



CONSTELLATION

A publication of the
U.S. Army Corps of Engineers, Baltimore District

Volume 27, Number 11

November 2001

In this issue

page 3
Year-end
efforts go
well

page 4
Tolchester 'S'
straightening
begins

page 8
Time to
remember all
veterans

page 9
A Thanks-
giving fact



Divers suit up in preparation for their dive into McMillan Reservoir.



A diver from the 74th Engineering Dive Team checks his equipment.

U.S. Army divers take on unique task at McMillan

*Story and photos
by Mary Beth Thompson
Public Affairs Office*

A U.S. Army dive team spent parts of June and September at the bottom of McMillan Reservoir in Washington, D.C., performing a number of tasks. The reservoir is a component of the Washington Aqueduct system, which supplies drinking water to more

than one million residents in the nation's capital, Arlington County and Falls Church, Va.

Earlier this year, Aqueduct employees noticed plumes of dark brown water directly above the circulating conduit, or pipe, that runs along the reservoir's floor. According to Nathan Cole, chief of the Aqueduct's Civil, Structural and Mechani-

cal Section, that event indicated water was escaping from the pipe.

"We knew we had a hole," he said.

The conduit is an integral element in the function of the reservoir. It channels water from the point where it enters the reservoir at the East Shaft Pumping Station to an

(Continued on p. 6 & 7)



U.S. Army Corps
of Engineers
Baltimore District

[http://
www.nab.usace.army.mil](http://www.nab.usace.army.mil)

Constellation is an unofficial publication authorized under the provisions of AR 360-1 and published monthly by the Public Affairs Office, U.S. Army Corps of Engineers, Baltimore District, P.O. Box 1715, Baltimore, Md. 21203-1715. Telephone: (410) 962-2809; fax: (410) 962-3660. It is printed on recyclable paper; press run 1,800. All manuscripts submitted are subject to editing and rewriting. Material from this publication may be reproduced without permission. Views/opinions are not necessarily those of the Department of the Army.

District Engineer
Col. Charles J. Fiala, Jr.

Public Affairs Chief
Lucy Lather

Contributors:
Doug Garman
Mary Beth Thompson
Marshall Hudson
Chanel S. Weaver
Ted Henry
Darlene Mancini

IMO photographers:
Tex Jobe
Susanne Bledsoe



Commander's Comment



Commander's intent

by Col. Charles J. Fiala, Jr.
Commander & District Engineer

I intended to write last month about Brig. Gen. Rhoades' *Commander's Intent Letter #2*, which was distributed to employees in late August. On Sept. 11, along with the entire world, I shifted focus. Now, I'd like to revisit some of the Division commander's key points. He called attention to several concerns that remain important in the aftermath of the terrorist attacks and are related to the Corps' strategic goals: people, process and communication.

People

World-class engineering team of choice—We must hire the best qualified from a diverse group that includes people of differing genders, races, cultures, experiences, ethnicity and geography. We then need to train our employees and use them in teams to produce synergistic results.

Disaster response—Assisting our fellow citizens in times of disaster is the duty of every single one of us. Our response to the events of Sept. 11 is evidence of Corps commitment in this arena.

Military support—We strive to consistently deliver quality products and services, on time and in budget, to our military customers. We need

to refine the project management business process. We must also remain ready to support Army operations anywhere we are called to do so. It is only a matter of time before we will again put Corps teams on the ground overseas in support of the current challenge or another.

Process

Unbiased engineering solutions—"Like an umpire in a baseball game, we must remain neutral," the general said. The Corps' work will remain controversial. The water resources infrastructure that serves the nation's economic needs will continue to conflict with society's environmental values. We must consider the opinions and thoughts of all who comment as we focus on the engineering, science and economics that determine our recommendations and actions. This openness builds fundamental public trust.

Mature project management business process—All work must continue to be accomplished by project delivery teams, led by project managers. The teams should have project management plans geared for early execution, with their work subject to independent technical review.

Quality products and services—Improving quality means that we learn from our successes and our

shortfalls. It requires that we do something we've not always done: investigate when our customers are not satisfied. We can discover what led to failures, whether it's our internal processes, capabilities, training or other causes, and take corrective steps. We need to be responsible and accountable as individuals and as an organization.

Regionalization—To make the best use of resources and increase effectiveness, we have to manage our workload regionally. This is simple teamwork and characterizes good government.

Communication

Public trust—We can make the Corps an example of government at its best. Each project includes an information mission. Our actions and words speak for us each time we meet with customers, partners and the public.

Customer involvement—Customers must be included in decisions. When we are taking a risk in order to achieve a customer's desire, notify the customer in writing.

The commander's letter contains a lot of food for thought. I encourage you to turn that into action in your everyday work life here in Baltimore District. There is much we can do. The Corps slogan is "Let us try," so I say to you...

Essays.

Hard work yields quiet end to FY '01

by Mary Beth Thompson
Public Affairs Office

Preparation and teamwork paved the way to a smooth fiscal-year end for Baltimore District. The special-event-like atmosphere that usually surrounds Sept. 29 and 30 in District offices is traditionally accompanied by potluck food and camaraderie among those who work into the wee hours to close out the District's books.

This year-end was relatively quiet with few emergencies, according to those who participated.

"From my view overseeing about 130 project managers and 1,300 projects, it was the smoothest year-end closeout I've seen in my three years here at Baltimore District," said Jim Jones, deputy district engineer for Programs and Project Management.

The District finished Fiscal Year 2001 with actual expenditures of \$636.3 million, slightly higher than the previous year.

"We did well in terms of making the goals for execution on the civil side, including those that we didn't think we were going to make," said Jim Eberhardt, chief of Resource Management.

