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

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District to study Malden River ecosystem

The New England District has partnered with the cities of Malden, Medford, and Everett to find the solution to the ailing ecosystem of the Malden River.

The new partners held a project agreement signing ceremony, Jan. 15 at Massachusetts Electric's Offices in Malden. During the ceremony, participants signed symbolic wooden canoe paddles with the inscription, "Partners for a Clean Malden River" on one side

and a description of the project on the other.

The Mystic Valley Development Commission (MVDC) is in the process of developing TeleCom City, which will include office, research, development, and manufacturing facilities as well as about 60 acres of public open space. The TeleCom City site is on a 200-acre brownfield parcel that includes a large portion of the Malden River.

The restoration and remediation of

the Malden River are critical to the success of the overall development project and to the protection of public health. "The Malden River Feasibility Study will focus on the restoration of freshwater wetlands, the improvement of the migratory corridor, and remediation of contaminated sediment," said Col. Thomas L. Koning, New England District Engineer.

The Malden River flows through the partnering cities to its confluence with the Mystic River. The study area includes the surface waters of the Malden River and adjacent land between Malden Square and the Amelia Earhart Dam in Everett. "This river can be a wonderful community asset," said Malden Mayor Richard C. Howard.

The study, which will continue through the spring of 2005, will investigate site characteristics, including sub-surface explorations and sediment testing, develop practical alternatives for riverine restoration, including an assessment of the environmental effects of the possible solutions. "This is a starting point for how this river can be reused and rediscovered," said Medford Mayor Michael McGlynn, who was unable to attend. "It is a



Photo by Mark McInerney

EPA Administrator Bob Varney (second to left) and Col. Thomas Koning sign wooden canoe paddles during the ceremony.

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Yankee Voices



Barbara Newman
Engineering/Planning

Congratulations

... to **Peter Hugh**, Engineering/Planning, and his wife, **Katie**, on the birth of their son, **Oliver Simon**, Jan. 24.

...to **Maj. Mike Fitzgerald** for being selected to attend the Army's Command and General Staff College starting next summer. This is a big event for him, as only 50 percent of any group of officers get selected to attend the year-long course.

...to **Jennifer and Scott Flanagan** (both from Engineering/Planning) on the birth of their daughter, **Caroline Lee Flanagan**, Feb. 9.

Sympathy

...to **Mike Carroll**, Information Management, on the passing of his father, Jan. 22.

...to **Carol Charette**, Engineering/Planning, on the passing of her mother **Yvette Charette**, Jan. 17.

Secretary of Defense Message on the Global War on Terrorism



For more than a year, the brave men and women of the U.S. military, together with their civilian counterparts in the Department of Defense, have been working to preserve peace and defend freedom against terrorist forces and those who would harbor and protect them around the world.

To each of you, and your families, we express our profound gratitude and appreciation for the risks you undertake and the sacrifices you make so that all Americans can enjoy the blessings of freedom.

This war, as the president has said, is not one of our making. It was thrust upon us. We act in self-defense -- in deliberate response to acts of war directed against the American people, and to prevent future acts from claiming even more innocent life. We are engaged in a global war, and it is being waged on many fronts using all the instruments of national power.

In recent weeks and months, the president has called the world's attention to Saddam Hussein's regime in Iraq. He has rallied the United Nations to enforce its resolutions calling for the regime's disarmament. To assist this diplomatic offensive and to preserve future options, adjustments to current mobilization, deployment and rotation cycles may be necessary, adjustments that may mean longer tours of duty than you may have expected.

While the times, places and conditions of deployment cannot now be precisely known, we do recognize the uncertainty these circumstances may create for those in uniform, the civilians who work beside them, and the families and loved ones, without whose support their sacrifices would not be possible.

I know the secretaries and chiefs of the military services are communicating with you in greater detail about these matters, but I want you to know that understanding the impacts of these deployments is important to us.

Be assured that the president will not decide to commit forces unless conditions require it, and only as a last resort. Should action be necessary, you will have what you need to carry out the missions assigned. Thank you for all you do for our nation and the world.

Donald H. Rumsfeld
Secretary of Defense

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Commander's Corner: New Year's Resolutions?

by Col. Thomas L. Koning
District Engineer



Every January at the Koning house we make New Year's resolutions. You know, lots of people make them, resolutions like losing weight, stopping smoking and exercising more. For some strange reason, when I made my personal New Year's resolutions, my wife started laughing. Now, almost three months into the new year, when we were discussing progress on our resolutions this past week, she started laughing harder! My question to you is: "What are your New Year's resolutions for the New England District?" I have several, and they are all progressing well on their way to fulfillment.

