

Faulkner  
Island Open  
House  
Page 5



Women's  
Equality Day  
Page 11



Yankee voices.....	2
Commander's corner.....	3
Cancer walk.....	4
Groundbreaking ceremony.....	6
30 second commercials.....	7
Field article.....	10
Dredging up the past.....	12



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

Volume 37, No. 12

# Yankee Engineer

September 2001

## Corps of Engineers team deploys to support disaster recovery efforts in New York, Washington D.C.

A team from the U.S. Army Corps of Engineers' New England District deployed Sept. 12 to New York City to support the federal recovery effort after terrorist attacks in New York City and Washington D.C.

The original Corps team from New England of 11 engineers, scientists and other professionals, led by the Corps' District Engineer Col. Brian Osterndorf, deployed the day after the terrorist attacks on the World Trade Center and the Pentagon to set up an Emergency Response and Recovery Office (ERRO) to offer immediate Corps as-

sistance to the nation. They are providing Corps expertise to federal and civil authorities as the nation responds to the national crisis and the massive cleanup effort.

"The Corps team is committed to working with all federal and civil agencies and carrying out recovery operations swiftly and efficiently in this time of national tragedy," Col. Osterndorf said. "We will bring together all available Corps resources and expertise and respond to the immediate needs of our nation."

The Corps of Engineers is part of a

total Federal Response Force led by the Federal Emergency Management Agency (FEMA) to provide disaster response in the aftermath of the catastrophic events.

The Corps is the designated DoD planning and operating agent for the Emergency Support Function #3, Public Works and Engineering, of the Federal Response Plan. The Corps can draw on its resources in its eight divisions and 41 districts from throughout the nation. The Corps is prepared to respond with expertise in debris re-

*Continued on page 8*



U.S. Army Photo.

### U.S. Army Corps of Engineers: On point for the nation

*The Military District of Washington (MDW) Engineer Co., displays the Corps flag at the Pentagon. The MDW Engineer Co. is conducting urban search and rescue operations, assessing the damage to the Pentagon, and stabilizing the structure so that other groups can enter and safely perform their missions.*

*The Pentagon was damaged during the Sept. 11 terrorist attack in which a commercial airline slammed into the facility.*

# Yankee Voices

Ashlee Worthing  
Regulatory



## Sympathy

...to **Lenny** (Con/Ops) and **Kathy** (Eng/Plng) **Bucciarelli** on the passing of Lenny's mother, Aug. 8.

...to the family of Contracting retiree **Barbara Bourque** who passed away Aug. 14. Ms. Bourque was employed for more than 20 years with the New England District. She was also employed for 20 years at Hanscom Air Force Base following her tour with the District. Memorial donations may be made to the Scleroderma Foundation, 12 Kent Way, Byfield, MA 01922.

...to the family of Engineering retiree **Edwin Blackey** who passed away Aug. 17. Mr. Blackey was the NED Geologist in the Geotech Branch. He had 35 years of federal service.

...to **Bob Zwahlen**, Construction/Operations, on the passing of his father, Aug. 20.

## A message from the Chief of Engineers



*(Editor's Note: The following message was from the Chief of Engineers, Lt. Gen. Robert Flowers, on the occasion of the Sept. 11 attacks on the World Trade Center in New York and on the Pentagon in Washington, D.C.)*

Today, our nation suffered a loss of unimaginable proportions, with apparent terror attacks in New York and Washington, as well as a plane crash outside of Pittsburgh that is thought to be related. In times of crisis like this we must remember who we are, and step up to the plate to do what we can to support our common cause.

Earlier today President Bush stated that, "The resolve of our great nation is being tested. But make no mistake, we will show the world that we will pass this test."

Corps assets nationwide are now on standby to provide support to FEMA and civil authorities as our nation responds to this crisis.

I am getting personal updates on the disposition of all Corps staff, and the majority of our people are confirmed to be safe and unharmed. In particular, the majority of the staff in the North Atlantic Division office and the New York District offices in New York have been accounted for. Most importantly, I want you to know that I am thinking about you, and that I am concerned about your welfare and security at this terrible moment.

Our thoughts and prayers go out to all of those who have family and loved ones who are not yet accounted for in New York and Washington. They will be in our prayers over the coming hours.

It is sometimes said that, "conflict builds character, but crisis defines it."

Rest assured that the Corps leadership is on point, and our capabilities are ready to support this nation. We've never let our country down when it's needed us, and in this regard, today is no different from any other.

