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## Teaming up on environmental projects

### North Atlantic Division

In the 1990s, residents of the Claremont Development in

Manville, N.J., reported seeing a black oil-like substance discharging from the ground on their properties. An investigation revealed the area's ground contained high levels of creosote, a preservative to treat wood and a probable human carcinogen. They were unknowingly living on the grounds of a former wood treatment facility that existed more than 50 years ago.

The Environmental Protection Agency Region 2 asked the U.S. Army Corps of Engineers' New York District to perform the remediation of this 50-acre residential and commercial development that included the prompt relocating of residents from 17 homes. At the time, the district was unable to use its real estate office and reached out to the Baltimore District whose real estate personnel joined the team.

It was this flexibility to reach out to another district for assistance that moved this project forward and quickly relocated the residents from this environmental hazard.

The Federal Creosote Superfund Site Project is one of several North Atlantic Division (NAD) projects that formed a regional team that includes the customer to successfully perform environmental missions that not only met the needs of the public, but also proved to be a win-win for the Corps and customers.

### USACE 2012

Teaming up with other districts is the philosophy of USACE 2012 that is encouraging us to work more like a business and less like a hierarchical organization. Traditionally, we have worked primarily as stand alone elements. Now we are working more as regional

### *Why form regional tea.*

There are many benefits for both the Corps working in regional teams because they:

- **Produce better projects** — Having the fl people for the job from several districts ens for the customer.
- **Save money** — When you have the right are produced correctly from the start and m correcting problems.
- **Save time** — Because our organization is and laterally rather than hierarchically, proje early on in the project process.
- **Improve employee skills** — Team memt expertise of their fellow members, which en
- **Share lessons learned** — Team membe with one another that benefit present and fu
- **Provide support system** — Team memt projects, for personal or other reasons, are members that can step in for them.
- **Improve customer communication** —Si members, there is improved communication Corps better meet their needs.
- **Sustains Core Capability** — When you t several districts, this reduces the need to hi keeps the work in-house.

teams comprised of members from many districts, other divisions and our customers. This doesn't mean employees are being relocated to form these teams. Instead, we are working virtually through the use of various communication technologies.

### ***North Atlantic Division***

These regional teams are fully supported by Regional Business Centers that are operated by each of the Corps' eight divisions and headquarters. The North Atlantic Division's regional business center supports its six districts that include — New England District, New York District, Philadelphia District, Baltimore District, Norfolk District and Europe District.



Mandeep Talwar, left, project lead engineer, and Gam operation in progress.

The division has 3,926 employees who perform civil works and military missions as well as er for others and emergency response services for 62 million people in the northeast United Stat countries.

The North Atlantic Division started forming regional teams even before the USACE 2012 initia Federal Creosote Superfund Site Project is the first project of its size and complexity that mac team members from several districts and divisions. The division continues to show that teamv

### ***Federal Creosote Superfund Site***

The North Atlantic Division has the largest Superfund program in the Corps, more than 50 per funding. The Federal Creosote Superfund Site Project in Manville, N.J. is one of several large projects NAD's New York District has collaboratively with the EPA's Region II. The \$175 millic cleaning up of creosote that has contaminated the soil and groundwater of a 50-acre residenti property.

The project delivery team includes the NAD's New York District, as lead, Philadelphia District, well as support from other districts and divisions, as well as the customer, EPA Region II.

### ***Corps Benefits***

"In the initial forming of our project delivery team we wanted to tap the expertise of the New Y office, but they were occupied with other critical projects," said Gene Urbanik, New York Distri engineer.

"We needed depth and flexibility and decided to work with other NAD districts. For instance, w services of the Baltimore District Real Estate office, which supplied us with staff. Without this o have been able to efficiently relocate area residents, which would in turn have delayed the pro

### ***Customer Benefits***

"EPA and the project delivery team created a cost tracking system to keep on top of the project. Frisco, who manages the Superfund program for EPA Region II.

"Keeping track of our budget has become very important, especially in the last few years as the Superfund monies has exceeded the available program budget. This useful system was created promptly, in large part, due to the knowledge and expertise of the team members. The system monitors costs at Federal Creosote, but has also served as a boilerplate for other joint EPA/Corps projects."

*For more information on the NAD environmental projects mentioned in this article, please contact Joanne.castagna@usace.army.mil*

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