United States Army Corps of Engineers

ORIGINS:

The Story of the Corps' First Team!

Year in Review 2006 – North Atlantic Division

NORTH ATLANTIC REGIONAL BUSINESS CENTER
NORFOLK • BALTIMORE • NEW YORK • NEW ENGLAND • DIVISION HQ • EUROPE • PHILADELPHIA

A Team of Teams serving the American Armed Forces and the Nation

Regional Successes in 2006

- Developed regional "Battle Rhythm" to guide the Division's future
- Revised and standardized Charters for Regional Governance Boards
- Implemented regional budget and implemented regional rates to achieve USACE goal of reducing regional overhead by 10%. (Reduced 8%)
- Continued to hire Regional Technical Specialists for Planning and Engineering
- Developed Five Year Regional Acquisition Strategic Plan and obtained approval to pilot a new and innovative acquisition tool, "Integrated Design Build for Executing Large and Complex BRAC Projects"
- Formed Regional Implementation Teams for the National Security Personnel System and P2
- Continued to Perform Regional Capable Workforce Assessments
- Strengthened Communications (Regional Business Center Website and Newsletter, Commander's Regional Messages)
- Initiated planning to deploy integrated project offices at Installations with BRAC workload and stood up the Center of Standardization at Norfolk in Support of MILCON Transformation Principles across the region
- Focused on managing Military Construction and Base Realignment and Closure work

From top:

Captain Joe Nudge watches as BG Todd Semonite operates the Motor Vessel Shuman on the Delaware River (Philadelphia District).

Blue Marsh Lake (Pa.) immediately after June 2006 rainfall (Philadelphia District).

David Stanton, Europe District Safety Officer (Europe District).

Regional leaders at Command Council meeting.

COL James Shumway (right), 1st Armored Division's Engineer Brigade commander, presents a coin to MAJ Kevin Stoll, Stuttgart Area Office, for his work in coordinating an officer professional development orientation (Europe District).

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From top:

Mel Tesema, Washington Aqueduct Operations Branch, monitors a turbidimeter, which measures the clarity of water treated at the Aqueduct for Washington, D.C., and nearby communities (Baltimore District).

New York District prepares a section of filled land on Elders Point Island, Jamaica Bay, N.Y., for planting of marsh grass. The project is a part of the New York Harbor Deepening, which includes restoring the island, one of many eroding into the bay and depriving wildlife of natural habitat (New York District).

New England District Commander COL Curtis Thalken and Congressman William Delahunt (D-Mass.) watch the Dredge Currituck at work on the Aunt Lydia's Cove Dredging project in Chatham, Mass. (New England District).

Wildlife Biologist Jeffrey Krause discusses site preparation for native grasses with Calvin Felton, a maintenance worker at Raystown Lake. Krause received the Natural Resources Management Stewardship Employee of the Year award for his work at the Raystown Lake project (Baltimore District).

The Corps of Engineers Dredge Currituck conducts dredging operations at Rudee Inlet, Virginia Beach, Va. (Norfolk District).

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Commander's Thoughts

Working like a Fortune 500 Company

by BG Todd Semonite, Division Commander

Suppose you are an organization with a five-year workload projected at $15 billion? Suppose your organization includes a work force of about 3,500 people? Suppose you have field offices in six major cities, you do business in the northeastern United States and Europe, and your services are often sought by customers throughout the world? Suppose your organization is more than two centuries old and has a reputation as one of the world's largest? That would make you a Fortune 500 company. It would also make you the North Atlantic Division of the U.S. Army Corps of Engineers.

And that's what I consider our Division to be—A Fortune 500 company. It has the size, workload, complexity and mission diversification. It has high-quality, value-driven people. In my short time as its leader, I am very impressed with the dedication, diversity, talent, heart and soul of the staff of the Division.

Our future is bright, but it holds challenges. The Army is focused on the war in Iraq and is stretched to its limits. Our team will work in Iraq for some time. The Global War on Terror will be a stress on all of our military installations and on the Corps. We must take this opportunity to show that our reputation as the world's largest and most respected public engineering and construction organization is well deserved.

Under the Base Realignment and Closure program, we will continue to give our Armed Forces new state-of-the-art facilities. The Army's Global Repositioning initiative will move Soldiers and families back home, again giving us the opportunity to provide quality facilities and services.

Our ongoing MILCON Transformation efforts will be absolutely critical to accomplishing our mission. We are going to have to build facilities differently, using new technologies and standards if we are going to reduce costs and construct our projects faster. By embracing the principles of MILCON Transformation, we will become more effective and efficient for our customers.

In 2006, the Regional Management Board and Command Council developed a regional "battle rhythm" to guide the division's future. They devised and implemented a regional command operating budget with regional rates to reduce our overhead by 10 percent and were able to cut those costs by 8 percent last year. We continued to hire regional technical specialists capable of applying their expertise anywhere within our area of responsibility and we have started to set up a process to manage our regional workload and share resources throughout our area. We also re-energized the Centers of Standardization in Norfolk District, which will allow us to design standard facilities for the Army at a reduced cost.

