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

Volume 36, No. 5

# Yankee Engineer

February 2000

## New England District celebrates Engineer's Week

**Compiled by Ken Hitch  
Engineering/Planning**

The U.S. Army Corps of Engineers has a vision: To be the world's premier engineering organization. The New England District is striving to achieve that vision through its successful projects and its outreach to others.

During National Engineers Week, the District will showcase the programs and activities that have built its

reputation for excellence.

The six New England states cover 66,000 square miles, with 6,100 miles of coastline and thousands of miles of navigable rivers and streams. The terrain ranges from the rocky and jagged Maine coastline to the sandy shores of Cape Cod and from Vermont's rugged mountains to the breaking waves of the Atlantic. New England's natural features are truly a microcosm of America in terms of natural features.

The District takes great pride in the fact that it has provided service to the people of New England since June 16, 1775, when the U.S. Army Corps of Engineers was founded on the eve of the Battle of Bunker Hill. Today, as part of the North Atlantic Division headquartered in New York, the District continues to provide state-of-the-art engineering services to New England and the nation.

New England District's missions include flood prevention and control, emergency response for natural disasters and national emergencies, environmental remediation and restoration, recreation and natural resource management, the Regulatory program, streambank and shoreline protection, maintenance and improvement of harbors, and engineering and construction support to military units and other federal agencies, including Superfund work for EPA.

The New England District's flood control projects, which cost \$538 million to construct, have prevented damages of over \$2.8 billion to date. The District has provided this flood protection in the region's 13 major river basins through construction of 36 dams, 99 local protection projects and five hurricane barriers. The Corps in New En-



Water treatment plant at the New Bedford Superfund site.

photo by C.J. Allen

*Continued on page 6*

# Yankee Voices



Jay Provenzano  
Information Management

## Diversity

I believe that diversity is a part of the natural order of things -- as natural as the trillion shapes and shades of the flowers of spring or the leaves of autumn.

I believe that diversity brings new solutions to an ever-changing environment, and that sameness is not only uninteresting but limiting.

To deny diversity is to deny life -- with all its richness and manifold opportunities. Thus I affirm my citizenship in a world of diversity and with it the responsibility to...

Be tolerant. Live and let live. Understand that those who cause no harm should not be feared, ridiculed, or harmed -- even if they are different.

Look for the best in others.

Be just in my dealing with poor and rich, weak and strong, and whenever possible to defend the young, the old, the frail, the defenseless.

Be kind, remembering how fragile the human spirit is.

Live the examined life, subjecting my motives and actions to the scrutiny of mind and heart so to rise above prejudice and hatred.

Care.

*(by Gene Griessman)*

## Congratulations

...to **Lyn Trombino**, Programs/Project Management, on the birth of her daughter, **Erica Lyn Antonellis**, January 10. Erica weighed seven pounds, seven ounces and was 21 inches long.

...to **Ken Hitch**, Engineering/Planning, and his wife, **Pattie**, on the birth of their first grandchild, **Robert Kenneth Hitch**, February 1. Robert, son of **Steve and Shannon Hitch**, was born in Seattle, Washington. He weighed seven pounds, 11 ounces and was 20 inches long.

## Good Luck

...to **Duban Montoya**, who left for a 30-day TDY to Honduras February 6. Duban will work for the U.S. Agency for International Development through Mobile District. The intent is to provide help to local communities by discussing their needs and developing engineering scopes of work in Spanish. In addition to his other duties, Duban also serves as the Hispanic Program Manager for the District. The Yankee Engineer will print updates on Duban and his mission to Honduras when it is received.

## Welcome

Pamela Bradstreet, Real Estate

Cheryl Kasso, IMD

Katherine Nelson, Cape Cod Canal

Jason Robertson, Tully Lake

Geoffrey Steuerwald, Cape Cod Canal

James West, Tully Lake

Steven Delphia, Logistics

Thomas McNaughton, Real Estate

Marilyn Oritz, Eastern Area Office

William Rogers, Con-Ops

Quentin Walsh, Real Estate

## Correction

In addition to everyone listed for the key roles they played in the Hodges Village Dam project in the January issue of the Yankee Engineer, **John Perry** of Engineering/Planning should be included as being an integral part of the team that was instrumental in the project's success.

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District Engineer .....Col. Brian E. Osterndorf  
Chief, Public Affairs .....Larry Rosenberg



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

# Let's celebrate!

by Col. Brian E. Osterndorf  
District Engineer



This month's Yankee Engineer is devoted primarily to two topics that are vitally important to the District, and to all of us, as members of two distinct and richly blessed groups.

One of the topics of this issue is the Boston celebration of National Engineer's Week. Although not all of you are engineers, you do belong to the pre-

eminent engineering organization in New England. Each of you is vital to that distinction, and I ask that you read the article about National Engineer's Week with a great deal of pride.

This truly is a celebration of the significant contributions that engineers make to the quality of life and standard of living we enjoy in this region and throughout the country. But this two-day conference is more than just self-congratulations, because it offers the opportunity for engineering professionals to engage each other in meaningful discussion of a wide-range of issues that affect the profession.

These discussions will range from ethical issues and safety to high-quality construction techniques.

One of the more significant events that will take place is Career Night on February 29, when companies will have an opportunity to meet and provide information to young engineers. The District will be actively engaging these young engineers to present the great opportunities for work in the Corps. I invite all engineers in the district, and anyone else with an interest, to attend, and if you are the parent of a young man or woman that might like to be an engineer, here is a chance to get some excellent information.

The other major topic of this issue is one that speaks directly to all of us as awareness. The preeminent position we hold in the world today, the freedoms, as well as the prosperity, we enjoy today are in large part derived from the richness of experiences, talents and skills that have gone in to the "melting pot" that is our great nation. Closer to home, we can see that in our District, the amazing array of talent that we value is really a collection of the various individual talents contributed by people from widely diverse backgrounds and experiences.

This issue of the Yankee Engineer is a celebration of this diversity and a chance to share in the pride that each of us can have in who we are and what we bring to the District family. I thank the authors that contributed their personal thoughts on diversity, and I thank all of you for your contributions to our society and District.

Lets celebrate both of these statements of who we are.

## District plans to restructure Engineering/Planning, Programs/Project Management

Division chiefs from Engineering and Planning, and Programs and Project Management addressed the current internal restructuring taking place throughout the New England District at the Town Meeting February 9.

According to Ken Hitch, Engineering/Planning's reasons for reorganizing are efficiency, to focus on HTRW, and to implement the Project Development Process. "This District has not really fully implemented the Project Development or Project Management Process," he said. "We had people in Engineering doing Project Management work, people showing up at meetings – project manager and engineer manager – and it was hard to tell who was really the lead in these meetings."

Ken said that the District needed to establish that there is one project manager per project and that he or she is working in Project Management and is supporting the team. He also said that the District is trying to get away from the stovepipe structure and into a team atmosphere. "We need to get this mentality brought into the picture,

and that's one of the reasons for the change," he said.

The Engineer Management Branch has been eliminated for efficiency reasons, according to Ken. "At meetings, it was perceived that Engineering was a duplication of effort and another layer to go through," he said. "People can now go to the technical office to get answers to their questions and avoid a middle person."

The elimination of the Engineer Management Branch has also eliminated a branch chief, which was an extra approval and concurrence layer. "That doesn't mean to say that we still don't have people doing a lot of those engineering management roles," he said. "We still have engineers that still have to do the negotiating with the A/E contractor, writing the scopes of work and who are responsible for our technical product." They will now be working closer with the technical staff that works on their projects.

The New England District, according to Ken, is an HTRW Design District. In order to obtain that classifi-

*Continued on page 11*

## District Engineer honors employees, gives briefing

Awards, briefings and internal restructuring were the topics of the town meeting held February 9 in the cafeteria.

Col. Brian E. Osterndorf, District Engineer, began the meeting with a slide presentation. The topics that he covered were the U.S. Army, the Corps, the North Atlantic Division, and the New England District.

