

US Army Corps
of Engineers
New England District

Yankee Engineer

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Emergency Drill...

See story on page 12

Yankee Voices

Robert Govero
Logistics



Letter of appreciation

Editor's Note: The following letter was sent to Scott Flanagan with a certificate of appreciation that was presented to him on Founder's Day.

It is my pleasure to convey to you a plaque in recognition of your continuing leadership role in CADD technology within the Corps of Engineers. I would like to express my personal gratitude for your work in support of the CADD/GIS Technology Center's A/E/C/ CADD standard and in the development of a generic CADD implementation plan for the Corps.

Your efforts reflect well on the New England District and exemplify the Corps' Essayons motto. Thanks again for your hard work and support of the Center.

Harold L. Smith
Chief, CADD/GIS
Technology Center

A letter of appreciation from the Secretary of the Interior to Ranger Merlon Bassett

I am pleased to designate the Grand Trunk Trail as a National Recreation Trail and, therefore, a component of the National Trails System.

The Grand Trunk Trail is a fine addition to the National Trails System. It follows the old Grand Trunk Railroad bed through a variety of picturesque landscapes and will, upon completion, connect the town of Southbridge with historic Old Sturbridge Village. The Grand Trunk Trail is a link in the growing east-west greenways system taking shape in southern New England. It not only connects with trails in nearby states, but will also provide access to the Westville Recreation Area. This trail is an example of what is possible through a successful partnership between various agencies and local groups.

I wish to thank you for your efforts in promoting and advancing this trail, as well as your support for the national trails system and its activities.

A supply of official markers is being provided to you along with a certificate of designation.

Sincerely,

Gale A. Norton
Secretary of the Interior

Editor's note: for more information on the Grand Trunk Trail, turn to page 11.

Human Resources Newsletter delivered by e-mail

As a convenience to our District employees without Intranet capability at work and to our retired District employees, the Human Resource Office can arrange to have its newsletter delivered by e-mail. Requests for home e-mail delivery must be sent to Kim Kaminski-Donaher, personnel officer at kim.c.kaminski-donaher@nae.usace.army.mil, fax 978-318-8514 or via telephone, 978-318-8221.

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



EditorAnn Marie R. Harvie
Media Relations Officer.....Vacant
Public Affairs Specialist.....Sally M. Rigione

Commander's Corner:

Summer events and safety

by Colonel Brian E. Osterndorf
District Engineer



I took last month off and let some guy named Flowers do a guest article for me. I hope he did okay. This month I'm back -- pause for applause -- with an interview I conducted with myself in which I get to reiterate and emphasize some familiar themes.

Founder's Day was a great success. My congratulations to all of those recognized in our awards ceremony, and especially John Craig, our latest Distinguished Civilian Gallery inductee. And thanks to all of you, under Joe Redlinger's able leadership, who put that

event together.

Even though we are already well into summer, it's not too late for some safety reminders. Safety is a 24-hour a day business, both on and off the job. You have heard about Situational Awareness – in one sense, that means staying cognizant and aware of all of the things going on around you that pose potential safety problems. It also means being aware of your own limitations and not pushing yourself, whether it be in the water or rushing around to get to all those summer activities, beyond the point that is safe and smart.

This is the fourth quarter of our Fiscal Year and we are approaching our finish line. There is much to do yet to accomplish all of the things we set out to do and to honor all of the commitments we made at the beginning of the year.

Keep focused and pay attention to the things that will make us successful.

Essayons.

An Interview With Me, By I

by Col. Brian E. Osterndorf
District Engineer

Recently, I took the occasion to sit down with Me and ask myself a few questions. When I showed up for the interview, Me was up to my eyebrows in paper, sorting through more things than the desk looked like it could hold. I asked Me whether it was a good time or whether I should come back later. Me looked up, rather distracted and I



Photo-graphic by Mark McInerney

Col. Osterndorf interviews Col. Osterndorf. The two got together to mark the District Engineer's two years in New England.

wasn't sure Me recognized who I was, but Me pushed some papers aside and said, "fire away."

I: Well, it's been two years since you came aboard. How have things been working out?

Me: To tell you the truth, I couldn't be more pleased. This is the best job I have ever had, and the most rewarding. Every day I can see the goodness of what we provide to the people of New England.

I: How are things different for you now than they were two years ago?

Me: Well, to tell you the truth, when I first got here, I was a bit intimidated by all of the responsibility and how much there was to know about everything that is going on. In my previous jobs, the scope was such that I could pretty much see and control everything, and by virtue of having had lots of experience in troop units, I could anticipate and know what I had to know, often without asking. Here, I cannot do that. I am now getting very comfortable with everyone in the District doing what they need to do without having to have my specific direction, and knowing that they will do their jobs superbly. The Chief's "Just Do It" philosophy is right on track with the way I think the District should run.

I: If you aren't trying to run everything, what do you feel your role is?

Me: My job is to communicate the strategic direction

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An Interview With Me, By I

Continued from page 3

for everyone and provide the general sense of who we need to be, where we need to go, and what we need to do when we get there. I have to keep reminding myself that every time I get so involved in project details, there is probably something else I am neglecting that really is more my job. I have to get the person whose job it is to solve project problems get to it. There are some hot, controversial projects, those with keen political interest, which I have to pay closer attention to. Sometimes I have to take the heat for those but that's okay, and besides, I have a thick skin.

I: Is that why you have been spending so much of everyone's time on this strategic planning business?

Me: Absolutely. Vision is very important to an organization. It is the signpost to where everybody needs to be headed. If the Chief and I give everybody the license to do what they think is right and best for their customer, then I have a significant obligation to make sure that those that are willing to go out and Just Do It, and will hold themselves accountable for their own decisions, have good guidance and direction. We have to get this right, and the District senior leaders and I have to work hard on setting direction and communicating this well to everyone. My goal is to have everyone fully understand our Vision so they can feel good about doing their jobs and know what they need to in order to use their Just Do It permissions.

I: What are the biggest changes you see in the years ahead?

Me: We will become more and more an "environmental" agency. Right now, a third or more of our work is oriented on some sort of environmental remediation or restoration project, and that will grow. As a country, we are maturing from awareness of environmental hazards to the necessary behavior modifications, like using unleaded gaso-

line or better treating our discharges into watercourses, to the final stage, which is problem solution. As always, America will rely on its engineers and scientists to provide those solutions – not everyone can. Here in New England, people are very environmentally conscious and there are many areas, from saltmarshes to old industrial sites, that will have to be fixed up. Some of the big problems, like building new sewage treatment infrastructure, are so big and costly, that only the world's premier public engineering organization can take them on. My second thought about what will change is our role in water supply infrastructure. That role might not start in New England because we have a few more advantages than many western states, but even here, communities are faced with big water supply issues and drought is a real consequence of more demand for water than can be delivered. The best solutions might be regional ones and we are the best at that kind of look.

I: What about the Regional Business Center emphasis we have been hearing about lately?

Me: Glad you asked. This concept makes sense for a lot of reasons. Our workload grows and shifts; some years there is a lot of work in some districts, while others may be in a lean stretch. In some districts, like Europe, work is very much less predictable. Our collective workforce changes a lot too, so our skills and people resources are very dynamic. It wouldn't be efficient for each district to hire the maximum number of people it needs just to satisfy its own peak work requirements – we need to learn to share resources.

Our better technology enables that kind of teaming. Also, there are lots of pockets of expertise in the division. For example, we have a great reputation as dam safety engineers so it makes sense that if another district has an issue with dam safety that they call on us to team with them. Similarly, we should check with other districts to see how they can help if



Col. Osterndorf asks Col. Osterndorf the difficult questions.



Don't ask about the softball game!

Photo-graphics by Mark McInerney.

we cannot cover down on all the work we need to do or need some special expertise – we need to check with the other districts before deciding to outsource.

I: How does the Regional Business Center concept apply to this new idea of providing our folks to support Army contingency missions in places like the Balkans or new construction projects in Israel?

Me: Right. These are good examples of the application of the RBC concept where we form teams from several districts to bring skills and abilities together to do these very important missions. Many of our own people don't realize how vital we are to our Army and nation; we have unique skills that match up very well with what the needs are in contingency base development and engineer assessments. Plus, the Israel project is very unique. Imagine building a modern city from scratch – that's really what those project teams will be doing. Nobody but the Corps of Engineers is capable of meeting that challenge.

I: Fascinating. But isn't that going to be tough for our people to support? Why should someone from the District volunteer for these jobs?

Me: Tough, maybe. Certainly a little different, although many of our folks have done jobs like this before and have volunteered to support emergency operations throughout the world. Really, these are great opportunities to professionally grow. Even short TDY support trips to Europe provide new perspectives and challenges that we can learn from. Supporting contingency operations or volunteering for nationally

significant projects like the Israel mission provide opportunities for growth and development that only come around once in a while. Lots of responsibility. We recognize that this might not be for everyone, but those that do get involved dramatically increase their value to our Corps – they really bring back a lot of experiences and perspectives that are valuable to us. Institutionally, we need to recognize that value added and not only reward those that participate but also understand that those individuals have better skills than before they went, and better and different skills than their contemporaries.

I: What hasn't gone right for you?

Me: Wow, that's a tough one. Can we skip it?

I: Nope, answer the question.

