



**Army Strong. Engineer Ready.**



**U.S. Army Corps  
of Engineers**  
Sacramento District

**2007 Annual Report**  
**U.S. Army Corps of Engineers, Sacramento District**

# From The District Commander

This is our second Annual Report to Customers and Partners. This update highlights the progress the Sacramento District made during the 2007 fiscal year and provides you with more insight into how our District operates. We cover the history of the Sacramto District, its missions and staff, how we're spending your money and how we'll continue to serve you in the future.



Col. Thomas C. Chapman

I'd also like to take this opportunity to encourage you to notify me or my staff to address any issues you may have concerning our service to you. You are our customers and partners and, as such, we have the responsibility to provide you with the service that you expect and deserve in the most efficient, cost effective, transparent and responsible manner possible. We work very hard to do that every day.

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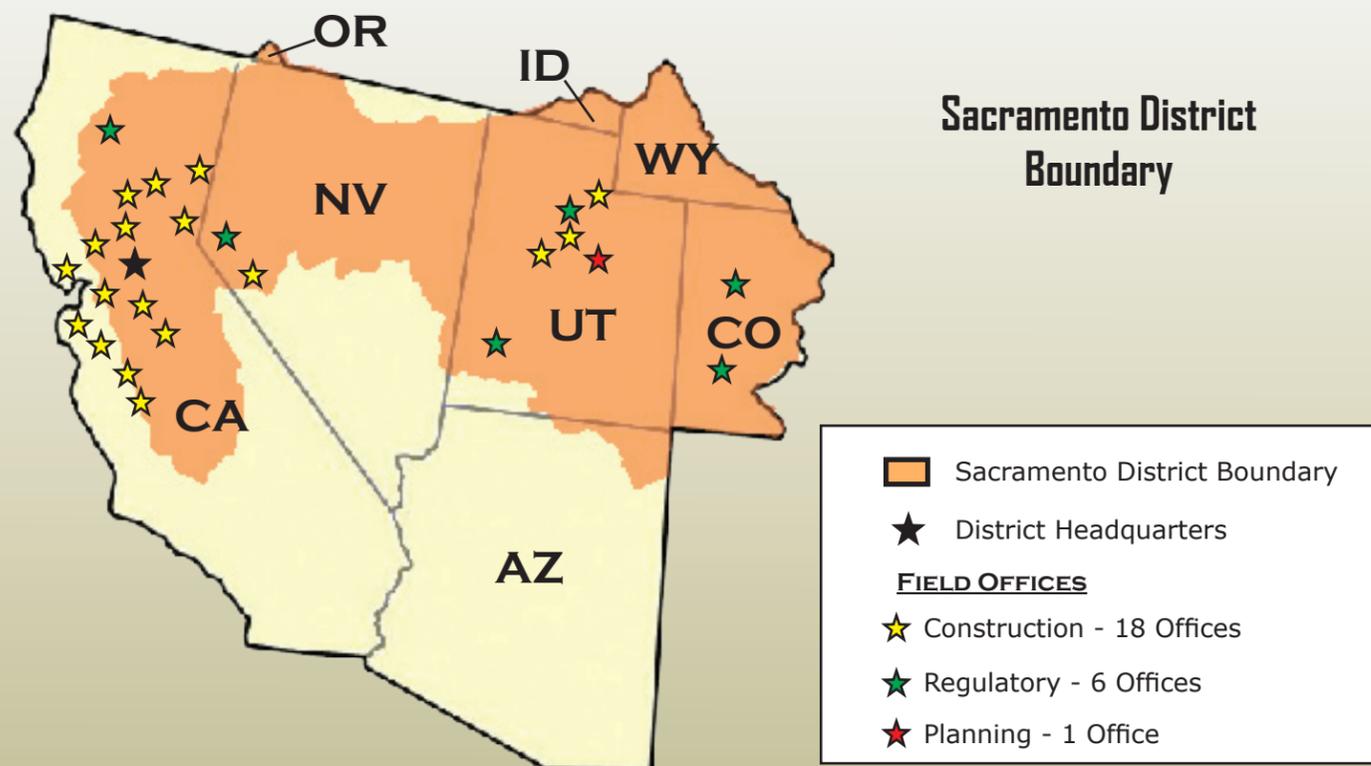
[www.spk.usace.army.mil](http://www.spk.usace.army.mil)

# Serving you since 1929

The U.S. Army Corps of Engineers, Sacramento District traces its origins to the California Gold Rush, when in 1893, Congress charged the Corps of Engineers with regulating hydraulic mining to control debris that clogged Sacramento Valley rivers. In 1929, the Sacramento District became an official Corps District, and now serves as the Federal engineer for parts of eight Western states.



