

Col. Koning
throws out
first pitch
Page 4



MEPS
Building
Ribbon
Cutting
Page 6



Yankee Voices.....2
Commander's Column.....3
Cliff McGann remembered.....5
New ASA-CW.....9
Tully Lake Dam Repairs.....10
Dredging Up the Past.....12



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

Volume 39, No. 12

Yankee Engineer

September 2003

Breaking ground for a better environment District, partners hold ceremony for New Bedford dewatering facility

Federal, state, and local partners gathered together to break ground on the New Bedford Harbor Superfund site's dewatering facility during a ceremony held Aug. 26, in New Bedford, Mass.

Col. Thomas Koning, District Engineer, represented the New England District during the ceremony. "Today, we mark a milestone in the partnership we share with the Environmental Protection Agency, the Commonwealth of

Massachusetts, the cities of New Bedford, Acushnet and Fairhaven, and the Army Corps of Engineers," he said.

The New Bedford Harbor Superfund site is one of the largest and most challenging hazardous waste sites in the country. Water, sediment, and biota (plant and animal life in the area) have been contaminated, endangering public health and the environment with PCB levels in sediment exceeding 100,000 parts per million. The New England

District has been supporting the Environmental Protection Agency on this project since the mid-1980's.

Phase I of the project, or the "Hot Spot remediation," was completed in April 2000. Col. Koning mentioned all of the accomplishments realized since the completion of the Hot Spot remediation in New Bedford Harbor in April 2000 that led to the day's event. These accomplishments included the comple-

Continued on page 8



Photo by Mark McInerney

We're ready for our close-up!

New England District employees filmed a short, "Greetings from the New England District," video that will be compiled with other "hellos" for the 136th Engineer Dinner on Oct. 17 at Andrews Air Force Base. Tim Hays dressed as a Lincoln Minuteman to represent New England's roots, and Rick Magee dressed in Lewis and Clark garb as part of the Corps' commemoration of the anniversary of the Corps of Discovery.

Yankee Voices



John Emmert
Public Affairs

Welcome

John Emmert, Public Affairs
Scott Campbell, Eng/Plng
John Connolly, Con/Ops
Shellagh Korowski, Con/Ops

Sympathy

...to the family of Survey retiree **Allan Hey**, who passed away Jan. 1, 2003. Mr. Hey retired in 1987 with 37 years of federal service.

...to **Jim Doucakis**, Construction/Operations, on the passing of his mother, **Marion H. Doucakis**, Sept. 4.

...to **Mary Christopher**, Information Management, on the passing of her mother, **Madeline Christopher**, Sept. 4.

...to **Wing Yau**, Resource Management, on the passing of his mother, **Wai Fong Yau**, Sept. 15.

...to **Bill Walker**, survey section, on the passing of his mother, **Kathleen Walker**, Sept 17.

Congratulations

...to **Bob Henderson**, Resource Management, for being selected as the WE Committee's Employee of the Month for September 2003. Bob was nominated for his continued exceptional service to the District. Bob has developed a schedule outlining what needs to be accomplished to have a smooth year-end closing. He has also shared this schedule with the other Districts within NAD to use for their closings.

...to the **New England District Scanning Team** for being selected as the WE Committee's the Team of the Month for September. Team members include: **Joshua Levesque (Team Leader)**, **Matt Connell**, **Bob Essex**, **Andrew Guirguis**, **Tessa Herland**, **Chris Mackos**, **Alfred Minincleri**, **Andrea Paton**, **Erica Paton** and **Angela Wright**. This team was given the assignment of scanning "hard copy" documents, reports, drawings, maps and correspondence. The goal was to reduce the District's dependence on paper files and to begin the transition to an electronic document management system. Along with the scanning, the team had to develop databases, query/retrieval systems, and quality assurance and quality control procedures. Since the initiation of this effort, over 350,000 pages, drawings and maps have been scanned.

...to **Joe Ferrari**, Construction/Operations, and his wife, **Nadine Weidman**, on the birth of their son, **Andrew Joseph Ferrari**, Sept. 3. He joins his big sister, **Leora**, in the family circle.

...to **Laura Fraser**, Engineering/Planning, and her husband, **Rich**, on the birth of their daughter, **Erin Christie Fraser**, Sept. 19.

Words worth repeating

Do what you can, with what you have, where you are.

- *Theodore Roosevelt*

Leaders make things possible. Exceptional leaders make them inevitable.