In a typical year, for many reasons, work often slips into the fourth quarter, making the last

couple months of the fiscal year the heaviest in terms of contracts awarded and money spent. This year, program and project managers and their teams worked hard throughout the year to prevent work from falling into the last quarter.

Brig. Gen. M. Stephen Rhoades, North Atlantic Division commander, had asked his districts to focus on executing work earlier in the fiscal year, not allowing it to back up to the end of last quarter, Jones said. Baltimore District concentrated on that and over-



came many challenges to achieve it.

Other District teamwork helped ease the way to a comfortable fiscal year end, also. The Advanced Acquisition Planning Board, led by Contracting Division, met continually to make sure everything that needed to be done to award contracts was accomplished. The Continuing Authority program team held frequent coordination meetings, too.

Jack Butler, Formerly Used

Defense Site program manager, spent the 11th hour on Sept. 30 armed with ready-to-execute work his team had prepared. He was able to successfully use all of Corps headquarters' excess FUDS money.

Fiscal year-end success should have been more difficult to achieve this year compared to other years because several key people were unavailable. They were busy responding to the Sept. 11 terrorist attacks.

"It wasn't year-end business as usual, it was year-end plus," Eberhardt said. "It takes a team effort to pull it off."

"I consider it a huge success," Jones said. "Next fiscal year is going to be even better. There will be lots of challenges, probably a huge milcon (military construction) build-up. We expect the events of Sept. 11 will bring more work our way."

In fact, the District has already

received some money from customers to address force protection and physical security issues. And the actual obligations for Fiscal Year 2001 totaled \$767.7 million, indicating a 20 percent increase in the District's workload for Fiscal Year 2002.

Jones is confident the District can handle whatever the new fiscal year brings.

"Team Baltimore does really well under pressure," he said.

Taking the 'S' out of Tolchester

by Marshall Hudson
Public Affairs Office

Straightening the Tolchester channel S-turn, a Baltimore District project to reduce the chance of ships running aground, began in early October.

The \$28 million contract, awarded to the Norfolk Dredging Company, also funded maintenance dredging in the Craighill channel system.

The Tolchester channel is a southern approach to the Chesapeake & Delaware Canal, linking the Port of Baltimore to the Atlantic Ocean via a northern route. It runs parallel to the Kent County, Md., shoreline most of the way and comes very close to Tolchester Beach, Md.

The S-turn is a series of several turns over a 3-nautical-mile section of channel.

"The channel follows the naturally deep water, but it's a series of very severe turns. The channel will be a lot safer after it is straightened," said Capt. Eric

Neilson, Maryland Association of Pilots.

In addition to the very tight turns, the channel comes to within less than 1,000-feet of the shoreline. The new channel will increase that distance.

Since 1981, three ships have run aground in the channel and three in the immediate vicinity of the channel. There have also been many near misses.

"This project is about preventing a grounding that could be ecologically disastrous," said Russell E. Marsh, operations manager.

"The current channel doesn't meet Corps criteria for successive turns. In high winds, fog, ice and thunderstorms, it is truly a hazard to navigation and a threat to the environment of the Chesapeake Bay," he said.

The U.S. Coast Guard also supports the straightening. Coast Guard officials called the Tolchester S-turn one of the most difficult navigation

challenges in the Fifth U.S. Coast Guard District.

The Craighill Channel maintenance dredging began in mid-September.

The Craighill system includes the Craighill Entrance, Craighill Channel, Craighill Angle and Craighill Upper Range. It is the southern approach from the Atlantic Ocean, up the Chesapeake Bay, to the Port of Baltimore.

The Maryland Port Administration is the non-federal sponsor of the project.

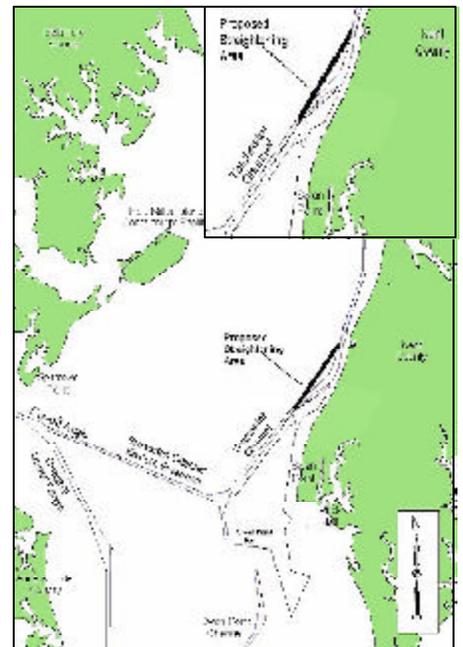
A total of 3.7 million cubic yards of material will be dredged from the projects and placed at the Poplar Island Environmental Restoration Project in Talbot County, Md.

By placing clean dredged material at Poplar Island, the Corps is restoring island habitat for waterfowl and creating wetlands in the Chesapeake Bay.

Dredging is expected to be completed in March.



A ship sails up the Chesapeake Bay through the Tolchester channel on its way to the Atlantic Ocean. At right is a map of the Baltimore Harbor and channel system with an enlargement of the Tolchester S-turn and the new straightened route.



Renovation steals the show

by Marshall Hudson
Public Affairs Office

The Baltimore District recently completed a \$1 million renovation of the Industrial College of the Armed Forces' Baruch Auditorium in Washington, D.C.

The project included new architectural finishes and electrical and mechanical upgrades to the facility, which was built in 1960 and had never been upgraded.

Located at Fort McNair, the ICAF is part of the National Defense University.

Baruch Auditorium, which seats about 500 people, is regularly used for presentations to ICAF and National War College students.

A major challenge was the fact that the university was in session during most of the construction, said Rosanna Alcantara, civil engineer with the Fort Myer Resident Office.

