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US Army Corps  
of Engineers  
New England District

Volume 40, No. 9

# Yankee Engineer

June 2004

## Strategic Sourcing Initiative explained at special Town Meeting

*Lt. Col. Brian Green, Acting District Engineer, held a special Town Meeting for New England District employees to explain the Strategic Sourcing Initiative process that will take place throughout the Corps of Engineers.*

The initiative was announced to District employees June 1, in the Concord Park cafeteria. Strategic Sourcing will have federal employees in positions that are not inherently governmental compete with private industry to see which comes up with the most efficient and cost effective way of accomplishing the IM/IT mission.

"This is my opportunity to tell  
*Continued on Page 6*

## New England site of National Regulatory Conference

The U.S. Army Corps of Engineers regulators gathered to discuss the latest changes in the Regulatory Program and its future during the annual National Regulatory Conference. The event, which was held at the World Trade Center Seaport Hotel in Boston, May 24-28, drew hundreds of regulators.

On the first day of the conference, Lt. Gen. Robert Flowers, Chief of Engineers served as the special guest speaker and discussed 2012 and the Corps. During his presentation, he described the regulators as "soldiers on point for the environment."

"Thank you all for the things that you accomplish and for the work that you do every day," said Lt. Gen. Flowers.

Lt. Gen. Flowers said that not many people realize the important work that is performed by regulators. There is no organization in his mind that has the opportunity and potential to do more for the environment than the U.S. Army Corps of Engineers.

He talked about the Corps 2012 and the communities of practice. "I challenge this community to find ways to help each other out to make your jobs easier," he said.

The Chief took the opportunity to brief the audience on all of the good

work that the Corps is doing around the country and around the world. To conclude his presentation, Lt. Gen. Flowers presented coins to New England District employees who helped organize the conference. He also honored regulators from other Divisions and Districts with coins for their accomplishments.

Brig. Gen. Merdith Temple, North Atlantic Division Engineer, did not take to the podium, but addressed the regulators during the introductory portion of the conference. "I take a look at the large variety of experience that we have here today, not just in Regulatory, but in a wide variety of areas that affect the Corps, it's really overwhelming," he said. "As far as I'm concerned when we talk about Communities of Practice, it's pretty much old hat for the Regulatory Division because you have been operating as a Community of Practice for many years."

The Division Engineer said that he appreciates all the work that the regulators do every day. A former customer of the Corps Regulatory Program, Brig. Gen. Temple gave an example of how he worked with Regulatory when he needed to put a bulkhead on his property in North Carolina.

Lt. Col. Brian Green, Acting Dis-

*Continued on page 10*

# Yankee Voices

John Almeida  
Counsel



## Impacts to Boston Metro Area - Information Line for Democratic National Convention

Boston Mayor Tom Menino launched INFO 2004 (617-635-2004), the city's convention information center, to answer questions and address concerns about transportation, road closures, city services, and also share information about the public events that are scheduled before and during the four day national special security event.

The INFO 2004 line at 617-635-2004 is open Monday through Friday from 9 a.m. to 5 p.m. You can also send your questions to [info2004@cityofboston.gov](mailto:info2004@cityofboston.gov).

## Words worth repeating

**"Appreciation is a wonderful thing; it makes what is excellent in others belong to us as well."**

- *Voltaire*

**"What does not destroy me, makes me strong."**

- *Friedrich Nietzsche*

## Congratulations

... to **David Kratz**, Operation Manager of the Merrimack River Basin, who has been selected as the WE Committee's Employee of the Month for June 2004. David received the honor for his leadership, dedication and commitment to the U.S. Army Corps of Engineers.

Another reason for the honor is that David answered the call when our agency needed people to serve in Iraq in support of the infrastructure rebuilding for the people of Iraq. David served four months, leaving his wife and two children, to serve his country and to promote his agency.

...to the **P2 Team** which was selected as Team of the Month for June 2004. Team members include **Heather Sullivan, Steve Dunbar, Jay Provenzano, Scott Acone, Gary Morin, Bob Martin, Mike Keegan, Peter Hugh, A. Hiram Fernandez, Brian Murphy, Cathy LeBlanc, Mark Otis, Ken Paton and Bob Tucker**.

Each member has been working to prepare the New England District for the deployment of P2. Members have devoted many hours gathering lessons learned from other districts, through discussions, classes and conferences. Their efforts have resulted in district-level guidance and information that will make the transition easy.

## Sympathy

...to **Paul Marinelli**, of Engineering/Planning, on the passing of his father, **Paul J. Marinelli**, May 30.

... to the family of **Edward J. Colvin**, Distinguished Civilian Gallery member and retired Chief of Survey Section, who passed away suddenly June 2. See story on page 5.

...to **Carol Charette**, Engineering/Planning, on the passing of her aunt, **Alice Charette**, June 22.

...to **Jim Doucakis**, Construction/Operations, on the passing of his sister, **Andrea Doucakis**, June 23.

YANKEE ENGINEER is an authorized unofficial Army newspaper under provisions of AR 360-1 published monthly. Views and opinions expressed are not necessarily those of the Department of the Army. Contributions from readers are solicited, but publication depends on judgment of the editor. No payment will be made for contributions. Published by the Public Affairs Office, New England District, U.S. Army Corps of Engineers, 696 Virginia Road, Concord MA 01742-2751, 978-318-8777. Printed by the offset method on recyclable paper by the Defense Printing Office in Boston, Mass. Circulation 1600. The YANKEE ENGINEER can be found on the World Wide Web at <http://www.nae.usace.army.mil/news/yankee.htm>

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# Commander's Corner:

## Lt. Col. Green moving on to next assignment, bids New England District farewell

by Lt. Col. Brian A. Green  
Acting District Engineer



*I would like to take this opportunity to say a fond “farewell” and “thank you” to the entire District team as my family and I move on to our next assignment on the staff of the ACSIM (Department of the*

*Army—Assistant Chief of Staff for Installation Management) in the Washington, D.C. area.*

The ACSIM provides program and policy guidance and oversight to the Army’s Installation Management Agency (IMA) as they provide base support services to Army installations and garrisons around the world. I am not sure exactly what I will be doing at ACSIM (I believe environmental work), but I am sure it will be another interesting, challenging assignment.

