



U.S. Army
Army Corps of Engineers

District Tides

NORFOLK DISTRICT

Spring 2007

www.nao.usace.army.mil

Vol. 21 No. 1

Wetlands Planning

Also in this issue...

*The Fort
Belvoir BRAC
challenge*

*Robson
returns to
his roots*

*Survey
uncovers
river bottom*

In this issue...**Page 5****Langley Hospital Wing**

District poised to build \$67 million addition to Langley Air Force Base Hospital.

Page 6**Voices in A minor key of C**

Corpsaleers continue two-decades long singing tradition..

Page 12**Wetlands planning**

District Regulatory Office assists Fort Eustis in delineating wetlands for future planning.

Page 14**Leadership program**

Division leadership program expands horizons, enhances leadership skills.

Page 16**Black History Month**

Historically Black College professor shares history and views.

From the Cover

Environmental Scientist David Knepper studies soil on Fort Eustis to determine if it is a part of tidal wetlands. (Photo by Patrick Bloodgood)

 The title "District Tides" is written in a large, stylized, red font with a white outline. Above the text is a circular inset image showing a landscape with trees and a body of water under a cloudy sky.

District Tides

Commander's Corner

What separates our organization from others? The answer is simple. We know it is not enough to do one thing extremely well. We do scores of things extremely well, such as taking pride in our facilities; maintaining regular contact with our clients, customers and public; and executing our diverse mission across our eight Lines of Operations. But most importantly, we constantly take steps to improve our communities and support our nation's priorities while caring for our people. This is what sets us apart from other organizations.

The Norfolk District is the Commonwealth's premier public engineering organization and will continue to be so in the foreseeable future. We are strategically postured to provide the infrastructure that supports power projection, economic value and environmental sustainability for the region. We have proven our capabilities and value since 1879 and continue to do so today. Our leadership, ability and motivation will ensure we can deliver projects and services on time and within budget while concurrently meeting customer requirements.

The District's focus is to continue to adopt a culture and attitude of an expeditionary mindset: set the conditions to execute more than \$2 billion dollars in military work programs; and execute our unified "system" of civil works projects across three primary business lines: navigation/operations and maintenance, flood damage reduction and environmental sustainability.

On the front lines at home & abroad. Today, American citizens continue to serve on the front lines of freedom, defending and protecting our way of life and pursuit of liberty and justice for all. Let us not forget their sacrifices and let no day pass without thanking them for their service. The Norfolk District continues to support this effort as well as the re-building effort in the Gulf Region. I am extremely proud of our Family Support Group volunteers, led by Jerri Wehrle,

who recently sent yet another group of 11 packages to employees and family members deployed overseas. Back at the district, we must be mentally and physically ready to respond as we approach the upcoming Hurricane season. Our communities depend on our abilities and expertise. As a result, we must prepare ourselves, our families and sharpen our procedures. Over the coming months, you will see us involved in a series of exercises to help prepare us in case a disaster hits our area of operation or interest.



Col. Dionysios Anninos

Military construction opportunities abound. The district's military construction program is our center of gravity. Our workload is in the billions of dollars in executing construction projects in nearly every major Army, Air Force and DoD installation across the Commonwealth. The district has a tremendous opportunity to shape and contribute to our nation's military capability and quality of life.

We recently were assigned the mission to construct a hospital at Fort Belvoir as part of a regionalization approach. This is a unique opportunity to showcase our expertise and flexibility while bringing to bear the "One Corps" concept to execute perhaps the largest BRAC construction effort in the nation at Fort Belvoir (see stories on pages 8-11). In the coming months we will increase our personnel end-strength by more than 100 in order to set the conditions for successful program and project execution. Additionally, we will make several organizational changes to ensure that we have the right team and a seamless network in place for project execution. In so doing, we must be smart and deliberate to ensure we are postured for success in caring for our employees.

A critical factor for successful BRAC
Please see Commander's Corner, Page 3

Commander's Corner:

Continued from Page 2

execution is to ensure that we listen to our customers and create a solid partnership with our contractors such that we complete all projects on time, within budget and while meeting customer requirements. A story goes that a Soldier once asked Gen. George Washington how one can become successful in what they do. The general replied, "Listen, private." After waiting a while the private said, "I am listening. Please continue with your instruction." The general smiled and said "There is no more to tell."

Civil Works success is key. Equally critical to our district's successful mission accomplishment is the execution of our civil works program. This system of projects is critical to the health, safety of people and property, well-being and economic viability of our nation, of our region and of the citizens of Virginia.

The year started off with many uncertainties under the Continuing Resolution Authority, but will end up shortly with a defined budget that will require our constant attention if we are to deliver critical projects to the state and nation. Time will be short to advertise for and award contracts, but I am confident we will aggressively execute our program while being good stewards to the resources provided to us by our nation's leadership.

My focus is to bring the current phase of key projects to completion as we execute the FY 07 work, plan for FY 08 work and budget for FY 09 work. In the coming months, we also have a unique opportunity to shape the regulatory permitting process across the Commonwealth so that we leverage all the available tools in order to strike the right balance while caring for our people. I received significant

input from the public and from our employees on how to do this best.

We will also publish the anticipated and comprehensive draft Oyster Restoration Environmental Impact Statement. I envision this document to be the driver for the federal and state (Maryland and Virginia) oyster restoration efforts in the Chesapeake Bay and tributaries. Additionally, I am excited to move forward with the Norfolk Historical Society and great folks at the *Nauticus* to revitalize (one building at a time) Fort Norfolk to enable our entire community to enjoy a piece of unique history.

Walk with pride. In closing, we all should be proud of the Corps' rich heritage and be proud of your and our collective accomplishments. Think about all the national defense, economic value, environmental sustainability, and life and property-saving projects the Norfolk District has accomplished since 1879. None of these accomplishments are possible without the "can-do" attitude of our people. "Citizen-workers like you are wanted in every city, town and village in every office, shop, store and factory," as quoted in the book entitled "*A Message from Garcia*." I intend for us to capture these accomplishments with a series of historical materials, that Hampton University is assisting us with, to recognize the Corps' role in Virginia's 400-year history. Subsequently, we plan to produce a bound book on Norfolk District's history.

