

United States Army Corps of Engineers

# ORIGINS:

*The Story of the Corps' First Team!*

Year in Review 2005 — North Atlantic Division





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Commander ..... Brig. Gen. William T. Grisoli  
 Regional Public Affairs Officer/Editor ..... David J. Lipsky  
 Graphics and Production Support ..... Henry Dunn

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For more information write to: Editor, **Origins**, North Atlantic Division, U.S. Army Corps of Engineers, 302 Gen. Lee Avenue, Fort Hamilton Military Community, Brooklyn, NY 11252. All manuscripts are subject to editing prior to publication.



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# Commander's Thoughts

Brig. Gen. Bill Grisoli  
Division Commander

The New Year brings opportunities to execute our missions and delight our customers! We had an outstanding 2005, and we are positioned to have an even better 2006. We will continue to deliver work to our military and civilian partners in a more efficient, timely, cost-effective manner while ensuring it is safely executed and environmentally sound. This first edition of *Origins* highlights last year's achievements, a little about our past and who we are. It's important to recognize one's accomplishments and origins before starting new initiatives.

The North Atlantic Division's U.S. boundaries closely follow the original 13 colonies. It's the birthplace of the nation and the Corps, which was formed to build coastal forts to defend those colonies, including Fort McHenry in Baltimore, where the Star Spangled Banner was written, and Fort Wood in New York City, now the base of the Statue of Liberty.

The Corps' first civil works activities were vital to the new nation. These included lighthouses, jetties and piers for harbors, and mapping of navigation channels. It helped design and build parts of Washington, D.C., improved Potomac River navigation, expanded the water supply system and completed the Washington Monument. It helped design and build the Executive Office Building, the Lincoln Memorial and the Library of Congress.

On March 16, 1802, Congress formally established the Corps at West Point. The first chief engineer was superintendent of the military academy.

NAD's history includes working in Greenland, Saudi Arabia, Israel and the Balkans, and supporting the Army throughout Europe. New NATO nations and Partnership for Peace countries receive support from NAD's International Engineering Center.

Our partners know they can count on us when needed.

Through November 2005, 115 NAD team members went to Iraq and Afghanistan. Another 369 went to the Gulf States following Hurricanes Katrina and Rita. NAD team members have also been on the front lines helping the region recover from a recent tornado in Maryland, a drought in Virginia, an ice storm throughout the northeast and, of course, 9/11.

We are one team, and, as a team., we face extremely



complex issues. Whether it is Base Realignment and Closure, Army transformation, water resource management, working with a tight budget, balancing economic and environmental interests or volunteering following a disaster, we deliver!

Will it be easy? Nothing as vital and complex as our work is ever easy. We're continuing along the road of USACE 2012, facing A-76 competitions, and looking at a 10 percent cut in overhead rates. The National Security Personnel System launches in our region in 2006. Fortunately, we have the flexibility, capability and attitude to succeed.

Our mission is to continue to deliver quality products to strengthen our nation's security, enhance our environment and energize the economy. We must do this openly and collaboratively to strengthen our partnerships. To accomplish this goal, we will leverage our region and the entire USACE team. The more we utilize the one team approach, the sooner we will realize the power of the regional business center. None of this can be accomplished without our great workforce. We must always take care of our people; they are the Corps of Engineers. Lastly, have fun every day. Do not take yourself too seriously. It is great to be part of such a superb team.

The original 13 colonies depended on us. We succeeded then and will continue now and in the future. Our missions are different now, but in many ways they remain the same. Thanks for what you do every day!

Stay On Point!

Essayons

Bill Grisoli



Nachshonim Storage Base, Israel



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# Directors' Corner

**Mohan Singh, PE**  
Director of Regional Business



The North Atlantic Division Regional Business Center's vision is to integrate the capability of our six districts and delight our customers by leveraging regional and Corps' resources. During 2005, we made excellent progress by developing a Regional Business Plan as a roadmap to regionalization.

We mobilized all functional areas to examine technical capabilities and processes in order to identify risks and craft mitigation plans in light of our workload. We created a horse blanket with action plans and implemented several initiatives. These included regional technical experts for engineering and planning, virtual teaming and regional functional rates to be the most efficient organization along functional lines.

Coastal, navigation and master planning centers of expertise now operate at New York, Philadelphia and Baltimore districts respectively. We are now benefiting from process improvements and best practices such as an automated regional contracting database, a regional communications website, a framework of relationship management and consistent supervision and administration charges. Our Executive Leadership Development Program graduated seven in Fiscal 2005 and inducted seven more for Fiscal 2006.

Our Regional Management Board, Communities of Practice and Division Command Council will lead us to the next level of regionalization. We will eliminate redundancy; improve productivity, speed and efficiency while enhancing quality and doing more with less.

The new year provides more opportunities to leverage our resources. We will poise the Region to meet the challenges from Army Transformation, Base Realignment and Closure and our Civil Works programs while providing support to the Global War on Terrorism and natural disasters. NAD will continue to focus on the Corps' strategic direction to realize three mission focused campaign goals: stability, reconstruction and Homeland Security operations; sound water resources solutions and life-cycle infrastructure management while continuing to take care of our most precious teammates. We will also monitor our performance using a new system of metrics following our strategic vision: "One team, relevant, ready, responsive and reliable."

I look forward to working with all of you in placing NAD on the pedestal as the most vibrant region in the U.S. Army Corps of Engineers!