Me: Hey, don't get me wrong. It's not that I don't want to answer tough questions, it's just that I can't think of a good answer. Really, I have no regrets. There are some things that I might have done a little differently, and I might have put some more emphasis earlier on things like recruiting and retention and working those harder to keep that good, strong inflow of talented people. But hey, if I can live with everyone else's Just Do It outcomes, I guess I can cut myself some slack and be comfortable with my own outcomes.

I: Your softball team in the Founder's Day tournament didn't do so well. What happened?

The look told me that the interview was over. I hastily excused myself, mumbled my thanks and Me dove back into the stack of papers he had been moving around the desk.

Operation Rapid Trainer:

An exercise in readiness



Photo by Brian Murphy.

Lt. Col. Rovero and the New England base development team discuss the best way to build a base during Operation Rapid Trainer. New England was one of three base development teams that participated in the exercise.

Today's Army is sleek and technologically advanced. They can be ready to deploy anytime, anywhere, at a moment's notice. The U.S. Army Corps of Engineers is a part of the reason why this is possible. The Corps' mission during a deployment is to make sure there is a place for the Army to deploy to – meaning the Corps builds the camps and bases that house the troops.

As the Armed Forces continue to streamline, civilians are being depended upon more and more in deployment operations. In order to make sure that its civilian volunteers are prepared to meet the requirements for infrastructure assessment and to build bases, the North Atlantic Division held a field force training exercise at the New England District Headquarters June 18-23.

Called Operation Rapid Trainer, the exercise took one infrastructure assessment team (IAT) and three base design teams (BDT) made up of people from the various NAD Districts and trained them in accordance with

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Real Estate remembers retiree Tony Frechette

The New England District lost a valued friend when Real Estate retiree and Distinguished Civilian Gallery retiree Antonio H. "Tony" Frechette passed away June 19. Mr. Frechette retired as Chief, Conveyancing in the Real Estate Directorate in November 1990 with over 35 years of service.

During his many years with the Corps in New England, Mr. Frechette served as the chief negotiator for the land acquisition connected with many of the civil projects constructed in the 1950's and 60's. His ability to communicate with land-owners was instrumental in the successful conclusion of hundreds of voluntary acquisitions for project lands in New England. He became chief of Conveyancing in 1980.

"He was friends with many of the people he supervised," recalled Molly McCabe, current chief of Conveyancing. "I know he tried to help those that he supervised. He had a healthy dislike of bureaucratic red tape--and a temper that would sometimes rail against it."

Over his long career with the Corps, Mr. Frechette received several awards for his work concerning the Charles River Natural Valley Storage Area Project, the Belmont Park Project and base closure activities. On several occasions, he also served as the acting director of real estate, providing continuity to all of the ongoing Real Estate programs. "Tony was very thoughtful," said Molly. "When I was hired into his former position, he sent me a note of congratulations."

"Tony was an extremely kind and caring man to work for," said Bob Batt, Conveyancing. "He always took care of the people under him. He defended them and helped them get ahead in their careers. He was also very friendly -- he never

put on 'airs' and never made anyone who worked for him feel they were beneath him."

Mr. Frechette was known to his friends and co-workers as a proud Frenchman with a booming voice. "He was extremely proud of his French heritage, and made sure

everyone in the office knew when Bastille Day was," confirmed Molly. "That was the day he'd go to Le Bocage or another French restaurant!"

Quentin Walsh, a friend and co-worker of many years recalls Mr. Frechette's appreciation for good food and drink. "No brown bag lunch at his desk for Tony," recalled Quentin. "The Crest probably closed because of loss of his victual and libation business when he retired. He was the founding member of the Real Estate Eating and Drinking Club who had the proper pronunciation of 'Courvoisier.'"

According to Bob, Mr. Frechette was also fond of a good suit. "He was very proud of his suits," he said. "I believe he once told me his father was a haberdasher and clothing salesman. He often showed us his best suits and pointed out that they were 'Hart, Schaffner



Photo by C.J. Allen

New England District remembers Distinguished Civilian Gallery member and Real Estate retiree Antonio H. Frechette.

& Marx."

A U.S. Army veteran, Mr. Frechette served as a French interpreter for the Army Intelligence Service and served in Europe just after World War II. He interviewed the German prisoners of war, many of whom spoke French but not English, as well as the released French prisoners of the Germans.

Mr. Frechette was inducted into the Distinguished Civilian Gallery in July 1994.

"Tony was one of the best people I've ever worked for," said Bob. "I will always remember what I learned from him and the good times we had."

Mike Hicks reenlists in the reserves, graduates law school

Mike Hicks, Regulatory, has reenlisted in the U.S. Army Reserves. The swearing-in ceremony for the Sergeant First Class took place June 8 in the Gridley Conference Room. Wayne Johnson, Construction/Operations, who is a Lieutenant Colonel in the U.S. Army Reserves, performed the ceremony.

When his new tour of duty is complete, he will have 26 years of service with the Army Reserves, which includes five years of active service during the Vietnam war. In addition, Mike recently received his law degree from the Massachusetts School of Law.

Mike is a member of a Judge Advocate General Corps unit that meets every Sunday for four hours to study and keep up-to-date in Army law. "We have training classes," he said. "We go over after-action reports of other JAG units and review how they handled procedures and keep ourselves up-to-date on the military regulations/law. If we're called to active duty we can fit in quickly."

Mike joined the Corps in New England in 1988. He is a Senior Project Manager in the Regulatory Division. Upon joining the Corps, Mike worked three years in the Construction Directorate before coming to the Regulatory Division.

In addition to working full-time and serving in the Army Reserves on Sundays, Mike also had a full load of night courses, taking four courses a semester, at Law school. "It was hard on my family, but they were very supportive. I'm glad it's all over," he said.

The Senior Project Manager credits good organizational skills for being able to juggle his tremendous schedule. "You have to sit down and make a schedule," he said. "You can't approach it haphazardly because you're not going to be able to do it."

At the time of this article, Mike was preparing to take the Massachusetts Bar Examination at the end of July. He believes that the law degree will help him in his day job as well as in the Reserves. "There are more and more legal



Wayne Johnson conducts Mike Hicks' reenlistment ceremony. Mike currently has 20 years with the U.S. Army Reserves. He has reenlisted for another six years.

implications both in Regulatory and Engineering of projects that come up," he said. "It seems like I'm dealing with a lot of applicants' attorneys whose goal is to negotiate a better position for his or her client, and I can put a lot of fires out over the phone. I wanted an advanced degree and I think it's better to diversify myself and I think it will help my career."

Mike chose Wayne Johnson, Construction/Operations, to swear him in. "I chose Wayne for several reasons. Wayne is a Lieutenant Colonel with the U.S. Army Reserves with 22 years of service, so I felt it was appropriate. I know him very well and I have a lot of respect for him. It was a great honor for me to have him swear me in."

After he retires from both the Corps and the Reserves, Mike said that he would like to work free-lance as a patent lawyer or in environmental law. "There's a demand for those types of lawyers. I'm not ready to retire yet, but I believe later on down that line that's what I would like to do."



Wayne Johnson signs Mike's papers to make the ceremony official.



Wayne congratulates Mike on his reenlistment.

District praised by Environmental Business Council

The U.S. Army Corps of Engineers' work to restore the nation's wetlands by establishing partnerships with private industry has been cited in its selection for the Paul Keough Environmental Award for Government Service by the Environmental Business Council of New England (EBC).

The Corps' New England District received the award, "in recognition of outstanding environmental leadership for developing and implementing comprehensive environmental restoration services and the corporate wetlands restoration program," during the EBC's annual meeting and awards ceremony, June 19, at the World Trade Center in Boston.

According to the award nomination, the New England District was instrumental in all of the Corps activities, from establishing the initial programs and activities, to developing the communications structure for the regional, then national, corporate wetlands restoration program.

The New England District was also selected for its role in the Coastal America Program and its national Corporate Wetlands Restoration Partnership Program.

"The Corps of Engineers has for the past several years been very involved in environmental protection and restoration projects," said Col. Brian E. Osterndorf, District Engineer. "In New England, we have led the way, through continuing authorities granted to us by Congress and with additional help from state and federal agencies and Coastal America, to focus on preserving our valuable habitat and fixing things that might have been damaged when we didn't well understand some of the costs of progress. With the added, enthusiastic involvement of our corporate partners, we, collectively, will make great strides in safeguarding our New England environmental treasures."

The National Corporate Wetlands Restoration Partnership (CWRP) is a voluntary public-private partnership in which corporations join forces with federal and state agencies to restore wetlands and other aquatic habitats. The partnership also includes local communities, non-profit organizations, and academia.

"The upcoming New England District civil works pro-

gram emphasizes the restoration of aquatic habitats," said John Kennelly, Chief, Planning Division. "In particular, we are taking a watershed approach to prioritization of important ecological projects that benefit the public."

"It is important to understand that the individual ecological restoration projects of the Corps -- such as the Galilee, Sagamore and Broad Meadow salt marshes and the Smelt Hill Dam removal -- are part of a regional effort by the a team of federal agencies known as Coastal America, working together to reestablish degraded aquatic habitats in all six New England states," said William Hubbard, chief of the

Corps environmental resources section in New England.

Critical to the regional, then national, success of this wetlands restoration program was a communications structure that not only coordinated the activities of the many Federal agencies and the major corporate partners such as Gillette Corporation, but one that both listened and acted on the concerns of the public who would be impacted by the restoration activities, ac-

ording to Larry Rosenberg, chief of public affairs.

