DISTRICT TIDES

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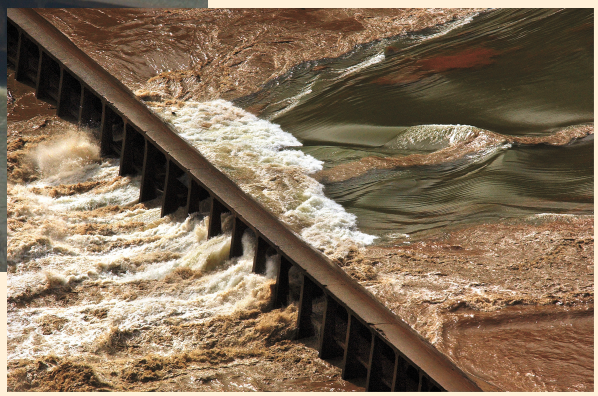
Rappahannock flows freely after 150 years

Left: An aerial photo shows the explosion breaching the Embrey Dam on Feb. 23, 2004 (Photo by Robert A. Martin, The Fredericksburg Free Lance-Star). Below: The Rappahannock River drains through breached section of Embrey Dam following the blast (Photo by Robert A. Martin, The Fredericksburg Free Lance-Star).



By Nancy Allen and Christopher Augsburger

Explosives set by the U.S. Army and U.S. Air Force Reserves blasted a 130-foot section in the middle of Embrey Dam on Feb. 23, allowing the Rappahannock River to flow freely for the first time in more than 150 years. Senator John Warner (R-VA) gave the firing order shortly after noon as part of a ceremony that marked the first step in a plan by Norfolk District to completely remove the dam.

The detonation opened approximately ten 10-foot holes in the structure, allowing for fish to pass through as part of their natural migration cycle.

"I have looked forward to this moment for some time, and am proud to play a small part in this historic event," said Senator Warner. "As a result of today's event, fish will be able to swim unhindered from the Chesapeake to the Blue Ridge, and generations that follow us will be better able to enjoy all that the Rappahannock has to offer."

Fredericksburg Mayor Bill Beck echoed the Senator's sentiments. "The fish are happy, we're happy and Fredericksburg is happy," he proclaimed after the blast. "Thank you Senator, for setting our river free!"

The removal of Embrey Dam will restore more than 100 miles of fish spawning and rearing habitat in the Rappahannock and Rapidan rivers.

"The Corps is well known as a builder of dams," said the Honorable John Paul Woodley Jr., Assistant Secretary of the Army for Civil Works. "But the removal of Embrey Dam not only spotlights our increasingly important environmental restoration mission but gives the 'citizen soldiers' of the Corps a chance to support its military customers by providing a real-world training exercise to the men and women of our armed forces."

The City of Fredericksburg first built a crib dam on the river in 1853 and then constructed Embrey Dam slightly downstream in 1910. This 22-foot-high, 770-foot structure was used to generate hydroelectric power until the 1960s. The City of Fredericksburg also used water diverted by the dam into the Rappahannock Canal

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Commander's Corner

Col. Yvonne J. Prettyman-Beck

Team Norfolk and Family,

This train is racing down the tracks and all of you are doing your part in leading the way. I am so proud of what we have accomplished together in these last few months.

As I look at all the events and initiatives covered in this issue of Tides – an issue which PAO tells me is the longest yet – one theme seems to connect them all: **partnerships**. Since December we have blown up Embrey Dam, opened the new Great Bridge Bridge, celebrated the history of the Dismal Swamp Canal and migrated District computer systems, just to name a few. In every one of those cases, internal and external partnerships ensured the project's success.

On Feb. 23 we were honored to have John Paul Woodley Jr., Assistant Secretary to the Army for Civil Works, and BG Bo Temple, North Atlantic Division Commander, present at the Embrey Dam breaching. But they were not the only dignitaries present to celebrate a project that has been ten years in the making – in addition to Senator John Warner, we were joined by senior leaders from the City of Fredericksburg, Virginia Department of Environmental Quality, U.S. Fish & Wildlife Service, Environmental Protection Agency and the Department of Defense. It was a joy to stand with all of those local, state and federal partners to watch a portion of the dam explode. All of the agencies agreed that removing the dam was the right thing to do. Forming partnerships and presenting a unified front made the difference in obtaining the necessary funds for the project.

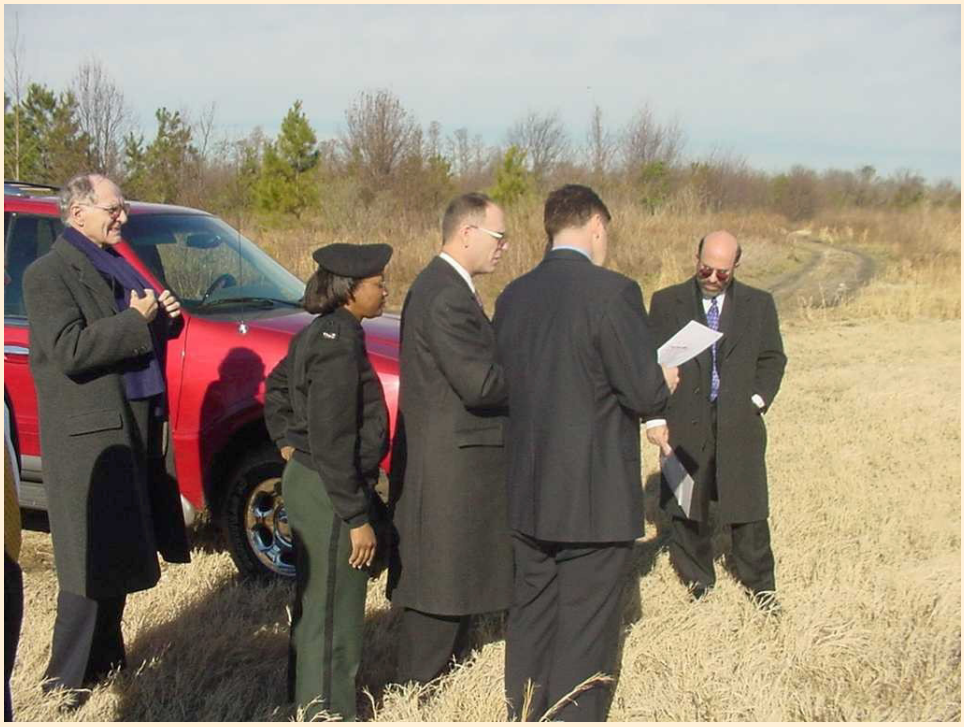
Only a few days later the first two lanes of the new Great Bridge Bridge were opened to vehicular traffic two months ahead of schedule! By working together with city officials, Congressman Randy Forbes and local contractors, that project is on track to be completed by December and will benefit the entire Hampton Roads region. That success is due to the high level of cooperation, communication and coordination between all the partners from the beginning.