"It took planning to ensure



Students from the National Defense University observe the new facility as workers complete the final phase of the renovation. (Photo by Stephen Hatch)

we didn't interfere with the classes, but we partnered with the customer and the contractors and got it done," she said.

The new auditorium includes cherry paneling; new carpet and seats; a hardwood maple stage; low noise heating; air-conditioning and ventilation systems; and a new emergency exit.

Another major improvement was the addition of an aisle, to shorten the rows. The line of site was improved by raising the auditorium floor and lowering the stage.

An elevator to the stage was also added, so disabled students can now fully participate in graduation ceremonies.

Committee calls for Gallery nominations from employees

The District's ad hoc Gallery Committee is requesting nominations for the Gallery of Distinguished Employees by Nov. 26.

This year, as in the past, the committee sent a set of guidelines to all employees to assist in the nomination process.

According to Jim Eberhardt, chief, Resource Management Office and Gallery Committee chairman, all employees who know someone deserving of

this recognition should send a submission. He stressed that candidates can be from any organizational level in the District, but they must be retired or deceased employees.

"The Gallery seeks to commemorate those who have made particularly distinguished contributions to the District, regardless of their grade or position," said Eberhardt.

Since the 1970s, based on

employees' suggestions, former employees, ranging from administrative workers and field personnel to supervisors and division chiefs, have been inducted into the Gallery.

The nominees will be inducted at the District's annual awards and state of the District ceremony which will be conducted Feb. 27 at the Sheraton Inner Harbor Hotel.

Deployed in the aftermath

In their own words...

*Compiled and edited
by Mary Beth Thompson*

Nearly two dozen Baltimore District employees were called upon to respond in person to the Sept. 11 terrorist attacks. One works at the Pentagon. Another was temporarily assigned to North Atlantic Division. The others deployed to New York and Virginia in the days that followed.

In New York, some prepared debris removal assessments and plans. One helped to account for all New York personnel. Others supplied phone, data, fax and cell lines, and local and worldwide radio communication nets where they were unavailable at the time. Another assessed safety hazards.

In Virginia, they fitted out office space for displaced Army employees in record time. They updated as-built drawings; selected finishes; designed, laid out and assigned space; and installed communications, carpeting, furnishings and equipment in a matter of days.

Some of these Team Baltimore members shared their personal reactions, stories and the images that will stay in their minds from the experience.

Stories

Manal S. Ezzat

"I have been at the Pentagon from the beginning days when the Corps was heavily involved in managing the renovation program.

"At the time of the incident, I

was in the building at my office in Wedge 5, next to the wedge that was hit. I had just received a request from an Army tenant to meet them in Wedge 1 exactly at 9:11 a.m. I delayed the meeting because I got sidetracked by the breaking news at the World Trade Center. So, instead of immediately meeting them, I postponed it till 11, so I could follow the news. Thank God.

"I was not finished sending out my response message to my tenant when I felt a big tremble in the building and a tremendous sound, immediately followed by smoke in the corridors and hallways. I quickly ran out of the office with other staff members, and, not knowing what was coming next, we were in deep panic mode. But our support to each other led us outside the building where we were uncertain if it was even safe to be outside and close by.

"It quickly dawned on me that, with the World Trade Center and now the Pentagon, this seemed to be a series of attacks, and who knew where it would strike next.

"Panic and fear overwhelmed me, but, with my trust in God's protection, I was able to drive to safety away from the building. The blaze outside was tremendous. So was the black massive cloud that immediately covered the sky over the building. Words cannot start to describe the horrific feeling that possessed us or the uncertainty of what could happen next and where it could

happen. Even after I got home three hours later, I still felt very unsafe.

"The next day I came back to work to pick up the pieces and start helping out in any way I could. And ever since, I have kept busy helping and serving our military and civilian customers, the ones directly impacted by the crash and others that were indirectly impacted as well.

"I received immediate support from the District – the space planning team out of Engineering Division led by Diane Raspi. The quick response we provided our customer has made a noticeable difference, and we stand proud.

"It was very hard lifting morale the first couple of days, including my own, but that was overcome by keeping busy and feeling the gratitude of all we serve."

Manal S. Ezzat is a project manager, Programs & Project Management Division, and is permanently assigned to the Office of the Administrative Assistant of the Army for Space and Building Management, Pentagon

Gilbert Dent

"On the morning of Sept. 11, I started my day in a hotel in lower Manhattan in what is now called the Red Zone. I was on a temporary duty assignment as a military planner for North Atlantic Division. This assignment was scheduled to end that coming Friday, but that did not happen. Anyway, I left my hotel around 7:10 a.m.

and headed to Fort Hamilton in Brooklyn. I was proceeding with the morning routine when someone announced a plane had just crashed into the north tower of the World Trade Center.

"Immediately, everyone in the office was looking for a television. I placed a call to the Baltimore Emergency Operations Center because I knew it was equipped with CNN.

"Rodgers Hagert put a telephone receiver next to the TV, and we were able to listen to initial reports on a speakerphone. My first reaction was it must have been an accident with a small plane, but after the second crash, everyone knew it was a terrorist attack and wondered when and where it would end. As the events of the day unfolded, Brig. Gen. Rhoades ordered the Division and all district EOCs to 24/7 activation.

"So there I was, working long and hard, with only the clothes I was wearing, not knowing what the state of my hotel was. After two days of working around the clock, I was able to go to the Post Exchange to purchase a change of clothes and toiletries. A few days after the event, I was able to get some additional clothes from home and secured a new hotel room in Brooklyn.