The "Safety Cycle" saves lives. A final note on safety—as the weather gets warmer, different safety issues arise. We must take the time to mitigate and eliminate any and all safety incidents at our construction sites, in and around recreational waters, and in our personal lives. Do not be a safety statistic--constantly think and live the "Safety Cycle": Observe, Evaluate, Decide and Act accordingly.



Got Vision?



2007 ACC Construction Project Manager of the Year

Air Force command hails Army project engineer



Project Engineer John Clark briefs senior Corps leadership on progress of airfield repairs. (Photo by Keith Butler)

Story by Jerry Rogers

The Air Combat Command (ACC), Langley Air Force Base, Va., recently praised the outstanding performance of the U.S. Army Corps of Engineers in completing its mission-critical airfield repair project by selecting Norfolk District Project Engineer John Clark as its 2007 ACC Construction Project Manager of the Year.

Clark was honored Feb. 28 at the annual ACC Design/Construction Awards Luncheon, and will compete later this year for the 2007 Air Force Construction Project Manager of the Year Award. Additionally, Norfolk District captured the 2007 ACC Citation Award for Concept Design on the base's Distributed Ground System-1 Operations Center project, which will also compete for the 2007 Air Force Design Award.

The ACC cited Clark for his "results-driven" leadership ability and his innovative techniques in "pushing the envelope" to ensure the project was successfully and *safely* completed on time and within budget. Clark was also praised for his fiscal resourcefulness, in which he was characterized as an "excellent negotiator who saves time and dollars."

"John exceeded ACC's expectations and flawlessly executed mission critical projects to support Langley's mission," said ACC Project Manager Barb Wilt. "His teamwork and expertise were immeasurable. The projects were delivered well ahead of

schedule and within budget. We couldn't ask for anything better!"

Last spring the ACC called on their Army brethren with the U.S. Army Corps of Engineers to manage several significant upgrades to their aging 10,000-foot airfield – and with only 60 days or less to complete the initial, critical phase. The urgency of the in-house design and construction project was necessary because the entire Langley flight line would be closed down and the base's F-22A Raptor and F-15 Eagle squadrons deployed to other military installations to await the project's completion.

With both project phases now complete, this \$28 million critical airfield repair will better ensure safe operations for pilots and airframes for one of the Air Force's flagship bases and home of the first two operational Raptor squadrons.

In completing this critical mission, Clark and his interagency team managed the task of demolishing several portions of the base's deteriorating airfield and replacing it by mixing, placing and fashioning 1,293,438-square-feet of 18.5-inch deep Portland Cement Concrete slabs.

The strong team partnership was formed between the Norfolk District field team, headed by Project Manager Jonathan Jones and Project Engineer John Clark; the Air Combat Command's Project Manager, Barb Wilt; the 1st Fighter Wing Civil Engineer Squadron Construction team, led by 2nd Lt. David Mogge; and their Small Business contractor, Hi-Way Paving, Inc. "Together we worked through every potential delay; we agreed from the beginning that failure was not an option," stressed Jones.

While Clark, an 8-year Corps veteran who has worked on several key Langley military construction projects since 1998, and his team successfully met each of its milestones, the "60-day" critical phase I portion of the project was not without its challenges: Days of torrential rain, a record-breaking heat wave, and a significant construction schedule change to replace an additional 250 feet of Taxiway Alpha, along with the expansion of the Hammerhead taxiway entry point leading directly to the runway. The Corps drew up a design for the Hammerhead in just 30 days and performed a sole-source, set-aside Small Minority (8A) Business contract with Alutiiq Corp., an Alaskan Native Indian small business. The original phase I work, the Taxiway Alpha addition, and the Hammerhead expansion were completed during the 60-day flight line closure.

District Tides is an unofficial publication authorized under the provisions of Army Regulation 360-81. It is published online quarterly for the employees of the U.S. Army Corps of Engineers, Norfolk District as well as roughly 120 hard copy prints for stakeholders, costumers, partners and elected officials. Editorial views and opinions expressed are not necessarily those of the Corps of Engineers or the Department of the Army. Inquiries, comments and submissions can be forwarded by e-mail to patrick.j.bloodgood@usace.army.mil

District Commander: Colonel Dionysios Anninos

District Public Affairs Officer: Terry A. McCann

Editor: Patrick J. Bloodgood

Public Affairs Staff: Jerry Rogers, Nancy Allen



Corps poised to build \$67 million 1st Fighter Wing Hospital addition

Story by Jerry Rogers

The Norfolk District, U.S. Army Corps of Engineers is poised to begin construction of the much-anticipated \$67 million addition to the 1st Fighter Wing Hospital at Langley Air Force Base, Va.

The military construction project, a 145,000-square-foot addition to the current hospital, will contain several critical state-of-the-art facilities, including a new operating room, labor and delivery ward, intensive care unit and several inpatient facilities.

Once construction is completed in January 2009, Langley patients will also see an increase in the number of staff providing health care to the more than 75,000 patients who use the hospital every year.

“I want you to build it as if you’re going to put your little baby daughter or 90-year-old mom inside...”

--Brig. Gen. Burt Field

“It’s going to make health care on Langley a lot better,” remarked Col. Kory Cornum, 1st Medical Group commander, during the groundbreaking ceremony held Jan. 26.

To the public the transition will be seamless, said hospital officials, adding, they will have clinics that will continue to serve active duty, retirees and family members alike. Operating room activities will continue; they may continue in alternate or modified locations, but they’ll ensure there’s no impact to their patient care mission.

At the close of the groundbreaking, Brig. Gen. Burt Field, 1st Fighter Wing commander, made one request of the Army Corps of Engineers:

“Remember, of all the things that we build, few things do we care about more when we really need them,” the commander said. “So when you’re building this (hospital addition), I want you to build it as if you’re going to put your little baby daughter or your 90-year-old mom inside this building for care. We’ll take care of the people, and I’d just like you to take care of the facility.”

