

C h a r l e s t o n

DISTRICT DISPATCH

"Just Doing It"

Vol. 26 No.3

U.S. Army Corps of Engineers, Charleston District

Fall 2003



District Gains New Commander

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Charleston District Dispatch

Volume 26, Number 3
Fall 2003

District Dispatch is an unofficial publication of the U.S. Army Corps of Engineers, Charleston District, authorized under the provisions of AR360-1. The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army. *District Dispatch* is a command information publication of U.S. Army Corps of Engineers, Charleston District. Circulation is 250. Articles, photographs, and other contributions are welcome and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication. Letters to the editor are also encouraged. The deadline for submissions is the 1st of the month preceding publication.

Send submissions to: Editor, *District Dispatch*, U.S. Army Corps of Engineers, Charleston District, 69A Hagood Avenue, Charleston, SC 29403. Details may be obtained from the Public Affairs Officer at (843) 329-8123. Written material may be electronically sent to: alicia.m.gregory@usace.army.mil.

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District Commander's Corner



Lt. Col. Alvin B. Lee
Charleston District Commander

First of all, I would like to personally thank all of the members of Team Charleston for their service to the citizens of South Carolina and our nation. One of the rewarding aspects of my job is the opportunity to interact with civic leaders, military leaders of other services, academia, the public, and our congressional delegation and their staffs. We all have great opportunities to share the contributions that Team Charleston and USACE continue to make to the local area, our state, our nation, and the world. Our district has a rich and proud history of assisting in the sustained economic development of South Carolina while striving to achieve environmental sustainability.

We also are making an impact nationally as well as internationally. Our Office of Value Engineering (OVEST), is a dynamic team of professionals dedicated to applying value engineering concepts throughout the U.S. Army Corps of Engineers' as well as other Federal agencies' design and construction projects.

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Their efforts continue to help save our customers hundreds of millions of dollars annually!

In the international arena, you have been instrumental in support of our national priorities and the continuing execution of the Global War on Terrorism. Recently, team members Bruce Seltzer and Fred South returned from deployments in Iraq in support of the broader USACE mission of rebuilding and restoring Iraqi infrastructure. We also have four additional team members deployed in support of the Coalition Provisional Authority and Task Force Restore Iraq Electricity. Those team members include: Dennis McKinley, Shawn Boone, Vernard Cleveland, and Tony Lijewski. We also have additional members that have volunteered to put themselves in harms way to protect our way of life. We should all be proud of their continuing accomplishments in assisting the reestablishment of the Iraq government and rebuilding critical infrastructure for the Iraq people. Please remember to keep our deployed team members and their friends and families in your thoughts and prayers.

As HQUSACE transitions these Task Force organizations (Restore Iraq Oil and Electricity) into a Division structure over the coming months, I would ask each of you to consider being a part of the USACE team as we continue the sustainment of support in Iraq. Again, thanks for your willingness and selflessness to serve a larger cause.

Now I would like to shift focus a bit and discuss the development of our Operations Plan for FY 2004. A group of our district's team members were selected from

across all functional areas to assist in the development of this year's Operations plan. We used the book "It's Your Ship" as the primer for discussion in the development of this year's plan. My intent for using this book was to get our team to think outside the box and to use their creativity to come up with new ideas. Susie Vohlken from our division's Business Management Office was instrumental in assisting the leadership establishing the framework for the development of the plan. We developed a questionnaire that was sent to all participants to validate the current status of the last operations plan and to develop a few common themes and ideas for this year's plan. The feedback from the survey assisted in the discussion, further development, and refinement of this year's themes. From those themes, we have selected six objectives that are further categorized under People, Process, and Communications for our Operations Plan for FY 2004. Below is a list of Team Charleston's "It's Our Ship" 2004 Objectives and the associated Champions and Project Managers.

People

Champion: Major Armstrong

Establish a comprehensive work environment plan to increase employee morale, standardize procedures, and ensure consistent application of local business processes:

- Flexi-place, flexi-time, core hours, compressed work schedule (Co-Project Manager: Frank Jordan and Emma Billue)

- Develop a comprehensive fitness program (Project Manager: Gail Simmons)

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District Gains New Commander



*by Alicia Gregory
Public Affairs*

In a ceremony full of military tradition and music, Lt. Col. Alvin B. Lee assumed command of the Charleston District from Lt. Col. Peter W. Mueller, July 25, at the Citadel Alumni Center.

Mueller served a two-year term as district engineer from June 6, 2001, through July 24, 2003. He is currently stationed at the Army's Military Personnel Command, in Alexandria, Va.

Lee is a 1985 distinguished military graduate of Georgia Southern University. In addition to a bachelor's degree in Business Administration, he holds a master's degree in Engineering Management from St. Martin's College in Lacey, Washington. He is also a graduate of the Engineer Basic and Advanced Officer courses, Combined Arms Services Staff School, and the Command

and General Staff College.

During his 18 years of military service, Lee has served with engineer units in the 1st Armored Division in Fuerth, Germany, and the 36th Engineer Group in Ft. Benning, Ga. He held command of the C/317th Engineer Battalion Mechanized, 3rd Brigade, 24th Infantry Division in Ft. Stewart, Ga., and the U.S. Army Cold Regions Research and Engineering Laboratory's Alaska Projects Office. He also served as an instructor at the U.S. Army Infantry School.

Additionally, Lee was the Deputy Resident Engineer at the Corps' Alaska District in Fairbanks, Alaska; and most recently, the Deputy Commander Forward at Corps' Omaha District Rocky Mountain Area Office.

His awards and decorations include the Meritorious Service Medal with three Oak Leaf

Clusters, the Army Commendation Medal, the Army Achievement Medal, and the National Defense Service Medal.

The Charleston Community Band performed the musical selections that accompanied the ceremony, and the color guard for the occasion was comprised of non-commissioned officers from Headquarters, 1-118th Infantry Battalion, S.C. National Guard stationed in Mount Pleasant, S.C.



