



Westphal, District receive recognition from environmental partner during ceremony

The tables were turned on Dr. Joseph Westphal, Assistant Secretary of the Army for Civil Works, Col. Brian E. Osterndorf, District Engineer, and members of the New England District when they were recognized by the Commonwealth of Massachusetts for the environmental work of the Army Corps of Engineers at a ceremony where Dr. Westphal was honoring others for their efforts in the same field.

Dr. Westphal and District representatives presented plaques and letters of appreciation signed by Vice President Al Gore to members of the Massachusetts Corporate Wetlands Restoration Partnership.

Ms. Mindy Lubber, Regional Administrator of EPA Region I, co-pre-

sented the awards with Dr. Westphal, who is the National Chair of Coastal America. The honors were presented to the partners for their significant contributions to restoring coastal resources during a ceremony at the Sheraton Inn in Plymouth, Mass., November 30.

Towards the end of the ceremony Dr. Westphal and Col. Osterndorf were recipients of a special award during a surprise presentation by Robert Durand, Secretary of the Massachusetts Executive Office of Environmental Affairs. Secretary Durand presented the award as special recognition for the Corps' work with Coastal America and for supporting the Commonwealth of Massachusetts Executive Office of Environmental Affairs Wetlands Res-

toration Program while assisting with the Section 22 and Section 1135 projects taking place in Massachusetts.

Col. Osterndorf was happy to receive the award on behalf of the entire District. "It is important to recognize that our role in the region is one of leadership in water resources development," he said. "This award recognizes our District's leadership in aquatic habitat restoration. This partnership with the Commonwealth and the support of the Corporate Wetlands Restoration Partnership through Coastal America, is making tangible improvements to the ecological productivity of New England. Partnerships like this need to be nurtured, because all of our Corps Civil Works programs require them, i.e. a non-federal cost sharing partner."

The Corporate Wetlands Restoration Partnership is a coalition formed in 1999 by the Gillette Company and made up of state and federal agencies, non-profit organizations, businesses and individuals that share a common goal of restoring the Nation's wetlands.

The partnership, which has approximately 30 companies as members, was launched following the signing of a state and federal agreement under the Coastal America Partnership, of which the U.S. Army Corps of Engineers is chair.

Dr. Westphal presented the Gillette Company a Special Act award for founding the Partnership and for their efforts in taking the Partnership to a national scale.



Photo by C.J. Allen

Dr. Westphal speaks with Secretary Durand during an awards ceremony that recognized environmental partners in their efforts on the Coastal America Program.

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Yankee Voices



Dave Merrett
Dave's Cafe

Travel card news

Many authorized DoD military and civilian employees whose government travel charge cards have expired will be exchanging their Nations Bank credit card for a Bank of America VISA card. American Forces Press Service reports that all cardholders should be aware of the expiration date stamps on their travel cards because thousands of cards will be expiring at the end of each month.

Cardholders should receive a letter from the Bank of America no later than 30 days before the expiration date. They should keep the letter because it contains a code that is needed to activate the new account. Customers should call the Bank of America at (800) 472-1424 if they do not receive the letter at least 30 days before their card's expiration date. Upon receipt of their renewal cards, customers should immediately call the Bank of America to acknowledge receipt and activate the account.

On May 1, 2000 it became mandatory for DoD travelers to use the travel card to pay for official travel expenses. (AFIS)

Letter of Appreciation

Editor's Note: The following letter was sent by the Wentworth Institute of Technology to Sally Rigione of the Public Affairs Office regarding a recent tour she arranged of the District's facilities in Concord.

Thank you once again for arranging another outstanding tour of your New England Flood Control System. Dave Schafer, Greg Hanlon and Heather Rausch provided excellent presentations of the hydrological and ecological concepts applied in the flood control system for New England. The tour of the Measurement, Communications and Control Lab was a highlight of the program. We study in class many of the concepts you talked about and demonstrated. It was a great opportunity for our Hydrology Class to hear and see first hand how these concepts are used in real practice. Many of my students commented on how much they learned from your engineers.

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

District 'meets' Chief of Engineers through video

The District had a unique opportunity to "meet" the new commander of the U.S. Army Corps of Engineers, LTG Robert B. Flowers, by viewing a headquarters produced video.