Essayons!

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 1700. The YANKEE ENGINEER can be found on the World Wide Web at <http://www.nae.usace.army.mil>

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



Editor .....Ann Marie R. Harvie  
Media Relations Officer.....Timothy J. Dugan  
Public Affairs Specialist.....Sally M. Rigione

# Commander's Corner: Our Corps Process As A Core Philosophy

by Col. Brian E. Osterndorf  
District Engineer



Of the three strategic goals identified in our Corps Vision, the hardest one to get your hands around is PROCESS. We easily appreciate the idea of putting PEOPLE first and committing to professional and technical excellence, and we all inherently understand the importance of COMMUNICATION and

how communicating effectively improves what we do.

Process is a little tougher to appreciate. At first inspection, it sounds kind of bureaucratic, and more like the means to a goal, rather than a goal itself. Moreover, the description of the goal (“Use the Project Management Business Process...”) sounds like it only applies to our project managers and the rest of us can conveniently skip this goal.

But that conclusion fails to appreciate the fundamental nature of the Corps of Engineers; that we are a single entity (One Corps), serving the entire nation and dedicated to serving all of our customers effectively and efficiently. The idea of the Project Management Business Process (PMBP) is that it defines the way we go about accomplishing this. In order to be One Corps, we need to have a common business process or methodology so that we can seamlessly incorporate all of our Corps resources, as we need them, into our project teams. Even within our own District, we need to have a common language and way of doing business so that each part of the organization can understand what its role is and meet the team commitments. Throughout the Corps, we will always look to find those people with the right skills and abilities to put on teams and a common process makes sure that we can maximize their contributions.

As a public entity, we need good process. It should be visible and understandable and consistent, not only for us, but also for the nation we serve. I have talked before about the difficult decisions that we often must make to support our nation, and often we must use our best judgement to predict what our nation will need, many years in the future. Sometimes our conclusions will be controversial, but we must strive to make our methods and process as clear and understandable as possible, and whenever possible, involve our stakeholders in the process.

Efficiency and effectiveness are hallmarks of good organizations. We have a special responsibility, as a public organization, to use the public resources given us in the best ways possible. Good process definition provides the means

for us to be efficient and effective, not wasteful.

So, what does all of this have to do with you? Well, I am glad you asked! In fact, during one of my recent visits to a flood control/recreation project site, one of the Park Rangers did kind of ask that question. His point was that, having read the USACE Regulation on PMBP, he didn't see how it applied to what he did.

First of all, let me say that he is a Hero. Not only did he read the regulation to learn something about how he and his staff should do business, but he analyzed and questioned what he read. And, I'll readily concede that in the general traditional sense, some of what he does doesn't seem like what the regulation describes. For example, most of you don't use the project management information system (PROMIS) to manage your work. You also may not work directly for the Deputy for Project Management and your work may not be planned out in a document with the title Project Management Plan on the front.

But the heart of the PMBP is project-focused teamwork. (I didn't make this up, it says so right on page 2 of the reg.) And I reminded that Park Ranger that he had just briefed me on how effectively the basin team had worked together to complete several tasks. Moreover, each of the project managers in the basin had worked out detailed plans to schedule and perform necessary work on the dams and the recreation areas. In fact, each project is managed with a series of plans that cover everything from recreation area management to emergency procedures in the event of severe flooding. If each of these plans for a project were to be packaged together and perhaps reformatted a little, they would easily meet the idea and purpose of a Project Management Plan. At the briefing I attended, all the basin project managers shared their successes and lessons learned with each other, and identified what they intend to improve on next year. Finally, as anyone who has visited these project sites readily knows, the quality of the work and the pride in what is accomplished are very apparent. The point is, the flood control project managers, and every one of you, are involved in PMBP every day and in just about everything you do.

No one ever gave an Army regulation a rave literary review, but the recently updated ER 5-1-11 comes as close to a “good read” as there is. You can find the regulation at: <http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>. As the purpose of the document states, the regulation not only provides policy and guidelines, it provides the philosophy of how to do work in the Corps of Engineers. I encourage you to read it with that in mind, and I know that you will better appreciate how you are part of the PMBP and why the PMBP is a key part of our Corps Vision.