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Combined Federal Campaign Time

by *Lindsey Jones*
Student Aide

In keeping with tradition and a desire to promote the welfare of not only its own employees and their families, but also the physical health and emotional well-being of others, the U.S. Army Corps of Engineers is taking an active role in the Combined Federal Campaign (CFC), from September 11 to November 7.

CFC, an annual fundraiser that contributes to charitable organizations and non-profit charities, was developed to allow Federal employees the opportunity to contribute their money and support to the charities and organizations of their choice. In the past, federal employees have raised millions of dollars to be donated to charities whose objectives range from providing under-privileged children with schoolbooks in order to break the cycle of illiteracy and poverty in America (BOOKS for the BARRIOS, Inc.) to providing funds to transfer the information amassed in laboratory testing to immediate treatment for children with cancer

(Pediatric Cancer Research Foundation).

In order to participate in CFC, each charity must apply every year, and only those certified by the Office of Personnel Management in Washington or the Federal Association of the Greater Charleston Area are listed in the Contributor Brochure. By conducting a thorough investigation of each charity, CFC guarantees that all charities and charitable organizations listed in the brochure are legitimate and that money donated by Corps employees will reach only the causes indicated by the Contributor Brochure.

This year, the Charleston District has set a goal of \$14,000. The most cost- and time-efficient way to donate funds to CFC is to choose the payroll deduction method of payment, which automatically deducts an allotted amount of funds from an employee's paycheck each pay period for the duration of the CFC year. However, donating funds in the forms of cash or check are also available.

Please help the Corps meet its goal this year by contributing as much as possible by this year's deadline of November 7.

Every Little Bit Helps

by *Cyndi Stein*
YMCA Fitness Specialist

There are usually a variety of reasons why NOT to start an exercise program. At the top of the list would be not having enough time, not having enough energy, or not having the knowledge to get started. For most people, the thought of thirty minutes of continuous, cardiovascular exercise is enough to keep them on the sidelines. If your desire to start an exercise program needs some encouragement, here are some ways to get moving in the right direction!

Start taking the stairs instead of the elevator. Stair climbing has been proven to improve cardiovascular endurance. Even short

bursts of climbing those stairs are beneficial to your heart. Take it one step at a time.

Park at the end of the row at the grocery store or at the mall. Instead of driving around to find the closest space, park at the end of the row and WALK! There are always spaces at the end of the row and your heart loves those extra steps. Even short distances begin to add up!

Drink more water to keep yourself from becoming dehydrated. Often when we feel tired during the day, dehydration is the common cause of the loss of energy. Try to drink a glass of water first thing in the morning (even before your morning java), and at least two or three other times during the day. When your

body is hydrated, you feel more energetic.

If you are thinking about taking a walk in the evening, try to go for that walk before you eat your dinner. After dinner we are more inclined to sit down and to put off that walk until tomorrow. Try to get your exercise scheduled before dinner. Timing is everything!

Research has shown that even short increments of cardiovascular exercise are better for you than no exercise at all. Every little bit helps; so start moving and try those stairs!



Hadden named Regulatory Chief

By Amy Henke
Regulatory

It may seem odd to some that the first female engineer in the Charleston district doesn't work in engineering.

When Tina Hadden, the newly selected Chief of the Regulatory Division, first came to Charleston through the engineer-training program, she had hydraulics as a goal position. She was a newly graduated Civil Engineer from the University of South Carolina and had just moved to Charleston to work for the Corps of Engineers.

Hadden actually met her husband of 19 years here at the district. Jimmy was working in regulatory at the time, but has since moved on to Project Management. Hadden swears that she didn't take the job in regulatory simply for that reason.

She had worked on the construction of St. Stephens powerhouse and had even worked as an inspector out on the dredges in the harbor. When it came time to choose a position, she had four choices – hydraulics, dredging management, planning or regulatory.

"I chose the regulatory division because I like dealing with the public," said Hadden. "Oh yeah, and I love dealing with all the regulations."

Hadden's years as a regulatory project manager has brought her lots of exposure on high-profile projects. She permitted the marina at Patriot's Point and was the project manager for the South Carolina Ports Authority (SPA) when they started looking at

expanding to Daniel Island.

That EIS was a high-exposure project for Hadden and a high stress one.

"There were so many differing opinions, personal issues and strong emotions," said Hadden. "It really came down to a 'quality of life' aspect."

Just as the Daniel Island project was grinding to a halt, Hadden got some good news. All her years of hard work were being rewarded with a position as Permitting Branch Chief. Although it was a high-stress time for Hadden, she had no problems coping.

"You can choose your attitude. You can choose a good one or not, but it's your choice," said Hadden. "I truly believe that."

Hadden has had some controversies and tough decision making to do as chief of Permitting. There were new mitigation banks and highways. There was even an artificial reef proposal using cremains, which prompted Hadden to say, "You can't just go putting people out there!"

So when it came time to interview for the next step up the ladder, Hadden wasn't really nervous. She just went in feeling like she would do her best. She even took time out, the morning of the interview, to sing with some of her employees as a way to pump her up. She looks forward to her duties as Regulatory Division Chief as a chance to help move the division through some tough changes as smoothly as possible.

"Change is inevitable," said



Hadden. "As we look to moving to a watershed based structure I'll try to get buy-in from everybody."

Although Hadden realizes that she can never make everybody happy, she prefers to manage people by realizing that everyone has different needs.

"You can't fit a square peg in a round hole," said Hadden.

That is one of the reasons that Hadden believes that PMBP is such a good fit for the Regulatory Division. Hadden says that Regulatory did PMBP even before the process existed. The Regulatory teams have always included customers and Hadden made sure to point out that we've also always included all our stakeholders in decision-making.

"From applicants to agencies, all stakeholders including the environment are important in our process," said Hadden.

2003 Summer Golf Tournament Results

The 2003 Summer Golf Tournament was held at Charleston Municipal Golf Course on August 13 with a shotgun start at 12:30 p.m.

Six teams played at the James Island course.

Although everyone who plays is a winner, the teams all agree to keep score.

Bob Brown -- Margie Brown's, IM, husband -- had closest to the pin, and Tim Henderson, Jim Henderson's

brother, had the longest drive.

