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

Yankee Engineer

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Division Commander hosts regional listening session

In an effort to increase dialog with customers, the North Atlantic Division hosted a listening session at the Crowne Plaza in Woburn, Mass., July 11. The session was the third of 14 being held around the country.

The Institute for Water Resources (IWR) is responsible for conducting these workshops. Over 25 people consisting of congressional representatives, other federal agencies, environmental organizations and other stakeholders attended the daylong session.

President William J. Clinton di-

rected federal agencies to listen to customers through the National Performance Review. "Conversations with America" is a reinventing government initiative to engage federal agencies in two-way conversations with their customers.

President Clinton launched the initiative in March 1999, and issued a directive saying, "It is time to increase efforts to engage the customers in conversations about further improving Government service."

Brig. Gen. Stephen Rhoades, Divi-

sion Engineer, began the session by welcoming attendees and talking about what he hoped to accomplish during the session. "You are giving us in the Corps of Engineers the opportunity to gain a better understanding of what's important to you regarding the nation's water resources," he said. "A key function of our agency and all federal agencies is to listen and be responsive to those we serve. That is what this session is about."

Jim Creighton, a facilitator hired by IWR, gave an overview of the meeting, followed by the first two table talk discussions. Participants at each table were asked to identify the most important water resources challenges facing the nation. They were also asked to prioritize those challenges along with the six challenges identified by the Corps:

- Aging Infrastructure;
- Environmental Restoration;
- Flood Control;
- Emergency Response;
- Marine Transportation System;
- Smart Growth;

The discussion was followed by a report out from each table on each of the issues. In all, 24 concerns were identified. Each participant was then

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Brig. Gen. Rhoades kicks off the listening session in Woburn.

Photo by C.J. Allen

Yankee Voices

Jan Bacigalupo
Contracting



Congratulations

...to **Col. Brian E. Osterndorf**, District Engineer, on his election to serve on the Greater Boston Federal Executive Board's Board of Directors beginning October 1.

...to **Greg Hanlon**, Water Management Section, on passing the Professional Engineer licensing exam in Vermont.

...to **Mike Elliott**, Regulatory, and his wife, **Erin**, on the birth of their son, **Luke Daniel**, on July 26. Luke, the couple's second child, weighed 10 pounds, four ounces and was 22 inches long. He joins his sister, **Sarah**, in the family circle.

...to **Bob Hunt**, Project Management, and his wife, **Brenda**, on the birth of their grandson, **Spencer James**, August 4. Spencer weighed seven pounds, 15 ounces and was 22.75 inches long.

Sympathy

...to **Bruce Zawacki**, Logistics, on the passing of his son, **Joshua**, July 22.

Letters praise OpSail 2000 operations

After spending 20 hours at the Sandcatcher Recreational Area, I felt I should write and tell you how impressed I was with the staff stationed there. This was not an easy task, as I am sure you know, however at 5 p.m. Sunday, they were just as polite to everyone as they were Saturday morning. I never saw them looking tired, bored or out of sorts. I am sure their smiling faces accompanied by reports of what was (and wasn't) coming had much to do with keeping the crowd contained.

The facilities at Sandcatcher, always immaculate anyway, remained so throughout the entire weekend. I anticipated a plumber's nightmare by the end of Saturday, but on Monday everything was still running smoothly. Trash barrels were never allowed to become full and the staff seemed to woop up stray pieces of trash faster than the tourists grabbed rumors of an approaching ship.

You can be exceptionally proud of the way this facility, and those chosen to care of it, represented the U.S. government's recreational areas, and I hope you will pass along my sincere thank you for making the weekend so enjoyable.

Laura Day
Sandwich, Mass.

Thanks to all the staff and volunteers for doing such an outstanding job during what must have been challenging conditions on July 8-9. We were there both days to see the tall ships, and were greatly impressed by the cleanliness and upkeep of the site, as well as the wonderful attitudes of all the people who patrolled the area, picked up the trash, and manned the information desk.

In spite of the fact that there were very few tall ships, the many hours spent there were pleasant ones, and you can all take credit for making it that way... never running out of water, keeping the rest rooms clean and even having toilet paper available. BRAVO!!

Ruth Gulick
Sarasota, Fla.

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Commander's Column:

And the winners are...

by Col. Brian E. Osterndorf
District Engineer



Every once in a while you get news so good that you just gotta tell everyone. I just received a letter from Lt. Gen. Ballard in which he named our Buffumville Lake project the winner of the U.S. Army Corps of Engineers Natural Resources Management Project of the Year award. This is a monumental, and

absolutely deserving, recognition. As Lt. Gen. Ballard says, "Buffumville Lake was chosen for the award because of exceptional achievement in natural resources management, efficiency in the use of financial and personnel resources, success in interagency programs, initiative in public involvement, and effectiveness in visitor safety."

As welcome as this notification was, I can't say I was surprised. You see, I had found out some number of days earlier, when the Project Manager, Dave Stidham, told me, while my family and I were relaxing in our swimming suits on the beach at Buffumville Lake! Dave and his crew at Buffumville Lake represent all of the great flood control

projects here in the New England District. Each one provides an absolutely vital service to the residents of the region as all of the projects of a river basin work together, coordinated by the Reservoir Control Center, to provide flood protection. The devastation wreaked by floods throughout the early history of the region will not happen again.

Most of these flood control projects have associated recreation areas as part of the impounded waters. The project team that manages the flood control operation also maintains these recreation areas, provides interpretive services and performs community relations.

Our ranger team at the Cape Cod Canal, although not involved in flood control or navigation missions, performs these tasks as well, on behalf of over 4 million visitors annually. That's the duty description, but the way these tasks are performed makes all the difference in the world.

Start by taking a virtual journey to these projects via their web pages on our District Intranet. If you haven't "visited" lately, you will see a world-class set of web-sites full of recreation information, project statistics, a site map and directions.

