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Engineer Update

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Engineer Soldier receives Silver Star

What goes through a Soldier's mind when he's fighting his way out of an ambush?

"Not a whole lot, actually," said Spc. David Hutchinson. "I was operating on pure adrenaline, doing what we had trained to do in Wisconsin. It was pure muscle memory."

Hutchinson, an Army Reserve Soldier with the 420th Engineer Brigade, received the Silver Star on June 6 for his actions during an ambush in Afghanistan. The Silver Star is the nation's third highest medal for valor after the Medal of Honor and the Distinguished Service Cross. Hutchinson is the fifth Army Reservist to receive the Silver Star since the beginning of Overseas Contingency Operations.

It happened on May 21, 2008. It was beautiful weather in Afghanistan – 89 degrees with unlimited visibility. The 420th Engineer Brigade's personal security detail consisted of 17 Army Reserve Soldiers traveling in a convoy of four up-armored HMMWVs (High Mobility Multi-purpose Wheeled Vehicles).

Hutchinson, then a private first class and just 21 years old, rode in the third HMMWV manning the MK-19, a belt-fed automatic grenade launcher — essentially a machine gun that fires 40mm (1.5 inch) rifle grenades.

Hutchinson's unit had been in Afghanistan only four days. "You train for everything you can think of, and you're expecting to come into contact with the enemy, but not the first time you roll out the gate."

They were not expecting trouble. This was supposed to be a simple ride to get acquainted with the sector around their new home, Forward Operating Base Sharana. "Based on the intel we were given, there hadn't been any activity in that area in the past 13 months," Hutchinson said.

But someone forgot to tell that to the enemy. As the Soldiers rounded a sharp curve in the mountains and started down a short straightaway, about 20 insurgents attacked with rocket propelled grenades (RPGs), AK-47s, sniper rifles, and a PK machine gun (PKM) from fortified positions 50 to 70 meters (165 to 230 feet) away.

Hutchinson heard the gunner in the first HMMWV open fire with his .50-caliber machine gun, and immediately responded with the training his unit had received during mobilization at Fort McCoy, Wis.

"I couldn't see what the first truck was firing at, but I instantly remembered my training and chambered the 'ghost round' (a necessary step in firing the MK-19)," he said. "Then I scanned my sector."

Hutchinson's sector was the "three o'clock," the right side of the convoy. He immediately saw five insurgents in foxholes firing RPGs and rifles. He also saw the PKM, a Russian-design 7.62mm (.30-caliber) machine gun, hidden among the rocks just below the five insurgents.

Hutchinson opened fire with the MK-19, destroying the machine gun nest and killing at least five insurgents. His shooting was so effective that the remaining insurgents concentrated their fire on him and his grenade machine gun.

Hutchinson held his position under intense fire. Later, his buddies counted more than 100 bullet holes in the turret of his HMMWV. He stopped firing after destroying the PKM because the rocks and dust kicked up by the MK-19 rounds made it almost impossible to see where the insurgents were.

He noticed that he had fired almost an entire can

of 40mm ammo, and at that moment two RPGs struck the HMMWV. Hutchinson woke up lying on his back in the crew compartment, smelling smoke and the vehicle's Halon fire-suppression system.

He tried to get up, but his body was numb from the waist down. When he rolled over he saw his first sergeant with blood all over the front of his vest and Kevlar helmet from shrapnel wounds to his face and head.

"It was obvious that the first sergeant's injuries were much more severe and life-threatening than mine," Hutchinson said. "I knew I was injured, but I could tell my injuries were not life-threatening. So I just did what had to be done."

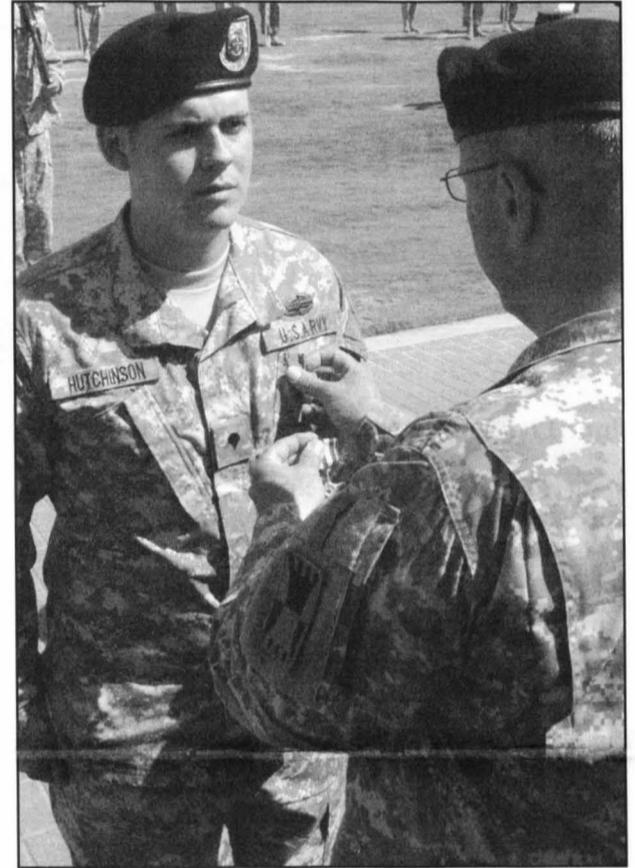
Hutchinson took the compression bandage out of his first aid pouch and tried to stop the bleeding, and told another Soldier to man the MK-19. With total disregard for his own injuries, Hutchinson calmly administered first aid to the first sergeant. His actions controlled the bleeding while the convoy rolled out of the danger area.

They moved about two miles down the road to link up with medical evacuation. When the medevac helicopters arrived, despite his own serious wounds, Hutchinson refused to use the only litter so that the first sergeant could be carried on it.

Thanks to Hutchinson's firepower and first aid, not one American life was lost during the firefight. "It was the MK-19 machine gun," he said. "I think anyone could have done what I did, but without the MK-19, it would have been a whole different ending."

Hutchinson had taken shrapnel in the back of his right leg in two places. He was treated in Afghanistan for four days (that's right -- Hutchinson was in-

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Maj. Gen. Paul Crandall pins the Silver Star on Spc. David Hutchinson. Hutchinson received the medal for his actions during an ambush in Afghanistan. Crandall was Hutchinson's brigade commander in Afghanistan. (Photo courtesy of the 420th Engineer Brigade)

Bronze Star awarded

By Rashida Banks
Savannah District

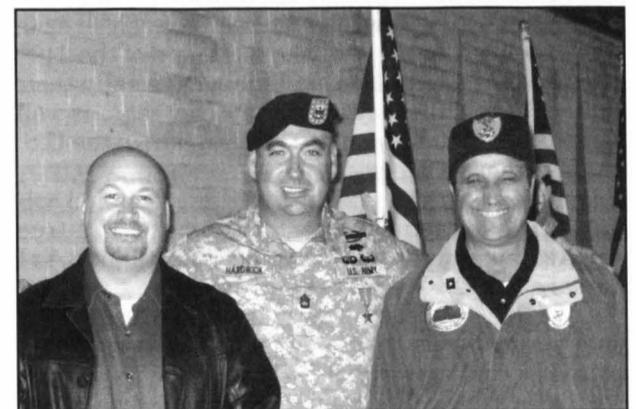
Wendell Hardwick, a natural resource specialist at Richard B. Russell Dam and Lake, received the Bronze Star Medal with "V" Device during a ceremony held at Laurens County High School in Laurens, S.C.

The Bronze Star is the nation's fourth-highest combat award after the Medal of Honor, the Distinguished Service Cross, and the Silver Star. The "V" device is worn to denote participation in acts of heroism involving conflict with an armed enemy.