Most of my resolutions for the District stem from a desire to make this District the best we can be. One tool we have to make this a reality is the Strategic Planning Group (SPG). The SPG is a group of the District leaders who meet once a month to discuss the goals and future of the District. The SPG also conducts off-site conferences to outline specific actions for the upcoming year. These goals for 2003 form the basis for my New Year's resolutions for the District. The SPG has grouped these goals into six areas and I would like to tell you about them.

One SPG goal concerns the **District's Business Procedures and Information Technology**. For the last two years, this District has committed itself to saving \$200,000 per year in G&A costs (funds used to pay support staff and provide for our facilities) by looking for efficiencies in 10 processes per year. I am very pleased to report we are successful. Over the last few years, these recurring savings have cumulatively amounted to just under \$1 million! This "cost avoidance" allows us to have excellent financial statistics (a healthy District).

For instance, the Voice Over IP (VOIP) phone system reduced our district-wide phone bill over \$250,000 last year alone. I hope we are laughing through some installation hiccups with VOIP, and we hope to avoid even more costs this year. We have used those savings in other places throughout the District to improve our work environment. My first resolution for this year is to review 12 additional business process and through the application of information technology, save another \$200,000. Your Project Manager is Buz McDonald.

The second SPG goal is to **improve the use of our Contracting Initiatives**. The District has so many contracting tools such as: RAC, TERC, MATOC, IDIQ, one-step and two-step processes; for site specific, A&E, or professional services – I know I can not keep them all straight and know which acquisition strategy is best used when. It's alphabet soup to most of you and also confusing to the rest of

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New England District Project Management Business Process Curriculum status report

by Mark Otis
Programs/Project Management

By the time you read this article the majority of the District will have reviewed the introduction and lesson one (Why PMBP?) of the curriculum and participated in a group discussion. The level of participation and enthusiasm shown to date encourages me. The eight facilitators have been doing a great job in getting everyone involved in what have been very lively discussion sessions. They deserve most of the credit for our success to date.

The plan is to release the curriculum lessons in sets of two so that we can complete the review and discussion of

this material by the end of September. Discussion sessions for lessons three (Teams and Me) and four (Public Service and Me) will be held in April. The current plan is to keep the same discussion groups together as we proceed through the curriculum. I ask that you continue to do your part by reviewing the material in advance of the discussion sessions and then participating in the sessions themselves. One of the tenets of PMBP is teamwork and everyone's input is important.

Please contact me with any comments and suggestions. Our goal is to make the process of reviewing and discussing the curriculum as meaningful as possible. We are also looking for additional facilitators, and you can touch with me if you are interested.

West Hill Park Ranger volunteers free time to make a difference in the world

West Hill Dam Park Ranger Viola Bramel is a doer. She is the type of person who doesn't sit back when there's work to do; in fact, she seeks out the work to make the world a better place.

Viola chooses to volunteer for organizations that deal primarily with education and helping the environment. One such organization is the Eagle Eye Institute, which provides environmental education programs that touch the lives of inner city kids and invariably helps the environment.

Viola was honored for her selfless dedication to these children and the environment with an official citation, Dec. 16. The citation, signed by State Senator Charles E. Hannon, recognized Viola for her, "commitment to building awareness, developing responsibility and cultivating leadership in urban youth."

During a volunteer session, Viola works with about 15 children for an eight-hour session, complete with hands-on learning experiences and hikes. Viola runs two eight hour sessions per camp period. During the sessions, children also participate in a steward-

ship service project to the host facility and are treated to a picnic barbecue at the end of the evening. She selects camp sessions outside her normal duty hours. As part of volunteering for the Eagle Eye Institute, she has led the "Learn About the Forest Program," at Harvard Forest in Petersham, Mass., and the "Learn About the Waters Program," at the U.S. Fish and Wildlife Service's Richard Cronin National Salmon Station. "It's exciting because you're in the habitat that Eagle Eye coordinates with other agencies," said Viola. "It gives the kids a sense of being away from the city and its distractions. They want to give them an experience of hiking, stewardship and finding things along the trails."

Other rangers and professionals from state and federal agencies volunteer as role models to these future caretakers.

Viola has been volunteering for

Eagle Eye Institute for three years during the summer months, positively touching the lives of about 200 inner city youths. "You feel almost as if you're planting a seed," said Viola of working with the kids. "You never know -- they may become Corps Park Rangers someday."