The District Engineer announced that the Corps Headquarters in Washington, D.C., is moving its offices from the Pulaski Building to a GSA-owned building down the street. He also talked about the headquarters reorganizing Military Programs and several other organizations. He said that there would be a new Chief of Engineers in the summer. No replacement for current chief, Lt. Gen. Joe N. Ballard, has been announced.

The North Atlantic Division has been tasked to operate as a business, according to Col. Osterndorf. "They are a regional business center conducting operations through its business centers that are the districts," he said. "There's a body called the Regional Management Board that meets to look at things like the allocation of resources and the movement of work amongst the districts and attempts to try to gain efficiencies in the way the Division, as a regional business center, will do work."

"District personnel who are on the regional management board are Bill Scully and Earle "Buz" McDonald," he said. "Mike Keegan is the District's member on the Strategic Planning Team. General Rhoades' intent is for each of the Districts inside the Division to have a full range of capabilities. The New England District's recent military mission is one example of that."

The District Engineer said that the District is now a global organization. The boundaries extend from the New England Region to the globe. Many of the functions that the District is now moving towards has global ramifica-

tions. Col. Osterndorf talked about the work going on in Kosovo, Bosnia, and Israel. "We also have a good history here in support to our own Nation in the event of domestic emergencies," he said. "The boundaries that we think we operate in New England are gradually transforming to a more global look."

Col. Osterndorf said that the Division is also looking to standardize the work in all of its Districts for the basis of having equal work and to be able to move people around.

The Colonel introduced Peter Hugh who gave a slide presentation on his tour of duty in Kosovo. Following Peter's presentation, the Colonel introduced Ken Hitch, Chief, Engineering/Planning, and Bill Scully, Chief, Programs/Project Management, for their briefings on the internal reorganization of their respective organizations (see story on page 3). When the briefing was concluded, Col. Osterndorf introduced Jim Crawford, who gave a slide presentation on the new WE program (see story on page 8).

During the awards portion of the ceremony, Larry Rosenberg, Chief, Public Affairs, announced the New England District's "Clerk, Paraprofessional, Technical, Secretary, and other Support Personnel" award winners. The following individuals will be honored at the Greater Boston Federal

Executive Board Luncheon on April 10 at the Boston Park Plaza Hotel: Janette Bacigalupo, Contracting; Jo-Ann Dawber, Engineering/Planning; Ann Dickhut, Logistics; Joanne Ellis, Programs & Project Management; Rachel Fisher, Emergency Operations; Pat Mulvey, Construction/Operations; Susan Rodkey, Human Resources; and Ruth Tanner, North Central Resident Office, Con-Ops.

Ken Hitch, Chief, Engineering/Planning, presented Peter Hugh with a Special Act Award for his work during his tour of duty in Kosovo.

Bill Mahan, Chief, Logistics, presented performance awards to Janet Brayden, Ann Dickhut, and Bruce Zawacki for their efforts during the year.

Bill Scully, Chief, Programs/Project Management, called Tony Riccio up to the front of the room to receive a certificate of appreciation from Brig. Gen. Griffin. Tony received the award for his work on the NASA Plum Brook Project Delivery Team. The team developed an effective decommissioning plan for the Plum Brook Reactor Facility. Dennis Waskiewicz, who was unable to attend the ceremony, also received the award. The District received a plaque commemorating the Project Delivery Team of the Year award.

Lt. Col. John Rovero, Deputy District Engineer, presented Bill Mahan with a certificate of appreciation from Brig. Gen. Stephen Rhoades, Division Engineer, for meritorious achievement while providing support to the North Atlantic Division.

Certificates of appreciation were presented to Mary Dunn, Paul Schimelfenyg, George Norton and Tony Riccio from the Professional Development Support Center for being course instructors during 1999 in the proponent-sponsored Engineer Corps Training Classroom Program.

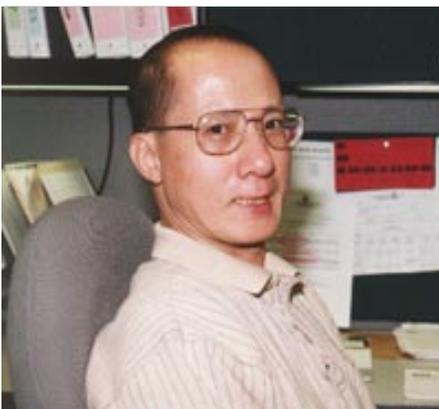
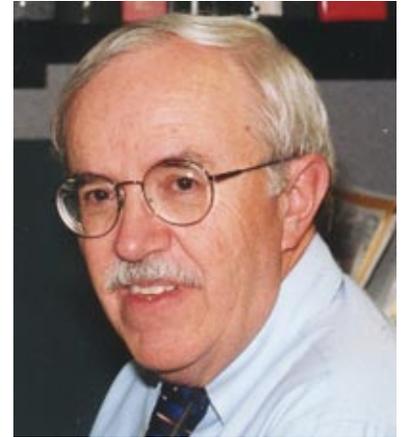
The Town Meeting concluded after a brief question and answer period.



Col. Osterndorf addresses the audience at the Town Meeting.

# Focus on...

## Diversity in the workplace



*Special Pull-Out Section*

# Equal Employment Opportunity Program

by Dianna Rider, EEO Officer

***Equal Employment Opportunity (EEO) is an integral part of our lives as federal employees. EEO has laws, executive orders, policies and regulations on how we are treated in employment decisions and provided equitable treatment in career opportunities as well as how we are treated in our federal workplace. We have seen many changes because of court cases and awareness of employee's rights from when many of us first started working for the federal government. EEO will continue to have new changes to address the changing work force as the needs of diversity is understood and accepted.***

First, ownership of the District's Equal Employment Opportunity Program belongs to the District Commander. We, however, are all stakeholders in his program. Leaders have responsibilities to support and endorse the program to protect the District's most important assets, human resources, on behalf of the District Commander, US-ACE, and USA. Employees, as well as the leaders, have the same responsibility to assist in maintaining a conducive work environment in which they will continue to enjoy being a part of and assisting in protecting their rights and those of others. Success for any project is based on the demonstrated support from top management down through the work force.

As the new EEO Officer for the District, I certainly applaud and ap-

preciate the Commander's demonstration of stating that his EEO program was important by taking the time to write and issue his policy on EEO and open door policy upon his appointment as our District Commander.

I am impressed with the support and commitment of our senior leaders to assist me in my program responsibilities. I have had the opportunity to work with managers and employees and have seen first hand the commitment on both sides to open lines of communication. The District EEO Program is dependent on the managerial chain of the Special Emphasis Program Managers and the EEO Counselors, whom are all collateral duty appointees. I am currently working on filling an EEO Specialist (incumbent) position and anticipate filling this position in the near future.

There are four important components to the EEO Program and they are the Special Emphasis Program (SEP), the Affirmative Employment Program (AEP), the Complaints Program (CP), and the Consideration of Others (CO2) Program.

My focus with each of the programs will be the promotion of education associated with each, forming vital partnerships with leaders and organizations, internal and external. My goal is to encourage managers and employees to think of EEO as an assistance center for

employment plans and/or concerns.

## Special Emphasis Program (SEP)

Our District's SEP Managers are Barbara Blumeris, Federal Women's Program Manager; Duban Montoya, Hispanic Employment Program Manager; Marcos (Marc) Paiva, Native American Program Manager; and William (Bill) McIntyre, Black Employment Program Manager. The SEP Managers are the working hands for the AEP. The SEP Managers are responsible for monitoring the equitable distribution of employment enhancing opportunities such as promotions, awards, training, etc. These managers work with the Human Resources Office, Career Program managers, selecting officials, civic organizations, minority and women organizations, to assist the District to have represented applicant pool in the metropolitan statistical area which is Boston. Their analyses becomes the goals and objectives set in the AEP Plan and Update.