Additionally, LTG Flowers requested every member of the Corps not only see the video -- a video that provides a bit of insight into the Chief's philosophy -- but also to receive a "Permission Slip" to "Just Do It!"

The permission slip challenges employees to ask themselves the following questions:

1. Is it good for my customer?
2. It is legal and ethical?
3. Is it something I am willing to be accountable for?

Copies of both the permission cards and video are still available by contacting the Public Affairs Office at x78657.

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Commander's Corner:

New District Strategic Directions

by Col. Brian E. Osterndorf
District Engineer



For the past year or so, the leadership of the District has worked hard at mapping the strategic direction of the District, focusing on how to make us the best organization possible and orienting on what we should be 10 years from now. Our method has been to identify goals with definitive objectives that we

can work on, and I have explained our goals for the past year.

I am happy to report to you that we have made extraordinary progress. Here is a synopsis of some of the accomplishments of the past year:

OUTREACH: The PAT organized executive level and outreach coordinator training, and now we have a strong cadre of folks that can present our message about the value we bring to the citizens of our region. I am eagerly looking forward to hosting a day-long briefing to staffers from our congressional offices to acquaint them with ways we can work better with them.

ACQUISITION: We have made great improvement in understanding how the acquisition process works and have now mapped the Indefinite Delivery/Indefinite Quantity contracting process—a phenomenal effort. The District is also better oriented on creating diversity in our contracting, and Eva D'Antuono, our new Small Business Deputy, has already been a tremendous help in identifying these opportunities.

PROJECT MANAGEMENT: We have diligently been working to align our processes with the imperatives of the Project Management Business Process. We have refined our PM selection process, instituted procedures to incorporate the automated information systems in our PRB and project planning and improved our use of Project Management Planning.

BUSINESS EFFICIENCIES: Last year, by carefully looking at how we do business and seeking to do it better, we saved about \$300,000, and there are a number of new initiatives that we will continue to pursue these opportunities this next year. By making ourselves more efficient, we better serve our customers and provide a better value to them.

RESHAPING CULTURE: This is a great success story. Our ability to respond to domestic emergencies is

better now than ever, and we continue to work hard to find opportunities to be a part of our Regional Business Center—the Waterbury Dam Project team (our District Team of the Year) is a great example of doing business differently. I am very heartened by the interest demonstrated by so many of you in supporting our Corps contingency missions worldwide.

We will continue our efforts to make progress in achieving our objectives in these areas, and we have added three new goals this year. I am excited about the meaningful and substantial things we can do to advance the following goals:

DEVELOP AND EXECUTE A NEW INFORMATION TECHNOLOGY STRATEGY: Our recent experience with our District information systems demonstrates how much we rely on technology. We will look at our technology and information system needs for the next 10

'As a result of the progress we have made strategically, our future looks brighter than ever, and you can be proud of the way we are facing the challenges the next 10 years will bring.'

- Col. Brian E. Osterndorf, District Engineer

years and develop a comprehensive strategy to make wise investments in a sustainable capability.

THE NEXT GENERATION: An interestingly-named goal, the intent of our efforts here will be to create ideas on how to recruit and attract, challenge, develop and retain new employees, particularly interns, stay-in-school and CO-OP students, in all of the job skills we will rely on in the future.

EMPLOYMENT DIVERSITY: As a federal agency, we serve our nation many ways, including providing a broad range of opportunities for all of our nation's citizens to participate with us. Our objective is to cultivate many different perspectives into our workforce, so that we reflect the diversity of the nation we serve.

I commend all who have invested their time and talents, and you are far too many to name here, towards helping us achieve these important goals. This is a great District and we do extremely important work. As a result of the progress we have made strategically, our future looks brighter than ever, and you can be proud of the way we are facing the challenges the next 10 years will bring.

WE Committee:

Employee and Team of the Month awards recognize excellence

by James Crawford
WE Committee Chair

The Work Environment Committee held a special awards ceremony in the Executive Office November 28 to present its November Employee and Team of the Month Awards. The monthly awards have been in place since October.