It has been an honor for me to work with such a great civilian work force and in an atmosphere of mutual trust, respect and professionalism. I appreciate the dedication and technical expertise each of you has demonstrated during my time in the New England District.

This assignment has been a real learning experience for me—from the daily challenges of being the Deputy District Engineer, to the time spent working with the Field Force Engineering teams in Iraq, to my time as the acting District Engineer.

Thank you for your patience in teaching me the “inner workings” of the District and for your selfless service to the District, the U.S. Army Corps of Engineers and the nation. I feel as though I have made some good friends and colleagues in the District and the region and it is difficult to say “goodbye.”

I would like to wish the new Deputy District Engineer, Lt. Col. Andy Nelson, and his family the best of luck during their transition to the New England region. Lt. Col. Nelson and I have served together before, and I think you will find him to be a smart, caring leader who will be a tremendous asset to the District. I am happy to know that he will become part of the District team—he will be good for the District and I know I can count on each of you to support him.

I would also like to thank Col. Thomas Koning for his mentorship and strong leadership. He is a leader that truly “walks the walk” and leads by example each and every day. I want to personally thank him for his confidence in my leadership abilities and wish him and his family good luck during the rest of their time in the District.

It is reassuring to me to know that the District will continue to “march forward” during these challenging times.

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**'It has been an honor for me to work with such a great civilian work force and in an atmosphere of mutual trust, respect and professionalism.'**

**- Lt. Col. Brian A. Green,  
Acting District Engineer**

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Our tremendous civilian work force and leaders will continue to be the continuity during times of transition.

It has been a humbling experience for me to work with such great individuals—each of you should be proud of your accomplishments and the legacy you leave behind. I am a firm believer in the concept that we “stand on the shoulders of those who have gone before us.”

You have done well and I am confident that you will continue to do well in the future.

Best of luck to each of you and thanks again for all your support and hard work! I will truly miss each of you!

Essayons!

# Life is still good in Iraq:

## Col. Koning updates on Corps successes in Iraq

by Col. Thomas Koning  
District Engineer



As we continue to get all the negative reports through the news media about Iraq, it is important that we remind people that there is

a lot of good going on. Good news does not sell as well as bad – but the story needs to be told none-the-less.

This country is trying to make democracy work. It is a struggle, but look at the following accomplishments. We are doing well in construction, too. In GRS we have:

**Oil Program**—GRS's contribution has surpassed pre-war oil production at 1.5 million barrels of oil produced per day from the southern Iraq, Ramala Oil fields. The oil terminals at MABOT (offshore) and Khor Az Zubayr (on-shore) are back in operation. At Khor

Az Zubayr we have reduced load time for a ship by 75 percent.

We are currently dredging berths and removing shipwrecks and unexploded ordnance to ensure the oil tankers have freedom of movement. We have restored the water injection system into the oil fields to ensure the long term health of the flow of oil.

**Electrical Program**—GRS's contribution will provide 311MW (at Buzurgan, Khor Az Zubayr and Nasiriyah) to the national grid in Iraq. All of southern Iraq enjoys 15 to 24 continuous hours of power a day as compared to about three hours during the pre-war time. We have installed over 500KM of 400 KV transmission lines to link the Basrah area in with the rest of the national grid. This links southern Iraq into a loop with the rest of the country to provide redundancy and reliability.

**Iraqi National Defense** – GRS is building a division-sized and a brigade-sized base to recruit, equip and train the New Iraqi Army (at Numaniyah and Tallil respectively). This includes ev-

erything from barracks, motor pools, dining facilities, parade fields, athletic fields, headquarters, medical facilities, a bank, a post office and even a mosque.

At Um Qasr we have built the training facilities for the Iraqi Coastal Defense Force. This included floating docks, barracks, dining facility, classrooms, medical clinic, fire station and a headquarters. The recruits are in the facilities and doing well. In support of USAID, we are refurbishing seven water and wastewater treatment plants south of Baghdad and 14 water treatment plants here in Basrah.

We have been upgrading the Basrah International Airport; building fire stations; rehabilitating schools, medical clinics, and public buildings. In general helping improve the quality of life of the Iraqi people.

Finally, GRS is completing the first \$1.1 billion of infrastructure reconstruction in southern Iraq. The job is monumental; the construction is fascinating; and the Corps people and our contractor partners are doing a great job.



## Rescue in Cape Cod Waters

*The New England District vessel "Agawam" was one of three Cape Cod Canal patrol boats that came to the aide of the fishing charter boat, "The Lady K" in waters off Wing Island, Mass., June 9.*

*The 37-passenger charter fishing boat got into trouble when it lost its rudder and began taking on water. The "Agawam," "Cataumet," and "Marion," all responded to the charter's distress call within 15 minutes and towed the vessel to Onset Pier. (Photo by Kevin Burke)*

# Rose named agency's 'Outstanding Volunteer'

by Robert Hanacek, Thames River Basin

*David Rose of Charlton, Mass., was named outstanding federal volunteer by the Greater Boston Federal Executive Board at its annual Excellence In Government award ceremony in May at the J.F.K. Library in Boston. The program honors the "best of the best" in local Federal service.*

Mr. Rose has been a volunteer with the U.S. Army Corps of Engineers, New England District for more than 10 years, working on wildlife management, trail maintenance, park management and improving facilities at five area dams.