These projects are in very good shape. If we could give the project teams all the money they need, they would be in great shape. But, contrast the conditions at our projects with

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Personal and career investment leads to opportunity

by Richard Carlson
Chief, Construction/Operations Division



In a previous edition of the Yankee Engineer, Colonel Osterndorf wrote about being all you can be. In this candidly written article, Colonel Osterndorf expressed in four points his insights on how to improve your chances for selection for promotional opportunities.

As you vie for higher positions, not everyone can be selected. The higher you go in the organization, the less opportunity for promotion exists. You need to be as competitive as you can be.

I'd like to take a shot at adding my two cents to this discussion and focus on the nature of professional and personal development. I'd like to provoke you to think about these things and about the choices you will make that affect your career. I won't pull any punches and some of you may not like some of the advice. I hope it helps!

Invest Early and Often - Common financial wisdom tells us to develop an investment plan early and make regular contributions. The power of compounding interest can cause substantial amounts of money, often amounting to millions of dollars, to be realized when invested over a career. This same advice works for your career as well. Invest in yourself.

Many of you began your careers with your first investment - education. There is no getting around the fact that advanced education is important to advancement in the Corps (or anywhere else for that matter). In today's world, advanced degrees and continuing education may be what separates competitors for positions. You should seek always to continue your education throughout your career.

What about those of you who haven't gone beyond your high school diploma? I'd say if you choose to advance, you need to find a way to get a degree in a field related to an area you'd like to work in. It's the way you get on the playing field for advancement to higher positions. If your field doesn't require a degree, find those

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Photo by Bob Gauvreau

The "Eye of the Wind" of the United Kingdom was one of nearly 40 tall ships that passed through the canal during OpSail 2000.



Photo by Bob Gauvreau

The "Piction Castle" passes under one of the bridges of the Canal to the delight of onlookers.



Photo by Kevin Burke

Cape Cod Canal tug crew members Rusty Pierce and Jack Trant prepare to escort the tall ships through the canal.

Tall ships sail through Cape Cod Canal during OpSail 2000

Approximately 80 employees from the Cape Cod Canal, Basin Offices and Concord Park facility provided assistance to over a quarter million visitors along the banks of the Cape Cod Canal as they watched tall ships pass through the waterway during OpSail 2000. The event, which ran from Thursday, July 6 to Monday, July 10, was cosponsored by the Cape Cod Canal Regional Chamber of Commerce and Conventures, a Boston area promotion company.

The District was one of many local, state and federal agencies to provide services such as drinking water facilities, medical tents, porta-toilets, and extra trash receptacles during the event.

"Our mission was to also accommodate the large crowds of people and boaters safely as well as to provide visitor assistance and regulation enforcement," said Park Manager Bill Norman, Cape Cod Canal Field Office.

The canal tall ship staff accomplished this with foot, bike, small vehicle (John Deere Gator), and vessel patrols. In addition to the work performed during the day, Bill was quick to point out that the night shift also did a great job. "They made sure that everything was clean when the crowds arrived during the day," he said. "They really did an exceptional job."

Coordination of the "tall ship staff" was critical. Frank Ciccone, Engineer-in-Charge at the Canal Field Office, emphasized the point with briefings every morning for the staff and answered questions concerning deployment of resources and policy issues.

The largest of the tall ships could not pass through the canal, either because their sails were too high to go under the three bridges (Bourne, Sagamore and the Railroad Bridge),



Photo by Bob Gauvreau

The tall ship "Pogoria" of Poland docks at the Massachusetts Maritime Academy.



Some of the "tall ship crew" take a moment to pose for a picture on the last day of operations while the Kalmuar Nyckel sails by.

Photo by Kevin Burke

or because they did not have enough power to navigate through the rough and ever-changing currents of the waterway. Approximately 37 ships passed through, with four stopping at the pier of the neighboring Massachusetts Maritime Academy.

According to Bill, the canal tall ship staff handled several incidents of traumatic injuries including a visitor who broke her arm from a fall, a fallen bicyclist who suffered head injuries, a boy who suffered hand injuries and a man who incurred leg injuries from a fall. "The staff also responded to medical situations involving a visitor who complained of chest pains and an intoxicated person who needed the protective custody of local police," said Bill.

In addition, many minor injuries were handled by the staff. On the water, the boat crew responded to many small boat incidents including groundings and vessels losing power while in the canal current. Some attendees were so pleased with the Corps employees and the services that they provided, they were compelled to set their praises to paper (a sample of the letters appears on page 2).

Other agencies that participated in OpSail 2000 were the U.S. Army Reserves (Medics), Bourne and Sagamore Police and Fire Departments, Massachusetts State Police, Massachusetts Emergency Management Agency and the U.S. Coast Guard.

This is not the first time that the tall ships have sailed through the Canal. The ships passed through in 1976 and in 1992.

The Cape Cod Canal is the widest sea-level canal in the world and extends 17.4 miles across the narrow neck that joins Cape Cod to the mainland. Approximately four million visitors come to the Canal annually.



Photo by Kevin Burke

Frank Ciccone gives out instructions to the "tall ship crew" during a morning briefing.



Photo by Kevin Burke

Approximately 375,000 people came to watch the tall ships pass through the Cape Cod Canal.

Flowers to become next Chief of Engineers

Major General Robert B. Flowers has been named as the 50th Chief of Engineers for the U.S. Army Corps of Engineers. He will replace Lt. Gen. Joe N. Ballard, who recently retired with over 35 years of service.

Maj. Gen. Flowers comes to the Corps after serving as Commanding General of the U.S. Army Maneuver Support Center and Fort Leonard Wood and Commandant of the U.S. Army Engineer School. While there, Maj. Gen. Flowers was responsible for providing the Army with well-trained soldiers and leaders of all ranks who attend Initial Entry Training up through Battalion and Brigade Pre-Command Courses.

He also directed the formulation of Army engineer doctrine, force structure, battlefield tactics, training, and materiel development.

In addition, he oversaw the training of airmen, sailors and Marines attending courses for civil and construction engineering; law enforcement; chemical, biological and radiological defense; and motor transport operators.