"We believe that a reason for the Corps many environmental successes in New England is simple, we truly listen and respond to the many individuals whose lives are affected by our projects," said Larry. "While we all agree that these environmental restoration projects are important, without the support of the communities we would not realize the solutions that impact positively on our quality of life in New England."

While the Corps played a major role in the development, implementation and communication of the environmental restoration activities, and the establishment of the corporate wetlands restoration program, "it was a total team effort -- involving the hard work and dedication of many individuals, federal and state agencies and the corporate partners -- that are responsible for the overall success of the programs," said Col. Osterndorf. "We are successful because we -- the Coastal America partners, the business community, and the public with their representatives -- work as a team, finding solutions to environmental concerns, and implementing them."



Photo by C.J. Allen

Neal Maxymillian, President and CEO of Maxymillian Technologies, and chair of this year's EBC Awards Committee presents Col. Osterndorf with the Paul Keough Environmental Award.

30 Second Commercials



Marc Paiva, Engineering/Planning



My name is Marc Paiva and I am an archaeologist with the Evaluation Branch and the New England District Tribal Coordinator.

My job is to evaluate Corps projects and their alternatives for potential impacts to historic, architectural or archaeological resources.

I am also responsible for consulting with Native American tribes concerning Corps projects that are proposed within their ancestral homelands. The results of my evaluation and findings are then coordinated with local, state, federal, and tribal historic preservation offices and organizations. Federal projects, by law, must avoid significant cultural resources, or else minimize and/or mitigate for any unavoidable impacts. My efforts assist a project manager in selecting an appropriate project alternative that ensures the preservation of cultural resources.

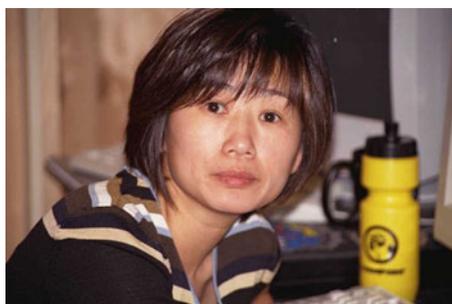
What I enjoy most about my work is that no two projects are the same, they continually expose me to new challenges,

and allow me to work with different people both within and outside the Corps.

In addition to my normal duties, I am also the Native American/Alaskan Native Program Manager for the EEO Office, assisting with developing outreach programs for local Native Americans, addressing diversity in the workplace, and presenting an annual observance in November during Native American Heritage Month. I am a DA-certified EEO Counselor and also a government representative for American Indian Science and Engineering Society's Northeast region. I enjoy working with and interacting with local and regional Tribes and consider our relationship with Native Americans to be one of the most important responsibilities that we have as a Federal agency.

On a personal note, I am a Ph.D. candidate in Anthropology at Brandeis University in Waltham, Massachusetts studying the interaction of archaeologists and Native Americans. I am a member of the Society for American Archaeology, Massachusetts Archaeological Society, and the Massachusetts Center for Native American Awareness. My wife, Kim, and I have two children, Catharine (5) and Joseph (3 months).

Phoebe Chu, Construction/Operations



My name is Phoebe Chu and I am a Systems Administrator, GIS Specialist and Civil Engineer for the Cape Cod Canal Field Office. As a Systems Administrator, I manage

the Canal's radar, electronic, power and computer systems to operate as one overall integrated automated network. I provide technical assistance and advice for the use of various

automated systems, software programs, platforms and applications. I ensure operability of all the automated systems and perform system maintenance and upgrades.

As a GIS Specialist, I maintain the Canal GIS system and perform GIS work for in-house, state/federal agencies and private sectors. As a Civil Engineer, I develop scopes of work, government estimates, monitor contract work progress and authorize contract payments.

I truly love my job and everyday challenges that I face. I get the most satisfaction from solving system problems (either software or hardware) and helping others, which helps further develop my technical skills. Besides, the Canal is one of the most beautiful places to work.

How about you? The Yankee Engineer is seeking District employees to provide their 30 second commercial for publication in future issues. The Chief of Engineers has asked every Corps employee to develop 30 seconds worth of information that describes your role and how you provide quality service to the citizens of New England. If you have your commercial ready and would like to participate, please e-mail Ann Marie Harvie.

District holds public hearing to receive comments on Mohegan Sun aquaculture permit application

Members of the New England District made their way to Groton, Connecticut to hold a public hearing June 25 to hear public testimony on the permit application of the Mohegan Tribe. The tribe is seeking permission from the Corps to install fixed and floating structures for a commercial aquaculture operation.

Approximately 450 people attended the public hearing to either voice their concerns or to listen to what was being said about the permit.

Larry Rosenberg, Chief, Public Affairs, served as moderator at the hearing. "In order to make any decisions regarding this permit application we, the Corps of Engineers, need to hear from you, the individual most affected by this project," he said.

Lt. Col. John Rovero, Deputy District Engineer, served as hearing officer. "The Corps jurisdiction in this case is Section 10 of the Rivers and Harbors Act that authorizes the Corps to regulate structures and work in navigable waters of the United States," he said. "The detailed regulations that explains the procedure for evaluating permit applications and unauthorized work is Title 33, Code of Federal Regulatory Parts 320 and 330."

Dr. Paul Maugle, Aquaculture Director of the Mohegan Tribe presented the permit application overview. According to the application, approximately 40 acres will be utilized for shellfish rearing in the first year. Cori Rose is the Permit Project Manager.

The commercial operation will expand within five years and incorporate approximately 265 acres of shellfish habitat currently leased by the Mohegan Tribe. The District accepted public comments and written statements during the hearing.

Approximately 93 people signed up to speak. An additional stenographer was made available so that those who did not want to wait to speak could have their statements recorded. Approximately 20 people took advantage of the opportunity.

Some opposed the project outright. Kenneth Steere of Groton was concerned about the navigability and safety. "The application ignores the safety concerns of recreational and commercial boaters," he said. "It omits supporting data that the net bags would hold at stated water depths."

The Mohegan Tribe has modified their permit application, but for some members of the public it is not enough. "There still exists a distinct need for more definition on the future expansion of their operations," said Samuel Chase of the Shemecossett Yacht Club in Groton. "The public has a perception that at a future time the entire area of 68 acres of Site 2 will be used for aquaculture and all other uses will be displaced."

Other members of the audience supported the project. "Creating an abundance of consistent, high quality oysters and clams will bolster Southeastern Connecticut's expanding tourism industry with an important and recognizable shellfish product, a Connecticut heritage and icon," said William Gash, Executive Director of the Connecticut Maritime Coalition.

The Corps has regulatory jurisdiction of the placement of structures in navigable waters. Specifically, Corps jurisdiction encompasses any activity with the potential to alter or modify the course, condition, location or capacity of navigable water. Corps authority also includes obstructions to navigation from artificial islands, installation and other devices located on the seabed, to the seaward limit of the outer contained shelf.

New England Regulatory Program: a Multi-faceted Operation Offering Less Process with Better Environmental Protection

by Christine Godfrey and Joanne Barry
Regulatory Division

The Army Corps of Engineers Regulatory Program is truly multi-faceted - in its authorities, the range of permits issued, the efficiency of its process, and the people it employs.

The Corps Regulatory Program touches many aspects of today's construction and development world, and subsequently many people's lives. For example, under the Clean Water Act, the Corps permits discharges of dredged or fill material into waters and

wetlands. This covers a wide range of project types such as residential, commercial or industrial development, utility lines, roadway projects, municipal projects, and conservation and habitat enhancement projects.

Additionally, under the Rivers and Harbors Act, the Corps has regulated all work and structures in or affecting navigable waters since 1899. We review such diverse projects as marinas, aquaculture, shoreline stabilization and dredging. The Marine Protection, Research and Sanctuaries Act requires the Corps to insure that disposal of dredged material into the ocean does not degrade the marine environment. The economic impact

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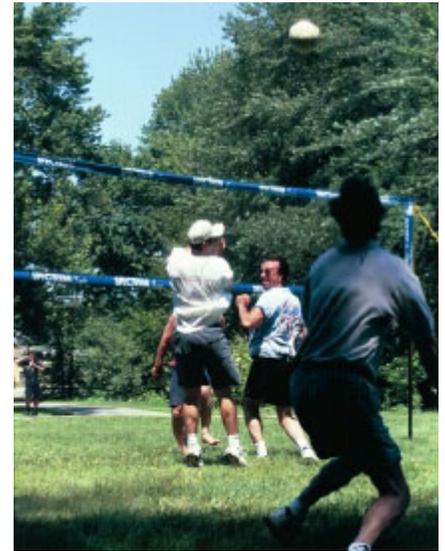


New England District employees wait for lunch.

Photo by C.J. Allen

Founder's Day

Special pullout section



Photos by C.J. Allen

Tom Fredette coaches little people soccer while the adults play in the Founder's Day volleyball tournament.

Founder's Day 2001:

226 years of service to the Nation marked with ceremony and celebration

The New England District celebrated the U.S. Army Corps' 226th birthday by honoring distinguished service, recognizing length of service, and acknowledging special accomplishments during the annual Founder's Day event held June 27. Official ceremonies were held at the Concord Park headquarters in Concord and the annual picnic and activities were held in Castle Park at Hanscom Air Force Base.

Larry Rosenberg, Chief, Public Affairs, began the ceremony with an essay called "A Moment in Time," which summarized the history behind Founder's Day which began the moment Commander in Chief George Washington selected Col. Richard Gridley as the first Chief of Engineers.