The Corps cannot do anything alone. We must rely on our relationships with other agencies, elected officials and citizen groups to succeed. In every project and initiative, it is vitally important that we identify our partners and bring them to the table. They are the key to our success!

Of course, my most important partners in Norfolk District are all of our employees. I'm sure you know that several of our Regulatory folks were involved in a serious auto accident earlier this month and I know we are all grateful that they escaped with only minor injuries. The fact that they were wearing seatbelts and airbags played a significant role in ensuring their survival. As spring and summer arrives, I remind you again to watch out for your safety and the well being of those around you at work and at home.

I continue to be proud of all you've done in support of the global war on terrorism, including our team members who have deployed or are scheduled to deploy in the near future; our team members who are miraculously performing the extra work left behind; and many of you supporting the families of our deployed teammates. HOOAH!

Thank you for working so diligently to make Norfolk District a success. I am proud to command "The Coolest and the Tightest district in the Corps!"



In January, Norfolk District received a visit from Assistant Secretary of the Army for Civil Works John Paul Woodley, shown here third from left, touring the site of the future Maersk terminal with (from left to right) Joe Loschi, Norfolk District Chief Counsel; Col. Yvonne J. Prettyman-Beck; Griff Lynch, general manager of the APM Terminals in Portsmouth and Bill Sorrentino, chief, Technical Services Division.

Partnerships made Embrey breaching unique

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as a raw water source for the City's supply until early 2000. Because of the dam's lack of usefulness and state of disrepair, federal, state and local officials have worked with environmental and conservation groups for years to remove the dam and reopen the river.

An estimated 3,000 citizens attended the ceremony, which featured remarks from Senator Warner, Assistant Secretary Woodley and others, including A. Thomas Embrey III, a descendant of Judge Alvin T. Embrey, for whom the dam was named. The breaching received national and international coverage from the more than 150 media representatives in attendance.

When the Corps removes the final pieces of Embrey Dam, it will signify the largest dam removed in the United States since 1999, when the Edwards Dam was removed from the Kennebec River in Maine.

The 544th Engineer Dive team — part of the U.S. Army Dive Company based at Fort Eustis, Va. — and 555th Red Horse Air Force Reserve Squadron participated in the breaching as part of the Department of Defense's Innovative Readiness Training Program. The program allows units to complete civil works and other projects that benefit a community while supporting a unit's readiness training objectives.

From left to right, Norfolk District Engineer Col. Yvonne J. Prettyman-Beck, North Atlantic Division Commander Brig. Gen. Bo Temple, United States Senator John Warnerand Embrey Dam Project Manager Brian Rheinhart converse before the breaching. (Photo by Nancy Allen)

Brian Rheinhart, Embrey project manager for the Norfolk District, highlighted the unique partners in the project.

"In my 23 years as a civil engineer with the Corps, this project has been not only the most challenging of my career but the most unique because of all the different partners it brought together, including not only city, state and federal agencies but military and environmental representatives at every level." He also credited the internal Norfolk District team for their years of work and their environmental and technical innovations on the project.

The remaining sections of the dam will be removed by mechanical means sometime after June 30. The project is scheduled for completion in February 2006.

"Dams like Embrey have served their purpose, they've served their time and now they should be brought down," said Senator Warner. "These are taxpayers' dollars well spent."

*(**Editor's Note:** Chris Augsburger, who co-authored this story, is a Public Affairs Specialist from Baltimore District who worked with NAO Public Affairs during the last few days leading up to the Embrey Dam breaching.)*

Regulator played special role in Embrey Dam celebration

By Nancy Allen

Hal Wiggins, an environmental scientist who works in the Norfolk District's Fredericksburg Field Office, had been involved in the Embrey Dam project from the early days. But he was also given a unique opportunity to make one of his personal creations a part of the breaching ceremony.

In September 2003, the 1000-member organization Friends of the Rappahannock held a silent auction to raise funds for their group. They wanted to have some items related to the upcoming dam removal they had advocated for so long and asked three local craftsman, including Wiggins, to carve wooden-handled sledgehammers.

Wiggins' sledgehammer, which featured the words "Embrey Dam Bust" on one side and "Shad Liberator," on the other side of the hickory-wood handle, fetched about $1000 for the group.

"It had taken me months to complete," said Wiggins, "working every night. I've been woodworking for about a decade, mostly on canoe paddles."

But as the breaching drew closer, Wiggins was surprised to receive another call from the Friends of the Rappahannock, who asked him to carve a second sledgehammer that would be presented to Senator John Warner at the ceremony.

"I was honored to do the second hammer for the Senator," Wiggins said. "Since Senator Warner worked so hard to make the project happen, I felt it was the least I could do."

Although the dam is now "busted" and will be completely removed within two years, Wiggins' has one more task ahead of him – the City of Fredericksburg has requested another sledgehammer for display at City Hall.