The Norfolk District is extremely proud to be given the mission to build the new hospital, said Project Manager Doug Martin. “We have assembled a multi-disciplined team (both Air Force and the Corps) of talented, technically skilled and dedicated professionals to execute the project. The prime contractor, Tompkins Builders, is a world-class constructor. Our focus is to deliver a quality project, on time, and within budget, while reducing impact to the existing hospital’s operations and people. Our tools will be continuous team building and communications,” stressed Martin.



Deputy District Commander, Lt. Col David Pedersen Jr. (left) joins with Langley Air Force Base officials in a ground breaking ceremony for the new hospital wing on Jan. 26. (Photo by Jerry Rogers)



Voices heard in the key of C!**District Corpsaleers continue their 'crooning' ways**

The Corpsaleers perform for the children at Saint Mary's Home for Disabled Children in Virginia Beach, Va.

Story and photos by Patrick Bloodgood

The Corpsaleers, Norfolk District's popular vocal ensemble, was born in 1985 when two District employees sitting on opposite sides of a cubicle began singing to and with each other. The two employees, Marsha Flood and Patricia Lee-Ingram, were singing aloud when the idea of a larger group was born.

"As the seasons changed and Christmas rolled around, she (Patricia) said we could use a group here, a group of carolers," revealed Corpsaleers Director Marsha Flood.

That idea generated a call for volunteers who were interested in lending their voices to a District caroling group. Shortly thereafter, the Corpsaleers debuted with around 15 carolers spreading holiday cheer to their fellow employees.

It wasn't long before this dedicated group of choral aficionados took their harmonious joy on the road to children

at the Children's Hospital of The King's Daughters in Norfolk, Va. and the St. Mary's Home for Disabled Children in Virginia Beach, Va.

"It's really a joy! I have people who will come off leave to sing for the children because it is something that they love to do," Flood remarked.

The highlight for Flood over the past couple of decades was a Change of Command ceremony held at a local hotel, in which the Corpsaleers were the featured performers.

"We had a very full group and our commander really enjoyed our music and wanted us to perform at his Change of Command. It was just *awesome*," said Flood.

Flood said the Corpsaleers are always in need of voices; in fact, anybody can pick up one of their binders that contain song sheets and join in at any of their performances.

The Corpsaleers practice, which is voluntary, occurs during the 30-minute lunchtime period. For those crooners interested in obtaining more information or in joining the Norfolk District Corpsaleers, contact Marsha Flood in the Contracting Office.

"I'm begging all the time. If you're humming and you walk near me, then I am asking you, come, join our group! I'm not shy," said a smiling Flood.



Corpsaleers Director Marsha Flood leads the group during a town hall meeting in the Waterfield Building.

Highly decorated female general to speak

On March 22 at 10 a.m., retired Air Force Brig. Gen. Wilma L. Vaught will speak to employees of the Norfolk District for Women's History Month. Vaught served with the U.S. Air Force from 1957-1985 and was one of the first females in the military to be promoted to general officer status.

Vaught was also instrumental in establishing the Women in Military Service for America Memorial, which currently stands at the main gateway to Arlington National Cemetery, and serves as a place where the American people and visitors from around the world can learn of the courage and bravery of tens of thousands of American women who, like Vaught, have pioneered the future. As president of the Women's Memorial Foundation board of directors, Vaught spearheaded the campaign that raised some \$22 million for the memorial.

This year's national theme for Women's History month is "Generations of Women Moving History Forward."

Retired Air Force Brig. Gen. Wilma L. Vaught

They see history, oysters and river bottom

Story and photos by Patrick Bloodgood

For the crew that mans the Norfolk District Survey Vessel Adams II, each assignment brings with it new and interesting discoveries. The waterways that serve the Hampton Roads region have been revealing its secrets for more than 400 years. Beginning with the Native American tribes who called the area home, through to the first permanent English settlement at Jamestown, this region's waterways are renowned for their great American maritime past.

Armed with some of the world's most sophisticated underwater survey equipment, the 51-ton Adams II, with her side-scan SONAR, single-beam SONAR and multi-beam SONAR, can see in great detail along the murky river bottoms. While conducting their normal duties of ensuring that the federal channels are maintained to a proper depth, with no shoaling and no obstructions, the Adams II crew routinely encounters shipwrecks

and debris from bygone eras which litter the river bottoms. These findings have increased since the Adams II came on duty in 1997.

The Adams II has also been able to view with its multi-beam SONAR the wreck of the Confederate Civil-War vessel the C.S.S. Florida.

Whenever the crew discovers an underwater treasure, they turn the coordinates and copies of their three-dimensional printouts over to state historical societies for analyzing. They also promise not to disclose the location to other parties for fear of treasure hunters and wreck divers disturbing the relics.

Looking for more than obstructions and shoals

Early in 2006, the District used the extensive underwater capabilities of the Adams II to scan and create a three-dimensional display of the oyster reefs as part of the Chesapeake Bay Oyster Restoration Project.

"They wanted us to locate the reefs, identify them and find out how deep they are," said Smith. "We may go back in a year and get a snapshot to see how the reefs are fairing."

The crew of the Adams II also serves an important role during emergencies, often using their SONAR capabilities to assist local communities searching for submerged vehicles or sunken vessels.

"Any time they lose a barge or other vessel, we find it," said Smith, adding, "it may take a week sometimes, but we'll find it."

The Adams II is also required to survey all the major federal channels after hurricanes, tropical storms and Nor'easters roll through the area, searching for any new obstructions to navigation that may have entered the channels as a result of the high-winds and rough seas.

"After Hurricane Isabel hit in 2003, we were immediately deployed to the channels, ensuring everything was clear before allowing shipping lanes to reopen for commercial traffic" said Smith.