He suggested implementing a blue-bird nesting box program at Buffumville Lake, Charlton, in 1992, and then started and maintained the program that is still ongoing.

"We appreciate the work that Mr. Rose does for us on a regular basis," said Lt. Col. Brian A. Green, Acting District Engineer. "Volunteers are an important part of our extended New England District family."

At Westville Lake in Southbridge and Sturbridge, Mass., he provided crucial support to park rangers in the creation and maintenance of a loop trail. "Mr. Rose donates hundreds of



Photo by C.J. Allen

*Mr. David Rose is the Greater Boston Federal Executive Board's "Outstanding Volunteer."*

hours a year to the Corps," said Park Manager Keith Beecher. "He is always there when we need him. Without the support of dedicated volunteers like David, we could not provide our visitors the level of service we do."

Last fall, Mr. Rose mowed and disc-harrowed open areas at Hodges Village Dam and Buffumville Lake in preparation for the re-introduction of bobwhite quail. Fifty pair of quail were released in March this year in an effort to bring viewable wildlife closer to the park.

The U.S. Army Corps of Engineers honored David's wife, Virginia Rose, with a Commander's coin at its Senior Leaders' Conference at the Southbridge Conference Center earlier in March. "This was a team effort and David could not have been as successful without Virginia's support," said Lt. Col. Green.

## Edward J. Colvin remembered for his surveying expertise

New England District employees were saddened to learn of the passing of Distinguished Civilian Gallery member and retired Chief of Survey, Edward J. Colvin, June 2.

Mr. Colvin joined the New England Division as a surveyor in 1946 following a three-year tour with the U.S. Air Force during World War II. Mr. Colvin was a Prisoner of War for nine months during WWII. "Ed was a navigator in the Army Air Force during World War II and his plane was shot down somewhere in Europe," explained Maureen Murray.

While working for the Corps, he pioneered the art of "free sounding" hydrographic surveys and was often called upon to resolve conflicts in support of the New England Division's survey mission due to his extensive

expertise. In the latter part of his career, Mr. Colvin was appointed Chief



Edward J. Colvin

of the Survey Branch. In this capacity, he was instrumental in standardizing the use of automated hydrographic survey equipment, which significantly improved accuracies of these surveys and the manner in which they are carried out. "His meticulous approach and total commitment to assigned tasks, have left an indelible mark on the high quality of survey work produced by the New England Division," his citation reads.

After retiring in December 1982 with nearly 41 years of federal service, Mr. Colvin took up golfing and often played with the late Frank Vanner, Fran Donovan and Carl Boutlier. "Ed was one of the sweetest most generous man you would ever want to meet," said Maureen. "His job at the Corps and his family meant so much to him."

# Corps of Engineers Strategic Sourcing Initiative explained at Special Town Meeting

*Continued from page 1*

you what's going on in the District," said Lt. Col. Green.

In front of a packed audience, Lt. Col. Green explained what the IM/IT Strategic Sourcing Initiative was and how it would affect employees. Lt. Col. Green enlisted the help of some of the senior staff and representatives from CPAC and the union for questions after his presentation. The Acting District Engineer explained to the audience that the PowerPoint presentation that he used to explain the initiative was only preliminary information. The District will be informed of any new information as soon as it becomes available.

The Acting District Engineer said that he met with the affected Information Management employees earlier that morning and briefed them. He said that he knew that the audience was concerned about their IM co-workers. "I consider us to be a family in this District and part of this family is now going to go through competition."

Lt. Col. Green continued his presentation by talking about the competition process. The announcement to the public was made June 2, which officially marked the start of the A76 competition. He talked about the key elements of competitive sourcing such as the FAIR Act, the President's Management Agenda, OMB Circular A-76, and the DoD Inventory of Commercial and Inherently Governmental Activities.

Lt. Col. Green then gave a timeline of events involving the Strategic Sourcing process. "Competitive Sourcing involves conducting public/private competitions to compare the performance and the cost of a government organization with that of the private sector," he said.

## Why are we doing this?

"Initially OMB wanted us to compete 50 percent of all the 'commercial

in nature' positions across the Corps," said Lt. Col. Green. "That meant about 30,000 positions that are considered 'commercial in nature.' So that meant about 15,000 positions were to be competed."

After two years of discussions and negotiations, OMB finally allowed the Corps to compete 7,500 positions over a five-year period. IM/IT is the first of several competitions that the Corps will conduct. The agency will compete 1,300 IM/IT positions nationwide, including the New England District's 18 positions (11 full-time, and seven stay-in-school). The competition includes all members of the IM/IT organization, with the exception of the Library function positions. That function was excluded under OMB's A76 by decision of the Assistant Secretary of the Army for Manpower and Reserve Affairs.

According to the Acting District Engineer, all federal agencies are being required to conduct A76 competitions.

## Why a national competition?

"Under 2012, we're supposed to look at the Corps as a single organiza-

tion, not a collection of smaller organizations," said Lt. Col. Green. "The national competition reflects this. In addition, it is less disruptive to the organization as a whole and allows us to share our good ideas and best practices from across the Corps."

## How is the competition going to work?

"The next step in the process is to put together a performance work statement (PWS)," explained Lt. Col. Green. "The PWS comes down to what has to be done, where it has to be done by location, when it has to be done, and to what standard it has to be done."

