of which are extremely high visibility, high value projects for their constituencies, we are also doing operations and maintenance design work for those projects,” Bissette said. “We are working on the Augusta Flood Control Project for Central Georgia, and a host of independent technical reviews (ITRs) for Jacksonville District shore protection projects. We have 19 ITRs scheduled in support of the Comprehensive Everglades Restoration Project (CERP) with a total of 50 on the horizon.”

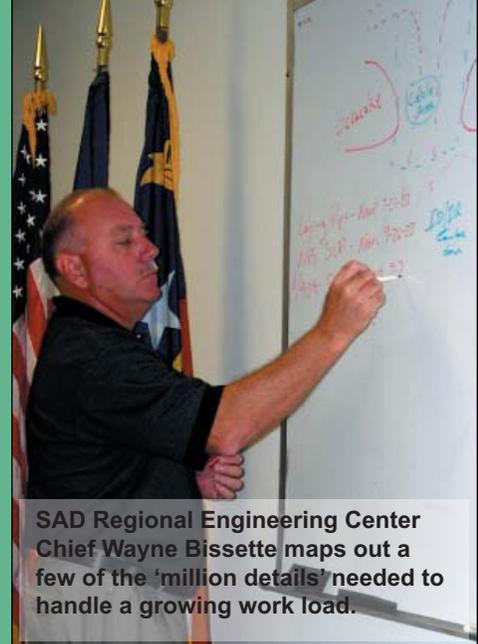
If that is not enough of a stretch, the devastation left behind last hurricane season has called both the SAD Regional Engineering and Planning Centers to meet “unplanned challenges.” “We are doing planning and engineering work on the Mississippi Coastal Project, and engineering work for Galveston District. Truthfully, the engineering workload we have right now is more than enough for all the engineering skills we have available.”

Is it working? So far, yes. “A million little things need to happen to make the process work more smoothly,” Bissette said. “We are pushing to get those corrected.”

Wilmington’s Chief of Technical Services, Hank Maser, agreed. “We have a million details to work out,” he said, echoing Bissette’s take on the magnitude of the job. “I think Col. Butler captured the sense of what we are doing well when he described this regionalization effort as ‘blitzkrieg’. We have swooped in and taken the big targets successfully. The long run challenge is going back and mopping up all the small stuff.

“We have to make sure all our people can be successful. And the obstacles are things like payment codes in CEFMS. Our top target to make sure that we can overcome all those details is Objective 1.1 in our Annual Operations Plan for 2006: Resourced Project Work Plans. We are putting in place standardized procedures and tools for workload and resource management so that we can set and confirm priorities and resolve resource conflicts. That’s the key to success in all our Communities of Practice—making sure that we are able to track and balance workload and make the best use of all the talent we have available in our teams.

“Fortunately everyone has quickly recognized that we are gaining family and not losing. This is a marriage, not a divorce!” Maser said. “There is a wonderful spirit of cooperation. We are successfully supporting top requirements and priorities for three districts and commanders. And we have reached beyond SAD borders to take on Gulf Coast Recovery missions.”



SAD Regional Engineering Center Chief Wayne Bissette maps out a few of the ‘million details’ needed to handle a growing work load.



Unique Fish Lift Keeps Anadromous Fish Life Cycle Going

BY HANK HEUSINKVELD, WILMINGTON DISTRICT
CONTRIBUTOR DAVID HUBBARD, CHARLESTON DISTRICT

In 1941 when the Santee River was dammed by the South Carolina Public Service Authority (now Santee Cooper), lakes Moultrie and Marion were created. Water from the Santee River was diverted to the tidal Cooper River which led to the development of hydroelectric power, flood control for the Santee River Basin and navigation from Charleston to Columbia. An unanticipated byproduct of the diversion project was the creation of a self-sustaining striped bass fishery in the new lakes which blossomed into an economical sport fishing industry. However, the dams obstructed anadromous fish such as the American shad and blueback herring from reaching their traditional spawning grounds after about three years of life in the Atlantic Ocean. Santee Cooper