Col. Brian E. Osterndorf, District Engineer welcomed the District, their families, and this year's Distinguished Civilian Gallery inductee. "It's a great time of year because in addition to be able to come together and have a little fun out in the fields of friendly strife, we can honor a number of people that have put much of their lives into the Corps of Engineers and made it their profession and have given the people of New England the benefit of their abilities, skills and dedication," he said.

The District Engineer asked all the new employees and the Founder's Day Committee to stand up and be recognized. He also talked about the recent environmental honor the District received from the Environmental Business Council, which will be displayed in an area where everyone can see it. "The award is given to an environmental protection agency," said Col. Osterndorf. "Not the EPA, but an agency of the federal government that annually strives for the

protection of resources. And it was given to the Corps of Engineers. It signals that we are firmly in that business and that recognition now, in large part because of your efforts is out there in the public as well."

Bill Scully read the citation inducting John Craig as 2001's Distinguished Civilian Gallery inductee (see page D). Mark Otis, acting Chief, Engineering Planning, named Ed O'Leary 2001's Planner of the Year (see page E).

Lt. Col. John Rovero, Deputy District Engineer, assisted Col. Osterndorf in presenting Capt. Jan Malaikal with a Meritorious Service Award for her service with the New England District for the past two years.

Col. Osterndorf presented Scott Flanagan with a certificate of appreciation from Harold Smith, Chief, CADD/GIS Technology Center, Waterways Experiment Station, in Vicksburg, Miss. Scott received the honor for his work in support of the CADD/GIS Technology Center's A/E/C/CADD Standard and in the development of a generic CADD implementation plan for the Corps. "Your efforts reflect well on the New England District and exemplify the Corps' Essayons motto," wrote Mr. Smith in his letter of appreciation. "Thanks again for your hard work and support of the Center."

Kim Kaminski-Donaher, Chief, Human Resources, assisted Col. Osterndorf in presenting the length of service awards to District employees. Awards were given to employees with five, ten, 15, 20, 25, 30, and 35 years of service. A complete list of recipients was published in the 2001 Founder's Day booklet distributed during the ceremony.

Jim Crawford, WE Committee Chair, presented Andrea



Lt. Col. Rovero adjusts the pinata.



Mary Christopher paints on one of the younger attendees.



The Dunk Tank returned as a popular attraction.



Lorainne Cronin and Susan Mehigan carry ice cream cones to the picnic.



Nathan Rigione turns the corner during the sack races.



Hannah Osterndorf (standing) and Sara Lewis enter the wheelbarrow races.

Pittman with the June Employee of the Month Award. Joe Bocchino presented the June Team of the Month award to Ella Minincleri, Tina Chaisson, Kara Wakeham, Deanna Eliseo, Mark McInerney, Brian Murphy, Angie Vanaria, Joan Gardner, Sheila Winston-Vincuilla, Ted Soter, Juan Reyes, and Bob Hunt. As he presented the awards, Joe told the story of individual's efforts on the team.

Joe Redlinger, Chief, Real Estate and this year's Founder's Day Committee Chair, concluded the awards ceremony by running down the activities taking place at both Concord Park and Castle Park. He concluded by cautioning people to drink water and apply sunscreen throughout the day.

Following the ceremony, employees and their family members headed to the basketball, volleyball, and horseshoe finals behind the loading dock at Concord Park. The winning team for basketball was Jim Kelly, Joe Bocchino, and Bob Essex. The horseshoe champions were Steve Eaton and Steve Chase. Bill Kavanaugh, Gary Morin, Dave Lubianez, Steve Simmer, and Bob Simeone reigned supreme in the volleyball finals.

District employees who made their way to Castle Park had a myriad of activities in which to participate in. Face painting and bingo took place in the morning. For the sports fans, the softball finals were held across the way from Castle Park. The winning team was Engineering/Planning.

Founder's Day attendees hungry from the morning's activities enjoyed a catered lunch under the main tent. After lunch, guests had their choice of events to participate in. Volleyball finals were held as well as sack races, three-legged races, wheelbarrow races, a tug-of-war, and soccer. For those who wanted to see a co-worker or supervisor get wet, the Dunk Tank made for a popular post lunch activity. Piñatas filled with treats were available later in the day for children.

Real Estate Division hosted this year's Founder's Day activities at Hanscom Air Force Base. This year's committee was: Joe Redlinger (Chair), Tim Beauchemin, Joe Bocchino, Janet Brayden, Kathy Buccarelli, Ray Cottengaim, Barbara Duffin, Rachel Fisher, Tom Fredette, William Gladman, Amal Guirguis, Eileen Hughes, Barbara Ingersoll, Colleen Jacquet, Gladys Leone, Sally Rigione, Rosalie Tekeyan, Ann Turcotte, Angie Vanaria, and Sylvia Woodbury.



Steve Eaton (left) and Steve DiLorenzo toss around the horseshoes.

John Craig is Distinguished Civilian Gallery member for 2001

The New England District selected Mr. John Craig as the 2001 Distinguished Civilian Gallery inductee. His induction took place during the Founder's Day ceremony on June 27 in the Concord Park cafeteria.

Col. Osterndorf welcomed Mr. Craig to the ceremony. "It is really a hallmark of the contributions that so many of you have seen made by your mentors and the people that preceded you through many, many years. They have clearly established a reputation in the New England Corps of Engineers and the history of this region," he said.

Bill Scully inducted Mr. Craig into the Gallery. "He is a true gentleman, a highly respected professional, and a dedicated public servant," he said.

"Getting the notice of my induction was completely unexpected," he said. "Never in a million years did I ever think I would ever be inducted into the Distinguished Civilian Gallery."

Mr. Craig thanked the people who nominated him into the Gallery. He also thanked the committee for selecting him. "I thank you sincerely for taking the time and the effort to put together the nomination and I am thankful to the selection committee for choosing me. I am truly honored to join the ranks of the Distinguished Civilian Gallery."

Mr. Craig's enlarged portrait and citation were unveiled at the conclusion

of the Founder's Day ceremony. They will hang in the new member gallery for one year. Then he will join his fellow Distinguished Civilians on the Gallery wall.

John C. Craig's distinguished career with the Corps of Engineers in New England began in February 1974 as a sanitary engineer assigned to the Waste Water Studies Section of the Planning Branch. As part of a national demonstration program, the New England Division had been selected to conduct two of the five pilot wastewater management studies. Mr. Craig, with his extensive experience in private industry in the field, was a key participant and provided critical assistance on these projects.

Following completion of the waste water pilot program, Mr. Craig managed other progressive and more responsible studies to identify and formulate solutions to meet the water resource needs of the people of New England.

In 1983 Mr. Craig was promoted to the Chief of the Urban Studies office of the Basin Management Branch which was the largest branch in the Planning Division. It was in this position that Mr. Craig demonstrated his keen managerial skills in directing the resources of his section in meeting the supply of water and flood damage reduction and hydro-power development needs across New England.

In 1984 Mr. Craig transferred to the Engineering Division where he served as chief of the Civil Engineering Section and later chief of the Design Branch. His tenure in Engineering was a demanding period of significant work in the Civil Works, Support for Others, the growing Defense Environmental Restoration Program, and a very large installation support and a military construction program. The branch's high productivity and quality results were largely attributable to Mr. Craig's steady, selfless concerted efforts and untiring commitment to meet the mission needs.

In 1991 Mr. Craig returned to the Planning Directorate as the chief of the Basin Management Division. The 1986 Water Resource Development Act was passed and established new missions for the Corps and introduced cost sharing requirements for the Corps that prompted the initiation of new programs and introduced significant change in the way the Corps did business, particularly in cost-sharing. In the reorganization of Planning, Mr. Craig became the Chief of the Formulation Division, responsible for directing the work of all of the study managers within Planning. His experience in Engineering provided technical insight and created an advanced Engineering/Planning coordination climate that was critical to the successful completion of the planning mission.

In 1995 Mr. Craig was assigned to the position of Deputy Director of Planning and Chief of Policy. Later, in 1997, the Engineering and Planning Divisions were combined. At the time Mr. Craig assumed the dual assignment of Planning Branch Chief and Assistant Chief to the Engineering/Planning for Planning. Mr. Craig provided the consistency, ability and knowledge vital to the success of the Corps organization. His leadership remained consistent and valued throughout the years and was manifested by his selfless and tireless efforts and total commitment to the organization.

Mr. Craig retired in 1999.



Photo by C.J. Allen

From left: Bill Scully, John Craig and Col. Osterndorf unveil Mr. Craig's portrait in the Gallery.



Photo by C.J. Allen

Col. Osterndorf pins the Meritorious Service Medal on Capt. Malaikal

Capt. Malaikal honored for service to District

Col. Brian E. Osterndorf, District Engineer, honored Capt. Jan C. Malaikal during the Founder's Day ceremony June 27 in the Concord Park cafeteria, with a Meritorious Service Medal from the Department of the Army for her work at the New England District.

Col. Osterndorf explained that because of the nature of the U.S. Army, soldiers are not in a post long enough to earn a place in a Distinguished Civilian Gallery. "Although she has only been with us for two years, she has contributed significantly in the time that she was here," said Col. Osterndorf.

The District Engineer said that military recognition takes the form of a piece of ribbon that is pinned on the person being honored. "It is a recognition of the service and dedication that those people put in to the work in the profession that they serve," he said.

