



# CONSTELLATION

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## Department of Defense construction project in Utah attracts interested contractors

Story and photos  
by **Katisha Draughn**  
Public Affairs Office

In early November, more than 1,200 interested contractors encompassed the Hilton Hotel in Salt Lake City, Utah, to learn how they could participate in one of the largest military construction projects in the Department of Defense (DoD) — the Utah Data Center (UDC) project.

Approximately 600 contractors and subcontractors attended two separate industry day forums to discuss contracting opportunities on the \$1.6 billion, 1.4 million total gross enclosed square foot project. There was such an overwhelming response to the first industry day registration on Nov. 5, that a second industry day was held Nov. 13, which also attracted about 600 contractors and subcontractors.

“It was important to generate interest in the project to ensure healthy competition,” said Carlen Capenos, contract specialist on the project. “It was also important for contractors who will not be the prime contractors to find out about the project and find out who will be the potential prime contractors.”

Both industry day forums generated interest in the UDC project, allowed networking opportunities for large and small firms and discussed the acquisition strategy.

“We felt it was very important to get

specific accurate information out to the industry early to give the large construction firms a feel for the magnitude and urgency of the program,” said Sandy Ferguson, Corps of Engineers program manger on the project. “This would allow them to start forming their teams and general approach to the work prior to the official solicitation. And industry day is an ideal way to bring the large and small businesses together in one area to network and trade business cards.”

Both forums included presentations by some of the project delivery team members, provided industry networking sessions and question and answer sessions, and allowed the interested



Interested contractors visited the Utah Data Center project site on Nov. 5.

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U.S. Army Corps  
of Engineers  
Baltimore District

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# Commander's Comment

## A Time to Look Ahead

**By Col. David E. Anderson**  
Commander and District Engineer

Happy 2010 to everyone! I hope that your holidays were safe and restful as ours were!

In my December column, "A Time to Reflect," I reviewed the year past and highlighted many of the successes that we achieved together with our partners around the region.

Last year was remarkable indeed. We did much to add to the "Proud Past" of the Baltimore District.

But it has been said that, "the past is our heritage; the present is our responsibility; the future is our challenge."

We can't afford to rest on our laurels for long, given the magnitude of our "present responsibilities."

We are three months into a fiscal year that will see us executing a program that exceeds \$2 billion. We are integrally involved in executing the Nation's renewed federal leadership in the cleanup of the Chesapeake Bay. We are reducing risks from natural disasters across the region, and we are contributing in a major way to the economic viability to the Nation and the mid-Atlantic region.

So given the challenges that lie ahead, the question for us all is simple: Are we doing business every day — as individuals and as a team — in the most efficient and effective way possible?

New Year's resolutions are common at this time of the year. Now is a good time to revisit our performance objectives and Individual Development Plans and recommit to the goals and objectives we all have as individuals to perform and develop to our maximum potential.

The District's senior leaders will soon be doing the same as an organization. Later this month,

the Corporate Board will meet off-site for a couple days to take a good, long, hard look at how we are doing as an organization, to assess how we are doing on the journey from "Good to Great," and to see how we can best prepare for the

future ("our challenge"). We will leave that session with a refreshed Strategic Direction for the District, that is in synch with the Corps' Campaign Plan and the North Atlantic Division Implementation Plan. I look forward to sharing the results of our session with you all.

I am confident that 2010 will be as tremendously successful as 2009 was. As our motto says, we have a "dynamic future" indeed.

Army Strong, Building Strong, ESSAYONS!

*"The past is our heritage;  
the present is our  
responsibility; the future is  
our challenge."*

### USACE Campaign Plan

**Goal 1** - Deliver USACE support to combat, stability and disaster operations through forward deployed and reach back capabilities.

**Goal 2** - Deliver enduring and essential water resource solutions through collaboration with partners and stakeholders.

**Goal 3** - Deliver innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

**Goal 4** - Build and cultivate a competent, disciplined, and resilient team equipped to deliver high quality solutions.

## Utah Data Center Industry Day (continued from the cover)

contractors to tour the actual project site. The networking opportunity also elaborated on project specifics, UDC and data hall requirements, security, acquisition and operational considerations, the data center request for proposal submission process and the subcontracting plan. Various large construction companies, local and non-local companies and subcontractors and vendors attended the sessions on both days.