"As days went by, I began to wonder how the hotel, being so close to Ground Zero, was accounting for their guests. I did not want to be mistaken for one of the missing, so I made a lot of phone calls until I was able to contact the hotel emergency command center. I was told that the hotel did not suffer any major damage, but because it's located in the Red Zone, it could

be months before anyone except essential personnel would be allowed in the area.

"Finally, when the determination was made that I would be returning to Baltimore, I needed to get into my old hotel room. With the help of Ed Rozenblat (Construction Division), I was able to obtain the appropriate credentials to travel through the Red Zone.

"During the six-plus months I spent in New York, I had the opportunity to meet a number of young interns and financial analysts who worked at the World Trade Center and surrounding buildings. I am almost certain that some of my new friends perished in this attack. So, as I toured the area, my emotions were mixed with anger, sadness and hope."

Gilbert Dent is chief of Emergency Management and was temporarily assigned as a military planner to North Atlantic Division, Fort Hamilton, N.Y., when the tragedy occurred.

Karl Anderson

"I was standing at the railing on the edge of the crater where Tower 2 collapsed into the basement, watching the search and recovery teams of fire, police, and EMS personnel come tunneling out of the debris. A minute earlier, an ambulance with a hand-printed "morgue" sign taped to the side had taken away the body of a policewoman who died in the collapse. Police, fire and military personnel lined the street saluting as it passed.

"As I stood at the railing, I was listening to a policeman in a hardhat, on the verge of tears,

explaining that the fire department didn't observe protocol, didn't call all the policemen from the other side of the site so they could all be present for the ambulance's departure.

"I explained that there were many firemen and policemen and soldiers there to pay respects to her when they took her body away. He kept correcting me, 'part of her, they found part of her.'

"A different policeman with a filthy special unit search-and-rescue uniform stood with his elbows on the rail watching the searchers in the pit. Every couple of minutes his body would quake with sobs, although he didn't make a sound.

"The searchers would carry red 'biohazard' bags, used for human remains, up from the pit in two's or three's. The bags were about as big as a regular trash bag and never held anything bigger than the size of a football."

Karl Anderson is chief of Safety and Occupational Health, and was deployed to Piers 90 and 92, New York City as part of the Safety Planning & Response Team.

Liz Davis

"It was a shock to see police with assault rifles ready to shoot every time you got off the Metro. One time, I started down one set of narrow steps at the Pentagon and was met by a policeman running up with an assault rifle. Needless to say, I backed up and let him through.

"We were so busy working all the time, it jolted me back to reality when I saw the guards."

Liz Davis, a civil engineering technician, Engineering Division, was sent to the Pentagon and the Taylor Building, Alexandria, Va., as part of the Interior Design Team.

Jennifer Telfare

"When I first arrived at the Pentagon, I was amazed to see the tight security. I had never seen guards carrying rifles and being so forceful.

"We were told to leave an area because, at the time, we were not properly badged. I was glad to see that rules had been initiated and that they were being taken seriously."

Jennifer Telfare is an interior designer in Engineering Division. She was deployed to Pentagon and the Taylor Building, Alexandria, Va., as part of the Interior Design Team.

Kevin Bunker

"During my first few days on site, I was greeted by many survivors who thanked me and the Corps of Engineers for saving their lives.

"Two years before, several of us from the Corps had designed a force protection system for the exterior of the Pentagon that has been said to have saved many lives. Hearing those people brought tears to my eyes and is something I will never forget. Everyone involved in the Pentagon Renovation has something to be proud of.

"When PENREN (Pentagon Renovation) emptied Wedge 1 to begin the renovation, it took nine months to relocate 5,000 employees into temporary office space. For years the services and internal commands have squabbled and fought about space assignments in the Pentagon. This time, they laid their differences aside, making decisions in days instead of years.

"I am still amazed by the speed at which the Army made decisions and by the way, everyone — Corps, Army, GSA, Equity Properties, IM&T, Jacobs Engi-

neering, Verizon, Microsoft and Dell — pulled together to create new office space for the Army.

"Within six days following the crash, the team found an office building and set up 1,200 workstations ready for work. The chaos was intense, but still, it was neat to see it all come together.

"When this evolution is over, the Army, Navy, Air Force and OSD (Office of the Secretary of Defense) will have moved everyone into temporary space within a week, and into permanent space within three to four months."

Kevin Bunker is deputy chief, Planning Division, and was deployed to the Pentagon and the Taylor Building, Alexandria, Va. His assignment was team leader to re-establish office space for displaced Army workers.

Personal reactions

Rodgers Hagert

"Upon seeing the World Trade Center that first morning after the attack, it took every thing in me to keep my emotions in check and 'just do my job.' It seemed so unreal."

Rodgers Hagert is an emergency management specialist, Construction Division. He was deployed to Pier 90 in New York City as part of the Debris Planning & Response Team.

Karl Anderson

"My reaction initially was that I was too horrified to be angry. I had come two weeks after, when much of America was beginning to seek some sort of retribution. Looking at that immense pile of rubble and steel, I could not help but think of all the people who remained buried inside. I tried to view

the destruction as a spark for some patriotic anger, but my eyes kept returning to that bleak jumble of wreckage, and all I felt was sorrow and pity for the lives that were lost."

Gilbert Dent

"While at the site, all I could think of was all the lives that were lost in the pile of rubbish and families that were impacted without the appropriate closure. It was like viewing a mass grave."

Ron Martin

"My personal reaction to what I saw when I first went to Ground Zero was one of total disbelief, as I looked at an eight-story high pile of rubble that was now the tomb of thousands of people. I served in Vietnam and saw quite a bit of devastation during that tour. I foolishly thought that the experience of war would have hardened me for what I was about to witness. Boy, was I wrong. I still have trouble making my mind accept the fact that such an atrocity can and did happen."