Following graduation from the Virginia Military Institute and his commissioning as a second lieutenant in 1969, Maj. Gen. Flowers completed ranger and airborne training.

His civilian and military education includes a master's degree in civil engineering from the University of Virginia, the Engineer Basic and Advanced Courses, Command and General Staff College, and the National War College. Additionally, General Flowers is a registered professional engineer in the state of Virginia.

Prior to his assignment as Commanding General, Fort Leonard Wood,

Maj. Gen. Flowers was the Commander of the Mississippi Valley Division (MVD) of the U.S. Army Corps of Engineers, and was president of the Mississippi River Commission. In addition to his duties as MVD commander, General Flowers was deployed to Bosnia from January 3 through March



Maj. Gen. Robert B. Flowers, the next Chief of Engineers

17, 1996, as the Deputy Chief of Staff for Engineering (Forward), U.S. Army Europe. He was responsible for U.S. Forces construction in the Theater of Operations.

Other assignments include serving in South Korea as Assistant Division Commander, 2nd Infantry Division (Mechanized), Eighth U.S. Army. From October 1993 to July 1995 he was Deputy Commanding General, U.S. Army Engineer Center, and Assistant Commandant, U.S. Army Engineer School, Fort Leonard Wood. While

serving as the Deputy Assistant Commandant of the U.S. Army Engineer School from July 1992 until June 1993, he was named the Joint Task Force Engineer for the Joint Task Force in Somalia.

He was Commander of the 20th Engineer Brigade (Combat) (Airborne Corps), Fort Bragg, North Carolina, 1990-92. He led the brigade during Operation Desert Shield and Desert Storm as an expanded force of ten battalions (7,700 soldiers); served with the Joint Staff in the National Military Command Center and the Counternarcotics Operations Division, Washington, D.C., 1987-90; assigned to Fort Bragg, North Carolina from 1980-87 and served as Commander of the 307th Engineer Battalion from 1985-1987; served as Adjutant for the 20th Engineer Brigade for one year, and then moved to the 82nd Airborne Division, where he served as the operations and executive officer for the 307th Engineer Battalion.

Maj. Gen. Flowers worked in combat developments at the Combined Arms Center, Fort Leavenworth, Kansas, 1983-85; served as a Field Engineer and a Research Project Manager for the Portland, Oregon, Engineer District, 1976-80; served in Thailand as the Engineer for the Udorn Detachment and Northern Thailand, 1973-74.

His first troop assignment was with the 94th Engineer Battalion in Germany, 1970-73, where he served as a Platoon Leader, Company Commander, and Battalion Operations Officer.

Maj. Gen. Flowers is a native of Pennsylvania and resided in several areas of the world as his family moved during his father's military career. He and his wife, Lynda, are the parents of four sons.

District personnel assist with value engineering review of New Bedford Superfund project

The New England District hosted an independent value engineering review for the \$300 million New Bedford Harbor Superfund Project at its headquarters in Concord Park June 19-22. The four-day review identified a total potential cumulative savings estimated at \$116 million.

The review was conducted by the Office of the Chief of Engineers Value Engineering Study Team of Savannah, Georgia, and assisted by the employees of the District. Representatives of the U.S. Environmental Protection Agency, the city of New Bedford's consultant STV Corp., the Corps contractor Foster Wheeler Environmental Corp., the Massachusetts Department of Environmental Protection and the Department of Environmental Management were also in attendance.

The formal Value Engineering (VE) process is used to study the functions that a project provides and takes a critical look at how those functions are met. The VE then develops alternative ways to achieve the same function while increasing the value of the project. The intent of the New Bedford Harbor Superfund Project was to conduct formal VE studies on all major design elements at about the 30-percent design stage, including the confined disposal facilities (CDF), water treatment plants and the dredging of the harbor.

The review for the largest CDF was divided into five phases. The first was the information phase, which reviewed existing plans and information with the customer and members of the design team to understand the project, its costs and functions.

The second phase was the speculation phase in which attendees conducted brainstorming to generate ideas for alternative designs. According to Bob Hunt, Project Manager, the group originally developed 150 ideas. These were cut back eventually to about 25 proposals.

The analysis phase followed. In this phase, attendees evaluated, tested and critically analyzed all of the ideas generated to determine potential for added value, cost savings, and possibilities for risk. Then they were prioritized and the group deleted those suggestions that did not survive the critical analysis.

In the fourth phase or the development phase, proposals were written for the remaining ideas, which includes descriptions, sketches, technical support and costs estimates.

The review ended with the presentation phase in which the group prepared a report for review by project supporters and decision-makers. A briefing of the VE study results was presented to corporate staff members Ken Hitch, Dick Carlson, and Mark Otis. This was the second VE study on the project and, according to Bob, EPA has been very pleased with the professional and organized process of the study and especially the results to produce improved designs and save costs. New England District employees who assisted in the review were Bob Hunt, Karen Schofield, Rosemarie Schmidt, Steve Gately, Mike Walsh, Mark DeSouza, Eric Matthews, Francis Fung and Paul L'Heureaux. Bill Herland administers the VE program for the District.

North Atlantic Division hosts listening session

Continued from page 1

given four votes to be used to identify the issues most important to them. Seven issues were subsequently identified for further dialog.

During the second table talk discussion, attendees were asked what actions need to be taken to respond to each challenge; who should take these actions; and what were the attendees willing to do to make these actions happen. The facilitator then invited each small group's moderator to share their ideas with the outline group.

Brig. Gen. Rhoades concluded the session. "Your work will be compiled into a report," he explained. "That report will be posted on our national challenges web site. Results from all the sessions across the country will be used to form a composite report to be shared with you, the folks we work with in the executive branch, the Congress and other decision-makers."

Responses from the attendees focused on desires for

Corps roles in many non-traditional mission areas including urban sprawl, brownfields, and water quality. More traditional missions, such as coastal and inland flood protection and dredging for harbor improvements and maintenance, were also discussed.

Information on the listening sessions can be found by visiting the <http://www.wrsc.usace.army.mil/iwr/waterchallenges/> web site.

