



**US Army Corps
of Engineers
New England District**

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Yankee Engineer

December 2008

District holds scoping meetings for South Coast Rail EIS

by Timothy Dugan
Public Affairs Office

The U.S. Army Corps of Engineers, New England District, has issued a Notice of Intent to prepare an Environmental Impact Statement (EIS) and conduct public scoping meetings for the proposed Massachusetts Executive Office of Transportation and Public Works (EOT) South Coast Rail proposal to establish passenger rail ser-

vice between Boston and New Bedford and Fall River, Mass. District officials held public scoping meeting on Dec. 2 in Dartmouth and Dec. 3 in Taunton, to listen to comments and concerns of Massachusetts residents interested in the project. Approximately 28 people attended the Dartmouth meeting and 60 people attended the Taunton meeting.

The EIS will be prepared pursuant to the National Environmental Policy

Act (NEPA) and with the intent to serve as a joint Massachusetts Environmental Policy Act (MEPA) and NEPA document that will comply with the procedural requirements of both state and federal law and serve as a combined Environmental Impact Statement/Environmental Impact Report (EIS/EIR). The state's MEPA review will be conducted simultaneously with the NEPA process.

The Corps, in consultation with the MEPA office, is developing the scope of the EIS/EIR and is seeking participation and input from all interested federal, state and local agencies, Native American tribes, and other concerned private organizations or individuals on the scope of the EIS/EIR. Significant issues to be analyzed in depth in the EIS/EIS include: impacts to waters of the U.S., including vernal pools and other wetlands; cultural resources; threatened and endangered species; transportation; air quality, including greenhouse gas emissions; noise and vibration; surface water and groundwater; hydrology and water quality; and socioeconomic effects.

The Massachusetts Executive Office of Transportation and Public Works has submitted an application to the Corps for an Army permit to discharge fill material into waters of the United

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Meeting participants examine alternatives proposed for review of the South Coast Rail Environmental Impact Statement.

Yankee Voices



Don Hassett
WE Committee Bake Sale

Congratulations

...to the **New England District Team** for their donation of 18 pints of blood during the Red Cross Blood Drive held on Nov. 21. According to the Red Cross, each pint of blood donated saves a life. The Blood Drive was sponsored by the Occupational Health Office.

...to **Paulo DaSilva**, Information Management, who was selected as the WE Committee employee of the month for December. DaSilva was recognized for his dedication and great customer service and technical support during the recent refresh of all the computers at New England District. Specifically, some of his customers at the project offices raved about his problem-solving skills, dedication, determination, professionalism, cheerful disposition and attitude.

...to **Jen Rockett** (Natural Resource Specialist - Franklin Falls /Blackwater Dams) and **Jeremiah Murdough** on the birth of their first son, **Lucas Rockett Murdough**, Dec. 7.

New England District goes green

by **William Mullen**
Regulatory Division

The new paper recycling program at the New England District has begun! This involves separation of paper into two separate lots:

1. "White Paper", and 2. "Mixed Paper".

White paper will be collected in various-size containers: small wastebasket-sized blue bins deployed in individual cubicles, larger-size totes deployed in selected areas/cubicles and near printers, and wheeled, large blue bins (only a few of these in each building).

The small wastebasket-sized blue bins that each of you have in your cubicles (or soon will have), are for white paper only. This means regular white printer-type paper. It is okay for the white paper to have color pictures on it, but colored paper is unacceptable. Staples are okay, but please remove any clips.

Please be aware that the small blue bins in your cubicles will not be emptied by the office cleaning folks at the end of the day. It is up to each of us to dump our white paper into the larger totes labeled "White Paper" or in the appropriate wheeled Blue Bins.

We don't believe that we generate enough "Mixed Paper" to make it worthwhile to equip individual cubicles with small bins for mixed paper. Please accumulate a bit, then bring it to the centralized "Mixed Paper" totes being deployed in select areas/cubicles. These "Mixed Paper" totes are for colored paper, glossy paper, large blue-line plans, heavier (almost cardboard stock) paper.

The wrappers from reams of paper are not recyclable due to a hard-to-detect thin plastic membrane in it that protects the paper inside from moisture.

Please use your trash bins only for food waste and rubbish.

Collection schedule:

Once or twice a week, your office's recycling coordinator will check the totes and dump them into the large blue wheeled bins. Only the wheeled bins will be removed for weekly recycling by the office cleaning contractors, for separate processing/recycling at a facility offsite.

If you have any questions on the program please contact Bill Mullen at 978-318-8559.