Hal Wiggins displays his creation. (Photo by Diana Bailey)

New Great Bridge Bridge opens to traffic

Above: Following the ceremony, Norfolk District Engineer Col. Yvonne J. Prettyman-Beck rode in the first car to cross the new bridge, joined by Chesapeake Mayor William E. Ward and U.S. Congressman J. Randy Forbes. The car was driven by Great Bridge Resident Engineer Andy Spendlove. Right: Congressman Forbes and Col. Prettyman-Beck greet ceremony attendees. (Photos by Jeff Sheffield, Media East)

By Jerry Rogers

Amid a clear and chilly midday sky on Saturday, Feb. 28, some 36,000 motorists who travel daily along Battlefield Boulevard in the heart of Chesapeake, Va., witnessed the beginning of an era as the much-anticipated new Atlantic Intracoastal Waterway Bridge at Great Bridge officially opened for business.

A ceremony to herald the first crossing of two lanes of the new span and bid farewell to the venerable 60-year-old Great Bridge Bridge was hosted by Norfolk District and their project co-sponsor, the City of Chesapeake.

The new draw span bridge with approach roads features a five-lane, fast acting, two-leaf bascule, compared to the existing two-lane, two-span swing bridge, built in 1943. Each leaf on the new bridge will extend about 140 feet into the air. This state-of-the-art bridge provides safer passage for navigation traffic with a 100-foot-wide clearance between fenders – 20 feet more clearance than the existing bridge. The new bridge has wide walkways and bicycle paths, cantilevered on each side of the bridge to protect pedestrians from the estimated 36,000 vehicles that cross the span each day.

Additionally, the new AIW Bridge at Great Bridge is the first in the Commonwealth of Virginia to be fully hydraulically operated. If a power outage should occur, the new bridge can continue to operate with its standby generator. Other features of the $46 million Corps civil works project include significantly better traffic flow, which will improve air quality along the bridge approach corridors, and widening to five lanes from Wayne Avenue southward to Causeway Drive. The new culvert bridge across the Southern Branch of the Elizabeth River will also be widened to five lanes.

"The Corps made a promise during the project groundbreaking that we would have this bridge done before Mayor William E. Ward leaves office, and we are six months ahead of schedule," said Norfolk District Engineer Col. Yvonne J. Prettyman-Beck, amid laughter and applause from the 300-plus guests in attendance. Mayor Ward, also a guest speaker at the ceremony, had leaned over and thanked Col. Prettyman-

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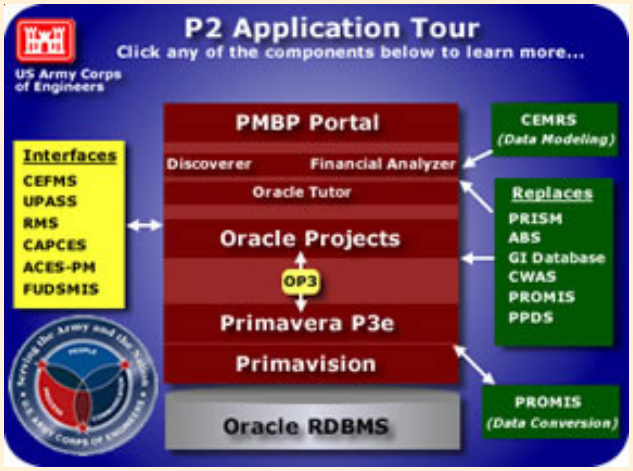
Preparing for P2

By Bobby Belleza

What is P2? P2 refers to the automated information systems that will be used to enable the Project Management Business Process. (Remember those PMBP disks?)

P2 consists of several commercial-off-the-shelf products that interface with existing Corps systems. P2 will enable information to be entered one time for retrieval, analysis and reporting. P2 will replace PRISM, ABS, GI Database, CWAS, PROMIS and PPDS. Upon deployment, all work with P2 will be accessed through the USACE PMBP Portal.

P2 Training Schedule -- As of now, several members of the District have attended preliminary training classes to become SMEs (subject matter experts) in order to assist with training



Above: Just one of the interactive portlets from the USACE PMBP Portal at https://pmbp.usace.army.mil/

and deployment. These SMEs will team with a P2 contracted trainer, EnterTech, to train select staff on how to use P2. The first class, PDT #01, began Monday, April 19th. A detailed training schedule is available in the P2 folder on the X drive.

P2 Deployment Schedule -- May 3, 2004, is the scheduled deployment date. A team from the South Atlantic Division has been assigned to assist us for three weeks. Project information within PROMIS will be "frozen" on April 29, after which time project information will essentially be "read only." Therefore, if PDTs want to update information in PROMIS for conversion to P2, or otherwise manage projects within PROMIS, activities must be accomplished prior to this date. All projects must be in P2 by Aug. 22, 2004.

You can find out more about P2 at the USACE PMBP Portal (https://pmbp.usace.army.mil) or on the P2 folder on the X drive. Questions? Call or e-mail Bobby Belleza, Norfolk P2 Deployment Team Member.

New bridge opened six months ahead of schedule

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Beck for keeping her promise. Mayor Ward had recently announced that he would not seek re-election this year.

"We also will remain forever indebted to the late Congressman Norman Sisisky and all his hard work, not just for this bridge, but for the legacy that he has laid in so many areas. I just wish he could be here today so he can see this," said Congressman J. Randy Forbes (R-VA-4), who hails from Chesapeake.

Prettyman-Beck continued by congratulating the project's contractor, Tidewater Skanska, and other key team members for their incredible proactive approach in constructing the bridges and approach roads.

"Despite 120,000 man hours of work, there have been no lost time injuries," Prettyman-Beck revealed. "A remarkable feat in any case, but when you consider the long hours under constant pressure required to meet today's deadline, and working alongside a heavily traveled roadway, this is truly amazing and speaks highly of the Tidewater Skanska crew and superintendent who achieved this milestone.

"The designer URS/Greiner, Inc., deserves recognition for always answering the call on short notice to resolve problems, often working late into the night and on weekends, and making this bridge a priority over other important work.

She also gave recognition to "the City of Chesapeake for their interaction, support and flexibility in accommodating our project schedule. And to the Norfolk District team, for their professionalism."

Colonel Prettyman-Beck added that this project succeeded through a partnership of cooperation with many other federal, state and local agencies that directly contributed to its success.