In its early years, a handful of people composed the Sacramento District and assembled at Sacramento's Clunie Hotel. They worked in survey parties and snag boat crews, whose major task was to improve navigation on the Sacramento River. At the time of its creation, the Sacramento District was bounded by California's great Central Valley, which includes both the Sacramento and San Joaquin Valleys and Rivers. These two powerful waterways established one of the largest drainage systems in the country. The area also contains a delta at the Sacramento River's mouth, which along with the Mississippi Delta, is one of the United States' two delta regions.



Missions	# of Projects
Civil Works	177
Military	132
Interagency & International Services	46
Hazardous, Toxic & Radioactive Waste	466
Reimbursable*	246
<b>Total Projects</b>	<b>1,067</b>

The Sacramento District began to expand into what it is today when it was called up for duty. World War II mushroomed the ranks and workload of the Sacramento District from 300 employees when the war began to more than 2,000 District employees by the end of 1942.

During the war, the Corps completed thousands of mobilization construction projects, including arsenals, production plants, storage depots, training schools, ports of embarkation, hospitals and numerous other projects.

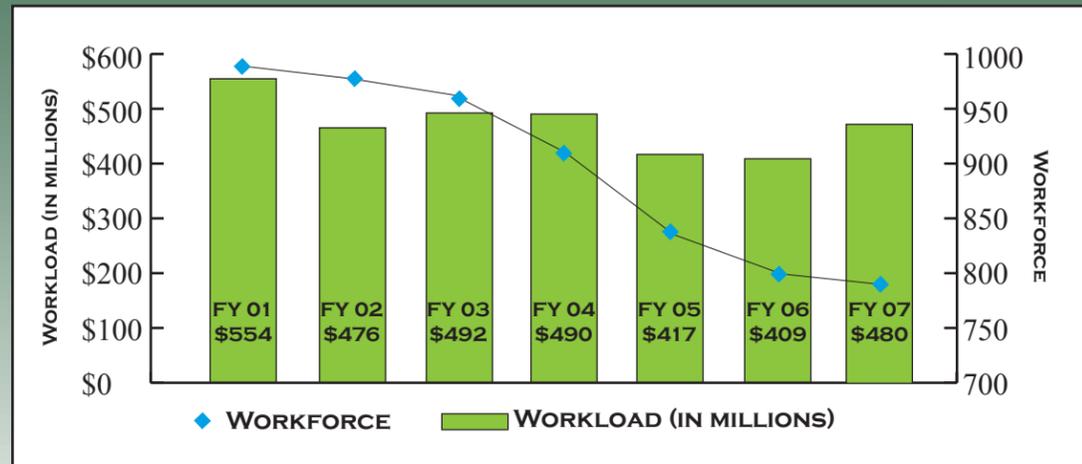
In 2007, the Sacramento District employed approximately 800 Department of Defense civilians and uniformed personnel and oversaw civil works and military engineering concerns in parts of Arizona, California, Colorado, Idaho, Nevada, Oregon, Utah and Wyoming.

While our mission has broadened and changed over the years, one thing has remained constant - the District exists to serve.



# The Bottom Line

## Workforce vs. Workload



During the 2007 fiscal year, the Sacramento District saw its staff continue to hover around 800 employees, which is about 200 full-time employees less than the District employed just seven years ago. However, in comparison with other recent years, 2007 was a boon for workload, as the amount of work ballooned up to \$480 million.

### Maximizing your dollar

When our customers pay for a project to get done, they are bidding on not only the actual costs of the project, but also the not-so-obvious costs associated with getting the job done. These costs would include the electricity, working space fees and benefits, among other things, for all of the Sacramento District team.

One way that the Sacramento District worked to lower those costs for our customers in 2007 was reduce the number of security guards at Sacramento District Headquarters during non-peak hours.

The savings for 2007 amounted to about \$140,000 for the nearly six months of reduced service. Future year savings will be around \$270,000.