Hardwick received the medal for actions in combat against armed militants in Afghanistan on Sept. 5, 2007. At the time, he was a mobilized reservist on a 12-month tour with the 218th Infantry Brigade, working to train the Afghan National Civil Order Police (ANCOP).

On that day, Hardwick's unit came under attack by an enemy force of more than 150 armed militants. At one point during the battle, enemy combatants had Hardwick and other Soldiers pinned down with fire from multiple directions, according to Capt. Dean Cook, team leader of Hardwick's embedded training team.

"Hardwick and his unit were able to successfully



Sgt. 1st Class Wendell Hardwick with his brother David (left), a veteran of the Gulf War, and his father George, a two-time Vietnam veteran. Hardwick received the Bronze Star for his actions in Afghanistan. (Photo courtesy of Savannah District)

defeat the enemy and no American or ANCOP soldiers were wounded or killed in the process," Cook said. "Staff Sgt. Hardwick demonstrated tremendous personal courage, outstanding leadership, and tactical proficiency while conducting a dismounted counterattack against overwhelming enemy forces."

Prime Power battalion has new commander

Article by Bernard Tate
Headquarters
Photos by John Hoffman
ACE-IT

Lt. Col. Matthew Tyler took command of the 249th Engineer Battalion (Prime Power) during a ceremony June 17 at Fort Belvoir, Va.

Tyler's previous assignment was Secretary of the General Staff and acting chief of the Military Personnel Division at U.S. Army Corps of Engineers Headquarters in Washington, D.C.

Lt. Col. Paul Olsen, the previous 249th commander, will be assigned to the Office of the Chief of Engineers in the Pentagon. Olsen received the Meritorious Service Medal during the ceremony.

"I offer a sincere thank you to the great men and women, whether in uniform or civilian clothes, of the U.S. Army's and the nation's only prime power battalion and prime power school," said Tyler during the ceremony. "I'm honored to join your ranks today, and my family and I feel privileged to be part of the Black Lion family.

"As many of you know, Lt. Gen. Robert Van Antwerp, the chief of engineers, refers to Jim Collins' book *Good to Great* and the metaphor of the bus. Lt. Gen. Van Antwerp is committed to ensuring that the right folks are on the right bus in the right seat.

"I'd like to take that metaphor a little further," Tyler added. "An electrical bus is a vital component of a power system. In the spirit of being on the right bus, I thank you for allowing me to safely connect to the 249th's electrical bus. Let's work hard together and have fun every day while we continue the battalion's and Prime Power School's path to being great."

During an interview after the ceremony Tyler said, "I'm extremely excited to take command of the 249th because of the battalion's mission, especially their support to contingency operations overseas, as well as their support during natural disasters in the U.S. and its other territories."

During Olsen's speech, he told the assembled Soldiers, "It has been a tremendous honor and a true joy to command the 249th Engineer Battalion. As I prepare to leave its rolls, I do so confident that Lt. Col. Matthew Tyler, Command Sgt. Maj. Clint Pearson, and you, the Soldiers and civilians of our battalion and our school, will continue to provide exceptional electrical engineering expertise to our nation. What you have accomplished, and continue to accomplish, is truly making a difference for our nation, and it has been a privilege to have been a part of it.

"My best memories will be welcoming home our



(Left) Lt. Col. Matthew Tyler is the new commander of the 249th Engineer Battalion (Prime Power). (Above) Lt. Col. Paul Olsen, previous 249th commander, passes the battalion flag to Maj. Gen. Don Riley, deputy commanding general of USACE, during the ceremony.

Soldiers after deployments to Iraq, Afghanistan, and our other combat deployments," Olsen said after the ceremony. "Seeing them back safely and with their families following a successful mission — these will always be my fondest memories.

"My final message to this battalion is to never forget that we serve in a battalion that may be seen as a national treasure," Olsen added. "There is no other military formation in the Department of Defense that comes close to doing what they do, and they get tasked, often with little to no notice, to do enormously complex missions anywhere in the world. The fact that they do it so well inspires me, and I think it inspires our nation. I'm proud to have been part of

this for the past two years."

The 249th Engineer Battalion (Prime Power) is the only prime power generation unit in the U.S. Army, and the only active-duty unit assigned to USACE. The 249th provides commercial-level power generation and distribution to military units during deployments and combat operations, and to federal relief organizations during natural disasters and other emergencies.

The 249th is also the only battalion in the U.S. Army that operates its own school. The U.S. Army Prime Power School, which recently celebrated its 50th anniversary, is responsible for training Army and Navy power generation specialists.

Silver Star

Continued from page one

country just eight days), then evacuated to Landstuhl Army Medical Center in Germany.

His final destination was Brooke Army Medical Center in San Antonio for surgery where "they took about a dip-can of shrapnel out of each of my legs," and six months of rehabilitation therapy.

Today Hutchinson can walk without a limp, but "I have nerve damage in my right leg," he said. "I can walk, but the doctors say that if it recovers completely, it will take a couple of years."

The reservist is now 22 years old, works for AT&T in retail sales, and will marry his girlfriend Jenny this month. On June 6, Hutchinson was awarded the Silver Star in a ceremony at Simpson Drill Field on the Texas A&M University campus in Bryan, Texas. Maj. Gen. Paul Crandall, Hutchinson's commander in Afghanistan, pinned on the Silver Star with a crowd of Hutchinson's family and friends present.

Hutchinson also received the Purple Heart, the Army Achievement Badge, the Good Conduct Medal, and the Combat Action Badge for his heroism.

Despite the firefight, the injuries, the medals, the Silver Star, and a fiancée, "I would go back to Afghanistan in a heartbeat," Hutchinson said. "We're a tight family in this unit, so I'd go there to make sure everyone came home safe.

"I'm not going to let this experience give me a negative outlook on my service with the Reserves," he



Spc. David Hutchinson with a squad automatic weapon during training at Camp McCoy, Wis. (Photo courtesy of the 420th Engineer Brigade)

added. "I joined to serve, and I knew there was a chance something like this might happen. I'm not going to let this change my reasons for serving."

(Pfc. Megan Hinojosa and Sgt. Carl Taylor Jr. of the 420th Engineer Brigade Public Affairs Office, Bernard Tate of the USACE Public Affairs Office, and Roy Exsum of "The Chattanooga" contributed to this article.)



Omaha District celebrates 75 years

Monique Farmer
Omaha District

Omaha District is celebrating its diamond anniversary, 75 years of service to the Army and the nation.

The district boasts a boundary that includes 1,100 miles of the Continental Divide on the west and nearly 400 miles of the Canadian border on the north. It covers an area of about 700,000 square miles in the northern Great Plains.

The district entered its 75th year with a massive and historic workload. By the close of 2008, the district had executed a total program budget of \$1.063 billion. The military construction program performed \$648 million worth of work on 17 active installations and three readiness commands.

\$181 million of the overall program budget went toward environmental remediation work on more than 550 projects. The district executed \$197 million in civil works projects including flood protection, navigation, hydropower, recreation, regulatory, recreation, flood damage control, coastal emergencies, and ecosystem restoration.

District beginnings

Established in 1934 as part of the Missouri River Division of the U.S. Army Corps of Engineers, Omaha District started out with a civil works mission, which involved only navigation on the main stem of the Missouri, and no military responsibilities.

On Jan. 2, 1934, Capt. James Young became the first commander of the new district. His staff consisted of 63 personnel who worked on the 14th floor of the Omaha City National Bank building.

In the beginning, recurrent, devastating Missouri River flooding and the drought of 1930 led to dam construction on the river. Omaha District had the immediate mission to build Fort Peck Dam in Montana.