**Lloyd Caldwell, PE**  
Director of Programs



Before I became the director of programs in November, I worked in the Baltimore and Europe districts for many years, and I worked directly with all the districts of the North Atlantic Division on individual projects and programs. I have long admired the dedication and expertise of the people of NAD, and I am well aware of your significant contributions to our national interests in the Northeast and overseas.

In 2005, NAD executed more than \$2.5 billion of design, construction and operation and maintenance for all programs including support in Iraq and Afghanistan. The NAD program is one of the most diverse and complex in the Corps and could only be accomplished by the hard work and professional competence you bring every day.

We have a similarly large program in Fiscal 2006, and with new challenges. In Civil Works, we executed more than \$500 million in all programs in Fiscal 2005. In Fiscal 2006, with new ground rules and processes, we will adapt new ways of business and continue to rely on regional collaboration.

In Military Programs, we awarded more than \$300 million in new projects and executed more than \$700 million in construction. We continue to have a large program, including a carry-over from previous years, and we have an objective and expectation for a stronger record of execution in Fiscal 2006.

Our Environmental and Interagency and International Services programs were another success with more than \$350 million executed. Those will also continue at similar levels in Fiscal 2006.

Regional collaboration in executing our exceptionally diverse programs is one measure of the excellence that exemplifies all of our work. Our district and vertical teams, including the Regional Integration Team, were highly effective in achieving our success.

Good relationships with all we serve are the foundation for our success. We are dedicated to finding new opportunities for regional collaboration, but our enduring relationships are made and strengthened by our project delivery teams every day. By working to high standards in managing our projects, the schedules, the quality and fiscal closeout, we distinguish ourselves and foster enduring relationships and future opportunity.

Congratulations on your achievements. You've helped NAD build its reputation as one of the best within the Corps. The needs of the nation and our Region will continue to demand the best of our individual and regional capability. I'm confident that the Region is up to the challenge, and I look forward to working with you to meet that challenge.

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# History of Regional Teamwork

By JoAnne Castagna, Ed.D., New York District and David Lipsky, NAD Business Management Division

The North Atlantic Division was destined to become a regional asset in the Corps from the very beginning. In 1775, before the nation declared its independence, engineers were busy working on coastal fortifications to protect the 13 colonies. Now, on any given day on the harbors along the North Atlantic Coast, you can see ships passing the historic fortifications that protected our young nation from attack including Fort Hamilton in New York, Fort McHenry in Baltimore and Fort Norfolk in Virginia.

These forts were part of what would become the U.S. Army Corps of Engineers' first mission. In 1775, an engineer was tasked to construct coastal defenses in Boston Harbor soon after a battle that would later be called the Battle of Bunker Hill. Later, fortifications were built to protect our coastal cities.



Teamwork was key to success from the beginning. Prior to the 20th century, the Corps had individual districts that called upon one another for assistance. In 1888, increasing demands spurred the Corps to change to a multi-level organization with division offices to oversee the districts' work and resources.

Originally, the North Atlantic Region had two divisions — the Northeast and the Southeastern. In 1929, the two were merged to form NAD, headquartered in New York City.

Over the years, the boundaries changed leading to the organization we have today. In 1997, New England District joined New York, Philadelphia, Baltimore and Norfolk districts, followed by Europe in 1998. Why is Europe District part of NAD? While it may seem that

Europe has little in common with the remainder of the Division, the districts in the Northeast have worked with Europe for decades.

In 1997, the secretary of the Army reduced the number of Corps divisions to eight and Europe Division became a district. It joined NAD because we had extensive overseas experience. New York District's boundaries include Greenland and the Azores. NAD built air bases in Israel following the Camp David Peace Accords in September 1978.

## Teamwork throughout history — highlights

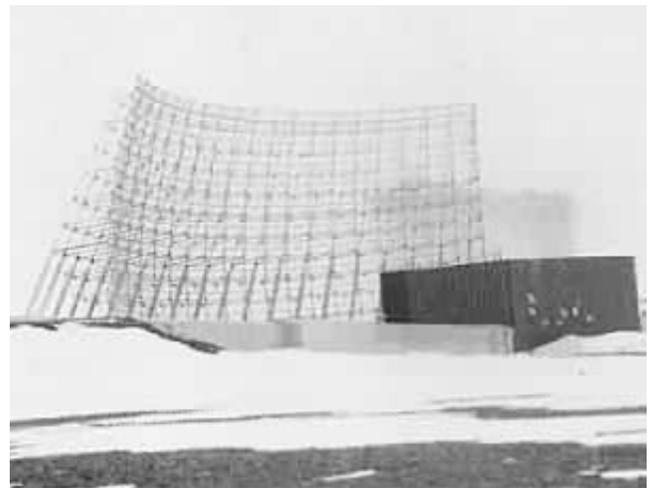
### 19th Century —

The General Survey Act of 1824 expanded the Corps' role in civil works projects, in particular, ones that facilitated land and water transportation. North Atlantic engineers teamed up to construct roads and railroads throughout the Northeast, such as the famous Baltimore and Ohio Railroad in 1828, and widened and deepened North Atlantic ports, such as the New York Harbor, one of the busiest ports in the world.

### 20th Century — WWI and WWII

As our nation faced threats from overseas, the Corps' efforts shifted to national security. This encouraged us to team more with our engineer colleagues in Europe, expanding the NAD team.

