

# F Y Wilmington District Operations Plan

2004



Building Towards

**A Learning Organization**

# 2004 Operations Plan

## Wilmington District Team Members:



Together, our TEAM has crafted another exceptional Operations Plan. My personal commitment to this Plan is focused on accomplishing the objectives we have determined are important in our mission to serve this great Nation. We will continue to pursue the Corps' Vision to be the World's premier public engineering organization. Our own objectives are evidence we seek to further the SAD Regional Business Center Vision of the future, and we are committed to our part in the SAD Campaign Plan objectives.

Our accomplishments in past years are praiseworthy. We have made vital contributions to national security, economic development, and environmental sustainment. There is yet more we can do. Our expertise and strength in finding solutions related to national infrastructure, the environment, water resources issues, and navigation are critical for our Nation.

I challenge and expect each TEAM member to join me in a renewed effort to fully accomplish the intent of the objectives outlined in this Operations Plan. I am proud of the work we have already accomplished and am certain we can achieve more this coming year than ever before.

CHARLES R. ALEXANDER, JR  
COL, EN  
Commanding

# USACE Vision

The World's premier public engineering organization, responding to our nation's needs in peace and war.

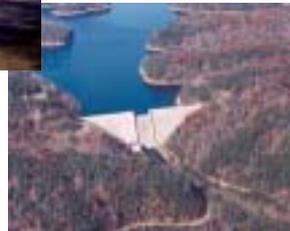
A full spectrum Engineer Force of high quality, dedicated soldiers and civilians:

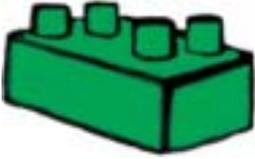
- Trained and ready
- A vital part of the Army
- Dedicated to public service
- An Army values-based organization



## Wilmington District Mission

Our Mission, in service to our country: Provide North Carolina and the Virginia Roanoke River Basin Water Resources and Navigation Project Development, Management, and Integration; Environmental Remediation and Restoration; Regulatory Permitting, Enforcement, and Coordination; and Emergency Response, Recovery, and Mitigation.





# People

## Objective 1.1 Enhance Learning Organization

In accordance with METL\* and IDPs\*\*, we will enhance our Learning Organization to maintain skilled, quality people by:

- Establishing a Wilmington District Leadership Development Program by 31 March 2004.

Points: 4

- Implementing the processes developed in the FY 03 Objective 1.1, regarding candidates for leadership training, mentoring, and cross-training by 31 December 2003.

Points: 6

\*Mission Essential Task List

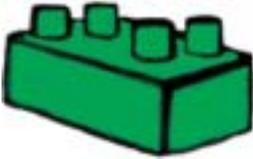
\*\*Individual Development Plans

**Champion: CP**

**Points: 10**



**Team Building  
at FY 04  
Operations  
Planning  
Workshop**



# People

## **Objective 1.2 Management Training Program**

To support managers and promote effective communications:

By 30 September 2004, we will implement an in-house program of continuing training for supervisors, leaders, and managers, to include leadership, personnel management, coaching, and mentoring.

**Champion: DX**

**Points: 8**

## **Objective 1.3 Risk Management**

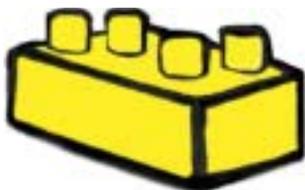
To ensure a safe working environment, we will commit to full compliance with established safety standards by:

Accomplishing the goals of the District's Safety Management Action Plan by 30 September 2004.

Goals Accomplished	Points
95%	2
98%	2
100%	2

**Champion: SO**

**Points: 6**



# Process

## Objective 2.1 Program Execution

By 30 September 2004, we will meet or exceed program execution goals established by HQUSACE.

### Team Award Points

General Investigations	3
Construction, General	5
Operations and Maintenance	4
General Regulatory	3
Flood Control & Coastal Emergencies	3

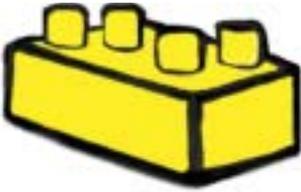
**Champion: DP** **Points: 18**

## Objective 2.2 Develop Project Management Business Process (PMBP) Standard Operating Procedures

By 30 September 2004, to facilitate the execution of the PMBP, we will develop:

- Standard Operating Procedures for Workload Management Points: 5
- The PMP for successful implementation of P2 Software Points: 3

**Champion: DP** **Points: 8**



# Process

## Objective 2.3 Business Practices

By 30 June 2004, we will evaluate the cost of doing business factors to enable management and staff to make better business decisions:

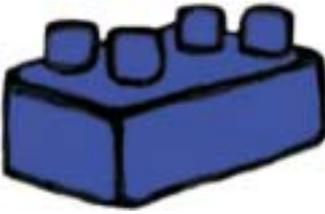
- Identify discretionary costs Points: 4
- Provide workshops to inform and educate the workforce Points: 2

Champion: RM

Points: 6



**Regulatory personnel  
investigating  
a field site**



# Communication

## Objective 3.1 Expand Environmental Program

By 30 September 2004, to further the District's Environmental Education Program, we will develop and implement:

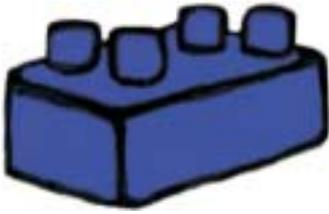
- An interactive learning tool for the public that demonstrates the water management decision process **Points: 4**
- A program to educate the public about how the Environmental Operating Principles are incorporated in District dredging and shore protection projects **Points: 4**

**Champion: OP**

**Points: 8**



**Protecting all things in  
the environment**



# Communcation

## **Objective 3.2 Develop Oregon Inlet Partnerships**

By 31 December 2003, we will establish a Partnership with stakeholders for the Oregon Inlet O&M project for the purpose of cooperatively developing alternative approaches for improving navigation. We will hold two facilitated partnership meetings by 30 March 2004.