- *Lance Morrow, Journalist*

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:

USACE 2012 – Understanding the Big Picture

by Col. Thomas L. Koning
District Engineer



Recently retired Army Chief-of-Staff, Gen. Eric Shinseki, once said, “If you do not like change, you will like irrelevance even less.”

This past year has put the Corps’ workforce on an emotional rollercoaster about what the future will bring. Buzz words like downsizing,

outsourcing and right sizing seem to be in vogue, but what do they really mean? Good sources of information are hard to come by and much information is kept close hold ... as yesterday’s news is often changed by today. However, USACE has just released its latest version of USACE 2012 – the roadmap for the future organization of the Washington and Division Headquarters structure, processes and functions.

What is USACE 2012 and how does it affect me? That is the question many of you might be asking. I am not sure I can answer that for each one of you, but I encourage each of you to read the USACE 2012 report at: www.hq.usace.army.mil/stakeholders. Final decisions have not been made, so there is still time for your voice to be heard. I will attempt to explain the rationale behind the need for change and where the Corps is headed using information from the website.

The bottom-line is that Corps employees, our partners, our customers, and overseers have requested that the Corps change ... or it will be changed. Some specific comments that have been made are that the Corps must become smaller, leaner and more responsive; the Corps must eliminate layers of review, organize to support our business processes and align the support functions to better accomplish the mission; the Corps must be a learning organization ... we can't afford to make the same mistakes over again; and the Headquarters in Washington and at the Regions must support the Districts in their delivery of quality products.

Some critics have said that USACE 2012 is poorly timed because it seems to be mixed together with many other human relations initiatives. However, the timing of this initiative actually creates opportunities. There are many examples, such as the fact that technology is increasing and we must encourage it to enhance our business processes.

The technical capability of our partners, customers and stakeholders can be harnessed to better solve complex problems. Virtual teaming allows experts to be a continent away, but still allows them to be an integral member of the team. The complexity and criticality of our work, scarcity of resources and the instant nature of communications argues for us to do our best the first time.

So, therefore, what will the Corps look like in the future? Lt. Gen. Flowers has put forth four key concepts:

- We must strengthen the Regional Business Centers if we are to provide effective and efficient service to our

The bottom-line is that Corps employees, our partners, our customers, and overseers have requested that the Corps change ... or it will be changed.

- Col. Thomas Koning, District Engineer

customers, partners and the American people. The Regional Business Center will be the focus of our operational model.

- If we are to maintain our technical excellence, we must embrace the concept of Communities of Practice and begin living the learning organization.

- If we are to become one Corps, we must focus on providing the strategic vision and planning at the Washington level, focus regional operations and management in the division and regionalize support so that the districts can focus on successfully executing their work.

- We must learn to rely on each other to accomplish our missions. We must become a team of teams.

Those concepts lead to the following guiding principles:
Act as one Corps – align primary responsibility, authority, tasks and activities at each echelon commensurate with the appropriate role.

Act as one headquarters – USACE and Division echelons are aligned and operate seamlessly – issues are resolved after only one staff level review.

Actualize the Regional Business Center – use effectively and efficiently regional resources and expertise through the concept of mutual-interdependence.

Continued on page 11

District Engineer throws out first pitch during sold out baseball game

Col. Thomas Koning, New England District Engineer, represented the men and women who are serving the nation as part of the U.S. Army when he threw out the first pitch at a baseball game pitting the North Shore Spirit against the Berkshire Black Bears, Aug. 24.

The record breaking (4,415 people) sold-out last home game of the regular season took place at the newly renovated Fraser Field, located in Lynn, Mass.

North Shore Spirit representatives invited Col. Koning to begin the game by throwing the first pitch. "We at the North Shore Spirit are proud to support the men and women who serve in our armed forces, whether military or civilian," said Brian Balukonis, Merchandise Manager of the North Shore Spirit Professional Baseball Club. "Therefore, we chose the Commander of the U.S. Army Corps of Engineers, New England District, to throw out the first pitch."

The New England District Engineer took to the field on the picture-perfect day and, amid the cheering crowd, threw the ball right over home plate. Much to the excitement of fans, the game went 12 nail-biting innings, with the Berkshire Black Bears nar-



Photos by Mark McInerney

Col. Thomas Koning gets ready to wind up for the first pitch.

rowly defeating the North Shore Spirit 2-1.