For the Army and Air Force, we constructed air bases along the Atlantic Coast and roads, ports, military camps and hospitals in America and overseas. NAD engineers constructed some of America's first overseas air bases in Bermuda, North Africa and Iran and a major bomber base in Thule, Greenland. This is also part of the Ballistic Missile Early Warning System.



Ballistic Missile Early Warning System Antenna, Thule, Greenland

The Corps was also involved in developing the Atomic Bomb that brought World War II to an end. Engineers in New England and New York worked with the Massachusetts Institute of Technology on this undertaking.

After World War II, we continued to construct air bases.

### Late 20th Century —

Our nation became increasingly concerned with our environment, and the Corps continued to make environmental safety an important mission.

In the 1960s, NAD initiated some of the first studies to evaluate the relationship between water quality and quantity and its social impacts. One of these was the North Atlantic Regional Study that was performed by a team of NAD engineers from throughout the Region, followed by the Northeastern United States Water Supply Study.

Water quality and its impact on the environment and economy are also being monitored by NAD teams. The Long Island Sound Projects, being performed by New England and New York districts, are examining dredged sands impact on water quality. The Chesapeake Bay is in both the Norfolk and Baltimore districts. Those districts work together to protect the bay's oyster population and water quality in this valuable natural resource.



Federal Creosote Superfund Project. Typical excavation at Canal B along East Camplain Road in Marville, NJ

NAD teams also collaborated on environmental projects to clean up industrial and government waste. One is the Federal Creosote Site in New Jersey, the Corps' largest superfund project. Baltimore, New England, Philadelphia and New York districts collaborated on remediation and real estate tasks.

Following the Camp David Peace Accords in the 1970s, NAD engineers built air bases in Israel. Engineers from New York and Europe collaborated on this highly visible mission.

In the mid 1980s, other NAD districts assisted New York District in the construction of Fort Drum in New York, which was considered one of the Corps' top missions of the time. The structure was designed and in the ground in just four years.

Providing housing for our troops is another task that NAD performs. The Norfolk District is the Center of Standardization for Army family housing. The center has teamed with the New York and Europe districts on their family housing work such as the Hainerburg Air Force Housing in Germany. In addition to preparing our troops for times of war, NAD teams also performed missions to

equip civilians against natural disasters such as floods.

In 1955, after floods claimed 90 lives and caused \$100 million in damages in the Delaware River Basin, Philadelphia District did the nation's first comprehensive river basin study, which was followed by construction of five flood control dams in eastern Pennsylvania. The design for one of these, the Frances E. Walter Dam, was done by Baltimore District.



FE Walter Dam under construction

In times of disasters or when civil works support is needed, Philadelphia District's hopper dredge, the *McFarland*, responds to incidents all along the North Atlantic coast, as well as outside the Division. The oceangoing vessel began its service in the 1960s, and it continues today. Recently, the *McFarland* performed dredging operations in the New York Harbor for New York District.

### 21st Century —

On 9/11, the World Trade Center was attacked, and the nearby New York District became a victim district.

Immediately following the attack, New England District established a division forward office in Manhattan and provided two vessels from the Cape Cod Canal. Philadelphia District also sent two vessels and assisted the office with logistics and administrative support.

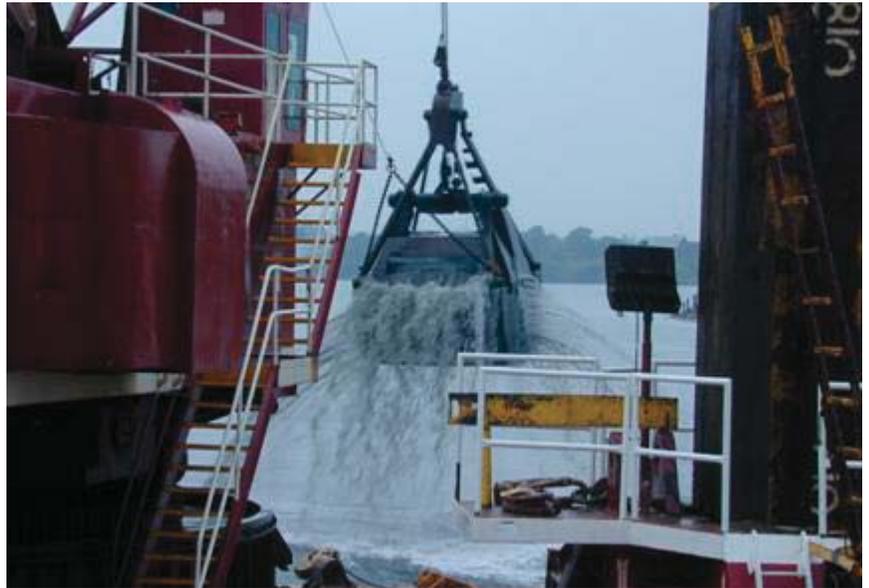
Today, NAD engineers continue to team up on Civil Works and Military missions. NAD has civilian volunteers in the Middle East rebuilding Iraq and Afghanistan. We are in the southern Gulf States, helping citizens rebuild their lives after Hurricanes Katrina and Rita.

Brig. Gen. Bill Grisoli, regional commander said, "In the northeastern states and in Europe, we have worked together for decades on all projects. When we face regional disasters or need to support war-time efforts, we are one logical and unified team. It started in the late 1700s, goes on today, and we are well poised for the future. Right now, we are one strong regional team."

USACE 2012 made the Region central to the Corps' operations. NAD has been working "regionally" since the nation's birth.

