

The background of the cover is a photograph of two men in military-style work clothes and hard hats operating a large piece of machinery. One man is on the left, looking up at a vertical shaft of the machine. The other man is in the center, facing away from the camera, looking at a control panel with various gauges and levers. The machinery is complex, with many pipes and cables. The sky is clear and blue.

# Yankee Engineer

U.S. Army Corps of Engineers, New England District, Volume 46, No. 6 April 2012

*Building Strong*®

*Clean water for the citizens  
of Kandahar City*  
*See Story on Page 4*

# Yankee Voices

Paige Kimbrough-Rowan, Loredana Caruso  
and Susan MacDonald



## Congratulations

...to Birch Hill Dam and Tully Lake Park Ranger **Zach Koziol** and his wife, **Emily**, on the birth of their first child, daughter **Caroline Elizabeth**, on March 17.

...to the **New England District Team members** that took time to donate blood to the Red Cross during the District Blood Drive on April 10. We collected 37 Pints - Great Job!

## Sympathy

...to the family of Lower Connecticut River Basin Environmental Specialist **Gary S. Rogowski** on the passing of his mother, **Jean Cummings Rogowski** on April 2.

... to the family of Resource Management retiree **Virginia Fournier**, who passed away April 6.

## Correction

...In the March 2012 edition of the Yankee Engineer, Marie Wojtas was mistakenly listed as a former employee in the Chris Lindsay retirement article. Ms. Wojtas is still a current employee at the District.

## Letter of Appreciation

*Editor's Note: The following letter was sent to Joan Gardner, Operations, in appreciation for her participation in the school's Career Day.*

On behalf of Matignon High School, Joe Carabello and I would like to personally thank you for your participation in our 2012 Career Day. We understand that everyone has a busy schedule and appreciate that you took the time to share your experiences with our students. The assistance of alumni such as yourselves, people who are willing to give of their time and talents, is crucial for us as we continue to offer this program. For this, I send you our sincere gratitude. The program and presenters were first rate. We have received so much positive feedback from our students. The students really enjoyed the presentations and the keynote speaker, Ms. Nicole Gamer '98.

Academic excellence is our goal each and every day. We are grateful to you for helping us to achieve this goal.

Frances E. Levas  
Director of Development and Alumni Relations  
Matignon High School  
Cambridge, Mass.

## Guard yourself against germs in public places

Germs. You can't avoid them completely, but you can't live your life in a bubble either. Just be cautious when you're out and about. Here are some of the most common spots where you're likely to pick up an unwanted passenger:

- ATMS
- Gas pump handles
- Sidewalk mailbox handles
- Playground equipment
- Vending machine buttons
- Shopping cart handles
- Public restroom faucets
- Office telephones and desks
- Escalator handles

Stay safe: Wash your hands with soap and water frequently, and carry an alcohol-based hand sanitizer wherever you go.

*(First Draft Magazine)*



# Commander's Corner:

## Accountability - Standing Under The Arch!

by Col. Charles P. Samaris  
District Commander



*"The ancient Romans had a tradition: whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible: he stood under the arch."*

*~ Michael Armstrong,  
former chairman of AT&T*

Team,

Last week was a tough one. Why? Because I missed our monthly "Leader's Whiteboard" session with our supervisors. I suppose the reason was justifiable enough. Barbara Blumeris and I were in Washington, DC, presenting the annual report of the St. Croix Watershed Board to the International Joint Commission of the boundary waters between the USA and Canada. Fun...but not as much fun as the "Whiteboard!"

The good news is that my absence provided our Civilian leaders with a great opportunity to conduct their own "Blackboard Session," a summary of which is in this issue of the Yankee Engineer. And while they discussed – even debated – many topics important to advancing the District into an unpredictable future, at the core of it all was one thing...accountability!

The theme of the "Blackboard" was that, as public servants in a time of fiscal constraint, we are still accountable to the American people for many operational actions... flood risk reduction, quality construction, environmental stewardship, etc. And most important, today and always, is our accountable stewardship of their tax dollar. But, when viewed through a leadership lens, it really comes down to two simple things: 1) do the right thing – the right way, and 2) do what you say you're going to do. Steve Ballmer, CEO

of Microsoft, states it very well: "Great companies have high cultures of accountability."