Employees nominate their peers for the awards. According to the WE Committee criteria, nominees should have shown extraordinary effort in responding to or assisting others either within the District or outside the organization. This can include volunteer work. The effort should have occurred within the last six months and can be a one-time or continuing effort. Any New England District employee can nominate a District individual or team. The nomination, according to the WE Criteria, can be brief, but should include Individual/Team Members' name(s), one paragraph describing the extraordinary effort, including dates involved. Both the Employee and Team of the Month are recognized in the Weekly

Bulletin and receive a framed plaque along with a shirt imprinted with the New England District logo and the words Employee of the Month or Team of the Month. The Employee of the Month also selects a reserved parking space of their choice for a month.

Brenda Faragi of Construction/Operations Division was the Employee of the Month for November. Two basin offices, through separate nominations, recommended Brenda's selection for the important help and guidance she gives them. They cited her as "one of the most helpful individuals at the District office...she always makes time to answer questions and does so courteously and cheerfully. No inquiry is too small or monumental for Brenda to respond to...this time of year (FY end), she's one of the key people who keeps things running smoothly."

The team award for November goes to the Real Estate Division staff who has made the District's program of locating, leasing, and maintaining military recruiting stations a resounding success. They are: David Hakanson, Pam Bradstreet, Fred Byers, Andrea

Cooney, Barbara Duffin, Tom McNaughton, Peter Quinn, and Bill Gladman. Despite frequent program changes, the team worked successfully with all military services on 135 recruiting stations throughout New England. As a direct result of the group's efforts -- which also prompted letters of appreciation from their customers and Brig. Gen. Stephen Rhoades -- the New England District was one of only four Districts to receive the program's "gold" rating in every quarter.

The first winners of the WE Committee's monthly awards were Norm Krause of Contracting Division (Employee) and Sheila Coulter and Joe Ferrari of Con/Ops (Team). The awards were given during the October Town Meeting. Norm was chosen for his exceptionally positive approach to supporting others, including field personnel. Sheila and Joe received the honor for their efforts in planning the bus tours to the Merrimack River Basin and the Cape Cod Canal.

More recently, Jan Bacigalupo of the Thames River Basin office was selected as the Employee of the Month for January. In her previous position in Contracting Division before she transferred to the Thames Basin a few weeks ago, Jan voluntarily served as Colleen Jacquet's sponsor upon Colleen's August arrival in New England. Colleen nominated Jan for this award in appreciation of the great help Jan gave her in introducing her to the District and to Contracting's work. In Colleen's words, "Although Jan was inundated with a number of fiscal year-end obligations within Contracting, she took time out of her busy schedule to train me and introduce me to the many members of the Corps family. Jan made the in-processing experience a smooth and enjoyable transition...She



Photos by Ann Marie Harvic

The Real Estate team accepts its award during a ceremony in the Executive Office. The team received the November nod for making the District's program of locating, leasing and maintaining military recruiting stations a resounding success.

clearly explained why things are done a certain way. She always made me feel comfortable, and because she was so supportive, I never hesitated to ask questions. I now have a thorough understanding of not only the mission of the Corps, but also the new Procurement Desktop - Defense system used by Contracting."

Jan delegated use of the reserved parking space to Colleen. Jan also noted that she enjoyed the experience of being Colleen's sponsor, that she also benefited from it herself, and she recommends the role to all employees.

The team award goes to the Construction Management Team for the Eastland Woolen Mills Superfund Site in Corinna, Maine: Dave O'Connor, Project Engineer; Construction Representatives Chris Caisse, Conrad Menard, Les Jacobs, and Randy LeCuyer; Scott Acone, Project Man-



Brenda Faragi received a plaque and a tee-shirt as recognition for Employee of the Month. She also received a parking space of her choice.

ager; and Jim Morocco, Resident Engineer. The team worked diligently through many changes, problems and

issues at this remote site some 20 miles west of Bangor. The construction representatives worked in pairs - one week on, one week off, away from home and families - for over a year. The project engineer has had to deal with many issues relating to the demolition of the facility, the relocation of buildings, relocation of part of the community's main street, and a multitude of changed conditions. All have selflessly supported this project, both from the office and through the many long drives back and forth, ensuring that a safe and quality product is received to the benefit and satisfaction of EPA, the customer.

The criteria and deadline to submit nominations for these awards are published in the Weekly Bulletin every month. All District family members are encouraged to participate in this activity.