The New England District co-sponsored the event. Those who attended were: Col. Brian E. Osterndorf, District Engineer; Bobby Byrne, John Kennelly, Carl Boutilier, Joe Bocchino, Dave Goodrich, and Cathy LeBlanc.

North Atlantic Division personnel included Brig. Gen. Rhoades, Joe Tyler, Sam Tosi, Mohan Singh, Dave Lipski, and Larry Petrosino. Attending from Corps headquarters were Tom Harion and Charles Hess. Bruce Smith from the Office of the Assistant Secretary of the Army for Civil Works was also involved.

Commander's Column:

And the winners are...

Continued from page 3

state-run or other recreation areas and you will see demonstrated the pride and hard work difference that our rangers make. We provide a superb family recreation experience at clean, well-groomed facilities, with well-maintained picnic areas and shelters, grounds and roads in a pristine environment, for little or no cost to the visitor.

Our rangers work hard to incorporate a broad range of recreation activities for year-round fun, including traditional favorites like beach volleyball courts and hiking trails, snowmobile and cross-country ski trails, landing fields for remote control airplane enthusiasts, an ice-skating pond, and a one-of-a-kind (at least locally) disc golf course.

Our rangers are actively involved in their communities. Besides being good neighbors and working to provide the local citizens the best recreation experiences, some project managers get widespread involvement in sprucing up project sites via the Public Lands Day or Earth Day activities. Of special note are the initiatives of Mark Rosenthal who is

spearheading an initiative to build and staff a Visitor's Center at scenic Quechee Gorge adjacent to our North Hartland Lake in Vermont and of former project manager Dave Shepardson at Hopkinton Lake in New Hampshire, who worked to establish a Medal of Honor grove to commemorate the heroism of Medal of Honor winners. Each state can have only one such site and Dave's efforts, which are being carried on by the current project team, will result in that site for New Hampshire.

The WE committee has taken some great steps to establish closer ties between the District folks at Concord Park and our project offices in the field, and some of you are developing a greater appreciation for the superb efforts of our folks at these projects.

Certainly, the recognition awarded by the Chief of Engineers highlights the achievements of the Buffumville Lake team, but all of our projects, and the project teams, are winners. And you will be too if you head out one sunny day to enjoy yourself at a Corps recreation site near you.

Charles River Park cleanup set to begin

Remediation of the Charles River Park portion of the former Army Material Technology Laboratory in Watertown, Mass., will begin this summer. The cleanup, which will be accomplished by Foster-Wheeler Environmental Corporation of Boston, Mass., is slated to start on July 26 and take about three months to complete.

The cleanup will cost \$1.6 million and will be supervised by the U.S. Army Corps of Engineers. "We evaluated a number of cleanup alternatives for the park to assist in determining the best method for removing the contaminants," said Dennis Waskiewicz, project manager.

The principal contaminant of concern is polycyclic aromatic hydrocarbons (PAHs) in the soil.

The plan calls for work to be accomplished in two areas, the Watertown Yacht Club (Area M) and the park itself (Area P/Q). The Yacht Club work will be done first and will involve excavating an approximate 40,000-square-foot area to a depth of two feet, removing about 2,900 cubic yards of material.

In the park, digging will be done to a similar depth over a 130,000-square foot area, with an estimated 9,630 cubic yards of material scheduled to be removed. Both areas will then be backfilled with clean material and either paved or topsoiled and seeded. During the

work, the park will be fenced and closed to the public.

The Charles River Park parcel consists of 11 acres immediately adjacent to the Charles River and is bordered by North Beacon Street. Although owned by the U.S. Army, the area has been leased for many years to the Metropolitan District Commission for operation and maintenance as part of its overall park system.

"We began cleanup of this parcel in 1997, but work was suspended when it was determined that the amount of contaminated material exceeded that which was originally estimated," said Dennis.

The Army Corps of Engineers has been managing all required remediation and disposal of the former Laboratory property for the U.S. Army. Work completed to date includes cleanup of the primary MTL property to such a degree that the site has been developed by O'Neil Partners and the Town of Watertown for multiple uses.

The MTL site was designated as a Superfund project by the U.S. Environmental Protection Agency in 1994. Future efforts will involve addressing contaminants in the Charles River and a ten-foot wide strip of river bank. This final phase will be performed in 2001. *(PAO press release)*

Personal and career investment leads to opportunity

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educational opportunities offered as continuing education that enhances your performance.

Your second career investment ought to be to develop the knowledge and skills that make you competent in your chosen field. Take some time to be a practitioner of what you do. Develop a reputation for doing what you do well.

Look for opportunities to do what you do in a variety of functional settings. Do them in other geographical areas. Be prepared to move if you'd like to compete with your peers. Volunteer to support our contingency mission operations.

A comment on developmental assignments, whether functional or geographical. In order for them to "count," they ought to be for a significant period of time. One year ought to be the minimum; longer is better in my estimation.

I can't stress enough the value of becoming registered or certified in the field in which you want to advance. Many of our higher positions require registration; you can't even get in the door without it. I've often heard the comment that, "I'm not better at my job just because I'm registered."

That statement may be true. On the other hand, registration or certification shows the world that you have advanced to standing within your chosen field that is recognized by your peers and by our state and national governments. Differentiation among very highly qualified people may come down to the "little things." Registration/certification may be one of them.

Thirdly, once you feel you are a competent practitioner, re-examine where you want to go. In our organization, higher levels usually require more

management skill and less of the technical skill you've just spent part of your life honing. Decide if you want to move into management or continue to develop your skills as a technical expert.

things already mentioned in the article. Is your education current? Are you continuing to educate yourself? Do you possess functional mobility meaning have you worked in a variety of

While your investment time may not be as long to maturity as the newest college grad, you will always benefit from any investment you make.

- Richard Carlson, Construction/Operations

Career Development Happens Outside the District Too – Find the time to get involved in self-development activities outside the environment of the workplace. Find a way to become involved in community or church activities. Join a professional society and become active. Take on leadership positions in the groups you belong to. Write an article for a journal or other publications. All of these things can enhance your competitiveness for promotion opportunities.