**Champion: DP**

**Points: 6**

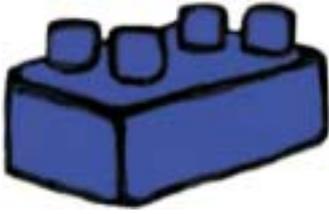
## **Objective 3.3 Project Delivery Team (PDT) Meetings: Standard Operating Procedures**

By 30 June 2004, to increase the efficiency of PDTs we will:

- Establish a framework for PDT meeting processes (e.g., personnel requirements, time allotments, specific agendas)
- Report the results of PDT meetings
- Develop and maintain a comprehensive District subject matter expert contact list
- Maximize use of virtual technology for PDT meetings

**Champion: DP**

**Points: 5**



# Communication

## Objective 3.4 Media Training Workshops

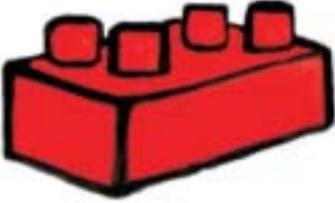
By 31 March 2004, we will improve external District communications by conducting intensive media relations workshops for ten District Team Members and ad-hoc coaching for news breaking events.

Champion: PA

Points: 4



**Tom Freeman in front of  
a camera**



# Customers

## Objective 4.1 Customer Feedback System

By 30 June 2004, we will implement a process to improve collection, analysis, dissemination of and response to internal and external customer feedback.

**Champion: DD**

**Points: 5**



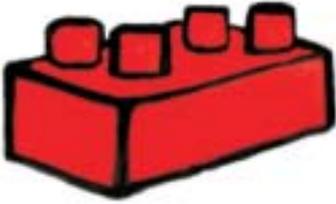
**Testing  
the soil**

## Objective 4.2 Water Resource Opportunities

By 30 September 2004, we will participate in two new state/regional forums (e.g., Association of County Managers) for the purpose of identifying existing and future water resource needs and defining opportunities to provide federal assistance.

**Champion: TS**

**Points: 6**



# Customers

## Objective 4.3 Customer Service Training

By 30 June 2004, we will develop and implement a customer service training program for District team members to address:

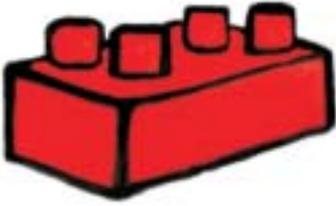
- Managing customer expectations
- Conflict resolution
- Level and nature of customer involvement
- Delighting customers

**Champion: DP**

**Points: 5**



**Working safely to  
extract pilings**



# Customers

## Objective 4.4 Develop New Partnerships

By 30 September 2004, we will develop two new partnerships with other federal agencies/military to communicate the Corps' capabilities and successes which demonstrate our value to the Nation.

**Champion: TS**

**Points: 5**



**Collaborating with  
customers on the Dredge  
California**

# Extra Credit Points

Up to eight extra credit points can be applied toward the District TEAM Award. Extra credit points are earned as follows:

- 2 points Each National level award or professional recognition achieved by the District or a Team member.
- 2 points Each new CAP project over ten.
- 1 point Each new GI Study project.



**HT Hale awarded the 2003 Outstanding USACE Employee of the Year with a Disability**

# Team Award

The District TEAM Award promotes **EXCELLENCE** in District Performance, and:

- Forges a direct link between individual performance and the District's overall mission accomplishments.
- Promotes a greater sense of team work among the various District Offices.
- Increases the commitment to implement the U.S. Army Corps of Engineers' Strategic Vision.

**Performance Period:** Fiscal Year

**Excellence:** The District Commander will declare a District TEAM Award if excellence is achieved by earning 90 award points or more by the end of the Fiscal Year. At the District level this award is budgeted at 1.0% of base salaries.

**Award Eligibility:** The District TEAM Award is equally distributed to all full-time team members on board at the end of the Fiscal Year who had been in a duty status for at least 6 months of the year. Team Members must also have at least a successful, Level 3, individual performance rating at the end of the year. The award for less than full time employees is prorated based on their work schedule.

# FY 2004 Operations Planning Workshop



Susan Dixon  
Bill Harris  
Diane Boswell  
Mike Bell  
Linda Andrews  
Don Peterson  
Larry Calame  
Tom Corder  
HT Hale  
Billy Lee  
Daniel Brown  
Patty Hargrove  
Louis Smith  
Dennis Lynch  
Sherrel Bunn  
Jim Stirling  
Lisa Hetherman

Dave Franklin  
Wayne Bissette  
Steve Brown  
Ron Stirrat  
Sherry Gaylor  
Gloria Cliff  
Sharon Haggett  
Sherry Oenbrink  
Jared Eatmon  
Larry Mitchell  
Amanda Jones  
Ray Davis  
Bob Sattin  
Noel Clay  
Nancy Wallace  
Jim Butler

Diane Edwardson  
Steve Aiken  
Dave Baker  
George Burch  
Jenny Owens  
Eric Alsmeyer  
John Johnson  
Coleman Long  
Hank Heusinkveld  
Michael Hosey  
Jennifer Frye  
Wilbert Paynes  
COL Charles Alexander  
Ben Wood  
BJ Suggs  
Sarah Tingley

**Admin Support:** Eugenia Boswell, Chad Eller, Brian Albert, Mary Wells, Barbara Victa

**IM Support:** Scott Maners