EEO Counselor training held at Hanscom Air Force Base

Mr. Stanley Kelley, Director, Equal Employment Opportunity Compliance and Complaints Review Agency, and Dianna Rider, New England District's EEO Officer, co-hosted an EEO Counselor Training Course Nov. 27-Dec. 1 at Hanscom Air Force Base. The course was held to train and certify new EEO Counselors for the Corps of Engineers and U.S. Army Soldiers Systems Command.

Of those DA civilians who attended the class; eight students were from the New England District, four from the Norfolk District, one from the Baltimore District, and two from Natick. The course was designed to assist students in:

- Identifying and differentiating between each type of discrimination;
- Identifying the classes protected by EEO laws and regulations;

- Identifying the applicable theory of discrimination and develop the proper course of action for EEO counseling inquiries; applying counseling skills; implementing appropriate course of action of EEO counseling inquiries;
- Identifying the role of EEO Counselor and other officials in the complaint process;
- Gathering data pertinent to allegation of discrimination;

- Applying skills needed to attempt resolution; and,
- Writing a report of counseling.

A variety of topics were covered in the course to include the EEO complaint process, an introduction to EEO counseling, EEO laws, regulations and procedures, theories of discrimination, the EEO counseling process, terminating EEO counseling and report writing. In addition, students watched a video on the Alternative Dispute Resolution Program and did role playing to simulate real life situations.

District employees who attended the course were Donna Russell, Barbara Blumeris, Chiway Hsiung, Jackie DiDomenico, Laureen Borochaner, Peter Hugh, Tom McNaughton, and Raimo Liias.



Photo by Mark McInerney

Mr. Kelley answers students' questions during the training session.

District hears comments, concerns on latest Route 6 alternative

The Corps of Engineers held hearings to listen to public comments on the Connecticut Department of Transportation's permit application for a Route 6 Expressway. The hearing was held in Vernon, Connecticut, Nov. 21.

The hearings, held in both afternoon and evening sessions, focused on gathering public comments regarding the CTDOT's permit request. The state of Connecticut has been seeking improvements for Route 6 since as early as 1963.

Approximately 300 attended the hearings to express their feelings, both positive and negative, on the proposed highway. Citizens who attended were provided with a copy of the public notice and other pertinent materials regarding the permit application.

The Corps' Public Notice, dated Oct. 17, includes a summary comparison of three build alternatives for the proposed construction, alternatives 113B, 133mod and 133-18/25.

The Corps required the CTDOT to provide the same level of detail for all three highway alternatives prior to issuing a public notice to ensure the public could make an informed decision on the merits of each alternative.

New England District's Commander, Col. Brian E. Osterndorf, explained the Corps' final selection process during his remarks at the meeting. "There are two basic parts," he said. "First an analysis is conducted of all available alternatives to determine practicability, and second, the final alternative must be the least damaging to the environment."

The Colonel explained that in determining practicability, the Corps considers such factors as cost, safety and community impacts. If these types of effects are severe, the Corps may rule out alternatives, even if they are less environmentally damaging. "However, once all the practicable alternatives are determined, the Corps is required to



In his opening remarks as hearing officer, Col. Osterndorf urged attendees to provide comments to the Corps to assist in the evaluation process of the proposed Route 6 Expressway.

Photo by Mark McInerney

permit only the least environmentally damaging on waters and wetlands," he explained.

After the least environmentally damaging practicable alternative has been determined, the Corps evaluates measures to further minimize and mitigate impacts, such as minor alignment shifts, bridging and reducing side slopes and median widths, according to Col. Osterndorf.

The CTDOT contends that the impacts associated with their preferred 133B alternative are reasonable with all issues considered. "Innovative designs were applied to 133B to minimize impacts to the environment," read the information handout given to attendees of the hearing.

Col. Osterndorf urged citizens to provide comments to the Corps to help them evaluate the permit. "It is my responsibility to evaluate both the environmental and socioeconomic impacts prior to my decision," he said. "And in order to accomplish that we need your input. Yes, it is indeed crucial to this public process that your voice is heard."

Larry Rosenberg, Chief, Public Affairs and moderator and facilitator during the 8-hour hearing, emphasized the Colonel's request for input. "We're

here to listen to your comments, to understand your concerns and to provide you an opportunity to put your thoughts on the record should you care to do so," he said.