As part of this deal, the previous guard contract was renegotiated, agreeing on an arrangement that lowered the Sacramento District's annual costs by about 20 cents per square foot or about \$44,000 per year.



## What our customers and partners are saying about the Sacramento District

Each year, the Sacramento District asks its military, civil and agency customers and partners to take part in a customer satisfaction survey to rate our performance over the course of the last year. We rely on this information to improve our services to you – our customers and partners. This year, several hundred of you were given the opportunity to provide the Sacramento District with your responses in a variety of subject areas for our annual survey.

*The following is a summary of the responses compiled from our 2007 Customer Surveys:*

1. Overall Sacramento District and Corps-wide average ratings are increasing.
2. Every Sacramento District project team works hard to finish the product on-time and under budget. Our customers and partners expressed some concerns over our ability to continue to provide quality products on-time and under budget. Nonetheless, direct feedback during customer visits indicates mid- to high-satisfaction with almost all project-specific performance.
3. Overall, our customers and partners remain committed to the Sacramento District, saying that they would recommend us, we would be their future choice for future projects and services and their overall satisfaction with our products and services remains high.

Civil Works Program	
<b>Highest Performance</b>	<b>Opportunities for Improvement</b>
Treats as important member of team	Costs of Corps' products and services

Military Program	
<b>Highest Performance</b>	<b>Opportunities for Improvement</b>
Future Choice	Quality of A-E Services
Overall Satisfaction	Design Quality
	Environmental Support

*We will continue to work to improve by:*

1. Building and utilizing relationships to strive for increased customers completing a survey response, and use their responses to identify actions needed to improve performance.
2. Continuing to gather project-specific performance information to identify project and process-specific performance improvement priorities and actions.
3. Continuing Action Plans for individual customer and partner survey responses.

# Mission Accomplished

We are Department of the Army engineers, geologists, archaeologists, chemists, biologists, attorneys, real estate specialists, contract specialists, accountants, logisticians, historians, administrators, park rangers, scientists and support staff.

The expertise of our 800 staff members is reflected by the fact that many have obtained licenses or registration for their profession. The Sacramento District has more than 280 Certified Professionals, of which more than 150 are certified in the field of engineering.

## Small Business Program

The Sacramento District was one of six U.S. Army Corps of Engineers districts that was recognized and selected to receive the FY2006 Federal Achievement Award from the Department of Veteran Affairs. The award recognizes significant contributions by organizations or individuals that are dedicated to expanding business opportunities for veterans and service-connected disabled veterans and is given to those that meet or exceed the three percent statutory goal for contract awards to Service Disabled Veteran-Owned Small Businesses (SDVOSB).

The districts that were recognized are as follows:

<b>Sacramento</b>	<b>4.3%</b>	<b>Mobile</b>	<b>4.7%</b>
<b>Humphrey Center</b>	<b>3.6%</b>	<b>Omaha</b>	<b>11.8%</b>
<b>Jacksonville</b>	<b>3.7%</b>	<b>Nashville</b>	<b>3.4%</b>

There are two other districts that exceeded the three-percent SDVOSB goal in FY06, but have been omitted from the program due to data migration problems. These districts are:

<b>New York</b>	<b>3.7%</b>
<b>Savannah</b>	<b>5.4%</b>

To put this accomplishment in perspective, only about two or three Federal agencies have met the statutory goal of three percent. In FY06, the USACE-wide accomplishment for SDVOSB was 1.6 percent, which is just about the government-wide average.

USACE was also selected to receive the FY06 Army Small Business MACOM Award for accomplishments in two areas: the small business program and the 8(a)/small disadvantaged business program.

## Greg Bridgestock

### 2007 Installation Support Professional of the Year

Project Manager Greg Bridgestock was named the U.S. Army Corps of Engineers 2007 Installation Support Professional of the Year. The award is presented to Corps personnel that have demonstrated excellence in leading or performing work that is recognized as important to successful Army Directorate of Public Works operations at the Installation Management Command (IMCOM) garrisons, region or headquarters level.

Bridgestock, who works in the Military/Hazardous, Toxic and Radiological Waste (HTRW) Branch of Programs and Project Management, was selected from a field of strong candidates across the Corps by a USACE-IMCOM panel of judges.