Team results were as follows:

The first place team shot 60. The team members were Maj. Joseph Armstrong, Mark Turner, Dorsey Biller and Bob Brown.

The second place team shot 63. The team members were Lt. Col. Alvin Lee, Bill Stein, Kent Stenmark and John Crawford.

The third place team shot 66. The teammates were Doug Holmes, Tom Tullis, Vernard Cleveland and Jim Whiteman.

The fourth place team shot 67. The team members were Jim Henderson, Tim Henderson, Chris Dowling and Tom Murphy.

There was a tie for fifth place with the teams shooting 76. Team members were Cindy Biller, Gladys Clemons, Judy Tucker and Helen Van Name.

The other fifth place team consisted of Jean Wallace, Oscar Daniel, Kevin Widner and Johnnie Baxley.

District signs agreement with SCDHEC to restore FUDS

*By Karen Sprayberry
SCDHEC*

The Charleston District and the South Carolina Department of Health and Environmental Control (DHEC) have signed an agreement to work together to restore South Carolina's formerly used defense sites.

On July 1, Lewis Shaw, deputy commissioner of Environmental Quality Control, and Lt. Col. Peter W. Mueller, former Charleston District Engineer, signed a Management Action Plan. It is the first MAP signed between a state agency and the Corps in EPA-Region IV.

"This is a major milestone. I am excited and appreciative of the hard work of staff from both agencies in working to develop

this partnership," said Shaw.

A team from DHEC's Division of Site Assessment and Remediation and the Corps will begin meeting this fall to begin the process of restoring Formerly Used Defense Sites (FUDS) for

decision-making and cleanup processes for all FUDS, and to design a document that will accurately portray the status of the FUDS.

"We are proud of this partnership, and we hope that the

"This is a major milestone. I am excited and appreciative of the hard work of the staff ..."
said Lewis Shaw

reuse. The SC MAP Team will prioritize the FUDS, then develop, implement, monitor and coordinate appropriate response actions in accordance with federal and state hazardous waste laws.

Other goals of the team include involving regulators and stakeholders in the planning,

other states within EPA-Region IV will follow South Carolina by signing a MAP," said Mueller. "It is our agency's intention to assist state governments and the EPA in revitalizing and making these sites available for reuse in the near future."

What is CFO?

*by B.J. Fagan
Resource Management Officer*

CFO is an acronym, which stands for Chief Financial Officer. In theory we are all CFO's, but in principle each agency has someone who maintains overall accountability for the financial operations with which he or she is entrusted. Notice I said "overall." Not just project level or appropriation level accountability, but accountability **overall**.

In the late 80's, Congress got serious about the financial posture of the Federal Government. They thought deep and they thought hard, and finally succeeded in developing a list they termed as "findings and purposes." This list was as follows:

- Management functions particularly financial management functions need to be enhanced;
- Billions are lost each year through fraud, waste, abuse, and mismanagement;
- Government is in need of fundamental reform;
- Financial reporting practices are not accurately disclosing the current and future costs of operating and investment decisions.

The Chief Financial Officers Act became a law in 1990 (Public Law 101-576) with the purpose of mandating financial management reform and bringing more effective general and financial management practices to the Federal Government. The law also placed a lot of responsibility on federal agencies to include establishing Chief Financial Officer positions and holding the CFO's accountable for the agency's financial management. CFO's are responsible for the following:

- Develop and maintain financial management systems,
- Provide policy guidance and oversight of all financial activities,
- Approve and manage system's design and enhancements,
- Develop budgets,
- Oversee personnel actions relating to financial management functions,
- Implement systems for cash/credit management, debt collection, property and inventory management and control,
- Monitor the financial execution of the agency budget in relation to actual expenditures.

Congress is interested in results, and they monitor progress yearly by tasking all federal agencies to provide a report-card update. Congress also expects agencies to comply with applicable accounting principles, standards, and requirements and that audits be done in accordance with generally accepted government auditing procedures. This means that our financial systems and records are open to audit to ensure we are in compliance.

The Corps has gone through several iterations of audit review. The most recent audit was conducted by the Department of Defense Inspector General (DoDIG) and it is this report to which all Corps districts are now responding. The preliminary results of their review identified issues that "materially impact the accuracy and the reliability of the financial statements and systems" and added that "improvements need to be made for CEFMS certification and accreditation and that our district Local (Internal) Area Network/Wide (External) Area Network (LANs/WANs) create unknown vulnerabilities to our (computer) system security." With that and a lot more said, their bottom line was "we do not believe USACE is ready for a CFO audit."

The Corps could say "so what" and move on, but our financial statements require an unqualified audit opinion in order to receive a passing grade from Congress, and Congress is the entity that provides us with the bread and butter for our continued existence.

In our District, the team has pulled together over the last several weeks, to search, find, and in some cases recreate documentation that we hope will pass the auditor's review. We started with ten audit issues and have worked our way through almost all — and as this article goes to press — a vendor is working on accrediting the district's system.

I don't disagree that sometimes our rules don't pass the common sense test, but the bottom line is we have to satisfy Congress. We have to assure them that we have planned and executed the monies that we were entrusted. CEFMS gives the destination, but doesn't always provide the detail of the journey. Documentation becomes our detail of the journey. It reassures the powers that be that we followed the Planning, Programming, Budgeting, and Execution process to arrive at our destination.

CFO will not go away. It is not a one-time action, but a way of doing business. We have a responsibility to use timely, reliable, and comprehensive financial information to make decisions, which have an impact on citizens' lives and livelihood. Maintaining financial integrity is the responsibility of everyone in this district. That's why in the beginning of this article I said we're all CFO's. It takes a team to make it work.

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Scholarship Committee Fundraising Started

*by Lisa Metheney
Scholarship Committee Chairman*

The Charleston District Scholarship Committee started the new fundraising year off with one of their most popular lunch events, the 1/3 pound hamburger lunch. Over 50 people participated in the event, raising just under \$100 for the fund. "These are the best hamburgers, I really look forward to them," one district employee was overheard saying. Accompanying the burgers, with the usual fixings, were potato chips, baked beans, a drink and dessert.