Larry explained the Corps will use those comments to compare the alternatives being considered in order to reach a determination of the least environmentally damaging alternatives.

The least environmentally damaging alternative is the first step in a process that could lead to a permit decision by the Corps after the release of the Final Environmental Impact Statement by the Federal Highway Administration (FHWA).

FHWA and CTDOT will decide after the least environmentally damaging alternative determination whether or not to proceed with highway construction in accordance with Section 404 of the Clean Water Act and other statutes and regulations. An EIS is required by the National Environmental Policy Act.

Other District employees who participated in the hearing were Susan Lee (Project Manager), Mark McInerney, Bob DeSista, Laura Lally, Gladys Leone, Sally Rigione, Joanne Barry, Alexine Raineri, and Brian Valiton.

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Projects that are cost shared with the Partnership and the New England District include the Charles River Watershed Wetlands Restoration Plan; Sudbury-Assabet-Concord Watershed Wetlands Restoration Plan; Narragansett Bay/Mount Hope Bay Shore and Ten Mile Watershed Wetlands Restoration Plan; and the Sagamore Marsh Restoration Research Project.

The special recognition by Secretary Durand was not expected, but very much appreciated according to Ken Hitch, Director of Engineering/Planning. "This award is particularly important to New England District staff because not only do we chair the Coastal America team in New England, but the majority of our Section 22 work in Massachusetts and several Continuing Authority Program projects such as Sagamore Salt Marsh Restoration, Neponset Baker Dam, Broad Meadows Marsh Restoration, etc. along with an upcoming general investigation into aquatic habitat restoration in Mass/Cape Cod bays, all are in direct support to Secretary Durand's Office of Wetlands Restoration," he said. "It is gratifying to get this type of recognition from a satisfied, if not delighted, customer."

The citation read, "With sincere appreciation to Coastal America and its individual partner agencies for the exceptional level of support they have provided the Commonwealth's wetland restoration effort under the 'Resolution to Restore Massachusetts Wetlands' of June 1, 1994 – taking 'Partnership' to a new level."

John Kennelly, Chief, Planning Branch, emphasized the importance of collaborating with other agencies to accomplish a quality product. "Planning Branch has been working with the EOEA Office of Wetlands Restoration since its inception six years ago," he said. "In that time we have helped establish a protocol to identify and evaluate degraded wetlands and conducted that evaluation in numerous watersheds. This

collaboration has led to the upcoming general investigation in Massachusetts and Cape Cod Bays that will allow the Commonwealth to restore all of the identified degraded habitats in that area. This will greatly move them toward their goal of restoring 3,000 acres of wetlands in Massachusetts by 2010."

Bill Hubbard, Chief, Environmental Resources Section and Chair, Coastal America Northeast Regional Implementation Team, agreed. "The NED team is vital to the success of the Massachusetts EOEA and other state team members' goals in ecosystem restoration," he said. "We have been using the Coastal America partnership for several years now to review candidate habitat restoration projects and decide which federal agency is best suited for project implementation. Sometimes the NRCS, EPA, FWS or NMFS programs are the quickest to provide implementation. But, when it is a large complex project that can affect a significant portion of the ecology of a watershed, it is the expertise of the New England District that is quickly pursued. We should all be proud that the New England ecology is being improved by our projects such as Galilee Salt Marsh Restoration, the coastal Maine salt marsh projects, and the Blackstone River Watershed efforts, to name only a few. We will leave these improvements as a legacy of all our careers."

The purpose of Coastal America is to: Protect, preserve, and restore the Nation's coastal ecosystems through existing federal capabilities and authorities; Collaborate and cooperate in the stewardship of coastal living resources by working

together and in partnership with other federal programs, and by integrating federal actions with state, local, tribal government, and non-governmental efforts; and Provide a framework for action that effectively focuses expertise and resources on jointly identified problems to produce demonstrable environmental and programmatic results that may serve as models for effective management of coastal living resources.



Photo by C.J. Allen

From left: Col. Osterndorf, Virginia Tippie, Coastal America director, Secretary Durand, Dr. Westphal and Bill Hubbard display the award Secretary Durand presented the District.

Dredging up the past . . .



Lt. Col. Stan Murphy, Deputy Division Engineer, sits and talks with a group of Boy Scouts at the Waltham Visitor's Center in this April 1988 photo.

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