

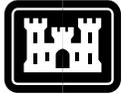
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**US Army Corps of Engineers
New England District**

Volume 36, No. 3

Yankee Engineer

December 1999

Division Commander visits District

Brig. Gen. M. Stephen Rhoades, Commander of the North Atlantic Division, addressed the New England District for the first time during a special Town Meeting, November 23, in the cafeteria.

Brig. Gen. Rhoades visited the District to introduce himself and to talk about the business practices of the North Atlantic Division.

Continued on page 9



Brig. Gen. M. Stephen Rhoades, North Atlantic Division Engineer, talks about the Corps' service to the Nation.

Town meeting focuses on District's future, awards

Col. Brian E. Osterndorf, District Engineer, and Brig. Gen. M. Stephen Rhoades, Division Engineer, co-hosted a Town Meeting November 23 in the Cafeteria. Brig. Gen. Rhoades opened the meeting with a presentation on the North Atlantic Division's business practices. (See above story.)

After Brig. Gen. Rhoades' remarks, Col. Osterndorf took the floor to discuss the future of the New England District. He began his presentation by commending the successful execution of last year's program, and challenged the District to do the same for this year.

The District Engineer discussed how he sees the District's future opera-

tional climate. He talked about the District's service to the U.S. Army, the Corps Vision and what the Vision means to New England. According to Col. Osterndorf, he and his corporate staff are currently working on a plan on how the organization will be relevant ten years from now.

Continued on page 10

Yankee Voices



Randy LeCuyer
Con-Ops

New addresses

...Peter Hugh has a new address. Cards and letters may now be sent to him at:

Peter Hugh
Attn: BCCA
Task Force Falcon
Camp Bondsteel
APO AE 09340-0001

...The Davis Project Office has a new address:

Davis Project Office
167 Tarklin Road
Chepachet, Rhode Island 02814
Phone: 401-949-4793
Fax: 401-949-3410

Words worth repeating

There is no medicine like hope, no incentive so great, and no tonic so powerful as expectation of something better tomorrow.

- Orison Swett Marden (1848-1924), Editor, Success Magazine

Letters of appreciation

The Tulsa District, Corps of Engineers, would like to take this opportunity to recognize Mr. Bill Saner for a job well done under less than ideal working conditions. Mr. Saner assisted our HTRW Design Center staff in meeting a very challenging November 1 deadline by reviewing and developing data for the ongoing ITS Investigation. His diligent work from September 21-30 in a dirty, dusty warehouse environment significantly contributed to our ability to complete the investigation and meet our deadline. Mr. Saner is a true team player and a credit to the Corps of Engineers.

Once again, it is my pleasure to extend our sincere appreciation to Mr. Saner for his outstanding contribution to this project.

Col. Leonardo V. Flor
Tulsa District

Thank you for arranging an outstanding tour and presentation of your New England Flood Control System. Paul Marinelli and the three people who work for him, Scott, Dave, and Chris, provided excellent insight into the design, hydrology and operation of this system. My students commented on how much they learned from both the presentations and the tour of measurement, communication, and control labs. It was apparent that your engineers and hydrologists are concerned with providing an effectively managed and safe flood control system.

Larry Decker, P.E., NSPE
Assistant Professor of Environmental Engineering
Wentworth Institute of Technology

Editor's Note: The above letter from Mr. Decker was sent to Dave Schafer, Scott Acone, Sally Rigione, Chris Scabia and Paul Marinelli for their November 4 presentation to a group of students from the Wentworth Institute of Technology. This is the second year that the New England District has hosted a tour of its facilities for the hydrology students at the college.

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District EngineerCol. Brian E. Osterndorf
Chief, Public AffairsLarry Rosenberg



EditorAnn Marie Harvie
Media Relations Officer.....Susan I. Douglas
Public Affairs Specialist.....Sally Rigione

Commander looks at the District in the next Millenium

Col. Brian E. Osterndorf
District Engineer



At the Town Meeting, I had an opportunity to introduce to you the District Annual Goal Statements. The part I didn't get to speak about was why we have goals and why the District leadership has chosen these particular ones for this next year. It is appropriate to use this issue of the Yankee Engineer to discuss what we want to accomplish in

the year 2000. You can call it our Resolution List.