This shaft will flood when gates are opened and will move fish vertically 50 feet up for a quick trip into the lake system.

and the South Carolina Department of Natural Resources (SCDNR) made efforts to allow migrating fish through the Pinopolis Navigation Lock from the Cooper River into Lake Moultrie to enhance the prey base for the predatory striped bass. However, a problem arose as sediment was discharged into the Cooper River from the Pinopolis Dam hydroelectric generating turbine and caused shoaling in Charleston Harbor that interfered with Navy and commercial shipping traffic. The Charleston District proposed the Cooper River Rediversion Project to reduce the shoaling while maintaining hydroelectric power generation. The Rediversion Canal and a new hydroelectric power generating dam was built near St. Stephen to link the Santee Cooper Lakes with the Santee River. Built into the dam was a unique system to “lift” fish from the Santee River into the lake system. David Hubbard of the Charleston District is the Project Manager of the Cooper River Rediversion Project.

“It’s basically an elevator shaft,” he said. “The water in the elevator shaft is at river level to begin with. The fish, moving upstream to spawn, are attracted to the elevator area by running water. A gate 50 feet away closes and crowds the fish into the elevator shaft. The elevator door closes and the shaft fills with water. As the water level rises, the elevator floor grating is raised to crowd the fish upward. As soon as the water level gets to the level of the lake, the upstream elevator door opens to allow the fish to access the lake.”

Hubbard said once the fish exit into the lake system, they pass by a viewing window for identification and where their numbers can be documented. He noted that since the re-diversion there was an anticipated decrease in the number of fish that passed through the Pinopolis Navigation Lock from the Cooper River. This provided the incentive for construction of the fish lift to allow fish passage from the Santee River. The Charleston District and power company Santee Cooper have been working with the South Carolina Department of Natural Resources which operates the fish lift to improve fish passage. Steven Leach, a Fisheries Biologist with SCDNR, said that it’s a tough balancing act trying to keep fish populations up while managing hydroelectric power generation. He said the fish lift needs improvements, but he likes the fact that it simply does its job.

“It definitely works, but whether it works to an efficiency level that’s acceptable is not really known. We do know that it’s not very efficient for blueback herring. We haven’t studied the American shad passage enough, but it’s generally believed that the shad do pass more efficiently.”

Leach said a number of factors not related to the dam influence fish populations. He won’t speculate on a direct cause, but as a biologist he’s concerned about the declining numbers.

“There are reports that the blueback herring stock is declining coast-wide. And in fact, radical drought and flood fluctuations over the past few years have probably altered the passage. It’s confounded significantly here in that fish migrate into the Santee Cooper system on either the Santee or Cooper River, so you have to factor in both sites to understand what’s coming into the system.”

Hubbard has seen hundreds of thousands of fish pass through the unique lift system since it was built just over two decades ago. He likens the anadromous fish to “a canary in a coal mine” in the overall health of the rivers. He’s confident that the combination of science, engineering and the study of fish behavior will continue to keep the fish populations stable.

“The lift is different from a fish passage device such as a fish ladder that anadromous fish like a salmon would use because these fish don’t jump which is why we have the lift. It works.”

Senior leaders Seek to Consolidate Gains



Lee Campbell, implementation program manager, discusses the fundamentals of Lean Six Sigma during the Senior Leaders Conference.

BY ROB HOLLAND
SOUTH ATLANTIC DIVISION

After two years of annual Senior Leaders' Conferences in which South Atlantic Division (SAD) leaders debated and selected major regionalization initiatives, the Division leadership switched gears this year as they sought to refine and consolidate earlier gains. "The regionalization train has left the station," said Brig. Gen. Michael J. Walsh, SAD Commander at the conference held April 11-13 in South Carolina. "We have many actions underway, and are already seeing the benefits. We need to build on these initiatives with a focus on improving our business processes and extending the relationships with our customers," he said.