The construction progressed successfully and the dam immediately helped control the upper Missouri. However, in 1943, three large floods struck downriver and the nation realized additional efforts were necessary to bring the Missouri River under control.

In response, USACE developed a proposal to control the upper and lower basins of the Missouri River. Col. Lewis Pick, the Missouri River engineer for USACE, and W. Glenn Sloan, a Bureau of Reclamation engineer, collaborated on a plan to control the downstream flood problem. USACE combined the two plans into the Pick-Sloan Plan, which the Flood Control Act of 1944 authorized.

The Pick-Sloan Plan provided for building a set of vast engineering projects to control flooding, facilitate navigation and commerce, generate electricity, and spur agriculture and other forms of economic development in the Missouri River basin.

In addition to Fort Peck Dam, USACE built five massive Missouri River main stem dam projects — Gavins Point Dam, Garrison Dam, Fort Randall Dam, Oahe Dam, and Big Bend Dam.

Today, the six main stem dams generate enough pollution-free electricity each year to meet the needs of nearly a million homes. They also ensure plentiful, high-quality water for farms and ranches, towns and cities along more than a thousand miles of river. The dams provide recreation opportunities that no one could have imagined 75 years ago. In addition, no major floods have taken place in Bismarck, Pierre, Sioux City, or Omaha in more than 50 years.

Military construction

Following the attack on Pearl Harbor on Dec. 7, 1941, Omaha District assisted with wartime construction, including prisoner of war camps and airfields. But when the Japanese surrendered on Sept. 2, 1945, the district employees returned to peacetime duties. Still, there were numerous military construc-



Work on the Missouri River (above) and construction of the North American Aerospace Defense Command Center beneath Cheyenne Mountain show the range of work done by Omaha District in the past 75 years. (Photos courtesy of Omaha District)

tion projects planned.

The Veterans Administration asked USACE to design and build about 70 hospitals to care for Soldiers returning from the war. The hospitals had different floor plans and contained from 110 to 1,270 beds. In November 1946, the district started a 300-bed facility at Sioux Falls, S.D., at \$12,500 per bed. Other completed projects included a 200-bed hospital at Grand Island, Neb., and an Omaha facility with 500 beds.

One of the district's most noteworthy accomplishments in military construction was building the North American Aerospace Defense (NORAD) Command Center deep inside Cheyenne Mountain, near Colorado Springs, Colo. During the 1950s, rapid advances in missile design made the former NORAD site vulnerable. Even though it could scan the skies of the northern hemisphere for signs of attack, it was itself vulnerable to possible attack. But the proposed project at Cheyenne Mountain represented a great step toward protection against a surprise attack.

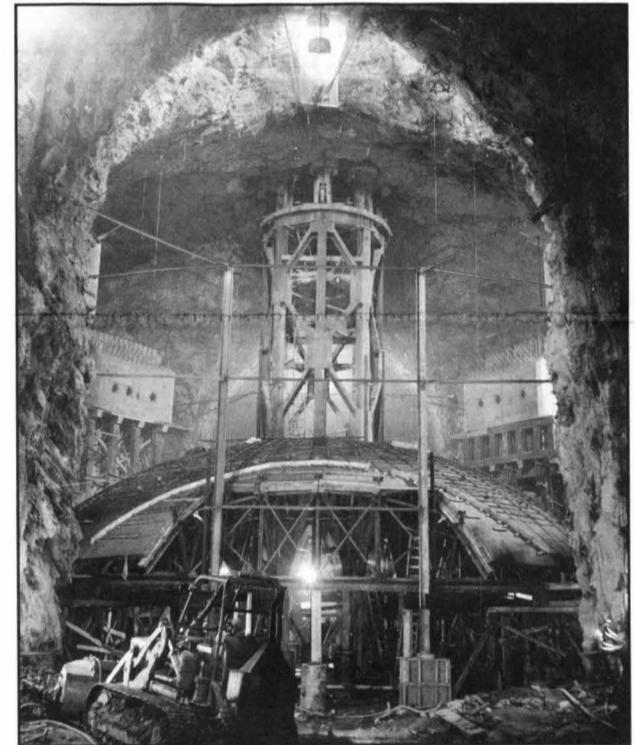
Many called Cheyenne Mountain "a city within a mountain." It has also been described as a destruction-proof fortress and a super burglar alarm. The district carved a great hole in Cheyenne Mountain, building a small city in the cavern. The inhabitants of the city evaluate electronic information and interpret it for defense planners.

The district also worked on other military support facilities, building a number of missile silos throughout the upper Midwest, including runways, hospitals, family housing, chapels, control towers and training areas. All help protect the nation and enable Soldiers, airmen, and civilians to carry out their missions.

Last year, the district executed its second largest single-year military program — \$648 million. The previous year record was \$640 million. The current focus includes projects under the Army Base Realignment and Closure program and Grow the Army Projects at Fort Carson, Colo.

Cleaning up

In 1982, the Environmental Protection Agency (EPA) turned to Omaha District for technical expertise in cleaning up hazardous and toxic waste sites around the country. The passage of the National Environmental Policy Act and the creation of the EPA in 1970 marked a new focus of the nation's goal to



conserve and protect the country's national resources.

The Comprehensive Environmental Response Compensation and Liability Act followed in 1980, which set up a \$1.8 billion, five-year "Superfund" for cleanup of America's hazardous waste sites.

Omaha District's new Hazardous & Toxic Waste (HTW, radioactive was added later) office was established within the Engineering Division's Special Projects Branch and began work at the first of many Superfund sites — Old Forge, Pa., an area littered with PCB-leaking transformers.

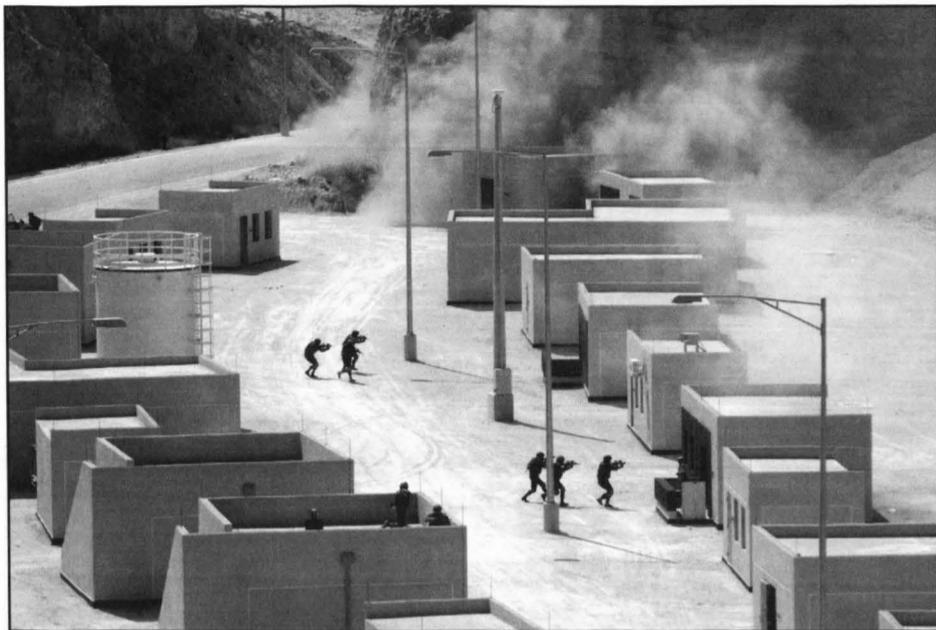
By 1984, the creation of the Defense Environmental Restoration Program to clean up HTW problems at both active and formerly used Department of Defense installations had expanded the staff to more than 150 managers, engineers, and scientists. Work centered on Superfund and formerly-used defense sites.