Maybe the first question to be answered is why we have selected goals at all. There are three reasons why the corporate leadership of the district wants to select this method to focus the energies of the district. First, goals do force us to focus; although there are many things we believe we can do to improve some of the way things are done in the district, we cannot do them all at once. So, we have to select a relative few that have the potential to pay the highest dividends. Second, our Corps vision provides us an understanding of where we need to go. Careful selection of annual goals and making sure that what we set out to do aligns with this vision will move us to attaining this vision. Finally, although we do things very well, there is always room for improvement. Defining annual goals and setting high standards for achieving them will stretch the organization to become even better.

These goals were painstakingly chosen by the senior staff and leaders of the district. We recognize that a failure to choose the most important things to focus on would cause us to devote resources to things that are not the most important for the district. We also recognized that failure to carefully articulate the goals, the methods to attain them and what we all expect to accomplish would cause confusion and lead to conflict. Consequently, although it was quite an effort, these goals have been selected for the Year 2000.

In order to remain vital to the Army and the Nation, we have to ensure that we will be able to meet the needs of those we serve, now and in the future. Moreover, we have to be sure that we will delight those we serve. We want to formally establish An Effective Outreach Program that will ensure we hear what our customers tell us and learn what those customers will expect of us in the future. Effective Outreach will help us to grow all of our programs and will allow us to stay healthy in the future.

In many respects, the service we provide our customers is delivered by our contractors. We have an obligation to Improve Our Acquisition Procedures To Offer The Best Value To Our Customers. What we want to do is look hard at the decisions we make regarding acquisition and determine how we can better structure the acquisition to provide for more

competitive opportunities for our contractors, apply more innovative contracting methods to improve value, and promote the participation of smaller and disadvantaged companies so that they can compete as well.

Project Management and Project Delivery Teams are the processes we use to deliver our product. Institutionally, we have reorganized many of our processes to support Project Management and given significant responsibilities to the PM. In order to maximize efficiency and effectiveness, we need to Improve Our Project Management Processes, starting with the way we select and train our PMs.

We are an extremely complex organization and perform many tasks, individually and collectively, to either directly work on a project or indirectly support those efforts. All of these tasks define the business processes that constitute how we conduct business. Any good organization has to perpetually Examine Business Processes To Make Sure We Receive Maximum Value For Each Expenditure.

Finally, organizational and mission changes in the Corps and the North Atlantic Division that have occurred over the last several years require that we determine how to Enhance New England District's Capabilities To Support NAD And The Corps World-Wide Missions. We must learn how to operate within the framework of the NAD Regional Business Center to "move work" from where there is a need to where there is a capacity. We must also be prepared to answer the call should NAD be required to provide support to contingency or emergency missions within the United States or overseas.

We are finalizing the details of these goals and will publish them in their entirety on our District Homepage. We will also update you, on that Homepage, on where we stand as we all set out to attain these goals. Both the Division Commander and I have asked all of the District senior leaders to set their individual performance objectives on accomplishing these goals.

I cannot think of a way to write the last part of this message without sounding a bit hokey or simplistic, but here goes anyway. Ultimately, you will determine whether or not the District is able to do the things it has set out to do. Not everyone will be able to contribute in the same fashion, but each of you provides value to everything we do. Clearly, you are all part of one or many processes that can be made more efficient, you all have some opportunity to provide outreach, even if it means doing the best you can to support a project and satisfy a customer. We will also be forming process teams to work on the details of attaining these goals, and many of you will have an opportunity to participate. As you formulate your own annual performance objectives and discuss them with your supervisor, determine how you can contribute to attaining these goals and set high standards for yourself. We will demonstrate that we value most those that set high marks and struggle to succeed and less those that do not try to achieve everything they can.

Good Morning Kosovo:

Peter Hugh reports in from the field

Observations and photos by
Peter Hugh

The day begins at 4:30 a.m. as we slowly wake up after a brief night's rest snuggled in our sleeping bags. We sit on our bed cots and slowly put on our Physical Training (PT) Uniform and grab our soap, toothbrush and towel and run outside to the showers. After personal maintenance, we put on our Battle Dress Uniform (BDUs) and head out to work.