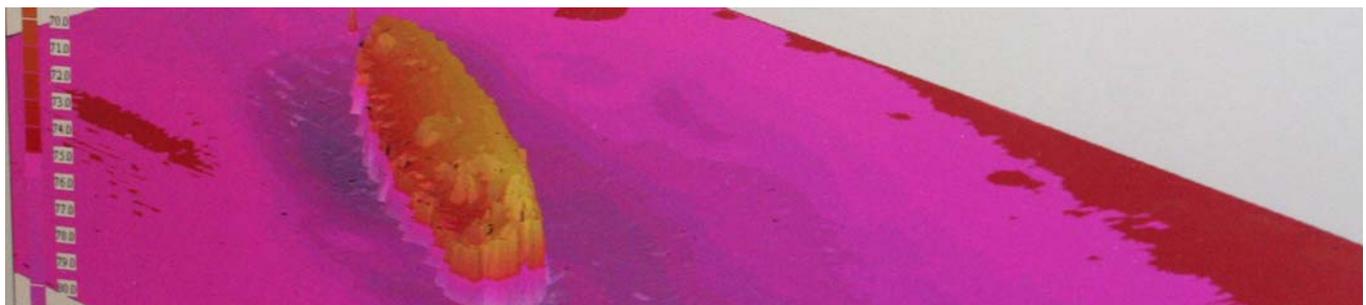


The Adams II is the newest vessel in the District fleet and is named after a former district commander who died in Vietnam.

The equipment makes it all happen

The Adams II is the newest and largest in the fleet of five survey vessels that the District currently utilizes, it also is the only vessel in the fleet that employs the multi-beam SONAR. This SONAR system has 101 beams that can travel out in a fan-type pattern and cover a 100-to-150-foot swath of river bottom continuously, producing a three-dimensional display. Before this system, the District employed a single-beam SONAR. The crew would have to travel back and forth in parallel lines multiple times to get the same amount of coverage that one pass by the multi-beam SONAR now covers.

"We find more stuff now that we have the multi-beam SONAR, since we get 100 percent coverage," said Adams II Captain Billy Simmons.



A three dimensional survey reading from the Adams II's multi-beam SONAR of a shipwreck.



Fast Facts:**The New Fort Belvoir Community Hospital**

The new Fort Belvoir Community Hospital is one of two new or expanded hospital facilities being designed and synchronized to be cornerstones in providing full health care support for the National Capitol Area (NCA). Norfolk District will have a place in history in building the new Fort Belvoir facility.

According to the NCA Office of Integration Web site, prior to closing its doors in 2011, the Walter Reed Army Medical Center will relocate its healthcare services to DeWitt Army Community Hospital at Fort Belvoir (Va.), as well as to Bethesda (Md.) Naval Hospital, which will be renamed Walter Reed National Military Medical Center. A new community hospital at Belvoir will be built and the Bethesda facility will be expanded.

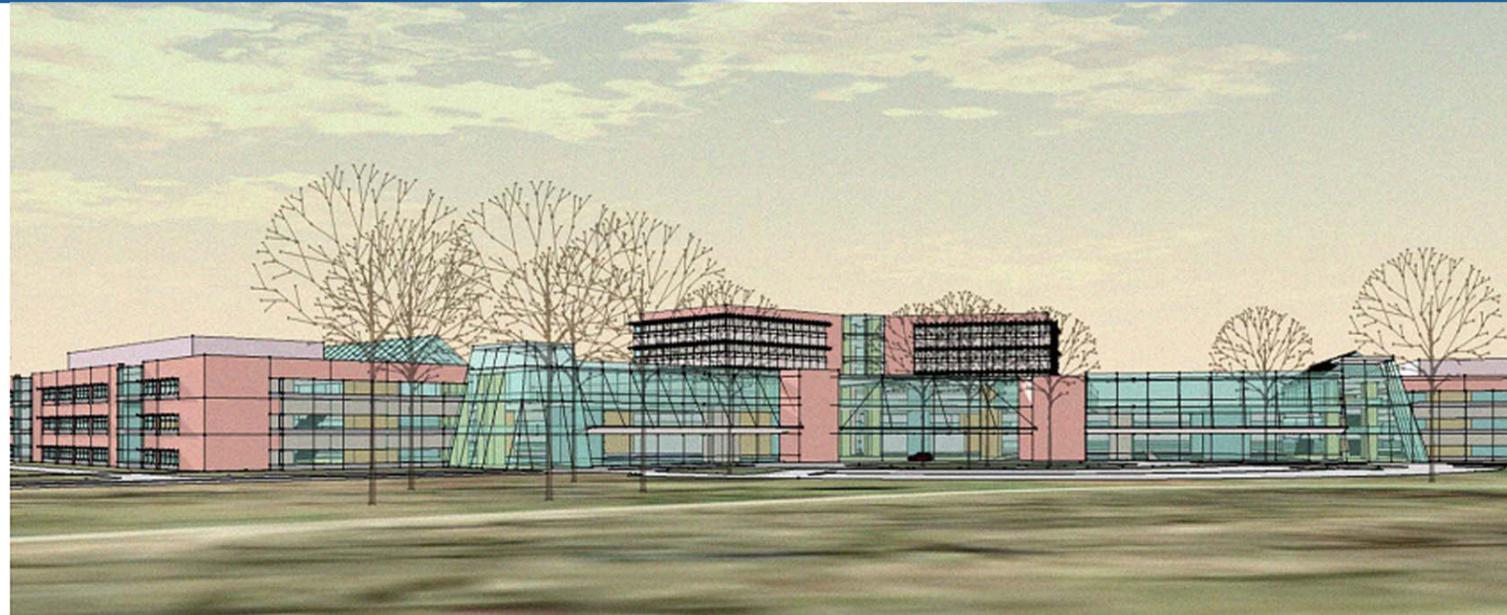
As stated in the Belvoir hospital Project Management Plan, the project will be designed by an outside Architecture-Engineering firm and constructed in an Integrated/Design/Bid/Build (IDBB) scenario, which uses a construction



contractor to assure a more thoroughly coordinated design, resulting in fewer design omissions and coordination errors.

So, a few quick facts about the hospital based on the conceptual design (subject to change with final design):

- Project cost \$498 million plus an additional \$50 million for design portion and other costs
- Building gross square feet: 951,699
- Facility will have single building identity and prominent federal image
- A centralized scheme with adjacent diagnostic and clinical facilities;
- Groundbreaking: Early 2008
- Completion: July 2011
- Beneficial Occupancy: Sept. 2011
- Project Delivery Team organizations: USACE, Tri-service Management Activity, U.S. Army Health Facility Planning Agency, DeWitt Army Community Hospital, Ft. Belvoir Garrison Command
- Norfolk District establishes an Integrated Program Office (IPO) at Ft. Belvoir to manage the construction – becomes operational June 2007



The artistic renderings are conceptual designs presented to stakeholders; they are subject to change with final design.