Lt. Col. John Rovero echoed Col. Osterndorf's comments about Capt. Malaikal's service. "She has provided as much service to the North Atlantic Division as she has to the District," he said. "I think they will probably miss her

at NAD as much as we will here."

Capt. Malaikal was awarded the Meritorious Service Medal for exceptionally meritorious service from August 1, 1999 to July 31, 2001 while assigned as a project engineer at the New England District.

Capt. Malaikal's superior leadership, keen team building ability, and matchless dedication to excellence resulted in the highest quality of customer support and project success. Her can-do attitude and commitment to quality are her greatest assets.

"Her actions brings great credit upon herself, the Army Corps of Engineers, and the United States Army," said Lt. Col. Rovero.

Capt. Malaikal will be stationed at 3rd Brigade of the 78th Division Training Support at Ft. Devens.



Photo by C.J. Allen

Ed O'Leary receives Planner of the Year award from Mark Otis.

Planning names Ed O'Leary, Planner of the Year 2001

Ed O'Leary received the honor of New England District 2001 Planner of the Year during the Founder's Day ceremony June 27.

He received the award for his dedication and service throughout the past year.

"This is an annual award that is given out to a member of Planning staff whose efforts over the past year merit special recognition," said Mark Otis, acting Chief, Engineering/Planning Division.

Ed is an economist in the Impact Analysis Branch.

According to Mark, he has been a significant contributor on many of the District's key studies by performing economic analysis that is a key component of the work.

Some of these contributions include Providence Harbor, maintenance dredging EIS for Long Island Sound, Muddy River, and various ecosystem restoration projects.

Founder's Day: A Moment in Time

by **Larry Rosenberg**
Chief, Public Affairs

There are moments in everyone's life that seem insignificant at that particular moment in time but later prove to be watershed events. We've all had them and we will all continue to mark those moments much later as each moment folds into our individual memories.

In fact, we have little awareness at the time of these events, but later, when we look back, we know these were the moments that shaped our lives and the lives of our families.

For me, the moment in time that shaped what I would become took place more than a quarter of century before I was born just outside Kiev. In the early 1930's, my father, who was 14 years old, gathered his kid sister who was nine and made his way to Philadelphia and avoided the nastiness that would take place in Europe over the next decade and a half.

I'm here today because of a moment in time that took place prior to my birth that eventually shaped who I would

become and the values that would guide me through life.

These types of events are certainly not unique to me and my family, and I'll bet dollars to donuts that each and every one of us have similar moments in time that have shaped their lives. But why I am talking about this – we're celebrating Founder's Day, right?

You know, every year I go up to the podium, make a couple of bad jokes, and briefly discuss the events that took place on and prior to June 16, 1775 just after Boston native Colonel Richard Gridley was named chief engineer of the newly-formed Continental Army by Commander-in-Chief General George Wash-

ington. Ladies and Gentlemen; this is our shared moment in time. George says to Dick, "you're my chief engineer," one day, and in just a couple blinks of the eye, the first Army engineering action occurs on the night of June 16, 1775, when Colonel Dick Gridley designed and supervised the construction of an earthwork on Breed's Hill overlooking Boston Harbor that would prove impregnable against British bombardment during a fierce

battle the following day. It doesn't matter that the patriots lost the position after running out of ammunition, and that the Battle of Bunker Hill (as it was later called) marked the beginning of the long tradition of service to New England that the Corps continues today.

This moment in time, this seemingly insignificant appointment of one person to build fortifications to protect a ragtag group of ill-equipped, so-called patriots who believed in such a silly notion of freedom, was indeed a watershed event for not only the newly formed United States of America, but for the entire planet.

One day, George says to Dick, "You're my chief engineer," and 27 years later the first military engineering school in the world was established in West Point – a school that would provide the engineering skills that built the nation from eastern seaboard to western shore and ushered the world through another revolution, the industrial revolution and provide things unheard of, unthought of, to the people of this planet - comfort, infrastructure, manageable waterborne commerce, surveys of the

New England District Founder's



Length of Service - Five Years



Length of Service - Ten Years



Photos by C.J. Allen

Length of Service - 15 Years



Length of Service - 20 Years



Length of Service - 25 Years



Length of Service - 30 Years

new world and monuments that would inspire Americans everyday such as the U.S. Capitol Dome and the Washington Monument.

And while it may not be politically correct, because of the Corps, it is estimated that over 200,000 lives were saved during World War II as a result of a Corps led research program known as the Manhattan Project that ensured the war in the pacific ended early without an invasion of Japan.

And there's more, much more.

Over the past ten days or so I've been party to a couple of events that I believe illustrate just how important that moment in time is to the nation.

First. Last week I attended an awards ceremony where Colonel Osterndorf accepted for the Corps of Engineers the Environmental Business Council's award for government service for our environmental work from wetlands to Superfund, from our regulatory programs to our navigation and flood protection programs, from cleanup of formerly used defense sites to establishing a corporate wetlands restoration program for the nation.

In other words, we were honored for the work we do every day, 365 days a year. Let me tell you, it's nice to be

noticed.

Second. On June 25, over 400 people attended a public hearing about a permit application for an aquaculture project in Long Island Sound. Over 93 people expressed their individual concerns and addressed many issues to what some believe is a faceless federal agency -- a faceless federal agency -- that listened to their concerns, that requested their comments and that sought-out their advise -- the Corps. And the bottom line; over 400 people representing all sides of an issue trusted the Army Corps of Engineers to be objective and to find the right solution.

Ladies and Gentlemen, our moment in time took place on June 16, 1775. We are the Army Corps of Engineers in New England. If you think you know us, well guess again.

You see we do much more than protect our neighbors, their homes, and their communities from acts of nature by building and maintaining flood control structures, dams and hurricane barriers.

We ensure our ports and harbors are safe and are able to keep goods flowing in and out of New England from the sneakers on our kid's feet, to the beer that we drink, to the gasoline we put in our cars and many of the cars we drive...

We maintain recreational areas where our neighbors can swim, picnic and enjoy their afternoons in peace and quiet, safely... We remove hazardous materials from the environment and we protect and restore wetlands... and we do much more.

You see, when we're not at work we serve as selectmen in our towns... We're on our condo boards... And we're members of our conservation commission... We also teach undergraduate and higher college courses in environmental science, in risk communication and in a variety of other subjects... We are scoutmasters with the Boy Scouts, with the Girl Scouts, with the 4-H Club... We volunteer our time for many local charities... We are members of the Elks, the Lions, the Rotary...

We volunteer at our churches, our synagogues, our mosques... We are Big Brothers, and we are Big Sisters... And every Thanksgiving we serve turkey with all the fixin's to homeless veterans and others not as fortunate as ourselves. And you know what, we also find the time to take our kids to ball games and listen to them every night. And we do much, much more.

We are the Army Corps of Engineers and we serve the nation.

Day Awards Presentations



Distinguished Civilian Gallery



Meritorious Service Medal



Certificate of Appreciation



Employee of the Month



Team of the Month



Environmental Award



Photos by C.J. Allen



Carol Charrette makes it on base.

Heather Sullivan waits for Bob Russo to hit it out of the park before she leaves her base.

Engineering/Planning 'design' winning game Construction/Operations not 'permitted' a victory

Precision fieldwork and the constant crack of the bat kept District ball fans on the edge of their seats during the Engineering-Planning vs. Construction-Operations softball playoff on Founder's Day, June 27 at Hanscom Field.

As the teams started to warm up, everyone looked promising, while correcting the impression that when the ball is thrown or hit to a fielder, he or she was supposed to attempt to catch it.

The first inning went quickly, with no score despite the variety of singles hit. Excellent fielding by both teams made it anyone's game.

The top of the second was when the tide began to turn. Then, like magic, the Engineering Planners scored four runs, leaving the ConOperators to pull out their initial blueprints to find the flaws. Despite retooling the efforts of Mike Elliott, Bill Walker, Diane Ray, and Jim

Crawford, no one was able get to make it home.

Things weren't looking good for the ConOperators. Then, in the third inning, Mike Vissichelli, doing his very best impression of Manny Ramirez, hit it out of the park to score the only home run of the game, and the first run for his team. Although it was a great morale booster for the ConOperators, the home run did not deter the Engineering Planners from striking back and sending three more team members across home plate.

The fourth inning showed virtually no movement from ConOperators, with the exception of a single by Mike Elliott. The Engineering Planners continued their onslaught with singles from Alex Garneau, Joe Colucci, and Brian Waz that sent teammates home.

John Perry's RBI on a pop-fly was able to send Joe C. home, making the

score a staggering 12 to 1.

Superior fielding from the ConOperators in the fifth prevented the Engineering Planners additional runs, which rallied the spirits of the apparent underdogs. The crowd went wild when singles from Crystal Gardner and Mike Elliott and doubles by Joey Ray and Tom Fredette sent five more ConOperators across home plate as the team with the snappy shirts found a second wind.

Alas, that was all she wrote score wise for either team, leaving the score at the end of the final inning 12 to eight.

Members of the Engineering Planners were Joe Colucci (coach), Brian Waz, Don Wood, Jack Perry, Mark DeSouza, Larry Oliver, Jay Mackay, Bob Russo, Rich Ring, Steve Umbrell, Scott Michalak, Raimo Liias, Scott Flanagan, Alex Garneau, Heather Sullivan, Carol Charrette, Jen Flanagan, Heather Rausch.