The experience and dedication of the Omaha District environmental team, including the Rapid Response Program established in 1989, continues to lead the industry with innovative solutions in design, construction, and contracting.

Tribal relationships

The construction of the six main stem dams on the

Continued on page eight



Training demonstrated at the King Abdullah II Special Operations Training Center included Military Operations in Urban Terrain, and hostage rescue at an Airbus A-300. (Photos courtesy of Transatlantic Programs Center)

Special ops training center opened

By Joan Kibler
Transatlantic Programs Center

"At the end of the day, if your partners are strong, you are strong."

Those words from His Majesty King Abdullah II are on the first page of the official program commemorating the grand opening of Jordan's special operations training center in Amman May 19.

The words symbolize Jordan's commitment to building collaborative relationships to fight terrorism throughout the world. The King Abdullah II Special Operations Training Center (KASOTC) is the product of that commitment. Transatlantic Programs Center (TAC) handled the design and construction of KASOTC.

The partnership theme has been present since the project was envisioned. KASOTC resulted from a unique blend of Jordanian and U.S. government agencies, plus private sector firms that helped bring the king's vision of a regional training center to reality.

KASOTC offers the best practices in counterterrorism training. Special operators from Jordan, the Middle East region, and the U.S. will train with live ammunition in realistic settings with the sights, sounds, and smells of the battlefield.

High-ranking officials and military representatives from around the world attended the ceremony, including Jordan's king, and armed forces and government officials; U.S. military officials including Gen. David Petraeus, commander of U.S. Central Command; and dignitaries from the Gulf Region and Central Asia. Maj. Gen. Jeffrey Dorko, deputy commanding general for Military and International Operations, represented the U.S. Army Corps of Engineers.

In his opening remarks, Gen. Khaled Sarayreh, chairman of the Jordanian Joint Chiefs of Staff, emphasized the impact of terrorism on Jordan and throughout the world, and called upon world leaders to commit to fighting terrorism.

"There is no country immune to or that has the potential to face this phenomenon alone," Sarayreh said. "Therefore, the best way to confront terrorism internationally or regionally is in the unity of efforts and cooperation by all."

After these remarks, Petraeus addressed the crowd. "This one-of-a-kind training center will serve as a catalyst for bringing countries together to address common challenges," Petraeus was quoted in a May 25 article in *Defense News*. "It will be a center of excellence not only for doctrinal development and refinement of TTPs (technology, tactics, and procedures), but for strengthening the regional security network emerging in this area."

Attendees assembled in a grandstand on the tarmac of the training area for the A-300 Airbus and aircraft control tower. Located nearby was the close-quarters battle house, often referred to as a "shoot house" because inside the house soldiers have a 360-degree field of fire with live ammunition.

After the speeches, attendees watched demonstrations including a hostage rescue from the airplane, an assault at the close-quarters battle house, and convoy assaults in other areas of the 1,200-acre facility. They watched the demonstrations (complete with helicopters, armed troops, canine units, mortars, and improvised explosive devices) via a Jumbotron screen connected to cameras in every training location.

"I was struck by the scope of this world-class facility — the breadth of the facilities and the comprehensive suite of training vehicles," Dorko said. "Many training locations have some of these facilities, but KASOTC offers them all in one location, from the urban areas and villages to a full-size Airbus, plus the shoot house with live fire, and the ranges. Attention to detail is evident throughout."

KASOTC is the culmination of efforts by the Jordanian Ministry of Defense, led by its King Abdullah II Design and Development Bureau (KADDB), working in concert with Special Operations Command Central (SOCCENT) to develop the criteria for the training facilities.

TAC managed design and construction, and the Army's Program Executive Office for Simulation, Training, and Instrumentation (PEO/STRI) acquired the targets, training aids, instruments, and equipment.

Under contracts with TAC, Stanley Consultants designed the facility, and American International Contractors, Inc./Syska/Archirodon built the 146 buildings, multiple ranges, roads, and infrastructure at the site. Construction alone totaled \$73 million.

"KASOTC is outfitted with the latest technologies in targets, range equipment, automation, and simulation in battle scenarios," said Thomas Jackson, TAC construction manager. "The instrumentation and targets meet stringent technical and safety standards, and trainers can monitor every training event. The facilities are laid out so that trainers can run multiple training scenarios concurrently, and they can change them any way they need to — just as special operators would encounter in real situations."

"PEO/STRI was responsible for the instrumentation, and contracted with General Dynamics Information Technology (GDIT) to purchase, install, and integrate the target systems," Jackson said. "GDIT then contracted with H-B Consulting to provide the technical expertise to install these systems."

Dorko said the instrumentation is impressive. "What a remarkable ability to document the training, do after-action reviews, re-cock, and do it again," he said.

In fact, Roger Thomas, chief of TAC's Construction-Operations Division, said that "you can't sneeze without being caught on camera."

"We began to understand the strategic importance of this facility and the capabilities it provides to Jordanian, U.S., and other friendly countries after the installation of the targets and observation cameras," Thomas said. "We observed the testing and dry runs of their training scenarios and saw the impact this training center will have. The facility will provide training in many specialized situations not available at one location anywhere else in the world. KASOTC will make the world a safer and better place to live."

Dorko said that the results of the collaboration are striking.

"When that many partners are involved in a project, it takes effort to listen to all opinions, deconflict requirements, and get everyone in agreement. That great confluence started with the king and his vision, and went through the Jordanian ministries, the design bureau, and the entire U.S. government side of the house."

Salem Fares, TAC's resident engineer in Jordan, said simply: "The team worked like magic to resolve many issues. This is a special project that's important to many people, in Jordan and in the U.S. Since construction started in 2006, we have had military and diplomatic leaders from around the world visit and watch it grow out of this quarry."

"Everyone has been committed — the Jordanian armed forces, KADDB, SOCCENT, our USACE team from Jordan to Egypt to TAC headquarters, and our contractors," Fares said. "They all contributed to making KASOTC a world-class training facility that meets customer needs."

Fares said that the training facility is already in use. The Jordanian government contracted with ViaGlobal to manage training at KASOTC.

In his closing remarks at the ceremony, Sarayreh said that "the eradication and elimination of terrorism requires political will" and that peace-abiding nations should not "provide terrorism or terrorists any chance for success."

"Just like our nation's efforts in Iraq and Afghanistan, no one goes it alone," Dorko said. "As a regional leader, the Jordanians point out that we are witnessing international terrorism, and international terrorism requires an international response. This capability and this partnership, with the Jordanians reaching out to the world, give the good guys one more means to integrate and operate to protect innocent people."