# The Region at Work

**Providence River Dredging.** The New England District successfully completed the dredging of the Providence River and Harbor Federal Maintenance Project. More than 6.0 million cubic yards of material were removed from the principal commercial waterway in Rhode Island in order to return a 7-mile stretch of the authorized Federal navigation project to full authorized dimensions — 40 feet deep and 600 feet wide.



## Ramstein Air Base, Germany.

(Above) Looking down the unfinished corridor of the new passenger terminal.

(Below) A new dormitory for enlisted Airmen is among the many facilities under construction at Ramstein.



**Dewey-Rehoboth Beach, NJ.** Sand pumped in from an offshore borrow area is spread and shaped to create a new beachfill-dune system that will provide storm damage reduction for Delaware's Rehoboth Beach and Dewey Beach.



**Avtex Fibers EPA Superfund Site, Front Royal, Virginia.** On Sept. 19, 2005 Norfolk District destroyed the Avtex boiler house, which was the largest remaining structure on the site.

**Arvin Cadet Physical Development Center.** Members of Congress and Pentagon officials joined leaders at the U.S. Military Academy at West Point for the official opening of the \$97 million Arvin Cadet Physical Development Center in August. Arvin's 450,000 square feet include gymnasiums, fitness center, indoor pool for water and survival training, sports courts, a climbing wall, training areas, sports medicine rooms — even classrooms.



**DC Schools, Washington, DC.** McKinley Technology High School is one of 12 schools that the Corps is building and modernizing in partnership with the District of Columbia Public School system. Today, McKinley is a 201,000 square-foot 21st-century state-of-the-art, technology high school ready to serve the young men and women of the District of Columbia. Since 1998, the U.S. Army Corps of Engineers has been assisting the District of Columbia Public Schools with efforts to renovate and modernize the school system's 147 public schools as part of a capital improvements program.

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# New England District

By Larry Rosenberg  
New England District Public Affairs Office

In a word, REMARKABLE!

2005 was an eventful year where great strides in public service were realized throughout the six-state New England area. From engineering solutions to environmental remediation, from rapid, effective and efficient response to emergencies and in support of the Global War on Terrorism, to the everyday accomplishments of each member of the New England team, we saw each challenge as an opportunity, an opportunity to serve the nation . . . and the nation repeatedly took notice . . . the History Channel broadcast Modern Marvels: The Cape Cod Canal. REMARKABLE!



Franklin Falls Dam, N.H., Ranger Jennifer Rockett delights 4th graders with tales of spectacular flight and preservation of the environment. In 2005, more than 9.1 million visitors came to New England recreation areas.

The District successfully completed the dredging of Rhode Island's principal commercial waterway, Providence River and Harbor, removing more than six million cubic yards of material. Dredging and disposal issues are often as controversial as waterborne commerce is vital to New England's 178 harbors. In this regard, the District worked with the Environmental Protection Agency to successfully designate two long-term dredged material disposal sites in Long Island Sound and one in Rhode Island Sound.

Programs that support community environmental restoration and flood control provide elected officials and the public the ability to leverage the District's solution-oriented approach. Included among the many continuing authorities projects that provide meaningful and productive ecological improvement, remediation and enhancement are: Town Pond, R.I., Wiswall Dam, N.H., Muddy River, Mass., Allin's Cove, R.I., Blackstone River Watershed, Mass., and R.I., Boyd's Marsh, R.I., Merrimack River Watershed, Mass., and Scarborough Marsh, Maine.

The District's Environmental and Hazardous, Toxic and Radioactive Waste missions are extremely successful and

include EPA Superfund remediation throughout New England, General Electric/Housatonic River, Mass., Elizabeth Mine, Vt., and Ottati & Goss, N.H. To clean up PCB contamination from New Bedford Harbor, described as one of the largest, most challenging hazardous waste sites in the country, the EPA/Corps team used true engineering solutions to address modern problems in the urban environment, and, in September, direct rail service was established from the on-site dewatering facility to the disposal site in Michigan where an estimated 900,000 cubic yards of contaminated materials will no longer be a public health risk. At the Massachusetts Military Reservation, the District continues to direct an ongoing investigation assessment of the impacts of unexploded ordnance on the fragile environment and completed an onsite thermal pilot program as part of the Impact Area Groundwater Study Program.

A permit application from Cape Wind Associates for the nation's first wind farm in federal water continues to generate both national debate and media attention. The District implemented a National Environmental Policy Act process, described by Greenpeace USA as an "encyclopedia of renewable energy," to gather and assess data in an environmental impact statement. With the passage of the Energy Policy Act, the Department of Interior became the lead federal agency, and the Corps' permit public interest review continues in alignment with NEPA.

In 2005, the District supported the Global War on Terrorism with 26 employees deploying to Iraq and Afghanistan, while a team at the District headquarters provided engineering technical support. At home, when the hurricanes struck, 70 individuals deployed to New Orleans and other points to support the federal response, disaster relief and recovery efforts. In October, New England endured a record flood event. In response, the District combined its flood damage prevention system of 35 dams and 100 local protection projects with its reservoir control technology and satellite data collection of 96 platforms, ensuring impacts were either avoided or minimized — with just one goal: to protect the public. In a word, REMARKABLE!



Corps vessel, *Catumet*, patrols the 17.5-mile stretch of the Cape Cod Canal.