Strong accountability is directly related to integrity and character, both of which we addressed at length a few Yankee Engineers ago. Accountability, like integrity and character, can be individual and organizational. From this perspective, accountability is: *the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.*

That's why I love the opening quote. Leaders at all levels of the organization, who are truly accountable, stand "under the arch" every single day. Good leaders don't feel constrained by accountability; they feel liberated by it. They

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## 'Accountability, like integrity and character, can be individual and organizational.'

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- Col. Charles Samaris  
New England District Commander

understand that they are accountable not only for their own actions and results, but those of the folks in their charge. Great leaders go the extra mile. They seek out ways to be so accountable that only they could ever hold themselves to such a high standard.

Yes, standing "under the arch" as an individual or organization takes great character, integrity, and a "high culture" of accountability.

*"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don't have the first, the other two will kill you."*

*- Warren Buffet,  
CEO, Berkshire Hathaway*

**Essayons!**

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## District team completes groundwater model for Kandahar City

The New England District members of the Regional Groundwater Team were recently recognized for submitting the final Kandahar Groundwater Evaluation Report at an awards ceremony that took place March 7 in the Concord Park Cafeteria. Members of Philadelphia District and Engineer Research and Development Center rounded out the rest of the team.

The report is an appendix to a larger document, the Kandahar Water Supply Master Plan, which addresses water supply and distribution for the Afghan city for a projected population of one million people.

“The original task, which we received in January 2011, was to make a Master Plan for Kandahar City to determine whether the aquifer under the ground was sufficient enough to provide for their water supply needs,” said Team Leader Stephen Lefebvre. “And then once we determined where they could get their water, the other part was how they were going to distribute that water throughout the city.”

The distribution model was created by the Omaha and Mobile Districts. According to Lefebvre, drinkable, usable water is a big issue in Kandahar and using the wells currently in place is not a good option. “The problem with the existing system that they have is that



Aerial view of Kandahar Province. (Photo by Karla Marshall, USACE)

the water is contaminated and is of poor quality,” he said. “You wouldn’t want to mix good water with what currently exists in the system.”

The Groundwater Team’s mission consisted largely of gathering appropriate data such as well logs, geologic mapping data, hydraulic testing results, and water quality data, to help determine where clean water could be found. The biggest challenge for the team was to gather up all the information, what was scattered amongst the local Afghan Government, U.S. Government Agencies and other resources. Team member Drew Clemens, while deployed to Afghanistan on prior missions, spent a good part of his one-and-a-half years there going around the country and

drilling wells, according to Lefebvre. “He had a lot of knowledge of where some of the wells were and what the geology was like,” he said. “But we still had to gather a lot of data and we sometimes had to rely on in-country resources.”

The Team also relied very heavily on their counterparts in the Afghanistan District – South to work with the Afghan and military forces to get important information critical to the success of the model and report. Lefebvre said that the team was able to get excellent information from the military bases. “They all have water wells that have been drilled, so we were able to get boring logs from them,” he said.

Other agencies, such as the Army Geospatial Center, that performed work in Afghanistan also provided the information they had to the Team. “It took us months to collect all that data,” said Lefebvre. “We were gathering data almost up until the end.”

Once the information was gathered, the team designed a conceptual site model showing where all the basins would drain and collect. Other factors that went into the model were precipitation, soil types and how the water would return to the ground. The numerical model that was constructed from the



Photo by C.J. Allen

Mike Kulbersh, Ken Heim, Tracy Dorgan, Drew Clemens, Steve Lefebvre and Lt. Col. Howell at the awards ceremony.

data was a significant effort, consisting of nearly 700,000 computational nodes and over 1.2 million elements.

The next step was to do some mathematical modeling – determining where they should drill for the water and then test it by running simulations. “We did a groundwater modeling report,” said Lefebvre. “But then we also contributed to the overall Master Plan, writing the sections that dealt with the water supply.”