We spent time methodically preparing to implement the National Security Personnel System. The most important element of NSPS is that as a performance-based system, the performance and contributions of the NAD workforce will be recognized and rewarded more fairly and accurately. Additionally, it will foster more effective communications among our supervisors and their employees, ensuring a better understanding of our organization and its objectives.

This past year was one in which the Corps sought to improve itself. Exhaustive analysis by the Corps and other investigative teams into the performance of the Greater New Orleans Hurricane Protection System during hurricanes Katrina and Rita pointed to the need to transform the way we serve the nation and our Armed Forces across all mission areas. That analysis and other internal and external examinations of the Corps helped us develop 12 Actions for Change that will guide our ongoing and future work. These actions follow three themes: effectively implement a comprehensive systems approach; communication; and reliable public service professionalism. Our organization will be adaptable, flexible and responsive to the needs of the Nation.

Throughout the Corps, we are thoroughly inspecting all the civil works infrastructure—levees, floodwalls, dams, bridges and channels—within our area of responsibility to be sure that they are safe, secure, working and properly maintained. We have taken the initiative to identify areas of risk, and continue to try to secure funding to take care of our critical infrastructure within our region.

We saw changes in leadership throughout the Division, with four new district commanders ready and eager to help take the Division to the next level. The Corps of Engineers must engage its stakeholders. We need to permeate the feeling of being world class. We need to think of ourselves as if we were indeed running a Fortune 500 company and our customer is the American public. We need to produce world class engineering products ... better, faster, cheaper, greener and safer.

Please join me in continuing to thank those brave Americans—soldiers and civilians—serving our nation in this time of war. Their selfless service and sense of duty are truly awe-inspiring.

The North Atlantic Division has a long, proud reputation of service to the military and the Nation, and, in the past few years, to the world. I thank you for your contributions to that reputation and for making 2006 another successful year. Now we need to go to the next level. We need to show that our reputation is well deserved. We need to continue to let the public and our customers know that we take on the hard jobs and do them well!

Senior Executives' Corner

Mohan Singh, PE
Director of Regional Business

Our efforts to further develop our Regional Business Center continued in 2006. We developed a regional budget and implemented regional rates to streamline our financial management processes, which helped to reduce overhead rates by eight percent throughout the region.

We've used the Regional Business Center concept since 1998 with increasingly good results. This powerful tool uses all regional resources to get work done efficiently. We are now focused on standardizing business processes in collaboration with the National Management Board to promote greater collaboration among all Corps regions, labs and centers. Our focus is on project cooperation agreements, acquisition planning, independent technical reviews, warrantees, regulatory, A-E management, real estate and financial closeouts.

We are converting all supervisors to the National Security Personnel System. This will reward performance while driving organizational and cultural change.

Through our Military Construction Transformation initiatives, we can save 15 percent in project cost and 30 percent in time. We stood up the Center of Standardization in Norfolk District to serve the Corps and developed relationships with other centers in the Corps to fully implement MILCON Transformation for FY08 program. The region has developed a five-year acquisition plan and received approval to test within our region an innovative new acquisition tool called Integrated Design Build for large and complex BRAC projects. If the test is successful, it will revolutionize the way the Corps executes large projects with complex requirements. Our engineering and planning centers of expertise in Philadelphia and New York provided effective independent technical review on numerous Coastal Storm Damage reduction studies throughout the Nation.

Our workload over the next five years will approach $15B. To execute it, we will deploy integrated project offices where the team members may include people from anywhere in the corps, private sector, other services and customers. We will, to the maximum extent possible, collaborate in building our capacity to execute our peaking BRAC program rather than adding staff through new recruitments.

BG Todd Semonite challenges us to be the best region in the Corps. We can do it! We did great work this past year, for which I thank you. I'm tremendously proud to be part of the team and look forward to working with you as we continue to set the standard as the ultimate Regional Business Center.

Lloyd Caldwell, PE
Director of Programs

In 2006, we faced new ground rules and changing processes. Yet, through regional and national collaboration, NAD executed our missions in a timely manner.

Last year, we executed more than $2.5 billion of design, construction, operations and maintenance in accomplishing the Corps' most diverse and complex programs.

In Civil Works, we executed more than $500 million. In Military Programs, we awarded over $790 million in new projects and executed more than $720 million in construction. The year ahead will be larger with the 2005 Base Realignment and Closure Act (BRAC) program at $6 billion, the largest in the nation.

Our Interagency & International Support (IIS) and Environmental programs were successful with $431 million and $119 million awarded respectively. EPA's Superfund program is large and IIS will continue at similar levels this year.

Our new work includes independent technical and peer reviews for Gulf Coast studies following Hurricanes Katrina and Rita. Led by our Center for Coastal Storm Damage Reduction, professionals throughout the region and other Corps offices set a standard to become a national model. Philadelphia District provided the lead. New England District led a national team for the independent technical review of engineering studies of the Boston Thruway Tunnel following a partial failure.

Europe and New York Districts and the Division office partnered with the Engineering Research and Development Command to support USEUCOM strategic engagement plans in Europe. Europe District is partnering with Huntsville and the Missile Defense Command to support other US strategic infrastructure development in Europe. NAD is looking for ways to work jointly with the Navy and the Air Force.

