

# Yankee Engineer

U.S. Army Corps of Engineers, New England District, Volume 46, No. 5 February 2012

Building Strong

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Fiscal Year 2013 Budget proposes funds for  
District Programs, Projects  
See story on page 4

# Yankee Voices

Col. Charles Samaris, the Leadership Development Program graduates and John Astley



## Sympathy

... to the family of Construction retiree **Richard B. "Dick" Hayes**, who passed away Jan. 26.

In addition to his service to the U.S. Army Corps of Engineers, Mr. Hayes also served in the U.S. Navy during the Korean War as a Sea bee.

## Get Well and Best Wishes

... to **Lang Nguyen** of Survey Section who retired on Feb. 2 and suffered a stroke the following week.

... to former New England District Real Estate team member **John Manning** who recently received a heart transplant. He thanks everyone for their well wishes, thoughts and prayers and for the donated leave that he received.

## Words Worth Repeating

"Our greatest glory is not in never failing, but in rising up every time we fail."

- Ralph Waldo Emerson

## Boston University Alumni praise Cape Cod Canal Team Member

On behalf of the Boston University Alumni Network, Cape and Islands, I want to recognize Samantha Gray for her participation and excellent presentation at our February 11 luncheon.

I have participated in and heard many power point talks throughout my former careers as a military officer and aerospace executive. Samantha Gray's professionalism, easy personality and ability to answer tough questions publicly put her among the very best I have seen.

I should mention that her audience was a diverse group, mostly retired, that are not shy about their opinions. All present had nothing but praise for her ability to inform, as well as keep their interest.

Additionally, everyone at the head table found her charming and enjoyed her conversation.

To paraphrase the last line in military awards, Samantha Gray brings great credit to herself, the Cape Cod Canal Field Office and the United States Army Corps of Engineers. Ms. Gray and the New England District have my sincere thanks and appreciation for making our February luncheon one of the most memorable.

Peter Cocolis  
President, BUAN Cape & Islands

## Tire Pressure Drops in Cold Weather

Monitor your tire pressure twice a month in winter because freezing temperatures reduce pressure.

According to the Goodyear Tire and Rubber Company, a tire inflated at 32 pounds per square inch (PSI) on a 70-degree Fahrenheit day will register at an under-inflated 26 PSI in cold weather.

A properly inflated tire provides optimum traction, which is crucial on icy or snowy roads. It will also last longer.

(First Draft Magazine)



# Commander's Corner:

## A clear Vision to purposefully advance into an unpredictable future!

by Col. Charles P. Samaris  
District Commander



are many projects, permits, stakeholders, events, and other important (and sometimes not so important) demands on a commander's time, I actually try to focus on one thing...the future. More specifically, articulating a clear vision and advancing the organization through strategic planning/execution and focused leader development.

Let's quickly clarify vision: 1) the act or power of anticipating that which will or may come to be: the vision of an entrepreneur; 2) an experience in which a person, thing, or event appears vividly or credibly to the mind; 3) a vivid, imaginative conception or anticipation. Author Marcus Buckingham states that the single defining difference between a leader and a manager is the ability to imagine the future, articulate a clear vision, and mobilize people and resources to achieve that vision.

Last fall we assessed ourselves and began to mobilize, and on Jan 25 we held a one-day strategic planning offsite to:

**1) Create a Strategic Planning Team that:**

- ✓ Assumes responsibility for district strategic planning
- ✓ Thinks creatively and critically, identifies and implements positive change, and continuously advances the organization
- ✓ Meets on a scheduled recurring basis
- ✓ Monitors progress and enforces accomplishment of strategic imperatives
- ✓ Promotes individual behavior and an organizational culture of advancement.

**2) Develops a unified, communicable, strategic vision and long-range plan, nested with the USACE Campaign Plan and NAD I-Plan, that:**

- ✓ Articulates strategic imperatives and objectives
- ✓ Establishes strategic governance and responsibilities
- ✓ Includes a progress tracking system

We identified five strategic imperatives (with VERY draft endstates) for which we will articulate clear, measurable objectives:

"The only thing worse than being blind is having sight but no vision."  
~ Helen Keller

"Good business leaders create a vision, articulate the vision, and relentlessly drive it to completion."  
~ Jack Welch

Team,

Some of you probably ask, "what does a District Commander do?" Fair question. Sometimes I ask the same. But while there

**Imperative #1 - People (Leaders and Experts): A multi-skilled and adaptable work force capable of responding effectively and efficiently to changing mission requirements.**

**Imperative #2 - Project Management Business Process:** Fully engaged PDT's communicating openly and functioning effectively to efficiently execute projects.