Ron Martin is chief, Supply, Logistics Management Office. He was deployed to Pier 90, Jacob Javits Center and Ground Zero, New York City, as part of the Logistics Planning & Response Team.

Edward Rozenblat

"Initially, I was shocked more than angry. The devastation was much greater than I had imagined. And, at the same time I was asking myself, 'Where's the rest of the buildings?' They were 110 stories high, and it seemed that there just wasn't enough debris."

Ed Rozenblat, an electrical engineer, Construction Division, was deployed to Ground Zero, Staten Island landfill and Pier 90, New York City, as part of the Debris Planning & Response Team.

Fixed images

Kevin Bunker

"Our first day, I was invited to attend a meeting of all of the Army's space managers. During the meeting, we heard a sound like a plane going overhead. Everyone in the room turned as white as sheets and began trembling. The fear in the room was so strong I could reach out and touch it. Gradually over the coming days, we stopped noticing noises that we normally take for granted.

"The day before move-in at the Taylor building, every telephone closet was stuffed with cable-pullers. In one 3-by-3-foot closet, I counted at least eight people all working at once. The telephone and IM&T people were amazing. They completely rewired 80,000 square feet of office space ready for 1,200 people in two days."

"I witnessed Manal Ezzat (Programs and Project Management Division) talking on two phones at once while reading an e-mail. Manal in action was an amazing thing to watch."

Charles H. Miller Jr.

"A massive undertaking of an army of people trying to reach those trapped. The pictures in the media cannot convey the size, the scope of the impacted area. Human rescuers climbing all over the mounds of steel appear as ants."

Charles Miller is a communications technician, Information Management Division. He was deployed to Fort Hamilton, Pier 90 and Ground Zero, New York City, to work in the Regional Response Vehicle 02.

Ron Martin

"Many things stick in my mind about the experience, from

meeting members of search-and-rescue teams from around the country and hearing of their experiences working side by side with the local fire fighters as they tried in vain to reach the victims, to interaction with the thousands of volunteers, to meeting the president of the United States. But the one memory that will never fade is the sounds, site and smell of Ground Zero."

George Lea

"My reaction was at first anger and fear for those missing. After witnessing the destruction up close at the Pentagon, I continued to be filled with anger and the feeling of wanting to do something to help, even the smallest of tasks. The most vivid image to me remains the collapsed exterior wall and the twisted steel that we had insisted be installed, and that undoubtedly saved many lives. I replayed that decision in my mind a thousand times."

George Lea, chief of Construction Division, deployed to the Pentagon to assess the structural damage after the strike.

Rodgers Hagert

"I arrived at 'Ground Zero' the morning after the attack, and I'll never forget the look on the faces of the firefighters. It's hard to describe that haunting look. It was as if a little part of everyone there had died."

Edward Rozenblat

"The image that most sticks in my mind is a bicycle chained to a post at Battery Park, just a few blocks south of the Trade Center. One of my daily duties was to visit the National Guard station in Battery Park. Every time I parked the car, I saw this bike and wondered about its owner. The bike was there the first day I was there.

It was still there my last day, and that was three weeks later."

Jay Hershey

"My personal reaction ranged from awe to anger to sadness — but it wasn't all depressing — the things that I saw. It was good to see the support from many people across New York and the entire nation. One day the group spent over three hours unloading supplies donated from companies and just helping people. It was great to see people lining the streets cheering and holding signs to show their support as we would enter Ground Zero.

"The memory that sticks in my mind most is seeing all of the paper and layers of dust, actually, concrete and glass, that blanketed the streets as I walked to Ground Zero for the first time.

"Another memory is helping a New York firefighter make building assessments... then helping him join a rescue effort by carrying out buckets of debris where they were trying to find someone. That was my first day there."

Jay Hershey, a geographer in Planning Division, was the mission specialist for the Debris Planning & Response Team. He deployed to Pier 90, Ground Zero and the landfill in New York.

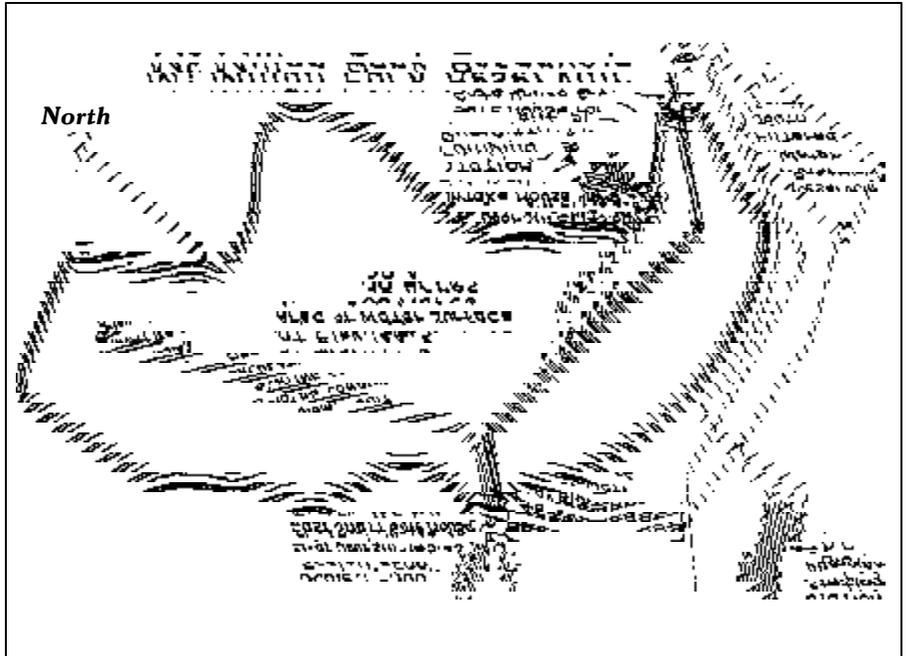
Liz Davis

"One thing that stands out most clearly in my mind was standing in the parking lot across from the Pentagon and seeing the devastation done by the terrorists and the Corps flag flying in the foreground. Seeing it first-hand broke my heart even though I had seen it numerous times on TV and in the paper."