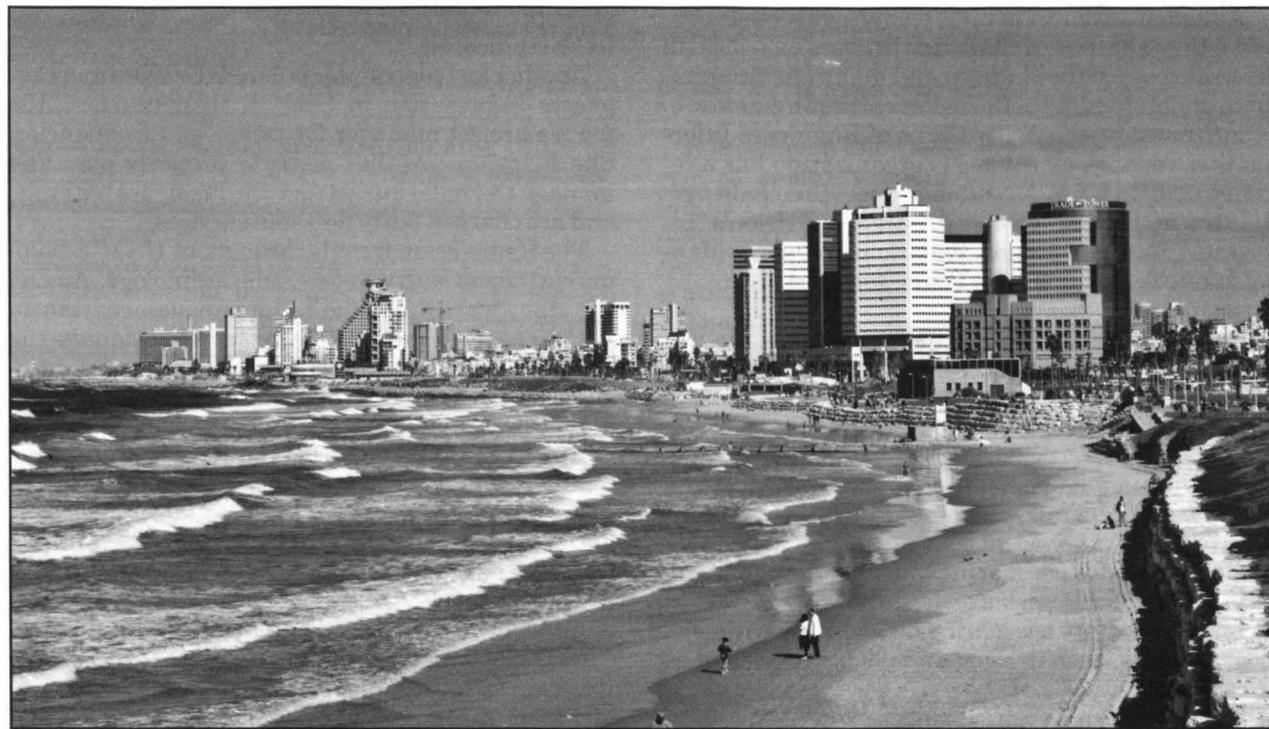
Israel offers good work, good living

Article by Lou Fioto
North Atlantic Division
Photos by John Rice
Europe District

The U.S. Army Corps of Engineers is overseeing more work than ever in Israel. What started as construction oversight support after the Wye River memorandum in the late 1990s led to several military construction projects in Israel for Europe District. These projects, which include runways, barracks, and high-tech command centers, help the Israeli Ministry of Defense execute their mission of national defense.

According to Maj. Sebastian Pastor, deputy area commander of the Israel Area Office, there are also wonderful travel opportunities, cultures to learn about, and lifelong business partnerships waiting to be explored.

"There are so many rewards of living and working here that I don't think I could name them all if I tried," Pastor said. "We oversee valuable and technically challenging work for great customers in perhaps the most historically interesting country in the world. And the beaches are awesome."



The Tel Aviv Promenade is an example of the beautiful beaches in Israel.

Contractor perspective

Moti Shukron of M+W Zander, an architecture, engineering, and construction services firm, agrees that working on technically challenging facilities in Israel is a reward in itself.

"The critical nature of the projects is reflected in the high standards of quality and project management that are required by the specifications," Shukron said. "By meeting the requirements of the Corps of Engineers' safety and construction quality control program and by building the projects to both American and Israeli regulations, we ensure excellence in the finished product."

Shukron also said M+W Zander is proud of the valuable work it has completed with USACE, including the largest Military Operations in Urban Terrain site in the world.

"We're proud of the challenging projects we have designed and built for USACE in Israel over the years," Shukron said. "We fully understand and appreciate how important these facilities are to Israel and security of Israeli citizens."

Similar comments have come from Se Ung Kim, president of Cosmopolitan, Inc. The family-owned overseas construction contractor has built U.S. government facilities since 1973, but only recently ventured into Israel.

"It has been a privilege to work with USACE in the Holy Land," Kim said. "Living and working in Israel has benefitted us personally as well as professionally. My wife travels with me. My son, Brian Kim, serves as our firm's project manager, and his wife is also here in Israel with us."

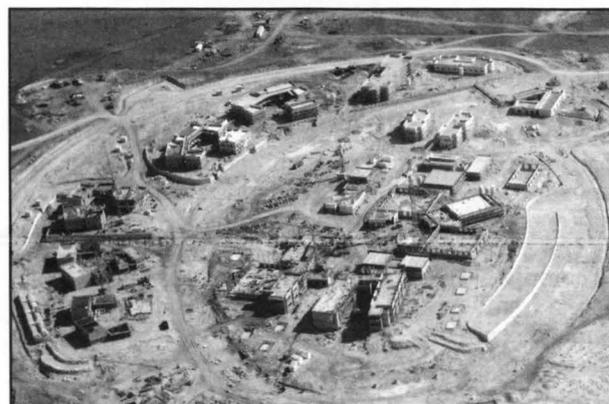
Cosmopolitan is currently building new aircraft hangars at Nevatim Air Base, located in the northern part of the Negev Desert.

"We're impressed and humbled by the friendliness of the people, as well as the unforgettable terrain," Kim continued. "We're eager to pick up more work here in Israel. In the past year, we have developed many strong local subcontractor relations as well as resources in other neighboring countries."

Europe District perspective

Two Europe District project engineers working in Israel, Gary Jones and Ofer Davidi, come from different backgrounds but share a fondness of Israel.

Jones, an American from Cincinnati, is working on an \$8 million vehicle maintenance complex, which includes a major repair building of more than 3,000 square meters. He has also worked on a project to



The Northern Infantry Training Base (shown left while under construction) and the Nachshoim Dry Storage Base are just two of the many projects that Europe District has awarded and managed in Israel. (Photos courtesy of Europe District)

upgrade ammunition bunkers and will soon begin work on a \$20 million project to build maintenance shops, hangars, and headquarters to support unmanned aerial vehicles.

Davidi, an Israeli, is working on several projects totaling \$50 million. They include a hangar project for maintenance of Boeing 707s and C-130s, a squadron complex and memorial center for the Israeli Air Force, a hangar project for an airdrop unit, and a base commander office complex. Previously, he helped build F-16 squadron complexes on Israeli Air Force bases.

Both will tell you that working in Israel is challenging, exciting, and rewarding.

"Working here in Israel has been a great experience," Jones said. "I came here after doing a tour in Iraq, and the work has a bit of the 'point of the spear' feel that I experienced there. We work on the bases that the Israelis will fight from in a conflict."

"Of course the upside is that we live in great housing with our families, have great beaches, wonderful cultural and recreational opportunities all around, and have warm, sunny days most of the year," Jones added.

"I think USACE is building a strong reputation here for delivering quality construction, and the fact that we are strengthening the capabilities of such an ally is just icing on the cake," Jones said. "I also think we're changing the way the construction industry in Israel views safety and quality in a positive way."

"For me, working in Israel with USACE is like 'dancing in two weddings,' which is an Israeli expression," Davidi said. "First, I get to work with



USACE, an organization with years of experience and a business culture that adds a lot to the construction environment in Israel. Second, my work with USACE is supporting my homeland, which gives me great joy."

Security

Security is perhaps the biggest worry for Americans who are considering working in Israel, and all U.S. government employees in Israel receive danger pay. But Jones says the threat of violence is exaggerated.

"The biggest danger here is getting addicted to hummus," Jones said. "I've been here 18 months. In that time there have been no bombings. There have been rockets out of the Gaza Strip aimed at Israeli towns, but they are inaccurate and there haven't been any for the past several months. They don't reach the part of the country where most of us live."