**Imperative #3 - Communication:** Tangible improvements to both internal and external communications to strengthen relationships and improve delivery of solutions.

**Imperative #4 - Capability and Organization:** Identify the District's core capabilities and organization that allow us the greatest flexibility and responsiveness to future workload thereby insuring our long term viability

**Imperative #5 - Infrastructure and Real Property:** Fully account for the property we own, our requirements, and our needs so we can right size our property to allow NAE to effectively and efficiently use and manage our resources.

We've implemented a monthly Strategic Planning Team (SPT) meeting, the purpose of which is to track progress via milestones and objectives to achieve each imperative's end state over the course of 12-18 months. Each imperative is championed by a GS-15, who has a core team derived from the district SPT, and augmented by hand-picked folks that represent a cross section of the workforce. Each month - similar to the PRB - each Champion will brief the current status of milestones and objectives, and be accountable for their accomplishment. Achieving a vision or endstate really boils down to two things: clear objectives and execution!

Some will tell you that "we don't have time, or can't afford" to commit significant energy to strategic planning and execution. The truth, in fact, is that we can't afford not to. Why? Because if you're not advancing ahead, you're falling behind! There is no such thing as standing still...you're either gaining or losing ground. Otherwise, you spiral into irrelevance. Therefore, all great organizations articulate a clear vision of the future, plan strategically, establish measurable objectives, and execute violently.

So, everyone has a role to play in achieving the vision. If you are already on one of the teams noted above, be creative and give it your best effort. If you are not on a team, but want to contribute in some manner, just speak to the folks on the teams...I'm sure they'll appreciate any help you're able to provide. The New England District consists of great people, doing great work for the Nation, New England, and the People...and they deserve to be served by a team that's advancing purposefully into the future!

"Leadership is the capacity to translate vision into reality."

~ Warren G. Bennis

"Where there is no vision, there is no hope."

~ George Washington Carver

"A leader is a dealer in hope."

~ Napoleon



Photo by Kevin Burke

The Sagamore Bridge at the Cape Cod Canal in Bourne, Mass.

## *Proposed Fiscal Year 2013 Budget requests funds for New England District Programs, Projects*

The President's Budget for fiscal year 2013 (FY13) includes \$4.731 billion in discretionary funding for the Civil Works program of the U.S. Army Corps of Engineers (USACE).

The Honorable Jo-Ellen Darcy, Assistant Secretary of the Army for Civil Works, said, "The fiscal 2013 Civil Works budget for the U.S. Army Corps of Engineers reflects the Administration's priorities through targeted investments in the nation's infrastructure that fund the development, management, restoration, and protection of the nation's water, wetlands, and related resources. The Budget also reflects the tough choices necessary to put the country on a fiscally sustainable path.

"This is a performance-based budget that funds the construction of projects that reduce risk to public safety, provide significant environmental restoration benefits, or provide significant economic returns on the nation's investment. America is a maritime nation, and this budget invests in navigation improvements that enable efficient

use of waterborne transportation, a key component in global trade," said Darcy. "The 2013 Civil Works program is a continuing, fiscally prudent investment in the nation's water resources infrastructure and in the restoration of its aquatic ecosystems."

The Army Civil Works budget funds the planning, design, construction, operation and maintenance of projects, and focuses on the highest performing projects and programs within three main

Civil Works mission areas: commercial navigation, flood risk management, and aquatic ecosystem restoration. It also funds programs that contribute to the protection of the nation's waters and wetlands; the generation of low-cost renewable hydropower; the restoration of certain sites contaminated as a result of the nation's early atomic weapons development program; and emergency preparedness and training to respond to natural disasters.



Photo by CJ Allen

Thomaston Dam in Connecticut.

New federal funding in the Civil Works budget consists of \$3.744 billion from the general fund, \$848 million from the Harbor Maintenance Trust Fund, \$95 million from the Inland Waterways Trust Fund, and \$44 million from Special Recreation User Fees.