The SEPMS have a thorough understanding of the overall EEO Program. Our District's SEPMS will be gaining a stronger understanding of the Complaints Program as part of their analysis, and bridging and/or strengthening professional EEO relationships to sup-



*Dianna Rider*  
Equal Employment Opportunity Officer

port other federal agencies in recruitment and/or special emphasis awareness programs as well as our own. The education and awareness objective of each of the programs will be promoted via the District Bulletin. PAO will be assisting the EEO Program to establish a quarterly "EEO Newslines" which will include changes in the program, newsworthy articles and/or web sites to enhance significant events or positive contributions made by minorities and women.

Our SEPMS work together and support one another. By working together, they have been unified in a clearer understanding and the promotion of each other programs, as well as their own program. I currently have the Asian Pacific/Islander Program Manager's position vacant. I would like management to discuss with their employees, and nominate an employee that would have their support, the ability to analyze statistics, work well with people and is interested in the promotion and awareness of Asian/Pacific Islanders' issues, as well as the EEO Program.

In the following paragraphs, the SEPMS describe their programs:

### **Federal Women's Program by Barbara Blumeris, FWPM**

As the District's FWPM, the goals of the Federal Women's Program (FWP) are to ensure equal opportunity in hiring, advancement, training and treatment of women. USACE Headquarters recently issued the FWP initiatives for FY 2000. Therefore, I will be supporting and promoting these initiatives during the year. These initiatives include the continued prevention of sexual harassment, encouraging use of offered career development programs, and establish connections with other women's organizations. One of my main concerns is to ensure an organizational climate

where women are treated equally and with dignity and respect. To this end, it is important that the climate at the District remain one of zero tolerance for sexual harassment. As the FWP manager, I am working closely with the EEO Officer to ensure that everyone at the District is aware of this policy and that everyone is adequately trained to recognize and understand the issue of sexual harassment. The annual Prevention of Sexual Harassment was accomplished during the second quarter of FY 2000. My involvement with the recently completed "Communication Workshop" conducted under the EEO/Consideration of Others umbrella also fosters to educate the workforce as to modes of communication and how - what we say, do, or do not do may affect others.

Another area of my responsibility will be to establish and strengthen outreach activities with women based organizations. I will be networking with local and national organizations via e-mail, telephone, and attendance at appropriate meetings. Information of interest to the New England District community will be disseminated via the District Bulletin, committee meetings, and hopefully in the planned quarterly EEO Newslines newsletter we are



*Barbara Blumeris  
Federal Women's Program Manager*

working with PAO to establish.

I will assist supervisors/employees with the promotion of career opportunities for women such as developmental assignments, long-term training opportunities, and informal mentoring by providing information on available programs and encouraging employees to include these in their Individual Development Plans. Also working with the EEO office, I will develop, coordinate, and conduct a survey of our employees to determine perceptions/concerns/needs regarding their career progression.

I serve as a technical advisor to the FWP committee. The FWP committee provide an opportunity for more people to become involved in the FWP and is a forum where concerns and needs of women at the District can be discussed. Committee meetings will be held on a quarterly basis and participation in the committee requires supervisory approval.

### **Hispanic Employment Program by Dubán Montoya, HEPM**

One of the main goals of the Hispanic Employment Program (HEP) is to ensure Hispanic Americans are represented throughout the workforce at all grade levels and occupations in the same percentage as they are represented throughout the country. There are many other EEO goals, but I believe this is the main objective.

As the designated HEP Manager (HEPM) for the New England District for the last couple of years, I have developed and maintained a good relationship with a network of HEPMS/individuals/professional associates from other federal agencies who seek similar goals for their organizations. The EEO Office and my management chain have allowed me to develop these relationships thanks to attendance and/or participation in job fairs, EEO and/

or professional engineering training conferences, and other networking venues.

One of my best sources of employment opportunities is through a web group used mainly by HEPMs from multiple federal agencies throughout the world. I share information derived from this web-group with the EEO Office, the other District's Special Emphasis Program (SEP) managers, as well as managers/employees of the District, and with other colleagues outside the Corps.

For example, in October of 1999, representing the District and the EEO Office, I volunteered and assisted the Society of Hispanic Professional Engineers (SHPE) with its 12th Annual Eastern Technical and Career Conference in Framingham, Mass. I met with many students from schools throughout the country (high school and college) as part of this volunteer effort. One of the local schools participating in the conference was the Massachusetts Institute of Technology (MIT). I have been developing an information-sharing relationship with the president of the MIT Chapter of SHPE and regularly share job information with the Chapter President and in turn with the other SHPE members. Another school represented at the Conference was Lawrence High School (LHS). I have had previous contact with LHS when in 1998 I invited the Science & Engineering Club to the Corps to meet with some of our engineers and scientists. As my on-going HEPM's responsibility, I hope to continue working with LHS in a similar capacity. In fact, with the EEO Officer's support I plan to do this with other New England schools and organizations with high Latino representation.

My information network also includes organizations other than high school and college contacts.

Last year I met with officials from the city of Waterbury, Conn., to explore the possibility of increasing our summer-intern application pool of Hispanics.

Our flood control project at Hop Brook Lake hires between five and nine summer employees each year. My purpose in this case, was to encourage Hispanic applicants to compete for some of these jobs. One minority female was selected. One of my goals is to assist the representation of highly qualified Hispanic applicants so they may compete and be considered for selection.

I plan to meet and get to know some of the local officials with similar interests in improving opportunities of their Hispanic community in the District.

I strive to continue my search of local Latino candidates to apply for these jobs at Hop Brook and our other field offices.

My future plans for HEP in New England include working with the EEO Officer to strengthen my coordination efforts with other federal agency HEPMs and increase my network of colleges, universities, high schools and other organizations which have similar goals in mind.

Another objective is to see if the



*Duban Montoya*  
*Hispanic Employment Program Manager*

District, as part of a community outreach project, can provide computers to a couple of local community programs, such as the Hispanic Action Council and the Washington Park House. These organizations run non-profit after-school programs for children to do their homework and provide a better venue than the streets would. Last year, I looked into the possibility of providing some of our excess computers, but found out at the time that we could only provide such equipment to schools (and not to any other organizations). I am still researching a way to provide some used computers to these worthwhile programs (either from the Corps or other organizations).

At the same time as the District HEPM, I will continue to promote awareness among supervisors/employees of their respective responsibilities in ensuring a diverse work force. I do not seek preferential treatment for Hispanics but rather seek to ensure "equal access" to all employment opportunities, e.g., hiring, promotion, training, education, awards, recognition.

### **Native American/Alaskan Native Employment Program by Marcos A. Paiva, NAPM**

As the Native American Program Manager for the District, I have sought to address the under representation of minorities within the workforce by focussing on the importance of cultural diversity in all realms. My accomplishments of program responsibilities have been supported by the EEO Office and endorsed by my managerial chain. These are some of my accomplishments:

- I have emphasized the contributions and achievements of Native American people through attendance at EEO and professional diversity programs, utilizing the Dis-

trict Bulletin for announcements of special events and/or web sites, thereby educating the work force.

- I recently established a relationship with the American Indian Science and Engineering Society (AISES), a national organization dedicated to the promotion of Indian students and professionals in the science and engineering fields. I was honored by being asked and accepted to be a volunteer on the Government Relations Board of AISES for the Northeast region. This opportunity allows me, as the District's NAPM, to strengthen our relationship and support our commitment to New England area Indian college students by assisting in identifying government resources and strategies and in promoting government careers.

- My active participation will allow me, through AISES and the GRB, to establish contacts with local schools and universities with a large Native American population to participate in career days and fairs with the purpose of attracting these students to government employment.

- I plan to visit New England District flood control projects and resident offices in areas of Native population to further address underrepresentation and to conduct outreach programs to the surrounding population.

- I will continue to maintain Native American contacts in the area through roles as District Archaeologist and Tribal Coordinator.