Successes included Baltimore District's Enhanced Use Lease initiative and New York District's Real Estate initiatives to find new ways to meet the Army's infrastructure needs. Norfolk District is the Center of Standardization under a MILCON Transformation initiative. New York District's pilot acquisition models, and Baltimore District's development of an IDBB acquisition concept for high-tech facilities one great success.

NAD routinely shows broad professional knowledge and capability; technical, managerial, and leadership strengths; Corps-wide collaboration to apply in our work; and finding innovative ways to improve and adapt. The Nation, the DoD, and the citizens of our region demand the best of our individual and collective capability. You are meeting that expectation superbly.

Retiree Reflections on Teamwork

First African-American Project Manager in New England at Knightville Dam

Joseph W. Johnson, Jr., lived through some of the world's most historic moments, such as the Great Depression, World War II and the Civil Rights Movement.

In 1973, as Johnson was sitting on his porch, Mike Caputo drove by on his way to Littleville Lake in Huntington, Massachusetts. "He stopped and asked how I was doing," said Johnson. "I asked if there was any work at the dam." Caputo said they were looking for summer help and referred him to Joe Ledgere, who hired him to maintain the grounds and equipment. He said, "I liked the work and the people I worked with."

Johnson was later an assistant project manager at Knightville Lake and recalled there were four full-time employees at both dams. "We did everything from taking care of the gates to plowing and mowing," he said. "The small group worked as a team. As soon as you got to work, everyone was talking about what had to be done and how to do it," he said. "We used a lot of Yankee ingenuity."

Johnson was Knightville's project manager from 1983 until he retired in 1988. He recalled the flood in 1984 when water came to a foot of the spillway and another in 1987 when it topped the spillway.

During the 1987 flooding, Johnson and his team continually checked the dam. "It was an exciting time," he said. "The dam held."

Historic floods are not Johnson's only memories. He recalls the challenges of getting his younger employees to cooperate, including Wayne Piers, who was one of the hardest workers he had seen. "He's now a prominent doctor in Maine."

Johnson said he will always cherish his memories of working at Knightville Dam. "Working for the Corps of Engineers was the best job I ever had."

Baltimore and Regional HQ Retiree Memories

Charlie Walker restoring Barren Island, Maryland.

Dr. Charles E. Walker, former government affairs officer for the Baltimore District, directly interacted with 58 congressional offices in the six states and the District of Columbia lying within the Baltimore District's boundaries. He also interacted with offices within the State of Maryland, Baltimore City, and numerous counties.

The relationships he fostered with Corps stakeholders throughout his distinguished years made a positive impact in accomplishing Baltimore District's diverse missions.

Walker said he enjoyed his time with Baltimore District. "Baltimore is a city of rich history and culture," said Walker. "I truly enjoyed helping the commanders understand the government and political world."

"The Corps is a good agency, and Baltimore District has a reputation of being responsive and reliable."

Al Vinitsky, former chief of the Construction Operations Division, who retired in 1986: "Our team could have accomplished any mission that was given to us. The great people we had, both in-house and in the districts, and the camaraderie and respect all our people had for each other, helped us organize and handle immense jobs smoothly and professionally like the Israeli Air Bases (late 70's), major ports in the northeast, Fort Drum and the myriad emergencies that came along. We marshaled our forces, leveraged our resources and did the job together. I always felt like the Corps was one big family."

John Kerkowski, former Chief of Engineering and Construction, who retired in 2004: "I think there has always been a spirit of teamwork at NAD. In the early years of project management implementation, we took steps to get the program managers and technical people to all work together as a team. We put together a document that reflected our mutual understanding of how we would deal with one another for the greater good of the organization. We learned to work together, which I think was basically the first steps towards regionalization. Teamwork has been the glue that holds the division and the Corps together."

Tom McBride, a civil engineer who retired in 2006: "As far as teamwork goes, I think the Corps shines when there is an emergency. Teamwork was, and is, reflected by other districts and divisions working together to help an area recover from a disaster or emergency. Some great examples include the New Orleans recovery mission, our efforts in Iraq and Afghanistan, and, while I was with the Division, the Corps' work at World Trade Center."

Supporting the New Nation

By Lou Fioto, North Atlantic Division

The Army Corps of Engineers was instrumental in defending America's coastline and helping mariners sail safely up and down that coastline since our nation began. Indeed, planning, designing, and constructing seacoast fortifications was one of the Corps' early missions.

On June 16, 1775, the Continental Congress organized an army and General George Washington appointed Col. Richard Gridley of Massachusetts as its Chief Engineer. Gridley began his assignment by supervising construction of fortifications in support of the fledgling Revolutionary Army, including those at Breed's Hill, which gained notoriety in the "Battle of Bunker Hill".

Under the command of Gridley and his successors, the engineers helped the colonists win the Revolution. For example, in 1776, Washington appointed Rufus Putnam Chief Engineer in charge of the defenses of New York. Putnam's first task was to salvage something from the incomplete and poorly situated fortifications built around the highlands of West Point in 1775 by Bernard Romans, a Dutch engineer. Putnam is now recognized as the first New York District Engineer. In 1777, with help from the Polish engineer Thaddeus Kosciusko, Army engineers built Fort Washington in Manhattan and Fort Lee in New Jersey to defend against the British fleet.