"Finally, I want to acknowledge the great leadership of Congressman Forbes. Without Congressman Forbes' direct efforts in obtaining the necessary congressional funding for this project, we would not be here today," stressed Prettyman-Beck.

Completion of the entire project of dismantling the old bridge, roadwork construction and the addition of a small culvert bridge is scheduled for July 2005, but Col. Prettyman-Beck told the gathering it may be sooner.

"I hope to see you all back here in December, for what promises to be a really big Christmas present to the citizens of Chesapeake," said a smiling Prettyman-Beck.

Please remember our deployed Norfolk District Team Members in your thoughts and prayers:

Jamie Hernandez, **Chris Service** and **Dave Thomas** are all currently serving in Afghanistan and **Sherri Jefferies** will be joinging them in less than a month.

Dismal Swamp Canal joins Underground Railroad Network to Freedom Program

By Jerry Rogers

For two hours on Friday, Feb. 13, the Chesapeake Conference Center in Chesapeake, Va., was transported "back to the future" as more than 300 guests commemorated what has been called the first step in a long journey toward freedom, justice and opportunity for thousands of enslaved African Americans.

The ceremony, hosted by the Department of the Interior's U.S. Fish and Wildlife Service, recognized the Army Corps of Engineers' Great Dismal Swamp Canal and four other sites as part of the National Park Service's Underground Railroad Network to Freedom Program. The other sites included the Great Dismal Swamp National Wildlife Refuge and North Carolina's Dismal Swamp State Park, Dismal Swamp Canal Welcome Center and Elizabeth City State University's Dismal Swamp Boardwalk.

Above: Descendants of Moses Grandy (center) join other dignitaries as they recognize the contributions of Moses Grandy and the other enslaved African Americans who built and worked on the Dismal Swamp Canal. Right: A touching moment between Col. Prettyman-Beck and Grandy family descendant, Mrs. Ethel Grandy. (Photos by Diana Bailey)

Flanked by dignitaries and community members from Virginia and North Carolina, including Congressman J. Randy Forbes (R-VA-4) and Congressman Walter B. Jones (D-NC-3), officials dedicated the five sites as part of the hidden network of people and places that provided refuge for African American slaves on their long journey to freedom.

The National Underground Railroad Network to Freedom Program was established in 1998 as a network of sites, facilities and programs related to the Underground Railroad. Administered by the National Park Service, the program provides technical assistance to organizations that are attempting to identify, document, preserve and interpret sites, and estimate travel routes and landscapes related to the Underground Railroad.

From the 17th century to the Civil War, the Great Dismal Swamp and the Dismal Swamp Canal served as a refuge and route to freedom for thousands of enslaved African Americans. For some, the swamp offered a means to purchase their freedom, through work on the canal, and in cedar and cypress timber production. Others found refuge deep within the swamp, living off the land and what they could steal. These "outliers" established maroon communities on the higher ground of the swamp. Many lived there, raised families, and died there. For others, the swamp was a "stopping point" to get to Norfolk or Portsmouth, Va., or to the Albemarle Sound and Elizabeth City, N.C., where they could secure passage on a ship traveling north. Despite the method or living conditions, the swamp provided the means of freedom that so many sought.

During the Civil War, Union regiments of the United States Colored Troops under the leadership of Brig. Gen. Edward Augustus Wild, successfully marched down the Dismal Swamp Canal bank from Deep Creek, Va. to northeast North Carolina, to liberate and recruit enslaved African Americans in North Carolina.

"The Dismal Swamp Canal could not have been built without the use of slave labor," said Norfolk District Engineer Col. Yvonne J. Prettyman-Beck, during her ceremony remarks. Colonel Prettyman-Beck and other district representatives were on hand to receive the National Park Service's recognition.

After providing the audience with an historic overview, including the economic and strategic importance of building

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Underground Railroad

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the Dismal Swamp Canal, Prettyman-Beck said it was only fitting that during Black History Month, "I am privileged to turn our focus on one of those slaves who worked on the canal."

Mr. Moses Grandy, born in Camden County, N.C. around 1786, was an enslaved waterman who worked on the Dismal Swamp Canal as a ferryman and canal boatman, she continued. "Grandy earned enough money twice to pay for his freedom, only to be betrayed and denied his rights after payment. Through his diligent perseverance, the help of his good friend Captain Minner, and the highly unexpected supportive comment from a slave owner known for his severe brutality of slaves, Grandy's third attempt at freedom succeeded.

"Grandy did not stop upon securing his own freedom; he spent the next 10 years earning enough money to buy the freedom for several of his family members," remarked Prettyman-Beck.

On Aug. 8, 1842, Moses Grandy and son, Thomas, sailed to London to meet with a George Thompson of the British and Foreign Anti-Slavery Society. Grandy shared his life's story with Thompson, who, in 1843, had his narrative published to raise money for Grandy's relatives still held in bondage in America.

In his narrative, Grandy also reflected upon his time working on the canal: *"Negroes are up to the middle or much in the mud and water, cutting away roots and bailing out mud. If they can keep their heads above the water, they work on."*

Colonel Prettyman-Beck noted during her remarks that the mud also served as a source of protection as the slaves dried the mud on their bodies with fire to help protect them from the cold environment.

"Because of the bravery and hardship endured by Moses Grandy and so many others, I stand before you having reaped the benefits from a hand reaching back to indirectly help me climb the ladder," Prettyman-Beck revealed. "I am a living symbol of his legacy, being a member of the first female class integrated into New Mexico Military Institute, Roswell, N.M., and the first African American woman to receive a commission from this military school in 1979, one year prior to the first West Point female graduating class.

"Additionally, those hardships endured were instrumental in paving the way for me to become the first and only African American woman to date serving in active duty status in the U.S. Army Corps of Engineers, to achieve the rank of colonel and command at the brigade-colonel level."