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Commander's Corner:

Col. Feir extends Seasons Greetings to the New England District Team

by Col. Philip T. Feir
District Commander



On behalf of my family I wish you the blessings of the season. This has been another wonderful year for us – the New England District has had a challenging year and has met every obstacle head on, most often with great success.

The District Family should be proud of all the accomplishments achieved in 2008. We celebrated our 233rd birthday this year and the Corps of Engineers continues to be as relevant and as necessary as ever.

Throughout the year, this District team showed its compassion to those in need and rallied to the call for help from across this great nation during hurricane emergencies and stood ready to assist in the War Against Terrorism. The District's assistance during these natural disasters and international efforts certainly was an example of the Corps' capability, responsiveness, professionalism, compassion and service to the nation. The call for help still goes out and you

are still answering – thank you for that.

We can all take great pride in the many things we have and in the things we have done this past year. As we reflect on 2008, we must also look forward to another year of challenges and opportunities. I am confident that this New Year will be as successful as the old. Your dedication

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- Col. Philip T. Feir

inspires me and my family, and I enjoy being part of an organization of professionals whom I consider extended family. Please enjoy the holidays with your family and friends and celebrate the season in your own way. Enjoy the spirit of the season, but do so carefully so that we can face the next year together.

As the New Year approaches, I would like to extend my gratitude for a job well done and wish the District Team and your families a safe, happy and healthy holiday season.

BUILDING STRONG!



Keeping in touch

Engineering retirees gather together for their annual "Old Times Hydraulic Engineers" Thanksgiving banquet at the Colonial Inn in Concord, Mass., Nov. 24. Present this year was (left to right): Chuck Wener (retired), Townsend Barker, Dick DiBuono (retired), Bob Mirick (retired), Bill Mullen, Farrell McMillan, Joe Finnegan (retired), and Larry Bergen (retired).

Native American pow-wow focus of EEO celebration

The Native American pow-wow Celebration was the main focus of the 2008 New England District Native American Heritage Month event held Nov. 19. Park Ranger Brad Clark was the keynote speaker during the presentation.

Farrell McMillan, Chief, Engineering/Planning, welcomed the audience and talked a little about the guest speaker's background.

Bob Leitch, the Native American/Alaskan Native Program manager, introduced Clark and noted his manner of dress. Leitch said there was a lot of culture that came from the Pow Wow dances and the clothing worn during the dances.

Clark, who is a Traditional Dancer, performed a dance typically seen at a pow-wow. After the performance, Clark, whose ancestors originate from the Crowe Nation, explained the different parts of the dance and the different parts of the regalia that he was wearing and what they meant. "The dance tells a story and the clothing worn illustrates the story," he said. "Instead of bragging about accomplishments such as a big kill during a hunt, a warrior would perform a dance that would tell the story for him."

The keynote speaker talked about the history of the pow-wow and said that there are different theories as to how the celebration began. Although the origins are unclear, Clark said that one fact is well known – that for a time pow-wows were held in secret because the Bureau of Indian Affairs banned Native American singing and dancing in public. No longer a secret, the modern day Native American pow-wow, whose season runs May through October, is a time to socialize, feast, dance, and to also listen to drums and singers. "It's hard to know exactly how the pow-wow started, but it's an amazing lifeline for modern Native

Culture, heritage, and tradition," he said.

All pow-wows are different, said Clark. Some are large; some are small and vary in duration. Each pow-wow has its own unique component. "With over 500 nations of Native People, there are bound to be different tradi-



Photo by Brian Murphy

Park Ranger Brad Clark performs a traditional Native American dance during the EEO presentation.

tions and beliefs, just as there are different languages," explained Clark.

The keynote speaker said that pow-wows are open to the public and that everyone is welcome to participate, as long as certain etiquette is observed. Clark listed many common sense rules that apply at the celebrations:

- There is no alcohol or drugs allowed at a pow-wow.
- The Arena is a sacred place and should not be entered unless invited.
- A dancer's outfit and the drums should not be touched unless an invitation is extended and photographs of

dances should only be taken if permission is granted.

"If you attend a pow-wow and are uncertain at any time with the procedure and etiquette, you can speak to the Master of Ceremonies or the Arena Director for clarification," he said.

Clark next talked about the drums and singers that perform at pow-wows. Clark is part of a group called the Black Thunder Singers that has performed at pow-wows all over New England. He explained the Native American drum is commonly referred to as the "Heart Beat of Native America," and that there are three major styles of drum groups: Northern, Southern and Eastern. As part of his presentation, Clark showed video clips of Northern and Southern style performances.

"The actual drum is respected as an elder, and as a person," he said. "Usually the singers pray and place tobacco on the drum prior to the start of the pow-wow each day."