Considering the volume of information and data the team had to gather to create the model and write the report, they had a fairly short window in which to deliver the finished products. “Everything had to be completed by September 2011,” said Lefebvre.

According to Lefebvre, the Team has already gotten feedback from the work they did. “The Afghan Government through the Afghanistan Engineer District – South had planned on drilling three wells prior to us creating the model,” he said. “Based on our analysis, we didn’t think that the area they were planning to drill was a good one. They drilled two of the wells and didn’t find very good conditions. So now, based on our recommendations, they are going to try drilling in an area that we believe will have a favorable outcome. So they are looking at what we’ve done and are starting to use it.”

The next step for the team is to possibly send someone out to train the Afghan Water Management Department on the Groundwater Model when the Corps is training them to use the Distribution Model sometime in June. “If the Master Plan is implemented the way it was designed, the benefits should be felt by the entire city,” said Lefebvre.

The New England District Team members who are on Team Kandahar and who received commanders coins at the awards ceremony were Stephen Lefebvre, Ken Heim, Drew Clemens, Tracy Dorgan, Mike Narcissi, Mike Kulbersh, Forest Lyford, and Michael Boiardi.

## *Positioning the District to accomplish each mission; today, tomorrow and into the future*

### *Supervisors briefed on District’s future budget, workload*

Bobby Byrne, Chief of Programs, briefed the New England District supervisory staff on a projected path of where the District is heading fiscally during the next three years during a presentation held April 25 in the District Theatre.

Byrne went over the current and future workloads versus the costs of doing business. The briefing presented three fiscal scenarios that could happen during the three year period – best case, realistic case, and worst case.

The bottom line is that the District team needs to start managing funds and personnel with a keener eye on the future so that it stays healthy and functioning without dire personnel impacts. “We’re not in as bad a shape as other Districts,” explained Byrne. “Other agencies that we do work for are having budget issues themselves, and the Civil Works Mission, particularly Navigation, is also seeing fewer funded projects.”

According to Byrne, the overall workload is going to continue to decline slightly in the next few fiscal years, but there will also be opportunities for the District in the future. No matter what the workload looks like, the District team needs to tweak its financial management. “We’re holding this meeting to talk about how we can be more efficient as a District,” he said. “It’s not just about this office and that office. We all have to make a collective change. We’re all in this together.”

Much work and detail went into the fiscal and personnel numbers that were presented to the District supervisors. Every known project through

Fiscal Year 2015 appeared on the chart. “Dave Goodrich and Cathy LeBlanc did a tremendous amount of work to give us all the possible scenarios,” said Byrne. “You may have a lot of work now, but is it long term? Can you use overtime to do the work or do you have to hire someone? Is there someone with less work that can help out? These are some of the issues that we have to look at.”

The workload estimates for Fiscal Year 2012 and Fiscal Year 2013 are accurate and will not change much, according to Byrne. It’s the Fiscal Year 2014 and Fiscal Year 2015 that needs to be addressed. These out-years will continue to be refined as we move out the next six months. The District will have to look at processes and organizational structure and adapt them to fit the changing workload. “We can manage this if we pay attention to trends and plan funds and personnel accordingly.”

Byrne indicated that Division senior leaders meet about every six months to talk about where the Division is headed. The New England District also has frequent meetings such as the PRBs, PBACs and mid-year reviews that help keep the District on track and allow time to make necessary fiscal adjustments.

“Making small, incremental changes now will better serve the District in the future,” said Byrne. “This is a District that does great work. If we all work together, we will come out of these next few fiscal years as a leaner, more efficient District.”



Photos by C.J. Allen

Left: Jennifer Jordan, son Tristian and daughter Juliannah join her husband, Andrew in receiving awards and welcome home recognitions during the awards ceremony. (Above) Bogden Figiel was also welcomed home from an extended overseas tour.

## Welcome Home, awards, highlight District awards ceremony

The New England District Team honored many individuals and teams who went above and beyond expectations during the March 7 awards ceremony in the cafeteria.

Lt. Col. Steven Howell, New England District Deputy Commander, hosted the event.