More than 20 descendants of Moses Grandy, including the Master of Ceremonies Eric Sheppard, chairman and co-founder of Slave Descendants Freedom Society, Inc., were presented a plaque by the Army Corps of Engineers, which read: "In recognition of the contributions of Moses Grandy and the other enslaved African Americans who built and worked on the Dismal Swamp Canal…presented this 13th day of February 2004 to the descendants of Mr. Moses Grandy."

A & C Canal joins National Register of Historic Places

The Albemarle and Chesapeake Canal Historic District was recently placed on the National Register of Historic Places, thanks to Helene Haluska, social scientist in the Planning Branch, with assistance from Timothy Thompson, archaeologist in the P3MD Environmental Branch. Their efforts involved extensive coordination with the Portsmouth Regional Preservation Office of the Virginia Department of Historic Resources, and included a nomination packet documenting the historical significance of the Albemarle and Chesapeake Canal Historic District.

"I found this project to be one of the more interesting and, at times, frustrating efforts that I've been involved with here at the Norfolk District," said Haluska. "I learned quite a bit about the nomination process in all its complexities (and there are many), as well as quite a bit about property issues related to the canal's history."

May this plaque be a symbol recognizing and honoring all the enslaved ancestors who worked on the Dismal Swamp Canal, added Col. Prettyman-Beck.

Despite untold hardships under the bondage of slavery, Moses Grandy chose not to fill his heart with hate, but as evidenced by his closing narrative of 1843, with a message of hope, love and liberty – then and now: *"I do hope and believe that the cause of freedom to the Blacks is becoming stronger and stronger every day. I pray for the time to come when freedom shall be established all over the world. Then will men love as brethren; they will delight to do good to one another; and they will thankfully worship the Father of all."*

Editor's note: Moses Grandy's narrative can be found at http://docsouth.unc.edu/grandy/menu.html .

Norfolk District salutes Black History Month

Norfolk District saluted Black History Month in February with a variety of activities presented by the district's Black History Month project delivery team under the leadership of Adriane James, and sponsored by the Equal Employment Office. In addition to educational videos, trivia contests and vignettes about famous African Americans, the month culminated in a special program held Feb. 26 in the Waterfield Building multi-purpose room featuring guest speakers Ken Wright and Dr. Charlie Yates.

Guest speakers Dr. Charlie Yates (Far Left) and Ken Wright (Far Right, in hat) chat with Col. Yvonne J. Prettyman-Beck (Near Left), Lt. Col. Joe Wyte and other NAO employees following the program commorating Black History Month on Feb. 26. (Photo by Jerry Rogers)

Wright is the vice president of the Hampton Roads Buffalo Riders. The group is an African-American equestrian club, formed in 1997 to honor the contributions of the famed Buffalo Soldiers and other African American riders.

In 1866, Congress passed legislation establishing two cavalry and four infantry regiments whose enlisted composition was to be made up of African Americans. The majority of the new recruits had served in all-Black units during the Civil War. Native Americans coined the term "Buffalo Soldiers" to describe these troops, not only because of their appearance but also because of their tenacity and bravery.

Wright shared this and many other interesting stories, focusing not only on the Buffalo Soliders but also on other Black cowboys from history, including Nat Love, an expert marksman better known as Deadwood Dick; James Beckwith, the only African-American cowboy to record his life story; and Bill Pickett, the first cowboy movie star who started off in one of Buffalo Bill's Wild West Shows.

The Hampton Roads Buffalo Riders march in an annual parade in Portsmouth and appeared in the television movie "Sally Hemmings: An American Scandal."

In 1958, Dr. Charlie Yates became not only the first African American to graduate from Virginia Polytechnic University (Virginia Tech) but the first African American to graduate from an all-white land grant school in any of the former Confederate states. A native of Norfolk, Yates applied to Virginia Tech during his senior year at Booker T. Washington High School because there was no African American college that offered an engineering curriculum. Also accepted at MIT, Yates chose Tech although he and a fellow African American student were asked to live and eat off-campus.

"My fellow Black students and I were largely ignored by the administration," said Yates. "I was more concerned with getting an education." However, he was asked not to attend the Junior Ring Dance and his status as an honors graduate was not recognized by the university president.

He said that the reception by white students was good, but there were limitations on the relationships he formed. "We were such a small minority we weren't a threat but fellow students did tell me we wouldn't be friends after graduation."

Upon his graduation with a degree in mechanical engineering, Yates enrolled at California Polytechnic where he earned a masters degree in nine months. He taught at Johns Hopkins, Hampton University, Old Dominion University and his alma mater, Virginia Tech, from which he retired in 1999. Yates was named to Virginia Tech's list of "100 Alumni of the Millenium" and a residence hall was recently named in his honor.

*March was **Women's History Month**. See the next issue of Tides for coverage of Norfolk District's celebration.*

District employees honored for service

Two Norfolk District employees recently won awards for their outstanding service to the Armed Forces.

Robert L. Graham, a construction representative assigned to the Norfolk District F/A-22 Resident Office at Langley Air Force Base, Va., was awarded the North Atlantic Division 2003 Hard Hat of the Year award. Graham was cited for his superior construction management, contract administration services and field support on the highly visible F/A-22 Facilities project. As the primary construction representative on the complex Low Observable Composite Repair Facility (LO/CRF), Graham demonstrated a keen ability to effectively communicate construction issues, report daily occurrences, resolve construction issues at the field level, and work with multiple customers including the 1st Civil Engineering Squadron and the Air Combat Command. The $16 million LO/CRF project contains three hangar bays, shops and administrative space for the restoration of low observable coatings, and the repair of composite aircraft components and materials for the new F/A-22 multi-role jet fighter to be assigned to the 1st Fighter Wing at Langley AFB.

Robert Graham, during a recent foam test of one of three hangar bays of the Low Observable Composite Repair Facility.

Jim Kendall, who serves as a Design Team Leader, has worked at Norfolk District since 1992.