"The only restrictions on us are that we can't use trains and buses, and we're encouraged to avoid high-profile, large-crowd events," Jones added. "Security is serious business here, and the Israelis do it well. There are guards at the entrances to most malls and shopping centers, and you pass through metal detectors and have your bags checked just like I did at a Reds game back home in Cincinnati. The embassy hires roaming guards who check our homes regularly, 24-7-364. (They don't on Yom Kippur, when nobody in the country drives anywhere.) I let my daughter walk several blocks to her friend's house at 11 p.m. without a second thought."

Team manages USACE radio needs

Although advances in radio technology provide benefits, they also pose a challenge to users who need to keep abreast of the changes and maintain an up-to-date understanding of the technical requirements.

Fortunately, the Army Corps of Engineers Information Technology (ACE-IT) organization has a resource to help USACE customers meet this challenge. It is the ACE-IT Enterprise Assurance Division's "Integrated Solutions Section, Radio and Frequency Management Team" or "Radio Team" for short.

Mission-essential -- The team has a big job, and an important one, because radios are essential to the Corps' day-to-day missions.

Emergency operations personnel use radios to communicate with deployed personnel, a critical function during emergency ops and disaster response.

Park rangers talk with other rangers, their headquarters, and other agencies.

Dredge crews use marine radios on the waterway to talk with people onshore.

Lock operators use marine radios to talk with towboat captains when the boat approaches a lock and as it passes through.

Surveying units use frequencies to transmit data between instruments.

ERDC researchers use transmitter frequencies to transmit data from instruments to central receivers in research and development projects.

Data transmission users exchange data via satellites and remote systems/equipment.

The solution -- Rapid advances in wireless radio technology provides many benefits to those who use radios, but keeping up with those changes, and applying them, is a challenge. Cell phones are a good analogy. You don't have to be able to take a cell phone apart, or understand the latest advances, to use a cell phone. But if your cell phone quits working, or if you want the latest technology, you want experts who understand the equipment.

That's where the Radio Team comes in -- they are the experts. The team is led by Greg Formosa and includes Joe Petitt, Tom Jenkins, Rich Costello, and Bob Lofts.

Industry partners contributing to the team are Joe Reepe of Lockheed Martin, the lead for radio refresh, and Eddie Pettis of EMCO. Eddie Pettis works all of the radio support request tickets (including hiring lo-

cal support providers), and portions of the radio refresh studies, etc.

Another key contributor is Janice DeWitt from Corporate Information in USACE Headquarters, the team's project manager for radios and frequencies. She helps ensure that districts properly plan and manage the radio infrastructure during its life cycle, and are charged fairly for radio services.

The Radio Team travels throughout USACE helping customers with wireless radio technology. Among the many ways the Radio Team provides assistance:

Purchase of new radio systems — Manage the centralized process for both radio purchase and frequency approval, including writing the technical statement, the statement of work, etc.

Radio repair — Provide interface with the customer and direct work by EMCO on trouble tickets.

Frequency management — Handle requests for new frequencies through the entire approval process, track the frequencies in use (9,000-plus by USACE), and handle the renewal process (review and re-approval required every five years for all frequencies).

Refresh/transformation of radio systems — Execute the refresh/transformation of radio systems, including a comprehensive program of evaluating needs and thorough review of functional requirements to assist customers in modernizing radio system infrastructure.

Communication towers — Assist radio users with the many USACE towers across the country by inspecting the towers, developing recommendations for upgrade or repair, assist with arrangements for repair, ensure that towers are properly registered, and upgrade towers with modern long-term monitoring systems to meet legal requirements.

Spectrum Relocation Act — Support customers to comply with the act when radio users have to vacate a frequency. Help the users shut down the systems, procure modern infrastructure with funds from the federal government's Spectrum Auction Fund, and meet the requirements for reporting to the Office of Management and Budget (OMB).

Other radio system needs — Provide a wide variety of other radio system support such as ship radio authorization, working with other agencies that have flood control radio systems, and agencies with specialized radio requirements such as the radio quiet zone for the National Radio Astronomy Observatory in West Virginia.

Blessing in disguise -- The requirement to comply with the Spectrum Relocation Act is a blessing in disguise for many USACE radio users. Compliance with the act normally requires that new equipment be purchased to enable the use of new frequencies and, through this act, funds are available for that purchase. So customers get a modern radio system without paying for it out of their budget.

Modernizing the USACE radio infrastructure with Spectrum Auction Funds involves:

- Portions of the public radio frequency spectrum were auctioned off to private companies to make more of the spectrum available to the private sector for wireless communications.

- The Spectrum Relocation Act requires federal agencies to relocate their frequency usage from 1710-1750 megahertz to other portions of the spectrum.

- New radio equipment is normally required to use the different frequency spectrum.

- Money is available from the Spectrum Auction Fund to pay for the required change in equipment.

- The Radio Team can help users when they must vacate a frequency to shut down the old system and remove it, procure a modern system that meets the requirements for the new frequencies, and report to OMB as required for users of the Spectrum Auction Funds.

Radio Team benefits -- The Radio Team uses a streamlined process to assist customers with their wireless radio needs. Whether the customer must make a major infrastructure addition to a large radio system or just needs a simple radio repair, they initiate the request by calling the ACE-IT Enterprise Service Desk. All radio requests go to the Radio Team, which provides the technical expertise.

The Radio Team also helps customers improve the performance of radio systems by managing the processes to ensure long-term planning for each system. Instead of reacting when a need is identified, the Radio Team fosters a planned-system approach.

The Radio Team has helped sites obtain funds from the Spectrum Auction Fund to pay for radio system infrastructure upgrades. This allows customers to get modern equipment with superior performance and reliability without spending funds from their own budgets.

(This article was a collaborative effort by the Radio Team members and ACE-IT leadership.)

HR Corner

Resources aid career development

Individual career development is a vital part of moving the U.S. Army Corps of Engineers from "good to great." There are many resources to assist with the training and development process. It is imperative that supervisors and employees discuss career growth and what is needed to enhance skills. Individual development plans should be reviewed and updated as needed. In addition, career program managers serve as an excellent resource to obtain information about particular career paths.

Ultimately, each employee is responsible for managing their own career development. Individuals are encouraged to consider and pursue the many training and employee development options available, and the following information will assist them in this effort. The information is not all-inclusive, and employees should work with their management team, career program manager, human resources specialist, and local training coordinator.

Among the training resources available are:

Civilian Education System and the progression

of civilian courses. The Army Management Staff College Web site is www.amsc.belvoir.army.mil/

USACE Learning Center at <http://pdsc.usace.army.mil/>

Army Civilian Personnel — Career information, jobs listings, and long term training opportunities. The Web site is <http://cpol.army.mil/index.html>

Review the U.S. Army site to keep current with Army issues at www.army.mil/

Learning Organization Doctrine — There are courses that provide a shared understanding of the Learning Organization Doctrine and how it relates to implementing USACE 2012. See <http://ulc.usace.army.mil>

Leadership Development Program — These programs may be sponsored by the district and may require a competitive selection process. The program was created to ensure common language regarding leadership, align with the learning organization, and provide systematic understanding of learning.

Human Resources (HR) for Supervisors

course — A comprehensive course in basic HR concepts and Web-based HR tools for new military and civilian supervisors.

Supervisory Development Course — Mandatory for all new supervisors (military and civilian) of civilian employees.

Foundation Course — Available for interns, team leaders and supervisors.

Senior Service College Programs — Provides training opportunities for senior leaders.