Capenos, who presented information on the acquisition and contracting process, said she hoped the contractors received the information to help them decide if what they do is a match for the project and how they can possibly be involved.

The solicitation for the data center will be a best value procurement utilizing a two-step design-build method. The contract duration for completion of the work is 600 days. However, the contractors may suggest shorter construction durations.

“We have a very aggressive acquisition and award schedule in order to give the construction contractor enough time to turn over what we need by our critical completion date,” said Ferguson. “We needed buy-in from all team players and stakeholders, including our customer, to do what it takes to achieve that goal.”

The UDC will be located at Camp Williams, Utah, which is a National Guard training site operated by the Utah National Guard.

The UDC project delivery team consists of the Baltimore District, which will handle the acquisition and contracting process; the Sacramento District, which will handle the construction execution; Black and Veatch/Louis Berger Group JV, which will handle the contracted support to the Corps of Engineers for architectural/engineering and request for



**Carlen Capenos, contract specialist on the Utah Data Center project, gets interviewed by a reporter from Brigham Young University's newspaper. Five media outlets came to the event.**

proposals development; and the National Security Agency (NSA), which will handle the client requirements. NSA has been designated as the executive agent for the Office of the Director of National Intelligence for the construction, maintenance and operation of the data center.

“My team’s primary responsibility is to act as the interface between the intelligence community and the Corps of Engineers,” said Troy Lange, NSA program manager.

The project was given the go-ahead when President Barack Obama signed a new funding bill approving an initial spending of \$169.5 million last June.

The center will consist of 100,000 square feet of raised floor data center space and 900,000 square feet of technical support and administrative space. Support facilities include water treatment facilities, an electrical sub-station, a vehicle inspection facility and visitor control center, fuel storage, water storage and a chiller plant. The center will also be Leadership in Energy and Environmental Design certified.

“The sheer fact that such a large project was funded through the fiscal 2009 supplemental appropriation process, versus the traditional five year military construction process, speaks to its importance,” said Randy Winemiller, chief of the Real Property Services Field Office.

Proposals will be due later this month. The selected contractors will be notified for phase two in February and issue the phase two request for proposals in March. Proposals will be due in June and the award is scheduled to be made in September.



**The Utah Data Center project delivery team members review the contractors' questions during one of the breaks.**

## *Senior leaders summarize the District's future projects at engineer conference*

Story and photo  
**by Fred Furney**  
Public Affairs Office

Looking to the future, Baltimore District senior leaders briefed members of the Society of American Military Engineers (SAME) monthly meeting at the historic Engineers Club Dec. 16.

The two main themes of their presentations were Baltimore District's 2010 program and life after Base Realignment and Closure 2005 (BRAC).

"We have built an extremely capable team to execute the historically large BRAC program, and there are a myriad of ways that this great team can and will be employed to help solve the region's toughest engineering challenges," said Col. Dave Anderson, Baltimore District commander. "The future is bright in the Baltimore District, even beyond BRAC."

Dave Morrow, chief of the Environmental and Munitions Design Center; Chris Nolta, chief of the Civil Project Management Branch; and Jared Olsen, deputy chief, Real Property Services Field Office, echoed those sentiments in presentations prior to Anderson's keynote address. They discussed the District's projected workload following fiscal 2011 and the completion of major elements of BRAC.

Anderson discussed how the newly signed Executive Order 13508-Federal Leadership on Protecting and Restoring the Chesapeake Bay and the Water and Resource Development Act of 2010 (currently being written) - will allow for a smooth transition away from BRAC work and shift the District's focus to environmental and energy issues facing the region and the country.

Anderson and Nolta also noted that fiscal 2009 saw the District's new contract award dollars increase 20 percent from fiscal 2008.

"Following the BRAC surge, the Baltimore District military program workload will return to its historical levels," said Olsen. "There are many great opportunities for the industry to continue to serve the Nation's defense in the Baltimore District area of responsibility."