Members of the ConOperators team were: Dan Bradley, Jim Crawford, Mike Elliott, Tom Fredette, Crystal Gardner, Jack Karalius, Sandy Marcinkewicz, Gary Pelton, Greg Penta, Diane Ray, Joey Ray, Mike Vissichelli, and William Walker. Home plate umpire was Bill Mahan while Dick Carlson roamed as field umpire.



Jim Crawford catches the ball to get Alex Garneau out.



So where are the Fenway Franks? Information Management gets front row seats to the game.

Grand Trunk Trail designated a National Recreation Trail

The Department of the Interior has designated the Grand Trunk Trail, that runs through the New England District's Westville Lake, as a National Recreation Trail. The designation took place during a ceremony held June 6 at Westville Lake's recreation area. The honor includes the Grand Trunk Trail as part of the National Trails System and recognizes its value in conservation.

"The Grand Trunk Trail is a fine addition to the National Trails System," wrote Secretary of the Interior Gale Norton in her letter designating Grand Trunk Trail. "This trail is an example of what is possible through a successful partnership between various agencies and local groups."

State Rep. Mark J. Carron, D-Southbridge and other state and local officials gathered at the site for the ceremony. Charles Tracy, director of rivers and trails for the National Park Service presented Park Ranger Merlon Bassett, who lobbied for the recognition, with the certificate. The trail will be marked with the National Park Service's National Recreation Trail logo.

In addition to the designation, it was announced that a footbridge for the trail will be constructed over the Quinebaug River that will connect the trail from Southbridge to Sturbridge. The six-foot wide by 80-foot-long bridge will be built about 800 feet upstream from the original crossing of the river by the old



Charles Tracy presents Ranger Merlon Bassett with the designation plaque.



State and local officials gather for the designation ceremony naming the Grand Trunk Trail a part of the National Trails System.



Photos by Mark McInerney

The Grand Trunk Trail has been designated as a National Recreational Trail.

Grand Trunk Railroad.

"The trail and bridge will finally link trail sections and recreational lands managed by two towns and by the Corps," said Bob Hanacek, Basin Manager. "This has been a hugely successful combination of talent and energy, and I am very proud of the way our people have pulled everyone together."

The Grand Trunk Trail is managed and maintained by Westville Lake Park Rangers with the help of local volunteers. It begins in the town of Southbridge, Massachusetts and follows the old Grand Trunk Railroad bed through a variety of landscapes. When the footbridge is complete, the five-mile trail will connect to historic Old Sturbridge Village via a bicycle trail along the Quinebaug River.

The National Trails Act of 1968 encourages the Secretary of the Interior to recognize community trails that qualify as additions to the National Trails System. The act promotes the enjoyment and appreciation of trails while encouraging greater public access.

National Recreational Trails are components of the national Trails System, which includes four types of trails: national scenic, national historic, national recreation and side or connecting trails. The national scenic and national historic trails may be designated only by the Secretary of the Interior or the Secretary of Agriculture.

The Grand Trunk rail bed was constructed in 1910 by railroad developer Charles M. Hays. Mr. Hays planned to build the Southern New England railroad line from Palmer, Mass., to Providence, Rhode Island in the hopes of connecting to a larger network of trails owned by the Grand Trunk Railroad. Although the rail bed was built, the railroad was never completed. "The immigrants who worked on the rail bed had a vision that something great would happen here, and I think we're fulfilling that legacy," said Ranger Merlon Bassett.

Thames River Basin Manager Robert Hanacek and Westville Lake Park Rangers Keith Beecher and Tom Chamberland attended the ceremony.

Federal state and local emergency responders test preparedness in New Bedford

Disaster strikes near the New Bedford Harbor Superfund site in New Bedford, Massachusetts. Two tragic incidents are occurring simultaneously. The first is at the Waste Water Treatment Facility on Sawyer St.

Site personnel are moving two 30-gallon drums containing Sulfuric Acid

when the drums drop, dislodging the bungs of both. The acid leaks and mixes with the concrete and another chemical, causing acid gas cloud. The workers begin to experience throat and eye irritation. They try to upright the drums, but the acid splashes onto their legs and feet. A third worker, performing electrical work within the facility, becomes overcome by the vapors and falls from a ladder to the concrete floor. Two co-workers attempt to assist the fallen employees but are unable to do so before they themselves are overcome by the vapors.

The second incident occurs in the material lay down area. Two site employees are moving and stacking large concrete blocks when a hydraulic line to the backhoe ruptures.

An employee working near the machine is sprayed in the face with hot hydraulic oil. The second employee attempts to assist the injured worker when he experiences weakness and falls to the ground. The worker also



Victim Karen Schofield receives oxygen as part of her treatment.



Photos by C.J. Allen

Firefighters assist a man down as part of the emergency drill.

sustains hydraulic oil burns and contamination from the leaking hydraulic line.

The two incidents leave three of the seven victims seriously injured and two victims in critical condition. All of the victims need to be transported to St. Luke's hospital for treatment.

The incidents described set the scene for the city of New Bedford's emergency response drill held at the New Bedford Harbor Superfund site, June 20. When the city of New Bedford wanted to test the responsiveness of their emergency services, they requested the District to simulate an accident at the Superfund site. The New Bedford Resident Office agreed to host the drill and to provide victims for the responders to work on.

"Victims were asked to lie on the floor or ground and await rescue by the fire department and the EMS," said Patricia Sumner, Industrial Hygienist for the New England District. "Victims were decontaminated at the site if it was possible and then transported to the hospital via ambulance."

But the simulated victim toll went up when, as part of the drill, eight responders became exposed and injured, requiring on-site assessment by EMS and treatment at the hospital. The drill continued after the victims were transported to the hospital. "The local emergency technicians performed their duties in a professional manner in a very difficult scenario with lots of serious injuries and several minor ones," said accident victim Karen Schofield, Engineering/Planning.

Once they arrived at the hospital, they were evaluated and "treated" by hospital personnel. "While we were definitely amateur actors, the emergency personnel were all professionals and take a lot of pride in what they do," said Rosemarie Schmidt, Engineering/Planning and accident victim. "They seemed very interested in testing their systems, and finding out how they can become better prepared for a large-scale



Responders assess the situation before helping stricken workers at the New Bedford Harbor Superfund Site.

accident, especially one involving hazardous materials.”

Dozens of city medical personnel and 15 victims, of whom five were New England District volunteers, participated in the drill. The Environmental Protection Agency were also on hand for the activity. The drill assisted St. Luke’s in meeting its Joint Commission on Accreditation of Health Care Organizations requirements. It also helped the Corps of Engineers meet part of its annual emergency training requirement.

Maurice Beaudoin, New Bedford, Resident Engineer, was instrumental in the coordination of the drill. Paul L’Heureux, New Bedford, Field Engineer/Project Cost Control, was also involved with the planning phases and actively participated in the drill assisting the fire department’s incident command.

William Phelan and Marilyn Ortiz also of the New Bedford Resident Office were victims the day of the drill as Chris Turek and Tim Rezendes assisted in coordination the day of the drill. Kerry LeBlanc and Jim Doucakis were also participants.

Remedial Project Managers from EPA Jim Brown and Dave Dickerson initially facilitated decisions to coordinate and orchestrate the drill with the city officials. Planning for the drill took place as early as March when District employees met with local fire, EMS, and hospital. Planning meetings were held both at the site and at the hospital.

Training classes in hazardous material conducted by the New England District were held at the hospital for fire, police, EMS and hospital personnel before the drill. “The accident scenarios were well scripted,” said victim Mike Walsh, Engineering/Planning. “A smoke machine was utilized to create the ‘hazardous atmosphere’ associated with a chemical spill in the water treatment plant.”

According to Patricia, the drill revealed some areas of



“Victims” were rushed to the hospital after they were decontaminated.

concern by the response teams at all levels to a hazardous materials incident involving multiple injuries. “The drill was unusual for the responders since at the hospital’s request they required 15 victims with a variety of different injuries in order to tax their systems. As a result, it was evident that the drill ran at the extreme for the responders as well,” she said. However, it clearly showed the weakness in their emergency response systems and areas



The New Bedford Resident Office created a realistic emergency at the New Bedford Superfund site for local emergency personnel.

where improvements are necessary.”

The New England District team members also learned much from the drill. “From the USACE perspective, we learned that there is a need to evaluate the training of our on-site personnel so that we are better prepared to assist responders during a hazardous materials incident,” said Patricia. “Typically, our personnel and subcontractors are trained in hazardous materials but not in emergency response. Since most municipalities have limited resources in hazardous materials, having personnel on site who are capable of assisting the responders in the incident would have improved the response.”

“It was an interesting and educational experience,” said Karen. “It helped me appreciate the effort and people involved in a large-scale accident response. It was rewarding to be involved in a drill that was used to help train fire, police, EMS, and the hospital in this type of an emergency. I think the experience and the lessons learned will benefit those involved and the surrounding communities.”

“This exercise made me realize just how many people are involved - fire department, ambulance emergency medical services, hospital, and police,” said Rosemarie. “It’s a tough job to coordinate and communicate everything when so much is going on. I give them all a lot of credit.”

“The main thing I learned from the exercise is the importance of prevention,” said Mike. “Believe me when I say that nobody wants to go through an accident like that for real. It’s frightening and life threatening for victims and rescuers alike.”