The \$5 Scholarship Lunch has become somewhat of a tradition in the Charleston District, and the main stay of the Committee's fundraising efforts. "We try to have 2 events each month," stated Scholarship Committee Chair Lisa Metheney. "Because we fund anywhere from 12 – 17 scholarships, we need that many events to raise enough money."

Coming off a record year last year of \$3,400, the Committee has its work cut out. "We have a variety of events planned this year. We participated in a survey with Castle Club to see what people were interested in and what we could do better," commented Chris Perry, a new member of the Committee. "We are doing a few things a bit differently this year," Metheney said. "We are trying to

have an RSVP policy for most of the events. It allows us to better plan the food purchases and the set up time needed." Folks who RSVP have priority in line on the day the events occur. "It's not to say if you don't RSVP, you can't come, it's just to give us an idea of how many to expect. We had one glitch with it at the hamburger lunch, but we think it's taken care of so everything should run smoothly at the rest of the events."

The Committee has planned the following events for the remainder of their fundraising year. All lunches are \$5.

October 16 - Oktoberfest Lunch – Bratwurst, Kraut, Potato Salad, German dessert

October 31 - Halloween Bake Sale

November 18 - Soup and Salad/Sandwich Day

December 16 - Hot Dog or BBQ Lunch

January 13 - Taco Lunch and Salsa Competition

February 12 - Valentine's Day Bake Sale

February 24 – Annual Chili Cook-off and Giveaway

March 17 - St. Patrick's Day Breakfast

April 1 - Surprise Lunch

April 15 - Tax Day Sub Lunch

May 4 - TBA

May 18 - Pizza Lunch



Early June - Event if needed
The Committee will also be having a T-Shirt/Polo Shirt sale beginning in mid-October.

"The District has been really supportive of the Committee and the Scholarship Fund," commented Paul Hinchcliff. "This is a great group of people to work with and I enjoy the activities a great deal."

The Committee currently has 11 members and is looking for one more person to balance out the group. If you are interested, contact Lisa Metheney. Current members are: John Kassebaum, Jackie Easterling, Ted Hauser, Octavia Capers, Chris Perry, Lynda Daniel, Lisa Metheney, Andy Borden, Paul Hinchcliff, Dianne McManus, and Cynthia Ruddy.

Project will bring water to thousands

by Lindsey Jones
Executive Office

Over the past few years, the U.S. Army Corps of Engineers has been working on the Lake Marion Regional Water System Project. This project, which began in the mid 1990's when county officials and industry leaders in Central South Carolina recognized they could no longer depend on ground-water to supply their growing needs in the region, will provide immediate and future water supply, treatment and transmission needs for a large portion of five counties, including 11 municipalities surrounding Lake Marion.

The project will enhance public health by providing a reliable, high-quality water supply in compliance with drinking water regulations and will eventually replace the dependency on existing public and private groundwater systems. The proposed system will provide affordable water service to the I-95, I-26, US 15, and US 301 corridors, which will serve as potential catalysts for economic developments and the creation of new jobs in the region. As a means to accomplish this, a steering committee was established and the Lake Marion Regional Water Agency (LMRWA) was subsequently formed, which is comprised of a representative from Calhoun, Clarendon, Dorchester, Orangeburg, and Sumter counties.

LMRWA has been successful in gaining local, state, and federal support to manage and fund this initiative. They have partnered with Santee Cooper, who has acted as the agency's technical expert, and the Berkeley-Charleston-Dorchester Council of Governments (BCD COG), which has helped to secure funding and services from a variety of sources including, the US Environmental



This is an example of a water system project similar to what will be built for the Lake Marion water system. Courtesy Photo.

Protection Agency (USEPA), US Department of Housing and Urban Development (HUD), South Carolina Bond Bill, Orangeburg County, South Carolina Tobacco Fund and the Corps.

The project utilizes the storage capacity of Lake Marion (100,000 acres) as the central water source for a regional water system and has been broken into two separate phases. Phase I, which does not involve the Corps, includes the construction of water transmission lines along the US 301 corridor between the town of Santee and the City of Orangeburg and the installation of two elevated storage tanks. The Corps is involved in Phase II, which includes construction of an 8 MGD (million gallons per day) drinking water treatment plant and installation of 65 miles of water transmission pipeline. The pipeline will follow existing power line, railroad, and highway rights-of-way. The reach north of Lake Marion will serve the town of Summerton and the City of Manning with potential for future expansion into Sumter and Clarendon counties. The four reaches south of Lake Marion will serve the towns of St. George, Ellore, Santee, and Holly Hill with potential for future expansion into Calhoun, Orangeburg, and

Dorchester counties. The proposed water treatment plant will be located on a 26-acre site adjacent to the Bluffs Subdivision near the town of Santee.

Corps team members are currently reviewing the construction plans and specifications (prepared by Santee Cooper's consultants) for the plant and five separate reaches of transmission pipeline. The in-house team has recently completed the EID (Environmental Information Document), which has been coordinated closely with USEPA. Upon completion of the design and environmental documentation, the Corps will seek approval to construct the project and subsequently initiate the construction phase, starting with the plant and Santee reach. The projected project completion is scheduled in 2007 and is estimated to cost \$62.3 million. Currently, the Corps is only authorized to spend up to \$15 million. The pending WRDA 03 Bill will increase the authorization to \$35 million and will also allow the Corps to assist in wastewater design and construction features associated with the Lake Marion project. This project has received a high degree of visibility in the state and is fully supported by Congressman Clyburn.

Employee of the Month



July —

Lynda Daniel, Executive Secretary, EO

Lynda was recognized for the planning and execution of the District's Change of Command Ceremony. The ceremony was professionally orchestrated and was attended by more than 200 people to include the Mayor of Charleston, Joseph P. Riley, Congressional Staffers, and sister military service Commanders. She worked extremely hard to ensure all requirements for the incoming and outgoing Commander were met throughout the transition. She was invaluable as she provided continuity that led to a smooth transition to the new DE. Her efforts received numerous commendations from peers, superiors and external organizations that attended the event.