Meeting the Belvoir BRAC Challenge: Born out of necessity and a fresh way of thinking

Story by Terry McCann

The challenge: To complete multiple BRAC and legacy design and construction projects valued at over \$3.4 billion on one installation (Fort Belvoir), while faced with an additional \$2.6 billion in project requirements within that same district's geographic area of responsibility.

In the beginning... a plea for help

It started last July during a Regional Management Board meeting with a plea for help from Baltimore District's Deputy for Program Management (DPM) Jim Jones to his counterparts in the other North Atlantic Division (NAD) districts. "Can you guys give us some help? We have a \$6 billion BRAC & Military Construction program within our district that we can use some help with... we just don't have the capability and resources to do it all."

To the surprise of his counterparts, Jones was not just asking for additional field engineers and technicians as is the normal custom among districts when seeking help for projects and programs. "No, it was the 'management of bodies' that was the problem," Jones explained. The district didn't have the resources that would enable them to effectively do all of the necessary command, control and management functions that are so critical to the success of these projects. Jones was proposing to do what previously was the unthinkable for a district, in effect, giving projects away to other districts. Even Jones' colleagues within his own district thought they could solve the problem by just hiring additional "boots on



Jim Thomasson, NAO DPM



Jim Jones, NAB DPM

the ground" workers.

A shared perspective...

And so began a journey that has resulted in a truly regional approach to successfully addressing the daunting BRAC challenges facing the region... and Corps.

As Norfolk District's Deputy for Program Management Jim Thomasson explains, "My initial reaction to Jim Jones' request for help was that I don't have the technical field resources to offer without impacting the BRAC and other projects that our district had responsibility for. But when Jim (Jones) explained his command, control and management challenges, it was a whole new paradigm for me and my counterparts. Command and Control is not normally a district helping district issue."

"Gaining command and control for a project has always been a cause for celebration for the gaining districts that would "win" projects along with those responsibilities. "But this was far more significant than 'we're just getting a project'... it should not come across as 'we gained, they lost;' this is a regional approach to addressing a need," continued Thomasson.

As they talked and extolled the virtues of this new way of doing business within the region, Jones and Thomasson resembled two excited athletes besting each other with rapid-fire sound bites regaling how their team was prepared to "win the big game."

So, what resulted from this new way of thinking? A practical example of what "regionalization" is all about.

Continued on Page 10

Recruitment begins for project office

Norfolk District readies itself for Belvoir Hospital project

Beginning in early March, Norfolk District will be venturing into somewhat uncharted waters as it begins to "task organize" its team to take on the \$500 million Fort Belvoir Community Hospital BRAC project. The efforts of the team will be coordinated by an Integrated Program Office, or IPO... a cell of approximately 25 project managers, engineers, designers and support staff, plus contracted personnel, at its "build-out" stage, working out of Fort Belvoir.

To manage the Belvoir Community Hospital project, the Norfolk District IPO's on-site resources will include program/project management, design and construction management, contracting, and risk management positions. While remaining under the command and control of Norfolk District Commander Col. Dionysios Anninos, the IPO will work in coordination with the Corps' Belvoir Integration Office (BIO) which will coordinate activities among the four NAD districts having project responsibilities on Fort Belvoir.

While the human resources aspects are still being finalized, personnel resources will come from a combination of existing permanent employees within the districts, new permanent hire and term positions; and additional personnel contracted through construction, design and services, and construction management firms.

As is standard procedure for projects, resource requirements have been identified at the district headquarters to support the added workload demanded by the hospital project. Some support and coordination functions will be provided to the IPO through the BIO.

A 'fast-moving train'

With the concept of the operation essentially in place, things will be moving quickly between now and early July when the BIO and IPOs are expected to become operational. (Note: The district IPOs are anticipated to be fully responsible for their programs by June 1). Some IPO positions have already been announced and the additional announcements should be posted in the near future.

"Some TDY and relocations should be anticipated for our existing employees who would be directly involved in the project and the IPO," says Jim Thomasson, Norfolk's deputy for program management. "The impacts are positive versus negative, if personnel are willing to relocate. There will be some higher graded positions in the IPO. For staff with their duty location here at Norfolk District, opportunities will exist to participate in the Belvoir hospital project if they have the time available and the approval of their supervisors."

Chief of Engineers Lt. Gen. Carl Strock issued a memorandum to all USACE Commands on Sept. 27, 2006

Continued on Page 11

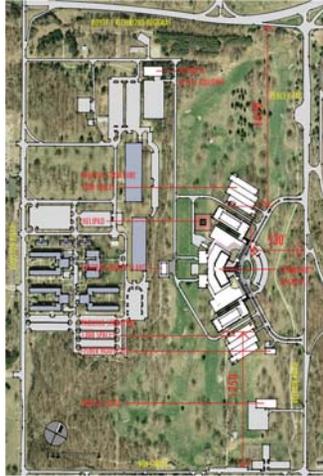


Belvoir work gets more regionalized due to BRAC

Continued from Page 9

The projects shared...

Simply stated, four of the NAD districts will each have a share of the \$3.4 billion worth of BRAC and MILCON projects occurring on Fort Belvoir, even though they're all within NAB's geographic area of responsibility. Each district will have "cradle to grave" responsibility for their specific individual projects. Norfolk District (NAO) will assume responsibility for a \$500 million Army Community Hospital project; New York District (NAN) will take on the construction of a \$1.1 billion Washington Headquarters Services (WHS) office building; New England District (NAE) is slated to assume responsibility for a \$170 million National Museum of the U.S. Army project; and Baltimore District (NAB) will continue to direct construction of the \$1.3 billion National Geospatial-Intelligence Agency facility. NAB also handles an the \$80 million program to upgrade infrastructure, roads and utilities; the \$55 million in legacy MILCON work; and work with the Virginia Department of Transportation and Federal Highway Administration to complete the \$100 million Fairfax County Parkway project.



The conceptual site plan for the new hospital.