# Cancer Walk:

## District employees pound pavement for cancer research

*The people of the New England District are used to battles. Whether they are fighting floods or other natural disasters, they are always prepared to take on a challenge. This year, members of the District decided to take on a battle not so easily won – the battle against cancer.*

With pledges totaling about \$4,000, approximately 15 employees, friends, and relatives joined together in Worcester, Mass., with thousands of other walkers Sept. 3 for the Walk to Cure Cancer. The five-mile jaunt began on the campus of the University of Massachusetts in Worcester and circled part of Lake Quinsigamond in Shrewsbury, Mass.

One of the sponsors of the Walk to Cure Cancer is the Massachusetts AFL-CIO, which represents New England District employees.

"Labor Day was started to honor the Labor movement and all those that went before us to help us win our employment and safety rights," said Bud Taylor, Project Management, and organizer of the District walking team. "To honor those individuals, I figured I would spend the time off that they won for me on Labor Day by investing it by working to help others with my fellow employees."

Original team captains for the walk were Bud, Jo-Ann Dawber, and Bruce Chapman. Bruce could not participate in the walk because he is currently battling the disease.

Carol Charette, Engineering/Planning, said she participated in the walk because it was a good cause. "I have known many people and some very close to home that have succumbed to cancer and/or are fighting cancer," she said.

John Yen, Engineering/Planning, is a veteran of cancer walks. In prior years he joined the Federal Women's



Program's annual initiatives in the Walk Against Breast Cancer. "I was glad I was able to collect money for cancer research from some of our co-workers

District Engineers (Col. Morrison) and his secretary, as well as other friends, relatives and acquaintances."

"My mother died from multiple myeloma, my grandmother and stepmother fought breast cancer, and my oldest sister is a survivor of ovarian/uterine cancer," said Bud, who brought his daughter, Morgan, on the walk. "Cancer has hit four of the seven women in my immediate family."

In addition to Bud, John and Carol, other New England District employees who walked were: Jason Iliac, Jo-Ann Dawber, George Norton, and Laurie Suda. The District employees were accompanied by friends and relatives.

---

**'The cancer research will benefit everyone down the road.'**  
- John Yen, Engineering/Planning

---

who sponsored me," he said. "The cancer research will benefit everyone down the road."

According to the American Cancer Society, about 553,400 Americans are expected to die of cancer this year --more than 1,500 people a day. Cancer is the cause of death in one out of every four people in the United States.

For some District walkers the disease has hit very close to home. "My own godmother succumbed to cancer over 20 years ago at the age of 47 and I have known many others who have been devastated by this disease," said Carol. "One of the former Kansas City

According to Bud, the District's turnout for the event was a success. "We doubled our goal in pledges with about 2/3 of the goal of walkers. I guess that is success," he said. "We'll see if we can raise the bar next year by getting 30 walkers and raising \$5,000."

The money raised at the event will be used to build a state-of-the-art cancer research facility at the University.

John is ready for next year's walk and hopes he will have a lot of company. "I encourage every one to go in the future," he said. "It gives you a good feeling when you see so many people walking for the good cause."

# Open house held on Faulkner Island

## Phase one of shore protection project completed

The New England District, Congressional representatives, and the public participated in an open house Sept. 8 and 9 to mark the successful completion of Phase 1 of the District's Faulkner Island Shore Protection Project.

The \$2.1 million construction project, which included protecting the island's shore, protecting a historical lighthouse, and providing additional habitat to nesting common terns, was a partnership between the District and the U.S. Fish and Wildlife Service (USFWS). The open house also marked the first time the public has been allowed back on Faulkner's Island since the project commenced last fall. The project was completed in April.

"Faulkner Island is located in Long Island Sound, approximately three miles south of Guilford, Connecticut," explained Michael Keegan, Project Manager. "The Faulkner Island Lighthouse, located on the east side of the island, is operated by the U.S. Coast Guard, which uses it for a navigational aid. The bluff on which the lighthouse is situated rises to a height of about 40 feet above mean low water (MLW). The steep bluff face was sparsely vegetated and was eroding at a rate of about six inches per year."

A Corps study indicated that the lighthouse would be in serious danger of being lost to coastal erosion about the year 2013. According to Mike, moving the lighthouse away from the bluff would not provide a permanent solution for protecting it. "As the top of the island is only 150 feet wide, the maximum distance the lighthouse could be moved is approximately 50 feet inland," he said. "Erosion is occurring on both sides of the island and moving the structure would only bring it nearer to either edge. A new foundation to increase the height of the lighthouse would be also needed if the lighthouse is moved inland because the island



Photo by Mike Keegan.