The structures we sleep in are single story wood structures called SEAhuts. They have six bays of which five are used for billeting (up to six persons each) and the sixth bay is divided into the male and female shower/bathroom areas.

The SEAhut structures are also used for administration buildings. There are approximately 330 of these structures to be built in Camp Bondsteel. All the Corps employees currently stationed in Camp Bondsteel work in tents. Our administration SEAhuts will be completed in about two weeks.

In the tents, lighting is powered by generators and heat is provided by either kerosene stoves or electric heaters. Our tents are located in proximity to the helicopter flight line. We enjoy the constant drone of the Apache and Blackhawk helicopter rotors and downdraft winds as the dust infiltrates into the tents and covers everything.

Every computer keyboard board here is protected by plastic wrap (PCs don't last long out here). It is like something out of the movie "MASH."

There are gravel roads, mud fields, construction and military vehicles that we negotiate as we make our way between work, project sites, and our SEAhut.

There is limited access to vehicles so we walk a lot within the base which



During a trip to a project site, local children keep us company as we attempt to fix a flat tire on our HUMVEE.



President Clinton and daughter Chelsea visit Camp Bondsteel. Peter shook hands with the President during his visit.

has an area of about 780 acres.

We have been eating in the 'temporary' mess tents. The food is your typical cafeteria quality cuisine, decent and plentiful. Yesterday was Thanksgiving and one of the new Dining Facilities (DFAC) became operational. There will eventually be three of these DFACs. The spread was fantastic on Thanksgiving; they had ham, roast beef, fresh turkey and all the fixings. We even had entertainment. Someone named "Selma Hyack" (from the movie "Dusk Till Dawn") dropped by to dine with the troops here at the Camp.

The work I do here is essentially the same as back in New England District -- I write memos and directives, visit projects within and outside Camp Bondsteel, hold design and construction meetings, track schedules and brief the Brigade Commander every day at 0730 hours. The only exception is that there is no "CEFMS" here! We work the same schedule as the military, 14 hour days and seven days a week. Every once in a while our routine gets interrupted by things such as a POTUS (President of The United States) visit. That's one of the new acronyms I've learned recently.

Whenever we travel outside the wire (off the Camp), there is a requirement to have, at a minimum, two armed soldiers (called shooters), two vehicles, and radios for vehicle-to-vehicle communications. We also have to wear our battle rattle (Kelvar helmets and Flak vests).

U.S. Forces are not allowed to go into the local areas unless it is mission related. Around the base, there are French, British, German, Greek, United Arab Emirate, and Jordanian soldiers and vehicles. Those are the ones I recognize, but there are more countries involved in the Peace Keeping efforts here.

The day usually ends around 2000 hours, at which time I walk about a half-mile. A quick shower, a postcard or two and then I fall asleep thinking about home.

Editor's Note: Peter Hugh is

currently on TDY assignment in Kosovo in support of the Corps of Engineers' activities related to Operation Joint Guardian.

He is serving as the Chief of the Construction Management Section, 9th Engineer Battalion, Engineer Brigade, 1st Infantry Division.

His office manages all construction work accomplished by a Seabees and two Army Combat Engineer companies.

All work at Camp Bondsteel is accomplished by a combination of troop construction and by the firm "Brown & Root Services."



Peter and Baltimore District's environmental engineer perform a reconnaissance on a proposed access road for the base.



Engineer team checking out a potential road improvement project leading to an outpost.



Before: The railroad bridge under construction in 1935.



After: The bridge as it is seen today.

Agreement allows Railroad Bridge repairs to begin

by Sue Douglas
Public Affairs

Major repairs to the vertical lift railroad bridge over the Cape Cod Canal may now proceed under the terms of the second and final agreement signed recently by the government and the railroad which operates the span.