There will be a team that will include members from across the Corps that will develop the PWS, according to the Acting Commander. The team will ask customers to provide feedback on the PWS. "Essentially what we are developing is something that Contracting Division can put out on the street that says, 'We have a requirement. Here is the requirement.'"

While the PWS is being developed, the Corps will have a different team that



Photo by Mark McInerney

*Lt. Col. Brian Green gives details and answers questions about Strategic Sourcing during a special town meeting.*

develops a product called the Most Efficient Organization (MEO). The MEO will describe how IM/IT would accomplish the work that is listed in the PWS.

"You can think about it as a contractor would bid on a particular project and say 'This is how I would organize, this is how much it's going to cost me in order to accomplish that mission in the PWS,'" said Lt. Col. Green. "The MEO will be the government offer to the PWS."

There will be some District membership on the MEO team, but names have not yet been announced. "The MEO team is really our team to keep the work in house," he said.

The Acting Commander explained that there would be a "firewall" between the PWS team and the MEO team to protect the integrity of the process and not to give anyone an unfair advantage in the competition.

After the PWS and the MEO are complete, the package goes to a decision authority. The actual competition will take 12 months, but the Corps has received a six-month extension, which will make the total competition time 18 months. After a decision has been made, the contract will be awarded and then the contractor or the government will perform the mission. Regardless of the outcome, Lt. Col. Green said that there would be a re-competition at the end of the five-year performance period.

Lt. Col. Green then presented a time schedule to the audience. According to the schedule, a decision on the contract should take place on Nov. 29, 2005. Then depending on whether or not the contract goes to the government, there will be a transition activities with a contract start date of February

2007.

Even if the government wins the contract, Lt. Col. Green said that there would likely be change to the IM/IT organization. "We're putting together an MEO and that may mean that we need to change our current structure," said the Acting Commander. "It may mean we could potentially add people and different skills, but that typically doesn't happen."

Lt. Col. Green then listed the different relationships and key players in the process. The Component Competitive Sourcing Official (CCSO) is the Corps of Engineers Deputy Commanding General, Maj. Gen. Griffin.

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**'This is not going to happen overnight. We can't predict an outcome or make any promises, but every one of us is working this issue and we are committed to the integrity of this process.'**

- Lt. Col. Brian A. Green, Acting District Commander

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"This is a good news story for us in the Corps because we have one of our own there as the person who is going to watch and monitor how everything is happening."

Maj. Gen. Griffin has to appoint several key players in the process, such as a Source Selection Authority, a Source Selection Evaluation Board, Contracting Officer and an Agency Tender Official. Lt. Col. Green went on to explain their roles in the process.

#### What are we doing?

The District is supporting the PWS and MEO teams. The PWS team is committed to capturing a true picture of the IM/IT needs from across the Corps, focusing on the fact that this is a national competition. "They will use the

information to develop a solicitation that meets the needs of our organization nationally, regionally and locally," said Lt. Col. Green. "The MEO team will develop an effective proposal. To assist both efforts, Corps headquarters has contracted with civilian consultants who have done these kinds of competitive sourcing studies before to assist in the PWS and MEO development."

Lt. Col. Green said that the only decision made is to compete the positions. No one has decided or knows how the competition is going to come out. No single individual can affect the outcome – there is a system of checks and balances in place. "There is no reason the Corps of Engineers can't keep this work in house," he said. "If we do a good job with the PWS and MEO development, then we should be competitive."

Although there will be other competitions, the Acting District Engineer does not know which offices will be next. Lt. Col. Green

concluded the town meeting by answering questions posed by the audience. The Acting District Engineer said that he and his staff are committed to providing the most currently available information.

The New England District has established a website for its employees to obtain more information. This site includes a link to the Corps headquarters site. The District point of contact for more information is Lorraine Cronin, Resource Management. For more information, District employees may go to <http://naeiis/outourcing/a76.htm>

"This is not going to happen overnight," Lt. Col. Green said. "We can't predict an outcome or make any promises, but every one of us is working this issue and we are committed to the integrity of this process."



*Kids scoop up activity books at the event.*



*Adults and kids enjoy playing with a parachute at the festival.*

## Hodges Village Dam hosts Family Fun Festival

*Hundreds of local residents took advantage of the beautiful weather on June 12 and visited Hodges Village Dam for its Family Fun Festival. The festival, sponsored by the New England District and the Hodges Village Environmental Education Association (HVEEA), was held from 9 a.m. to 3 p.m.*

Events included a bike rodeo, kites, gliders, remote control cars and a solar bag. The festival also offered blue bird boxes for attendees to build or buy. Popular games such as a scavenger hunt and parachute fun were a big hit with kids and adults alike.

The New England District and HVEEA also offered educational programs such as the touch table and discussion entitled "Bones, Feathers, Tracks, Scat—Oh, my!" and a talk and art project for the Osprey Program.

The Family Fun Festival is only one

of several community collaborations that the District and HVEEA have sponsored. In March, the partnership hosted a Vernal Pool Walk at Hodges Village and have held quarterly Pot Luck functions.

New England District Park Rangers who participated in the event were: Jamie Kordack, Ryan Harrington, Amanda Fafard, Sean Metras and Ken Hester. Other organizations that contributed to the success of the day were the towns of Oxford and Charlton's police, fire and EMS as well as the Oxford-Bigwood/Harrington Insurance Agency.



*Event attendees build bluebird boxes.*

Photos by C.J. Allen



*Many children enjoyed participating in the bike activities.*

## Environmental accomplishments, community and partnership celebrated during National Trails Day at Ball Mountain Dam

New England District representatives and their partners, Friends of West River Trail, celebrated the transformation of “36 Miles of Trouble” into “36 Miles of Fun” during National Trails Day, June 5, at Ball Mountain Dam, Vermont.