The first District Team Members

honored were Team Kandahar – Stephen Lefebvre, Ken Heim, Drew Clements, Tracy Dorgan, Mike Holbrook, Mike Narcissi, Mike Kulbersh, Forest Lyford and Michael Boiardi for their work in designing a ground water model for the Kandahar City Water Supply Master Plan.

Each team member received a

Commander's Coin for their work. See detailed story on page 4.

Kulbersh remained at the front of the audience to receive a Commander's Award for Civilian Service. According to Raimo Liias, Kulbersh received the award for his outstanding work for the Corps. "In five years here he has been a stalwart geologist working on



Mike Kulbersh



Beverly Lawrence

projects like the Massachusetts Military Reservation,” he said. “He has been a great asset.”

Bogden Figiel was recognized for the work he did when he was deployed to Afghanistan. Lt. Col. Howell mentioned during the awards presentation that he was one of the few Americans to actually speak with Afghan President Hamid Karzai. Figiel spoke briefly about the experience. Lt. Col. Howell said that Figiel received many honors overseas, but wanted to present him with a monetary award for all the hard work he performed overseas.

Andrew Jordan also returned from an overseas deployment to Afghanistan and was honored for his work. He was accompanied to the ceremony by his wife, Jennifer, son, Tristian and daughter Juliannah. Jordan received a Superior Civilian Service Award and a monetary award in appreciation for his work and his time spent in Afghanistan. Mrs. Jordan received a Bunker Hill Plaque from the District and a bouquet of flowers by the Work Environment Association (WEA) in recognition and appreciation for the sacrifices she had to make during his husband’s deployment. WEA also gave Jordan’s two small children goodie bags filled with toys and treats.

Lt. Col. Howell gave the children commander’s coins from the District in appreciation for the time they had to spend away from their father. Jordan said that it was an honor to serve, but he was glad to be back. He concluded by thanking Mrs. Jordan for all her support.

The final award recipient was Beverly Lawrence, who received WEA’s Employee of the Month for October. She received the honor, which included a polished survey marker and a plaque, in appreciation for her display designs for the new U.S. Army Museum in Virginia. Lawrence thanked Sheila Bergeron and Gary Lacroix for the opportunity saying, “It’s is an interesting project.”



Aerial view of the Charles River Natural Valley Storage Area.

File photo

## *New England District Project wins national award*

New England District received national honors for the Charles River project.

New England District representatives traveled to Cambridge, Mass., on March 22 to receive a prestigious international award for one of the District’s high profile Flood Risk Management projects, the Charles River Natural Valley Storage Area.

The Charles River Watershed Association and the International River Foundation presented Lt. Col. Steven Howell, New England District Deputy Commander, with the 2011 Thiess International Riverprize during the awards ceremony. The Riverprize recognizes and rewards organizers that have accomplished outstanding river management. Other New England District Team Members who attended the event were Col. Jefferson Ryscavage, USACE Headquarters, Project Manager Merlon Bassett and Chief of Public Affairs, Larry Rosenberg.

The Charles River Natural Valley Storage Project is made up of 8,100

acres of unspoiled, undeveloped wetlands that is used for water storage along the Charles River during flooding events. The land is located in the cities and towns of Millis, Medfield, Norfolk, Franklin, Holliston, Wrentham, Walpole, Natick and Boston. The project also protects the cities on Waltham, Watertown, Wellesley, and Weston, even though there is no storage lands located in these areas.

After a 1972 study of the Charles River watershed that covers 307 square miles showed a need to protect the natural valley storage areas from further development, Congress authorized the project in 1974. The Corps began purchasing the lands from 1977 to 1983 totaling the 8,100 acres at a total cost of \$9 million. In addition to acting as a flood control project by using the natural flood attenuation characteristics of the wetlands, the project attracts over 60,000 visitors per year. Recreational opportunities include biking, boating, canoeing, camping, fishing, hiking, hunting and wildlife viewing.

# Dredging up the past



Photo by C.J. Allen

Buffumville Lake Park Ranger Jamie Kordack offers Woodsy Owl a snack during Buffumville's National Public Lands Day celebration in this September 2003 photo.

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