It's Never Too Late to Start Investing - Some of you are probably saying that all of this is good for the new employee but what about those of us who have been here for awhile? Good question.

While your investment time may not be as long to maturity as the newest college grad, you will always benefit from any investment you make. Examine where you're at. Where do you want to go? What is your plan to get there?

Once you've done this, you'll realize the plan needs to include those

areas? What's been your track record on geographic mobility? If you see a shortcoming, Invest! You may need to invest more due to the shorter time frame for investing. Invest in yourself.

I'd like to invite each of you, regardless of whether you are already in a career program or not, regardless of the career program you may be in, to take a look at the CP-18 Career Planning Guide that exists on the New England District home page. It can be found by scrolling down the left side to "NAE Resources." It presents a template for anyone's career development beginning from the early stages through SES positions. This Career Planning Guide may be of assistance to you as you plan your future. This guide will be helpful as you work with your supervisor to develop your Individual Development Plan.

Another resource available to you is the people who already occupy the positions you may be shooting for. Don't be afraid to talk with them, to ask questions or to run things by them. We're here for you.

Ethics Corner:

Reviewing the Hatch Act

by Mary Byers
District Counsel



The election season is upon us. Soon every news item in the paper, television, or radio will relate to the upcoming presi-

dential election and other elections. In the past, federal employees were extremely limited in how they could participate in political activity.

The Hatch Act and its implementing regulations and directives have changed a federal employee's participation ability in political activity. Note however, there is the overriding principle that prohibits activity that may be viewed as directly or indirectly associating with partisan politics.

The following is a summary of the may's and may not's of federal civilian employee's participation in political organizations, campaigns or elections.

- May be candidates for public office in nonpartisan elections.
- May register and vote as they choose.
- May assist in voter registration drives.
- May express opinions about candidates and issues.
- May contribute money to political organizations.
- May attend and be active at political rallies and meetings.
- May join and be an active member of a political party or club.
- May sign nominating petitions.
- May campaign for or against referendum questions, constitutional amendments, municipal ordinances.
- May campaign for or against candidates in partisan elections.

- May make campaign speeches for candidates in partisan elections.
- May distribute campaign literature in partisan elections.
- May hold office in political clubs or parties.
- May not use their official authority or influence to interfere with an election.
- May not collect political contributions unless both individuals are member of the same federal labor organization and the one solicited is not a subordinate employee.
- May not knowingly solicit or discourage the political activity or any person who has business before the agency.
- May not engage in political activity while on duty.
- May not engage in political activ-

answers to frequently asked questions regarding who may engage in partisan political activity.

Question: Can I make a contribution to the campaign of a partisan candidate, or to a political party or organization?

Answer: Yes. A federal employee may contribute to the campaign of a partisan candidate, or to a political party or organization.

Question: If I have a bumper sticker on my personal car, am I allowed to park the car in a government lot or garage, or in a private lot/garage if the government subsidizes my parking fees?

Answer: Yes. An employee is allowed to park his or her privately owned vehicle with bumper sticker in a government lot or garage. An em-

'The Hatch Act and its implementing regulations and directives have changed a federal employee's participation ability in political activity. Note however, there is the overriding principle that prohibits activity that may be viewed as directly or indirectly associating with partisan politics.'

- Mary Byers, Office of Counsel

- ity in any government office.
- May not engage in political activity while wearing an official uniform.
- May not engage in political activity while using a government vehicle.
- May not solicit political contributions from the general public.
- May not be candidates for public office in partisan elections.
- May not wear political buttons on duty.

In addition to the above, and at the risk of being repetitive, I thought it would be helpful if I also provided

employee may also park the car with a bumper sticker in a private lot or garage for which the employee receives subsidy from his or her agency.

Question: Can I help organize a political fundraiser?

Answer: An employee is allowed to organize a fundraiser, including supplying names for the invitation list, as long as he or she does not personally solicit, accept, or receive contributions.

Question: Can my name appear on invitations to a political fundraiser as a sponsor or point of

contact?

Answer: No. An employee's name may not be shown on an invitation to such a fundraiser as a sponsor or point of contact.

Question: Can I speak at political fundraisers?

Answer: An employee is allowed to give a speech or keynote address at a political fundraiser, as long as he or she is not on duty, and does not solicit political contributions.

Question: If I am going to speak at a political fundraiser, what information about me can be printed on the invitation?

Answer: An employee's name can be shown as a guest speaker. However, the reference should not in any way suggest that the employee solicits or

encourages contributions. Invitations to the fundraiser may not include the employee's official title; although an employee who is ordinarily addressed with a general term of address such as "The Honorable" may use, or permit the use of, that term of address on the invitation.

Question: Can I attend a state or national party convention? If so, in what capacity?

Answer: Yes. A federal employee may serve as a delegate, or proxy to a state or national party convention.

Question: If I run as a candidate for public office in a nonpartisan election, does the Hatch Act allow me to ask for and accept political contributions?

Answer: An employee who is a

candidate for public office in a nonpartisan election is not barred by the Hatch Act from soliciting, accepting, or receiving political contributions for his or her own campaign.

Question: May I distribute brochures for a political party to people arriving at a polling place on Election Day?

Answer: Yes. An employee may stand outside a polling place on Election Day and hand out brochures on behalf of a partisan political candidate or political party.

Other questions you may have should be directed to your Ethics Counselor.

If you have other questions regarding your ability to participate in the upcoming elections, please contact me, your Ethics Counselor.

India Point Railroad Bridge Slated For Removal

by Sue Douglas
Public Affairs Office

Removal of the India Point Railroad Bridge which spans the Seekonk River in Providence, R.I., is planned by the New England District. Work is slated to begin later this year at an estimated cost of \$1 million and take



India Point Bridge

four months to complete.