The FY13 funding will be distributed among the appropriation accounts as follows:

- \$2.398 billion for Operation and Maintenance
- \$1.471 billion for Construction
- \$234 million for Mississippi River and Tributaries
- \$205 million for the Regulatory Program
- \$182 million for Expenses
- \$104 million for the Formerly Utilized Sites Remedial Action Program
- \$102 million for Investigations
- \$30 million for Flood Control and Coastal Emergencies
- \$5 million for the Office of the Assistant Secretary of the Army for Civil Works

Among other projects, all of the New England District's Flood Risk Management Projects, to include the three Hurricane Barriers, will be funded under Operations and Maintenance. The following New England District projects, broken down by state, would also get funding in the new budget:

### *Connecticut*

- The Inspection of completed works (Flood Risk Management)
- Long Island Sound DMMP (Navigation)
- Project Condition Surveys (Navigation)
- Combustion Engineering (Formerly Utilized Sites Remedial Action Program – FUSRAP)

### *Maine*

- Disposal Area Monitoring (Navigation)
- Inspection of Completed Works (Flood Risk Management)
- Portland Harbor (Navigation)

- Project Condition Surveys (Navigation)
- Surveillance of Northern Boundary Waters (Flood Risk Management)

### *Massachusetts*

- Boston Harbor Deep Draft Investigation (Navigation)
- Inspection of Completed Works (Flood Risk Management)
- Merrimack River Watershed Study – also in New Hampshire (Environmental)
- Muddy River (Flood Risk Management)
- Project Condition Surveys (Navigation)
- Shpack Landfill (FUSRAP)

### *New Hampshire*

- Inspection of Completed Works (Flood Risk Management)
- Project Condition Surveys (Navigation)

### *Rhode Island*

- Great Salt Pond (Navigation)
- Inspection of Completed Works (Flood Risk Management)
- Project Condition Surveys (Navigation)

### *Vermont*

- Inspection of Completed Works (Flood Risk Management)
- Narrows of Lake Champlain (Navigation)

The FY13 Budget supports the

modernization of federal water resources infrastructure processes to address 21<sup>st</sup> Century water resources needs through policies and procedures that govern federal water resources development and strategies for both managing the nation's aging infrastructure and restoring aquatic ecosystem functions affected by past investments.

The Administration is considering additional proposals to advance efforts already underway and to build the foundation of a comprehensive strategy for investing in the nation's water infrastructure. In considering and developing these new policies, procedures, and strategies, the Administration will continue to engage and collaborate with the many stakeholders whose interests are tied to our nation's water infrastructure, including state, local, and tribal governments, as well as the congress.

Emergency Management is funded at \$36 million in FY13, with \$30 million in the Flood Control and Coastal Emergencies (FCCE) account for preparedness and training to respond to floods, hurricanes, and other natural disasters, and \$6 million in the O&M account. The FCCE funding includes \$2.5 million to support continued USACE participation in the development of Silver Jackets interagency teams in every state to provide unified federal assistance in implementing flood risk management solutions.



Fox Point Hurricane Barrier in Providence, R.I.

U.S. Army Photo

## District Commander talks leadership to Boy Scouts during banquet

Col. Charles Samaris, New England District Commander, recently spoke on leadership and scouting to a Boy Scout Organization in Dorchester, Mass.

Col. Samaris served as the keynote speaker at an awards banquet hosted by the Moswetuset Lodge 52 of the Order of the Arrow, from the Minuteman Council of the Boy Scouts of America, Jan. 8.

The colonel, who is both an Eagle Scout and a member of the Order of the Arrow, said he was excited to speak to the young

men about leadership. "For me, there is nothing more important than investing time in, and hopefully adding value to, fine young Americans like all of you – future leaders of this great nation," he said.

Col. Samaris congratulated everyone who received honors that evening for their outstanding service to their lodge, community and the nation, saying that service was at the core of each award. "They all reflect the one thing that the nation needs – servant leadership," he said.

When giving a brief background of his life and career, the District Commander said that two of his greatest influences were his parents and scouting. "My parents taught me right from

wrong, maturity and to be my own man," he said.

According to Col. Samaris, his parents instilled patriotism at a very early age, and he mentioned that his father was a World War II veteran who served in the U.S. Navy. He recalled his two scout leaders who influenced him the most and called them both

Col. Samaris gave a quick summary of the places he has been since he began his military career which includes three combat tours. The places he mentioned were Kuwait, Saudi Arabia, Iraq, Korea and various places in the United States. "I've been blessed with some great opportunities to serve the nation," he said. "The

principles and values forged by scouting allowed me to not only survive, but to do pretty well for the nation, the unit, the mission, and most importantly, my Soldiers."

Col. Samaris talked about the Army Values and how they were in line with the Scout Law. Simi-

men of great character. Col. Samaris said that scouting reinforced in him the character, independence and ethics originally taught to him by his parents. "Scouting allowed me to apply those principles in a wide variety of situations, activities and leadership positions," he said.