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# New York District

By Sue Hopkins  
New York District Public Affairs Office

New York District's history is distinguished by years of excellence in serving the nation through Military, Civil Works and Environmental programs — and 2005 adds to that record.

District Personnel answered the call in the aftermath of hurricanes Katrina, Rita and Wilma, with more than 80 employees deploying to stricken areas to support critical ice, debris removal, roofing, emergency housing and mapping missions. More than a half-dozen civilian employees deployed to Afghanistan or Iraq in support of the nation's Global War on Terrorism.



The crew of the New York District drift collection vessel *Hayward* lowers a damaged helicopter to a Brooklyn pier after lifting it from its crash site in the East River. Three days later, the crew lifted another helicopter from a nearby location, in both cases fulfilling its mission to keep federal navigation channels clear and support local authorities — the New York City Office of Emergency Management.

At their home stations, employees throughout the District continued their vital work in maintaining hundreds of miles of federal navigation channels; building and improving facilities for military personnel and their families; preventing flood and storm water damage and restoring and preserving the environment.

The first phase of the District's most visible project, deepening channels in the Port of New York and New Jersey, marked a milestone in April with the completion of the 45-foot project. Work is already under way to deepen key channels to 50 feet to accommodate the giant container ships calling at the port, a huge economic engine which serves 35 percent of the nation's population. The District continues to monitor shore protection projects and aid partner agencies in projects to preserve this important resource.



Biologist Bonnie Hulkower, Planning Division, makes a point during a talk about the habitat of the New York-New Jersey Harbor estuary on National Water Day. New York District scientists and project managers discussed wildlife and the natural environment of the harbor with elementary and high school students in Union, N.J., as part of Make a Splash With Project Wet (Water Education for Teachers), the largest water education effort in the nation.

Part of the harbor deepening work includes environmental restoration of nearby wetland areas, and the District is also involved in a multi-agency effort to restore wetlands in Jamaica Bay, near John F. Kennedy International Airport. A partnership with The Nature Conservancy will combine efforts to monitor rivers in the Northeast, and District personnel continue to partner with experts throughout North Atlantic Division and the Corps to complete cleanups under the Formerly Used Defense Sites and Formerly Used Defense Remedial Action Programs.

Partnering has also played a key role in projects at the Picatinny Arsenal and the Military Entrance Processing Facility at Niagara Falls. 2005 saw the turnover of the Arvin Cadet Physical Development Center at the U.S. Military Academy at West Point, closing a 15-year planning and construction effort on a \$97 million state-of-the-art fitness complex, and the start of construction on the Jefferson Hall library and multi-media facility. Expansion plans continued to move forward at Fort Drum, where soldiers are using new training and barracks facilities, and at McGuire Air Force Base, where the C-17 Bed-down Program made great strides in 2005.

The District continued to support the Environmental Protection Agency's Superfund work and aid municipalities through the Continuing Authorities Program.

And — always ready in a crisis — the District's vessel, *Hayward*, supported New York City's Office of Emergency Management by lifting two helicopters from the East River.

In 2006, New York District employees look forward to completing projects supporting our warfighters, protecting our citizens, guarding our environment and encouraging our economy.

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# Philadelphia District

By Ed Voigt  
Philadelphia District Public Affairs Office

In 2005, the Philadelphia District executed projects across its full spectrum of missions. They ranged from small, quick-turnaround initiatives — like planting shells in the Delaware Bay for oyster revitalization and removing an old steamship wreck from the Christina River — to long-term, multi-phase projects — like the new Air Freight Terminal at Dover Air Force Base or the Lower Cape Meadows-Cape May Point project in southernmost New Jersey.

Less visibly but no less significantly, the District also managed millions of dollars in power and reconstruction contracts for Iraq and Afghanistan; assisted the Europe and Baltimore Districts with design work for their military programs and provided design and construction services for our newest customer, the Naval Surface Warfare Center. This fall, about a fifth of our workforce — and the dredge *McFarland* — were deployed to help the nation recover from its worst-ever hurricane season.

Our Civil Works program saw initial beach fill placement at Delaware's Lewes, Rehoboth Beach and Dewey Beach, with Fenwick Island nearing completion, and at New Jersey's Cape May Point, with Brigantine Island and Long Beach Island just getting under way. We are also building improved seawalls along the Jersey shore at Avalon and North Wildwood. One integrated beach-and-dune system promotes both storm damage reduction for the city of Cape May Point and ecosystem restoration in the Lower Cape May Meadows — a world-renowned migratory bird stopover along the North Atlantic flyway where the District has also been eradicating Phragmites and reseeding native vegetation.

Other civil highlights include a fish ladder along New Jersey's Batsto River, which was a 2005 Coastal America Award winner; a new access road across the crest of Francis E. Walter Dam; a demonstration project for beneficial use of dredged material in abandoned mine reclamation; development of the Schuylkill River Park trail in Philadelphia; and ongoing maintenance of the District's waterways, from the 100-plus-mile Delaware River, Philadelphia-to-Sea federal channel, to the shallow-draft New Jersey Intracoastal Waterway.

Aside from the air freight terminal, being built to accommodate Air Force C-17s, we completed a two-phase replacement family housing project at Dover and a bypass around the northwest side of Fort Dix. We are also building a new apron and taxiway to serve both Dix and adjacent McGuire Air Force Base.