With these goals in mind, conference attendees participated in briefings and discussions of new tools which are being fielded to assist with process improvement and customer relations. Lee Campbell of Headquarters, U.S. Army Corps of Engineers, introduced the group to the rudiments of Lean Six Sigma (LSS), an approach to continuous business process improvement that is being fielded by the Army and Department of Defense. LSS



More than 100 senior leaders from throughout the region gathered at Hilton Head Island, SC to review progress on regionalization and map out the next steps.

applies a disciplined approach to the analysis of waste in business processes, and seeks to assist management in simplifying ways of doing business and making them more efficient.

"Some people estimate that 80 percent or more of our business processes are waste," Campbell says. "Much of what we do does not add value, and LSS helps us to recognize it and eliminate it," he said. Campbell used some simple group exercises to show how small process alterations can make dramatic differences in efficiency. The first step in getting LSS established in the Corps is to train team members to act as consultants to the organization on the process. Training will create "Black Belt" and "Green Belt" level team members to support further training

and implementation throughout the organization.

Another area of focus that will receive extra emphasis in the coming year is measuring and improving customer satisfaction with the region's work. In a workshop led by Brig. Gen. Walsh, our leaders heard an introduction to the new civil works customer survey instrument which has been developed since the last Senior Leaders' Conference.

"We have had a military customer survey for many years," Brig. Gen. Walsh said. "But we didn't really have a sophisticated way of evaluating how we are doing with our water resource customers." The new survey, which was modeled

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Regionalization Moves Savannah Harbor Expansion Project Forward

For many, the introduction of regionalization created a lot of uncertainty and apprehension. That was the case with the Savannah Harbor Expansion Project team. Now having worked on the project for several months under the regional concept, the team has been able to weigh the pros and cons of it all.

**BY RASHIDA BANKS
SAVANNAH DISTRICT**

A large, complex, and sometimes controversial study, the Savannah Harbor Expansion has been an ongoing Savannah District project since authorization in 1999. The \$300 million dollar harbor deepening project will increase the capacity of the Port of Savannah to accommodate deep draft container vessels, with not only the least impact but also adding benefits to the environment.

Working under a conditional authorization, the district is benefiting from additional expertise and resources from the Regional Engineering Center in Wilmington District and the Regional Planning Center and Deep Draft Navigation Center of Expertise in Mobile District as a result of regionalization.

“The team has discovered the benefits of tapping into other professionals’ experiences in order to solve site specific problems on this project” said Alan Garrett, project manager, “Experience on similar projects with similar challenges reduces research and learning curves resulting in an expedited schedule.”

Both Mobile and Wilmington Districts have recent deep draft navigation project planning and design experience that they have brought to the Expansion Project, according to Garrett. The Wilmington District team even includes members of Charleston District’s engineering staff. “When all this horsepower is combined with the knowledge and project specific experience of the remaining technical professionals in the Savannah District, it makes for a powerful combination” he said.

From Garrett’s standpoint, regionalization enables the District to do a better, more thorough job, but he admitted that what ordinarily would have been “the fine details” has sometimes made the transition slower.

Garrett said that regionalization entails a different way of thinking and not just in terms of organizational charts and “P2” codes. It requires the team to take a larger view, coordinating over a much wider area with a larger number of interested parties.

“The days when each district could operate in a vacuum, dredging however it felt was appropriate are gone,” Gar-

rett said. “Economic and environmental considerations are now regional in scope as the cumulative impacts of large harbor improvement projects gain the attention of the public. Including all interested stakeholders has become an extremely important and sensitive aspect that is crucial to the project’s success.”

In this regard, the Corps regionalization process has again proved beneficial. “It saves time and worry when someone else can provide a proven plan for resolving highly sensitive issues” Garrett said. “On the Expansion Project, this helps the Savannah team meet the Congressional intent of the new authorization which required other federal agencies to approve the project plan.”

“Todd Boatman, a project manager with the Mobile District, is responsible for writing the study reports for the project. He has worked out of the Savannah District office about one week each month since he began working on the project in 2005.

“I’m still trying to get up to speed and trying to do so very quickly,” said Boatman.