The District will continue to have a large military construction presence following the completion of elements of BRAC. In addition to more than \$265 million of unawarded military construction/BRAC contracts in fiscal 2009, the Corps is forecasting more than \$1.2 billion worth of work from fiscal



**Chris Nolta, chief of the Civil Project Management Branch, Programs and Project Management Division, addresses the future of the civil works program at the SAME monthly meeting.**

2010 into the future.

"We accomplish our work only with the help of the industry. When the industry is better informed, we get better results," said Olsen. "Furthermore, the exchange of information among government and industry professionals is always invaluable."

Anderson and Morrow stressed the potential for major workload increases on radiological site cleanups, military munitions investigations, support for overseas contingency operations (demining in Afghanistan) and environmental sustainability.

Additionally, Executive Order 13514 - Federal Leadership in Environmental, Energy, and Economic Performance - will require federal agencies to cut greenhouse gas emissions by 2020. Anderson foresees the Corps of Engineers being a leader on this front.

To accomplish this mission, the Corps will be on the vanguard of cutting edge technology, such as solar power and wind power to lower the carbon footprint of the federal government.

"The SAME provides a unique forum for the Corps to interact and exchange ideas with our industry partners," said Anderson. "These idea exchanges help the industry better meet the needs of the government, and allow the Corps to learn from the industry."

## *Project Management Business Process web page gives insight into the District's process and projects*



### **By the Programs and Professional Development Support Center**

The Project Management Business Process (PMBP) web page is a tool for gaining information about the Corps of Engineers, Baltimore District's PMBP and directly supports the U.S. Army Corps of Engineers (USACE) Campaign Plan-Goal 3 in that it delivers innovative, resilient, sustainable solutions to the Armed Forces and the Nation.

The PMBP web page took a week to develop and went online in August 2009. The PMBP web page also supports Campaign Plan-Goal 4 as it builds and cultivates a competent, disciplined and resilient team equipped to deliver high quality solutions.

"The PMBP web page is a great tool and is considered a one-stop shop outlet for project managers in accessing information about the Corps' project management business process," said Helen Bunche, a project manager in the Programs and Professional Development Support Center.

The PMBP web page is designed to be user-friendly and is easily accessible. Upon gaining access to the web page, a viewer can freely navigate to obtain information about project and program planning, P2 training and support, access district index and regional metrics, business process documentation and management, professional registration and serves as the regional Project Management Community of Practice.

The web page also allows a viewer to read various Project Management Institute and PMBP newsletters, view specific regulations and policies, share lessons learned, submit

questions and view Frequently Asked Questions concerning P2 and related topics.

They can also view a list of the District's current PMP's, view the PMBP brochure and even access the USACE Portal. The USACE PMBP Portal is the corporate information system connecting cost and schedule and was selected to maximize efficiency and effectiveness.

"The PMBP Portal is effective not only to the District, but to the Corps of Engineers in that it provides accurate project information that can be communicated to project delivery teams and our customers," said Bunche.

The PMBP reflects the Corps of Engineers corporate commitment to provide customer service that is inclusive, seamless, flexible, effective and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering and effective balancing of competing demands and primary accountability for the life cycle of a project. Engineering Regulation 5-1-11 is the governing regulation driving the PMBP.

"The Engineering Regulation is significant to the PMBP in that it defines the concept of a project, as well as work that we do that is not considered a project and outlines roles and responsibilities," said Bunche.

This reference document is designed to assist the Corps' mission in delivering projects on time and within budget, while meeting both the customers' expectations and public interests.

The web page can be accessed through the Baltimore District Resource Center located at: <https://nabinfo.nab.usace.army.mil>.

For additional information or if you have questions, contact Helen Bunche at (410) 962-3410.

# Annual intern conference gathers the Corps of Engineers future leaders

Story and photos  
by **Katisha Draughn**  
Public Affairs Office

More than 50 Corps of Engineers interns caught a glimpse into their futures at the annual Corps of Engineers Intern Conference in Cambridge, Md., Dec. 9 and 10.

The two-day conference brought together interns from all districts within the North Atlantic Division (NAD) to learn more about the Corps of Engineers, gain tips on how to excel in their individual career fields and interact with each other.

In addition to the NAD interns, two interns from Joint Base Myer-Henderson Hall at Fort Myer, Va., also attended the conference. This was the first time that the District has invited interns to the conference from other districts within NAD.