"The Massachusetts Executive Office of Transportation and Construction, Bay Colony Railroad Corporation and the U.S. Army Corps of Engineers have agreed to allow major rehabilitation of the railroad bridge to be accomplished by the federal government," said Col. Brian E. Osterndorf, head of the Army Engineers in New England. "Execution of this agreement is directly attributable to the intervention of Congressman William A. Delahunt and the cooperation of the state and the railroad."

The actual agreement takes the form of a modification to the 1935 contract between the operating railroad and the United States which assigned operation and maintenance responsibilities to the railroad.

Earlier this year, Congressman Delahunt won Congressional approval for authorizing the Corps of Engineers

to fund the costs of providing alternate transportation while the bridge is being repaired. The lack of such authority was the key stumbling block between the Corps, the state and the railroad over the nature and schedule of bridge repairs.

The agreement announced today means that all parties are in accord on key aspects of the repair. The work, which has been delayed for several years, can now move forward.

"This landmark that sits at the gateway of Cape Cod and greets millions of visitors will finally get a long overdue facelift come summer," Congressman Delahunt said. "This agreement gives the Corps the 'go-ahead' to proceed, something it has sought for many years.

The work is the first major rehabilitation of the bridge since it was constructed over 60 years ago and will be undertaken in two phases. Phase I involves repair and painting of the steel structure, as well as repairs to ancillary facilities. During this phase the bridge would be closed for no more than eight hours at a time.

Alternate hauling will not be needed during these short duration shutdowns. The agreement required to accomplish this phase was signed in 1996.

Phase II calls for replacement of

cables and bearings and the electrical system as well as other work that requires the bridge to be raised for more than eight hours. Most of this work will be accomplished during one extended shutdown of up to 90 days.

This work will cost an estimated \$13 million and is slated to begin in 2001.

"This is a very positive development that has been years in the waiting, and I'm pleased to help this project move forward," said State Transportation Secretary Kevin J. Sullivan. "By rehabilitating the Cape Cod Canal [railroad] Bridge, we will preserve this important route well into the future."

The vertical lift railroad bridge was constructed between 1933 and 1935 when the Canal was widened and deepened. At the time it was constructed, it was the longest vertical lift bridge in the world and continues to span the widest sea-level canal in the world.

The railroad bridge and the Bourne and Sagamore highway bridges were built with WPA funds during the depression and replaced drawbridges built during the original canal construction in the early part of this century. During both phases of work, the Cape Cod Canal will remain fully open to vessel traffic.

Employee Profile: Ken Hitch, Engineering/Planning

The barbershop chorus, Sounds of Concord, kicked off the holiday season by singing Christmas carols around the local shops and businesses during the town of Concord's annual holiday festivities, December 2.

Why would this story appear in the Yankee Engineer? Well, because one of the chorus' talented members is also New England District's own: Ken Hitch, Chief of Engineering and Planning.

Ken has been singing in barbershop choruses for three years now, but his vocal performances date back to high school. According to Ken, he took a break from singing to get married, have children and be a part of his family's various interests. "When the kids went out on their own, I figured it was time for me to pursue my own hobbies," he said.

Ken spent time helping backstage with the Sweet Adeline chorus (female barbershoppers) to which his wife, Pattie, belonged. "I'd help out at their performances - closing the curtain, helping out with lights and sound," he said. "I finally decided that I'd join a chorus myself." So, two years before coming to the District, Ken joined the Midnight Sons Barbershop Chorus in Alaska.

Ken, who sings bass, enjoys singing popular 50's Rock and Roll tunes in barbershop harmony. "People mostly think of barbershop songs as tunes like 'Down by the Old Mill Stream' and we still sing that, he said. "However, we also perform many contemporary pieces that are now arranged in four part harmony, barbershop style," he said. "When I was in Alaska we did a show with music from the 50's and I really enjoyed singing that."

The Sounds of Concord, a group of about 35, has been in New England for many years, according to Ken. They are very competitive and have qualified to compete at the International Barbershop Competition seven times. Local competitions are twice a year in the spring and finalists from the spring go to the fall competition. "In October, I was fortunate enough to join them in Providence where we placed fourth out of 22 choruses in the northeast," he said. "That was terrific."