Because of regionalization, Boatman said that he is getting a lot of cross-training. “It’s not a one-way street,” said Boatman. “The Savannah District is gaining additional planning resources from Mobile, and I am learning a lot about deep draft navigation as well. This type of training is going to make us stronger as a Division. We just have to figure out how to make it all work.”

One of the complications of the project has been determining and addressing the impacts that deepening the harbor will have on the environment.

Susan Rees, a coastal environmental team leader with Mobile District, has also been working closely with this aspect of the project since the onset of regionalization.

In addition to her current workload with Mobile District, Rees oversees the environmental activities of the project such as water quality and marsh succession modeling. She also serves as a member of the deep draft navigation center of expertise team where she oversees technical peer reviews and the study of the Floridan Aquifer.

With the added workload, Rees said that the process has been challenging. Part

of the challenge has been my joining in the middle and learning about the project, while still trying to move forward. We didn’t have the luxury of sitting back and learning all about the project before we proceeded,” said Rees.

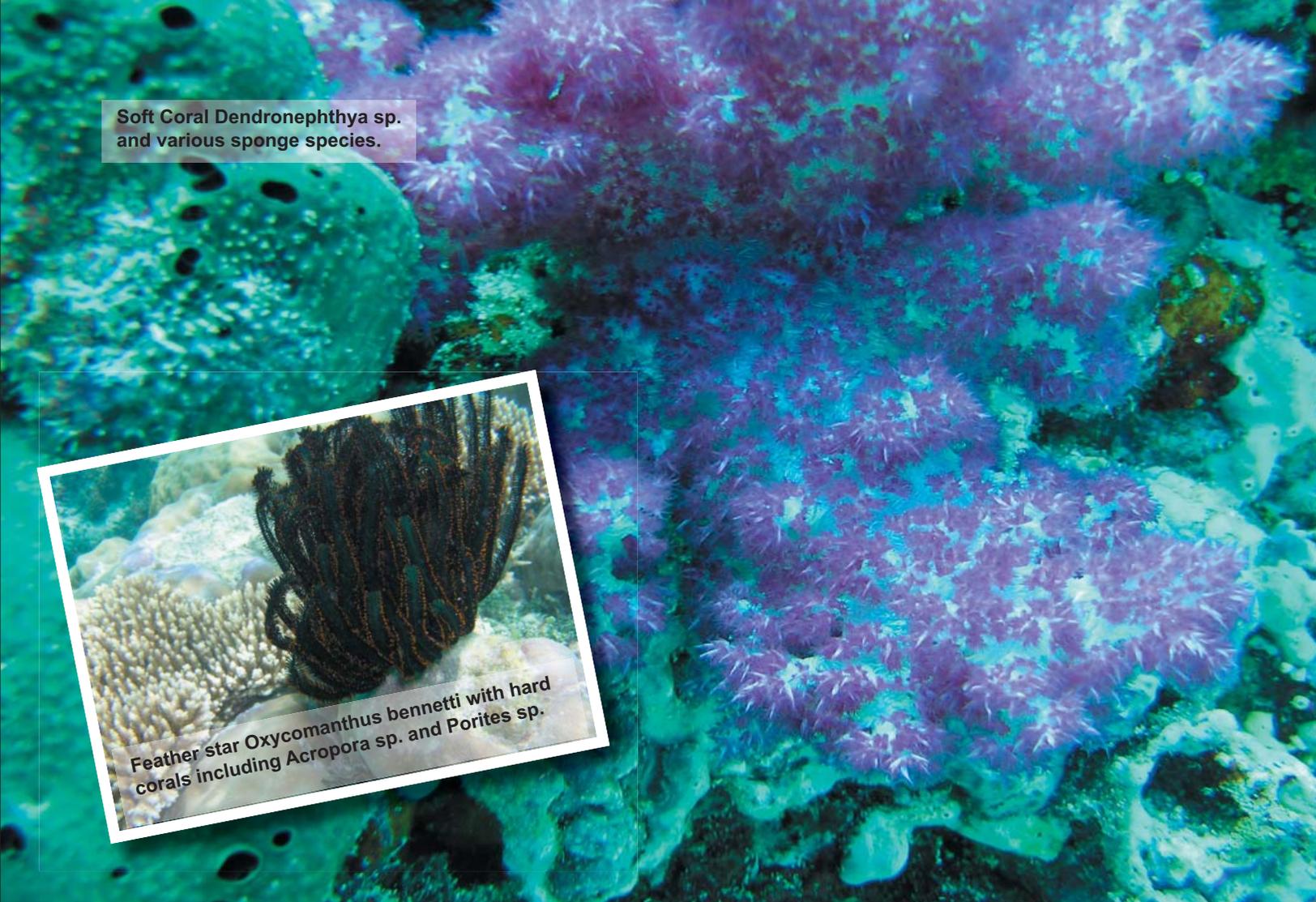
Another challenge has been funding. While the added resources have helped to move the project forward, Hope Moorer, program manager, Navigation Improvement Project, Georgia Ports Authority said that there is not enough funding available.