"Use of the 98-year-old bridge was discontinued in 1974, and it is now considered a hazard to navigation by the U.S. Coast Guard. The removal effort will include the 226-foot-long moveable steel superstructure swing span, its supporting center pier structure, the protective timber fender system, and the remains of a sunken tugboat, the GASPEY, located within the fender system," said Larry Rosenberg, Chief, Public Affairs.

The \$1 million cost will be equally shared by the federal government and the city of Providence. Actual start of work is contingent upon the signing of a formal cost-sharing agreement.

"This project is deeply valuable to protecting the integrity and beauty of the Seekonk River and all of Providence's waterfront," Mayor Vincent A. Cianci, Jr., said. "The tremendous aesthetic benefits of this project will be evident from land and from sea."

The India Point Railroad Bridge is the only surviving swing bridge in the Ocean State. It is an example of early

twentieth century (1902-03) steel truss bridge design in a moveable span bridge and was fabricated by the Boston Bridge Works, the dominant New England bridge-building company at the turn of the century. The bridge is eligible for listing on the National Register of Historic Places.

To mitigate for the adverse effect demolition would have on this historic structure, the Corps completed a narrative and photographic Historic American Engineering Record which has been forwarded to the Library of Congress.

In addition, title to the bridge is being offered to any party agreeing to relocate, rehabilitate, use and maintain the superstructure of the center span in accordance with the Secretary of the Interior's "Standards for Rehabilitation."

The bridge offering is expected to occur in September 2000. If no one shows any interest in taking title to the bridge, demolition will occur during the winter of 2000-2001.

From the field:

Come Join Us at the BIG E 2000

by **Roxanne Barbeau**
Park Ranger

When you think of the Eastern States Exposition in Springfield, Mass., what comes to mind? Roller coasters? Ferris Wheels? Blue ribbons? A Corps of Engineers exhibit? Food you know you shouldn't be eating, but can't resist? Wait a minute - the Corps of Engineers has an exhibit at the BIG E? How did this happen, and why?

The Eastern States Exposition is the largest fair of its type in New England. All six of the regions' states are represented here, and during the three weeks it runs, the BIG E draws more than one million visitors a year from New England and other parts of the country.

Sure, some of them just come for the artery clogging food, rides, and cheap souvenirs, but most of them are also here to learn more about New England and what it has to offer them and their families in culture, tourism, and recreation.

Recognizing this group of fair-goers as current or potential Corps visitors, customers and partners, the then New England Division began exhibiting at the

BIG E in the mid-1970s. The first exhibits were the brain child of Jim Crawford (Chief, Technical Services Branch), Joe Ledgere (the former Lower Connecticut Basin Manager) and Bob Brazeau (the former head of the Water Quality Lab).

These pioneers' first exhibit themes dealt with the work of the field offices and the lab. In those early days, the Corps exhibit was housed in the BIG E's Better Living Center until 1979.

And just like other real pioneers throughout history, Corps staff and their exhibit moved around the BIG E fairgrounds for several years, searching for a permanent exhibit site. As the exhibit moved, its themes changed through the years as well.

Flood control, Corps history, the various functions of the Corps in New England, the story of the Hurricane of 1938, the history of the Cape Cod Canal, and a wildly popular wetlands exhibit all have been visited by thousands of BIG E attendees over the years. And, just like real pioneers, we seem to have found a "homestead" at the exposition's New England Building. The District's Interpretive Services and Outreach Program Committee has been coordinating our

exhibit for the past several years. The theme for this year's exhibit will be "Recreation in New England." Dedicated field and Concord employees will be staffing our booth, answering lots of questions, handing out tons of brochures and information on recreation and other Corps missions, and tirelessly promoting the work our various field and District offices accomplish.

Think of all their hard work. Think of how they've selflessly risked their health by consuming all those BIG E sugars, carbohydrates and rich foods over the years - for you, for us, for the Corps! Oh, the sacrifice!

If you haven't yet staffed a BIG E exhibit, maybe this is your year to start. Staffing recruitment is currently underway and general information about this year's BIG E is available on-line at <http://www.thebige.com>. Park Ranger Jason Tremblay (Edward MacDowell Lake/(603)924-3431) is handling the Corps exhibit staffing sign-ups.

This unique event is a wonderful way to let the public share in the Corps story and an opportunity for you and your family to experience a wonderful old New England tradition. We hope to see all of you at the BIG E!

Bird watching adventures at West Thompson Lake

by **Dr. Robert James Craig**
**Connecticut Bird Observatory and
Center for Conservation Research**

In collaboration with the U.S. Army Corps of Engineers, we have begun hosting monthly field trips, which begin at the dam at West Thompson Lake. The first outing was on the hot morning of June 25, and ranked as one of the most exciting we have yet sponsored.

Our group easily found over 50 species in two hours, including several species rather rare with us. Highlights included Pine Warbler a very uncommon summer resident, Brown Thrasher, a species that has largely disappeared from northeastern Connecticut, and Blue-headed Vireo, a species found primarily in the more mountainous regions of northern Connecticut. Our best friend was a territorial

male Grasshopper Sparrow, one of Connecticut's rarest breeding species. This grassland bird was present along with Bobolinks and Eastern Meadowlarks in some of the finest examples of old fashioned farming landscapes that remain in northeastern Connecticut.

Upcoming outings are planned for the last Sunday of each month. All will begin at West Thompson Lake, in the parking lot directly adjacent to the dam. We begin promptly at 7 a.m.

E-mail connbirdobs@snet.net for further details if you would like to attend or if you would like to find out more information about the Connecticut Bird Observatory and Center for Conservation Research, Inc.

Editor's note: This article was submitted by Kate Higgins, West Thompson Lake, and reprinted with permission from Dr. Craig.

There's No Place Like Home -- for Workplace Safety

By Catherine R. Holmes
American Forces Press Service

People work at home for a variety of reasons. Some may telecommute to avoid a long drive. Others may work part-time before returning to the office after an illness or pregnancy. Whatever the reason, home-based work is a growing part of the employment scene -- and it's here to stay.

Many home-based workers don't think about workplace safety, yet the concerns that face employees at "regular" offices and businesses are just as real in the home. Although there are no current government regulations regarding home-based workplace safety, a few precautions can make the home office safer.