James Kendall, who serves as a Design Team Leader in Norfolk District, won the prestigious Air Force 2004 Civilian Project Manager of the Year award in the Design Category. Kendall demonstrated the ability to manage Architect Engineer teams through numerous difficult and technically challenging projects in the continental United States and the Middle East, reducing project and design costs while meeting tight schedule requirements. His primary duties involve leading design teams in negotiating design contracts, providing quality design services, coordinating design submittal reviews, resolving design conflicts, and other activities associated with design management. Kendall has shown himself to be a "top performer", a true credit to the US Army Corps of Engineers, and a worthy recipient of the Air Force 2004 Civilian Project Manager of the Year (Design Category). A ceremony honoring the recipients of the 2004 Air Force Design Awards Program and Air Force Agent Awards will be held in Washington, D.C., on July 29.

Norfolk leads the pack in USACE e-mail migration

By Jerry Rogers

The Army Corps of Engineers has begun the process of upgrading its corporate e-mail system from Microsoft Exchange 5.5 to Microsoft Exchange 2003, and the North Atlantic Division is the pilot division for migration deployment.

The goal for Norfolk District's migration is to reduce impacts to our daily business, while we advance enhanced technology throughout the district, said Chief of Information Management, Deborah Kennedy.

Norfolk District Information Technology Specialists Sonny Grissom and Jerri Wehrle (seated) brief their Chief of Information Management, Deborah Kennedy, on latest status of Exchange Server 2003 migration. (Photo by Jerry Rogers)

"Once completed, the district and Corps will enjoy the benefits of a more robust e-mail system with faster access, better integration with the new Active Directory Domain, more full-featured centralized administration and a safer, more secure e-mail system," revealed Kennedy. "It's really exciting because we are also discovering and problem-solving so that the rest of the Corps migrations go smoothly.

The upgrade process consists of migrating individual mailboxes from the old system to the new system, copying the contents of the old mailbox to the new mailbox, repopulating distribution lists (local and corporate), and changing each user's Outlook mail client to point to the new server. The majority of this work is being performed after duty hours to reduce user impact.

The Corps has an enterprise-wide goal to have all 38,000 Machine and User Accounts migrated by Sept. 30, and all user mailboxes migrated by Dec. 31. Norfolk District completed the first phase of its migration on Nov. 23, 2003, and the mailbox migration phase on March 28.

As of April 1, the Corps has 2,153 users, or 5 percent of its workforce completely migrated and Norfolk District is on the leading edge of this major technology enhancement.

New CIDC facility opened at Fort Eustis

From left to right, Colonel Daniel Imholte, chief of staff, U.S. Army Transportation Center, Norfolk District Commander Col. Yvonne J. Prettyman-Beck, Dennis Gilbert, president, Tesoro Corp., and Col. Paul Capstick, deputy commander, Criminal Investigation Division Command (CIDC), Fort Eustis, Va., cut the ribbon to officially open Fort Eustis' new CIDC regional field operating facility. The 7,100 square foot facility comes complete with loads of administrative space, a polygraph suite, a secure evidence depository, suspect isolation areas, and observation and interview rooms. Said Project Manager Craig Jones, "This $1,570,000 million facility, built by Tesoro Corp., an 8(a) Small Disadvantaged business, with construction management by Norfolk District, greatly improves the capability, work environment and safety for the soldiers and civilians of the regional field office." (Photo by Craig Jones)

Operations Security Update

There's an old saying that "one man's trash is another man's treasure." Regardless of what you call it, unclassified and personal information trash has its own unique value in the intelligence and criminal world.

So what's the big deal about trash? Who really cares? Of what possible value can the trash be and how does it affect me? "Dumpster Diving" is a traditional methodology used by virtually every intelligence agency in the world and more so, closer to home, the criminal element. It involves the collection and analysis of trash for the purpose of gaining information, whether it is professional – unclassified-sensitive/technical data, organizational charts, mission statements, staff directories, etc.; or personal -- pay statements, travel orders or vouchers, social security numbers, phone numbers, etc.

Why would anyone what this information? On the professional side it gives a snapshot internal view of the district by recovering information that is For Official Use Only. On the personal side, it is the easiest way for someone to "steal your identity". The FBI reports that identity theft is the most prolific crime today. How much information – professional or personal -- are you making available?

Take a realistic look at your environment. There have been plenty of security precautions taken in the workplace; people have been cleared and access controlled; equipment has been accredited; standard operating procedures are in place; but information of value still gets out with the trash.

What can I do? It's simple. Think about that piece of paper you're about to trash. If in doubt, DON'T THROW IT OUT, SHRED IT!

Operations Security (OPSEC) works when put into practice. This is just one more step in the security process to deny information that could be used to harm Norfolk District, ourselves and the customers we serve.

Contact your OPSEC Officer, Jim Gorka at 441-7087, for more information.

Norfolk outperforms NAD, USACE in recent audit

When the Department of Defense Inspector General Office (DoDIG) recently conducted an audit of the Corps' FY 03 civil works projects, Norfolk District outperformed not only North Atlantic Division, but also the Corps' as a whole.

The purpose of the audit was to verify the accuracy of projects shown in the CEFMS Construction-in-Progress (CIP) accounts. Sample projects were selected and districts were tasked to support each project's cost with copies of receipts and invoices.

Jamie Atkins, Norfolk District Internal Review Office, worked with NAO's program analysts and CEFMS managers to identify each individual cost that made up CIP balances on four civil works projects valued at almost $43.5 million. They were able to provide adequate support for **99.77 percent** of the CIP balances in the sample.

In contrast to the District's success, the Corps was only able to support about 54 percent of the project costs within the timeframes and guidance provided by the DoDIG. North Atlantic Division provided support for 41 percent of total project costs.

At a Command & Staff meeting on January 15, Col. Yvonne J. Prettyman-Beck presented Atkins and his team with awards to recognize their outstanding efforts in the audit.

Corps volunteers on Afghanistan mission support Kabul orphanages

By Lisa Bobotas

Norfolk District's Lisa Bobotas, military project manager, recently returned from volunteer deployment to Kabul, Afghanistan, as part of the Corps' Afghanistan Area Office. During her deployment there, Lisa and other Corps team members further enriched their lives by volunteering to make life more livable for thousands of Afghan orphans.