## Mike Dietl

### 2006 Planner of the Year

Mike Dietl, planning division, was selected as the US Army Corps of Engineers' Planner of the Year Award for 2006.

Dietl was selected based on his leadership with the riverbank and levee erosion repairs at critical sites within the Sacramento River Bank Protection Project. His experience as a fisheries expert regarding the effects of bank protection on endangered fish species allowed him to work in an interagency, interdisciplinary planning approach and analysis to develop sustainable designs acceptable to resources agencies with opposing interests and goals. The designs resulted in no net loss of habitat for endangered species by creating approximately six miles of riparian floodplain berms. The berms provide habitat for listed species and contribute to the river's health and function in the degraded lower Sacramento River system, where little or no naturally functioning flood plains remain. These designs mitigated past environmental losses, provided years of enhancement and require little maintenance by the local sponsor.



## Larry Smith

### 2007 Government Civil Engineer of the Year

Chief of Construction Larry J. Smith was selected as the 2007 Government Civil Engineer of the Year Award. Presented annually to a distinguished civil engineer that has sustained outstanding civil engineering performance in the public sector, the Civil Engineer of the Year award was presented to Larry during the American Society of Civil Engineers's (ASCE) 137th Annual Civil Engineering Conference in Orlando, Florida.

Over the course of his 35-year career in public service, Smith has proven to have high character and professional integrity. Smith supervises and manages a resident office and professional staff including engineers of all disciplines, construction representatives, technicians, and administrative support. Larry has passed down some of his leadership skills as seven of his employees have received the U.S. Army Corps of Engineers' Hard Hat of the Year Award and one employee received the USACE Construction Representative of the Year Award.



# Civil Works Program

The Sacramento District works with state and local governments, as well as other public agencies like the Sacramento Area Flood Control Agency (SAFCA), to design and construct projects to protect human life, reduce flood damages, maintain navigation, restore abandoned mines sites and improve watersheds.

We provide assistance to large urbanized areas such as Sacramento and Reno, as well as smaller rural communities such as Hamilton City, California; Ruth, Nevada; Moroni, Utah and Mesa County, Colorado.



**Folsom Bridge**  
Folsom, California

Congressman Dan Lungren and Congressman John Doolittle joined Corps and City of Folsom representatives in February to commemorate the official groundbreaking and start of construction for the Folsom Bridge project. The ceremony marked the start of a significant project that will reconnect a vital corridor across the American River for Folsom, El Dorado and Placer counties. The four-lane bridge, which is being built about 100 yards downstream of Folsom Dam and will be approximately two-miles-long, was made necessary by the closure of Folsom Dam Road for security purposes.

*Photo on left is an artist's rendering of how the bridge will look when completed.*



## Napa River Flood Control Project

Napa, California



The project consists of modifications to provide the project area with a 100-year level of flood protection from the Napa River and Napa Creek. Modifications made to the channel include overbank excavation, vertical walls, floodwalls, levees, bridge modifications, pumping stations and flowage easements. The project will implement recreation trails and ecosystem restoration.

During 2007, the project continued work on an area between Hatt and First Street and completed excavation work on two other contracts. Planning and design will continue on the Napa Valley Wine Train Rail Road Relocation and Oxbow/Bypass as well as Napa Creek.

The Napa River drainage basin comprises 426 square miles and is just north of San Pablo Bay, approximately 40 miles northeast of San Francisco, California.