The regional effort is more broadly-reaching than just Fort Belvoir. At Aberdeen Proving Grounds, Md., both NAB and Philadelphia District (NAP) share BRAC and other MILCON-related design and construction responsibilities. NAP will have responsibility for building a C4ISR facility, while NAB will continue with their ongoing MILCON construction activities at that installation. To round out this regional approach, both Europe and New England districts will provide technical/functional support to the various projects as needed.

The answer... a new organizational structure

To address the command and control needs of the overall Fort Belvoir BRAC construction program, it's not as simple as districts working their individual projects independently. Resources need to be shared; scheduling must be coordinated; and consistent, ongoing communication with customers, external stakeholders and the host installation is critical. To accomplish this, the Belvoir Integration Office or BIO, will serve as a coordination "umbrella" over all of the Corps projects on the installation and to serve as a single point of contact for the garrison commander and staff. As stated in Warning Order 2 for this initiative, "all districts will identify opportunities to share functional workload within the region via reach-back capabilities." Further, the organization will leverage both national and contractor capabilities in completing the Corps' overall BRAC mission on Fort Belvoir. While plans are still being finalized, the BIO is expected to begin standing up in late March, reaching full operational capabilities by early July.

On Fort Belvoir, the districts will maintain full responsibility for the execution of their respective design and construction projects. Baltimore, Norfolk and New York Districts will each establish Integrated Program Offices (IPO) on the installation to manage their individual project responsibilities. These IPOs will coordinate project management, engineering and construction, contracting, legal, resource and personnel management functions for their respective projects. While the BIO will serve as a coordinating entity for the Fort Belvoir projects in coordination with and in support of the IPO's, command authority over the Fort Belvoir projects will remain with the individual district commanders.

Puts meaning into the concept of 'Regionalization'

"I love it!" says Thomasson." All of a sudden, we've expanded the number of O-6s (Colonels) and senior civilian leaders engaged on the Fort Belvoir work, including the four district commanders and four civilian deputies working together under the coordination umbrella of the North Atlantic Division Commander, Brig. Gen. Todd T. Semonite."

Equally as enthusiastic, NAB's Jim Jones views this transformation as "... the evolution of regional behavior... doing things not because someone said we had to. It's part cultural evolution and part that the projects just needed to be delivered. "Previously, people's thinking was that something was stolen from us," continued Jones. "But that's not the case now. Across organizational functions in our district, people began thinking we really need the help..."

NAB's Acting Fort Belvoir Hospital Program Manager Dennis Pritchett agrees. He will transfer from NAB to NAO's hospital IPO as part of the BRAC transformation. "As a project manager my primary focus is on getting and keeping a project moving," explains Pritchett. "Sharing some of the Belvoir BRAC project workload with other districts was not only the smart thing to do, but it was the right thing to do."

"From a personal perspective," continues Pritchett, "initially I was a little apprehensive, first because of the unknowns and also because I felt that Baltimore District is family. But I realize that we are all family across the Corps and that it doesn't matter which district we work for; we are all dedicated to the same mission, taking care of our customer and taking care of our people."

The results have been immediate, says Jones. "Having the other DPMs be there to take on the various managerial requirements was a big load off our shoulders. It's also kind of fun, now, watching the client organizations who are accustomed to the districts always being in competition. It's fun to watch clients in this new scenario."

"Yeehaw!" says Jones.

"Yeehaw!" echoes Thomasson.

Belvoir Hospital Integrated Program Office needs employees

Continued from Page 9

granting administrative re-employment rights to all USACE non-clerical employees hired for the Fort Belvoir Program Office.

“What this means to you is, if you accept a position in the IPO, you will be granted three years of administrative re-employment rights to your permanent position of record upon appointment to the IPO. Extensions up to an additional three years may be granted based on mission and program requirements,” advises Paula Bradshaw, Norfolk District CPAC chief. “Additionally, Lt.



Gen. Strock, in his memorandum, authorized the funding of Permanent Change of Duty Station (PCS) for USACE employees and family members to the project duty station and return to their home duty station in accordance with the DoD Joint Travel Regulations.”

If you are interested in being a part of this exciting venture, be sure to visit

www.cpol.army.mil for vacancy announcements. And don't forget to have a current resume already on file in RESUMIX.

Norfolk District hosts 2007 NAD Small Business Conference

Story by Jerry Rogers

Norfolk District will join the Society of American Military Engineers (SAME), Hampton Roads Post, in presenting the 9th Annual North Atlantic Division Small Business Conference, April 25, from 7 a.m. to 5 p.m., at the Marriott Norfolk Waterside.

Contracting representatives from government agencies and industry will chair informative sessions and provide an overview of regional contracting and subcontracting opportunities. More than 300 small and large businesses throughout the North Atlantic region are expected to send representatives to the conference. During the conference they will have the opportunity to meet and network with minority-owned, women-owned, veteran and service-disabled, HUB Zone, and 8(a) small businesses working in construction, engineering, architecture, information technology, environmental, manufacturing and more.

SAME, Hampton Roads, will also conduct matchmaking sessions for prime contractors and government agencies interested in meeting with small businesses.

The featured speakers include the North Atlantic Division Commander, Brig. Gen. Todd T. Semonite, who will provide a regional overview of future civil and military construction opportunities, and Hampton Roads Post SAME President, Capt. Joanne McCaffrey, who will discuss the goals and mission of her organization.

The conference's keynote speaker is Army (Ret.) Sgt. Jeremy W. Feldbusch, co-founder of the *Wounded Warrior Project* (WWP), to help raise awareness for the needs of injured service members. Feldbusch became the first national spokesman for the WWP and was one of the people who spoke before Congress for the creation of traumatic injury insurance.

Feldbusch sees his work as a way of connection with his fellow veterans. “That's what the WWP project does,” said Feldbusch. “We're like a secondary family, in essence, to help out the wounded veteran and to be of assistance and help them move forward.”

While stationed in Iraq in 2003, Sgt. Feldbusch's unit was sent to the Haditha Dam on the Euphrates River. While securing the outside of the dam, an artillery shell exploded about 30 meters

away. Although his unit had good cover, a piece of shrapnel flew into Feldbusch's right eye, damaging the optic nerve behind his left eye and finally lodging in the frontal lobe of his brain.