Col. Samaris talked about scouting today – the mission of the Boy Scouts, how the organization builds character, the aim of the Boy Scouts, the Order of the Arrow which is often referred to as "Scouting's National Honor Society," and the Eagle Scouts.

"Scouting really shaped me," he said. "It forged the foundation for whatever leadership ability I have today."

When speaking of leadership,

ilarly the Warrior Ethos mirrors much of the Scout Oath, according to Col. Samaris. "As leaders, we live these values and instill them in others," he said. "They prepare you for the tough decisions."

Col. Samaris concluded his remarks by saying that three qualities make up a good leader: Character, Passion and Selfless Service.

After a question and answer period, Masters of Ceremonies, Arrowmen John Conlin and Blair Bowden presented Col. Samaris with a plaque of appreciation for speaking.

The Arrowmen also presented Mrs. Kathleen Samaris, who accompanied her husband to the ceremony, with a bouquet of flowers.



Mrs. Kathleen Samaris, with two Arrowmen and Col. Charles Samaris, receive tokens of appreciation for Col. Samaris' presentation during the Boy Scout Banquet. Photo courtesy of Mark Fisette.



The first year Leadership Development Program participants for 2012.

Photo by Brian Murphy

## *Future leaders graduate, others enter District program*

The New England District Leadership Development Program (LDP) graduated a new crop of future leaders during a ceremony in the Concord Park Theatre, Jan. 18. John Astley, who is stepping down as the Program Director, served as Master of Ceremonies.

Astley took over for Dick Carlson, retired Chief of Construction/Operations, who created the original program. He discussed the evolution of the original program from one year to two years, as well as all of the changes that continue to take place to make the LDP a better program.

One of the changes that occurred during last year's program was that second year participants got to lead real district initiatives, such as the new Work Environment Association, and worked closely with established leaders such as Lt. Col. Steven Howell, New England District Deputy Commander, and Steve Andon, Executive Assistant.

Another change, according to Astley, was to integrate all of the current leadership programs in the District. "That way this Leadership Development Program is tied to the Emerging Leader Program, which is tied to the Executive Leadership Development Program and so on," he said.

Astley announced that Dave Margolis, a North Atlantic Division Executive Leadership Development Program (ELDP) graduate, will direct the LDP and will represent the program at the Strategic Planning Group (SPG) meetings. Scott Michalak, NAE's most recent ELDP graduate, will be the Deputy Director of the LDP to assist Margolis.

Steve Dunbar, current participant in the ELDP, will also participate in the SPG, a program recently revived by

Col. Charles Samaris, New England District Commander. After the year is up, Margolis will step down, Michalak will be Director, and Dunbar will be the Deputy Director. The director position will revolve annually as the current leader steps down to make way for the deputy, with the latest ELDP graduate becoming Deputy.

Four people graduated from the two year program this year. They were Ralph Gendron, Marci Montrose, Reese Piper and Marissa Wright. The first year participants who are moving on to the second year of the program are Casey Haskell (mentor Frank Fedele), Karen Hoey (mentor Joe Faloretti), Andrew Jordan (mentor Gary LaCroix), Dan La-Polla (mentor Chris Hatfield), Natalie McComack (mentor Terry Negron), Jeff Teller (mentor Farrell McMillan) and Matt Tessier (mentor Cori Rose).

The new LDP participants who are joining the program as first year participants for 2012 are Michael Adams (mentor Sean Dolan), John Almeida (mentor Bobby Byrne), Patricia Bolton (mentor Scott Accone), Jason Paolino (mentor Scott Michalak), AJ Raiber (mentor Dave Margolis), Jennifer Samela (mentor Mark Anderson) and Steve Umbrell (mentor Sheila Winston-Vincuilla).

The LDP runs through the calendar year, and spots in the LDP are limited.

New England District employees who are interested in being considered for next year's program can learn more about the LDP by going to the SharePoint site at <https://nae-ap1rm-52761.nae.ds.usace.army.mil/Collaboration/ldp/default.aspx>.

# Dredging up the past



Photo by Mark McNamee

*During a tour of one of the District's projects on Hanscom Air Force Base, Lenny Buccarelli (left) discusses the redesign and construction efforts with then North Atlantic Division Commander, Brig. Gen. Meridith "Bo" Temple and New England District Commander, Col. Thomas Koning, Feb. 5, 2003.*

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