The annual conference featured speakers from the Baltimore and Norfolk Districts, the NAD Headquarters Office and the Corps Headquar-



Interns work together on a team building exercise during the conference.



Lt. Col. John Osborn, deputy district commander, speaks to interns about their future with the Corps of Engineers.

ters Office. The conference allowed the interns to engage in ice breaker and brainstorming activities, group skits and mini construction building projects.

John Chubb, former chief of the Construction Division, talked to the interns about being proactive with each job position they hold.

“You should always be asking questions,” he said. “Go up to your boss and say, ‘What does my future look like?’”

According to Chubb, there are currently 85 interns enrolled in the program, all from different career fields with the Baltimore District.

“I hope they recognize that they have many other profes-

sionals in their same situation, they get a better sense of what the Corps of Engineers is all about and recognize that they are their own best career manager,” said Chubb.

Lt. Col. John Osborn, deputy district commander, reflected with the interns on his experience while deployed to Iraq and explained to them the importance of keeping a five-year plan.

“There are a lot of opportunities here with the District and with the Corps of Engineers,” he said.

Collette Day, a contract specialist intern in the Contracting Division, has been in the program since July 2008 and has enjoyed the hands-on experience she has received thus far.

“The program really sets you up for

so many great opportunities,” said Day. “And it opens up so many doors.”

A conference favorite was the presentation made by Bill Sorrentino, from the Norfolk District, on interviewing skills. Sorrentino gave the interns various techniques to use when applying for a job and tackling the job interview.

“You are interviewing for your next job every day,” he said. “And you are building your references every day, too.”

Baltimore District presenters included Jeff Werner from the Programs and Project Management Division, who discussed project management business practices; Maria de la Torre from the Emergency Management Branch, who discussed civil and overseas deployments; Michael Barfield, from the Equal Employment Opportunity Office, who discussed the Prevention of Sexual Harassment and the Army Values; Steve Douglas from Office of Counsel, who discussed ethics; and Vivian Wong, an intern in the Engineering Division,

who elaborated on value engineering.

Wong currently works in the Military Design Branch of the Engineering Division and has found the intern program, as well as the conference, very beneficial.

“I am able to meet a lot of people in the private sector and work on different projects,” said Wong.

Rolando Sandiadi, chief of the field support section in the Construction Division and intern coordinator, enjoyed interacting with the interns at the conference.

“This is a great opportunity for interns because they get to work together to be successful and build relationships with other interns,” he said.

Erika Field, a project engineer with the Norfolk District, said that the conference



Vera Jaffe, an intern in the Geotechnical Branch of the Engineering Division, participates in a group skit on the Army Values at the intern conference.

allowed her to learn more about other districts, particularly the Baltimore District. Ryan Ferguson, a project engineer intern with the New York District, just began the program in March of last year, and is currently working on the Army Reserve Center project in Long Island, New York.

“The program is



Jamahl Bracey, an architect intern with the Real Property Services Field Office, speaks to Patricia Donohue, who gave a presentation on Leadership in Energy and Environmental Design at the conference.

very interactive and I am always working with different people in the Corps,” he said. “And each intern is treated as a person, not just a number.”

Ferguson was impressed with the variety of speakers and their willingness to share information. His thoughts were echoed among other interns.

“I think the program is great because there are not too many jobs out here that give you the opportunity to work on billion dollar projects,” said Chris Woodward, an architect intern in the Construction Division.

The intern conference was another way for the interns to interact with each other and learn about the intern program at other districts as well.

“This has been an excellent opportunity to talk with other interns from other districts,” said Louis Snead, a civil engineer intern in the Engineering Division. “The conference has been a meeting of the minds.”

## ***New deputy for small business joins the Baltimore District***

**By Katisha Draughn**  
Public Affairs Office

For 10 years, Tamika Gray commuted from Baltimore to Washington, D.C., to work. Now, she's thrilled to be back in the city she calls home, working as the new deputy for small business for Baltimore District.

Gray began working for the District in November and has enjoyed her new duties thus far.

"Working here has been great for me because it is giving me the opportunity to focus on the small business program," said Gray. "And it's good because everyone fully understands the importance of small business and they are very interested in the program."