Under Interagency & International Services, we continued to support the Environmental Protection Agency's Superfund program in southern N.J., at Welsbach (initial remediation), Vineland Chemical (groundwater and soil remediation), and Lipari Landfill



With a historic lighthouse in view, a family strolls along the landward side of a new beach fill-and-dune system that protects New Jersey's Lower Cape May Meadows — a key migratory bird stopover along the North Atlantic Flyway — from saltwater intrusion while also addressing storm damage reduction for the City of Cape May Point.

and South Jersey Clothing (ongoing investigation). For the Coast Guard, we completed our biggest single reimbursable project this year: rehabilitation of the lift bridge at the former Philadelphia Navy Yard.



(From left to right) Lt. Col. Robert Ruch, district commander; Bradley Campbell, commissioner, N.J. Dept. of Environmental Protection; Cliff Day, supervisor, U.S. Fish & Wildlife Service, N.J. Field Office; John Paul Woodley, Jr., asst. secy. of the Army (Civil Works); and Eric Schrading and D. J. Monette, also of USFWS, take part in a 2005 Coastal America Award ceremony at the District's Batsto River Fishway Restoration Project Oct. 18.



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# Baltimore District

By Chanel S. Weaver  
Baltimore District Public Affairs Office

*We fulfilled our promises, upheld the integrity of the Corps. The year 2005 was a success for Baltimore!*

It was a year of challenges, but also a year of victory as Baltimore District employees fulfilled their resolutions of making 2005 another successful year.

The year began with inspiration when Geraldine Day, wife of the Negro League Hall of Fame baseball player Leon Day, spoke to District employees during the annual Martin Luther King Jr. Day celebration Jan. 11. Day graced the audience with inspiring stories of the life of her late husband and the challenges he faced.

Just as Day inspired employees, Baltimore District boosted the spirits of students in the District of Columbia by completing the whole-school modernization of Patterson Elementary School. The renovated school includes a modernized media center, gymnasium, dining area, art and science labs, a music room, a computer lab



Melanie Hacker, left, a program support assistant, conducts a mock job interview with Bryan Bass, a senior at Kenwood High School. Baltimore District has a long history of mentoring local students and encouraging them to pursue careers in civil service.

and a health suite. To date, Baltimore District has built new or completely renovated nine schools in the nation's capital. Students in the District of Columbia were not the only ones to receive attention from Baltimore District employees. In March, several employees visited Kenwood High School in Baltimore, Md., to conduct mock interviews with students. Students met with Corps representatives and practiced the skills needed for making a good impression at job interviews. Baltimore District has a long history of mentoring high school and college students and encouraging them to pursue careers in civil service.

In June, Baltimore District, in partnership with the National Aquarium in Baltimore, hosted a 10-day planting event at Poplar Island, Md. On the verge of extinction just a few years ago, Poplar Island is a national model for habitat restoration and the beneficial use of dredged

material. About 40 million cubic yards of clean dredged material from the Chesapeake Bay approach channels and the Port of Baltimore will be used to restore the island. More than six acres were planted during the event.

The Organization Day Picnic, held at Sandy Point State Park in Annapolis for the first time, provided Baltimore District with play time. The new location also brought new activities, including swimming, nature trails, boating, fishing and a bake-off competition for prizes.

As the nation celebrated its 229th birthday in July, Baltimore District reached a milestone of its own. The District surpassed the 100 mark for the number of employees who have deployed to Iraq or Afghanistan to support the Global War on Terrorism. To date, more than 120 District volunteers have deployed to reconstruct infrastructure and support stability in the foreign nations.

Iraq and Afghanistan were not the only places where District employees were willing to go to lend a helping hand. The 2005 hurricane season was one of the worst on record. In September and October, nature unleashed its fury when hurricanes Katrina, Rita and Wilma slammed into the U.S. Gulf Coast, causing billions of dollars in damages and claiming hundreds of lives. When hurricanes strike, the Corps responds. More than 80 District employees have traveled to the Gulf Region to assist in hurricane recovery operations.

While their co-workers were rebuilding the Gulf Coast, members of a project delivery team back in Maryland were putting the finishing touches on a \$46 million state-of-the-art chemistry laboratory that will handle known and suspect chemical warfare agents, toxins and toxic industrial chemicals. The Advanced Chemistry Laboratory — managed, engineered, designed and constructed by Baltimore District — was completed Oct. 7. Authorized under the Chemical Weapons Convention, the Edgewood, Md., facility will stand as the sole location in the United States allowed to study and produce chemical warfare agents for defensive purposes, following the destruction of the U.S. chemical stockpile.

As the year 2005 came to an end, Baltimore District employees looked forward to 2006 with a goal to continue their commitment to embodying the vision of "... relevant, ready, responsive, reliable ... focused on the mission and those we serve."



Mary Pittek, an environmental engineer, carries a flat of plants to the planting location during a wetland restoration event at Poplar Island, Md. More than six acres were planted during the event.



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# Norfolk District

By Nancy Allen and Megan Nelson  
Norfolk District Public Affairs Office

Norfolk District wrapped up an action-packed year of successes in 2005, with three District employees — Sherri Jefferies, Maj. Chris Riemer and Nandy Perillo — deploying to Afghanistan in support of the Global War on Terrorism. They fulfilled such roles as office manager, commander's secretary, area engineer and project manager in support of coalition forces and the Afghan National Army; and civil engineer for the reconstruction of the Afghan National Army hospital and military academy. Also, in the wake of hurricanes Katrina, Wilma and Rita, 47 team members have deployed, including the District's ice team, to assist in the recovery effort.