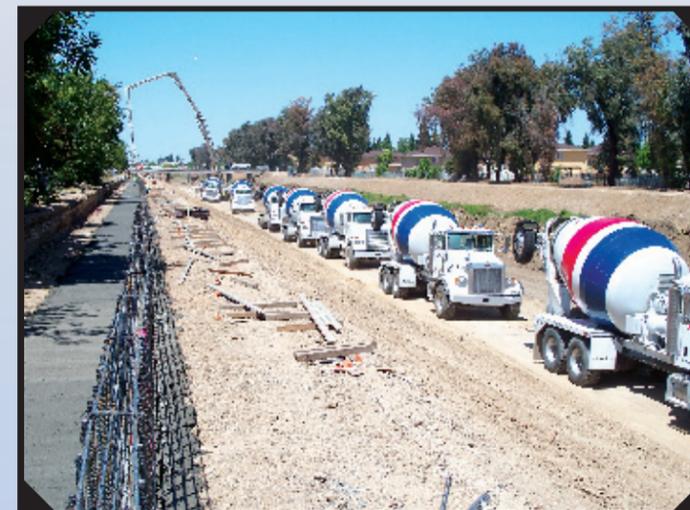


## South Sacramento County Streams

Sacramento, California

South Sacramento County Streams drainage basin is located in the southeastern portion of Sacramento County, California. The project consists of the Morrison Creek Stream Group Basin, approximately 180 square miles in size, and includes Morrison, Elder, Florin, Unionhouse and Laguna Creeks. Levees along Morrison Creek and its tributaries currently provide less than a 100-year level of flood protection.

The project will include channel and levee improvements, detention facilities, ecosystem restoration and recreational features. This year's activities included construction along Morrison Creek from the Union Pacific Rail Road to Franklin Blvd. Channel and levee improvements along the Unionhouse, Florin and Elder creeks were designed and will be ready for construction in 2008.



# Military Program

The Sacramento District Military Program primarily focuses on Air Force and Army funded construction projects, but supports other Department of Defense agencies as requested. Examples of Corps projects include the construction of barracks, hospitals, airfields, weapons-testing facilities and maintenance facilities.

As part of our regional efforts, we also support the Los Angeles District of the Corps of Engineers with the design of military facilities and projects.

## F/A-22 ABDR Training/Storage Facility

Hill Air Force Base, Utah

The F/A-22 Aircraft Battle Damage Repair (ABDR) Training/Storage Facility consisted of the design and construction of a new two-story, 23,680 square foot facility and the relocation of another small metal building at the site. Project included high bay hangar for training on airframe surfaces, bonding room with clean room environment, high bay storage area, administrative support, training classrooms, and storage. One classroom will be a Temporary Secure Working Area (TSWA). The facility requires classified security systems, wiring and communication lines.

The Corps' role was to design and implement all necessary features, inside and out, to yield a safe, complete and useable facility to hand over to the Air Force upon completion.

Construction of the facility was completed on July 26, 2007.



## Munitions Storage Modification

Hawthorne Army Depot, Nevada

The Munitions Storage Modification consisted of the design and the construction or modification of 14 munitions warehouses in order to store Defense National Stockpile Mercury. It will be stored in one gallon steel flasks within 30 gallon containment drums.

Previously, there was no power to the warehouses. The project's contractor, Alternative Structures Technology, brought in power for lighting and intrusion detection systems as well as fire alarms and smoke detection systems, which notify authorities through radio frequency signals, in each warehouse. They also repaired cracks in the warehouse flooring and installed curbing and containment devices for any possible mercury spills.

This project was designed 100 percent using Corps of Engineers in-house resources. The warehouses were done in phases starting in August 2006. Final construction was completed in July 2007.

## Fire Department Staging Facility

Dugway Proving Ground, Utah

In April 2007, Nakaya Construction LLC and HHI Corporation completed the construction of a Fire Department Emergency Services and Vehicle Storage Facility. The staging facility has five large vehicle bays to house fire department equipment and hazardous materials response equipment. Heating, ventilation and fire alarm systems were installed so the depot could relocate a second fire company and its equipment from the main area at English Village to the West Desert site ten miles away for emergency situations.



# Environmental Program

The Sacramento District provides environmental expertise in support of our Civil Works and Military missions. We evaluate the environmental consequences of proposed actions, as well as ensure compliance with environmental laws.

We prepare environmental documents, issue permits and design mitigation and conservation projects for wildlife habitat.

## Formerly Used Defense Sites (FUDS)

The Sacramento District conducts environmental cleanup of contamination at former military sites as part of a nationwide program. Cleaning these sites reduces the health and safety threat to nearby communities. There are approximately 450 suspected hazardous waste sites within the District boundary. In 2007, we worked on 41 of these sites.

The former Redding Army Airfield was one of the sites that the Corps of Engineers' FUDS team performed work. The site was used for the United States' World War II effort as an Army Airfield from 1942 until 1947, when a portion of the site was transferred to the City of Redding for use as a municipal airport. In 1949, the remainder of the site was transferred over to the City of Redding.

The Corps of Engineers, Sacramento District's FUDS team was tasked with the duty of removing an underground storage tank and two unused water wells. After removal, the team took soil samples and backfilled the excavated areas with fill material.