“The fiscal year 2005 and 2006 budgets were estimated with less staff working on the project,” said Moorer. “Since new expertise was added to the PDT and several of the scopes for the study were finalized, the project moved forward faster, and funds weren’t budgeted for that. The project was short of funds last year and we are facing the same problem this year.”

As the lead federal agency, the Corps is responsible for overseeing the preparation of the General Reevaluation Report (GRR)/Tier II Environmental Impact Statement, which includes an economic analysis and impact evaluation. The Georgia Ports Authority, which is the non-federal sponsor for the project, provides the up-front funding for data collection, analysis and development of tools. The Corps also works in conjunction with three other cooperating agencies – The U.S. Fish and Wildlife Service, the Environmental Protection Agency, and the National Oceanic and Atmospheric Administration’s National Marine Fisheries Service.

Although the team members are dispersed in different locations throughout SAD, Moorer said that technology has made the physical location of the team members a “non-issue.” “The previous unanticipated travel increased costs somewhat, but most of our work now doesn’t require attendance in person,” said Moorer. The team communicates more frequently through video teleconference, email, and telephone.

Although aware of the challenges, Moorer and other members of the Harbor Expansion team can clearly see the benefits that regionalization has had on the project. “...Overall I am very positive about the progress of the project. The Savannah District team has been excellent to work with. There has been a lot of good coordination amongst team members,” said Boatman.



Soft Coral *Dendronephthya* sp.
and various sponge species.



Feather star *Oxycomanthus bennetti* with hard
corals including *Acropora* sp. and *Porites* sp.

Jacksonville District Fills Key Role on U.S. Coral Reef Task Force

BY CINDY FOLEY
JACKSONVILLE DISTRICT

Coral reefs are one of the world's richest and most imperiled ecosystems, second only to rainforests in plant and animal diversity. As a member of the U.S. Coral Reef Task Force (CRTF), Jacksonville District fills a key role in the preservation and protection of coral reefs, nationally and internationally. The CRTF, co-chaired by the Departments of Commerce and Interior, is a diverse interagency body with members from 12 federal agencies, seven U.S. states and territories, and three freely associated states. The Assistant Secretary of the Army for Civil Works (ASA(CW)), John

Paul Woodley, is a voting member of the task force. His deputy, George Dunlop, and Penny Cutt, a Jacksonville District regulatory division biologist, serve on the steering committee.

Cutt recently attended the group's semiannual meeting held in the Republic of Palau. The island nation is one of the seven underwater wonders of the world, with dugongs, saltwater crocodiles, 550 coral species, 300 species of sponges and 1,300 varieties of reef fish, according to The Nature Conservancy. This tropical paradise leads the Pacific conservation efforts; in 2004, Palau had 21 marine and terrestrial conservation areas. Palau belongs to the CRTF as a freely associated state.

How the task force was formed

Then President William J. Clinton signed Executive Order No. 13089 establishing the CRTF in 1998 leading U.S. efforts to preserve and protect coral reef ecosystems. Its mission is to "develop and implement comprehensive, multi-disciplinary and coordinated approaches to preserve and protect U.S. coral reef ecosystems and encourage sound coral reef conservation practices globally." The Executive Order mandates the maximum protection of coral reefs.