COL Rufus Putnam

The engineers were first formed into a Corps by resolution of Congress in 1779. Besides Bunker Hill, they were instrumental in several Revolutionary War battles, including Saratoga, and Yorktown. At the end of the war, the engineers mustered out of service.

In 1794, Congress organized a Corps of Artillerists and Engineers. President George Washington ordered the Corps to build fortifications to protect the major seaports along the Atlantic Coast. Henry Knox, then Secretary of War, appointed John Rivardi of France to build forts to protect both Norfolk, Virginia and Baltimore, Maryland. Rivardi was instructed to place the highest priority on Norfolk, as the threat from foreign attack was greater there. This threat came from the first war between the new French Republic and Great Britain. Rivardi arrived in late April and proceeded directly to work, revitalizing Fort Norfolk and Fort Nelson. During this time the engineers also built Fort McHenry in Baltimore. It would later gain fame during the War of 1812 when it turned back the British invaders who had burned down Washington DC. Frances Scott Key was so impressed by the success of Fort McHenry that he wrote the Star-Spangled Banner there.

Fort Monroe, defending Virginia Coastline

During our nation's first 150 years, the Chesapeake Bay waters carried cargoes of greater value and bulk than all the rest of America combined, and often these forts helped to insure their safe passage.

In 1802 Congress re-established a separate Corps of Engineers and the military academy at West Point, N.Y. During the first half of the 19th century, West Point was America's major (and only) engineering school.

From the beginning, the Corps contributed to both military and civil projects. Throughout the 19th century, the Corps supervised construction of coastal fortifications and mapped much of the West with the Corps of Topographical Engineers.

Fort Wood, built from 1808-1811 was a coastal fortification in New York to protect the battery (the tip of Manhattan) and Ellis Island. It is the base of the Statue of Liberty.

The Corps' first civil works missions spurred the Nation's economic development, starting with aids to navigation. In the 1790s, the Corps constructed its first lighthouse at the entrance to the Chesapeake Bay. Later, the Corps built lighthouses, helped develop harbors, and mapped navigation channels. In 1802, Congress authorized icebreaker piers at the entrance to the Delaware River. As transportation boomed in the early 19th century, the Corps provided leadership and technical assistance for roads, canals and railroads. As commerce expanded in the mid-19th century, the Corps improved navigation in the major rivers and harbors of the North Atlantic region.

When the United States entered the War of 1812, the young nation found that its systems of defense were inadequate to protect its coasts and port cities. The capture and burning of Washington, D.C. in 1814 was a hard lesson. But that experience generated a new system of coastal defenses, starting with Fort Monroe, Virginia.

The Corps built Fort Monroe to protect the entrance to Hampton Roads. It would have an impressive complement of the most powerful artillery of the time, 32-pounder guns with a range of one mile. These would protect the main shipping channel into the area.

In the first century of America's existence, the Corps of Engineers created a tradition of service to both the military and civil works needs of the nation that remains the cradle of the Corps.

The Region at Work

Above: The Motor Vessels Gelberman and Hayward escort the USS Intrepid from its berth on Manhattan's West Side to drydock at the former Military Ocean Terminal, Bayonne for the first phase of a 2-year, $60 million overhaul. New York District worked closely with the Naval Sea Systems Command, the Intrepid Sea-Air-Space Museum and other federal, state, regional and New York City agencies to ensure a safe, smooth trip for the distinguished ship. (New York District)

Right: Graf School under construction, Grafenwöhr, Germany. Efficient Basing Grafenwöhr, includes thousands of houses, 12 new or renovated barracks, two schools, a dining facility, wash racks for Stryker armored personnel carriers, 24 company headquarters and motor pools and the Army's largest post exchange in Europe. (Europe District)

Below: The removal of a World War II-era watchtower from Plum Tree Island Refuge, VA. Toppling the tower removed a major public safety hazard from the refuge (Norfolk District)

Above: Robert Russo observes as sandbags hold back the flood waters in Winchester Center in Winchester, Mass., during the Mothers Day 2006 floods (New England District).

Below left: LTC Gwen Baker and Deputy Commander MAJ P. Anela Arcari get an in-briefing on the Hopper Dredge McFarland by Captain Karl VanFlorcke, Dredge Master. The trip marked LTC Baker's inaugural visit aboard the vessel. (Philadelphia District).

Below right: From left to right, Apostolos (Paul) Ioannidis of GPL Laboratories in Frederick, Md., Vernon Griffin and Marc Randrianarivelo, Baltimore District, collect sediment samples at the Buffer Zone in the Port of Cotonou in Benin, West Africa. The samples were analyzed on- and off-site for various chemical constituents (Baltimore District).

New England District

By Ann Marie Harvie, New England District

Whether it was working to strengthen the nation's military through solid engineering, or developing and managing New England's water resources through its many civil works missions such as improving harbors and navigation, protecting stream banks and shorelines while preserving and safeguarding the environment, or working hand-in-hand with other Federal agencies, the States, and local cities and towns to regulate waters and wetlands, assisting in responding to disasters, restoring the environment or continuing to support the Global War on Terror, the members of the New England District team continued to provide superb service to the people of New England and the nation.