## Regulatory Division



In FY07, the Sacramento District's Regulatory Branch continued to make significant performance improvements, despite a number of challenges.

In March, Nationwide Permits were re-issued, including many revised and five new permits. The District was required to complete a large, complex supplemental decision document for the Nationwide Permits to address regional concerns and conditions.

New policy and guidance, including several new Regulatory Guidance Letters, were issued by Corps HQ. Of particular import was the guidance issued in June concerning implementation of the US Supreme Court Decision in Rapanos/Carabell. This guidance requires coordination with EPA and Corps HQ and substantially more effort on staff to complete determinations of jurisdiction.

In July, the Regulatory Branch was mandated to migrate to a new national automated information system, OMBIL Regulatory Module (ORM). The migration from the Corps' legacy AIS, RAMS, to ORM created considerable problems in transferring data, as well as staff proficiency with the new software.

Planning and execution of the Regulatory Branch's budget was challenging due to the year-long Continuing Resolution. By the end of the FY, the Sacramento District Regulatory Branch successfully executed over 98% of its budget.

During FY07, changes were made in the Regulatory Branch to enhance program efficiency and effectiveness. New district policy was created for several specific issues areas. Most notably is the revised policy on irrigated wetlands. Dedicated positions were also established for specific functions, including a wetland delineation expert and compliance officer. The compliance officer is responsible for rebuilding the Branch's capabilities to investigate unauthorized discharges and ensure permit compliance. In July, the Regulatory Branch re-organized, dividing its California-Nevada Section into two sections. New supervisors were hired, Nancy Haley and Kate Dadey, to lead the two new sections.

The Regulatory Branch had an outstanding performance year. The Branch's staff of 48 interdisciplinary professionals in eight offices issued:

- 111 individual permits, with no permits denied
- Over 1,100 verifications under General Permits, including about 900 for Nationwide Permits
- Over 1,900 jurisdictional determinations

# Recreation



**In California, the Sacramento District operates recreation areas (parks) at nine flood risk mitigation projects and one river project. The District welcomes approximately 2.3 million visitors each year to our parks.**

**Our district's goals include educating the public through community outreach efforts, as well as striving to provide our resource staff with new and innovative safety equipment. In 2007, a variety of programs were implemented to carry out our mission.**

## Park Employee Safety

Sacramento District employees have been researching and field testing new and innovative safety devices in the form of Inflatable Personal Flotation Devices for employees who are required to work on or near bodies of water. In 2007, U.S. Army Corps of Engineers Headquarters approved inflatable personal flotation devices to be worn by employees who chose to do so, and most Sacramento District field projects purchased and issued these U.S. Coast Guard classified "Type V" flotation devices to many of their staff. The new personal flotation devices offer improved safety features over the standard "Type III" jackets

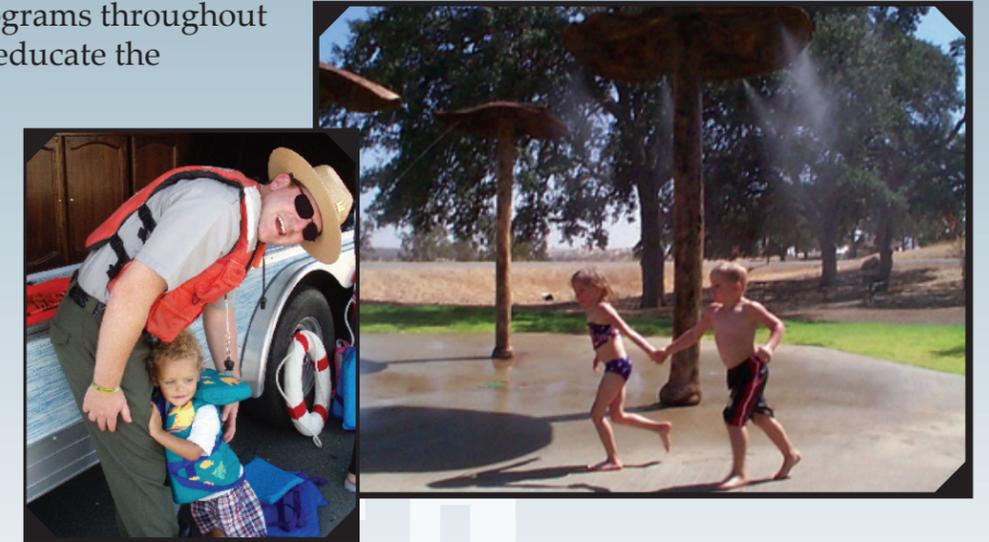
worn by employees for the past two decades. The new jackets offer a mechanism that triggers a concealed carbon dioxide cartridge which automatically inflates the jacket when submerged in water. By design, the personal flotation device keeps the wearer afloat in an upright position with the head above