- Keeping abreast and maintaining an understanding and awareness of local, regional, and national Native concerns and issues to assist me in educating the work force, promoting the recruitment and placement of Native Americans, and being recognized as the technical point of contact for the EEO for the Native American/Alaskan Native program.

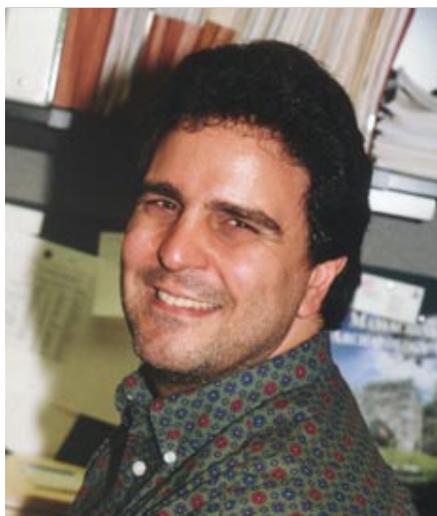
## **Black Employment Program by William E. McIntyre**

As the Black Employment Program (BEP) Manager, I have listed below program objectives and goals. These program goals are based on the District's diversity goals, it's employees' experiences, objectives, interests and needs. Many goals and objectives that are listed have been brought to my attention as feedback and/or observations made by the minority Corps employees. Additional goals are included that are designed to address the DoD's recommendations governing the Special Emphasis Program's development, procedures and implementation.

- Assist with the recruitment of the District's Black employees to serve on planning committees. This committee could create subcommittee that would be tasked with special projects, or plans.

- Actively work with the District to increase it's recruitment participation with guidance departments at local public high schools, junior colleges, technical schools and colleges. Research and make an application as a corporate member to professional organizations, such as the Society of Black Engineers.

- Represent the District at em-



*Marcos Paiva  
Native American/Alaskan Native Program  
Manager*

ployment recruitment programs or conventions that would be attended by other corporate recruiters seeking to recruit persons with diverse background such as Asian, Black, Hispanic, Native American, women population groups.

- Continue to increase communication with guidance departments at local public high schools, junior colleges, technical schools and colleges about the Corps programs and current job opportunities after graduation from school. These activities will keep local students' organizations advised of current jobs, inform them about the Federal internship programs, and the required selection procedures and requirements.

- Seek out and target local community resources that are knowledgeable about potential candidates for employment with the Corps of Engineers. Make sure that the job posting and applications are available, which would include the government's web page sites for government job listings. Meet or talk regularly with social service organizations that have access to potential applicant pools. These social service organizations have membership or matriculating populations that could be a tremendous human resource assist that can recruit new employees. This could be one of the resources that the District could use to achieve its mandate to increase the diversity of its employee population.

- Work with employees and managers to improve the supportive services for all new personnel joining the District family.

- Continue to participate in the local and National Blacks in Government organization. I will continue to encourage better communication between government agencies as a source of new experienced minority personnel.

- Develop a schedule to visit

work sites within the District. These visits could increase the communication between the EEO's Special Emphasis Programs. The employees working at sites other than the main office often do not hear about new employment and/or educational opportunities.

- Prepare News Release for Black History Week and or displays in the Central Office.

- Participate in other Special Program Emphasis Managers' programs and events. Coordinate program costs events, etc., to increase monetary efficiencies and increased effectiveness.

## Complaints Program

Recently, the Equal Employment Opportunity Commission (EEOC) as the approving authority by Congress implemented changes in the way EEO discrimination complaints are handled in the Federal administrative process. The following are the major changes:

- Alternative Dispute Resolution programs are now required.

- EEOC Administrative Judges (AJs) will issue decisions on complaints at the hearing stage.

- Army will issue a final action, which will be in the form of an order.

- Attorney fees may now be awarded for work performed in the administrative process.

- Failure to accept a full relief offer dismissal option has been eliminated.

- Interim relief is required when an agency appeals the EEOC decision to return a separated employee to work.

- An individual complainant may declare a class complaint at any stage of the process up to the hearing.

- Complaints alleging dissatisfaction with the earlier processing of a complaint (spin-off complaints) may now be dismissed.

- AJs may dismiss complaints

wherein there is a clear pattern of abuse of the EEO process.

The Corps of Engineers already has in place an ADR program (Corps of Engineers Early Resolution Program (CEERP)). An employee might have this program as part of an election by the aggrieved of a traditional fact finding inquiry based on the recommendation of the ADR team to offer mediation prior to the 30th day of counseling.

The other choice the aggrieved will have to consider is if an offer of mediation is extended to the aggrieved. If so, mediation without the traditional fact finding inquiry will be held. Either choice (furnished if a settlement is not reached) provides the aggrieved a Notice of Right to File letter giving them 15 calendar days to pursue the counseled issues to the formal stage.

We no longer have multiple opportunities for resolution prior to the final EEOC decision. Concise, factual, and timely EEO counseling, inquiries and reports will be mandatory in order for the organization to be able to determine if resolution is feasible. If the Office of Complaint Investigations' inquiry is not conducted within 180 days of the filing of the complaint, the complainant may request a final agency decision from EEOC.



*William E. McIntyre*  
*Black Employment Program Manager*

A Final Army Decision is Army's method for maintaining control of the complaint; consequently, no organization will act on an EEOC final decision until Army issues its final action, which will contain an order for implementation. This action will take place within 40 days of receipt of the EEOC decision. There is no recourse to the Army final action. If Army decides to appeal the EEOC decision, organizations will be requested to submit briefs in support of the appeal (as is now the practice).

Dismissals of full relief offers, which were an option for organizations to use to resolve cases has been eliminated. There is interim relief for removed, separated, or suspended employees. When the EEOC decision orders retroactive restoration, the agency must comply with the decision pending the outcome of the agency appeal. However, an option of not returning an individual to work is available if to do so would result in undue disruption to the work environment.

An individual complainant may allege class discrimination at any time up to the EEOC hearing without having to go back for additional EEO counseling. Organizations need to ensure that the possibility for class impact is examined prior to the EEOC hearing.

Organizations may now dismiss complaints that arise regarding the processing of a previous complaint. This will probably decrease the overall number of complaints in the formal process but puts more of a burden on EEO offices to ensure the process and procedures, as well as timelines, are followed. There have been four major revisions to the rules and regulations governing the processing of EEO discrimination complaints in the past five years. We continue to depend on volunteer employees on the front-line for ad-

vising, counseling, negotiating, and mediating conflicts between an employee and employer. Currently, the following individuals were appointed have collateral duty as EEO Counselors: Ruth Ladd, Frank Turner, David Hebert, Kevin McKelvey, Frank MacDonald, and Bruce Williams. I

will be in the process of reappointing those interested. I would like to solicit nominees from the Resource Management, Logistics, Engineering and Planning organizations.

Nominees for collateral duty appointments as EEO Counselors should have the ability to work well

with people, the ability to analyze data, and have concise oral and written skills.

If anyone is interested, please submit your written nomination with your supervisor's endorsement. Nominees will receive a packet to complete and return.

## Chief of Engineers receives Black Engineer honors



*Lt. Gen. Joe N. Ballard*

Lieutenant General Joe N. Ballard, Commander, USACE, has been selected as the winner of the Dean's Award by the 2000 Black Engineer of the Year Awards Selection Committee, and Mr. William A Brown, Sr., P.E., HAIA, has been selected as the winner of the Professional Achievement in Government Award by the 2000 Black Engineer of the Year Awards Selection Committee. These awards are given to candidates whose qualifications place them in the top ranks of the nation's technology achievers. We all can be extremely proud that LTG Ballard and Mr. Brown stood out in a group of hundreds of the nation's premiere scientists, engineers, and technology leaders.

They were recognized at the Fourteenth Black Engineer of the Year Awards Conference, February 17-19. The Awards Ceremony was held, Saturday, February 19, 2000, at the Baltimore Convention Center. This black tie event was the highlight of the three-day conference sponsored by the

Engineering Deans of the Historically Black Colleges and Universities (HBCUs), Lockheed Martin Corporation, and US Black Engineer (USBE) Information Technology Magazine. Approximately six to seven thousand individuals attended this conference.