Since taking on the role as the new deputy for small business, Gray has been participating in acquisition strategy boards, reviewing subcontracting plans and she attended the Society of American Military Engineers conference held last month.

Before coming to the District, Gray worked as a small business specialist/procurement analyst for the Immigration Customs and Enforcement Section in Washington,



*(Photo by Fred Furney, Public Affairs)*

D.C., for two years. Prior to that, she worked as a small business specialist for the Department of Veterans Affairs Office of Small Disadvantaged Business Utilization. Gray graduated from the University of Maryland Eastern Shore with a degree in business administration with an emphasis in marketing.

"I am looking forward to working with the Baltimore District to achieve both small business prime and subcontracting goals, serving as a partner in the development of acquisition strategies to assist in achieving Baltimore District's small business goals," she said.

## ***Experiencing oyster restoration firsthand...***

(Bottom photo) Claire O'Neill (right), a project manager in the Civil Projects Management Branch of the Programs and Project Management Division, provides information to Amy Woods, a reporter with *The Annapolis Capital* newspaper, Dec. 3. O'Neill conducted a site visit on the Severn River aboard the Maryland Department of Natural Resources (DNR) boat, *Miss Kay*, to the District's oyster restoration project site. The project will rebuild oyster substrate to provide a good foundation for hatchery-grown oyster spat. With oyster production at one percent of its historic high a hundred years ago, the



District is partnering with Maryland DNR to provide sanctuary areas to aid survival of the endangered bivalves. The entire area is closed to harvesting. (Top photo) A Baltimore District contractor, Corman-Imback Marine, Inc., drops tons of crushed rocks onto the 13-acre oyster restoration area in the Severn River. The site, between the Routes 50 and 450 bridges, will receive oyster spat next spring from the University of Maryland's Center for Environmental Studies. The goal is for the oysters to attach to the rocky area and grow unhindered by harvesting and disease pressures. The Baltimore District and Maryland DNR have partnered in this project since 1997. The current \$1.6 million contract was awarded in September. The university will monitor the sites from 2010-2014 for population density, growth and health.



*(Photos by Clem Gaines, Public Affairs)*

# Get in shape, stay safe in the new year

By John Houvener

Safety and Occupational Health Office

As we start the new year, a lot of us set New Year's resolutions, and one of the most common resolutions is to "get fit."

In my view, that's a great resolution, not just for the new year, but for life. Physical fitness gives you infinite possibilities at work and at home. It allows you to mold your body into what you would like it to be (OK, close to what you'd like it to be). It lets you grab hold of your future, prevents chronic back pain, heart disease and all sorts of other chronic illnesses which, in turn, keeps you happy and working.

**The benefits of physical activity include:**

- Improved self-confidence, self-esteem and self-control.
- Improved muscular strength, flexibility and endurance.
- Helps you set and achieve personal goals.
- Stresses bones, increasing density.
- Provides a release from tension and anxiety.
- Counteracts major risk factors of heart disease and other chronic illnesses.
- Establishes a positive life-long attitude toward physical fitness.

Although physical activity is good for keeping you healthy and happy, it comes with some risks and safety concerns.

About three million sports injuries occurred last year in North America. Many of these could have been prevented if the proper precautions and protective equipment been worn.

**Here are some guidelines and precautions that will help ensure your safety when participating in physical activity:**

- Proper attire is a requirement, not an option, especially when working outdoors in the winter. Proper fitness attire protects you from the elements and gives you increased mobility and freedom.
- Wearing proper shoes is a necessity to decrease the chance of ankle slips, rolls or sprains. They provide good



(Photo by Tina Carlsen, Public Affairs)

**Sgt. 1st Class John Transue from the Construction Division, works out at the fitness center in the City Crescent Building. Transue works out about two to three times a week to keep up with his physical fitness.**

shock absorption and encourage flexibility, control and stability in the heel.

- Never horse around when conducting fitness activities. Injuries occur because of carelessness and inattention.
- Be realistic about the sports you participate in. Certain sports demand specific physical characteristics. Choose a sport that will match your physical attributes and abilities.
- Injuries are most likely to occur when minimal effort is put forth. Giving 100 percent all the time will significantly decrease your chances of getting hurt.
- Always ask your doctor about any precautions you should take because of pre-existing medical conditions before starting an exercise program.