Col. Koning, who escorted his two daughters to the baseball game, said that he was honored that he was chosen to throw out the first ball. "It was a wonderful day," he said. "The renovations to the stadium are excellent,

and the day was filled with sportsmanship."

The colonel was also chosen to throw the first ball because of his association with a professional engineering organization.

"Col. Koning is a member of the Society of American Military Engineers Boston Post which I am also a member of," said Mr. Balukonis. "I thought it would be nice to have the colonel throw out a first pitch and have some fun."

"It was nice to be able to support one of our SAME partners in this event," said Col. Koning. "Everyone had a great time."

The North Shore Spirit is an independent professional minor league baseball team that began its inaugural season in 2003. Although they are not affiliated with any major league baseball team, the players get salaries to play baseball on a full-time basis. The team hails from Lynn, Mass., and will play all of their future home games at Fraser Field.



The North Shore Spirit played to a sold-out crowd in their newly renovated stadium.

Remembering Distinguished Civilian Gallery Member Joseph 'Cliff' McGann

Story and photo
by Kathleen McGann

Joseph Clifford McGann, the son of Irish immigrants and a lifetime resident of Watertown, passed away at his home on Aug. 22, at the age of 88 years.

Cliff worked for the Corps of Engineers, New England District, from 1939 until he retired in 1973 as Chief of the Specifications Division. He had a long and distinguished career and was inducted into the Distinguished Civilian Gallery in June 1981. He kept in touch with his colleagues and friends and was a frequent contributor to Yankee Engineer's "Retirees Corner." When the Corps was located in Waltham, Mass., he attended the annual Founder's Day celebration and periodically dropped by the Barber Shop for a quick haircut, and to say hello to his friends.

Born Jan. 4, 1915 to Martin and Nora (Clifford) McGann, Cliff grew up in Watertown, Mass., with his brother Martin Henry (Hank) and sister Rita. After graduating from Watertown High School, Cliff worked his way through Northeastern University by parking cars, scrubbing floors, digging graves, operating elevators, caddying at Oakley Country Club, and building models for the Civil Engineering Department.

Although Cliff hoped to be a Chemical Engineer, he was forced to major in Civil Engineering because he could not pay the \$15 chemistry lab fee. When he graduated from Northeastern University in 1937, the first in his family to earn a degree, he faced a challenging post-Depression job market but managed to land a position with the Traffic Engineering Division of the Department of Public Works.

In 1939, he accepted a position



Joseph "Cliff" McGann

with the Army Corps of Engineers, New England District.

In 1940, Cliff married Marguerite (Peg) Hayes, the daughter of Francis and Mary Agnes Hayes of Lynn. Between 1941 and 1949, Cliff and Peg had six children -- five girls and one boy. Cliff told his children he took a lot of kidding from the fellows in his office about having so many girls. "You're a hell of an engineer," they'd say. "You can't even produce a boy." But one finally did arrive and, as Cliff once wrote, "he was a blessing."

Cliff applied for a commission after the start of World War II and was accepted into the Navy. He asked to be assigned to a Naval Construction Battalion, also known as the Seabees, but was assigned to the Bureau of Ordnance at the Hingham Naval Ammunition Depot where he served with distinction. After the war, Cliff returned to the Army Corps of Engineers.

Upon retirement, Cliff found himself in a new position: serving as "Mr. Wonderful" to his nine grandchildren and one great-grandchild. He built

bookcases and Williamsburg cradles for his granddaughters; introduced another generation to the joys (and pains) of rooting for the Red Sox; wrote hundreds of encouraging letters to family and friends; and stressed the value of hard work, education, integrity, kindness and helping others.

During retirement, he rediscovered the joys of golf, a sport he abandoned when he became the father of six, and delighted in beating his son-in-law and winning the coveted, "Orange Peel Open," trophy each year.

Reverend John Murphy, a Watertown neighbor and lifelong friend, described Cliff as, "one of the finest men I've known. A man who truly lived his religion, loved his wife and family, and lived an exemplary life."

His daughters remember a man who raised six children in a house with only one bathroom -- a feat worthy of the Nobel Peace Prize! They also recalled their father's love for music (classical, opera, and big bands), crossword puzzles, reading, enthusiasm for bowling and cribbage, ability to fix anything, calmness in a crisis, fairness and patience.