Army divers *(continued from cover)*



A specialist monitors the gauges that supply air to the divers.



A 1963 map of McMillan Reservoir shows the circulating conduit running from the East Shaft Gate House into the pond.

outlet at the far end of the basin. The water then travels through the reservoir's pond by gravity over a few days, allowing a certain amount of sediment to separate out naturally before the water is drawn into the treatment plant.

In June, Cole called in the 74th Engineering Dive Team from Fort Eustis, Va., to conduct a survey to identify the work needed at McMillan.

The list they developed included mapping and surveying the entire reservoir; structural inspection of the interior and exterior of the circulating conduit; and repair of four cracks they had found in the conduit, along with other fissures that might be found during the full inspection. Later, a check of the reservoir's silt screen was added to the list.

The dive team returned in September to accomplish the work.

For the divers, most of the mission proved typical. But one

task was unusual — swimming and working in the reservoir's lengthy underwater conduit. The cave-like conduit runs horizontally 1,549 feet across the bottom of the reservoir. It is roughly 9 feet in diameter with walls of concrete-covered brick about 20 inches thick.

"We don't get to do penetration dives like this often, so this is a good opportunity to get out and train and also help the Corps of Engineers with what they need," said 1st Lt. Shawn English, the team's commanding officer, as his divers prepared to enter the conduit.

"It is a penetration dive, so that you've only got, essentially, one entrance and one exit. That makes it a little more dangerous," English said.

The dive team brought a recompression chamber and a battery-powered, seven-man inflatable boat to the site. They floated a bridge section into place next to the outlet structure to serve as a work platform, and loaded their

gray-colored, cylindrically shaped air banks and an air compressor.

Divers, clad in olive green dive suits and bright yellow helmets with lights attached, entered the water from a structure over the outlet. They descended about 20 feet below the surface and swam into the conduit to work on the first 1,000-foot section. They later worked the remaining 600-foot segment from the East Shaft Pumping Station.

On the work platform, specialists monitored their air supply at a panel array of gauges. Team leaders barked out commands and information, and team members relayed and repeated them.

Underwater, the divers visually inspected the conduit, foot by foot, documenting the inspection with a video camera. Later, they would also submit a written report. The divers underwater and the team members

on the platform watched the direction of the divers' air bubbles. Air bubbles escaping through the walls of the conduit to the surface of the reservoir helped to show the location of fissures. They repaired the holes and cracks as they found them by packing each with a mixture of grout and oakum, a coarse hair-like material that expands in water.

A surprisingly swift current thwarted their first attempt to dive from the pumping station. Aqueduct employees shut off the flow, reducing the water velocity in the conduit to about 1 knot. That made moving against the current easier for the divers.

The divers used surface-supplied air for this mission. Surface-supplied-air dives require the use of umbilicals, or cords, that deliver air, communications and, in this case, video feed. They also provide data, such as water depth measurements. The umbilicals for each of the three divers assigned to each dive segment were bound together and color-coded.

"You have your primary diver, who would be red, secondary diver, who would be green, and the safety diver or standby diver, who would be yellow," English explained. "Two divers go down. One diver will stay at the opening of the enclosed space, while the other diver actually goes in and penetrates it. We do it that way for safety reasons."

The standby diver remained above water, suited up and prepared to dive immediately in an emergency.

The 600-foot umbilicals the dive team normally uses were not long enough for this mission, so they ordered 1,000-foot cords. The airport closures that followed the Sept. 11 terrorist attacks prevented the extra-length video cables from arriving as scheduled,

but the dive team was able to finish virtually all of their other tasks before they were called away.

"Considering the national emergency that occurred while they were here, they completed as much of the work as they could," Cole said. He expects the Army divers to return this month to complete the video record and repair a few cracks that did not completely seal.

"The structural inspection is done in its entirety, and they found the conduit to be in very good shape," Cole said.

They also mapped and surveyed the reservoir, charting its depths and contours.

"That will give us a better idea of how much sediment has been deposited in the reservoir over the years," Cole said. "It will help us decide if we need to dredge and determine what other types of work may need to be done."

The divers checked the condition of the 590-foot-long, 20-foot-deep silt curtain installed in one section of the reservoir, too. The curtain prevents sediments that result from the treatment plant's filter backwashing operation from migrating into the main reservoir.

"Using Army divers for this work has advantages," Cole said. "There's substantial savings and greater flexibility."

This Army dive team is one of several that regularly deploys from Fort Eustis. Their missions include port clearance, river reconnaissance, de-mining, boat repair, pier rehabilitation, dam inspections and salvage. Army dive teams work frequently with the Corps of Engineers.

"It's a really good marriage," English said. "You just give us an overall mission of what needs to be done, and then we can adapt."



A diver descends a ladder to enter the circulating conduit to make repairs.



Divers use a floating bridge section as a work platform for their equipment. They entered the water from inside the outlet structure at right.

Veterans Day: remembering the nation's warriors

Veterans' organizations claim that with the passing of many World War II veterans, appreciation for the sacrifices made by veterans seems to be diminishing. To help people have a better understanding of Veterans Day, the Veterans of Foreign Wars offers the five "Ws."

Who? All Americans who have served in the past and now serve in the armed forces are honored.

What? Collective and individual contributions to the nation's defense are remembered.

Where? Paying homage to veterans and those serving now can be done at special ceremonies, and in private as well. People in every home can remember.