Lieutenant General Joe N. Ballard became the 49th Chief of Engineers and Commander of the U.S. Army Corps of Engineers on Oct. 1, 1996. He is the Army's senior engineer and top engineering advisor. He is responsible for an annual budget of over \$12 billion and leadership of a workforce of more than 37,000 civilian and military personnel worldwide.

Lt. Gen. Ballard manages Army Corps of Engineers missions, including the nation's vast civil works program, environmental restoration, and construction on military installations. His leadership guides the Corps in assisting with recovery from natural disasters, regulating work in the nation's waterways and wetlands, conducting research and development, serving as the Army and Air Force real estate agent, and providing engineering services to 60 other federal agencies and more than 80 other nations.

Lt. Gen. Ballard graduated from Southern University in Baton Rouge, La., in 1965 with a bachelor's degree in Electrical Engineering and was commissioned into the Corps of Engineers. He later earned his master's degree in Engineering Management from the University of Missouri. He is a graduate of the Army Command and General Staff Col-

lege and the Army War College. He is a registered professional engineer. Lt. Gen. Ballard holds a number of honorary degrees, including an Honorary Doctorate of Law from Lincoln University, Jefferson City, Mo., an Honorary Professional Degree from the University of Missouri in Rolla, Mo., and an Honorary Doctorate of Engineering from Southern University, Baton Rouge, La.

Prior to his selection as Chief of Engineers, Lt. Gen. Ballard served as the Chief of Staff of the Army's Training and Doctrine Command, Fort Monroe, Va. He served in a wide variety of command and staff positions in the U.S. and overseas, including Commanding General of the U.S. Army Engineer Center at Fort Leonard Wood. Lt. Gen. Ballard served two combat tours in Vietnam.

Lt. Gen. Ballard's military awards include the Distinguished Service Medal, Legion of Merit (three awards), Bronze Star Medal (two awards), Defense Meritorious Service Medal, and the Meritorious Service Medal (four awards).

In addition to his military honors, the Council of Deans of Historically Black Colleges and Universities and the Career Communications Group recognized Lt. Gen. Ballard as the 1998 Black Engineer of the Year. He is also the 1998-1999 president of the Society of American Military Engineers and a member of the National Engineering Honor Society, Tau Beta Pi.

# Diversity:

## What Is It? , How Does It Work? and What Are The Benefits?

by Crystal Gardner



What is diversity? For many of us this term is hard to define. Why? Because it causes us to try to include and define others who are not like us. It brings to light our own idiosyncrasies, prejudices, and fears. In order to define diversity, we must step out of our Jahari Windows and learn more about each other. Once this takes place diversity can easily be defined. Diversity is to value and respect the differences in all individuals, regardless of age, race, ethnicity, gender, sexual orientation, or disability.

For me, diversity is important for several reasons. First off, I am African-American, female, and a disabled veteran. This places me in three of the six categories for diversity. Above that, recognizing and valuing diversity helps make me a well-rounded individual, increases my knowledge base, and my circle of friends and colleagues.

Managing diversity in an organization is very important. Recognizing diversity in the workplace can create positive potential. We as an organization must recognize and acknowledge that diversity exists in our workplace. Then we must learn to value and respect our fundamental differences among each other.

The concept or purpose of diversity is not to make everyone alike, but to work together to attain common goals. This can be achieved by

utilizing the knowledge and skills of all people while valuing and respecting differences.

In order for the concept of diversity to work, we as an organization must value and understand diversity, instead of fearing and rejecting it. If we are successful at doing this, sooner or later we will obtain cross-cultural working environments as well as friendships.

Valuing diversity allows us to recognize that each individual is an integral part of our mission and everyone has a piece in the complete puzzle of the success of the organization. In other words, every member is a part of the organizational tree. Though different, each branch is needed for the organization to survive and grow.

A multicultural organization is the key to reaching multicultural people. Equality is a quality we must adopt regardless of stereotypic boundaries.

I believe that if valuing diversity or the concept of diversity is being utilized in an organization, I would see the following results:

Employees getting along better and willing to accept and learn about other cultures.

Employees would feel a sense of belonging and produce a better work product and increase productivity.

- No impartiality.
- The organization will have the ability to create a greater network, which can create more business opportunities.

- Everyone will have the opportunity to grow and contribute to the organization's success versus its failure.

Managing diversity is a holistic approach to create an environment that allows everyone to reach his or

her full potential en route to the organization's mission. It's not a set of pre determined solutions, nor a medium to address discrimination. From a management perspective, managing diversity is how to better manage the organization's human resources, since these resources are more diverse than earlier years. Its about leveling the playing fields for everyone and not just a selected few.

If I were to compare Managing Diversity and Affirmative Action the results would be as follows:

### Affirmative Action

Government Initiated  
Driven by Laws  
Quantitative  
Focuses on Problems  
Assumes Assimilation in Workplace  
Reactive  
Minimizing Resources

### Managing Diversity

Voluntary  
Driven by Productivity  
Qualitative  
Focuses on Opportunity  
Assumes Integration  
Proactive  
Maximizing Resources

In conclusion, if we can accept and manage diversity as it is intended, we can break down a lot of barriers, create a positive work environment, level the playing field and broaden our customer base.

To me managing diversity, if done correctly and if everyone buys in to it, will make affirmative action unnecessary in the long run. I can't foresee this happening in the near future though.

# Female Engineers discuss their career field

Staying in the vein of the double theme flowing through this issue – Diversity and Engineering – the Yankee Engineer decided to speak with some of the District's female engineers to get their views on being a woman in a career field that traditionally has been dominated by men.

**Yankee Engineer:** *What made you decide to work for the Corps of Engineers as opposed to an engineering firm in private industry?*

**Joan Gardner:** I did work with the Corps during my freshman and sophomore years of college, and everyone who can remember knows that my father was also an engineer at NED for thirty-five years. My Dad knew that I wanted to see some of the options in the private sector and during my junior and senior years, I did work at a small engineering company. After I graduated, I stayed with that company. After a taste of the "outside world," I learned that the Corps was more diverse in its workload. It seemed that private firms were specialized in certain engineering disciplines, but the Corps was involved in a variety of projects. I decided to apply again to the Corps after a few years. I felt that the variety of options offered would be beneficial for a strong foundation of experience.

**Karen Schofield:** Ten years ago, the biggest reasons I chose the Corps were the benefits and the training program. The most appealing benefits were lots of vacation and sick time, credit hours, and flexible schedules. The great things about the training program were that I could try several areas of engineering (which to me was what civil engineering was all about - there are so many specialties and I wasn't quite sure which was best for me right out of college), meet lots of people, get a feel for each office, and choose what interested me most when I got off the program. Also, I felt most interested in water resources and the environment which seemed to be a Corps of Engineers focus. I also liked the idea of

serving the public while helping the environment.

**Christine Godfrey:** It is interesting how I came to work for the Corps. In August 1982, I was finishing my master's degree in engineering, and Randy and I got married in September. In October, we moved to Anchorage, Alaska, as he had been offered a job at the Alaska District. While he was in college, he worked summers for CRREL, who shipped him up to Fairbanks for a research project. While there, he applied for and received a position at the Alaska District. When we arrived, the Regulatory Branch was hiring and approached me. As I was an engineer, I was eligible for direct hire. I worked for the Corps for two years, and then for EPA in Anchorage for a year. In 1986, we moved back to New England and have been with the District ever since.

**YE:** *Between the time that you arrived at the Corps and the present, have you seen a rise/decrease in female engineers working for the agency? Why do you think that is?*

**JG:** There is definitely an increase in female engineers from when I arrived to the present. I know this has a lot to do with the time I graduated. Not many women were choosing engineering for a career path when I was in college. Today, there are so many women in this profession. My alma mater, Tufts University, has shown such an increase in the percentage of women now enrolled in its engineering curriculum compared to when I was in school. I'm sure that there is not only an increase of female engineers at the Corps of Engineers but also private firms as well. This is just a result of the times.