Ken and the Sounds of Concord do more than sing Christmas carols and compete. They perform for pay and sing for charity about once a month. "We put on a show in March in Concord," he said. "We also do fun things like singing Valentines where quartets 'sing cards' to people in

the metropolitan area," he said.

According to Ken, an audition is necessary to join the barbershop group, but the requirements are not stringent. "You don't have to be a great singer," he said. "You basically have to be able to carry a tune. I'm not sure that everyone in the group can even read music."

Sounds of Concord usually has a repertoire of a dozen songs that they perform in addition to the traditional Christmas carols and other holiday songs. The group introduces new songs periodically to keep the men challenged and their interest fresh.

Some recent appearances for the Sounds of Concord include singing through the halls of Emerson Hospital and performing at West Concord Center.

Ken's wife, Pattie, currently sings in the Colonial Spirit Chorus of Sweet Adeline's in Acton. Although they sing in separate groups, they hope to someday join a chorus that will allow them to sing together. Meanwhile, he will continue to sing in his barbershop chorus. "I really love it," he said. He enjoys singing so much that he encourages anyone with the inclination to join a group or chorus. "Come and join us," he said. "It's a lot of fun. Any of you ladies who would be interested, please let me know and I'll put you in touch with Pattie or someone from the Sweet Adeline organization. Music adds a joy and fulfillment to your life that you just can't find anywhere else!"

Ken joined the New England District as Chief, Engineering and Planning, January 4, 1999. Before coming to New England, he spent nearly 25 years with the Corps' Alaska District, most recently as Deputy Chief, Engineering Division and Chief, Civil Works Branch.

Ken holds a Bachelor of Science degree in Civil Engineering from Seattle University and a Master of Science degree in Engineering Management from the University of Alaska. He is also a graduate of the Corps' Executive

Development Program. He served as an officer in the U.S. Army from June 1969 to March 1973, with an assignment in Germany, following Engineer Officer Basic School and Ranger School. Ken is a member of the American Society of Civil Engineers, the Knights of Columbus, and the Society for the Preservation and Encouragement of Barber-shop Quartet Singing in America.



Photo by C.J. Allen

Ken Hitch sings with the Sounds of Concord during the tree lighting ceremony.

District holds workshop on Providence River dredging

The New England District held a public workshop for the Providence River and Harbor Dredging Project on November 9. The workshop, attended by over 65 people, was held at the Newport Marriott in Rhode Island. The event afforded the public an opportunity to ask questions and make suggestions regarding the project.

Larry Rosenberg, Chief of Public Affairs for the New England District served as moderator for the workshop. Ed O'Donnell, Project Manager, Larry Oliver, EIS Manager, and Sandra Whitehouse, Rhode Island Coastal Resource Management Council presented briefings.

Ed and Larry an-

swered questions such as James Casey's about cleaning the material and Spencer Morris' about the Riverside Cemetery site alternative.

The workshop was well received by many attendees.

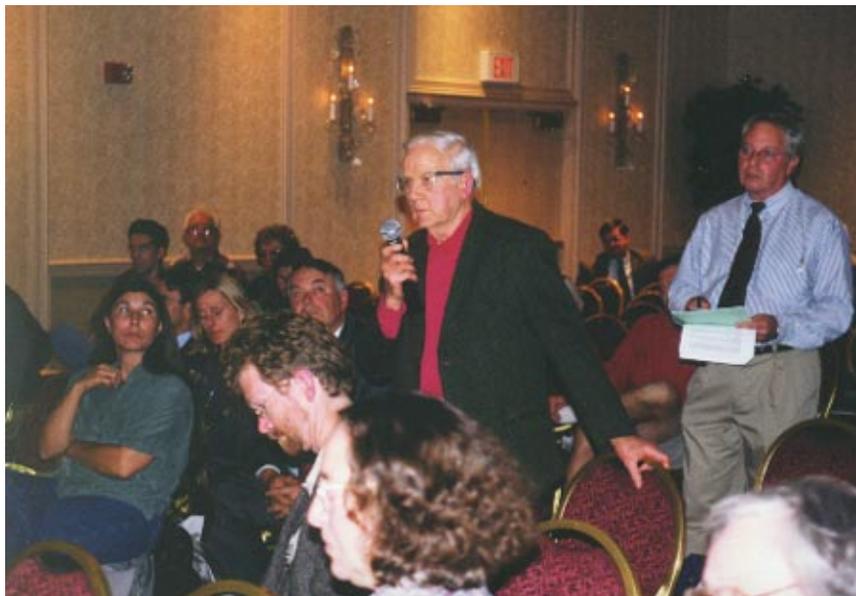


Photo by Mark McInerney

A concerned citizen takes his turn at the microphone the Corps at the workshop.