August —

Charlie Harbin, General Engineering Team Leader , TS-DE

Charlie is juggling several key projects at this time with the assistance of the entire General Engineering Team. Specifically, Charlie is the district's technical lead on the \$50 million Glass Waste Storage Building for the Department of Energy. Charlie is coordinating the DOE/Corps/AE partnership on this critical design schedule....if the final project completion is late, it will cost DOE \$10 million per month of delay.

Charlie has been an outstanding professional in meeting the key demands of scheduling, negotiations, and reviewing the technical and contract acquisitions of this vital project.



September —

Cindy Biller, Property Book Officer, LM

Cindy is one of those employees who always gets the job done no matter what. She goes the extra mile to ensure every employee gets quality service whether it pertains to a property-book issue, or other logistical support. Cindy is an exceptional team player who is a value added to the district.

OVEST finds a better way

by Ron Burkhard, P.E., CVS
OVEST

There is an obscure quote from one of my heroes. When he was told "it ain't broke, don't fix it," he replied, "There is always a better way, go out and find it!" The man was Albert Einstein. Those of us in the Office of the Chief of Engineers, Value Engineering Study Team (OVEST) practice this philosophy on a daily basis in our work. We conduct value engineering and value management studies for the Corps, Army, and other federal agencies. A study always strives to seek out new and better ways to do things.

Our traditional approach to a project has always been to determine what technical disciplines are required to properly study, analyze, and speculate on a given set of construction features. This resulted in a bunch of engineers and architects doing engineering and architecture on projects. The results were wonderful. By going from place to place we constantly pick up new ideas and procedures. These new ideas are then taken to the next study and applied. In this manner OVEST has been one of the few vehicles in the Corps of Engineers to both collect and spread good ideas and lessons learned. A cost savings is almost always realized.

Let us consider the textbook definition of Value Engineering. It is as follows: "An organized study of functions to satisfy the user's needs with a quality product at the lowest life cycle cost through applied creativity." The backbone of the value engineering and value management process is the value

engineering (VE) job plan. This is the schedule, agenda, roadmap, and path to success that the value practitioner follows. It is five simple steps.

Information--Gather all you can and learn as much as you can about the project.

Speculation--Come up with all of the ideas for improvement possible in an atmosphere of "no criticism, anything may work!"

Analysis--Determine which of the speculation ideas are viable, doable, possible, and acceptable to your customer.

Development--Take those ideas that have survived the analysis phase and produce proposals on each one. The proposals show current and proposed designs, advantages and disadvantages, a justification and a cost estimate.

Presentation--Present the results to the decision makers. The presentation is a catalogue of possible actions to take in order to add value to the project while at the same time reducing cost.

This is the standard process that your OVESTeers go through in a different location each week. Information starts the week before the study. Travel and a field visit on Monday. Continued information and speculation on Tuesday. Analysis and Development on Wednesday and Thursday. Presentation and travel on Friday. The process is then followed by a formal report submitted to the host District Value Engineering officer.

OVEST and the Value Engineering program in the Corps have been very successful in producing results. Our cost runs from \$20,000 to \$60,000 per study depending on location and

personnel. However, our savings implemented by the districts is on average, 40 times that of cost. How many businesses can show that they have an organization or activity in their company that gives them a return of 40 to 1?

Life is good, workload is good, Charleston is great, and the Charleston district continues to give OVEST good support. So why change? Consider the caveman with his stone wheel. He has determined that it is indeed a stone wheel (information phase). He speculates that it would roll better if it were round. He analyzes the idea that he could chisel down the sharp edges. He finds a chisel to do it and tests the idea (development phase). Then he



tells all of his friends about it (presentation phase). His friends all say, "cool" and round off their wheels. Life is good and prehistoric carts roll better. The first VE study is a resounding success!

2003 Civil Works Conference

by *Lisa Metheny*
Economist

The Charleston District hosted the 2003 SAD Civil Works Project Delivery Conference July 16 – 18 at the Francis Marion Hotel in downtown Charleston. Over 200 people attended the conference, with some coming from as far as Puerto Rico. The conference is designed to allow the Corps and our sponsors, partners and stakeholders to have annual discussions about project successes and challenges, and how to improve processes in executing our Civil Works mission.

The theme of this year's conference was *Learning From Our Past, Sharing our Present, Preparing for Our Future*. The Conference began with breakout sessions covering each of the Corps' major missions. In each group discussions centered on what parts of the Corps' processes could be improved. Each group provided a summary of their discussion at the next day's General Session. Following the sessions, an evening buffet and networking session was held to provide attendees with a more relaxed environment in which to get to know each other and to continue discussions that were started during the breakout sessions. One networking exercise and one trivia contest were held during the session, with Angie Premo, from South Atlantic Division, soundly winning "The Button Game." The trivia game winners were Gordon Butler, from Jacksonville District, Jimmy Hadden, project manager from Charleston District and the daughter of conference attendee, Bill Satterfield.

On Thursday, the conference started with welcomes from former SAD Commander, Brig. Gen. Peter Madsen, former Charleston District Commander Lt. Col. Mueller and Charleston Mayor Joe Riley. The morning presenters focused on watershed planning, with presentations from Madsen, Dr. Bud Badr, S.C. Department of Natural



Former SAD Commander Brig. Gen. Peter Madsen thanks Charleston Mayor Joe Riley, a guest speaker at the conference. Photo by Scott Maner, Wilmington District.

Resources, and The Nature Conservancy's Kim Lutz. The luncheon speaker was Deputy Director of Civil Works Fred Caver, who discussed what we should expect in terms of budgets and workload for the coming fiscal years. Following lunch, a navigation panel discussion was held with representatives from ports in all five states of the Division. The presentations and discussions were interesting and the audience participation so great that unfortunately time did not allow for all the questions that were begging to be asked. The final speaker of the session was Corps Commander Lt. Gen. Robert Flowers, who spoke about initiatives involving the Corps and ongoing support to Army missions overseas, including Iraq and Afghanistan. After a brief social hour, dinner was served, with Federal Commissioner Alec Poitevint discussing his relationship with the Corps.