**CG:** It seems to me that Regulatory tends to have a higher percentage of professional women (both engineers and scientists) than other offices in the Corps. There are more professional women in Regulatory than when I started, but I'm not sure if that's true of the District overall. In 1982, there were no women Regulatory Branch Chiefs in the whole

country. Now, out of 30 or so Districts, there are probably five or six women Regulatory Branch Chiefs. The advancement opportunity in Regulatory for women seems better than in other offices, probably because we have a higher percentage of qualified women in the ranks. We now have two GS-13 supervisors, Karen Adams and myself. The other interesting thing is the number of women that participate in various meetings and conferences that I attend. When I started, I'd frequently be the only woman in attendance. Now there's a much higher percentage. For instance, I was at an EPA-Corps national dredged material meeting in January. Over 200 people attended. I would say about one-third were women.

**YE:** *Are there any advantages or disadvantages to being a female engineer with the Corps? If so, what do you think they are?*

**JG:** I do not believe that there is any advantage of being a female engineer with the Corps but I do believe there are disadvantages. I have noticed over the last few years that there is unfortunately still a discrimination against female engineers. I don't know if this is the same for other professional disciplines within the Corps. It appears that some women still have to work harder. I don't know why women feel that they have to prove themselves. I guess it has to do with such comments as, "oh, she only got promoted because she is a woman" or "someone got some EEO brownie points."

It doesn't matter even if a woman was the most qualified for a position. She will not be recognized for this, instead, "it's because she is a woman!" I will admit that there may have been a few cases when a woman or minority is chosen just for an EEO issue. However, this hurts women and the minorities, especially since all are lumped into that "EEO category" regardless of qualifications. I do want to state that I always felt the New England District was more

*Continued on Page 8*

# New England District celebrates Engineer's Week

*Continued from page 1*

gland pioneered the building of hurricane barriers, building the Fox Point Hurricane Barrier – the first in the Nation -- in Providence, Rhode Island. Today, the Corps still owns and operates two of the five barriers (Stamford, Conn., and New Bedford, Mass.).

Navigation continues to be important to the economic well being of the region, and the New England District plays a vital and necessary role. From the District's first effort to protect the harbor of refuge in America's hometown of Plymouth, Massachusetts, to today's navigation improvement project in Boston Harbor – one of two Hammer Awards received by the Corps in New England in 1999 – the District has improved and now maintains 11 deep water commercial ports and 102 recreational and small harbors.

The Cape Cod Canal, owned and operated by the District, is a 17.5 mile-long waterway. The widest sea level canal in the world is operated around the clock by traffic controllers and rangers. More than 16,000 vessels travel through the canal each year, including more than 8,200 commercial ships carrying 15.5 tons of cargo.

The District also operates recreational facilities at its flood control projects, including 23 picnic, boating, and swimming areas, as well as three campgrounds managed by the District and five campgrounds operated by the state and private interests.

The District's Work for Others Program, especially its work for the Environmental Protection Agency's Superfund Program, has won many accolades. The Hammer Award, one of two such honors awarded to the District in one year,



*Pownal Tannery Superfund Site in Pownal, Vermont*



PAO Photo file

*New England District's Cape Cod Canal.*

was received for its work at the Charles George Superfund site in Tyngsboro, Mass. The variety of the New England District's work for others is illustrated by bulk mail and annex facilities that were built for the U.S. Postal Service, and most recently, three lighthouses that were moved inland to save them from eroding shorelines for the U.S. Coast Guard.

Support to the military is a newly returned and much welcomed mission for the District. Under this program, the Corps provides support that varies from constructing hangars and runways to building barracks and family housing, to environmental restoration of military facilities and installations. All of the work is designed to support the soldier and airman in peace and war and to provide facilities that enhance the quality of life for members of the military community.

The New England District is an advocate of innovative technology (IT). Under the leadership of Dr. Ian Osgerby, substantial cost and performance accomplishments have been achieved in the HTRW Program area. They ranged from natural attenuation to enhanced bioremediation, to advanced oxidation using hydrogen peroxide and potassium permanganate. Innovative technologies contributed significantly to the Charles George Superfund Site Hammer Award. Another innovative technique was used on Hodges Village Dam to stop a serious seepage problem. This was the first risk-based reliability analysis for a seepage rehabilitation project, and prototype cutting wheels were used for the first time to cut a trench into bedrock for a slurry wall.

## **Public Involvement, Outreach and Engineer Week**

Through its Public Involvement programs, the District earns, protects, and sustains the public trust. The citizens of

*Continued on page 7*



*As part of its military mission, the New England District sends personnel to Kosovo.*



*The Devens landfill project is being accomplished under the District Base Realignment and Closure program.*

*Continued from page 6*

New England associate the Corps' white construction hats adorned with the red Engineer logo with good government. It is a public trust with many responsibilities that the District is proud to shoulder.

The New England District is a very visible entity and often the subject of interest from various media, elected officials, and the public-at-large. Our range of operations and areas of engineering expertise often encompass sensitive and emotional issues which, if not carefully addressed, have the potential for causing embarrassing or other negative reactions from those we ultimately serve, the public.

The District reaches out to the public through informational programs founded on performance. One such program is the District's Speaker's Bureau. The Public Affairs Office maintains a database of District professionals who are prepared to present topics of interest to the public. These experts are available to address audiences on a variety of subjects, including archaeology, architecture, biology, environmental restoration, forestry, geology, hydrology, industrial hygiene, natural resource management, public affairs, regulatory issues and permitting procedures, sociology, surveying, water resources development, wetlands, and nearly all of the engineering disciplines.

The Speakers Bureau program makes these professionals available to speak to clubs, educational institutions special interest groups and other organizations. Packaged audiovisual presentations and displays are also available for showing through this program. A brochure on the program that was sent to schools and special interest groups can be viewed on the World Wide Web at <http://www.nae.usace.army.mil/publicac/bureau.htm>.

The District's efforts to inform the public increases during Engineers Week. National Engineers Week 2000, with

a special focus on minorities, women and youth, aims to reach the entire American public. New England District has made plans for its most ambitious National Engineers Week in the 49-year history of the event.

Building on the theme of "Turning Ideas into Reality," the Corps in New England Engineers Week outreach activities in February are focused on encouraging New England's young math and science students to realize the practical power of their knowledge and skills to meet the challenges of the new millennium.

In February the New England District, in a cooperative effort with the Boston Society of Civil Engineers (BSCE), will implement a school visitation program that will send District engineers to various schools around the six-state region to talk to children about the profession of engineering and the various missions of the U.S. Army Corps of Engineers. As part of the program, BSCE will furnish the Corps representatives with a 15-minute informational video to present at the schools.

In addition to the school visitation program, the District will also participate in the Engineers Week Career Night in Boston where District professionals will address a variety of topics and provide career-enhancing information to engineering and technical-based students.

An informational booth will include the exhibit, "Your Corps in New England," which illustrates the many types of projects the District has managed in recent years. Brochures that explain the role of the Corps of Engineers will be available as well as publications that describe current New England District projects. Ken Hitch, Chief of Engineering/Planning Division, was a member of the board that determined the scholarships that will be presented during the Engineers Week luncheon.

*(Jim Crawford, Construction/Operations, and the Public Affairs Office also contributed to this article.)*

# Female Engineers discuss their career field

*Continued from page 5*

diverse than other divisions and districts. It always surprised me to attend conferences, training, and meetings, just to notice that I would be the only female in attendance. It has changed a little but not much. It could be because I have been involved with Construction for most of my career. Unfortunately, I still have noticed that some men do still discriminate. This is the reason why I do feel that it is a major disadvantage to female engineers not to be recognized for their qualifications when they are promoted or receive an award. It's too bad that gender is always thrown into their face.