*Phase 1 of the Faulkner Island Shore Protection Project was completed earlier this year.*

slopes down from the east."

Two species of migratory terns reside on Faulkner Island -- the Common and the endangered Roseate. In addition to jeopardizing the lighthouse, the erosion is also causing an impact to Roseate Tern's habitat.

The District contracted Zenone, Inc., of Franklin, Mass., to perform the work. The project involved the construction of an armor stone revetment along the north point then along the East Side adjacent to the lighthouse. Slope stabilization was required above the revetment along a portion of the island adjacent to the lighthouse.

The revetment, which has a crest height of about 20 feet above mean low water, provides a 50-year level of protection. The existing slope was filled with compacted stone fill to a 1.5 horizontal (H) to 1 vertical (V) slope.

A three-foot thick under layer was placed as a filter. Armor stones weighing from 4,500 to 7,500 pounds were placed in two layers totaling seven feet. The upper slope stabilization consisted of compacted stone fill placed on the existing slope to provide a 1.5H to 1V base. The stone fill was stabilized with a geocell product that was filled with soil and seeded with native grasses.

The project was designed to be performed in two phases to comply with environmental needs and accommodate the nesting habitat of the Roseate Tern. The Biological Opinion (BO)

and the Water Quality Certificate/Coastal Zone Consistency Concurrence (WQC/CZM) required that construction took place from Sept. 1 to March 31. "In order to meet the terms and conditions from the BO and the WQC/CZM, the project will be constructed in two phases with a moratorium lasting two nesting seasons separating Phase 1 and Phase 2," said Mike. "This moratorium will allow researchers to assess the impact of Phase 1 on nesting terns and to evaluate design changes for Phase 2 to reduce impacts from the project."

According to Mike, Phase 1 work protects the north point and the most active area of erosion along the east side of the island, provides protection to the most critical erosion areas adjacent to the lighthouse. As part of Phase 1, District agreed to participate in a tern habitat mitigation project in partnership with the USFWS.

"Larger boulders/rocks were strategically placed within the shoreline protection area to form flat terrace areas that will be dressed with gravel," said Mike. "These boulder areas will provide additional, ideal tern habitat."

Phase 2 work will consist of extending the protection further south along the eastern shoreline to protect remaining areas and tie into a stable shoreline location. The design of Phase 2 work will be based on the results of the tern nesting studies.

# Old Commissary to become new home for the System Program Offices

The Corps of Engineers New England District will assist Hanscom Air Force Base in moving personnel from offices off-base back to the base by renovating Building 1614, which is occupied by the existing Commissary. The renovation project will convert the Commissary and a large warehouse area into office space.

"We are excited about this opportunity to demonstrate our professional abilities to our neighbor," said Col. Brian E. Osterndorf, District Engineer. "We expect to reward Hanscom AFB's confidence in us by providing first-rate service. Our goal is to finish the project on schedule, on budget, and with the high quality that each customer should expect from us."

A groundbreaking ceremony was held Sept. 14 at the west end of Building 1614 to mark the beginning of the three-phase renovation project. Hanscom will save an estimated \$4,800,000 in life cycle costs by moving three System Program Offices (SPO's) within the Electronic Systems Center (ESC) from the MITRE Building in Bedford, Mass. to Building 1614. Contractors and MITRE Corporation sup-

port personnel will also migrate to the base with the three SPO's.

"This project will transform what is now commissary and warehouse space into valuable office space and permit ESC to move 1,000 employees now working at the MITRE campus in Bedford back to the base," said Col. David Peters, Support Group Commander. "It is a move that, over time, will save the Air Force millions of dollars in overhead costs."

The renovation of Building 1614 will include interior demolition, asbestos removal, utility upgrades, site work, landscaping, fire protection/detection systems, Self Contained Information Facility (SCIF) space, laboratory space, an energy management system, roof repair, communications, and all other required supporting facilities for a complete renovation.

The project is categorized as a Military Construction Project, and is being Congressionally funded in three separate phases. ROADS Corporation of North Billerica, Mass., was awarded Phase I of the contract for \$11,547,025, and Phase II for \$10,611,650.

ROADS Corporation is expected to be awarded Phase III of the contract in the amount of \$7,216,650, once it is authorized by Congress in the fiscal year 2002 budget. Reinhardt Associates of Agawam, Mass., has been subcontracted by ROADS to design the project.