Why the task force was formed

Coral resources are very rare. All coral reefs are found either within the Pacific Ocean Division or within



Jacksonville District boundaries. Jacksonville District includes the Keys, the southeast Florida coast and the Antilles. According to "Status of the Coral Reefs around the World" 20 percent of the world's coral reefs have been destroyed; 24 percent of the world's reefs are under imminent risk of collapse, and 26 percent are under a longer term threat of collapse. A 2005 report identified major threats and stressors impacting coral reef ecosystems such as changes in climate; sea level; surface temperatures; increases in storm frequency and intensity; population growth and tourism as well as physical damage from visitors, vessel groundings and the use of anchors by boaters. Coastal development results in increased pollution entering the marine environment and sedimentation from construction, agriculture, and road-building. Recreational and commercial fishing changes the populations of marine organisms, with the potential for far-reaching effects throughout the ecosystem.

How the task force works

Task force members meet semiannually to consider issues and progress in the protection of coral reef resources. The monthly steering committee conference call is used to assign tasks and receive updates from working groups. The steering committee evaluates resolutions prior to making proposals to the task force. They work with resolution authors to ensure that each proposal is acceptable to their respective agencies prior to presentation to the task force. Various agencies, non-government organizations (NGOs) and the public can propose resolutions to improve protection of coral reefs and associated resources.

The CRTF encourages the formation of Local Action Strategies (LAS) to protect remaining coral reef resources under their jurisdiction. The Florida LAS, led by the Florida Department of Environmental Protection (FDEP) focuses on the southeast Florida coastline. The National Oceanic and Atmospheric Administration manages the reefs in the Florida Keys therefore, the Keys are not included in this

organization.

Four working groups comprise the Florida LAS -- Appreciation and Awareness (AA); Fishing, Diving, and Other Uses (FDOU); Land-Based Sources of Pollution (LBSOP); and Maritime Industry and Coastal Construction Impacts (MICCI). Each working group includes members from government, industry, NGOs and the public to identify initiatives to protect reef resources and identify funding sources to implement the projects. Each working group is directed by four navigators representing federal, state, local, and NGO interests. Cutt is the federal navigator for the MICCI working group because its mission focuses on the Corps regulatory program in southeast Florida.

Some projects identified by the working groups may affect the Corps regulatory and civil works programs. As a result, several Jacksonville District team members participate on these working groups including Terri Jordan of planning division's environmental branch and Leah Oberlin and Brandon Howard of regulatory division's south permits branch. The MICCI projects include an assessment to offset the impacts of lost functions and values of coral reef resources. They are also working to relocate the inner anchorage at Port Everglades to deeper water to minimize impacts due to ship groundings.

Jacksonville District's role

Regulatory Division plays an integral role on the CRTF ensuring that resources are protected and requirements are not unreasonable.

The U.S. Fish and Wildlife Service (USFWS) presented two reports at the December 2004 semiannual meeting: "Compensatory Mitigation for Coral Reef Impacts in the Pacific Islands" and a draft report entitled, "Investigations of Compensatory Mitigation for Coral Reef Impacts in the U.S. Western Atlantic: Florida and the Caribbean." They reviewed regulatory permit files from Honolulu and Jacksonville Districts to identify mitigation (avoidance, minimization, and compensation) required by Corps permits and the success or failure of compensatory mitigation projects. Both reports faulted the Corps for not doing enough to protect coral reef resources.

The 2004 draft Atlantic report did not articulate the improvement in Corps-required mitigation. Dunlop and Cutt requested DOI leadership to clarify whether past mitigation has been unacceptable; however, the Corps has substantially improved required mitigation in the past five years. As a result, the DOI representative spoke more positively concerning Corps work in his follow-up comments. Initially, the USFWS report recommended forming an interagency working group to "dictate" decisions on all permit actions involving coral reefs. This would have added another layer of review and significant additional burden on Jacksonville District's huge regulatory program. Through Cutt's efforts, the report language was modified to reflect that the working group would provide "recommendations and guidance" to the decision-making agencies.