In addition to the drums and singers, the dancers are an important part of the pow-wow. "Native people dance in celebration, ceremony and honor," said Clark. "The outfits they wear are their best to show respect to their ancestors and to

their culture. Their clothing is not a costume."

Each style of dance has a distinctive history and set of steps or movement that often tell a story, according to Clark. He talked about the common dance types of dance styles for men and women and showed clips to demonstrate the dances.

Clark concluded his presentation with a question and answer session. Leitch and McMillan thanked Clark for the presentation and awarded him a Bunker Hill plaque in appreciation for his efforts.

New England District travelers achieve 24 straight months of no delinquencies on travel credit card

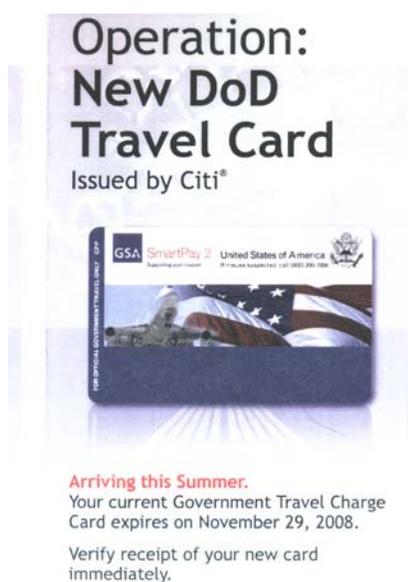
The Corps of Engineers is transitioning from using the Bank of America Government Travel Charge Card (GTCC) to the new Citibank card. The New England District Team is marking that transition by having the best credit in the North Atlantic Division.

The District is one of 52 charge card entities that are tracked through Department of Defense for ongoing performance in the area of Government Travel Charge Cards. For 24 months straight, the New England District had no delinquent payments on their credit cards. Kevin McKelvey, New England District's Agency Program Coordinator (APC), helps the District's 307 cardholders stay on the straight and narrow by running weekly reports and checking all transactions. "I stay in touch with cardholders frequently," he said. "I make sure that all ATM withdrawals and other transactions are for travel purposes only."

Keeping track of the District's credit card accounts is a big job. Most locations have two or three people running the program. McKelvey is the only APC in New England District with Brenda Faragi serving as Alternate.

The entire Division is graded and statistics are run the 11th of each month. October marked the 24th consecutive monthly report McKelvey received which indicated New England District had no late payments.

"It's unprecedented," he said. "I was thrilled that we have led the Division for two years! This is the last month with the Bank of America Travel Charge Card and results appearing in the October report, made us 'Best in the Division' for 24 months. It has never been done before in the ten year



history of the Department of Defense Government Travel Charge Card Program."

"The guideline for the least amount of delinquent dollars is 'no more than one percent of total active accounts' and for delinquent accounts the ceiling is 'no more than two percent of total

active accounts.' New England District achieved zeros across the board for 24 consecutive months," said McKelvey. "It's an achievement that will be hard to surpass and I'm so proud that it's New England District's. I know of no other District that has come close."

McKelvey credited the success of the program to the cardholders themselves. "This achievement is in large measure attributed to the responsible manner in which New England District cardholders manage their accounts," he said. "I really appreciate their support and professionalism. The 24 months have not been without challenge or confrontation. Just about everyone has maintained their cool and understand that I am on their side and am only trying to help. Then again, when one makes application for the GTCC they agree to pay their monthly bill upon receipt and not have any delinquencies. I just remind cardholders of this understanding."