This was a year of completion for several major Civil Works projects. The last pieces of Embrey Dam on the Rappahannock River in Fredericksburg, Va., were removed and the final pieces of the Great Bridge in Chesapeake, Va., were put into place. The Buckroe Beach Hurricane and Storm Damage Protection Project was completed, where 281,000 cubic yards of sand was placed onto the popular public beach in Hampton, Va.

The largest native oyster seeding effort in Virginia began in March. The District, with its federal, state and local partners, started to plant 15 million disease-tolerant native oysters on 3.8 acres of reefs in the Great Wicomico River. The next native oyster restoration project will occur at the Lynnhaven River in Virginia Beach — which is also the site of a Corps-led ecosystem restoration study.

The District met a major milestone in its \$23 million, 5-year project to decontaminate and demolish more than 45 structures on the Avtex Fibers Environmental Protection Agency's Superfund site in Front Royal, Va. On Sept. 19, Congressman Frank Wolf (R-VA-10th) pulled the ceremonial plunger detonating the implosion of the Avtex boiler house as more than 500 community members saw the demolition of the largest remaining structure on the site, which is known for its national defense efforts during World War II.

Military construction projects continued at a rapid pace. The District provided about \$33 million in temporary relocatable facilities at Fort Lee, Va., including barracks, office space, motor pools and support facilities for the redeployment and stationing of 1,200 soldiers assigned to the 49th Quartermaster Group.

Other projects completed in 2005 included the Fort Eustis 2nd Access Road Project, consisting of two bridges and a roadway connecting Fort Eustis and the city of Newport News, Va.; the multi-million dollar F-22A Raptor bed down project at Langley Air Force Base; and Fort Lee's Aerial Delivery and Field Services Training Department and Military Entrance

Processing Station. The District is the Army's lead real estate agent for the successful Residential Communities Initiative, providing quality housing for Soldiers and their families on installations across the country.

The District's Operations Branch ensured safe navigation on Virginia's waterways, including Rudee Inlet, James River, Tangier Channel and Norfolk Harbor. The year saw triple inflows at the Craney Island Dredged Material Management Area, as well as a mosquito control program that improved relations with local neighbors and the city of Portsmouth, Va. In February, the District joined others in celebrating the 200th Anniversary of the Dismal Swamp Canal, which is operated and maintained by the Corps. It is the oldest man-made and continuously operating American waterway.

The Regulatory Branch met a milestone when the U.S. Department of Justice entered a consent decree in *United States v. Newdunn*, which upheld the Corps' jurisdiction of wetlands adjacent to tributaries. Work is now under way to restore those wetlands. The division commander issued the final Department of the Army permit to Newport News, Va., for the King William Reservoir. The District will oversee the compliance and enforce the permit.

The District's Small Business program enjoyed a record-breaking year in awards, totaling \$135 million. Of particular note is \$35 million in projects awarded to small businesses competing with larger firms.

With all the great work accomplished in 2005 by Norfolk District employees, three received exceptional U.S. Army Corps of Engineers' honors. Steve Martin was selected as the 2005 Regulator of the Year; Jerry Taylor was named Interior Designer of the Year and Terry Deglandon was selected as the Architect of the Year.

Whether at home or abroad, during peace or in war, the Norfolk District team continues to fulfill its new spectrum of USACE operations, and remains: "One Team – relevant, ready, responsive and reliable . . . Proudly serving the Armed Forces and the nation now and in the future."



Fort Lee, Virginia's new Aerial Delivery and Field Services Training Department officially opened March 25.



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# Europe District

By Brian Temple  
Europe District Public Affairs Office

The Europe District answered the call to support the nation and the Army in 2005. Whether it was completing projects throughout Europe, responding to natural disasters or rebuilding a war-torn nation, District employees delivered.

Thirty District employees deployed to Iraq and Afghanistan in 2005 to help rebuild infrastructure and to keep the overall reconstruction momentum pressing forward, while others deployed to the Balkans to continue the District's support to U.S. Army Europe.

An additional 12 employees deployed stateside to help with the Hurricane Katrina reconstruction efforts. Many deployed as a Forward Engineer Support Team to work on the Task Force Hope Mississippi Temporary Public Structures/Portable Buildings Mission and assist in the environmental cleanup process, while others deployed to hold roles such as the Task Force Hope Recovery Field Office Safety manager.

Despite its worldwide involvement, the District's execution exceeded projections in 2005, and contractor accidents were kept to a minimum throughout the District's footprint. The District conducted quality assurance/quality control and safety training on-site in countries where there is little or no safety culture. This training was provided not just to contractor managers but also to the general workers. For some, it was the first safety training they had received.

The Europe District family welcomed Col. Margaret Burcham as the new commander in July. Col. Lee Staab passed the District colors to her July 19.

Recognition for achievement was also a prominent aspect of the year's successes.

Stephen Martinez was nominated by U.S. Army Corps of Engineers' headquarters for the Hispanic Engineer National Achievement Awards Corporation's Professional Achievement Category. Tania Smith was the headquarters' nominee for the 2006 Black Engineer of the Year Award in Professional Achievement, while Regina Juguetta-Vetter was recognized in October at the Women of Color in Technology Conference as a Technology All-Star. Kimberly Darcy was nominated and accepted as the North Atlantic Division's candidate for the upcoming Class of 2006 for the CP-18 Leadership Development Program.