water, even in an unconscious state. District employees are positively raving about the new jackets due to the degree of comfort, especially during the hot summer months.

## Community Outreach at Sacramento District recreation parks

Each year Sacramento District Parks implement interpretive programs throughout their local communities to educate the public on various topics including water safety, wildlife, environment, and promoting the USACE Mission. Most visitors to Corps parks are unaware of what the Corps is all about, and it is the job of the Park Staff to get out into the communities to change that. All Sacramento District Parks along with a handful of District Office employees participate in community outreach programs, and most partner with other parks to participate in large scale annual events throughout the state. All five Southern Operations Area Parks participate in the USACE booth at both the Tulare World Ag Expo as well as the Big Fresno Fair, which boasts an impressive attendance of 550,000 over a 12 day period every Fall.



The Kaweah and Success employees

display the District's Water Safety Trailer in the Annual Porterville Veteran's Day Parade. Smaller scale events in which Park Rangers participated in over the past year include the Folsom Water Safety Event in Folsom and the Salmon Festival held at the Nimbus Fish Hatchery in Rancho Cordova. In September, 2007 Sacramento District Park Rangers partnered up with Park Rangers from the San Francisco District for the Annual Ocean Conservancy Coastal Cleanup Day to bring together local Bay Area volunteers at the

Bay Model Visitor Center in Marin County. All Sacramento District Parks, along with most other governmental agencies who have park facilities, work diligently to plan, coordinate, and implement various small to large scale volunteer projects at the parks on the annually held National Public Lands Day each September.



# The Way Ahead

Looking back, Fiscal Year 2007 was a good building block for the Sacramento District and was successful in building stability in many areas. The District has struck a successful balance between workforce and workload as the Sacramento's declining workforce steadied out in 2007. With workforce holding strong and expertise being passed down to our younger personnel, the Sacramento District will be able to provide its customers and partners with even better service in the years to come.

Speaking of service, the Sacramento District scored well in its Customer Surveys. While the Sacramento District scored well in a number of areas in FY2006, they were always specialized aspects of service. According to Customer Survey data from military and civil works customers, in FY2007 our top three scores were more for the complete body of work, including the Sacramento District treated its customers and partners as part of the team, customers were highly satisfied overall and that the Sacramento District would be a future choice for work.

One point of emphasis for the Sacramento District has been to maximize the tax payers' dollars. We've done this in a variety of methods. One method is to cut costs where appropriate. The Sacramento District did this in 2007 by eliminating some leased space that was no longer needed and maximizing our security costs. We will continue to look for opportunities to maximize every dollar, whether it's reducing overhead costs or by effectively and efficiently working on numerous civil works and military projects.

In Fiscal Year 2008, the Sacramento District looks forward to the opportunity to continue building stronger relationships and improving our service for our partners and customers.

The Sacramento District will have a construction budget more than \$216 million for civil works projects and another \$92 million for military projects. Our Regulatory Division will continue to push for high performance and execution in regards to issuing permits effectively and in a timely manner. Our Water Safety Program continues to expand, sending water-safety expert Seamoor the Serpent across California to help make kids and adults aware of the importance of life jackets and water safety in general.

Finally, the Corps will continue to be on call. Providing support to the Armed Forces, through support of the War on Terror with the reconstruction of Iraq and Afghanistan and the recruiting program will remain an integral part of the Sacramento District. We will also remain on call to support any emergency. The Sacramento District stands ready to respond to any natural disaster whenever, wherever.

Most importantly, the Sacramento District is on call to support you—our customers and our partners. The Sacramento District exists to serve and we expect to provide even better service in FY2008.



**U.S. Army Corps of Engineers, Sacramento District**

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