Friday's presentations focused on specific projects, such as Charleston District's Cooper River Bridges, Section 206 study (which looks at using the

former bridge material as artificial reefs) and an update on the Everglades program. Susan Durden, from the Institute for Water Resources, and Don Basham, from headquarters, USACE, both made presentations. Durden focused on Planning Initiatives and Basham gave an overall headquarters' perspective of the present and future of the Corps. Madsen provided the conference wrap-up.

The Charleston District handled the planning and execution of the conference, with oversight by Division. The conference project delivery team, consisted of Project Manager Lisa Metheny, Alicia Gregory, Amy Henke, Debbie King, Suella Smith, Chad Evangelista, Barbara Barnette, and Andy Borden. Both Madsen, at the conference, and Bill Stein, at the District's Project Review Board, recognized the team.

This year's conference was an overwhelming success, in both attendance and program. The next conference will be held in 2005.

And the Survey says....

by Regina Blue
Technical Services

We are all familiar with the popular television game show *The Family Feud*. When the show hosts states “and the survey says,” we watch excitedly to see if our answers, not those of the television contestants, made the survey.

To the Charleston District, these words have an entirely different meaning. Surveys provide valuable information to project delivery teams concerning hydrographic data, and before- and after-dredging conditions. The District dredging program is built entirely on the work that begins with the Survey Team. The Survey Team, a part of the Navigation Section, works out of the former motor pool, commonly referred to as the EASY, in downtown Charleston. The

office is quite sparse, containing only essential office furnishings and equipment. They wouldn't have it any other way. The environment fosters closer working relationships because of the necessity to share computers and other office “essentials” that most of us take for granted.

The most interesting and most important work they do is not done at the EASY but in the AIWW, from the Little River Inlet to Port Royal Sound, Charleston Harbor, Georgetown Harbor and Port Royal Harbor. Their efforts largely contribute to maintaining these waterways and navigation channels to required depths. Because of them, commercial shipping lines, visitors, and local citizens may continue to enjoy the use of these channels, waterways and recreational areas. Instead of

personal computers and copiers, their “office equipment” consists of fathometers, range position systems and, among others, a 65-foot aluminum survey boat.

The team is made up of some very interesting people. Their years of surveying experience range from approximately one year to more than 30. The newest member of the team is **Harry Stabler**, a survey technician and small craft operator. His extensive mechanical and electrical knowledge allows him to perform maintenance on the often sensitive motors of the watercraft they operate. His on-the-spot attention sometimes means the difference in mission success or failure. Harry has been called upon to captain the *Wilson* in the absence of its primary operator.

Mike Dangerfield has worked for the Charleston District since October 1971, more than 30 years. He boasts that he has more time in the District than all but two other people. He has worked in the navigation section for all these years. His first 20 years were spent in the field with the survey team. He has also worked on contracts and real estate activities, geotechnical engineering and finally, because of his years of expertise, he went back to the survey team. He especially enjoyed work he performed on the Yadkin River in North Carolina, and the Murrells Inlet and Little River jetties.

Joey Morton, who hails from right here in Charleston, has been with the District for 25 years, 20 of which have been with the survey team. He is a small craft operator and motorboat license examiner among other duties with the Survey



Although Charleston District's survey boat, *The Blair*, is almost 30 years old, the crew still uses the boat for the many surveys required by the District. Photo by Alicia Gregory



Gene Heiselman is the primary boat captain of the District's survey boat, The Blair. Photo by Alicia Gregory.

Team. Sgt First Class Morton, Army Reservist, has just returned from his second deployment in support of the Office of Homeland Security. Since 9-11, Joey served a one-year deployment to Ft Gordon, GA and has just returned from a 6-month assignment in Alaska. He very much enjoys his "job" as captain of the *Wilson*, a 23-foot survey boat. The *Wilson* is the designated "workhorse" for the team. She is used nearly everyday for all the work inside the Charleston and Georgetown harbors and in the waterway.

Kenneth Millbrook, a native Arkansan, has been with the team for 3 years. Most days he can be found aboard the *Wilson*. As a survey technician, he monitors the

examiner for the District. He is an officer of the Merchant Marines and is, himself, licensed by the U.S. Coast Guard. He administers written, physical and performance testing and issues the motorboat licenses in accordance with Coast Guard regulations. Originally from New York, he has spent 26 years with the Charleston District. He serves as captain of *The Mighty Blair*, an impressive 65-foot survey boat that is equipped with a galley and five bunks for the captain and crew. The *Blair* is used for offshore ocean bar surveys and condition surveys within the harbor. Gene says he has the "best job in the world" because he loves being outside and on the water. He spoke of the time he spent 40 long days on

bathymetry, the measurement of the depth of the water. He operates the depth sounder to collect hydrographic survey data, which he later reviews and edits. Kenny inputs data to receive exact coordinates to help the boat operator navigate the waterway to the proper station.

Gene Heiselman is the primary motorboat license

a dredge in the harbor. Before you feel too sorry for him though, ask him about the restaurant-quality meals that were served and his own personal steward to see to his every need.

Millard Dowd is the team leader for this auspicious group. His commanding voice immediately brought to mind a radio personality or spokesperson. A spokesperson is just what he is for the Survey Team. Mill explained to me that while the field office has been touted as "where the rubber meets the road," the survey team is "there before the road gets built." It is quite evident that he, too, loves what he does and would not trade jobs with just anyone. He stated, "What we do for pay, most people do for recreation." Under his leadership, the team works extremely well together and each member does whatever it takes to get the job done. They are a close-knit group who handle tasks interchangeably, one day a boat operator, the next a deckhand or assigned to read tide gauges.

Each team member speaks highly of team camaraderie, the "get the job done" mentality, and the great working environment. Not one of them said he would trade their "outdoor office" for a traditional cubicle. They are however, willing to share the fun. I was invited aboard the *Blair* to experience a day in the life of a survey team member.