A resolution proposed at the December meeting would have had substantial and adverse impacts on the Corps regulatory and civil works programs, shutting down dredging for major periods of the year associated with coral spawning. Dunlop and Cutt were able to change the resolution to provide protection of corals and coral spawning while not significantly increasing regulatory coordination efforts for the Corps.

Cutt's professional expertise and passion for coral reef protection earned Secretary Woodley's support for her nomination from NOAA to represent the Department of the Army on the CRTF steering committee. "It is quite an honor," said Cutt.

Her participation enabled the working group to draft language streamlining the permit review process for projects involving coral reef resources while minimizing impacts to Corps regulatory and civil works programs. Her positive approach to these issues is a valuable asset to Jacksonville District, the Corps, and to the protection of our rare aquatic resources.



Orange fin anemonefish

Worse than Death – Public Speaking

COMMENTARY BY CONNIE GILLETTE
CHARLESTON DISTRICT

PHOTO BY JONAS JORDAN

Fear Factor

You've probably seen the show, "Fear Factor" where contestants have to do all kinds of undesirable things like be submerged in a tank of swarming insects or walk on a balance beam over a pit of snakes, right? Why not add a challenge that makes many people's blood run cold – public speaking? Numerous surveys have shown (repeatedly) that speaking in public is the most fearsome thing most people ever face, even more fearsome than death.

Why all this angst about something as simple as talking? After all, we all talk every day. In fact, we probably talk to as many as 50 people in a day, one-on-one. So why does putting those 50 people in a room and addressing that group, strike fear in the heart of even the most ardent thrill seeker?

Fear Not

There are a lot of tricks for becoming a more confident public speaker and the people who we think of as great public speakers, know and use those tricks.

Know Your Subject and Your Audience

First, it all comes down to one simple rule: Know your subject and your audience.

Think of a time when you did feel confident and comfortable talking at length with a group. Chances are, you felt comfortable because you; 1) knew what you were talking about and 2) knew the people you were talking to.

The first part is easy. In order to be a confident speaker, you have to know what you're talking about. That means studying and learning everything you can about your topic. Chances are good that your knowledge of the subject is why you're being asked to speak in the first place.

The second part is a little tougher. How can you "know" a crowd of people? Well, you can start by finding out who will be in your audience. Write down the



different groups that will be represented. Will they all be from within your organization? Will they all have the same level of familiarity with your subject? Remember that acronyms and technical jargon can confuse your audience – unless you're sure they'll all know what you mean.

Next, ask yourself what these people are hoping to learn from you. A big part of being a successful speaker/presenter is meeting the audience's expectations. We've all had the experience where we went to a lecture or a presentation thinking we were going to learn one thing and

ended up receiving information that wasn't even related. Frustrating, isn't it?

Finally, as you prepare your presentation, ask yourself this question: "What three main points do I want my audience to understand and remember when they leave?" These are your messages.

I can't emphasize enough how crucial it is to limit the number of important messages you want to deliver. Many speakers make the mistake of trying to provide too much information. The result – the audience is overwhelmed and can't even determine what the main points were.

Will Visual Aids Aid You?

Visual aids can be very beneficial to your audience if they help them understand a complex issue. They can also help you reinforce your messages. And finally, they can work as your cue cards, prompting you to provide information. The key here is to use clear, easily understandable visual aids.

Practice Makes Perfect

After you've done your homework, it's time to practice. I don't mean sit at your computer and read the script in your head or look at the slides on screen. I mean close the door, stand up and deliver your speech – out loud. If possible, practice the speech in front of a mirror. And it's always a good idea to practice your presentation in front of a colleague, friend or family member.

If it's an important presentation, videotape yourself presenting and then take a look at the tape. As you watch the tape, ask yourself, "Is this interesting? Does this person seem knowledgeable and confident?" I know this part is difficult but take some comfort in knowing that you probably judge yourself more harshly than anyone in your real audience and the people in your audience do want you to succeed.