His family said he had the gift of time, and he used that gift wisely. During his 88 years, he created a life rich in connections that mattered: family, friends, colleagues, and church members. He made a difference in the lives of all those who took the time to listen and to talk with this quiet, patient man. He lived life on his terms with dignity and integrity. He leaves behind his wife of sixty-three years, six children, nine grandchildren, and one great grandchild for whom life will never be the same. He will be missed.

(Editor's note: The Yankee Engineer is pleased to be able to publish this article, which was written by Mr. McGann's daughter, Kathleen McGann, in his memory.)

Military Programs: Customers cut ribbon on another District success

The Springfield Military Entrance Processing Station (MEPS) recently moved from its older, crowded location in downtown Springfield, to a brand new, state-of-the-art facility located on the Westover Joint Air Reserve Base in Chicopee, Mass.

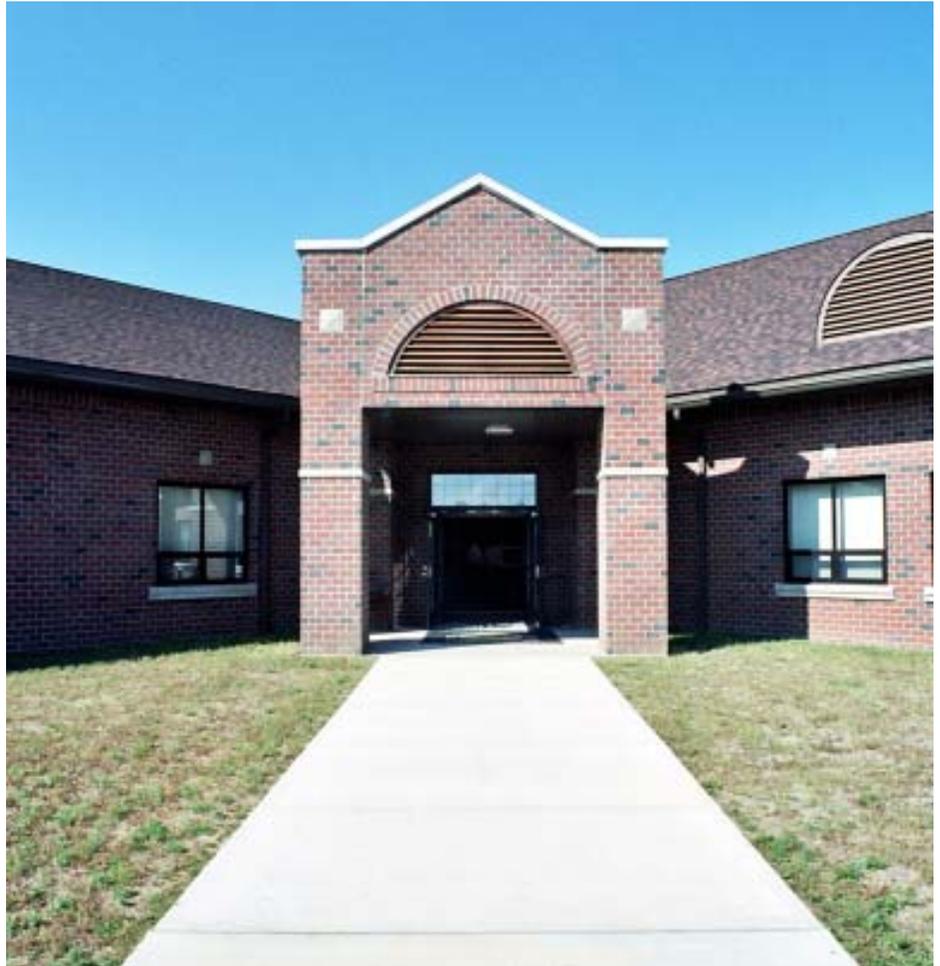
The task of building the new facility was given to the New England District. To commemorate the move, officials from the Springfield MEPS held a ribbon cutting ceremony, Sept. 8 at the site.

Col. Thomas L. Koning, New England District Engineer, represented the New England District at the ceremony, which was held just outside the new facility. "The New England District is proud to assist our military men and women by building a state-of-the-art facility that will assist in strengthening our Armed Forces and keeping our country safe," he said.