When? Remembering veterans and service personnel is a daily act. As a nation, Nov. 11 is one

special day for all Americans to pause in silence or demonstrate public recognition.

Why? Remembering gives true meaning to sacrifice and service. Millions of Americans' lives were forever changed because they put on the uniform to protect rights and freedoms the nation too often takes for granted.

All Americans owe an eternal debt of gratitude to veterans and service personnel alike. Acknowledging Veterans Day is the time when that debt comes due.

In this time of uncertainty throughout the United States and abroad, military personnel on duty shoulder an enormous responsibility. Soldiers, sailors, Marines and airmen at home and overseas are on alert or actively engaged in combat to keep America safe. They are away from friends and family, risking

their lives to keep Americans safe and secure. The time has come for everyone to pause and reflect on their sacrifices. Nov. 11 is the day to do that.



Nov. 15 — Great American Smokeout

To help smokers quit for at least one day, in hopes they will quit forever, the American Cancer Society will again sponsor the Great American Smokeout Nov. 15.

In past years, more people have quit on this day than any other day of the year, including New Year's Day.

Millions of Americans will stub out their cigarettes on the 15th.

District employees are encouraged to join other smokers and make the Great American Smokeout the first day of your smoke-free life!

What does it take to participate? Just you. There's nothing

to join, buy or sign up for. You simply quit for one day.

Here are some tips to make your participation in this year's Smokeout a success.

• *Be sure you know why you are quitting.* Is it to improve your health? Save money? Improve your love life? Get a clear picture

in your mind so you have an "end-goal."

• *Get ready to do it.* Decide the day. In this case, plan to quit on the Great American Smokeout. You'll have lots of other people around you doing the same thing, plus support on the radio and TV.

• *Decide what method you'll use.* Will it be sheer willpower? Or will you opt to use nicotine patches or nicotine gum? Have you considered Zyban? What about gradually reducing the number of cigarettes you smoke each day?

Visit <http://www.quitsmoking.com> for many different methods, ideas and products you can use to quit.



Thanksgiving fact, did you know?

by Marshall Hudson
Public Affairs Office

Most of you know the traditional lore about Thanksgiving. You have all heard about the pilgrims, but do you know why Thanksgiving is celebrated on the fourth Thursday in November?

Not surprisingly, the answer has to do with politics.

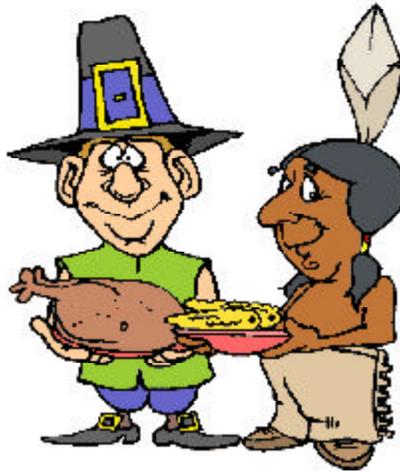
The first Thanksgiving with the pilgrims and the Native Americans was in November 1621, but the holiday was not observed nationally until the 13 colonies did so in October 1777.

George Washington tried to proclaim a single national Thanksgiving Day in 1789, but the states would not agree on a date.

In 1863, Abraham Lincoln finally declared the last Thursday in November a day of national thanksgiving, making it

a permanent, annual event. It took a few years before all the states recognized the holiday, as the country was in the midst of the Civil War.

The Thanksgiving celebration remained on this day until



1939. In that year, the holiday fell very late in the month and the country was still in the Great Depression. President Franklin Roosevelt, who was under pressure from the retail

industry to lengthen the Christmas shopping season, moved the holiday forward to the third Thursday of November with a presidential proclamation.

Roosevelt's decision was followed by an immediate outcry from traditionalists. About half of the states refused to recognize the change, so for two years, the country celebrated Thanksgiving on two different days.

In 1943, Roosevelt agreed to change the date back, but since it had become a political issue, Congress decided to act.

Splitting the difference between the last Thursday and the third Thursday, Congress passed a law, which the president signed, establishing the fourth Thursday in November as Thanksgiving Day.

So whether you most identify with the pilgrims, the Native Americans or the turkeys, now you know!

Fun Quiz!

1. Why wouldn't the Apache use turkey feathers and the Cheyenne eat turkey meat?
a) Turkeys smell so bad
b) They worshipped turkeys
c) They only used them for religious sacrifice
d) They thought the birds were timid and cowardly

2. Which statement is false?
a) Mature turkeys have up to 3,500 feathers
b) Wild turkeys can run at speeds of 55 mph
c) The fleshy skin that hangs over a turkey's beak is called a wattle.
d) The color of a turkey's neck and head change when mating.

3. The tribes near Plymouth Rock regularly held feasts of celebration. How many had they already had that first year?
a) Two
b) Three
c) Four
d) Five

4. In 1598, where did Spanish conquistador Juan de Onate hold America's first thanksgiving feast?
a) Near Monterey, Calif.
b) Near Plymouth, Mass.
c) Near St. Augustine, Fla.
d) Near El Paso, Texas

5. Domestic turkeys are bred by artificial insemination. Why

don't they mate naturally?
a) Their chests are too large
b) They aren't in the mood
c) One word - stupid
d) Stress of captivity

6. Pulling apart wishbones led to what expression?
a) Split decision
b) Having a bone to pick
c) Lucky break
d) Snap judgment

7. What did the pilgrims eat at the first Thanksgiving?
a) Pumpkin pie
b) Turkey
c) Potatoes
d) Venison

Answers: d,c,d,d,a,c,d

Corps participates in two Pa. Defense facility ground breaking ceremonies

Baltimore District representatives joined other officials and guests to break ground Oct. 25 for two new facilities at the Defense Distribution Depot, Susquehanna, Pa. District Commander Col. Charles J. Fiala, Jr. spoke on behalf of the Corps of Engineers at both ceremonies.