**CG:** As far as advantages/disadvantages, that's hard to say. I've appreciated the chance to work hard and be recognized for it. My management chain, particularly Bill and Dick (and formerly Jimmy and Andy, and let's not forget the great support from Lt. Col. Stan Murphy and Col. Philip Harris, who opened the day care center in Waltham) have been very supportive of women. For instance they've backed flexible schedules for family responsibilities, training, and recognition of good performance. But the bottom line is the skills, commitment, and in particular, the ability to work with others that you bring into the job that make possible the recognition and advancement.

**YE:** *Do you think there will ever be a time in the future when the*

*number of female engineers will be equal to/more than the number of male engineers at the Corps?*

**JG:** Not in my lifetime.

**CG:** I can't see a time in my career that the number of women engineers at the Corps will equal or exceed men. (Although, I still hold out hopes for New England District's first lady DE or DDE.) For one thing, the current work force is stable. As vacancies occur, we seem to fill from within and not hire from outside because programs and funding are shrinking.

We have lost 22 full time employees in Regulatory over the last five years due to level funding. For the first time in about five years, we are advertising outside the District for a professional opening. But here again, we've hit a stopper list. That takes the supervisor's attempts to reach out to a minority person or a woman away. So the overall lack of hiring, and the federal hiring system itself, are hard issues to deal with in terms of advancing the numbers of women in the District. This whole situation does not seem like it will advance the numbers of professional women in the District.

**YE:** *What, if anything, do you think would attract more women engineers to the Corps?*

**JG:** There have been so many recent discussions on TV about the problems of two income families. The num-

ber one problem pertains to child care. I believe that New England took a step backwards when it was decided that child care was not needed when we moved from Waltham to Concord. I considered myself very lucky to have had the child care facility in Waltham after my son was born. This was a big determining factor on my continuing to work full time (which I did.) I know my immediate supervisor at that time was extremely concerned when he heard that I would have to be put on a waiting list. As it turned out, when I returned from maternity leave, there was an opening for my son. I have always worked full time and I know it was because I had peace of mind knowing that my son was close to me. This was definitely a perk that I will always cherish. Therefore, I believe that an onsite day care facility would be an attraction to any working mother in any profession and not just at the Corps but in any business.

**CG:** The biggest way to increase the numbers of women engineers would be to start hiring from outside again. Outreach and PR will not do much unless we are actually hiring. I know there are more female engineering graduates than when I went to school (in my graduate classes, I think there were two of us!). As I noticed in meetings and conferences I attend, there are more women engineers and scientists out there working in general.

## Commander establishes Work Environment Committee

An initiative that evolved from the New England District's Council of Deputies has been established and named the Work Environment Committee (WE).

Jim Crawford, Chair of the Committee, gave a presentation at the February 9 Town Meeting to discuss the group's plans and ideas.

"The Committee's mission is to enhance the work environment by providing opportunities for the workforce to enjoy non-duty activities together;

to make the Concord workplace user-friendly; to encourage employee interaction; and to promote a positive work climate that emphasizes respect, job enjoyment and teamwork," he said.

The first meeting of the Committee was held during the last week of January, and its members are already working on several initiatives, including an Employee of the Month Award, an Office/Field Personnel Exchange Program, a Volleyball Court, interoffice game competitions (including field offices), as well

as other activities.

Everyone is encouraged to send his or her ideas and comments to the Committee using the e-mail address established for that purpose, at "WE,NAE."

All Committee members will automatically receive messages sent to that post office box. Members are Ruth Ladd, Greg Penta, Judy Antonellis, Duban Montoya, Jan Bacigalupo, Joe Ferrari, and Sharon Valente.

# District, EPA meet with public on Shpack landfill cleanup project

A public information meeting to explain ongoing environmental work at the Shpack Landfill Site was held on Tuesday, February 1, at the J.C. Solmonese School in Norton, Massachusetts.

The meeting, jointly hosted by the U.S. Army Corps of Engineers and the U.S. Environmental Protection Agency, began at 7 p.m. and updated the public on the schedule for investigation and cleanup of the site. An open question and answer period followed a brief formal presentation. Approximately 75 people attended the meeting.

Scott Acone, New England District's Project Manager, and Dan Coughlin, Chief of the Massachusetts Superfund Section from the Environmental Protection Agency, served as the presenters at the meeting. The District and EPA will be working cooperatively with the Massachusetts Department of Environmental Protection and a group Settling Parties on the project.

The night's agenda included briefings on the U.S. Department of Energy's (DOE) Formerly Utilized Sites Remedial Action Program (FUSRAP); the history of the Shpack Landfill site; a site activity update; and the next steps. After their presentations, Scott, Dan, and Dave Buckley of the Massachusetts DEP held a question and answer period.

The Shpack Landfill Site is one of 46 sites in the country eligible for FUSRAP. The program 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.

In addition to being a FUSRAP site, the Shpack Landfill Site was listed on the National Priority List (NPL) on June 10, 1986, making it a Superfund site. EPA signed an Administrative Order by Consent in September 1990 with the Settling Parties for the performance of a remedial investigation/feasibility study (RI/FS). The initial phase of the RI has been completed.

The Shpack Site is an eight-acre abandoned domestic and industrial landfill that operated from 1946 to 1965. It is located along the Norton/Attleboro town boundary line. The landfill consists of land formerly owned by Lea and Isadore Shpack, now owned by the Town of Norton, and land formerly owned by Albert Dumont, now owned by Attleboro Landfill, Inc.

Approximately five and one-half acres are in Norton and two and one-half acres are in Attleboro. The site received domestic and industrial wastes from local establishments beginning in 1946. Albert Dumont operated an open burning dump on his portion of the site

for the City of Attleboro beginning in the late 1940's. In May 1966, Dumont's operations were shut down by a consent order, and, in the same year, the Shpack's ceased all operations on their portion of the site.

The Shpack Site was designated under FUSRAP in February 1999. Although work at the site was not scheduled to begin until 2002, the New England District presented a plan to headquarters to expedite the investigation and cleanup. Headquarters approved the plan in the fall of 1999. The current plan involves investigations during 2000 and 2001, with a removal action scheduled to begin sometime in 2002.

A Nuclear Regulatory Commission investigation determined that the former Metals & Controls, Inc. (M&C), of Attleboro (now Texas Instruments) disposed of trash and other materials, including zirconium ashes associated with nuclear fuel operations conducted from 1957 to 1965 at the Shpack site. The General Plate Division of M&C began to fabricate enriched uranium foils at this facility in 1952.

In 1959, they merged with Texas Instruments, which continued operations at the site using enriched and natural uranium for the fabrication of nuclear fuel for the U.S. Navy and commercial customers from 1959-1981. Fabrication and associated activities were conducted on the Attleboro site under contract to the Atomic Energy Commission (AEC) and under an AEC (later a Nuclear Regulatory Commission) license.



Photo provided by Cabrera Services Inc.

*A barrel sits near a stream on the Shpack landfill site.*

## Senator announces New England Wetlands Restoration Partnership

On January 21, U.S. Senator John F. Kerry announced the establishment of the New England Corporate Wetlands Restoration Partnership to restore the region's environmentally valuable wetlands.

The New England Corporate Wetlands Restoration Partnership expands a program initiated in Massachusetts last year by the Gillette Company, the Massachusetts Executive Office of Environmental Affairs (EOEA), and the U.S. Environmental Protection Agency. Like the Massachusetts program, the New England Partnership will combine private industry contributions with federal and state matching funds to undertake wetlands restoration projects.

"The Corporate Wetlands Restoration Partnership is an innovative new approach to environmental restoration," Sen. Kerry told more than 200 business executives at a luncheon sponsored by Associated Industries of Massachusetts and other business groups. "This announcement opens the way to expand the Massachusetts program to a region-wide wetland restoration effort driven by this unique public-private partnership," Sen. Kerry added.