Showtime Tricks and Tips

This is the part where you're expecting me to tell you to picture your audience in their underwear, right? Well, don't do that! First, it's not nice and second, who wants to see a bunch of engineers in their underwear, anyway?!

The first real tip to remember is to arrive early. Public speaking is stressful enough without adding the worry of whether you'll make it there on time or not.

If possible, check out the venue before hand. It's always good to get comfortable with your surroundings.

If you're going to use visual aids, check to make sure you're familiar with how they will work (who will run the VCR, advance the slides, etc.).

Next, when you begin to give your presentation, don't worry if you feel a little nervous. This is natural and you can overcome it quickly, if you've prepared well.

One trick is to write down EVERY SINGLE WORD of the beginning of your presentation down to, "Hello, my

name is xxx. Thank you for inviting me to speak to you about xxxx." It may seem silly to write your own name down, but it's normal to be your most anxious at the beginning of your presentation. Giving yourself an exact script for the first couple of minutes may be what you need to jump start your speech.

Generally, I recommend using note cards with bullets for the majority of your presentation. And make sure you number your cards to avoid confusion.

Remember, the audience is on your side – they want you to succeed. If you seem a little nervous at first, they'll forgive you. If you fumble a bit with some of your words, they'll forgive you. What they won't forgive is an unprepared speaker, a lackluster style of presenting, in short -- a boring presentation.

So how do you avoid being boring? Think of the last time you saw a presentation you enjoyed. Think about how you would describe the speaker. Was he or she enthusiastic, funny, knowledgeable?

A trick for keeping your audience engaged is to periodically ask questions. For example, ask something like, "How many of you have encountered a situation like this?" You can allow time for answers or use rhetorical questions. The point is you're asking your audience to think, to participate.

Okay, so the next time you're asked to speak in public, remember to keep these things in mind:

Know your subject and your audience
Practice

Use tricks and tips and remember that the audience is on your side

These are just a few tips to get you started. There are a lot of resources available to help you become a more confident speaker (books, websites, videos, etc.). Before your next speech, take advantage of them. And hey, it could be worse – no one's asking you to be submerged in a tank of swarming insects, right?

Connie Gillette is a career public affairs officer who formerly served as the Deputy of the Army's media training team in the Pentagon.

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on one created in the Lakes and Rivers Division, will be fielded with an initial survey in the coming months, with regular follow-up thereafter. It has been approved for use by the Office of Management and Budget.

In addition to introduction to these new management tools, SAD senior leaders got a rundown on the strategic initiatives identified earlier by the Regional Governing Board for implementation in FY 2007. These are:

- Develop and adopt common, consistent, and efficient business practices
- Actualize the Regional Business Center
- Maximize relationship value

These are goals which have been guiding regional efforts for several years, but restating and emphasizing them gives them the weight of full support from the Regional Governing Board. James Dalton and Geoff Chatfield of SAD's Business Management Directorate walked through the process reviews and changes required by these initiatives, and explained how the Division will apply a disciplined approach to making these concepts a reality in the region.

Finally, the senior leaders realized the importance of effective leadership in making change happen. Under the direction of SAD Director of Programs, Les Dixon, they participated in a brief refresher course in leadership style and effectiveness.

Overall, the 2006 Senior Leaders Conference signaled both a continuation of initiatives underway and movement into a new level of commitment to making these changes a permanent part of the region's culture.

"We have moved a long way in a short time," Brig. Gen. Walsh said to Senior Leaders on the last day of the conference. "There are now many things we are doing, such as having regional overhead rates and a regional PBAC process that seemed impossible a couple of years ago. Now they have become a routine part of our business. This is, when you think about it, quite amazing. It's just the beginning of the change that is coming."



LTG Carl Strock, Chief of Engineers, meets with residents of coastal Mississippi following Hurricane Katrina. Corps efforts to assist continue through the Coastal Mississippi Improvement Project, currently under development by a regional team.