Thousands of Afghanistan children live in two main orphanages in a ruined western sector of Kabul. Victims of war, products of poor families and children of single mothers, they struggle at the feet of a withered economy in a nation ripe with political instability.

Many of their families survived 23 years of war, and thus, do not fit the standard definition of an orphan. In fact, almost half of these children come from families who have at least one parent, but who can't support their children, according to the research conducted by the *Christian Science Monitor*.

Mohammad Ghuas Bahiri, the deputy minister of labor and social affairs in the Afghanistan transitional government, acknowledged the extreme financial strain of the families of his nation. "They are forced to separate [from their families] because of economic reasons," said Bahiri, during a June 2002 interview. Since then, the number of children enrolled in the two main orphanages, Allahuddin and Thahieya Maskan, has exploded to over 4,200, according to Bahiri. The orphanages, which struggled to provide food and clothing while under Taliban control, have reached their limit, and now have to turn away children, according to many published reports.

In response to these conditions I and many other Army Corps of Engineers employees serving in the Afghanistan Area Office (AAO) – now the Afghanistan Engineer District (AED) – have come together and organized a relief effort that is having a marked impact on the quality of life for these children.

Since last fall, Corps employees have volunteered time and effort to supply the orphanages with food, clothing and toys. We formed a committee that has collected contributions from everywhere. In January, the AAO staff donated over $1,000 that was used to purchase fabric for bed sheets and school supplies from local sources. Corps employees also contributed items collected from their respective home stations, while another Corps district collected over a thousand pair of children's gloves.

"It was obvious from the sores, scabs and scars some of the children carry on their bodies that they have not always had the best of care nor lived under optimal conditions," said Andrea Duff-Arnold from Detroit District.

She, along with 11 other Corps volunteers, spent New Year's Day of 2004 delivering donated articles to the children of the Allahuddin Orphanage. Many children had bare feet, made all the more disturbing by the fact that the buildings had little heat, according to the delivery team. "To see the need and the smiles of the children reminded me of my purpose here, which is simply to help the people of Afghanistan," said Brett Call from Rock Island District.

Children came from their rooms and hallways in droves and formed lines where the team had set up distribution tables. All left with smiles along with their toys and gloves.

This kind of project is not at all what I expected from my deployment to Afghanistan. The outpouring of support from back home has been amazing! We of the Corps make a huge difference here in Afghanistan everyday with the work we do. In a country where 25 percent of the children do not live to see their sixth birthday, this is just one more special way we contribute.

After relaying our volunteer efforts back to Norfolk District, our Welfare Council immediately spearheaded a clothing drive that has already collected and shipped several boxes of supplies.

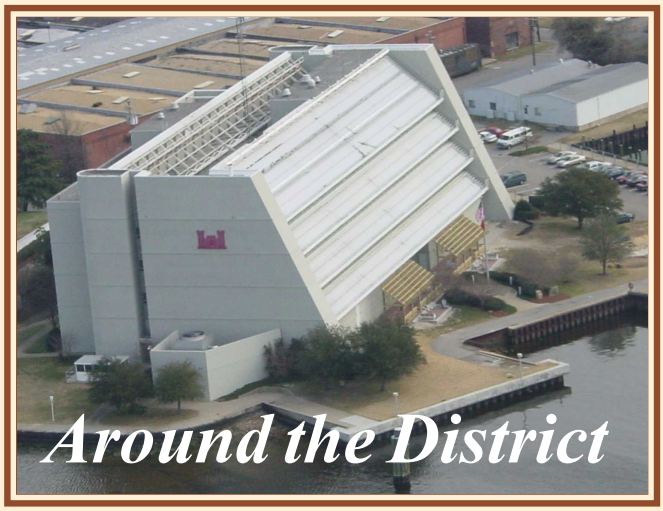
The members of the volunteer team said they plan to keep this cause alive. Since then, AAO has continued to receive donations regularly from friends and family back home. Members of the original Corps team recently made three more trips to the Allahuddin Orphanage.

To further support this noble cause and inform prospective donors how they can help, our team established a website, which I continue to administer. Thanks to ongoing efforts of our worldwide Corps team, these children stand a real fighting chance of a brighter, safer and healthier future.

To donate toys, clothing and school supplies, mail directly to: **USACE-AAO-Chance, TAC HOUSE APO, AE 09356.** To learn more about this Corps project, visit **www.aao-chance.com.**

(Editor's Note: Portions of this article were adapted from an article written by Christopher Augsburger that was printed in Baltimore District's Constellation.)

Lisa Bobotas, in her role as Mentor to the Ministry of Public Works during her deployment to Kabul, Afghanistan, joins some of the girls at the Allahuddin Orphanage. In the background are toys and sheets donated by the Corps. (Photo by Shafi Sirat, AED Local Afghan employee)



Environmental Virginia 2004 Conference

From March 30 to April 1, Col. Yvonne J. Prettyman-Beck, Norfolk District Engineer; Mark Mansfield, chief, Planning & Policy Branch; Jeffrey Irving, chief, Civil Works Branch; Bruce Williams, chief, Northern Virginia Regulatory Section; and Tom Yancey, senior technical reviewer, participated in the Environment Virginia Conference on the campus of Virginia Military Institute, located in Lexington, Virginia. The theme of the conference was ***"Planning for Growth and Environmental Quality".*** Col. Prettyman-Beck presented the 2004 Environment Virginia Leadership award (Federal Government sector) to David Nelms for his efforts on the Virginia Drought Task Force.

Williams provided a briefing entitled "***Conservation: Integrating Wetland Protection into Planning for Growth***". Mansfield provided a briefing on Brownfield's redevelopment entitled ***"Land Use: Brownfield's, Leveraging Resources and the Local Government Experience"*** which focused on the partnering efforts of the Corps of Engineers, the Environmental Protection Agency, Northampton County, and the Nature Conservancy, for the Brownfield's site located in Oyster, Va.