Office of Personnel Management — OPM offers a variety of employee and leadership development courses. Their Web site is www.opm.gov

USACE has an exceptional workforce, and the organization continues to champion additional ways to build "great" employees through career development. Therefore, it is important that individuals take advantage of the opportunities available.

For more information, contact your local Civilian Personnel Advisor Center (CPAC) human resources specialist, or training coordinator.

Around the Corps



Shigeru Yoshimoto receives the Bronze DeFluey Medal from Lt. Col. Rick Davis, deputy district engineer of Japan District.

DeFluey Medal

Shigeru Yoshimoto, an engineer in the Okinawa Area Office of Japan District, has received the Bronze Order of the de Fleury Medal during ceremonies at Camp Zama, Japan. The medal is awarded by the Army Engineer Association to recognize those who have rendered significant service or support to an element of the Engineer Regiment.

Yoshimoto received the honor to recognize his 30 years of service to USACE in Japan District. The citation said that Yoshimoto's contributions "have positively impacted thousands of service-members, civilians, and family members serving in Okinawa and Japan, as well as many future engineers."

Yoshimoto plans to reside in Kapolei after retiring from government service this year.

Raystown Lake trail

Baltimore District joined its partners May 9 to open the Allegrippis trail, a hiking and biking trail at Raystown Lake in Pennsylvania.

The Allegrippis mountain bike trail is a 30-plus-mile stacked loop trail system that allows riders to choose multiple routes. The loops closest to the trailheads are beginner sections, with increasing challenge further into the system. The trail covers about 4,000 acres and traverses a variety of terrain.

In September 2002, USACE and the International Mountain Bikers Association (IMBA) signed a memorandum to develop the trail. A year later, IMBA hosted a trail-building school to build a demonstration trail. Between 2004 and August 2007, The Friends of Raystown Lake and others received grants of about \$400,000 for design and construction.

An IMBA trail crew began construction in October 2007. Many volunteers performed finishing work behind the mechanized construction, including trail tamping, raking, and sign installation.

Mechanized construction was completed in September 2008. Organizers estimate that volunteers gave more than 2,500 hours for the project. Baltimore District accomplished this mission with support from The Friends of Raystown Lake, which kept the partners together, assumed trail ownership, and coordinated work efforts.

CP-18 interns

The Career Program 18 (CP-18) intern training program helps interns learn skills needed in the workforce. The Engineer Research and Development Center (ERDC) supports CP-18 by hosting interns and introducing them to research and development (R&D).

ERDC encourages Army CP-18 interns to use one

of their optional four-week rotational assignments to learn more about ERDC and to familiarize with R&D and technical support activities.

Kenneth Rush, a CP-18 graduate working as an electrical engineer at the National Geospatial-Intelligence Agency Integrated Programming Office at Fort Belvoir, Va., recently completed a four-week rotation in the Information Technology Laboratory in Vicksburg, Miss.

Although many activities impressed Rush during his ERDC rotation, the guided tour of the lab stands out. "I was delighted that the staff took considerable time from their day to host my arrival and provide a generous question-and-answer session," he said.

Cheryl Webster, a CP-18 graduate in Baltimore District's Construction Division, did her four-week rotation with the Topographic Engineering Center in Alexandria, Va.

"I requested a rotation at TEC because I was interested in learning about what TEC does," Webster said. "I'm interested in expanding my knowledge of GIS and learning more about the geospatial data that the Corps uses, so I thought a TEC rotation would be a great experience and networking opportunity. I feel that the rotation accomplished the ideals of what the intern program is all about, and I benefitted by observing the R&D side of the Corps."

For more information about a CP-18 intern rotation at ERDC, contact the ERDC training coordinator at 603-646-4781.

Education partnership

The Cold Regions Research and Engineering Laboratory (CRREL) and the University of New Hampshire (UNH) recently formed a partnership in education program. The purpose is to encourage study in biology, earth science, and engineering, focusing on the environment; developing innovative man-made materials; designing infrastructure; and developing computer-based data management systems.

"We're pleased to have this partnership with CRREL," said Dr. Janet Campbell, interim vice president for research at UNH. "It provides excellent opportunities for our students and faculty to engage in meaningful research. In the past, individual faculty members have enjoyed collaborations with CRREL, but this partnership will expand our interactions to include students and more faculty."

The partnership includes involving students in government research, teaming with UNH faculty on ERDC research, government researchers serving as mentors and classroom instructors, and opportunities for sabbaticals at each other's institutions.

"A partnership such as this is a win-win," said Dr. Jon Zufelt, CRREL technical director for Earth Sciences and Engineering. "Students get exposure to science and technology in the workplace, and researchers share their knowledge and experiences, thereby extending a helping hand to the researchers of tomorrow."

Small Business Manager of the Year

The Department of the Army will award St. Paul District employee Tom Koopmeiners the Small Business Programs Manager of the Year award this month in Las Vegas at the National Veteran Small Business Conference and Expo awards luncheon.

Koopmeiners competed against other award-winning small business program managers throughout the Army to be selected as the Department of the Army recipient.

He received this award for his management of the district's small business program. The district exceeded its small business goals for two years in a row, and ranked third USACE-wide for overall success. Koopmeiners also provided guidance and for-

mal instruction to other small business program managers throughout USACE.

Fuel storage facility

It is common knowledge that modern armies run on fuel. To supply that unquenchable thirst for gasoline and jet fuel in Iraq, Gulf Region Division coordinated the construction of the Theater Strategic Fuel Reserve Center on a 15-acre site at Contingency Operating Base Speicher outside Tikrit.

The \$16.7 million project, managed by Gulf Region North District's Tikrit Resident Office, included building a 5,000-barrel welded gasoline tank and eight 10,000-barrel steel bolted aviation fuel tanks, all built on concrete pads. To ensure the efficient and safe transfer of the fuels at the facility, the design included line containment dikes, gravel roadways, and concrete refueling truck stands.

The project was completed in March. The Perini Company, a Turkish-based construction firm, was the general contractor.

"You can't put a price on the worth of this project because it provides the Iraqi army a safe facility to use as a refill site or a bulk storage area for fuels," said Lt. Col. Bettina Moncus, deputy commander of the 211th Regional Support Group. "This permanent system greatly extends the life cycle of bulk fuel storage since our current system of fuel bags only has about a two or three year life-span."

Unknown soldier memorial

Gulf Region Division has returned Iraq's unknown soldier memorial to the Government of Iraq.

The tablet had resided for a number of years outside of the Gulf Region Central District office on Freedom Compound in the International Zone. But its history is mysterious.

"We don't know how it got here," said Capt. Chad Wendolek, officer in charge of the GRC office. "We know it is significant to the Iraqi people, and we wanted to put it in the right hands."

Wendolek said that GRC wanted to find a home for the table before they move to the Victory base Complex this summer.

The return was conducted in partnership with the Cultural Affairs Department of the U.S. Embassy.

Judge Arif Abdul-Razzaq al Shahin, president of the Iraqi High Tribunal, said "We are happy to have the tablet. We want to preserve our history."

The inscription reads in Arabic:

"The Unknown Soldier Monument has been constructed in the era of President Saddam Hussein, secretary general of the National Leadership of the Baath Arab Socialist Party, the President of the Republic Amanat of Capital Baghdad. 1402 Islamic Calendar, 1982 AD"

The tablet will be in the Museum of the Iraqi Genocide, scheduled to open this month in Baghdad.



Capt. Chad Wendolek moves the bronze tablet to its new home at an Iraqi secure storage facility. The tablet is the Iraqi memorial to their unknown soldier.

NCOs few in Corps, but do many jobs

By Bernard Tate
Headquarters

(This is another in the command sergeant major's quarterly messages to the U.S. Army Corps of Engineers.)