Now, back to the *Feud*: Name a part of a boat that has a different name in a home. And the survey Name a part of a boat that has a different name in a home. And the survey says...

- Galley (kitchen) 20
- Bunk (bed) 30
- Head (bathroom) 50

Commander's Corner
From Page 3

- Standardize welcome and in-processing for new employees
 (Project Manager: Kent Stenmark)

Process

Champion: Bill Stein
 Standardize and streamline internal administrative business processes and procedures to maximize cost efficiencies and time management to better serve our customers. (Co-Project Managers: B.J. Fagan and David Hubbard)

Evaluate a watershed management approach across all district functions to facilitate synergistic solutions for our customers across all programs. (Co-Project Managers: George Ebai and Tracy Hurst)

Implement USACE Business

Process Automated Information System P2 to maximize efficiencies in business processes and technological advances. (Project Manager: Andrew Borden)

Communication

Champion: LTC Alvin Lee
 Enhance Outreach Program to better understand the needs of our customers through increased visibility and interaction with the public; reinvigorate public communications and community relations; educate local communities concerning federal programs available to them, and implement a mechanism to increase customer feedback. (Project Manager: Joe Jones)

Develop Efficient Internal Communications Methods to optimize time management and improve communication throughout

the district. (Project Manager: Mark Nelson)

The selected Project and Co-Project managers are currently developing Project Delivery Teams (PDT) and Project Management Plans (PMP) for each objective listed above. The project managers will back-brief the Corporate Board on Nov. 10 for approval of their respective PMPs. As a team, we will measure the progress of our milestones set for each respective PMP throughout the year. Annually, we will continue to reassess our plan to ensure our objectives remain relevant. My challenge to each of you is to get involved in execution of our FY 04 Operations Plan and truly strive to execute our mission requirements, strengthen our team, and delight our customers.

“Let us try!” —ESSAYONS!

Civilian Personnel News

The Thrift Savings Plan (TSP) Open Season has begun and will close on **Dec. 31**. FERS employees can elect up to 14 percent and CSRS employees can elect up to 9 percent of their base pay.

The IRS elective deferral limit (the cap on contributions to the TSP per year) for 2004 is \$13,000. The following chart reflects the effective dates of the elections created during the Open Season and the pay week they will be withheld.

Created	Effective	Pay Week
15 Oct - 13 Dec	14 Dec	5-9 Jan
14 Dec - 27 Dec	28 Dec	19-23 Jan
28 Dec - 31 Dec	11 Jan	2-6 Feb

The Federal Employees Health Benefits (FEHB) Open Season will begin Nov. 10 and will end Dec. 8. During the FEHB open season, eligible federal employees and retirees can stay with their current health plan or select a new one.

DoD will pay employees' Flexible Spending Accounts' (FSA) administrative fees. If you are interested in enrolling, please call at 1-877-FSAFEDS (372-3337)

TSP Catch Up TSP participants age 50 and older may elect to contribute up to \$3,000 in 2004 through TSP Catch Up. These contributions are in

addition to regular TSP contributions and participants must elect to contribute the maximum amount allowed through regular TSP contributions before being eligible to make Catch Up contributions. These elections are not tied to regular open seasons and may be started, stopped, or changed at any time.

TSP Catch Up elections for 2004 may be made through the ABC-C systems Nov. 30 through Dec. 13 to be effective the pay period beginning December 14 and paid during the pay week Jan. 5 - 9, 2004. The last pay date during 2004 from which TSP Catch Up contributions for tax year 2004 may be contributed is during the pay week Dec. 22 - 24. The election for last pay date withholding in 2004 must be made during the pay period Nov. 14 - 27.

Army civilian employees may make changes to existing accounts or enroll during this Open Season through the Employee Benefit Information System (EBIS) by clicking the Benefits/EBIS tab or through the phone based Interactive Voice Response System (IVRS) at 1-877-276-9287.

Employee Assistance Questions regarding TSP Open Season or Catch Up contributions should be directed to benefit counselors at the ABC-C using the IVRS toll free numbers shown above.

Employees support hurricane mission

by Alicia Gregory
Public Affairs

While Hurricane Isabel still swirled in the Atlantic, Charleston District posted six team members to North Carolina to support anticipated relief efforts. Team members included Bruce Seltzer, Rose Smalls, Jim Whiteman, Frank Russell, Mitch Hall, and Jim Henderson.

Charleston District is responsible for the South Atlantic Division's ice mission. Team members are called in to assist in the delivery of ice, unless the District is directly impacted by a natural disaster, to affected areas in SAD area of operation.

"There are two phases of recovery," said Mitch Hall, geologist. "There is the pre-declaration phase where the president hasn't declared a disaster, because a disaster hasn't taken place yet. So we are called to basically preposition ice or any other commodity in a particular area where they anticipate an impact from a natural disaster. If it is a hurricane you have a pretty good idea of where it is going to go. Once we hit the post-declaration phase, we are a carrier of ice to locations and we help with other commodities as needed because of power outages."

Team members were assigned at several different sites in North Carolina — Wilmington, Fort Bragg, Rocky Mount, and at Federal Emergency Management Agency (FEMA) Disaster Field Office in Raleigh.

District Dispatch
Fall 2003

"We had two basic missions during Hurricane Isabel," explained Jim Whiteman, project manager. "The first was to stage (procure and deliver) 125,000 lbs. of ice for different areas of Washington County, N.C. The second was to deliver basically 635,000 pounds of ice over a four-day period."

Ice is needed to not only preserve every day staples, like food, but also vital life-saving medications that would spoil without some type of refrigeration.

Compared to the other recovery missions, the ice mission usually starts early on. "Once power comes back, the need for ice starts to drop off," said Whiteman. "Once a community starts producing their own ice, they are becoming self-sufficient. That is what you are after — self-sufficiency of the local population."

The team left on Sept. 17 and returned on Sept. 27.

In addition, one Charleston District employee, Cost Engineer Jim Henderson, was requested to assist the Federal Emergency Management Agency (FEMA) as part of their Rapid Needs Assessment team to assist in the information-gathering and needs-assessment process.