Speakers included Lt. Commander Eric D. Cheney, U.S. Navy Commander, Springfield Military Entrance Processing Station; Col. David L. Slotwinski, U.S. Army, Commander, U.S. Military Entrance Processing Command; Congressman Richard E. Neil, Congressman John W. Olver; and Col. Wallace W. Farris, U.S. Air Force Reserve Commander, 439th Airlift Wing.

MEPS will use its new facility to process individuals for enlistment or induction into the armed services, based on DoD-approved peacetime and mobilization standards.

The Springfield MEPS has enlistment responsibility for 23 counties in Connecticut, New Hampshire, Massa-



The entrance to the newly built Springfield Military Entrance Processing Station at Westover Joint Air Reserve Base in Chicopee, Mass..



New recruits are sworn in during the ribbon cutting ceremony.

achusetts and Vermont. By moving from downtown Springfield to the Westover Joint Air Reserve Base, they are able to use the airman quarters buildings 5104 and 5105, newly renovated by the New England District.

During the ceremony, six new Armed Forces recruits took their Oath of Enlistment and entered into the military. After the ceremony was concluded, attendees were invited to a reception and a tour of the new MEPS facility.

Construction of the \$4.4 million project began in November 2000 and was completed in June 2003.

The 23,120 square foot facility has space for headquarters, applicant waiting, visitor's lounge, games room, medical examination/testing, physical examination/testing, testing laboratory, test administration, medical briefing, conference rooms, liaison, applicant dining area, ceremony room, and technical support staff.

New England District employees who worked to make this project a success include Bob Martin, Michelle Kewer, Rachel Raposa, Ray Goff, Jeff Perchak, Pat Devine, Randy Sujat, Scott Leonard, Sue Loubier, and New England District's General Engineering staff.



Congressman John Olver (left) and Congressman Richard Neil (second, left) assist officials in cutting the ribbon to open the facility.



A military color guard posts the colors to begin the opening celebration.



Congressman John Olver and Col. Koning discuss the new building with another attendee.



Congressman Olver addresses the audience.



Col. Koning (2nd from right) meets with his customers before a tour of the new MEPS building.

Photos by C.J. Allen



Col. Thomas Koning (far right) and other officials break ground on the new dewatering facility.



Col. Koning and Project Manager Gary Morin discuss the project.

District, partners hold ceremony for New Bedford dewatering facility

Continued from page 1

tion of the \$10 million bulkhead to prepare the space to place the new dewatering facility.

“We also completed the \$6.9 million remediation north of the Wood St. area in March 2003 and the associated wetland restoration in July 2003,” said Col. Koning. “We removed 12,000 cubic yards of contaminated soil.”

New England District contractors worked in the dead of winter and with

an environmental window to complete this important work, according to Col. Koning.

The second phase of the project, the upper and lower harbor phase, includes ongoing investigations, design and construction to dredge, dewater, and dispose of the remaining 880,000 cubic yards of the contaminated sediments over a 10-year period. The construction of the dewatering facility is only one of many features in this

\$340 million construction project.

The dewatering facility will be constructed to dewater all the sediments prior to shipment for off-site disposal. “The benefit being that dewatering will make the sediments easier to handle and reduce the weight and therefore the cost for off-site disposal,” said Project Manager Gary Morin. “A bulkhead consisting of seven –70-foot diameter circular sheet pile cells connected with sub arcs was constructed



Col. Koning and a ceremony attendee talk before the groundbreaking ceremony.



Col. Koning takes a tour of the New Bedford site with project manager Gary Morin and Tim Dugan, Public Affairs.

Photos by C.J. Allen

so that the land in the area can be expanded to house the dewatering facility. The bulkhead was completed in May.”

Foster Wheeler of Boston, Mass., is undertaking the \$9,431,656 construction of the dewatering facility that is expected to be complete in March 2004. “We’re making good progress in working toward full-scale remediation,” said Col. Koning. “At the same time we will start a \$3.6 million upgrade to the water treatment facility located on Sawyer Street.”

Other work in Phase II will include water treatment and monitoring, dredging and wetland excavation and restoration, real estate and other activities.

“We have a great team of partners involved in this Herculean effort,” said Col. Koning. “Our goal is to have the dewatering building constructed by March 2004 and a full-scale remediation underway in New Bedford Harbor in the fall of 2004.”

New Bedford is home of one of the largest fishing fleets and oldest recreational and commercial navigation harbors along the east coast.

In 1966 the Corps built, and currently operates and maintains, a hurricane barrier at the mouth of the Harbor to protect the fleet and the heavily developed waterfront.