"This was a great session," said Dr. David Brown, of the Aquidneck Island Planning Commission, Restoration Advisory Board. "It was very informational."

Future workshops to keep the public informed of the status of the project and to receive comments will be planned.

The public can also visit the project website at [http://](http://www.nae.usace.army.mil/publicac/prvdrv.htm)

www.nae.usace.army.mil/publicac/prvdrv.htm.

District hosts Combustion Engineering Site Cleanup Exhibit

by Sue Douglas
Public Affairs

A multi-faceted exhibit to explain ongoing environmental work at the Combustion Engineering Facility in Windsor, Conn., was held, November 15, in the Roger Ludlow Room of Windsor Town Hall at 275 Broad Street.

The exhibit, which was hosted by the U.S. Army Corps of Engineers, was open to the public from 2 to 7 p.m. for viewing exhibits and asking personal questions, with an open question/answer period starting at 6 p.m.

"The exhibit provided members of the public the opportunity to review information on progress to date and future plans for identifying and cleaning up contamination at the Combustion Engineering facility," said Dennis Waskiewicz, Project Manager.

The Combustion Engineering site is one of 46 sites in the country eligible for the U.S. Department of Energy's (DOE) Formerly Utilized Sites Remedial Action Program (FUSRAP). FUSRAP was created to identify and cleanup, or otherwise, control sites where residual radioactive constituents of concern, which exceed current guidelines, remain from the early years of the nation's atomic energy program.

From 1956 through 1961, Combustion Engineering

served as a contractor for the Atomic Energy Commission conducting activities in support of the nation's nuclear program, including nuclear research and development, the building and operation of a prototype reactor facility and the manufacturing of nuclear fuel assemblies. Responsibility for managing the program for DOE has been assigned to the U.S. Army Corps of Engineers.

Exhibit topics included an overview of the FUSRAP program, a display about the gamma radiation survey conducted at the site, a discussion about the detailed characterization study conducted for Building 3, a display by Combustion Engineering about the voluntary corrective actions the firm is taking to comply with environmental regulations, and a display about the investigations at the Rapaport Building on Mechanic Street.

"We had experts available at each of the exhibit areas to answer questions and hand out informational material," noted Dennis. "An open forum held at 6 p.m. allowed the exchange of information and the answering of additional questions."

New England District employees who were involved with the exhibit were: Beverly Lawrence, Mark McInerney, Mary Christopher, Larry Rosenberg, Sally Rigione, and Sue Douglas.

Division Commander visits the New England District

Continued from page 1

The Division Engineer said that he is nearly finished with his assessment of the North Atlantic Division and will be publishing some goals in the future. He also wanted to discuss with the District what he considers important for the organization. According to the General, the organization must earn, protect, and sustain the public trust. "This gets back into our reputation and the trust that the American citizens have for us," he said. "We want the citizens of New England to associate the white construction hats with the Engineer Logo, with good government."

Brig. Gen. Rhoades discussed how the Corps must continue to establish public consensus and trust. He said that the Corps operates under constant public scrutiny. "It comes with the job," he said. "but how many other federal agencies both permit and construct projects that effect the Nation? This is



Brig. Gen. Rhoades take a moment to laugh with the audience during the Town Meeting. Photo by C.J. Allen

will pull up their boat beside ours and help us."

The Division Engineer said that he

that we are responsible for and it includes Europe, part of the Middle East, and part of Eurasia."