Phase I work will consist of 95,000 square feet in the west end of the building. This portion of the building will house the Combat Air Forces SPO, and will have a design capacity of 535 personnel. Phases II and III will renovate approximately 145,300 square feet at the east end of the building. The design capacity for this area will be 516 personnel.

Two additional SPO's -- Intelligence, Surveillance, and Reconnaissance and Integration (SR) and Materiel Command (MC) -- will be located in this area.

"It was a challenge to coordinate all the data to ensure mission requirements were met along with the task to architecturally change this warehouse space into a professional style office complex," said Lt. Kristy Fantz, Project Manager, Base Civil Engineers. "The project has been a team effort between the Army Corps of Engineers, Hanscom Civil Engineering, and the three designated program offices."

"The New England District Headquarters is located adjacent to Hanscom Air Force Base, and we are excited about being involved in a project with such great importance," said Ken Paton, Project Manager. "We worked with many organizations within Hanscom to get to a contract award, and are now looking forward to completing the design and starting the construction phase."

The renovation project will be performed under the supervision of a Corps of Engineers inspector to assure compliance with contract requirements.



*Building 1614 will be refurbished and made into office space.*

Photo by Ken Paton.

# 30 Second Commercials



## Mary Elizabeth Christopher, Information Management



In 1975, I was the first handicapped female to be hired as a drafter in the Graphic Arts Section. I worked on map design, overlays for printing, and art media for poster maps. I

was promoted to illustrator in 1978 and changed from that of illustrator to visual information specialist in 1989.

My responsibilities grew to incorporate desktop published reports, project brochures, mounting artwork, exhibit preparation and certifications/awards. I use a computer graphic slide system to design charts, artworks and scan pictures.

I have recently begun training on creating web pages with technical background designs. Brian Murphy and I

worked together to produce creative graphics for web pages and provide good customer service. My work goals have been made more difficult in the past without a TTY machine for phone communication. I now use that and e-mail to take and give art material orders.

I served on the committee of the Federal Women's Program from 1977-81, and I have been painting the faces of children for the Founder's Day picnic for over eight years.

On a personal note, I enjoy teaching hearing adults American Sign Language in the evenings and tutor families on weekends. I also serve on the officer board of the New England Outdoor Club for Deaf and Hearing families who plan outdoor activities such as camping, tours, etc.

In addition, I serve on the Welcome Committee at Grace Chapel Deaf Ministry in Lexington, Mass. I enjoy working as a freelance artist making sport program booklets, flyers and social event signs for the Deaf Community in the Boston area as well as Deaf School Alumni and Deaf Culture.

## Laureen Borochaner, Programs/Project Management



Developing projects in the Environmental Section of the Programs/Project Management Division is an interesting and challenging position.

Currently, I oversee the planning, investigation, design and cleanup of contaminated sites throughout New England. My customers include EPA, states, local governments and individuals, as well as staff

here at the New England District. I provide quality to our customers by focusing on their needs and committing to getting tasks done on time and on budget.

Besides my normal job duties, I facilitate communication and partnering sessions for the Corps, including Team Building, Consideration of Others, the Seven Habits of Highly Effective People, and the Labor Management Partnership Council. Recently, I had the opportunity to become an EEO Counselor. I am a registered professional engineer and completed my master's degree in engineering during my eight year tenure with the Corps.

We are an agency that has a long tradition of working hard and getting the job done and I'm proud to be a part of that organization.

*How about you? The Yankee Engineer is seeking District employees to provide their 30 second commercials 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.*

# Corps of Engineers team deploys to support disaster recovery efforts in New York, Washington D.C.

*Continued from page 1*

removal, structural analysis, urban search and rescue, emergency power, and ice as might be requested by FEMA.

In Washington D.C., the Chief of Engineers Lt. Gen. Robert B. Flowers, as the Army's senior engineer, is actively involved within the Army Staff in ensuring the resources of the Corps are available to help the Army and DoD respond to these acts of terror.

The Corps' New England District team is just one part of that total Corps response to the federal recovery effort. The team is providing engineering and technical expertise to support the federal response mission.

As of Sept. 17, the Army Corps of Engineers had a total of 151 team members deployed to New York City and ten others deployed to the Pentagon from around the nation in support of recovery efforts. Structural experts and surveyors are assisting the city of New York in evaluating some of the more complicated building assessments and safety of areas to attempt search



Photo by Peter Shugert.