Volunteering has been a part of Viola's life since she was a child, dating back to her Girl Scout days. Today, Viola's volunteer work doesn't stop with the Eagle Eye Institute. She has served on the Blackstone River Watershed Association since 1991, and is now its current president. Viola contributes to the Association at least once a week. "Our primary mission is the preservation and conservation of the Blackstone, but also its surrounding land and any tributaries," said Viola. "We do everything from public education to stream team monitoring to recreational events."

Viola's favorite volunteer work is at Roger Williams Park and Zoo in Providence, R.I., where she has been volunteering since 1999, and hopes to become a small animal handler someday. To prepare to serve the public and interact with the animals, she had to attend a 14-week training session. According to Viola, it was worth every moment. "This is my favorite volunteer work because I deal with both people and animals," she said. "It's fun to share with adults and children a little bit about the animal they are watching, their behaviors, adaptive features and their preservation. I call it my 'mental health day' because I just love it. I go there all year round at least once a month."

If Viola achieves her goal to become a small animal handler, she will



Photos by C.J. Allen

Viola talks with children about nature and the environment during one of the New England District's "Take Your Daughters and Sons to Work Day" programs.

be taking small animals, such as snakes and owls, to schools and senior centers, and audiences that would otherwise not be able to see the zoo animals.

Viola also volunteers at her Church. She has served as the treasurer and service representative of her local Church support group since 2001. "I'm the point of contact for the group," she said. "I receive mailings on activities and events coming and make sure that the group is informed. I also lead group business meetings."

Recent volunteer work with her church include an eye glass drive for Third World countries and a "Super Bowl" canned food drive for the local food pantry.

Viola is also a recycling advocate. Owing to her extreme interest in the environment, Viola has been a recycling committee member in the town of Northbridge since 1991. "I've worked in recycling since I was a Girl Scout," she said.

Viola applied to serve on the board and was voted in by the Board of Selectmen during a Town Meeting. "We started out with our own drop off

center and we eventually built that up to a curbside program," she said. "Now we operate a hazardous waste drop off center. We have all of our own buildings and we recycle everything from paint to antifreeze to mercury thermometers."

According to Viola, her committee recently began an electronics drop off program. "We can now take televisions, microwaves, and computers and various other electronic appliances."



Viola displays the award she received from the Eagle Eye Institute.

Viola has served as a Project Wild and Aquatic Wild Facilitator for Mass-Wildlife since 1997. Like her work at the zoo, Viola had to go through a training program to become a facilitator. "The training required learning their handbook, their teaching methods, and experiencing their activities and modifying them to the framework of the Commonwealth of Massachusetts," she said. "A lot of people who come to me for workshops are teachers, Girl Scout leaders and home-schoolers."

According to Viola, she created her own kit made up with games, activities, markers and all the things related to Massachusetts Fish and Wildlife. "All of the games are related to conservation and preservation," she said. "They also have language art skills and vocabulary, so you can use them in a classroom setting or in an outdoor setting. It's a lot of fun. I have a good time with it."

According to Viola, volunteer work is important and she plans on continuing to do it for a long time to come. "It accomplishes a lot and it makes a difference," she said.

Strategic Development: District reassesses goals, objectives and focuses on future missions

What was described as a starting point to minimize formal boundaries and encourage discussion to "breathe new life into the organization," 33 individuals traveled to Westover Air Base to objectively review the organization's strengths, weaknesses, opportunities and threats, and build a strong foundation upon which to grow.

"Our purpose is to revisit our strategic plan and map out the necessary actions for the short term and long term futures," said Col. Thomas Koning, District Engineer, in his opening statement to the Strategic Planning Group. "Our retreat will be dynamic and interactive and all of us should be prepared to discuss, debate and deliberate."

The participants broke into process action teams and discussion sessions aimed at pro-

ducing project management business plans that support the District's goals and objectives.

The retreat's main focus was the strategic goals that were established over an eight-year period, beginning with the NED2000 efforts in 1995 and last engaged and updated annually as a corporate body.

The participants were divided into seven Process Action Teams (PAT) to take a hard look the District's business practices and other mission areas to include contracting, culture and diversity, next generation, outreach and communication.

The PAT teams were then charged to reaffirm the District's goals over next five years and develop or revise the District's objectives for 2003, leading into 2004.

"Strategic planning, organizational goals, and positioning the New England District for its future were the focal points of lengthy discussions and, much as I expected, we were solution oriented," said Col. Koning. "This was not an easy task as we needed look into the crystal ball and hypothesize what we can never be certain of, and postulate what the District may look like in order to remain successfully as we focus on providing our services to the citizens of New England and the Nation."