The explosion of computers in the workplace is probably the No. 1 reason for the growth of home-based offices. Following a few simple guidelines can keep the computer from becoming a source of injury or illness.

Set up your home office right from the start. It's tempting to do the minimum when working from home -- put the computer on a dinette table and pull up a chair. Unfortunately, if your job requires long hours in front of the computer, this can become a recipe for injury.

If your main home-based work involves extensive computer use, it pays to organize your workspace to maximize comfort and efficiency.

- First of all, place your computer on a standard-height desk or workstation, preferably one that's recommended for computers. These can be easily found at any office products store.

- Next, choose a standard, five-legged office chair. These chairs minimize the risk of injury over time by encouraging good posture and back position. In addition, their stability decreases the likelihood of injury from falling over backward. A good computer chair has a lumbar support, adjustable armrests, a slightly inclined backrest, a height-ad-

justable seat, and a high backrest or headrest. Also, be sure the chair fits you -- try it before you buy it.

- Third, work in an area with proper lighting -- bright enough to read your accompanying documents, but not more than 10 times brighter than the monitor. (Some researchers recommend no more than three times brighter.) Avoid glare on the screen and accompanying documents; if necessary, add a glare filter to the monitor. If possible, work with at least some natural light, which many people find decreases eyestrain. Be sure your monitor is in good shape. It may be time for a replacement if it flickers or has poor resolution.

Use Good Work Habits to Help Avoid Injury. Now that your work area is set up properly, there are numerous ways to protect yourself from computer-related injury or illness. Paying attention to your body can head off problems from the start.

- First, let's tackle eyestrain, one of the most common computer-related ailments. Place the monitor and source documents so they are about the same distance from your eyes. Place monitors and documents so they are perpendicular to your line of sight to avoid character distortion.

Rest the muscles of your eyes by occasionally focusing on a distant object. When using a laptop, look into the distance more frequently. Standard laptop monitors are attached to the keyboard -- not necessarily the best placement for the comfort of your eyes.

If you wear glasses, consider getting full-frame reading glasses prescribed for a working distance of 20 to 30 inches. These will allow you to place the monitor correctly and see well without stressing your posture.

Don't let work be a pain in the neck. Back and neck injuries and illnesses comprise another common set of problems from computer work. Long hours at the keyboard can contribute to a variety of back and neck ailments. Fortunately, several simple steps can be

taken to reduce the likelihood of developing these problems.

- Choose a properly constructed office chair with good back and arm support. Change your body position periodically throughout the day. Use a document stand to reduce the amount of neck twisting or bending forward if typing from a source document.

- Position your keyboard directly in front of you and at approximately elbow height. This should enable you to type with straight wrists. If this is not possible with the keyboard atop the work surface, use an adjustable-height keyboard tray.

- Rearrange the work area to avoid excess bending or stooping.

- Try to relax. Many injuries and painful episodes arise from continuously tensing neck and shoulder muscles while working. Home office workers often become absorbed in work and fail to take occasional breaks because they are alone most of the time. Get up and walk around. In fact, consider increasing the exercise you get, because there seems to be a strong relationship between poor physical condition and workplace injury.

- Find a posture that's good for you. Although your work habits can contribute to back and shoulder pain, good posture is not a simple matter of finding the "right" position in which to sit. Even "poor" postures can prove comfortable if you don't remain in them for extended periods of time.

The last main area of illness and injury common to computer users is repetitive motion illnesses and cumulative trauma disorders. One of the most prevalent is carpal tunnel syndrome, which affects the hands. Repetitive, long-term keyboard use can inflame tendons that pinch and ultimately damage nerves running through the wrist bones to the hands. Although people have been using typewriters for over 100 years, the increasing use of computers -- with their faster keyboarding speed -- has led to a rise in repetitive motion illnesses.

Natural Resource Management Activities Promote Land Stewardship Ethics in the Merrimack River Basin

This story focuses on the combined efforts of the park rangers, park managers, local partnering agencies, volunteer groups and the basin managers who ensure the public lands under our care and stewardship are properly managed to promote habitat diversity, enhance species population and ensure the protection of natural areas. Each lake project has a written operational management plan which describes our responsibility, various management objectives and a projected timeline complete with budget forecasts for achieving the type of work that needs to be performed to meet natural resource goals.

The Merrimack River Basin is nearly the same geographical size as the states of Connecticut and Rhode Island combined. At 5,010 square miles, it is the fourth largest river basin in New England. This river basin is so large portions of it are found in Massachusetts (24-percent) and New Hampshire (76-percent). It stretches from elevations nearing 3,000 feet in the White Mountains all the way to sea level at the Atlantic Ocean. The basin manager with the assistance of his park managers and park rangers operate and maintain five flood control reservoirs including Franklin Falls Dam, Blackwater Dam, Hopkinton Lake, Everett Lake and Edward MacDowell Lake. The public lands adjacent to these lakes are abundant in natural resources providing essential wildlife habitat for a large number of animal species as well as migratory wildlife and fowl species visiting the area each year.

Within the river basin, there is quite a diverse community of habitat types ranging from wetlands to upland forests. Although the Corps of Engineers primarily manages these lands for temporary storage of floodwaters, the lands also play an important role for habitat, food source and wildlife repro-



The Edward MacDowell Dam is one of several flood control projects in the Merrimack River Basin.

duction. Each reservoir has its own unique habitat features within its boundaries. The purpose of this article is to highlight some of the natural resource management activities that are being conducted by the men and women who call the great outdoors in the Merrimack River Basin their duty station.

Woodcock Habitat Restoration

Edward MacDowell Lake, located near Peterborough, N.H., is the southern most project within the basin. The project lands total 1,198 acres, of which 60-percent (720 acres) is covered by water and the remaining 40-percent (480 acres) is covered by upland forest. The staff at Edward MacDowell Lake manage the natural resources through a partnership with the New Hampshire Fish & Game Department.