New England District team members continued to support the Global War on Terror and the Water Planning Response Team proudly took the lead for the NAD water mission for the 2006 Hurricane Season. When the call for help came right from its own backyard, the District team sprung into action and provided technical assistance and sand bags when the Mothers Day flood of 2006 strained New England dams and sewer systems - the District's Blackwater, Franklin Falls, and Hopkinton-Everett dams successfully held back the rising flood waters without overflowing.

Always on the forefront of environmental restoration, the District completed the draft Detailed Project Report/Environmental Assessment for the Bird Island Tern Nesting Habitat Restoration in Marion, Mass. Dredging remediation at the New Bedford Harbor site in Massachusetts commenced in August and was completed in early November with another 21,000 cubic yards of sediments removed from the harbor. Great things continue to happen at the Eastland Woolen Mill Site in Corinna, Maine, where the District finished drilling, completing a round of treatment injections at the site. As part of New England District's Inter-Agency Support Program, which provides engineering expertise to other Federal agencies, the District has made great progress on the construction of Department of Homeland Security Border Patrol Stations in Maine.

New England District's Tim Rezendez supervises while workers finish up the last of the dredging of Pawtuxet Cove in Rhode Island.

The District's primary civil works mission to develop and manage the New England region's water resources with projects that reduce flood damage, improve harbors and navigation channels, protect streambanks and shorelines and safeguard the environment continue to surpass expectations and this year's great successes in the navigation mission centered on maintenance dredging. Work at Pawtuxet Cove, R.I., was finished on time and on budget; Phase 1 of the Norwalk Harbor dredging project was completed, and; the Corps of Engineers Dredge Currituck visited the region to successfully dredge in Aunt Lydia's Cove, Mass., and Block Island Harbor of Refuge.

Support to the nation's Armed Forces continues to be a priority and this year the team celebrated the completion of the Security Forces Operations facility at Westover Air Reserve Base, Mass., and the Food Lab Expansion Project at the Soldier and Biological Chemical Command in Natick, Mass.

The District's Regulatory program continues to receive thousands of new permit applications each year, handling controversial projects such as LNG facilities, regional airport expansions, highways, wind farms and aquaculture with professionalism and impartiality.

Yes, 2006 was an OUTSTANDING year for the Corps in New England, and the New England District is focused on future accomplishments, including dredging Boston's Inner Harbor, Bass Harbor (Maine), and the Patchogue River (Conn.); continuing our major military construction projects at Hanscom, Natick and Westover; supporting the environmental remediation program at the Massachusetts Military Reservation on Cape Cod; and continuing our significant efforts on a number of Superfund projects throughout the region. The New England District and its people continue to be part of the premier engineering organization that proudly provides OUTSTANDING public service to the people of New England and the nation.

New York District

By Sue Hopkins, New York District

New York District personnel continued to meet the challenges of change throughout 2006.

In August the District welcomed a new commander, COL Aniello L. Tortora, as they wished COL Richard J. Polo Jr. well in his retirement.

The District continued efforts toward regionalization, working more closely with sister districts throughout the North Atlantic region. Personnel worked to build relationships, share knowledge and resources and strengthen their communities of practice in a regional environment. Offices throughout the District worked with their counterparts in sister districts and at the Division to share responsibilities and talents to ensure product delivery on time and within budget to a satisfied customer.

The MV Gelberman prepares to escort the USS Intrepid to drydock at the former Military Ocean Terminal, Bayonne for the first phase of a 2-year, $60 million overhaul.

Personnel left their jobs at New York District to provide continued support to victims of Hurricanes Katrina and Rita, as well as for flooding in New York. Support for the Global War on Terror continued as District staff volunteered to serve overseas.

Challenges continued in the military construction program, supporting Army and Air Force installations in New York and northern New Jersey. At Fort Drum, project management, engineering, construction and real estate personnel worked as a team with garrison, contractor and A/E staff to ensure success in the $1 billion-plus construction program that will expand the installation as part of the Army's Modular Force Transformation. The District continued work at McGuire Air Force Base, completing the $17 million Consolidated Maintenance and Operations Facility; at the U.S. Military Academy at West Point, where work began on the $60 million Jefferson Hall learning center; and Thule Air Base, Greenland, where work was completed on the $11 million barracks facility.

In the Civil Works arena, the District continued work on the $366 million Green Brook flood control project, purchase of flood storage areas in the Passaic River Basin, and the $10 million Pompton Lake Dam. Work also continued apace on the $1.6 billion New York Harbor Deepening Project to increase key channels to 50-foot depths to ensure the continued vitality of a regional economic engine that serves 35 percent of America's population. As part of the harbor work, New York District and six federal, state, regional and city agencies combined forces to begin the restoration of Elders Point salt marsh islands in Jamaica Bay, a $13 million effort to return shrinking island sanctuaries to their original state.

Cooperation was again the byword as New York District Operations personnel worked closely with the Naval Sea Systems Command and Intrepid Sea-Air-Space Museum to move the World War II aircraft carrier from its silt-laden berth on Manhattan's west side to drydock at the former Military Ocean Terminal, Bayonne for the first phase of a 2-year, $60 million overhaul.