(Note: The District Intranet has links to the newly established website where the District's strategic planning efforts will be available for review and comment. The Yankee Engineer and the eWeekly Bulletin will continue to report on future developments and the results of the PDTs.)

Wind energy company seeks Corps permit for data tower near Nantucket Island

by Timothy Dugan
Public Affairs

Winergy LLC, of Shirley, N.Y., is seeking a U.S. Army Corps of Engineers permit to install, operate and maintain a fixed tower and associated oceanographic instrumentation in ocean waters about seven nautical miles southeast of Nantucket Island off the coast of Massachusetts to collect meteorological and scientific data.

The single 6.56-foot diameter monopile will support a 30-foot by 30-foot platform and a monopile extending 169.85 feet above mean lower low water (mllw) in waters about 11 feet deep. Riprap scour protection will be placed as needed to protect the base of the pole. The purpose of the structure is to collect wind, wave and other scientific data to evaluate the location's suitability for wind power generators.

Public comments on the proposed project were accepted by the Army Corps of Engineers through March 3. "Any proposal for installation of wind power generators will be evaluated separately with further opportunity for public involvement," said Larry Rosenberg, Chief of Public Affairs.

"The decision on this application will not affect whether the Corps will issue a permit for any future wind project at this site. This is the second permit application the New England District has received for a single meteorological tower outside of Massachusetts's waters.

"In order to properly evaluate the Winergy proposal to collect wind, wave and other meteorological scientific data in ocean waters on the Outer Continental Shelf, approximately seven nautical miles southeast of Nantucket Island off the coast of Massachusetts, we are seeking public comment," Rosenberg said. "Additionally, any person may request, in writing, within the comment period specified in the notice, that a public hearing be held by the Corps to consider the application."

According to the permit application, the meteorological and scientific data collected by Winergy LLC, will be used to evaluate the surrounding area of the Outer Continental Shelf for suitability for an array of wind power generators. The Corps holds public hearings for the purpose of obtaining public comments when that is the best means for understanding a wide vari-

ety of concerns from a diverse segment of the public. Requests for a public hearing shall specifically state the reasons for holding a public hearing.

The proposed project is located in the vicinity of Nantucket Shoal, about seven miles southeast of the island of Nantucket at Latitude North 41 degrees, 9 minutes, 30 seconds and Longitude West 69 degrees, 51 minutes, 12 seconds.

The project will impact about 200 square feet of fine-grained sands, gravel, and clay substrate that has been designated Essential Fish Habitat for various life stages of fish. This habitat will be affected during installation, displaced during the period which this structure occupies that location and during removal. However, the District Engineer has made a preliminary determination that the site-specific adverse effect will not be substantial for this structure. Further consultation with the National Marine Fisheries Service regarding Essential Fish Habitat conservation recommendations is being conducted and will be concluded prior to the final permit decision.

The application for the federal permit was filed with the Corps of Engineers in compliance with Section 10 of the Rivers and Harbors Act of 1899, which provides for federal regulation of any work in, or affecting navigable waters of the United States.

Additional information may be obtained from Karen Adams, Regulatory Division, 696 Virginia Road, Concord, MA 01742-2751. E-mail comments can be sent to:

wind.energy@usace.army.mil.

For more information about the Winergy LLC fixed tower proposal check the Corps website at: <http://www.nae.usace.army.mil>. Select "projects" and then "Winergy data tower permit application."



Utgrunden Wind Power Facility, Coast of Sweden.

Photo courtesy of Department of Energy

District to study Malden River ecosystem

Continued from page 1

fantastic recreational amenity for the three cities.”

In 2001, the New England District conducted a congressionally authorized reconnaissance study. The study recommended four habitat types for further investigation. They include the restoration of tidal and freshwater wetlands; river migratory corridors; benthic habitats containing contaminated sediments; and degraded shellfish beds.

The feasibility study will focus on the restoration of freshwater wetlands, riverine migratory corridor and contaminated sediments remediation.

The study will conclude with a feasibility report that will identify a recommended remediation and restoration strategy for the river and include comprehensive design and engineering drawings and an estimation of project costs.

“This is an historic milestone for the TeleCom City Project,” said Everett Mayor David Ragucci. “This joint initiative with the Army Corps of Engineers is a great first step in achieving our vision to restore the Malden River as an environmental resource for not only our three communities but for the Commonwealth as well.”

The feasibility study will cost \$356,600, which will be cost-shared 50 percent federal, the Corps of Engineers, and 50 percent local sponsor, TeleCom City, the Massachusetts



During a tour of the project Col. Thomas Koning (second left) listens as Bob Varney (third left) discusses the Malden River.