He said that the Division is responsible for contingency and other operations that have engineer requirements within that geographic area. He talked about the operation currently going on in Kosovo and how volunteer civilians are helping with the project, and the upcoming Wye River project in Israel. "This District (New England) is going to stand up a construction project office in Israel," he said. "We have the ability and talent to do that without sacrificing anything that we're doing back in the states."

Brig. Gen. Rhoades concluded his presentation by talking about the Division's service to the Nation: Navigation, Flood Control, Environmental Protection, Disaster Response, Military Construction, Support for Others, and Research and Development.

"There are important things that I think I have an obligation to share with you," he said. "Our organization, NAD, is growing in terms of work – valuable work in service to the nation and everyone has to pull on the rope to keep this thing afloat."

'Our organization, NAD, is growing in terms of work – valuable work in service to the nation and everyone has to pull on the rope to keep this thing afloat.'

- Brig. Gen. M. Stephen Rhoades, Division Engineer

the public trust we enjoy and it has many responsibilities."

The General then turned his attention to the Corps' Strategic Vision -- a full spectrum engineer force of high quality, dedicated soldiers and civilians; a vital part of the Army; the Engineer team of choice – responding to our Nation's needs in peace and war; a values-based organization – respected, responsive and reliable.

"We are a vital part of the Army," he said. "We must remain relevant to the Army during times of good years and bad years. We need to maintain the proper relationship to the U.S. Army so that in times of the down trends they

works very hard on maintaining his relationship with the U.S. Army. "It will come back over time and pay this organization huge dividends as we go through the ups and downs of the financial life that any organization has," he said.

The General said that the Corps' mission is to provide quality engineering products and services to the Armed Forces and the Nation. He talked about the construction of Camp Bondsteel in Kosovo and the Division's role in its construction.

"The North Atlantic Division is a contingency Division," he said. "We have a geographical area of the world

Town meeting focuses on District's future, awards

Continued from page 1

Part of that plan will be looking at what the environment might be like in 2010.

The next step in putting together the operations plan will be to establish a solid foundation for the District. "We're going to build a bedrock foundation of things that we believe in so that as we do change, and as we move forward, we will always tie ourselves back to that," said the Colonel.

After the District bedrock is determined, Col. Osterndorf said we must project where the New England District is going to be ten years from now, "from people to mission and everything in-between."

The final step is to take all the information gathered and construct a plan.

According to the Colonel, he wants to keep everyone involved every step of the way. "I'd like to find a way to bring you along on that journey," he said. "We will publish and interact – we're going to make plans available and get your feedback," he said.

Although projecting the District's future is necessary, Col. Osterndorf says that we must look to constantly improve the way we do business today. He has asked the corporate staff to work with him to define annual goals for the District. "I think we need to have a series of things that we focus on as an organization that are important to us and that we'll put most of our energies and resources to," he said.

Before the District can set the annual goals, Col. Osterndorf said that he and his team are still figuring out the "how-to's" and how they will measure the success of the annual goals.

The Colonel then addressed the Corps' overseas commitment in Israel and Kosovo. "I know that you're not wearing the uniform, and I know that you have not signed up to the same type of thing that I signed up for -- which is to go out, put the helmet on, grab a weapon, and act as the fighting Army," he said. "That's why I think it's important that up front our organization establishes a way that we can support these missions. This is our mission. We provide service to the country by working in New England, we provide strategic service to the country as well in supporting all of our Nation's goals abroad."

The formation of the Council of Deputies was the next item on Col. Osterndorf's agenda. The council was formed to resolve issues and implement improvements not requiring Division Chiefs involvement; improve communication within the District; enhance organizational synergy – help break down stovepipes; encourage corporate perspectives; and provide additional way to elevate issues from the workforce to management. The council will meet every other week. One of the top priorities in front of the Council of Deputies is

to determine how the New England District can be a more enjoyable place to work.

Col. Osterndorf concluded his presentation by talking about the formation of a sponsorship team that will assist incoming and departing people; improved information about and access to Hanscom Services; and support the families of deployed personnel.

During the awards portion of the ceremony, Ian Osgerby received a Commander's Award for Civilian Service for his immeasurable contribution to the successful accomplishment to the District's HTRW mission. "He has personally provided his experience and knowledge to numerous Superfund projects, aggressively exercising initiatives in seeking better-

'We're going to build a bedrock foundation of things that we believe in so that as we do change, and as we move forward, we will always tie ourselves back to that.'