New York District personnel are demonstrating on a daily basis that they can be flexible and adapt to new ways of doing business to execute better (quality), faster (schedule), cheaper (budget), safer (process and results) and greener (environmental principles). The combination of public outreach, coupled with partnering with contractors, customers and federal, state and local government agencies, continues to be an essential element of the District's success.

Ribbon-cutting on Niagara Falls Joint Air Reserve Station (August 2006). The MEPCOM customer, Congressional Representatives and the Niagara Falls Air Reserve Command were proud of the NY District and the Contractor (SLR Contracting Inc.) performance in designing and building the project within budget and on time. The MEPS Buffalo staff moved into the fully operational facility in September 2006.

Philadelphia District

By Khaalid Walls, Philadelphia District

The Philadelphia District continued to strengthen its reputation as Solution Builders regionally, nationally and internationally in 2006. Projects ranged from small, quick-turnaround initiatives — like planting shells in the Delaware Bay for oyster revitalization and modifying Delaware's Little Mill Creek to reduce flood damages — to long-term, multi-phase projects — like the new C-17 Flight Simulator Facility at Dover Air Force Base or the continued ecosystem restoration program at Lower Cape Meadows in southernmost New Jersey.

(From left) Lt. Col. Gwen Baker, Sen. Tom Carper, Rep. Mike Castle, Sen. Joe Biden, Dover Mayor Stephen Speed, and Air Force Cols. Sam Cox and David Wuest toss the proverbial first dirt during the Sept. 11 groundbreaking at Dover Air Force Base for a new C-17 simulator facility. The ground breaking made way for the C-17 Globemaster III flight simulator and flightcrew training facility. The C-17 will complement the base's current fleet of C-5s by providing a new, modern capability in line with the varying Air Mobility Command's missions of the 21st century.

The District's Contracting Division continued to play a major behind-the-scenes role in the Global War on Terror. They executed 270 contracting actions and $111 million in awards for the Corps' Gulf Region and Afghanistan Engineer District, including power plants and distribution systems at three main operating bases and 25 forward operating bases. Especially critical has been our support to the 249th Engineer Battalion (Prime Power). The District initiated power generation contracts that reduced strain on the 249th's resources, effectively modernizing their War Reserve and Loan Program Assets capabilities. And we are on track to provide an estimated $200 million in contract support for GWOT in 2007.

The Philadelphia District's Civil Works program saw the completion of initial beachfill projects for the purpose of storm damage reduction at Brigantine and Fenwick Islands. A contract was also awarded to continue the initial construction on the Barnegat Inlet to Little Egg Harbor Inlet, N.J., project for similar purposes. A construction contract for the seventh nourishment cycle for the Cape May to Lower Township, N.J., project was also awarded. In recognition of the District's superior project execution, The American Shore and Beach Preservation Association to (ASBPA) chose to honor the Cape May to Lower Township project with their 2006 Coastal Project Award. This award is given annually to a coastal project that has stood the test of time and has shown a positive environmental, social, or recreational benefit.

The District also continued to build improved seawalls along the Jersey Shore at Avalon and North Wildwood. Three limited reevaluation reports were completed and approved, including Bethany Beach/South Bethany Beach, Del., Port Mahon, Del., and Reeds Beach to Pierces Point, N.J.

Under Interagency & International Services, the District continued to support the Environmental Protection Agency's Superfund program in southern N.J., at Welsbach (initial remediation), Vineland Chemical (groundwater and soil remediation), Lipari Landfill, South Jersey Clothing (ongoing investigation), Roebling Steel, Cosden Chemical and a host of other sites where we provide technical oversight remediation work for the EPA.

In addition, the District was also assigned its first two Hazardous, Toxic and Radioactive Waste remediation design assignments from the EPA for White Chemical and the Town of Dover, both in New Jersey. The District also gained several new customers in 2006, most notably the Naval Surface Warfare Center, the Army Logistics Command, and the Department of Veterans Affairs, for whom Philadelphia District will provide construction and contracting support.

Roebling Steel EPA Superfund site remediation in N.J.

Baltimore District

By Chanel S. Weaver, Baltimore District

Baltimore District enjoyed another successful year in 2006 as it continued to deliver quality projects to customers.

In its military mission, the District was busy planning the largest military construction program in the history of the Corps. As part of the 2005 Base Realignment and Closure Plan, the District is organizing program offices at Fort Detrick and Aberdeen Proving Ground, Md., and Fort Belvoir, Va.

The United States survived the 2006 hurricane season without the devastation of Katrina, Rita and Wilma, but there was still major flooding throughout the District's area of responsibility.

The Corps and county volunteers use sandbags to help repair a damaged levee well after inspection of the levee, floodwalls and pumping stations along the Susquehanna River following heavy rain in June.

In June, consecutive days of heavy rain along the Susquehanna River Basin, stretching from New York to Maryland, caused record water levels at the District's flood damage reduction projects, as well as localized flooding in most low-lying areas. The flood damage reduction projects performed well, however, by preventing more than $965 million in damages. In addition, 15 District employees deployed to help in the cleanup efforts after this event.

The June flooding event was not the only occasion where Baltimore deployees left their home to help those in need. More than 60 District employees deployed to the Gulf Region to assist with hurricane recovery efforts, and an additional 34 others deployed to Iraq and Afghanistan to support the Global War on Terror.