At 10 a.m., people gathered on J Avenue at the construction site of a new 20,000-square-foot Child Development Center to mark the start of the project's building phase. The center will have child and infant care rooms, kitchen, laundry, offices, camera monitoring equipment, and a playground.

"It will be state-of-the-art in its design and construction, and it will meet exacting standards for childcare facilities," Fiala said.

The \$4 million contract was awarded to Beneco Enterprises, Inc., in August. Completion is expected in October 2002.

At 1 p.m., the second

groundbreaking ceremony of the day was held at the U Avenue construction site for a new controlled humidity warehouse.

The 200,000-square-foot warehouse will be built of precast concrete panels and contain all the features and equipment needed for the storage of parachutes and other air delivery materials that must be kept in a controlled environment.

Fiala described this project as one of several on which the District is working with the Depot.

"These projects will enhance the Depot's ability to do its very important job—a mission that has become ever more critical in light of recent events," Fiala said.

The \$12.7 million warehouse contract, also awarded in August, went to Mascaro Construction Company. The project is scheduled for completion in November 2002.

District to be part of Angel Tree program

The 2001 Angel Tree program runs from Nov. 12 through Dec. 14. Sponsored by the Salvation Army, the program provides gifts for



needy children all over the United States.

The Baltimore regional office provides gifts for children in Howard, northern Anne Arundel and Baltimore counties, and Baltimore city.

Last year the Baltimore District contributed gifts for approximately 200 children.

For more information, call Susan Jones, Real Estate Division, at ext. 4675.

District implements workplace precautions

Like offices all around the nation, Baltimore District offices, including those out of Baltimore city, have stepped up security measures since the tragic events of Sept. 11.

All employees are now required to wear their identification badges while inside any Baltimore District office. Guards at the City Crescent Building will check everyone entering the building for proper identification.

Mail room personnel now routinely perform an intensive screening process of all mail and packages coming into the facilities.

Employees have been cautioned to take the following steps if any mail appears suspicious:

- Remain calm and focused.
- Gently place the suspicious package or item on a desk or nearest available surface.
- Alert those around you to move away.
- All should go to the restroom immediately and thoroughly wash their hands.
- Notify the security office or security guards.
- Everyone should stay together in case interviews are required.

As an additional step toward preparedness in the City Crescent Building, coordination has been made with building management to shut down the fresh air intake system in the event that a suspicious substance becomes airborne in the building.

Jim Turkel, acting district engineer for civil works, said they are trying to strike the proper balance of precautionary measures with a reasonable assessment of threat, but the safety and health of the employees is the primary concern.

CFC kicks off annual campaign

Baltimore District's annual CFC campaign officially began Oct. 10 with a key workers' rally.

CFC contributions help support hundreds of local, national and international health and human care agencies.

Last year, the District raised \$74,262 through the gifts of 60 percent of its employees who work in the Central Maryland

CFC area. The District's goal this year is \$77,500.

There will be an opportunity this year for federal employees to contribute to the relief efforts for victims of the terrorist activities on Sept. 11. This special solicitation is not associated with the Central Maryland Combined Federal Campaign.

District employees attend Rally for America

Employees packed the ballroom at the Sheraton Hotel Oct. 2 for the District's Rally for America. The event paid tribute to the men and women who gave their lives in the Sept. 11 tragedy at the World Trade Center, the Pentagon and in Pennsylvania.

Against a backdrop of slides and patriotic music, Col. Charles J. Fiala, Jr., District commander, spoke of the contributions Corps employees

around the world had made in the recovery operation. He gave special recognition to several Baltimore engineers who had been instrumental in insisting on blast-proofing the outer walls during the renovation of the Pentagon. This effort accounted for thousands of people being saved.

The program closed with group singing led by Marianne Metheny-Katz, Planning Division, of several patriotic songs.

Retirees, let's hear from you

From time to time, the *Constellation* runs stories about Baltimore District retirees because like any family, people want to keep track of each other.

Since there are nearly 400 people on the retiree list, it is just "hit or miss" if *Constellation* staff tries to contact one of you for a story.

If you would like to share your retired years with the rest of the Baltimore District family, please drop a note to:

U.S. Army Corps of Engineers
Baltimore District
Public Affairs
P. O. Box 1715
Baltimore, Md. 21203

Or, you may call the office at 410-962-2809. You may write a letter telling of your retired adventures or just mention something exciting you've been doing, along with your phone number.

One of the staff will call and interview you. That way you won't have to take much time from your busy schedule.



Courteous employee of the month

Nancy Spirko, Operations Division, has been selected the



November courteous employee of the month.

In addition to exhibiting an outstanding professional demeanor,

she is always willing to help her co-workers in any way she can. The kindness she extends to everyone with whom she comes in contact creates a positive and cooperative atmosphere in the division. Nancy exudes an extremely positive image for the Corps, and we are proud to have her as a member of our team.

- Christina E. Correale
Chief, Operations Division

EAA

Entertainment coupon books may be purchased now from the Employees Activity Association. They are valid through Nov. 1, 2002. Included are many buy-one, get-one free discounts at various stores, hotels, etc. The books also make great gifts.

To purchase one for \$25, call Les Blizzard at ext. 3322; Regina Wheeler, 3475; or Angie Blizzard, 4649.

A quote

"We are made wise not by the recollection of our past, but by the responsibility for our future."

- George Bernard Shaw



Department of the Army
U.S. Army Corps of Engineers
Baltimore District
P.O. Box 1715
Baltimore, MD 21203-1715

Official Business



SALUTE A VETERAN!