Most people think of the U.S. Army Corps of Engineers as a civilian agency with some Soldiers in it. But Command Sgt. Maj. Micheal Buxbaum has a different take.

"We're really a green-suit Army organization; we just happen to have a lot of civilian employees," said Buxbaum, the USACE command sergeant major.

The command sergeant major has a point — USACE is an Army direct reporting unit, led by Army officers. USACE also has a sizeable group of noncommissioned officers, commonly called NCOs or sergeants. When asked to estimate their number, Buxbaum thought for a few moments, and then said "Counting our NCOs in Afghanistan and Iraq, we have a couple hundred. That doesn't count the 249th Engineer Battalion (Prime Power). All of their prime power Soldiers come to them as either E-4 promotable or sergeants. So 90 percent of the 249th's Soldiers are NCOs."

The Army designated 2009 as the Year of the NCO, and Buxbaum wants to highlight what USACE sergeants, and NCOs in general, bring to the table.

"It's not like years ago when the NCOs were just someone on the ground level getting things done," Buxbaum said. "Today, NCOs are just as well-educated as many of our officers. In a lot of cases, because officers are often required to travel on TDY or some other tasker, they put NCOs in charge temporarily. So you could have a master sergeant holding down a major's job for awhile.

"So a lot of the old limitations aren't there any more, and the Army wants to highlight that in 2009," Buxbaum said. "Today's NCOs are more than just a set of stripes and a loud barking voice. We're critical thinkers, we're tactical thinkers, and we play a critical role. The Chief of Staff of the Army states that 'America's strength is its Army.' You can take that one step further and say the Army's strength is the noncommissioned officers. We've always been called the backbone of the Army, and 2009 is an opportunity to highlight that."

Except for a few official slots like the command sergeant major or the 249th Soldiers, most of the Corps' NCOs are activated Army Reservists or National Guard — citizen Soldiers who volunteered for activation with USACE, or were activated to fill a need. Most are experienced senior NCOs — staff sergeants, sergeants first class, master sergeants, and even sergeants major.

Those NCOs fill a surprisingly wide variety of jobs in USACE.



Sgt. 1st Class Kurt Holzer poses with students at Al Abrar School in Iraq. Behind him is Staff Sgt. Tim St. Clair. (Photo courtesy of Gulf Region Division)

"Here in Headquarters we have NCOs down in Human Resources, and the general's driver and his aide are NCOs," Buxbaum said. "In the districts we're putting them in operations and security slots. We've even got some working as contract specialists, overseeing contracts and quality assurance and quality control. So pick an area and there's probably an NCO working in it."

Leadership is a primary role for NCOs everywhere in the armed forces, even in USACE where there are almost no lower enlisted Soldiers.

"Our NCOs aren't doing a lot of traditional squad leader and platoon sergeant leadership, but many of them are still leaders," Buxbaum said. "For example, in one case we have a master sergeant in a security section. He's the military security manager, and three civilian employees work for him. So he looks at himself as their squad leader, making sure things get done.

"In Iraq and Afghanistan, a lot of our NCOs see themselves as squad leaders making sure the civilian employees have all their battle gear and know how to use it properly. And they keep track of security and the latest intel. So they're still in a leadership role; they're just taking care of civilians."

Buxbaum was hard-pressed to single out a few NCOs who do especially good work.

"Oh, there's a bunch of 'em," he said. "I'd have to start with Sgt. Maj. Jeffrey Koontz in Los Angeles District. He took me on a tour of the border fence, which is an amazing project.

"There was Master Sgt. John Walls in Europe District," Buxbaum continued. "Any USACE employee returning from Iraq or Afghanistan, if you went through Europe he personally tracked you, stayed with you, and visited you. Master Sgt. Walls was a phenomenal NCO doing phenomenal work.

"Then you've got all the guys in theater. There's a



Staff Sgt. Jessee McKee (right) discusses a road project with the district sub-governor of Jaghato in Afghanistan. (Photo courtesy of Afghanistan Engineer District)

list of them as long as your arm," Buxbaum added. "The Soldiers we have in Iraq and Afghanistan are doing excellent work that makes a difference in those countries. All of them are volunteers. They went to their National Guard or Reserve unit and said 'I want to volunteer for a tour with USACE as a Soldier.'"

Some Army major commands have planned celebrations for the Year of the NCO. Because USACE is subdivided into independent divisions and districts, no command-wide events are planned.

"But we *do* have opportunities, and I've talked to district and division commanders about that," Buxbaum said. "You can highlight the NCOs you have in-house. Whether they are active duty, National Guard, or Reserve, tell your folks about them and what they do. 'This is Master Sgt. Jones, and this is what he does for us.' That's a little different for us, because most of the time we NCOs aren't used to being forward in the limelight.

"But noncommissioned officers really do bring something to the table in USACE," Buxbaum said. "They may not be degreed engineers; they may not have all the scientific background. But they bring the common sense, boots-on-the-ground, get-your-hands-dirty mentality that is a huge plus to our business. So introduce your NCOs and tell people what they do.

"And the main thing I would like everyone to do, if you have NCOs working in your area, talk to them," Buxbaum added. "Find out what makes them a sergeant first class. Figure them out. They may be there only on a short temporary assignment, but they bring something to the table.

"I want everyone to get linked together," Buxbaum concluded. "If we can do that, not just in 2009 but in every unit where we have NCOs, we'll be a success. We'll go from good-to-great if we can do that, and I believe we can."

Omaha District

Continued from page one

Missouri River in the 1940s altered life for tribal peoples. "Gone are many of our ancient, river-bottom homes, our medicines, our sacred places, the earth lodge and tipi village and hunting camp sites created by our loved ones," the Native Americans wrote.

While many of the interactions between USACE and the tribes have been positive and beneficial to all, a number of the exchanges were acrimonious and one-sided, often to the detriment of the Native Americans on whose lands USACE projects often reside.

During the mid-nineteenth century, the U.S. government attempted to solidify its relationship and uphold its responsibilities to the Indians, with varying degrees of success, through vehicles such as treaties, legislation, and executive orders.

Former Omaha District employee Dave Vader explained that during the course of work he completed on the Missouri River master plans, he encountered a

mountain of work related to the tribes. Soon after 1987, when the Joint Tribal Advisory Committee developed a final report about the impact that the Pick-Sloan Plan had on the tribes, the tribes within Omaha District began demanding an "Indian desk" at USACE.

Omaha District responded. In 1992, it developed and advertised for a full-time Native American liaison. The position was the first of its kind in USACE. It helped provide visibility and accountability by the district on issues that affect Native American interests and cultural resources.

The position also created a new way for USACE, tribes, and other agencies to resolve problems and work in a manner responsive to the tribes and their unique status as sovereign nations.

The district continues to progress in enhancing its work relationship with the tribes. Awareness of tribal perspectives has seen numerous improvements since the early 1990s, and the partnership continues to grow.

Accomplishments

Throughout the years, the people of Omaha District have developed a rich tradition of responding to floods, earthquakes, hurricanes, and fires with technical skill and know-how. Since 2001, more than 100 employees have volunteered for service in Iraq, Afghanistan, Kuwait, and elsewhere to rebuild, and in many cases build, essential infrastructure as part of the Overseas Contingency Operations.

The 1,200 men and women of Omaha District are proud of their accomplishments and look forward to the next 75 years. There are plenty of facilities that need to be built for the Army and Air Force, many contaminated sites to be cleaned, and much work to be completed along the Missouri River to protect fish and bird species harmed by earlier work. The district has come far in its journey of accomplishments during the past 75 years, and the future looks bright.