*Smoke and debris billow out of Manhattan after the second World Trade Center tower collapses.*

and rescue.

The Federal Emergency Management Agency has issued three missions to the Corps of Engineers in response to the terrorist attack: structural integ-

– structural engineering teams are surveying buildings and structures so the city of New York can assure the safety of search, rescue and debris removal operations; debris removal – the Corps is developing a debris operations plan for the city of New York and Corps experts will be assisting the city with contractor operations; and power missions – the Corps is providing technical assistance directly to Consolidated Edison (Con Ed) with the 249th Engineer Battalion (Prime Power) installing generators at sites selected by the city.

The Corps of Engineers has deployed two Deployable Tactical Operations Centers (DTC) to New York City for command and control. Each DTC contains two Emergency Tactical Operations Centers, two Emergency Command and Control Vehicles, and one Emergency Support and Sustainment Vehicle. The support vehicle pulls a 40K generator with enough power to operate a DTC independent of any other power source. The Corps



Photo by Peter Shugert.

*Col. Osterndorf (left) accompanies Lt. Gen. Flowers and Brig. Gen. Rhoades on a visit to the World Trade Center area known as Ground Zero.*

has also deployed two Rapid Response Vehicles to New York City to enhance command and control of disaster recovery operations.

District Engineer Col. Brian Osterdorf, is directing the Corps' Emergency Response and Recovery Office in New York City.

The New England Corps team includes Dick Carlson and Ruth Kitowicz are providing construction and operations support. Larry Rosenberg is coordinating all Corps public affairs operations with FEMA and providing public information, community relations and media relations support. Capt. Mike Fitzgerald and Tom Rosato are providing engineering and technical support. Michelle Kewer is providing contracting support, and David Hakanson is providing real estate support. Jennifer Flanagan and Ed Mills are providing engineering and planning support. Joseph McInerney is providing legal and contractual support.

District members John Pribilla, Frank McDonald, and Gladys Leone deployed to Stewart AFB in Newburg, N.Y. to provide construction and operations support as part of the Logistics Emergency Response Team.



Photo by Peter Shugert.

*The New York District dredge "Hayward" is put to work during the disaster.*

Additionally, Ralph Mallardo, Richard Drew, Bob Henderson, and Mike Galicki, deployed Sept. 14 to New York City to analyze information technology and logistical requirements to support the Corps. More recent deployments to support the recovery effort include Joan Shok and Ruth Tanner on Sept.

15, Steve DiLorenzo on Sept. 16 and Dave Schafer on Sept. 17.

The Corps' New England District office continues to operate its Emergency Operations Center 24-hours-a-day as it has since the first day of the terrorist attacks.

*(Public Affairs News Release)*



Photo by Peter Shugert.

*The World Trade Center was reduced to rubble during a terrorist attack on Sept. 11.*



DoD photo by Tech. Sgt. Cedric H. Rudisill.

*FBI agents, fire fighters, rescue workers and engineers work at the Pentagon crash site on Sept. 14, where a hijacked American Airlines flight slammed into the building on Sept. 11. The terrorist attack caused extensive damage to the west face of the building and followed similar attacks on the twin towers of the World Trade Center in New York City.*

## Congratulations

...to **Susan Mehigan**, Regulatory. Susan has been selected as the WE Committee's September Employee of the Month for her outstanding work in Regulatory Division.

...to Park Rangers **Rick Magee, Steve Patchkofsky, Tim Russell, Gary Wheeler,** and Basin Manager **Bob Hanacek** for being selected as the WE Committee's Team of the Month. The group was selected for holding three Motorboat Safety training sessions for District employees.

## Take time to laugh

One recipe for success in the workplace may be as close as your nearest joke book. Taking a brief time-out for a humorous anecdote can help both you and your peers work more effectively.

Such diversions can act as much-needed respites from the day's tension, allowing everyone to relax for a moment.

Humor helps your coworkers keep things in perspective. That earth-shattering deadline may seem a little less overwhelming after a good chuckle. (*Ideas Unlimited*)

## Words worth repeating

Patience and perseverance have a magical effect before which difficulties disappear and obstacles vanish.