Peggy McBride took top honors within NAD with the Hard Hat of the Year Award for Safety and Quality Assurance. McBride's work throughout western, central and eastern Europe has helped secure efficient construction processes throughout developing regions of the world.



Visitors take a first look at the newly completed housing units of Kefurt and Craig Village in Stuttgart, Germany, this summer.

Regionalization and virtual engineering continued as major roles in the district's Engineering Branch workload. More than 24 man-months of temporary duty technical assistance in design or review were provided by Philadelphia, New York, Norfolk, New England and Baltimore districts

during the busy summer months. For the third straight year, Europe and Norfolk districts partnered in the design of an Army Family Housing project — a \$20-million renovation project for Hainerberg, Germany. This collaboration continues the maturing electronic relationship established in 2002. Last year's project, the Whole Neighborhood Renovations and Revitalization of Infrastructure of Kefurt and Craig Village, Stuttgart, was selected as the District's 2005 entry for the USACE Project Delivery Team of the Year Award. The PDT executed this complex project incorporating these new concepts and completed it ahead of schedule and under budget.

Finally, Gulf Region Division Transatlantic Program Center asked Europe to design standard Concrete Masonry Unit barracks for use in contingency locations. Several design alternatives were explored before final plans were agreed on by the widespread global PDT. Eight contract packages were prepared for Iraq, five have been awarded, and the rest are awaiting funds and siting approvals. This work validates the Regional Business Center and learning organization concepts by having a design team consisting of members from Europe, sister NAD districts and others Corps-wide making virtual engineering a daily success.

The completion of the Nachshonim Storage Base, east of Tel Aviv, was celebrated during a ribbon cutting ceremony Dec. 6. The \$125 million facility will serve as a long-term storage facility and will provide maintenance capabilities for Israel Defense Force combat equipment and vehicles. The base, one of three completed by Israel Program Office, will relocate IDF soldiers from the West Bank. The District is proud to play a part in building these bases which will help secure peace in the region.

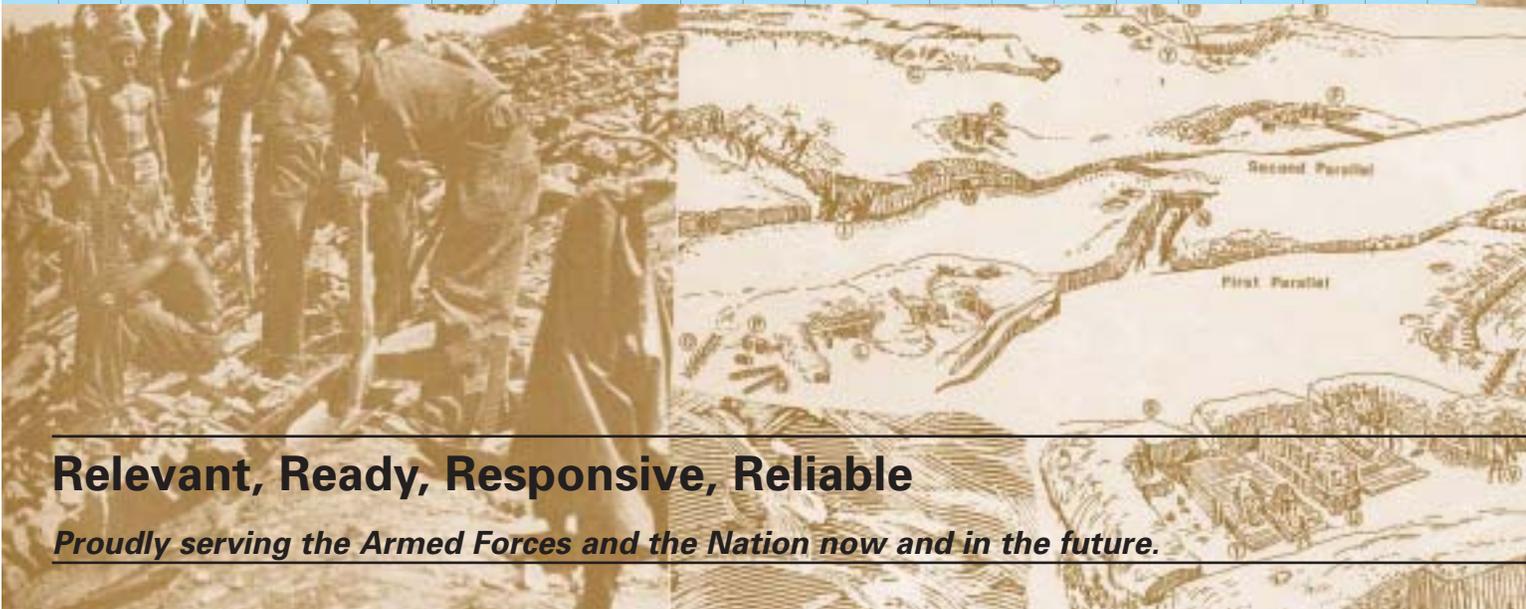
In addition to traditional countries where the U.S. Forces have substantial presence, the Europe District supported projects in countries from the Sahara to Siberia. These projects provided support to multinational military exercises, multinational emergency management exercises, and other federal agencies in Bulgaria, Romania, Georgia, Poland, Azerbaijan, Macedonia, Latvia, Moldova, Albania, Russia, Algeria, Senegal, Niger, Krygyzstan and Kazakhstan.





US Army Corps  
of Engineers®

# North Atlantic Division



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