Conference Coordinator Captain Ronald A. Erchul wrote, "Thank you very much for your continued support and invaluable contributions to Environment Virginia. We are pleased to report that EV 2004 was a resounding success and with 671 attendees, boasts record attendance. We attribute this success to the active and committed participation of...[the] U.S. Army Corps of Engineers."

Team lauded for response on IM switch

Members of the IMO staff were recently recognized by NAD Project Manager Robert Hunter for their outstanding response to the Army-mandated Active Directory Migration. Team members included **Sonny Grissom, Jerri Wehrle, Hung Nguyen, Tony Dunston, Barbara Strudwick, Kevan Taylor, Benita Gross** and **Joe Holloman**.

The migration is targeted to provide more centralized service, faster network access, account creation, and overall improved system performance. To minimize impact to district and field office personnel, team members did 95 percent of the work at night.

According to Deborah Kennedy, chief of the Information Management Office, "Our team was the second district in NAD to complete this Army-mandated migration. They migrated 530 workstations and 26 file servers in less than two weeks," a timeframe no other district has beat so far, she pointed out. "Sonny and crew surpassed higher headquarters goals and set a new standard for excellence in Active Directory Migration," she continued.

Public Involvement and Teaming Core Curriculum Course

The Norfolk District hosted the HQ USACE sponsored "Public Involvement and Teaming" core curriculum course, March 1 - 5, 2004, in Virginia Beach, Va. The target audience was 27 Corps employees representing five divisions and 11 Districts, including nine Norfolk District team members. Topics covered at the course included ***Communicating Concerns When You are Leading a Meeting***, ***Designing Interactive Meetings***, ***Facilitating a Multi-Agency Working Group Meeting***, and ***Designing a Public Involvement Program***. Also, Diana Bailey, chief of Public Affairs Office, made a presentation on how the Norfolk District incorporated Public Involvement into the formulation of the Virginia Beach Hurricane and Storm Damage Prevention Project.

Air Combat Command Design Awards/ACC Agent Partnering Workshop

On Feb. 10 - 13, Air Combat Command hosted the annual ACC/Agent Partnering Workshop. The workshop focused on Program and Performance Metrics, Dirtkicker Scorecards, Design and Construction issues, and Process Improvement initiatives. Those attending the workshop from NAO included: Col. Yvonne J. Prettyman-Beck, Bill Sorrentino, James Kendall, Anthony Weaver, John Adams, Bill Robson, Pete Reilly, Jon Jones, Brian Boynton, and Debbie Gray. On Feb. 12 during the annual Design Awards Luncheon Norfolk District was recognized for outstanding performance and presented with the ACC Design through Construction Agent of the Year. Accepting the award on behalf of the District was Col. Prettyman-Beck.

Around the District (cont'd)

Speaker's Bureau

Jeff Irving, chief of Civil Works branch, was the guest speaker at the March 8 meeting of the Suburban Kiwanis Club in Norfolk. Irving gave an overview of the Corps' role in harbor maintenance to approximately 25 attendees.

Steven Martin, environmental scientist with the Eastern Virginia Regulatory Section, addressed the Virginia Association of Wetland Professionals on March 26 in Williamsburg. The topic was "Corps-DEQ Mitigation Recommendations" and covered why the Corps and DEQ prepared joint mitigation guidance, site design criteria and monitoring requirements.

Marshall (Tucker) Smith, environmental scientist in the Eastern Virginia Regulator Section, spoke to a 5th grade class at Newsome Park Science & Tech School on Dec. 12. The topic of the presentation was wetland ecology and Smith helped the class design and build a wetland garden on their school grounds.

In addition, both Martin and Smith assisted students from Denbigh High School in Newport News in the creation of 10 acres of wetlands on a site in York County in late February. The site, owned by Newport News Waterworks, is part of a wetlands mitigation effort by the school division to replace five acres of wetlands filled when a new middle school was built.

District Book Swap

Spring cleaning in your personal book collection? The Book Swap Box in the Library is at an all-time low. Please consider bringing your paperbacks, hardbacks or books on tape/CD and adding them to the Book Swap Box. If it's something you've already read and it's just hanging around, it may be someone else's spring/summer reading.

"Invest" in Your Coworkers

Surprise your coworkers and invest in better relationships using these friendship builders:

1) *Clear the way*. Everyone wants their questions, ideas, and concerns heard. When a coworker is trying to make a point at a meeting, call attention so others will listen. (Example: "Hey, everyone, Mary's got something to say.")

2) *Throw a lifeline.* Support a coworker when roadblocks are encountered or mistakes are made in front of others. Avoid a rush to judgment. Instead, recognize the coworker's effort or positive intent. Example: "Jim, I appreciate what you were trying to accomplish, even though things didn't work out."

3) *Pin a medal.* Praise a coworker's accomplishment in front of others without waiting for someone else to do it first.

Conflict Resolution: Win with Assertiveness

Is a coworker's behavior stressing you out? Have you told others around you about it, dropped hints to your coworker to stop, but are still hoping for change? The problem may be that you haven't tried a truly assertive approach. Resistance to being assertive explains the existence of many coworker conflicts and why they grow worse. The assertive approach frequently requires that you be more vulnerable, which explains its lack of popularity. But the payoff is less stress, improved productivity, and better morale. Example: Imagine a coworker making "put-downs" about you in staff meetings on a regular basis. Would you try an assertive approach like this: "I find it terribly embarrassing to be criticized in front of others. If you feel I should be doing a better job, can you please discuss it with me in private?" Learn more about assertiveness from the EAP.

Unleash the Innovator Inside You

New research from Stanford Business School shows how to be more creative. Get out more! Millions of dollars in resources at your fingertips won't predict creative thought better than the degree to which you have diverse social interaction in your life. Your creative juices are more likely to flow by interacting with family, friends, colleagues, acquaintances, and complete strangers. Diversity seems to improve the ability to reject convention and experiment with creative thought and become innovative. The message: Ties that bind, may bind creativity.

(The previous three items were adapted from the Bon Secours Employee Assistance Program's FrontLine Employee Newsletter. For more information, contact the Employee Assistance Program at (800) 327-3257 or (757) 398-2374.)

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