The Massachusetts partnership now has 15 corporate partners who have pledged more than \$750,000 in cash and in-kind services.

The New England Corporate Wetlands Restoration Partnership will operate under the auspices of Coastal America, a federal organization representing more than 12 U.S. departments and agencies. Gillette, based in Boston, will be the corporate leader for the expanded regional program. Planning of specific restoration projects will begin later this year.

Asst. Secretary of the Army Dr. Joseph Westphal, chair of Coastal America, announced that in addition to Gillette in Massachusetts, state corporate leaders of the New England partnership include Duke Energy Corp. and Maritimes & Northeast Pipeline, L.L.C. in Maine and Duracell, a Gillette division, in Connecticut.

"These charter members of the New England Corporate Wetlands Restoration Partnership are to be commended for their commitment to the environment and to restoring the region's vitally important wetlands," Secretary Westphal said. Wetlands are essential to water supply, maintaining ecological diversity, and prevention of flooding, he said.

Secretary Westphal praised the Massachusetts EOEA and Gillette for the partnership concept.

"This New England partnership with Coastal America will build upon the efforts initiated in the Commonwealth of Massachusetts under the leadership of the Massachusetts EOEA and Gillette," Secretary Westphal said.

Massachusetts Secretary of Environmental Affairs Robert Durand said his state can be proud "that this environmental program developed here in the Bay State is now a model for the entire New England region."

U.S. Deputy Asst. Secretary of Commerce Sally Yozell



Photo by C.J. Allen

*Bill Hubbard, Sally Yozell, and Dr. Joseph Westphal present Dr. Wallace Hayes and John Mackenzie with a Coastal America plaque.*

noted the economic importance of wetlands. She read a letter of commendation to Gillette from Secretary of Commerce William Daley. She and Secretary Westphal presented a certificate of appreciation to Gillette's Dr. A. Wallace Hayes, Vice President, Product Integrity and Environmental Affairs.

Dr. Hayes issued a challenge to other corporations to join the New England Corporate Wetlands Restoration Partnership. "Restoring and preserving our wetlands is vital to the environmental and ecological health of our region," Dr. Hayes said. "We look forward to working with Coastal America to achieve the Partnership's objectives in New England," he added.

Founded in Boston in 1901, The Gillette Company is a world leader in male grooming products, a category that includes blades, razors and shaving preparations. Gillette manufacturing operations are conducted in 60 facilities in 24 countries, and products are distributed in over 200 countries and territories.

Duke Energy, a premier global energy services company based in Charlotte, NC, serves customers and creates shareholder value through an integrated network of energy assets and energy experts. Duke Energy is a charter member of the Massachusetts Corporate Wetlands Restoration Partnership. Its subsidiaries operate and manage the Maritimes & Northeast Pipeline, L.L.C.

Established in 1992, Coastal America is a partnership among federal, state and local governments and private alliances to address environmental problems along our nation's coasts. Federal partners include: Departments of Agriculture, Air Force, Army, Commerce, Defense, Energy, Housing and Urban Development, Interior, Navy, and Transportation; Environmental Protection Agency, and the Executive Office of the President. (PAO News Release)

# Retiree News

## Distinguished Civilian Gallery member Morris Phillips remembered

Retired Chief of Real Estate and Distinguished Civilian Gallery member Morris Phillips passed away January 29.

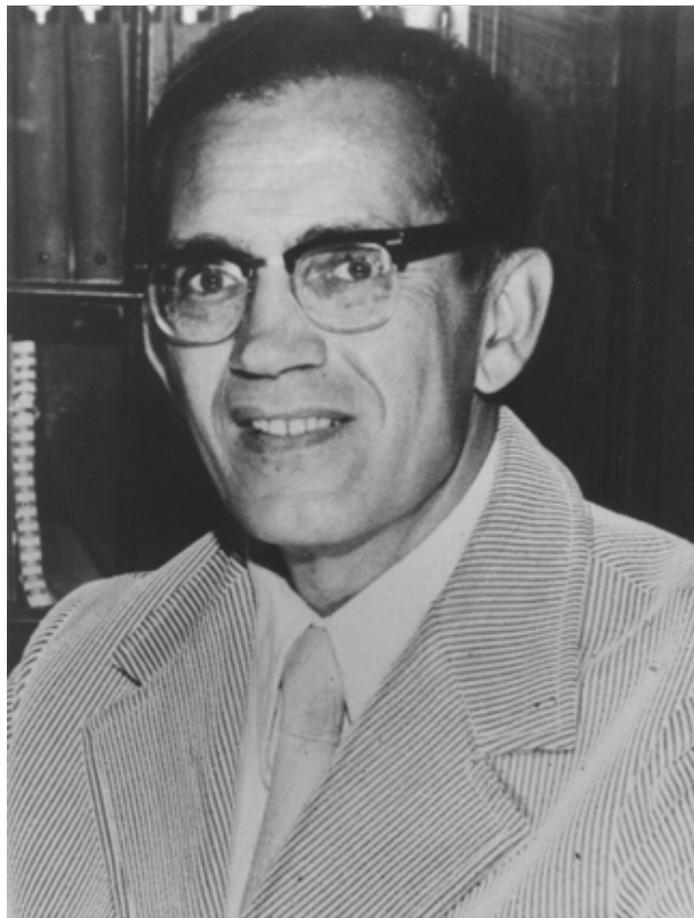
Mr. Phillips spent his entire federal civilian career with the Corps in New England. He began as an attorney advisor in April 1952. Through a succession of promotions, he became the Chief of Real Estate Division and served there for 18 years until his retirement in 1984. Mr. Phillips retired with 32 years of federal service. He was inducted into the Distinguished Civilian Gallery in June 1986.

During his career with the Corps, Mr. Phillips contributed to both civil works and military projects, to include projects at Pease and Loring Air Force bases, the Dickey-Lincoln dam, the Point Allerton Seawall in Hull, and the Charles River Natural Valley storage project.

A World War II veteran, Mr. Phillips served in the U.S. Air Force in the Burma-India Theater of operation and marched with Lord Mountbatten in the Rangoon, Burma, victory parade.

The Yankee Engineer featured Mr. Morris in its May 1998 "Where are they now?" series. At the time, Mr. Morris said that he enjoyed splitting his time between living in Massachusetts in the summer and living in Florida in the winter. "It's the best of both worlds," he said in the interview. "I love to travel all over the world by cruises and airplanes."

Mr. Morris held degrees from Boston University and the Boston University School of Law. He was the founder of the Waltham Federal Toastmasters Club. He was also a member of Temple Israel and its Brotherhood in Swampscott.



*Retired Real Estate chief and Distinguished Civilian Gallery member, Morris Phillips.*

## District plans to restructure Engineering/Planning, Programs/Project Management

*Continued from Page 3*

cation, the District had to establish that it had the expertise and a substantial program. "We did that a number of years ago, but we have to maintain that or we run the danger of losing the program," he said. "So we are upscaling HTRW from where it existed as a section in the Engineering Management Branch to an HTRW/Geotechnical branch."

Another change in Engineering-Planning is that the Geotechnical/Water Management Branch is breaking off the Water Management piece and establishing a Water

Resources Branch. The Division plans to combine the HTRW and Geotechnical Branches into one organization. Ken said that the restructuring changes are pending approval from North Atlantic Division.

Bill Scully, Chief, Programs and Project Management, said that the District has been on a journey towards the goal of reorganizing in this way for some time. "The Chief of Engineers issued the new regulation, ER 5-1-1, almost two years ago," he said.

He concluded his remarks by suggesting that those interested in the current restructuring should read the new regulation.

## Dredging up the past . . .



*Col. Brink Miller, Division Engineer, shakes hands with Dante Boffi, Jr., Director, Rhode Island Department of Transportation after penning an agreement to share in the estimated \$15.5 million cost of restoring 1.5 miles of the Cliff Walk in Newport, Rhode Island in this April 15, 1994 photo.*

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