The New Bedford Harbor Superfund Site is an 18,000-acre urban estuary with sediment contaminated with polychlorinated biphenyls (PCBs) and heavy metals. The five worst acres of PCB-contaminated sediment were removed in 1994 and 1995 and placed into a confined disposal facility (CDF) at the bottom of Sawyer Street in New Bedford. The U.S. Environmental Protection Agency is preparing the hot spot sediment for transportation to an out-of-state chemical landfill.

District's Regulatory Program thinks 'win-win'

Story and photos by Jay Clement
Maine Project Office

The Edwards Dam, a 917 foot-long and 30 foot high dam on the Kennebec River at Augusta, Maine, was originally built in 1837 to provide power to an adjacent manufacturing plant. The manufacturing plant was destroyed by fire in 1987 but the dam continued to provide power to Central Maine Power Company.

In 1991, the previous owner of the dam filed applications with the Federal Energy Regulatory Commission (FERC)

to re-license the hydro project and to increase its generating capacity. After many years of review and extensive involvement by public interest groups, environmental agencies, and state/federal resource agencies, FERC ultimately denied a new license and required that the dam be removed.

FERC concluded that removal of the dam would restore passage and habitat for various species of migratory fish (including Atlantic sturgeon, shortnose sturgeon, rainbow smelt, stripped bass, Atlantic salmon, American shad, alewives, and brown trout), and that benefits of removing the dam substantially

outweighed the benefits of re-licensing.

The state of Maine then entered into intensive negotiations with the Edwards Manufacturing Company, upstream dam owners, and a number of environmental groups including the U.S. Fish and Wildlife Service and the National Marine Fisheries Service. Ultimately Edwards agreed to sell the dam to the state and a settlement package was put together for Federal Energy Regulatory Commission (FERC) approval. The settlement included the donation of the dam to the State who became responsible for its removal.

Concurrently, the Corps was evaluating a downstream proposal by Bath Iron Works (BIW) to expand their ship building facilities, effectively filling or impacting approximately 25 acres of river bottom.

Compensatory mitigation was a focal point of the Corps evaluation. Seeing a potential "win-win," the Corps brought together the BIW need for mitigation and the state's need for funding for the dam removal. Removal of the dam would eliminate the greatest hindrance to anadromous fish restoration on the Kennebec River and would restore 17 miles of spawning, nursery and feeding habitat for the first time in over 150 years.

This provided in kind, albeit off site, compensation for the impacts of the BIW project. The applicant agreed and combined the dam removal with additional work to restore tidal flow to 72 acres of salt marsh nearby. Without the Corps facilitating this agreement, the dam would not have been removed in as timely a fashion.

The dam was successfully removed in the summer of 1999. This action drew national attention, and monitoring by the state shows strong populations of migratory fish species returning to the river. The removal of Edwards dam has set a regional and national precedent for this type of restoration effort and interagency coordination and cooperation.



The Kennebec River as it is today.



The Kennebec River before the Edwards Dam was removed.

New England Regulatory Program: a Multi-faceted Operation Offering Less Process with Better Environmental Protection

Continued from page 10

of the Corps permit decisions on a national and regional basis is substantial.

Because of the sensitive nature of the program and the complexities of the regulations governing it, the program must be geared toward both efficiency and environmental responsibility. Across the nation, the Corps authorizes over 40,000 projects a year. In New England, we account for over 5,000 of these. To be both efficient and properly balance the need for development and protection of important aquatic resources, the Corps must be both resourceful and innovative. A great example in New England is our highly successful Programmatic General Permit Program—one in place in each state.

Since the early 1990s, the New England District has taken a new approach to the Programmatic General Permits. The District decided to structure the reviews based on impact categories, tie more closely into state regulatory programs where possible, and administer the PGPs in partnership with the state and federal agencies with whom we must coordinate. The result has been more streamlined, simplified permitting which has reduced processing times while increasing environmental protection over the alternative approaches in place at the time (a wide variety of regional and nationwide general permits and letters of permission).

There are now six comprehensive PGPs in place in the six New England states, covering all minimal impact work. The PGPs join up with state reviews to varying degrees depending on the similarities between the state and federal programs. In fact, several states changed their state laws and regulations to improve the overlap which then enhanced streamlining.

In several states, applicants file with the state agencies. The Corps and

federal agencies screen the state applications either at the Corps or directly at the state offices (state applications are accepted by the Corps). The Corps makes the determination of eligibility in consultation with the state and federal resource agencies. The PGPs also maintain or enhance environmental protection because many more projects are quickly screened with opportunity for



A wetland located in Topsham, Maine.

Photo by Ruth Ladd

modification, mitigation or individual permit. Most projects are approved, or modified to lessen impacts for approval, during the screening process. The PGPs contain a number of special conditions to protect endangered species, historic resources, and other issues of federal concern. The PGPs provide latitude in approving work based on impacts rather than activity type, and based on agency consensus decision of minimal environmental impact. Since the PGPs are comprehensive and administered with our state and federal partners, the process is simplified and streamlined for the public. The PGPs have helped reduce or eliminate inconsistencies and confusion caused by differing state and federal processes, time-frames and decision making; made federal decisions more timely; and resulted in “one-stop-shopping” for one of our key customers, the regulated public.

However, maintaining the commit-

ment to efficiencies and environmental protection demands a variety of workforce expertise and a willingness to think “win-win.” Our Project Managers come from many fields such as engineering, environmental science, biology and ecology. We have a technical support section offering assistance to the PMs in difficult wetland delineations, mitigation plan approval and suitability determinations for dredged material disposal in open water. We operate on the PMBP team approach. The Project Manager determines the team, which includes the applicant, the state and federal agencies, and various in-house support staff, and leads the project through to the final decision. The PGP covers over 98 percent of all permit work in each state in less than 30 days.

The flexibility in the PGPs has resulted in a decrease in over 50 percent of the number of individual permits formerly processed by the District (these projects are now covered by the PGP). This fact, coupled with the more efficient method of screening and approving minimal impact work, has resulted in a beneficial impact on the District’s workload. In times of increasing numbers of applications and level program funding, the efficiencies of the PGPs have kept the workload at a manageable level, and processing times down.

New England was the first District to issue comprehensive PGPs replacing the existing permit schemes (including RGP, NWP and LOP). Linking federal and state reviews, and/or administering the GP program in a coordinated, consensus based fashion has resulted in a simplified, more predictable, more consistent environmental permit program across the region.

Ms. Christine Godfrey and Ms. Joanne Barry work at the New England District Regulatory Division. Christine is the Chief.

Health and Wellness



No 'Magic Bullet' to Sensible Weight Loss

by TSgt Brenda Fernandes
Hanscom AFB Health and Wellness Center

Here it is, the sure fire way to lose weight (well, maybe). No calorie counting, no starvation and no pills just plain old common sense. Sound too easy? Well it really can be. Here are ten simple steps that anyone and everyone, including your children, should follow to achieve or even maintain a healthy body weight.

1. **Plan ahead** – planning keeps YOU in control. When you are in control you are more likely to make healthy choices.

2. **Shop from a list and NEVER on an empty stomach** – try walking through the grocery store one day and create a list of foods you generally purchase from soup to nuts. You can make a hard copy of it, keep it on the fridge and check items off as you find you need them.

3. **Eat slowly** – while a difficult concept for many people today to comprehend it is beneficial to take 15-20 minutes to consume a meal. Try putting your fork down between each bite, sipping water or even eating with your opposite hand. Avoid doing other things while eating for example, watching TV, driving or reading the newspaper. Eating slowly allows time for you brain to register that you are full.

4. **Stop eating when you leave the table** – have one designated area at home and at work where you eat. This makes eating a “mindful” process and not something you do out of boredom. If you have a problem nibbling on the leftovers let someone else in the family clear the table and put the extras away. If that isn’t an option try using paper plates, that way you don’t have the temptation of finishing someone else’s dinner.

5. **Plan three meals a day** – to take this one step further, try three meals with snacks in between. This should

help you from becoming ravenous but more importantly will increase your metabolic rate and help you stay more in CONTROL of your eating. Just remember you need to make healthful choices.

6. **EXERCISE** – A moderate amount of exercise will help you to feel more energetic and better about yourself, reduce stress, curb your appetite and increase your commitment to eating healthy. In fact, research has shown that people who exercise are much more successful at maintaining weight loss.

7. **Look carefully at the number of calories beverages contribute to your diet** – need I say more? You would be surprised how many calories you consume from the things you drink.

8. **Water, water and more water** – incredible as it may seem, water is quite possibly the single most important catalyst in losing weight and keeping it off. Water suppresses the appetite naturally and helps the body metabolize stored fat. Studies have shown that a decrease in water will cause fat deposits to increase.

9. **MODERATION** – for the most part no single food is BAD unless you eat large quantities of it. Do not deny yourself anything otherwise you will end up “pigging out”. Instead, indulge your craving with control and moderation.

Read food labels to find out what a serving size actually is and then measure it out.

10. **Set goals and celebrate your success!** – how can one measure success if they don’t have a goal in mind? Don’t set unreasonable expectations on your weight loss, this will only set yourself up for failure. Take the time necessary to ensure weight loss is high quality and can be maintained. Acknowledge your accomplishments and reward yourself by doing something special or fun.

For more information on healthful eating please contact TSgt Brenda Fernandes at the Health and Wellness Center at (781) 377-6560.





Ed O'Donnell and John Garabedian were among the 76 people in the District's party.