2006 was also a year of transition for Baltimore District. The District held its change of command ceremony in July and welcomed three new leaders: COL Peter W. Mueller, commander; LTC John H. Osborn, deputy commander; and MAJ Andy B. Off, deputy district engineer for support operations.

Baltimore District employees have been consistently recognized for their outstanding dedication to the Army's mission and their commitment to living the Army values, and they continued to shine in 2006.

Three employees earned national recognition at the USACE Senior Leader's Conference in San Diego, Calif., in August. Gary Schilling received the Ronald J. Ruffenach Communicator award, Jeffrey DeFosse received the Recreation Employee of the Year award and Jeffrey Krause received the Stewardship Employee of the Year award.

The Poplar Island Environmental Restoration Project Delivery Team was the first PDT to earn the U.S. Army Corps of Engineers Commander's Award for Civilian Service for its restoration of Poplar Island, which is located in Talbot County, Md. Over the years, the island had eroded to a five-acre parcel of land. By using 40 million cubic yards of clean dredged material, the island was restored to its original size and is now a 1,140-acre wildlife habitat.

In September, the Corps of Engineers completed a munitions removal activity at Tobyhanna State Park. Between May 3 and Sept. 28, the project team removed more than 1,000 pieces (more than 2,100 pounds) of munitions debris and removed and destroyed 43 pieces of unexploded ordnance from approximately 200 acres of the state park and surrounding area.

Another significant Baltimore District milestone included the wrap-up and closeout of its unique mission to construct, rebuild and repair facilities throughout the District of Columbia Public School System. During the last eight years, Corps projects have provided approximately 6,500 children with more than one million square feet of state-of-the-art learning facility space.

Contractors finish a wall in the courtyard at the Luke C. Moore Academy. In 2006, Baltimore District completed work on the District of Columbia Public School System.

A strength of Baltimore District is its diversity, and the District continued its mission to support a work environment that embraces cultural diversity. The District held its first observances of Hispanic American Heritage Month and Native American/Alaskan Native Heritage Month in 2006.

At the Washington Aqueduct, a division of the Baltimore District, and a federally-owned and operated public water supply agency, the District continued to execute its mission of producing 180 million gallons of water per day for residents in the D.C. metropolitan area.

The year was busy, and the challenges were tough, but Baltimore District continues to be relevant, ready, responsive and reliable, focused on the mission and the citizens we serve.

Norfolk District

By Nancy Allen, Norfolk District

As Virginians prepared to celebrate the 400th anniversary of the landing at Jamestown, the Norfolk District, located on the grounds of 18th Century Fort Norfolk, continued to make history in 2006 with projects and initiatives that benefit Hampton Roads, the Commonwealth of Virginia and the Nation.

Three District employees deployed to Iraq and Afghanistan this year, two of whom are still serving one-year deployments. Norfolk District employees continued to support the Corps' efforts in rebuilding the Gulf Coast following Hurricane Katrina. To date, 70 employees have spent time in Mississippi and Louisiana, some making multiple trips.

District employees were also called on to respond closer to home when the District's Emergency Operations Cell was activated on Aug. 26, in response to Tropical Storm Ernesto.

The Norfolk District Construction Branch completed a $17 million Concrete Taxiway and Apron replacement project at Langley Air Force Base, on budget and four months ahead of schedule. It consisted of removing and replacing more than 2.7 million square feet of 18.5-inch-deep concrete slabs. A number of construction projects were completed at Fort Lee, including the first phase of the Fire and Emergency Services facility, 220 residential units in the Madison Park Family Housing Area and stationing facilities for the 49th Quartermaster Group.

When Lynnhaven Inlet was dredged, the Corps found a beneficial use for the material, placing over 200,000 cubic yards of high-quality sand onto Ocean Park Beach in Virginia Beach, Va. to help protect property from tidal surges and flooding.

The District is on the leading edge of MILCON Transformation, which will produce a major shift in how the Corps delivers facilities. The Norfolk District is the Center of Standardization for seven types of military facilities and will be responsible for nearly 80 projects in the next three years, totaling more than $800 million of work.

Two of Norfolk District's civil works projects will have a significant impact on the regional and national economy. On April 15, a project to dredge the Atlantic Ocean Channel to a depth of 50 feet was completed, allowing the largest cargo ships in the world today to call on the Port of Hampton Roads. Virginians are also looking to the Corps' Craney Island Dredged Material Management Area as the location for a fourth state-owned marine terminal. Plans for the 580-acre eastward expansion of the facility took a major step forward in becoming a reality this fall when the Chief's Report recommending the expansion was forwarded to Congress after a seven-year study.

A two-year project to straighten the entrance to the Lynnhaven Channel in Virginia Beach was completed in 2006. The project included the displacement of more than 210,000 cubic yards of sand and the removal of a shipwreck suspected to be nearly 200 years old. In June, the A. P. Moller-Maersk Group finished a project to dredge and place 10 million cubic yards of material into Craney Island. The dredging was performed concurrently with the Norfolk Harbor Deepening, which resulted in a 300 percent increase in the inflow into Craney Island for the past two years.