Executive Office of Environmental Affairs, Massachusetts Electric, A National Grid Company and KeySpan.

The Feasibility Report is scheduled to be completed in spring of 2005.

U.S. Marines say thank you with Commander's Award



Col. Thomas Koning (left) and Jerry Nunziato accept the Commander's Award on behalf of the District.

United States Marine Corps Reserve delivered a Commander's Award to the U.S. Army Corps of Engineers, New England District for outstanding achievement in support of the 2002 Toys for Tots program. Col. Thomas Koning, District Engineer, received the award on behalf of the District in a brief ceremony in the Executive Office, Feb. 11. This is the first time the New England District has received an award from the U.S. Marines for the program. In December 2002, the District broke its record of donations, collecting over 200 unwrapped, nonviolent toys for the program.

The District's program, spearheaded by Jerry Nunziato and Janet Brayden, is sponsored by the WE Committee. “These generous contributions have enabled us to help fulfill the Christmas dreams of our nation's neediest children,” read the award citation, which was signed by Dennis McCarthy, Commanding General Marine Forces Reserve, and Christopher G. Gibbel, coordinator, U.S. Marine Corps Reserve, Toys for Tots Program.

“This is wonderful,” said Col. Koning. “This is a testament to the kindness our employees show to others, not just during the holiday season, but all year round.”

Geographic Information Systems at the New England District

Story and graphics by
Matthew Walsh, Engineering/Planning

Geographic Information Systems (GIS) is being used as an effective tool for mapping and analysis on several projects at the New England District.

At the New Bedford Harbor Superfund project site, GIS has been used to interpolate the large volume of sediment sample locations at several depth intervals, to compare the resulting PCB values to allowable levels, and to quantify the amount of dredging required under various cleanup scenarios.

GIS has been very effective in taking PCB sample data that was formerly presented in tables and presenting it in a clear visual format. This has been useful for the study team, the Environmental Protection Agency (EPA), and for public meetings.

A simple example is color coding the samples red or green to indicate whether they are above or below allowable levels, and overlaying the points on high-quality 1" = 40' color orthophotos (aerial photos). The Natick Soldier Systems Center is using 1" = 40' color orthophotography and vector data (buildings, manholes, etc.) from May 2002 aerial photography, along with outfalls and groundwater wells located

using Global Positioning Systems (GPS) for their environmental cleanup program and master planning.

At the Massachusetts Military Reservation (MMR), GIS is being used to facilitate the use of the large amount of tabular and GIS raster and vector data that has been generated in the investigation of groundwater contamination. Tabular and GIS data is available to the many stakeholders involved in this project over the internet through a public internet site at <http://www.mmr-edms.org>. Additional functionality and contractor tools are available through a secure contractor website.

At the flood control projects (dams), Con/Ops used the surveyed northings and eastings listed on the boundary survey sheets to create high-quality point, line, and polygon layers showing the boundaries for the areas that the Corps owns upstream of all of our 32 dams.

They have also scanned, registered (aligned to real-world coordinates) and digitized the real estate tract maps for 16 of the 32 projects. They contracted with WES to extract attributes (data) from the REMIS (Real Estate Management Information System) database and have connected that data with the real estate tract boundaries.

They are in the process of registering the tract maps for the remaining 16 projects. In addition to the boundary and real estate tract layers, Con/Ops has developed the following layers for many of the dams: project signs, project buildings, downstream critical buildings, access gates, pool levels, downstream inundation, trails, forest cover, wetlands, archeological, environmentally sensitive areas and land classification.

GIS was used to map potential downstream flooding for the Otter Brook Lake Dam safety assurance study, and also for several state-owned dams in Vermont.

GIS was also used to develop and analyze several GIS layers required for the risk assessment and management for dams assessments at the dams. At the Cape Cod Canal, GIS has been used to assist with the operation and maintenance of the Canal, to analyze condition survey data, and to map shoals in the Canal.

We are fortunate in New England to have six proactive state GIS agencies which fund the development of GIS data. We have digital quad sheets for all of New England, digital nautical charts for Mass., and R.I., and digital aerial photos as listed in the accompanying table.

We have purchased most of the available data for low cost, and much of it is loaded on our GIS server.