Feldbusch, now medically retired from the Army, spent six weeks in a medically induced coma as doctors worked to remove the shrapnel and insert a titanium mesh plate to help repair the damage to his cranial cavity and hold his brain in place. When he finally woke from the coma at Brooke Army Medical Center, Fort Sam Houston, Texas, he was completely blind and had some lingering damage to his brain.

But Feldbusch considers himself one of the lucky ones. Today he continues a full, active lifestyle, while encouraging his fellow comrades through the WWP.



Sgt. Jeremy Feldbusch renders his last salute as an active Army Ranger. As co-founder of the *Wounded Warrior Project* he will speak at the Small Business Conference. (Photo by Mrs. Charlene Feldbusch)



Wetlands Planning

Regulatory helps Fort Eustis with long-term planning

Story and photos by Patrick Bloodgood

The sound of sun-dried leaves crinkle under the feet of four Norfolk District regulators, whose task is to delineate wetlands located on the expansive lands encompassing Fort Eustis, Va. Armed with global positioning satellites, shovels, a wetlands guide and their own experience and intuition, the regulators meticulously mark with pink flags the areas which they determine to be “wet”.

“What we are looking for is the color of the soil to be a grayish tone, which means the soils are wetland soils,” said Melissa Nash, project manager for the Regulatory Office, as she compared a soil sample with her field manual.

The process of visually inspecting plants, comparing soil samples with wetlands field manuals and determining the boundaries of the wetlands on Fort Eustis serves as an extremely important planning tool for the installation’s future development.

Performing wetlands delineation at Fort Eustis allows their master planners to plan for future development without getting stalled by the regulatory permitting process, said Nash. “It’s great for their



Environmental Scientist David Knepper digs into soil on Fort Eustis to determine if it is a part of tidal wetlands.



About 15 Norfolk District regulators working in groups of four, have worked on the project since it began in the fall of 2006.



Environmental Scientist Katy Damico gathers a GPS reading at a wetlands mark so that it can be plotted on a GIS overlay map.



Environmental Scientists Tucker Smith (left) and David Knepper walk along a stream as they delineate wetlands.



Regulator Melissa Nash sinks a shovel into the ground as she prepares to obtain a soil sample to determine if the area is wetlands or not.

long-term planning and helps them avoid environmental infractions that could result from infrastructure expansion.”

“In the past, Fort Eustis has had some issues. Having us perform advance wetlands delineation is extremely beneficial, especially with all the 2005 Base Realignment and Closure work taking place,” said Environmental Scientist Tucker Smith, also of the Regulatory Office.

The regulators commented that the Eustis project offered some very unique opportunities, which they don’t normally experience while performing their civil works field missions.

“There’s a lot of Soldier training ongoing and we have to reserve various training ranges before we conduct our work,” said Nash. “Fort Eustis officials also send us through their unexploded ordnance training because we do a lot of digging and many of these areas are live-fire ranges with the possibility of buried ordnance.”

The wetlands delineation project, which is slated for completion this summer, will result in a final Geographic Information System map with overlays displaying exactly where the wetlands are located. The delineations are good for five years, after that, if the installation wants to build in an area, only a quick regulatory spot check will be required.

“The Natural Resource folks at Eustis are all about protecting and preserving their wetlands. They are extremely proactive in managing their environmental resources,” said Smith.



Back to his roots**BRD Chief leaves desk to work in the field**

Bill Robson prepares to leave his former office for a meeting during his last week of working out of the Waterfield Building.

Story and photo by Patrick Bloodgood

When you first sit and talk with Bill Robson, the District's former Chief of Business Resources Division (BRD), you find a man whose heart and soul is devoted to his work here at the Norfolk District.

"When I realized how big and important the 2005 Base Realignment and Closure (BRAC) program was going to be to the Norfolk District, I said to myself, 'how can Bill Robson help the BRAC program be a success for the District?'" commented Robson.

It's that devotion to the District and desire for success in its \$1 billion BRAC program that's leading Robson away from his desk at the Waterfield Building, and back to Fort Lee, Va., where he began his Corps career on June 2, 1975. Robson will now take on the newly created position of BRAC Area Engineer, managing the numerous BRAC military construction projects the District will be working on around the Commonwealth.

"Fort Lee and Richmond are home and my family lives in the Richmond area," said Robson. "My request to return to military construction had more to do with my desire to use my construction experience to assist the BRAC team with the execution of the BRAC program. I'm a team player and I feel that I can best serve the Norfolk District in this new position," said Robson.

Robson saw much change as Chief

In the 2 ½-years that Robson has been Chief of BRD, he has led his division through numerous changes impacting the Information Management Office (IMO), Logistics Management Office (LMO) and Contracting Office as they transition toward becoming nationally based programs. Even now the work on the IMO and LMO transitions hasn't been completed, and Robson intends to assist the new Chief of BRD in any way he can to ensure that

everything goes smoothly for the division employees.

"I feel like I have been one of the constants throughout the entire process," said Robson. "My intent is to continue to be involved with these transitions, without short-changing the BRAC Area Office, or until the BRD Chief tells me he or she can handle it and doesn't need my services," said Robson.

Robson reflected on his tenure as Chief of BRD saying he gained a ton of knowledge from and appreciation for the people and the mission that BRD accomplishes on a daily basis.

"It's amazing the professionalism of all the employees in BRD," said Robson. "I mean the stuff they do daily to keep this District up and running; the little stuff like ensuring Waterfield Building is heated; adequate air-conditioning; clean floors; functioning computers and phones; paying our employees; and an overall safe environment to work in each day. It's unfortunate that a lot of these little things are taken for granted. I will miss the BRD staff, but know I can still rely on them to assist me even in my new position."

Program expands horizons, enhances leadership skills**Story by Patrick Bloodgood**

It's a North Atlantic Division (NAD) program designed to broaden the leadership experience for Civil Service GS-13 and 14 positions. The Executive Leadership Development Program (ELDP) lasts for one year and citing the program's brochure, participants will experience real life, relevant problems currently experienced by senior leaders

at NAD offices and districts, all the while obtaining a regional perspective on leadership.