- *John Quincy Adams (1767-1848), 6th U.S. President*



*Les Jacobs, an avid hunter, displays some of the skulls he has donated to the Barre Falls Dam for its interpretive program.*

## Construction Representative's hobby benefits District Rangers

Story and Photo by **Delia A. Vogel**  
**Barre Falls Dam**

Les "Jake" Jacobs, a construction representative from North Central Resident Office, is an avid hunter. He spends a lot of time in the woods of Massachusetts and Pennsylvania hunting game.

Three years ago, Jake decided he was tired of paying to have his game mounted, so he bought a video and taught himself taxidermy.

Taxidermy is the art of preparing, stuffing, and mounting animals for exhibition in a lifelike state. The process involves skinning the animal, tanning and pickling the hide, and mounting the hide to a preformed base. Jake completes about 40 projects a year.

Jake is the inspector the spillway bridge repair job at Barre Falls Dam.

He was at the project while Ralph Gendron and I were discussing possible themes for an upcoming interpretive program. Jake told us about his hobby and graciously volunteered to donate several of his animal skulls and furs, which are a waste product, to Barre Falls Dam for our program.

Jake is donating the skulls and furs of bear, coyote, fisher cat, beaver, and deer—all native to Hubbardston. These skulls are a big hit with children, are an excellent learning tool, and are quite expensive to buy.

Jake has already donated a set of skulls to Edward McDowell and Franklin Falls Dams and is preparing another set for Otter Brook Lake.

Barre's collection made its debut at the Hubbardston Open Space Committee's Autumnfest held Sept. 22 at Mount Jefferson Park.

# Federal Women's Program: District celebrates Women's Equality Day



Col. Osterndorf (right) and Bobby Byrne present Ms. Yahrmarkt with a Bunker Hill plaque.



Jim Morocco and Christine Godfrey are the 2001 FWP Supervisors of the Year.

*The New England District joined other organizations all over the United States in celebrating Women's Equality Day. The District held its annual presentation in the theatre on Sept. 7. This year's guest speaker was Ms. Ellenor Yahrmarkt, the Visitor Services Supervisor at the Ames-Borderland State Park in Easton and Sharon, Mass.*

Col. Brian E. Osterndorf, District Engineer, welcomed the audience to the celebration. Crystal Gardner, Regulatory, read the song lyrics to "I Am Woman," by Ray Burton and Helen Reddy. Bobby Byrne acted as the Master of Ceremonies and also introduced the guest speaker.

In keeping with the theme of the day, Ms. Yahrmarkt chose to discuss the life of Ms. Blanche Ames who was an early champion of women's suffrage and charitable affairs. She was also an author and widely acknowledged artist.

Ms. Yahrmarkt explained that Ms. Ames was born in Lowell, Mass., in 1878. Her father was General Adelbert Ames, a union officer during the American Civil War, and later Governor of Mississippi. Her mother, Blanche Butler, was the daughter of Benjamin Butler, the Governor of

Massachusetts and unsuccessful presidential candidate in 1884 against Grover Cleveland.

According to the guest speaker, Ms. Ames attended Smith College where she became active in the Massachusetts Suffrage Association. A talented artist, she worked as the art editor for the "Woman's Journal." Her political cartoons favoring women's suffrage also appeared in the publication, "The Boston Transcript."

Ms. Ames married Oakes Ames (not a relative), a botany professor at Harvard University. The couple had five children. Mrs. Ames died in 1969.

Ms. Yahrmarkt concluded her presentation by providing information on the State Park and took questions from the audience. Col. Osterndorf presented her with a Bunker Hill plaque in appreciation for her presentation.

Another tradition of EEO's Women's Equality Day is to announce the FWP Supervisor of the Year. Christine Godfrey and Jim Morocco were named Supervisors of 2001. Women's Equality Day concluded with a small reception.

Aug. 26, the true date of Women's Equality Day, has been observed since 1971, when the U.S. Congress designated the day to honor women's continuing efforts toward equality. The date is historically significant because it was on that day, in 1920, that the 19th Amendment to the U.S. Constitution was finally ratified, granting women the right to vote after their 72-year campaign.



Janet Brayden serves punch to celebration attendees.

# Dredging up the past . . .



*From left: Tony Firicano, Paul Schimelfenyg, Richard Roach and Gary LaCroix lend their expertise during the San Francisco earthquake recovery operation in 1990.*

Public Affairs Office  
New England District  
U.S. Army Corps of Engineers  
696 Virginia Road  
Concord, MA 01742-2751  
Meter Code 40

Presorted Standard  
U.S. Postage  
Paid  
Concord, MA  
Permit No. 494