Much of the data is available through the "Desktop GIS" program and ArcView software. For a description of available data, see the state GIS Agency websites:

- Conn. <http://magic.lib.uconn.edu/>
- Maine <http://apollo.ogis.state.me.us>
- Mass. <http://www.state.ma.us/mgis/massgis.htm>
- N.H. <http://www.granit.sr.unh.edu/>
- R.I. <http://www.edc.uri.edu/rigis/>
- Vt. <http://www.vcgi.org/>

In Regulatory, GIS has been used by some to view digital quad sheets, digital orthophotos, and several environmental, cultural, and historic data

Digital Aerial Photos for the New England District

State	Year	Description	Availability	Source Scale	Horizontal Accuracy
CT	Varies	1	2	1:12,000	+/- 25'
MA	April 2001	Color	3	1:5,000	+/- 10'
MA	1990-1999 ⁴	Black&White	3	1:5,000	+/- 10'
ME	Varies	1	2	1:12,000	+/- 25'
NH	Varies	1	3	1:12,000	+/- 25'
RI	April 1997	Black&White	3	1:5,000	+/- 10'
RI	1992, 1995 ⁵	1	3	1:12,000	+/- 25'
VT	1990-1999	Black&White	6	1:5,000	+/- 10'

1. USGS Digital Ortho Quarter Quads (DOQQ's), black & white
2. Statewide on website, as needed by project on GIS server
3. Statewide on GIS server
4. See http://www.state.ma.us/mgis/st_oq.htm
5. 1992 along CT border, 1995 elsewhere
6. Statewide on CD's, vicinity of Corps VT Dams on GIS server

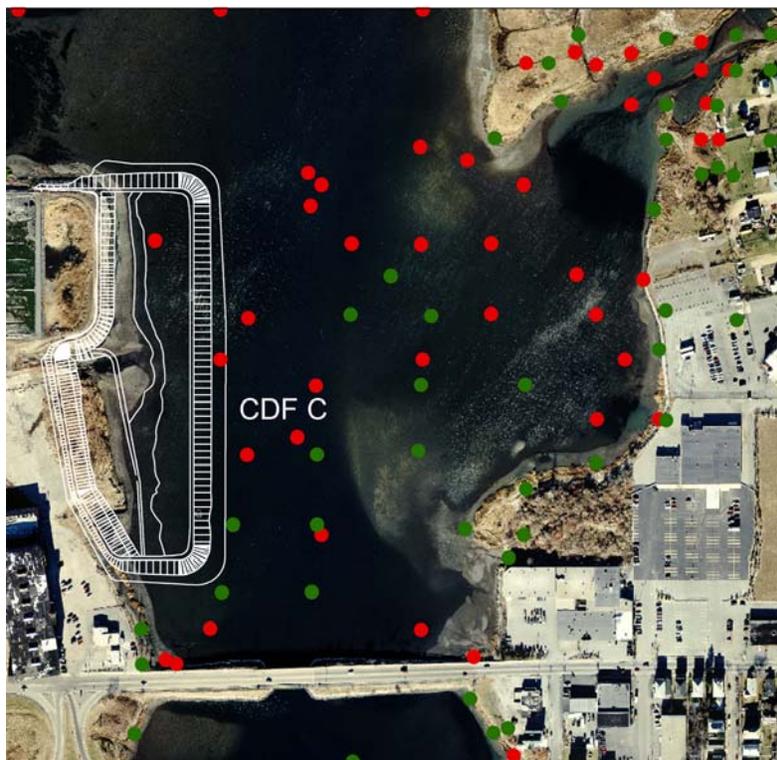
layers that have been developed by state agencies. GIS has also been used to examine the proximity of proposed aquaculture sites (permit applications) to existing mapped eelgrass locations; to overlay current digital orthophotos with scanned, registered historic aerial photos in coastal areas to determine when docks and floats may have been installed; and to show the locations of action ID's from Regulatory's Regulatory Analysis and Management System database. Regulatory is also installing a new version of the Dredged Material Spatial Management Analysis Resolution Tool GIS application for the DAMOS Program.

We worked with Navigation Section and Survey Section to map eelgrass in Scituate Harbor in relation to the Federal Channel, using eelgrass information developed by WES and the Massachusetts Department of Environmental Protection.

We also worked with Survey Section to compare mechanical sediment probe locations with acoustic seabed classification data supplied by a contractor at the Union River, Maine dredging project, and to overlay that information with condition survey information to determine where ledge was located in relation to the project depth.

GPS units were used to navigate to sediment sample locations at Seabrook Harbor in New Hampshire as part of a harbor dredging study. On marsh restoration studies, GIS has been used to map and compare various restoration alternatives.

In the Maine Coastal Wetlands Study, GPS units were used to map



An aerial photo of a portion of the New Bedford Harbor Superfund Site showing sediment sample locations.

vegetative species, which was used in conjunction with several other GIS layers to evaluate and rank potential restoration sites.