There is a federal navigation channel running up through the harbor, built and maintained by the Corps, which is currently under consideration for dredging and deepening due to the anticipated growth in commercial navigation.

Other participants in the groundbreaking ceremony were the city of New Bedford Mayor Frederick Kalisz; EPA Deputy Regional Administrator, Ira Leighton; Massachusetts State Representative William M. Strauss, D-Mattapoisett, and the Deputy Commissioner of the Massachusetts Department of Environmental Protection, Edward Kunce.

John Paul Woodley, Jr. is named Assistant Secretary of the Army (Civil Works)

President George W. Bush appointed John Paul Woodley, Jr., as Assistant Secretary of the Army (Civil Works), Aug. 22.

Mr. Woodley is responsible for the supervision of the Army’s Civil Works program, including programs for conservation and development of the national water resources, flood control, navigation, and shore protection.

Prior to his appointment as the Assistant Secretary of the Army (Civil Works), Mr. Woodley served as the

**A s s i s t a n t
D e p u t y
U n d e r s e c r e t a r y
o f
D e f e n s e
(E n v i r o n m e n t)**. In this capacity Mr. Woodley oversaw the Defense environmental program, encompassing both environmental restoration and compliance and pollution prevention efforts. Mr. Woodley was also the principal advisor to the Secretary of Defense on environmental, safety and occupational health policy and programs.

Prior to his appointment as the Assistant Deputy Undersecretary of Defense (Environment), Mr. Woodley served as Secretary of Natural Resources in the Cabinet of Virginia Governor Jim Gilmore from January 1998 until October 2001. As Secretary of Natural Resources, Mr. Woodley supervised eight Virginia agencies re-

sponsible for environmental regulation, permitting and enforcement, natural and historic conservation, and outdoor recreation, including parks, fisheries and wildlife management.

Mr. Woodley also served as Deputy Attorney General of Virginia for Government Operations beginning in 1994. The Government Operations Division of the Attorney General’s Office represented all state agencies in the areas of administration, finance, transportation, economic development, and natural resources.

Mr. Woodley attended Washington & Lee University in Lexington, Virginia, on an Army R.O.T.C. scholarship. He received a Bachelor of Arts degree from Washington & Lee in 1974, and was elected to Phi Beta Kappa. Mr. Woodley also attended the Law School at Washington & Lee, where he received his juris doctor degree cum laude in



John Paul Woodley, Jr. Assistant Secretary of the Army (Civil Works)

1977.

Mr. Woodley served on active duty with the U.S. Army Judge Advocate General’s Corps from 1979 until 1985 and retired from the Army Reserve in August 2003 as a Lieutenant Colonel. He has been awarded the Army Achievement Medal, the Army Commendation Medal (1st Oak Leaf Cluster), and the Meritorious Service Medal (2nd Oak Leaf Cluster).

(Corps of Engineers Press Release)



A view of Tully Lake from the Gate House.

Photos by C.J. Allen



Park Manager Jeff Mangum raises the emergency gate lifting beam after a successful run through the repaired area as Park Ranger James West looks on.

District makes minor repairs to Tully Lake Dam

Sometimes even well-built flood control structures need a little maintenance touch up once in a while. That was the case with the dam at Tully Lake in Royalston, Mass., when it recently had some minor repair work done on its intake structure to correct minimal corrosion of its steel rails.

The \$3,400 contract was awarded to Superior Steel Welding & Repair, Inc., of Winchendon, Mass.

“The Contractor ground down steel rails in the emergency gate slot of the control tower,” said Jeff Mangum, Project Manager at Tully Lake. “The emergency gate travels up and down between the rails. The space between

the rails had narrowed in two spots due to aging, making it difficult to pass.”

The contractor restored the space between the rails to original specifications.

Work was performed after Labor Day to minimize impact to the campground, according to Jeff. The project was completed in mid-September.

In order for the contractor to perform the work, Tully Lake had to lower its summer pool, which is normally at 16 feet, down to 11 feet.

“Levels will be returned to summer levels if possible after the repairs, and will be maintained until the end of October,” said Jeff.

The dam at Tully Lake lies across the east branch of the Tully River. Construction of the dam was initiated in March 1947 and completed in September 1949 at a cost of \$1.7 million. The project consists of an earthfill dam with stone slope protection, a gated concrete circular tunnel, and a concrete chute spillway cut in rock with a concrete weir. The weir’s crest elevation is 16 feet lower than the top of the dam.