The predominate wildlife management activities focus waterfowl species and white tail deer. However, our latest habitat project involves the Woodcock, an upland game bird. Historically, the lands in Peterborough had vast amounts of open pasture. With the loss of small farms, these open pastures slowly converted to woodlands over the years. Today, many of these woodlands have matured. The Woodcock need abandoned farmlands, forest openings, fields, and pastures as singing grounds for courtship.

The cooperative management plan called for the removal of the excessive brush and the selective cutting of mature red maple and red oak trees. This was needed to restore an opening in the woodland similar to one which was provided by the old pasture. Many of the logs were cut to specific lengths and left on the ground as drumming logs for another species of bird, Ruffed Grouse, who also occupy similar habitat conditions. Other trees like Aspen, Birch, Alder and Dogwood were not removed and provide appropriate cover and concealment. These bird species need succession forest cover created and maintained by periodically cutting underbrush, removing timber and opening the forest.

Habitat Enhancement

Franklin Falls Dam is the northern most flood control project in the Merrimack River Basin in central New Hampshire. It has approximately a 3,700-acre reservoir that includes an eight-mile stretch of Old State Highway 3A, the remains of the relocated community of Hill, an abandoned railway and local roads. The reservoir borders on the banks of the Pemigewasset River. The Pemigewasset River joins the Winnepesaukee River in Franklin to become the mighty Merrimack River. The District has issued a license to the State of New Hampshire to manage the wildlife and timber on most parcels of the reservoir. Together, the New Hampshire Department of Resources and Economic Development's Division of Forest and Lands, New Hampshire Fish and Game, and the Corps staff developed a program to preserve

and enhance existing wildlife habitat.

Due to reduced agricultural lease interest in recent years, much of the open area habitat was being lost to natural forest succession. Prescribed burning can not be utilized to reclaim open space because of the abundance of poison ivy throughout the reservoir.

The partnering agencies wildlife opening maintenance plan incorporates a rotational mowing schedule, wildlife food plot planting, apple tree release, and aspen regeneration program to promote the vegetative diversity that is essential to a healthy ecosystem. Consideration for the habitat is also given whenever the sustained yield forestry program removes tree products from the area. The size, shape, and position relative to other natural features are always taken into account in order to avoid an ecosystem imbalance.

The Franklin Falls Reservoir contains approximately 800 acres of open area habitat that equals 24-percent of the total acreage. Ninety to 100 acres of field are mowed annually in three-year cycles. Each year, approximately eight acres of wildlife food plots are planted and 40 to 60 hours are devoted to "apple tree release" by removal of competitive plants and trees. Since 1997, 332 acres of mowing, brush clearing and brush removal work in Aspen areas has been performed. Thirty acres of food plot have been created. To compliment the wildlife food plot work, the New Hampshire Fish & Game heavily stock Franklin Falls with pheasant. So much so, that Franklin Falls is the most heavily stocked pheasant cover in the State.

Other habitat activities and management actions are also taking place. As of this year, the Atlantic Salmon Brood Stock program was extended through the reservoir. And a prohibition of motorized-wheeled vehicles has been implemented. This has provided animal species the opportunity to carry on their mating courtship without interruption. All of these cooperative work projects and management decisions have resulted in some very positive results in both the variety and the number of species. Common sightings in the area include quail, pheasant, ruffed grouse, ducks, bald eagles, ospreys, black bear, white-tailed deer, beavers, minks, fishers, and coyotes. For an afternoon of enjoying the outdoors, viewing wildlife in a most beautiful setting and the opportunity to discover how the establishment of creating a balance between man and wildlife can be created and maintained, a visit to the Franklin Falls area should be on top of your list.

Agriculture and Standing Crop for Wildlife

Hopkinton-Everett Lake manages slightly over 10,000 acres with cooperation of the State of New Hampshire, Department of Resource and Economic Development. A wide variety of natural resource projects are discussed, key management



Wildlife abound in the Merrimack River Basin.

issues defined and field projects completed through joint efforts. Mowing and brush hogging are key pieces of habitat enhancement and ensures open field and grassland for many species. Timber harvesting is also an important management practice to benefit a healthy forest as well as a diverse habitat. State Foresters work closely with the Corps in the planning and execution of timber harvests and brush removal projects.

Another unique natural resource program that occurs at Hopkinton-Everett Lakes is the agriculture leases and the wildlife food plots. Local farmers lease public lands from the government to grow crops. By agreement, they harvest three-quarters of the total acreage, leaving one

quarter of the crop standing for wildlife consumption. Through a series of crop rotations and plot area rotations, many species needs for a variety of food plots are provided. This type of low cost management alternatives provides a winning combination to the wildlife, taxpayer and local farmer doing the work. Other wildlife food plots are also developed in key locations for different species. These food plot efforts include berries, orchards, hay land, millet and other food crops for wildlife. Through careful evaluation of specie populations and density, habitat areas, food plots and the application of sound natural resource management practices, animal species are being provided an opportunity to thrive.

Our combined efforts have resulted in an improved habitat for many species and the ability to maintain a quality habitat for many years, thus ensuring the establishment of various species in the local area.

Summary

Natural Resource Management is one of four main areas of focus in the federal job series for Park Rangers and Park Managers. Each lake determines the type, extent and scope of projects that need to be accomplished in their local areas to meet the objectives outlined in their lakes' operational management plan.

In nearly all cases, partnerships with local agencies bring the best knowledge, expertise and management practices forward to support the needs of various natural resource projects. One lasting result of these partnerships is they can foster cooperative efforts in management areas in other sections within our two agencies as well. Through cooperative partnerships, limited resources can be combined resulting in cost savings to both agencies and taxpayers.

(This article was co-written by Park Ranger Mike Currie, Hopkinton / Everett Lakes; Park Ranger John "Jump" Parenteau, Franklin Falls / Blackwater Dam; and Park Ranger Jason Tremblay, Edward MacDowell Lake.)

Dredging up the past . . .



Fred Ravens, Dick Reardon and Larry Bergen pour over plans and drawings in this circa late 1970's photo.

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