GPS units were used to locate soil sample locations at the Lonsdale Drive-In marsh restoration site in Lincoln, RI. The final mapping products of these efforts were instrumental for project documents and reports and were also used for project status presentations.

The Reservoir Regulation Team has several GIS applications, including their real-time status map, shown on their homepage at <http://155.78.96.216/> which shows all of our dams and gages color coded to indicate the status of river and reservoir levels; their snow survey data products (click on the "Snow/Ice" link on the home page); real-time pool stage inundation maps for Edward MacDowell Dam; downstream mapping products to show critical flooding areas and areas of concern that are downstream of our dams; and the Ware River Watershed model.

Water Management Branch has used GIS to view bathymetric data on top of aerial photos, extract cross-sections, and graphically display differences in bathymetry for different years.

They have also used GIS to compare historical photos, display beach cross section locations, design data collection plans, evaluate dune elevations, support erosion hotspot analysis, design wetland bathymetry alternatives, and provide data for input into numerical models.

While the GIS applications cited above are not a complete list, they are representative of the many applications of GIS at the District.

Going forward this year, we plan to develop an intranet GIS mapping application for the flood control projects showing the boundary and real estate tract layers, along with digital quad sheets and digital orthophotos. This application will be available to District field and Concord Park personnel, and will facilitate communication between these two groups regarding real estate issues at the projects.

We also plan to develop a GIS application to allow the Chief of Emergency Management to select a location on a map where resources are needed, select a search radius, and the application will produce a list of physical resources, such as trucks, loaders, sandbags, etc., that are available within the search radius. Finally, we plan to develop intranet GIS applications for some of our larger projects, such as New Bedford Harbor, in order to facilitate the sharing of GIS data that is being developed for these projects with the Project Delivery Teams.

Commander's Corner: New Year's Resolution

Continued from page 3

us. A team is streamlining our acquisition processes, assuring we have the needed contract capacity when we need it and educating all who manage contracts in their best application. My second resolution is to streamline our IDIQ contract acquisition execution to ensure capacity for District services. Your Project Manager is Dave Dulong.

As you would expect, another SPG goal is to fully **Implement the Project Management Business Process (PMBP)**. By the time you read this, everyone should have completed at least disks 1 and 2 of the PMBP training. However, this is not all that you will see. I do not believe we will learn PMBP by just looking at a computer screen and then talking about it in a small group. We need to live PMBP in how we operate every day. We have initiatives underway to revamp our Project Review Board; improve Project Management Plan templates for like projects (civil, military and environmental); and complete our PMBP training. My third resolution is to fully implement PMBP in the District. Your Project Manger is Bill Scully.

Another SPG goal is to provide **Added Value to NAD**. We are part of a larger organization. As PMBP is teaching us, we can achieve more together than any of us can individually or organizationally do separately. In other words "our product is greater than the sum of our parts."

I would like everyone to model corporate behavior and think regionally in all we do. From little things like moving from planning for individual projects to planning solutions to water problems on a watershed-wide basis; to larger issues like our support of the global war on terrorism through our partnership with the Europe District on our FFE and CREST teams. I want to do our part to support NAD and the Corps. My fourth resolution is for everyone to model corporate

behavior. The Project Manager is Dick Carlson.

A fifth SPG goal has been titled, "**Employee Diversity and Next Generation.**" This goal focuses on the District workforce. PDTs will look at our recruiting efforts to bring the best new talent into the District and opportunities to retain the quality workforce we have. Another team will look at invigorating our awards program to recognize the many excellent projects and programs we conduct each year.

A third PDT will establish a leadership development program to prepare employees for future assignments. My fifth resolution is to acquire, develop and retain a quality and diverse workforce. The Project Manager is Lt. Col. Brian Green.

Our final SPG goal is titled, "**Outreach.**" This goal looks to our external customers. The PDT will assess our existing customers; our current business lines (civil works, military programs, and interagency support); and serves to tell the good news of the District. My last resolution is to develop the information to position the District for the best possible support to our customers now and into the future. Your Project Manager is Bobby Byrne.

These are my New Year's resolutions for the District. Three months into the new year, we are going strong in all these areas. If any of the goals, examples or resolutions excite you and you are interested in helping out on the PDT for that topic, please send me or the appropriate Project Manager an e-mail volunteering your talents. You can learn more about these initiatives on our internal website at: <http://naeiis/SPG/Business%20Process%20Team/Business%20Process%20Team.htm>.

Ask yourself the question, "what are *my* New Year's resolutions for the District?" Then get in touch with one of the Project Managers with the answer.