WE Committee kicks off summer with sunset cruise

Story and photos by James Crawford
Chair, WE Committee

On June 15, the Work Environment (WE) Committee sponsored a Sunset Cruise on Boston Harbor. Sheila Coulter, Construction/Operations, handled the arrangements, which were praised by the attendees. The event was thoroughly enjoyed by 76 employees, their family members and friends, including 14 children. The *M/V Freedom*, from Massa-

chusetts Bay Lines, provided a very comfortable 90 minutes of close-up views of Boston landmarks from uncommon vantage points.

The USS Constitution capped off the evening with the firing of its cannon as the New England District group watched from the *Freedom* and the sun slipped behind the skyline.

District employees can find more photos of the cruise at the WE Committee webpage, located on the intranet.



Left: Jeff Perchak, Westover Resident Office, brought his wife and daughter. Jeff was one of several field personnel who attended the event. Right: For Bob (Engineering/Planning) and Betty Meader who celebrated their 33rd wedding anniversary that day, the cruise came at a serendipitous time. Bob came back from his TDY at NAD to attend the event.



Congratulations

...to **Susan Rodkey**, Human Resource Office, who has been named the WE Committee's Employee of the Month for July. Susan was nominated by Kim Kaminski-Donaher for her efforts on the Summer Hire program.

....to the Centredale Manor Superfund Site Fish Sampling Team: **Mike Penko, Bob Davis, Ken Levitt and Chris High** of the Evaluation Branch; **Ralph Gendron** of Barre Falls Dam; and **Lauren Borocharner**, Centredale Manor Project Manager for being selected as the WE Committee's Team of the Month. Early Life Stage (ELS) testing is a key component of an ecological risk assessment being prepared for the Centredale Project by Battelle for EPA and the New England District.

Sympathy

...to **Tom Snow**, Park Ranger, North Springfield Lake, and his family on the passing of his father, **Ralph Snow**, Con/Ops retiree, June 10.

Mr. Snow retired in 1996 as a Park Ranger at Ball Mountain/Townshend Lakes. He had been the Project Manager of Ball Mountain Lake before that for many years.

Cards may be sent to Eleanor Snow, HC 61 Box 72, Wardsboro, VT 05355-7702, and Tom and Jenny Snow, 566 Chester Road, Springfield, VT 05156.

...to the family of Real Estate retiree and Distinguished Civilian Gallery member, **Tony Frechette**, who passed away June 19. See story on page 6.

...to **Mike Vadnais** of Survey Unit on the passing of his mother, June 23.

Operation Rapid Trainer: An exercise in readiness

Continued from page 5

emerging ENGLINK/Field Force Engineering doctrine currently being developed by Corps Headquarters. Col. Gregory Bean, North Atlantic Division, headed the first two days of the exercise. Col. Brian E. Osterndorf took charge for the final days.

The Infrastructure Assessment Team is made up of employees out of the Europe District. New England, New York, Baltimore, Philadelphia and Norfolk made up the three base development teams. New England District employee Ann Laster joined the team to provide Real Estate support.

The IAT mission is to provide technical engineering for strategic/operational military deployments and civil-military operations to determine the best location for the base camp. They will provide expertise in support of early entry operations through redeployment. The team is comprised of a master planner, structural (civil) engineers, prime power technician, environmental engineer, airfield (civil engineer), ports/rail (civil engineer), civil engineer (civil utilities) and a real estate specialist.

The BDT mission is to provide installation-level master planning and facilities design expertise for intermediate staging bases, base camps, forward operating bases, and displaced personnel camps. Team members in a BDT consist of an architect/master planner, geotechnical engineer, civil engineers (utilities/sanitation), electrical engineer,

environmental engineer, mechanical engineer, structural engineer, CADD technician, and cost engineer.

Training on a myriad of topics was held in the theatre. Training sessions included Field Force Engineering update; an introduction to the Military (Army 101); scenario briefing; civilian preparation for contingency operations; deployment planning considerations for a DA civilian; staff decision making process/mission analysis; contract execution and administration in a contingency operation; and the capabilities of the USACE labs and the centers of expertise. At the end of each training day, teams were given time with their team leaders to acquaint each other.

The second day of training included a scenario update and classes on Real Estate planning in the area of operation; Communications capabilities of the Engineer District; Operational and Engineer Logistical planning considerations in developing a base camp; area of operation environmental considerations; environmental baseline assessments; force training requirements; and anti-terrorism force protection considerations.

The final day of training found team members learning about the capabilities of the tele-engineering system (TE); TE tool kit/infrastructure assessment considerations in the area of operation; received an introduction into the theatre construction management system.

"I learned that the Army and the

Corps are developing some interesting, comprehensive, and useful support tools to enable engineers to design in the field and "reach-back" to the states for information and assistance," said BDT Member Thomas Ayau.

The teams broke out into separate conference rooms to conduct the two-day exercise to plan

the location of the base and then design it before the final session on Saturday. The scenario with which the teams were to work with was provided on the first day of the training. The exercise brought difficult challenges at times. "Not knowing what the capabilities (assets) exist in the Prime Power team was a problem," said Tom. "But, after talking to the Prime Power NCO, those answers were rather clear and simple."

At the end of Rapid Trainer exercise, the teams met in the theatre for the final day. Three BDTs presented their base designs and the IAT gave their presentation. A training and exercise after-action review followed the briefings.

"I thought the exercise went very well for me," said Ann Laster of the experience. "The exercise gave me insight into how many different areas of expertise work together to select, design, and construct a base camp. I think that bringing together personnel in the different areas of expertise to work together is good practice for actual deployment."

New England District employees who participated in Operation Rapid Trainer were: Tom Ayau, Bill Herland, Ann Laster (IAT Team), David Hackanson, CPT Malaikal, John Kedzerski, Ed Mills, Phil Durgin, Dave Pezza, Lt. Col. Rovero, Bob Russo, Chris Scabia, Jeannie Warnock, Michael Degrazia, Phil Morrison.

Ruth Kitowicz and Rachel Fisher of the Readiness Branch, were responsible for the planning and hosting responsibilities of the exercise with NAD. Logistics assistance was provided by Bruce Zawacki. Information Management assistance was provided by Brian Murphy, Mike Galicki, Joe Bacigalupo, Jay Provenzano, Lynne Bleakney, Jerry Nunziato and Pattie Price. Security assistance was provided by Duncan Rasmussen and Michelle Lee.

Based on the positive feedback from all participants it was determined to be a very successful exercise.



Photo by Brian Murphy.

Col. Osterndorf reviews plans and supervises Operation Rapid Trainer. The week-long training and exercise was hosted by the New England District at the Concord Park headquarters.

District Contractor gets pat on the back for outstanding performance



Col. Osterndorf presents Doug Gifford with a certificate of appreciation.

The U.S. Army Corps of Engineers, New England District recently cited one of its contractors for its outstanding performance when Col. Brian E. Osterndorf, District Engineer, presented a certificate of appreciation to Haley & Aldrich, Inc., of Boston, Mass., in the Executive Office, June 19.

The contractor was honored due to their performance on an indefinite delivery contract for geotechnical engineering and related services throughout the New England District mission areas.

"I would especially like to commend you on your professional competence, management skills, and dedication," said Col. Osterndorf. "The geotechnical studies and design efforts performed by your firm exhibited a high degree of expertise and professionalism and were completed in an expeditious manner. Your design efforts on the Confined Disposal Facility for the New Bedford Harbor Superfund Project are a tribute to your technical expertise and leadership in the geotechnical field and were important to the successful execution of this project. Your outstanding performance proved invaluable to us in providing quality services to our customers."

"The contract was for \$200,000 per year for two years or \$400,000 total," said Tony Firicano, Chief, Geotechnical Engineering Section, Engineering/Planning. "Task orders were issued against

the contract for up to \$150,000. Several task orders were issued during the contract period in addition to the New Bedford Harbor Superfund Project Confined Disposal Facility (CDF). They included Ball Mountain Dam Inclinometer Readings, Evaluation of Confined Aquatic Disposal Cells for Boston Harbor, and several geotechnical instrumentation reports for New England District flood control dams. The New Bedford Harbor Project task order was the largest and most complex effort of the task orders issued and was for approximately \$150,000."

Mr. Doug Gifford received the award on behalf of the company. Accompanying him were Steve Gately, Mandy Giampaolo and Heather Scranton.

"Haley & Aldrich's expertise and knowledge in the geotechnical engineering field, coupled with their cooperation and teamwork resulted in very timely, professional and quality products," said Tony. "They should be especially commended for their design effort on the CDF at New Bedford Harbor, which involved very complex geotechnical foundation design issues. Steve Gately, who has spent many hours working here in our office, was an essential member of the Corps New Bedford Project design team and he provided a high level of expertise, professionalism, and teamwork to the project."



The New Bedford Harbor Superfund Site.

Photo courtesy of the New Bedford Resident Office.

Dredging up the past . . .



Photo provided courtesy of Joe Bocchino

The Corps in New England Team in it's 1980 hey day: (very back row) Mark Otis, Frank Fedele, Jay Joyce, John Kennedy, Rollie Duprez, and Bob MacDonald. (second row) Jim Crawford, John Markiewicz, Bobby Byrne, Jim Wong, Tom Rosato, Joe Bocchino, and Mary Donovan. (first row) Al Randall, Mark DeSouza, Danny Jones and Gerry Kelley.

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New England District
U.S. Army Corps of Engineers
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