- Col. Brian E. Osterndorf

ment and successful operations for complete HTRW remediation," read Ken Hitch, Chief, Engineering/Planning Division. Brig. Gen. Rhoades presented all the awards to the day's recipients.

Duban Montoya also received a Commander's Award for Civilian Service. He received the honor for exceptional service and dedication to duty during the Hurricane Georges recovery in Puerto Rico and U.S. Virgin Islands and Florida during September 1998. "His calm and effective can-do attitude for mission execution combined with outstanding initiative leadership and organizational skills proved to be a significant cornerstone to the success of the Corps in the Hurricane Georges response," read Lt. Col. John Rovero, Deputy District Engineer.

Jerry Nunziato and Helen LaForge both received Scrolls of Appreciation in recognition of their vast displays of initiative, dedication and commitment to teamwork during Operation Joint Guardian Allied Force and Provide Refuge. "Their efforts contributed to the outstanding support provided by the Corps team to maneuver forces in U.S. Government agencies in the Balkans," read Lt. Col. Rovero. Joanne Barry also received the award, but was unable to attend the Town Meeting to receive it.

Bill Saner received a letter of appreciation for a job well done under less than ideal working conditions for the Tulsa District.

After a brief question and answer period, Col. Osterndorf ended the town meeting.

Where are they now?

Retired Deputy Division Engineer worked for Ralph M. Parsons

Col. (ret.) Max Scheider came to the Corps in New England in 1978 as the Deputy Division Engineer. When he finished his tour of duty in 1980, he retired from the U.S. Army as the Division Engineer with over 30 years of federal service.

Upon retirement, he went to work for Ralph M. Parsons from 1980 to 1991. "I worked on the Northeast Corridor Improvement Project, the FAA Modernization Project, and the Chicago Transit Expansion," he said.

At the time when Col. Scheider was contacted for this article, he had planned to start a private practice as a mediator.



Col. (ret.) Max Scheider

After the many years of belonging to "the retired community," Col. Scheider still has fond memories of the New England Division, as he knew it.

"NED is a great organization," said the former Deputy. "I really enjoyed my time there."

Col. Scheider received his bachelor's degree at the U.S. Military Academy at West Point, his master's in civil engineering at the University of Illinois, and his MMA&S at the U.S. Command General Staff College.

He is the father of four, and grandfather of nine. He currently resides in Austin, Texas.

Attorney Ted Smolen retires from New England District with 33 years of service

Theodore (Ted) Smolen, Office of Council, joined the wonderful world of retirement during a reception held for him at Concord Park, November 22. Ted retired with 33 years of service. Lt. Col. John Rovero, Deputy District Engineer, was on hand to present Ted with his retirement certificate.

The attorney will be hanging up his suit and briefcase for a pair of jeans and a router -- he has an opportunity to pursue a lifelong interest to be a professional woodworker with an Architectural Design Firm.

Ted joined the U.S. Army Corps of Engineers in New England as an attorney in 1975.

He received a Bachelor of Science degree in engineering from the U.S. Naval Academy in 1964 and a Juris Doctor degree from Boston College Law School in 1972.

After serving for five years on active duty with the U.S. Navy, he



Ted Smolen accepts his retirement certificate from Lt. Col. Rovero during his retirement reception at the Office of Counsel, November 22.

Photo by Bill Hubbard

joined the Naval Reserves, retiring with the rank of Commander in 1990.

Ted is a member of the Bars of Massachusetts and the Supreme Court

of the United States.

He and his wife, Anne, are the parents of three sons and one daughter, and the grandparents of five.

Dredging up the past . . .



(Left to right): Maj. Gen. Keith R. Barney, Congressman Robert Stafford (Vermont), Governor F. Ray Keyser, Jr. (Vermont), and Col. Otto J. Rohde, Deputy Division Engineer, inspect the Townshend Dam site during the Dedication Ceremonies of Ball Mountain and Townshend Dams in this October 7, 1961 photo.

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