Norfolk's Real Estate Branch serves as the program manager for the Army's Residential Communities Initiative (RCI). In 2006, branch personnel completed 50-year lease agreements for RCI projects at nine installations, which will create additional housing for more than 17,000 soldiers and their families.

Cleanup continued at the Former Nansemond Ordnance Depot in Suffolk, under the Formerly Used Defense Sites program. Norfolk District also removed a historic watchtower from a former Army Air Corps bombing range on Plum Tree Island in Poquoson.

In Virginia Beach, the Norfolk District Regulatory Office used the Corps' authority to establish restricted areas to create a no-wake zone around the Back Bay National Wildlife Refuge. This plan protects the interests of recreational users while helping to preserve the fragile Back Bay ecosystem.

NAO had another successful year in its FY06 Small Business Program. The District exceeded four of the six assigned Small Business Goals/Targets and for the 2nd consecutive year, exceeded the 50 percent range in overall awards to Small Business.

On June 30, Norfolk District bid farewell to COL Yvonne J. Prettyman-Beck and welcomed COL Dionysios Anninos as the new District commander. In 2007, as we commemorate our nation's founding at Jamestown, Norfolk District will continue to serve the Commonwealth of Virginia and the Nation as, "Entrusted stewards focused on delivering quality projects to the nation and our communities with pride, integrity and value."

Europe District

By Brian Temple, Europe District

Europe District showed the spirit of full engagement in 2006. From responding to natural disasters, helping rebuild war-torn nations and supporting service members throughout the European Command.

Eight District employees deployed in 2006 to support the Global War on Terror in Iraq and Afghanistan. Over 30 have now shown a commitment to helping others by rebuilding nations.

In 2006, 23 employees deployed to support Hurricane Katrina reconstruction by serving on Forward Engineering Support Teams and providing quality assurance or administration support.

August 18, Pedro "Pete" Corona received a Defense of Freedom Medal in Vicenza, Italy, for suffering shrapnel wounds during a mêlée in Iraq in the spring of 2004.

During the year, Bernie Rodriguez was nominated by HQUSACE for the Hispanic Engineer National Achievement Awards Corporation's Professional Achievement category, and Adolphus Madukanya was nominated for the Black Engineer of the Year Award, Professional Achievement category. Tracye Thrash was a North Atlantic Division nominee for the Blacks in Government Meritorious Service Award. Katie Ergenekon and Joann Qualey were selected by the Department of Defense as Science Technology, Engineering and Mathematics Role Models and were honored at DoD's 2006 Women's History Month recognition ceremony. The Career Communications Group Inc., which promotes significant minority achievement in engineering, science and technology, selected Grace Moreno and Dawn Rice as Women of Color Technology All-Stars.

Kim D'Arcy was in the Headquarters Leadership Development Program where she served as an action officer for the USACE Readiness XXI project delivery team. Tom Moore completed the Executive Leadership Development Program, and was soon followed by Ron Mott. Michael Bosley was the District's Emerging Leader.

Finally, Peter Barth was recognized as the Project Manager of the Year for his work on the Efficient Basing – Grafenwoehr program, a $689 million project supporting Army Transformation in Europe in partnership with the U.S. Garrison Grafenwoehr and the Installation Management Command.

The District exceeded execution projections in 2006, with over two million contractor hours and accident rates well below USACE targets. David Stanton manages the safety program but also deployed to Mississippi and Louisiana in 2006 as the Task Force Hope safety manager. The District received the Division's Safety Management award for 2005, a testament to its safety culture.

Our environmental team supported Joint Task Force – East, conducting environmental surveys to help keep the initial stages of the U.S. Army transformation on schedule. This literally will pave the way for increased security in the Black Sea Region.Regionalization was key, with Norfolk and New England both providing engineering support to complete in-house Army Family Housing designs, valued in excess of $100 million. The regional team also supported a $32 million security reach back project for Iraq, as well as IMCOM's initial steps to transition from renovation of 50-year-old multi-family stairwell units to new townhouse planning and construction. An in-house design team provided three plans and developed the rationalization that carried the request through ACSIM approval.

A new medical library and office space addition at Kirchberg Kaserne, Landstuhl kicked off June 2. This quality of life enhancement for service members is underway thanks to teamwork with the U.S. Army Center for Health Promotion and Preventative Medicine.

Two regional initiatives with our German government partners, or *bauamts*, also took root. The LBB *Idar-Oberstein (Bauamt)*, was selected to design and construct a new hangar at Ramstein Air Base. The German-American regional success continued with our participation in the architect and engineer firm selection process. Together, the District, *bauamts* and customers select the best A/E firms to design projects in Ramstein and Stuttgart.

Our support to others continues outside of Europe. The Israeli Ministry of Defense has requested planning, design, and construction services in support of facility upgrades for F-16I aircraft. The district will provide the Israeli Air Force with new facilities at Ramon, Hatzerim, and Palmachim Air Bases as well as construction services at Nevatim AFB.

The District supported projects from the Sahara to Siberia including multinational military exercises, multinational emergency management exercises, and other federal agencies operating in Eastern Europe, Central Asia, the Baltic nations, and the Black Sea Region.

Relevant, Ready, Responsive, Reliable

Proudly serving the Armed Forces and the Nation now and in the future.