Lt. Col. Brian Green, Acting District Engineer, represented the Corps at the dedication ceremony, which kicked off the day’s events and celebrated the culmination of a 12-year partnership between the District, the Friends of West River, and the Vermont Youth Conservation Corps, that has resulted in the creation of the West River Trail.

“Currently, 10 miles of the 36 miles of trail is accessible on federal land for your recreating pleasure,” said Lt. Col. Green to the audience. “Partnering is a very important part of the Corps mission, and the Corps of Engineers is proud to be an integral part of the creation and maintenance of the West River Trail.”

The Acting District Engineer recognized Project Manager Phil Morrison, Park Rangers Donna Vondle, Dale Berkness, Matt Underwood and Jason Farnsworth, and retired Park Ranger Timothy Flynn who have been involved with the Friends of the West River Trail for many years. He also recognized the



Photos by C.J. Allen

*Lt. Col. Brian Green awards Bunker Hill plaques during the dedication ceremony.*

hard work of over 100 Vermont Youth Conservation Corps members and their supervisors, asking those who were in attendance to stand for applause.

Lt. Col. Green concluded his presentation by asking the Vermont Youth Conservation Corps Founding President to step forward to receive a Bunker Hill Certificate. The citation read, “For your lasting contribution to the West River Trail Switchback Project

at Ball Mountain Lake as a member of the Vermont Youth Conservation Corps.”

“Today, in addition to enjoying the trail from Londonderry through Winhall Campground and the 1.7 mile fully accessible Corps section to Ball Mountain, we invite everyone to journey down this path created by the six summers of sweat equity of over 100 Vermont Youth Conservation Corps members and their supervisors,” he said.

After Lt. Col. Green ended his presentation, the Flood Brook students entertained the audience with a selection of songs. The ceremony concluded with project tours by the Vermont Youth Conservation Corps.

National Trails Day continued with an 8-mile trail run which began at Jamaica State Park and ended at the Winhall Campground. Winhall Campground activities included food, music by the Blue Flames and Joe Hickerson. Fun events such as a railroad spike hunt, interpretive hikes and kids’ races also took place at the campground as well as a Bike Safety clinic. The event also included an Open House at the Depot in South Derry, which featured displays of the Flood Brook Railroad Mural, Depot Plans and Blueprints, and flowers by the Garden Club.



*Members of the Vermont Youth Conservation Corps attended the dedication ceremony.*



*Many runners took part in the 8-mile trail run.*



*John Goodin, EPA, talks about his agency's mission during the Environmental Roundtable.*



Photo by Mark McInerney

*Lt. Gen. Robert Flowers talks USACE 2012 with regulators during the National Regulatory Conference.*

## New England site of National Regulatory Conference

*Continued from page 1*

district Engineer, welcomed everyone to New England. "I want to say that I have a new appreciation for all of your efforts," he said. "Particularly, I appreciate how much our Regulatory project managers work with permit applicants to modify the initial applications to make a permit possible."

Lt. Col. Green said that it is an exciting time for the Regulatory Program in New England and across the country. "Like all of you, we in New England have several controversial and precedent-setting projects to include the Section 10 permit application for a wind farm off the coast of Cape Cod, the highly controversial Long Island Sound pipeline crossings, several hotly contested aquaculture projects involving endangered species and habitats as well as complicated mitigation issues," he said. "The way we handle these issues affects our ability to maintain the support and the trust of the public, as well as to develop strong relationships with local, state, and federal partners."

The Acting District Engineer said that one thing that he has learned since he has been with New England District is the tremendous amount of work that goes into a permit application before a decision is made. "The average person doesn't realize how much the Corps' Regulatory Program does with permit applicants before they get to a permit decision," he said.

Lt. Col. Green concluded his remarks by reminding the regulators that they are sometimes the first contact the public has with the Corps of Engineers. "Please remember that you are often the first and maybe the only door to the Corps, and you carry the responsibility of making the first impressions with our widely-diverse customers," he said. "The success of the program and the success of the Corps depend upon these lasting impressions."

Other topics discussed on the first day of the conference included the Future Direction of the Regulatory Program Headquarters by Regulatory Chief, Dr. Mark Sudol, and the Future Direction of the Army by Assistant Deputy ASA (CW), Mr. Chip Smith. The beginning day of the conference concluded with an Environmental Roundtable discussion with members of the Federal Highway Administration, the Environmental Protection Agency, the Fish and Wildlife Service and the National Marine Fisheries Service.

The second day of the event began with a presentation entitled "Managing Regulatory Stress" by Dr. Lee Stolfus and Dr. Al C. Restivo. The remainder of the day centered on information workshops with topics that included Mitigation Action Plan, Wetland Manual Revisions and Functional Assessments; Peer Review Panel Findings; SWANCC and GAO Report Review; and Workload and Performance



*Lt. Col. Brian Green welcomes the audience to New England and to the conference.*

Indicators.

The third day of the Regulatory Conference focused on Regulatory Successes and Initiatives. The morning session featured presentations by LRD (Eastern Kentucky Steam Assessment Protocol), MVD (Appeals), NAD (Wind Development Projects, Mass., by New England District's Karen Adams); and NWD (WRDA & Seattle District/city of Seattle Experience).

After a short break, the Regulatory Successes and Initiatives continued with presentations by POD (FAA Programmatic Mitigation Efforts, Application Processing for HUD Projects); SAD (ORM and Watersheds); SPD (SAMPs in Southern California); and SWD (Isolated Waters on the Texas Coast, Streamlining Permit Process for Transportation Project, and Permitting in Arkansas).