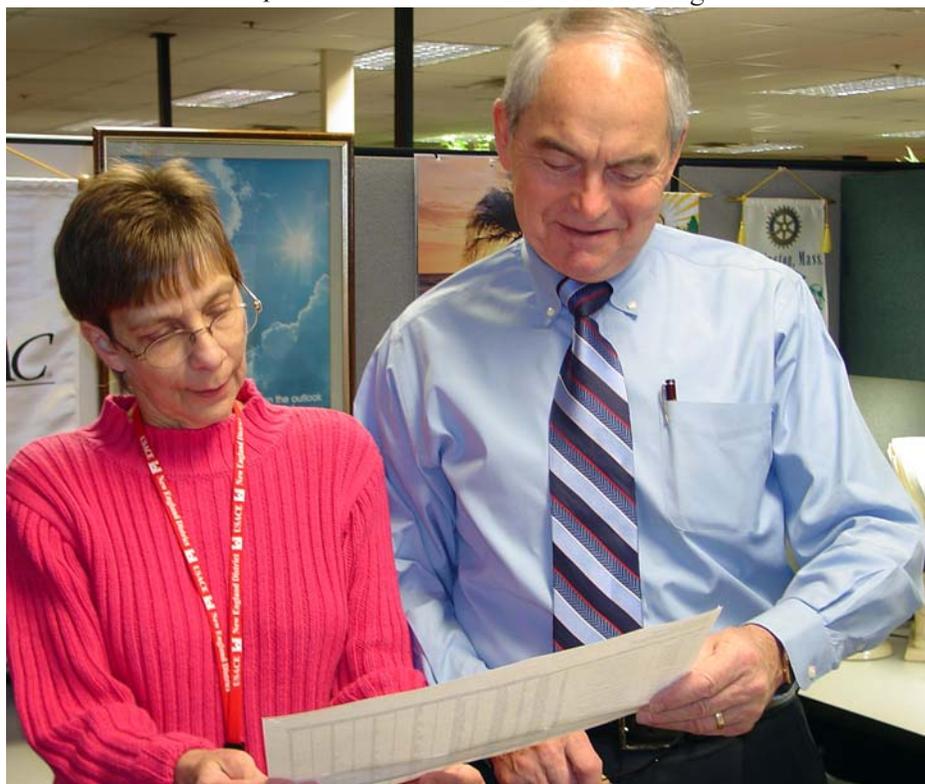


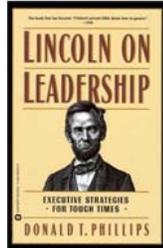
Photo by Ann Marie R. Harvie

Brenda Faragi and Kevin McKelvey review the October report under the old travel card program.

Lincoln on Leadership Executive Strategies for Tough Times

**Book Review by James West
Park Ranger, Tully Lake**

Author Donald Phillips exposes Abraham Lincoln's advanced leadership skills used to bring a separate nation together during one of the most pivotal times in American History.



Lincoln is portrayed as a quiet master of coercion while being an eloquent public speaker.

Phillips reviews Lincoln's national policy objectives and the steps he took toward achieving these goals. Not so much the steps themselves, but the leadership strategies involved in manipulating his command and the nation.

Lincoln emerges in the book as the great orchestrator. Entering into his first term without receiving the popular vote, he received a nation separated and in disarray.

He was plagued with a small, poorly trained, Union army and country with limited financial assets. The outlook was bleak.

Lincoln is portrayed as a man of the people. He told simple anecdotes in order to get individuals and groups to understand his ideas.

These stories were tools he used to connect to all classes of people in the nation. He would lead his subordinates by suggestion instead of direction. But, as instances demanded it, the man had the strength to put his fist down and execute the orders needed to accomplish his policy objectives.

The book exhibits Lincoln's personal relationships and the transitions occurring throughout his time in office. It concentrates on his dealings within his cabinet and the army. Subordinates who were rivals transformed into colleagues as they had first hand experience with the great leader.

Phillips pays particular attention to Lincoln and his generals. Lincoln allowed his generals to prove themselves through their accomplishments. Delegation was essential at this pivotal point in history and Lincoln knew it.

And when they failed, he accepted the failure as his own. This trust encouraged innovation among staff and a drive for results, setting a climate for

risk taking. With it he gained respect from the entire army, generals to troops.

Getting out of the castle was another strategy Lincoln led with. He would visit his troops and generals in the field to get a first hand account of the situation.

While information came in to Washington, Phillips showed how Lincoln would be at the War Office as it was received, pacing until it was. This involvement and drive for success showed great motivation and support to those he commanded.

Phillips makes an excellent case for Lincoln being responsible for where we are today. Lincoln's leadership was essential in encouraging our citizens to maintain the nation and follow his decisive course of action.

This book was engaging and provoked thinking about leadership qualities which I will and have been able to use in evaluating other leadership books.

Editor's note: According to Stephen Dunbar, Leadership Development Program's Director of Operations, publishing a review of a leadership book every quarter is part of the LDP curriculum.

District holds scoping meetings for South Coast Rail EIS

Continued from page 1

States, ranging in area from less than one acre to approximately eight acres (depending on the alternative selected), including wetlands, incidental to the establishment of the passenger rail service.

EOT's stated project purpose is to more fully meet the existing and future demand for public transportation between Fall River/New Bedford and Boston, Mass., and to enhance regional mobility, while supporting smart growth planning and development strategies in the affected communities.

The EIS/EIR will evaluate a range

of alternative transit routes to determine the Least Environmentally Damaging Practical Alternative (LEDPA). Alternative routes presently identified include four principal rail routes: (1) the Attleboro Alternative; (2) the Stoughton Alternative; (3) the Middleborough Alternative; and (4) the Attleboro-Middleborough Hybrid Alternative. A fifth alternative is a Rapid Bus Alternative using modified highway infrastructure. A No Build/Transportation Surface Management Alternative will also be evaluated.