*Make fitness a priority, because exercise can help you cope with all aspects of your life.*

## *Real Estate Division hosts annual holiday luncheon*

Story and photo  
**by Clem Gaines**  
Chief, Public Affairs Office

A party theme from the 1970s, music from the “Fishing for Compliments” band, and red and green decorations greeted 270 Baltimore District employees as they celebrated the holidays with a luncheon and entertainment Dec. 18.

The festivities began in the morning with the City Crescent Building Holiday Singers traveling from floor-to-floor, singing songs of the season.

Hosted by the Real Estate Division and held at the Sheraton City Center hotel, the noontime event, with DJ Steve Everett from the Contracting Division, lasted into the afternoon with food and a variety of events.



The Fishing for Compliments band plays various renditions of holiday songs at the District holiday party Dec. 18.

The band included Ashley Williams from the Human Resources Office who played the keyboard; Steve Douglas from Office of Counsel who played the guitar; Jennifer Augustine from the Contracting Division who was the singer; Bernadette Werntges from the Engineering Division who played the drums; and Chris Spaur from the Planning Division and Jack Dinne from the Operations Division who also played the guitar.

Ben Rooney, master of ceremonies, introduced Santa Claus — former Real Estate employee, Cal Pierce.

“We have so much to be thankful for, living in and serving the greatest Nation on earth,” said Col. Dave Anderson, Baltimore District commander.

The crowd then gave a spontaneous and heart-felt standing ovation to the District’s special guest, Army Sgt. 1st Class Curtis Scott, from the Warrior in Transition program at Walter Reed Army Medical Center in Washington, D.C.

The entertainment included skits by the Operations Acting Company (a 70s-themed poem read by Bob Blama and acted out by others), Anderson’s Sappers (a mini-exercise and leg-wrestling demonstration by the District’s officers), a song by Augustine, a routine by the Divas of HRO Plus One (19 women and Wayne Richardson), and a song by F.O.G. (Five Old Guys).

There was also a costume contest, won by Gloria Hawkins from the Real Estate Division.

“The Real Estate Division Holiday Party Committee worked really hard so that everybody could party hard!” said Chris Milligan, from the Real Estate Division. “We would like to thank all of the performers for The Corps Got Talent, those who dressed in their best 70s outfits, and the Sheraton for their great food!”

## **Chesapeake Bay Area Combined Federal Campaign wraps up**



Baltimore District contributed \$90,712, which is a four percent increase from last year’s total. We also had 226 donors with a 22 percent participation rate, and we raised close to \$2,000 through fundraising efforts!

## Meeting the governor...



(Photo by Clem Gaines, Public Affairs)

Lt. Col. John Osborn, deputy district commander, greeted Governor Martin O'Malley at the Annapolis Maritime Museum Dec. 3. The governor announced a wide-ranging state initiative to help oysters survive in the bay. Osborn then accompanied Claire O'Neill, Baltimore District oyster program manager, and Pam Wood, *Annapolis Capital* reporter, to an oyster sanctuary site on the Severn River.

## Baltimore District's "Check It" Program January's Theme is: Personal Security



Latonya Evans, security officer in the City Crescent Building, reminds Nataliya Mindel of the Human Resources Office, to lock her Mass Transit Administration voucher in her desk drawer. Each employee should ensure that all their valuables are locked away in their desk drawers to avoid any theft.

## Dedicated to a healthy Maidens Choice Run

Students and staff from Beechfield Elementary and Middle School gather with Lt. Col. John Osborn, deputy district commander (far right) and guest speakers Christopher Lynch, Chief of Staff representing U.S. Sen. Benjamin L. Cardin; Baltimore City Mayor Sheila Dixon; and David E. Scott, director, Baltimore City Department of Public Works, at the Maidens Choice Run stream restoration dedication ceremony Dec. 4. The \$1.6 million project, managed by Kim Gross in the Programs and Project Management Division, restored Maidens Choice Run between Beechfield and Yale Avenues for a distance of about 2,500 linear feet. The project helps improve the water quality and stability of Maidens Choice Run while contributing to the overall restoration of the Gwynns Falls ecosystem.



(Photo by Fred Furney, Public Affairs)