The flood storage area of the project totals 1,130 acres. The area is empty most of the time and is utilized only to store floodwaters. Tully Lake can store up to 7.17 billion gallons of water for flood control purposes.



(Left) The Contractor prepares to descend to the repair area by hooking up his fall protection harness. (Above) Contractor grinds the steel emergency gate guide rail to relieve binding of emergency gate wheels.



September is National Cholesterol Education and Awareness Month

September has been designated a month for increasing public consciousness of the danger of high levels of cholesterol. It is also time to develop awareness of the benefits of proper nutrition, exercise, stopping smoking and medical treatment in the control of cholesterol.

What is Cholesterol?

Cholesterol is an odorless, soft, waxy substance, needed by the body to function normally. It's a component of cell membranes and is needed for the production of hormones. Cholesterol is found in all parts of the body and travels in the blood in two types of "packages." The first low density lipoproteins (LDLs), carry cholesterol from the liver to other parts of the body. Consumption of foods high in saturated fats and cholesterol, can lead to the build up of excessive amounts of LDLs in the arteries, restricting blood flow and causing atherosclerosis.

Cholesterol is also packaged in high density lipoproteins (HDLs), which carry

cholesterol back to the liver for processing or removal from the body. HDLs are often referred to as "good cholesterol."

High Blood Cholesterol

High blood cholesterol is a major risk factor in coronary heart disease, along with cigarette smoking and high blood pressure. Like the latter two, high blood cholesterol is controllable. By choosing healthier foods and avoiding those containing saturated fats, one can lower the risk of coronary heart disease. Also, exercise and physical activity help control weight, lower blood pressure and increase the level of good HDLs.

What are Saturated Fats?

Saturated fats raise the body's cholesterol level more than any other item in the diet. They are found primarily in fatty meats and many dairy products. Instead of foods rich in saturated fat and cholesterol, eat more breads, cereals and other foods high in complex carbohydrates, as well as more fruits and vegetables. (*Ideas Unlimited*)

Lose weight, not your health

Don't let dieting deprive you of important nutrients. Make sure your weight-loss regimen is also a healthful one.

Nutrition experts advise:

- Be reasonable. If your diet is too restrictive, you may be depriving your body of essential vitamins and minerals.

- Eat regular meals. Skipping can lead to out-of-control hunger.

- Eat lots of fiber and drink lots of water. Both help fill you up and keep your digestive system running smoothly.

- It's okay to snack. In fact, spreading your food intake more evenly over the course of the day is a good idea. Just make sure you eat healthy snacks like fruit, yogurt, or whole-grain bread.

- Take a multivitamin tablet daily. (*Ideas Unlimited*)

Understanding the Big Picture

Continued from page 3

The Washington level focus is on strategic learning, planning and direction, national relationships, policy development and creating the conditions for success of the entire organization.

Regional level focus is on command and control, regional interface, program management, quality assurance, and operational planning and management of the Regional Business Center.

The District level focus is on mission execution through command and control, quality control of projects and work products, and co-production with partners, District customers and other Districts.

As you read through the actual document on the website, please keep in mind that:

- USACE 2012 is not about the Corps, it is about serving our stakeholders, customers, partners and ultimately the American people better.

- USACE 2012 is not about structure, it is about the style in which we will serve the American people.

- USACE 2012 is not about the leadership style today, it is about the legacy of success we are going to leave in this organization for the future.

I look forward to a USACE that better serves the needs of our customers. The plan is to take a great organization and make it even better. The hallmark of a learning organization is that it constantly looks at itself for ways to be better. There are many good ideas in this document – read them – digest them – and see how you can contribute to the team.

Essays!

Dredging up the past . . .



Picture taken in Eastport, Maine August 1941. Cliff McGann, Corps of Engineers (1939 – 1973), standing in the doorway. His crew, all local people, was Bill Murphy (cap), Ralph Lingley, Ted Cummings (hat) and Paul McCulloch in front. Cliff was the engineer in charge of inspecting and cleaning specimens exposed on Treat Island, Maine. Tests originally were set up to determine best materials for use in the Pasamaquoddy Tidal Power Project. When the project was abandoned, tests continued until about 1947 because of general interest to the Corps and to those who had supplied the samples.

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

Presorted Standard
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Permit No. 494