Public scoping may identify other alternatives for evaluation in the EIS/

EIR. Additional information is available from Permit Project Manager Mr. Alan Anacheke-Nasemann at 978-318-8214 or toll free 800-343-4789 or 800-362-4367 (if calling from within Massachusetts) or by e-mail to SCREIS@usace.army.mil.

The Corps public notice (file#NAE-2007-00698) can be reviewed at the Corps website <http://www.nae.usace.army.mil>. Select Regulatory/Permitting and search by file number or state. the EIS project website is <http://www.nae.usace.army.mil/projects/ma/southcoastrail/southcoastrail.htm>.

New England District proposes maintenance dredging for portions of Cape Cod Canal

by Timothy Dugan
Public Affairs Office

The Cape Cod Canal is a toll-free, open-to-all waterway that connects Buzzards Bay and Cape Cod Bay. The project is used by both commercial vessels and recreational vessels and eliminates the need to transit around Cape Cod, a distance of approximately 135 miles and a more hazardous route. The proposed work involves maintenance dredging to remove approximately 50,000 to 60,000 cubic yards of clean sand and gravel from various locations in the authorized, 32-foot-deep by 500-foot-wide, main ship channel and the 25-foot-deep East Mooring Basin portions of the project.

“Shoaling in the main ship channel causes tidal delays and hazardous conditions for deep-draft commercial vessels transiting the Canal,” said Project Manager Bill Kavanaugh, of the Corps’ New England District, Programs/Project Management Division. “Further shoaling in the Canal proper may result in some of the deep draft vessels having to completely avoid using the Canal and transit around Cape Cod thereby significantly increasing the risk profile of these vessels, especially during the winter months.”

Also, shoaling in the East Mooring Basin limits the available space to moor vessels in emergencies, he said. The authorized Federal navigation project provides for a 600-foot-long jetty and a 3,000-foot-long breakwater, both at the east end of the Canal; a channel 32 feet deep at Mean Lower Low Water (MLLW) throughout its 17.5 mile length and two mooring basins – the West Mooring Basin, 32 feet deep at MLLW at the west end, and the East Mooring Basin, 25 feet deep at MLLW at the east end of the Canal.

The proposed work will be performed by either a hydraulic hopper dredge or a mechanical dredge and attendant scows. The dredged material will be placed at either the previously used Cape Cod Canal Disposal Site (CCCDs) in Cape Cod Bay; or it potentially could be used as a source of material to cap the Confined Aquatic Disposal (CAD) cells constructed as part of the ongoing Boston Harbor Inner Harbor Maintenance Dredging Project.

The dredged material has undergone physical analysis in the past and has been deemed suitable for disposal as proposed. The last maintenance dredging of the Canal was performed in 2002 when 117,000 cubic yards of material were removed from the project and placed at the Cleveland Ledge Disposal Site in Buzzards Bay.

Near-shore disposal was considered but not selected due to concern that it may adversely affect the habitat of fisheries resources. A Section 204 study is currently underway which will evaluate the potential for beneficially using dredged material from future Cape Cod Canal maintenance dredging projects in conjunction with local communities’ projects; however, the study will not be concluded prior to this maintenance dredging event.

Contingent on the availability of the necessary approvals and funds, the work will be performed within a 2-3 month period during the late winter or early spring of 2009.

The project may have a temporary adverse effect on Essential Fish Habitat (EFH). The Corps has assessed the effects that the project is likely to have on EFH and has determined that they will be short-term and localized and there won’t be significant impacts on the designated fisheries resources. The Corps will consult with the National Marine Fisheries Service and U.S. Fish and Wildlife Service to ensure that any potential impacts will be minimized.

An Environmental Assessment for this work is being prepared and will be available for review. Preliminary indications are that the proposed activity will not affect endangered species or critical habitat designated as endangered or threatened.

The public notice for this proposed work is available for review on the Corps website at <http://www.nae.usace.army.mil>. Select “public services” and then “navigation” and then “public notices.” Public comments on this proposal should be forwarded by Dec. 26, 2008 to the U.S. Army Corps of Engineers, New England District, Programs/Project Management Division (Attn: Mr. Bill Kavanaugh), 696 Virginia Road, Concord, MA 01742-2751 or e-mailed to nae-pn-nav@nae02.usace.army.mil.



Cape Cod Canal.

Dredging up the past . . .



Mrs. John A. Volpe and aide Lt. Col. Paul Mozzicato look at the view from the new West Hill Dam during the project's dedication in this Jul. 24, 1961 photo.

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