During lunch, Dr. Sudol presented the Don Lawyer award to three regulators. The recipients were Jerry Sparks from Louisville District for his work developing a stream assessment methodology; Aaron Allen from Los Angeles District for his work on OHW marks in the arid southwest; and David Crosby from Savannah District for his work on



*Regulatory Conference attendees pose for a picture.*

several controversial projects in the southeast. After lunch, attendees left the Seaport Hotel for a Boston Harbor Tour, a Wetland Mitigation Site Tour, and a visit to some of Boston's historic sites concluded the day's activities.

The final day of the conference began with organization meetings to include HQ/MSC Meeting; 2012, PMBP, and Regulatory Branch Chief meeting; Recruitment, Mentor, and Retention Regulatory Staff meeting; and Orientation and Mentoring Programs.

Briefing reports followed the organization meetings, and after a short break, the conference concluded with a wrap up session.

Topics that were discussed included Regulatory Future Direction Summary, Watershed planning efforts; transportation/energy streamlining efforts; Section 106; Mountain Top Mining; and RIX (Regulatory Information Exchange network).

Employees who organized and worked to make the conference a success were Christine Godfrey, Joanne Barry, Susan Mehigan, Diane Ray, Mark McInerney, Marie Farese, and numerous other Regulatory Division staff. Paul Minkin, Ruth Ladd, Mike Keegan, Marc Paiva, and Kate Atwood all were group leaders for the tours.



Photo by Joanne Barry

*Mike Keegan discusses the Boston Harbor Navigation project during a harbor tour.*



Photos by Mark McInerney

*Brig. Gen. Merdith Temple mixes with the audience during the conference.*

## Former New England District Officer receives Bliss Medal

Photo and story by Dave Clayman  
Harvard University

***Massachusetts Institute of Technology ROTC Director Lt. Col. Brian L. Baker is recipient of this year's "ROTC Leadership" Bliss Medal. The Society of American Military Engineers selected Lt. Col. Baker for his outstanding contributions to the profession as an engineer educator and leader. The General Tasker H. Bliss Medal was first awarded in 1958 and was presented at the annual SAME National leadership and Education Conference, May 19 in San Antonio, Texas.***

Lt. Col. Baker is the Professor of Military Science for the Army's ROTC program at MIT with responsibility for partnership schools at Harvard, Tufts and Wellesley. The extent of Lt. Col. Baker's accomplishments and MIT's support is unparalleled in ROTC channels at a time in our nation's history where support from the Ivy League and prestigious schools is down. The Paul Revere Battalion at MIT and Harvard will exceed commissioning mission this year under Baker's leadership.

The need for having viable, national-level citizen-soldier-commissioning programs like ROTC at Ivy and prestigious schools is abundantly clear. ROTC provides the bulk of the junior officers for our Armed Forces. The programs produce civilian-trained, civilian-oriented officers who are sympathetic to the aspirations of society at large.

Second lieutenants and ensigns are critical decision-makers that reflect the broad spectrum of America's colleges and universities and provide a representative cross-section of America's youth in our officer corps. ROTC's presence at MIT and leading universities across the country ensures that our Armed Forces will remain closely linked to the nation's leading intellectual centers.

This link to the country's youth and intellectual centers provides a key component of our Armed Forces'

connection with America.

Lt. Col. Baker joined the Paul Revere Battalion as the Professor of Military Science in July 2000. He holds a Bachelor's Degree in Civil Engineering from the University of Rhode Island (URI) and Masters' Degrees in Civil Engineering and Political Science from the Massachusetts Institute of Technology.

Lt. Col. Baker enlisted in the Army Reserves in 1979 and was later commissioned as a Second Lieutenant in the Rhode Island Army National Guard in 1982. He subsequently received a regular commission upon graduation from URI as a Distinguished Military Graduate in 1984.

Prior assignments have included a tour of duty with the 4th Engineer Battalion, 4th Infantry Division at Fort Carson, Colo. and Combat Developer at the Engineer Center, Fort Belvoir, Va. and Fort Leonard Wood, Mo. He served in Cairo, Egypt as Project Engineer with the Transatlantic Division, Corps of Engineers, and later as environmental / Superfund project manager with the New England Division, U.S. Army Corps of Engineers.

Among his military decorations are the Meritorious Service Medal, with two oak leaf clusters, the Army Commendation Medal with two oak leaf clusters, the Army Achievement Medal with two oak leaf clusters, the National Defense Service Ribbon, and the Overseas Service Ribbon. He also holds the Army Engineer Association's deFleury Medal (bronze order), the Region Vice Presidents Medal for SAME and now the SAME Bliss Medal.



*Lt. Col. Brian Baker is the recipient of the Bliss Medal.*

Lt. Col. Baker is a registered Professional Engineer and a member of the Society of American Military Engineers, the American Society of Civil Engineers, and the Army Engineer Association.

He is currently enrolled in the U.S. Army War College DL program and is a graduate of the Army Command and General Staff College at Fort Leavenworth, Kan., where he was awarded the 6Z additional skill identifier as an Army Strategist. Lt. Col. Baker is an Arabic linguist and Middle East Foreign Area Officer (48G). He and his wife, Kelli, are the parents of three children.



*Event attendee gets her blood sugar checked at one of the booths.*



*Bill Herland talks to a physical therapist at the health fair.*  
Photos by Brian Murphy

## Health Awareness: Organizations hold Wellness Event at New England District

A Wellness Event to promote health awareness was held in the cafeteria, the theatre, and the Connecticut/Massachusetts Conference rooms May 26 from 11 a.m. to 1 p.m.