Photo by Mark McInerney

Division Engineer tours Hanscom project

During a visit to the New England District Feb. 5-6, Brig. Gen. Merdith Temple, Division Engineer (far left), paid a visit to Hanscom Air Force Base with Col. Thomas Koning, District Engineer, to tour one of the District's projects. The District is gutting out the old commissary and will redesign the inside to accommodate offices.

Shades of Green at Disney World Taking Reservations for December Reopening

Reservation lines are open for the Dec. 15 reopening of a new, improved Armed Forces Recreation Center Shades of Green hotel on Walt Disney World Resort in Orlando, Fla.

Shades of Green has been closed for expansion and complete renovation since early 2002. Meanwhile, guests eligible to stay there have been booked into Disney's Contemporary Resort at Shades of Green's daily rates. The rates are based on rank from a low of \$66 for E-1s through E-5s to \$99 for senior officers. The range starting Dec. 15 will be \$70 to \$116.

"We've already booked our first military wedding on Dec. 29 for 250 people," said Jim McCrindle, the hotel's general manager since it opened in 1994.

When Shades of Green reopens, he said, it will have double the guest space at 586 rooms, a new 500-space parking garage and 7,500 square feet of flexible special-event space for reunions, weddings and other family-oriented social functions. There will be 11 suites, up from just one.

He said more rooms will conform to the standards of the Americans with Disabilities Act. "We had handicapped-accessible rooms before, but now we will have bona fide ADA-designed and equipped rooms with the wider bathroom doors and the roll-in showers," he said. Nine of the existing rooms were completely renovated to ADA standards.

The near-two-year project includes complete makeovers of all the existing rooms to the same standards as the new ones -- new carpet, paint, curtains, mattresses and bedspreads.

"All the rooms are exactly the same size and everything is brand new," McCrindle said. In essence, he said, guests who want a new room don't have to ask -- every room will be new.



An early aerial view of the Shades of Green hotel complex (left) shows the cleared construction site that is host to a 500-space parking lot, a hotel expansion with nearly 300 rooms, and a 7,500-square-foot indoor center for reunions, weddings and other family-oriented social functions. Photo courtesy of the Army Community and Family Support Center.

All rooms will have standard amenities such as ironing boards and televisions but there will be some new twists -- refrigerators, wireless TV keyboards and 12 hours of Internet access for about \$6. Guests will be able to play TV video games, in-room movies and order attraction tickets online from the hotel's tickets and tours office.

The hotel restaurants are being remodeled. The four include a new Northern Italian-themed trattoria. Shades of Green has its own two heated swimming pools, a kiddie pool, play area and tennis courts. It's situated among three Walt Disney World Resort golf courses: two 18-hole championship courses and a nine-hole executive course with discounted greens fees for military players. Free shuttle bus service transports guests to and from Disney attractions.

The hotel has operated at or near 100 percent occupancy from the moment its doors opened, McCrindle said. Guests who could not be housed at Shades of Green were placed in other hotels on and off the Disney resort. Customer demand has been so high, it's

spurred the whole expansion project, he said.

Shades of Green is financially self-sustaining; no taxpayer dollars are used for operations. The hotel expansion is funded by a civilian commercial loan.

For more details or to make reservations, visit www.shadesofgreen.org or www.armymwr.com/shades/index.html, or call toll-free 1-888-593-2242.

"The best way to make a reservation is to use the Web site," McCrindle suggested. "That way, you're guaranteed a response within 72 hours. Give alternate dates to your first choice." The phones tend to be overloaded, he added.

The Army Community and Family Support Center in Alexandria, Va., operates the four Armed Forces Recreation Centers as the Defense Department's executive agent. The other three are the Hale Koa Hotel [<http://www.halekoa.com>] on Waikiki Beach in Honolulu, Hawaii; the Dragon Hill Lodge [<http://www.dragonhilllodge.com>] in the Yongsan area of Seoul, South Korea; and AFRC-Europe [<http://www.afrcurope.com>], which has Bavarian resorts in Chiemsee and Garmisch, Germany.

AFRCs are open to DoD identification card holders in all the active and reserve components, active members of the other uniformed services, active DoD civilians assigned outside the United States, military and DoD civilian retirees, and their families. Also eligible are several other smaller groups, such as Medal of Honor recipients and 100-percent disabled veterans.

(From a U.S. Army Community and Family Support Center news release.)

Dredging up the past . . .



Lt. Col. Michael Bradbury, Deputy District Engineer, (left) and Larry Rosenberg, Chief of Public Affairs, secure the U.S. Flag at the Murphy Federal Center for the last time in this March 13, 1998 photo. Bill Scully is in the background taking down the Corps flag.

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