"After the storm passed through I boarded a UH-60, a customs helicopter out of Miami, and flew from the NC Army Air Reserve field out to the outer banks and the northeast portion of the State making assessments of major water treatment facilities, power stations, hospitals and such," said Henderson. He also



Rose Smalls, Charleston District contracting specialist, surveys reports during one of the long days supporting the Hurricane Isabel relief effort. Photo by Hank Heunsinkveld, Wilmington District

traveled in the State to survey central critical needs for human welfare — water, sewer, and power.

"Depending on severity," said Whiteman, "your mission can go for as long as 30 days."

This is not the first time the district has supported hurricane recovery efforts. During Hurricane Floyd in 1999, the district set up an Emergency Response and Recovery Organization (ERRO) in South Carolina, consisting of more than 80 Corps employees, to provide debris removal and technical assistance to the State of South Carolina.

Editor's Note: Lindsey Jones, Executive Office, provided assistance on this article.

Two Chiefs Retire

Two Charleston District Chief's -- Bobby Riggs, Regulatory Division chief, and Al Severin, Logistics chief-- retired in August.

Both of these managers were given Charleston District retirement luncheons that were well attended for these long-time employees.



Welcome to ...



Octavia Capers joined the Contracting Office as a Contract Specialist this July.

She comes to us from Shaw AFB, Sumter, SC.

One of Octavia's duties will be the Agency Program Coordinator for the Government Charge Card Program also known as the IMPAC Card.



Peter Debski joined the Low Country Field Office as a Construction Representative this July.

He is originally from Southern California, but has spent more than ten years living in Europe, returning to the U.S. only last year.

While in Europe he managed the construction of several major projects for

Morrison Knudsen/Washington Group International in Poland and the Czech Republic.

He is married and has two children, five and seven.



Michael Hind joined the Emergency Management Division as an Emergency Operations Coordinator/Security Assistant Aug. 25.

His previous assignment was as an Operations Clerk for the Directorate of Community Activities in Hanau, Germany.

Michael graduated from the University of Maryland with a bachelor's degree in Computer Studies, and plans

to pursue a master's degree in Business Administration.



LeeAnn Summer joined the Office of Counsel on August 11 as an attorney. She comes to Charleston from the St. Louis District.

She lives in Mt. Pleasant with her husband and two sons, ages six and three. She says she doesn't have any spare time, but if she had it, she would spend it enjoying outside activities like biking, jogging and camping.



Colt Bowles joined the Regulatory Division's Columbia Field Office as a Biologist this Spring.

Prior to working for the Corps, Colt held a position with the South Carolina Department of Health and Environmental Control-Bureau of Water as the

Watershed Manager for the Pee Dee and Salkahatchie River Basins.



Julia Byrd is a new student employee working in the Planning Branch.

She is originally from Asheville, NC and graduated from Wake Forest University with a bachelor's degree in Biology and Environmental Studies. She is currently pursuing a master's degree in Environmental Studies at the College of Charleston.



Lindsey Elizabeth Jones joined the Executive Office as a Student Aide Sept. 9.

She is a freshman at the College of Charleston. Her major field of study is Philosophy with a minor in Women's Studies.



Jeff Fersner joined the Technical Services Division as a Cost Engineer in Oct. 9.

Around the District

Congratulations

... to **Margie Brown, IM**, on the birth of her granddaughter, Madeline Leigh Brown, on Sept. 10. The baby weighed 8 lbs., 14 ozs. Her son, Neil, and daughter-in-law, Mary, are proud new parents.

... to Lauren Ruddy, daughter of **Cynthia Ruddy, TS**. Lauren was selected as a member of the Gymnee's Gymnastic Team at Tapios School of Dance and Gymnastics in Mt. Pleasant. The team performed at the Children's Day Festival at Park West on Oct. 19.

...Robert Brown, Jr., son of **Margie Brown, IM**, on his marriage to the former Betonya Bueno on Sept. 15.

...**Charlie Crosby, RD**. He volunteered two days of his time to train AmeriCorps participants, from across the country, on CPR procedures. AmeriCorps is a network of national service programs that engage more than 50,000 Americans each year in intensive service to meet critical needs in education, public safety, health, and the environment.

Awards

Ron Nesbit, PM, received the Achievement Medal for

Civilian Service for his leadership and collaboration efforts with the S.C. Department of Health and Environmental Control to establish a Management Action Plan for the DERP/FUDS Program between the Charleston District and SCDHEC.

Peggy Garten, PM, and **Linda Shealy, PM**, were given On-The-Spot Awards for their service in promoting year-end execution and support to the Project Review Board (PRB).

Condolences

John Barnett, Sr., father-in-law of **Max Hayes, TS**, died Sept. 9.

Bob Benke, retiree, died Aug. 11

Bob Ford, husband of **Gail Ford, TS**, died Sept. 8

Lynn Grisby, father of **Daryln Grisby, TS** died Sept. 12

Betty Cole, retiree, died Sept. 11

Louise Hollingsworth Burney, mother of **Emma Billue, CP**, died Sept. 13.

Gordon Turner, brother of **Mark Turner, SO**, died Sept. 16.

Speakers Bureau

Jimmy Hadden, PM, spoke to attendees at the Society of American Military Engineers luncheon about the Cooper River Bridges 206 project on Sept. 18.

Chris Mack, TS, spoke to attendees at the American Shore and Beach Preservation Association conference in Wilmington, N.C. about Coastal Flood and Erosion Hazard Mapping using Storm Induced Beach Change Model on Sept. 22.

Les Parker, RD, gave a presentation on the 404 permit process to students at the College of Engineering at the University of South Carolina on July 15.

Lt. Col. Alvin Lee, EO, gave the Charleston District Command Briefing to members of the 165th Engineer Battalion who served during World War II on Sept. 6.

Retirees

Bobby Riggs, Chief of Regulatory Division, retired Aug. 3.

Al Severin, Chief of Logistics Management retired July 31.