The event was co-sponsored by the Federal Occupational Health Agency, Blue Cross/Blue Shield, and Hanscom Federal Credit Union.

About 200 people attended the Wellness Event, which featured booths ranging from bottled water to diabetes testing. Event organizers are planning the Wellness Event to be an annual occurrence.

Agencies and organizations that participated in the event

were Hanscom Air Force Base (massage therapy), Blue Cross/Blue Shield, the American Cancer Society, Dr. Brian Daniels (chiropractor), Bayside Wellness (magnetic therapy), Neighborhood Diabetes, Emerson Hospital, American Diabetes Association, Hanscom Federal Credit Union, Federal Occupational Health Agency, the Federal Executive Board, the Employee Assistance Program, and Poland Springs.

Linda Lindell, RN, from the District's Health Unit assisted in organizing the event. Stay-in-Schoolers Tessa Herland and Andrew Guirguis also helped make the Wellness Event a success.



*Alex Stathopoulos, Blue Cross/Blue Shield, demonstrates just how much sugar is in junk food.*



*Sandy Leech, Hanscom AFB, demonstrates massage therapy during the Wellness Event.*

# Corps of Engineers releases mitigation guidance

by Timothy Dugan  
Public Affairs

The New England District has developed a checklist with associated guidance for use in reviewing all compensation for unavoidable impacts to wetlands and waters required by Corps permits issued under Section 404 of the Clean Water Act.

On Dec. 24, 2002, a National Wetlands Mitigation Action Plan was signed by the Department of the Army (Civil Works), U.S. Environmental Protection Agency, the U.S. Department of Commerce, the U.S. Department of the Interior, the U.S. Department of Agriculture, and the U.S. Department of Transportation.

The Mitigation Action Plan (MAP) included a category of "Clarifying Performance Standards." Two items were required to be addressed in 2003: 1) guidance adapting the guidelines recommended by the National Research Council of the National Academy of Sciences to the Section 404 program for creating or restoring self-sustaining wetlands; and 2) a sample mitigation plan checklist.

Both items have been incorporated by reference into the District's guidance document. On Dec. 15, 2003, the District issued a public notice soliciting comments with a draft District checklist and associated guidance. The current public notice finalizes the checklist and guidance.

Most changes from the December 2003 draft are minor. Key changes on the checklist include: bar scale required on plan-view drawings; and where preservation involves granting fee or easement to an entity, the mitigation plan must include documentation that the grantee will accept it.

Key changes in the guidance include: if contamination of a potential site is possible, testing may be needed; detention basins are typically not acceptable for compensatory mitigation; State Departments of Transportation are not required to post a construction bond for mitigation; drawings should show the location of access for maintenance and monitoring; guidance on stockpiling topsoil; amount of coarse woody debris needed increased to four percent; additional invasive species to be controlled have been added; during monitoring, at least two site visits per growing season are required, both/all of which will be discussed in a single monitoring report; monitoring reports need to highlight, in the beginning of the report, problems which need immediate attention; and several species from the Invasive Plant Atlas of New England have been added to Table 4.

Use of these documents is effective as of June 15, where a permit application has not yet been received or where an application has been received but where a mitigation plan has not already been submitted to the District.

These documents are posted on the District's website at <http://www.nae.usace.army.mil> on the Regulatory/Permitting webpage under Mitigation.

## EPA, District listen to comments, concerns on Rhode Island Long Term Material Disposal Site EIS

The Environmental Protection Agency (EPA), Region 1, and the New England District held two joint public hearings on the Rhode Island Region Long-Term Dredged Material Disposal Site Evaluation Project Draft Environmental Impact Statement (DEIS), June 15 in Narragansett, Rhode Island.

The two agencies held the hearings on the recently released Draft Environmental Impact Statement for the Rhode Island Region Long-Term Dredged Material Disposal Site Evaluation Project to receive public input and comments. In addition to the DEIS, an Executive Summary, the Draft Site Management and Monitoring Plan (SMMP) and the Proposed Rulemaking (Rule) have been released for public review and comment.

EPA and the New England District

jointly regulate dredged material disposal under federal authorities provided by Section 404 of the Clean Water Act and Section 103 of the Marine Protection, Research, and Sanctuaries Act, also known as the Ocean Dumping Act.

The sessions were attended not only by the public, but also representatives of Federal, state, and local agencies. In addition, a representative from Senator Jack Reed's office attended the first session. Prior to receiving public comment, Larry Rosenberg, Chief, Public Affairs, called the session to order and recited the ground rules for the hearing.

Melville Cote, Office of Ecosystem Protection for EPA, served as hearing officer. Mr. Cote informed the attendees of how EPA and the District have sent out information to the public and their attempt to get public comments and

concerns throughout the process. These methods include a press release sent to local media, a public notice that was published in the Federal Register and the two public hearings.

Mike Keegan, New England District's project manager, and Dr. Carlton Hunt of Battelle gave a Proposal Overview. Mike talked about the history of the project and the need to designate a long-term disposal site. Dr. Hunt used a powerpoint presentation to illustrate the lengthy screening process.

The DESI, SMMP and the Rule are available for review and to download at the EPA webpage: <http://www.epa.gov/region1/eco/ridredge/index.html>

Public comments on the document were accepted until June 21. The Final Environmental Impact Statement is scheduled to be released in December.

# Free credit reports are available

by Sally Rigione  
Public Affairs

Have you wondered what your personal credit report looks like? What is included in the report? There are all sorts of reasons to verify information in your credit report and each one of us should do it once a year.

There are four sections to the report. Details about your financial behavior and identification information are contained in your personal credit report. This report is sometimes called a credit file or a credit history.

A copy of your credit report makes it easy for you to understand the information a lender would be seeing if they review your credit history.