"I would definitely classify it as a career enhancer," said Deputy Chief of Technical Services Division, Matt Byrne, who is the District ELDP liaison. "Although ELDP associates are already recognized as high-potential individuals within their respective districts, their

participation in this program further enhances that recognition and expands it beyond the district walls," Byrne added.

For enrollment into the extremely competitive program, each candidate must be nominated by their district commander, followed by division commander approval. Norfolk District's current ELDP participant, Cheryl

Continued on Page 15

Emerging Leadership Development Program: Learning today for leading tomorrow

Continued from Page 14

Fromme, is filling a 120-day assignment as chief of Business Resources Division, a huge jump from her normal position as chief of Geo-Environmental Section, Engineering Branch.

“The fact that I have been provided this executive staff opportunity has enhanced my development; I not only see how the executive staff works but I can contribute to it as well. So for me, it’s been a really good experience so far,” said Fromme.

Once the 120-day assignment is up, Fromme will be required to shadow North Atlantic Division Commander, Brig. Gen. Todd T. Semonite and other NAD leadership as part of the

ELDP process before returning to the Geo-Environmental Section.

District employees who are interested in applying for the program should look toward the May/June timeframe, when the division commander normally sends out a memorandum soliciting nominations for the next fiscal year ELDP associates. The application process includes providing a resume, an essay which discusses your qualifications and an optional oral presentation to the selection committee.

District Safety

Reporting accidents: make sure it’s by the book

It’s Friday afternoon and you cut your hand at work and think it’s no big deal. You put a band-aid on the injury and call it “good to go.” Over the weekend, you notice that the cut is not healing properly; it’s become painful and infected. On Monday, you report the injury to your supervisor who escorts you to a health clinic. The physician determines that the cut is definitely infected and requires stitches. He patches you up, prescribes antibiotics and pain medication, and tells you to take the rest of the day off.

It’s injuries like this that turn out to be more costly and serious than they should be. Had the employee reported it to his or her supervisor and sought prompt medical attention, he may not have had to receive medical treatment and time off from work. Prompt evaluation and treatment can prevent a minor injury from becoming serious. Unreported accidents and injuries not only impact the Norfolk District mission, they can also create more stress for the employee and his/her family (including the work family) during recovery.

The Army Corps of Engineers Manual (EM) 385-1-1, Section 01 D, Accident Reporting and Recordkeeping and the Norfolk District Safety Management Action Plan (SMAP) describe the actions employees and supervisors must take in the event of an injury to a government employee or contractor. It’s vital that you report work-related injuries as soon as possible to your supervisor.

Reportable Accidents

Fatalities or permanent disabling injuries involving on duty military, government civilian or contractor personnel. Also, off duty or public fatalities if they occur on the premises or if the incident occurs during a U.S. Army Corps of Engineers activity or operation.

Accidents in which three or more persons are hospitalized.

Damage of \$50,000 or more to U.S. Army Corps of Engineers or contractor’s property and equipment.

Any accident regardless of the consequences, if it is suspected to result in unfavorable criticism of the Corps or the Army, or provoke questions by the media or other government agencies.

Employees, both contractor and government, lost time injuries.

Government vehicle accidents (greater than \$2 thousand).

Any government employee accidental injury or illness that results in a medical treatment other than first aid.

Accidents falling into any of the above categories require the submission of an accident reporting form (Engineer Form 3394). The completed form must be submitted to the Safety office within five working days from the date of the accident or incident.

Accidents falling into any of these categories also require the submission of a Preliminary Accident Notification (PAN) within 24 hours of the occurrence. The PAN must be reported using *EngLink* at: <http://www.english.usace.army.mil/>.

Source: John Houvener, Baltimore District Safety and Occupation Health Office



HBCU professor shares American history, views of black history



Hampton University Professor Robert C. Watson addresses employees of the Norfolk District during its Black History Month program on Feb. 6.

Story and photos by Patrick Bloodgood

On Feb. 6, the employees of the Norfolk District were treated to a historical look back at the early history of African-Americans in the newly formed colonies. The guest speaker at this year's Black History Month program, entitled "From Slavery to Freedom," was Professor Robert C. Watson, an assistant professor of History and assistant director, Honors College at Hampton University.

Professor Watson engaged employees with not only history of America's black population, but with his outlook as to where we, as a united nation, stand today.

"My hope is that one day we no longer have an African-American History Month, but an American History Month, where we celebrate all ethnic background's contributions to the nation. We are not quite there yet but someday we will be," said Watson in his discussion with employees.

Watson spoke eloquently on the issues facing today's youth and their lack of knowledge and respect as it relates to the struggles that were fought by earlier generations for equality in this nation.

"The younger generation today doesn't understand what it means when they use the words that are blatantly offensive, the words that to their core mean inequality," said Watson. "We as a people have worked hard to get rid of the son, boy, colored, 'n' word references that were used to degrade, and now our younger generation is using them in musical lyrics and everyday language. We have come too far to simply throw away the pains of our past, and I will correct anybody who uses those words no matter what the justification."

This presentation to the District marks a couple of milestones. This is the first time that a professor from Hampton University delivered a speech to the District. It is also the first time that the University assisted the District with their special emphasis programs through a Historically Black College and Universities (HBCU) small

business contract.

"When EEO needed support with their special emphasis program, my first thought was that a history department and an art department at an HBCU might be able to add value," said Jack Beecher, District Small Business chief. "After several meetings with the EEO Office here and the staff at Hampton University, we were able to develop a good scope

of work on what was needed and a reasonable cost for those efforts."

The University is also involved with a separate contract to research and develop several products for the District to commemorate the 400th Anniversary of the "Journey that Changed the World – the Settling of Jamestown, Virginia in 1607." These products will be used to educate the Commonwealth's citizenry on the vital role of the Army Corps of Engineers, especially the Norfolk

District, in the development and growth of the Commonwealth.

"Only time will tell, but I think these two contract awards will be the start of more open dialogue between the District and our HBCU community," said Beecher.



In addition to a guest speaker, the District's display case showed different scenes from the history of Black Americans.