The typical consumer credit report includes the following types of information:

**Personal information** - your name, current and previous addresses, social security number, telephone number, date of birth and current and previous employers.

**Credit history** -- will display a history of how you pay bills with credit grantors such as: retail stores, banks, finance companies and mortgage companies. It is a good way to verify if credit cards you thought you'd closed actually have been; information will also show if you paid any bills late and monthly amounts.

**Public records** -- Items that may affect your creditworthiness, such as: tax liens, court judgments (including child support judgments) and bankruptcies. Bankruptcy information can remain on your credit report up to 10 years; unpaid tax liens can remain for up to 15 years; other public record information can remain up to seven years.

Requests by others to view your credit history will show you who has received information from your credit report and who was given your name during the recent past, as allowed by law. According to the Fair Credit Reporting Act, credit grantors with a permissible purpose may inquire about your credit information without your prior



consent. This section includes the date of the inquiry and how long the inquiry will remain on your report.

Each of the major credit reporting bureaus has a website where you can order the information (for a fee) and receive it on-line in a matter of minutes. Luckily, there are a few New England states that offer this service for free with all three bureaus.

**Maine** - 1 free report per 12-month period

**Massachusetts** - 1 free report per calendar year

**Vermont** - 1 free report per 12-month period

**To request your free credit report**  
**Trans Union** – download the free form that you have to fill in and mail to them:

<http://www.transunion.com/docs/free/FreePersonalCreditReportRequest.pdf>  
Mailing address:

TransUnion LLC  
Consumer Disclosure Center  
P.O. Box 1000

Chester, PA 19022

**Experian** – your report can be requested on-line by filling out the form at the following link. You will receive your report quickly and you have the option to print or save it to your computer.  
<http://www.experian.com/freestate>

**Equifax** – you can request your free credit report by mail or by phone. When requesting a credit file by mail, be sure to include your full name, address, social security number and most recent former address for file matching purposes.

Mailing address:  
Equifax Information Services LLC  
P.O. Box 740241  
Atlanta, GA 30374

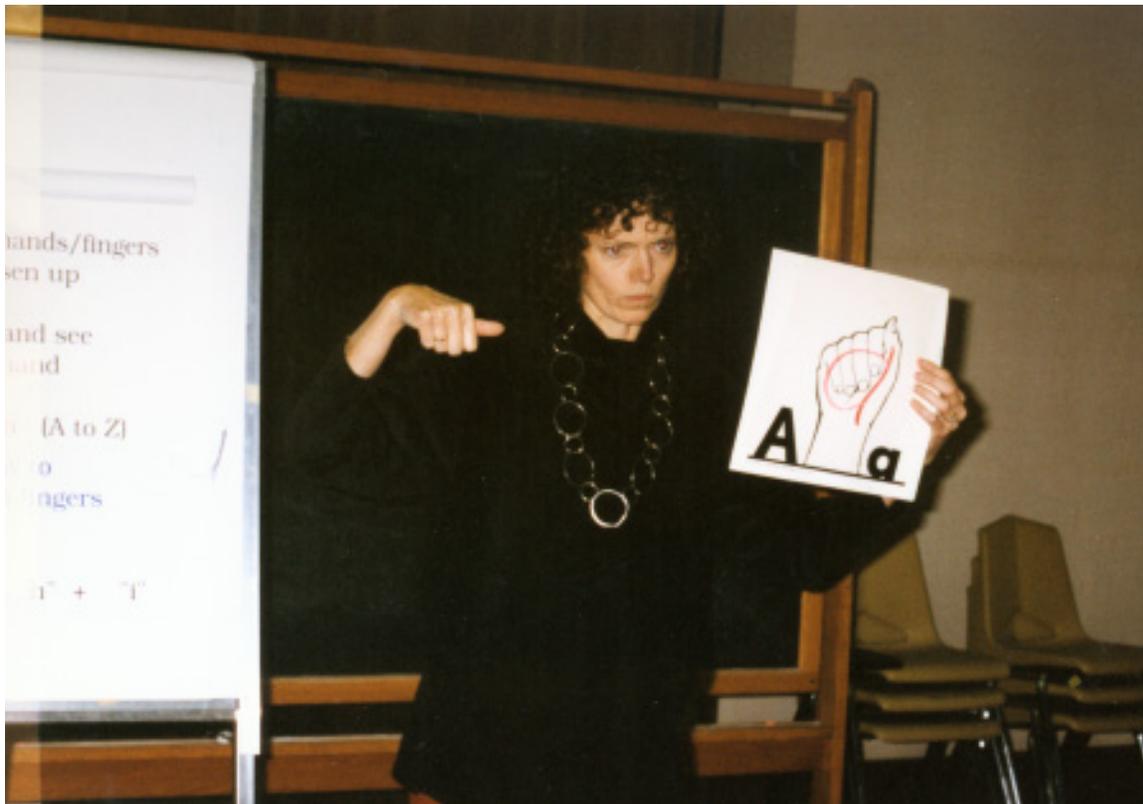
Phone: (800) 685-1111

Website: [www.equifax.com](http://www.equifax.com)

If you do not live in one of the states that offers free reports, please visit the website for each credit bureau for information on how to purchase a report. Do you think someone has stolen your credit card number and is using it fraudulently? If you think you are a victim of fraud credit – please check the main page of each credit bureau for further guidance on your next steps.

*(Editor's Note: Information for this article was gathered from the websites of each of the credit bureaus listed.)*

# Dredging up the past . . .



*Mary Christopher teaches sign language during a disabilities awareness program held in the Waltham Federal Center theatre in this 1996 photo.*

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