CONSTELLATION

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FBI agents, fire fighters, rescue workers and engineers work at the Pentagon crash site. The terrorist attack caused extensive damage to the west face of the building. *(Photo by Tech. Sgt. Cedric H. Rudisill.)*

Corps swings into action

Story by Marshall Hudson
Public Affairs Office
Photos by Susanne Bledsoe
Information Management

Three days after receiving a request to assist in preparing temporary and swing office space for 4,000 Army employees, Baltimore District had helped to configure 85,000 square feet of temporary office space for 1,200 people.

Close to $10 million in contracts and agreements for 425,000 square feet of long-term swing space were also accomplished.

Many Army personnel moved into the temporary space and began working less than five days after the Sept. 11 terrorist attack on the Pentagon which destroyed the newly renovated Wedge 1.

"If you had asked me a month ago how long it would take to do this, I'd have guessed a minimum of three months, and probably closer to six months," said Manal Ezzat, Baltimore District project manager, permanently attached to Army Space and Building Management Service, an office of the Secretary of the Army.

"We've done it in less than a week. I'm very happy and proud to be part of this effort," she said.

The interagency team responsible includes the Corps, Army Space and Building Management Service, Washington Headquarters Service, General Services Administration, Army Information Management and Technology and numerous private companies.

The temporary space is being used until permanent swing space to house the displaced Pentagon workers is ready.

The renovation of the damaged part of the Pentagon could take several years, according to Lee Evey, director of the Pentagon Renovation Program.

All the work has meant

(Continued on p. 3)

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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

Our support to the nation

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

On Sept. 11 America suffered the most devastating tragedy of our history. What I want to talk about here is the response of Baltimore team members to these horrendous incidents at the Pentagon and in New York.

As always, Baltimore District employees willingly stepped up to the plate to lend a hand. Our debris management team was on the ground in New York assessing the damage at the World Trade Center complex the day after the event.

Communication with New York District and North Atlantic Division was cut off when the planes struck the World Trade Center because much of the telephone equipment, along with Verizon offices, was located in one of the buildings.

Our Operations Division sent satellite phones from our flood control projects to New York a few days later, greatly enhancing the communication capacity of the New York Corps offices.

The NAB logistics planning and response team deployed to Fort Hamilton, N.Y., in the Rapid Response Vehicle (featured in last month's *Constellation*) to assist with the New York mission.

Closer to home, Baltimore employees helped staff emergency management offices in the District of Columbia and Maryland around the clock the first few days after the event. And at our own EOC, over 65 people from all the divisions, and even Europe District, were on duty from Sept.11 through the following weekend. Those Europe District employees had attended a conference in northern Virginia, were stranded due to the closure of the airports, so they volunteered to help out our folks.

Our Real Estate Division staff began talking to the General Services Administration immediately about swing space. GSA had already secured a building for use in moving some employees out of Wedge 2 when that construction began. Two days after the tragedy, several of our Engineering Division staff began space planning for the building which will house displaced Army staff from the Pentagon. See the cover story for more on that work.

We offered office space and equipment to the New York District after their headquarters moved from their New York City location a few blocks from the World Trade Center to Caven Point, N.J., the day after the event. In the end, they decided to stay closer to their work, so staff offices joined NAD offices temporarily.

Our security folks have been on duty literally around the clock for weeks to make sure the City Crescent Building is safe for all employees and visitors. Although it is not a federal building, the CCB houses only government offices, and because it is a Level IV facility, I have ordered all employees, military and civilian, to wear their identification badges at all times in the building.

We also heightened security standards and procedures at the Washington Aqueduct and District field sites to comply with the Army's anti-terrorism force protection regulations.

When the airplane hit the Pentagon, the WA staff assessed the current status of their production and pumping capability so there was sufficient water for fire fighting. Many volunteers stayed on duty all night Tuesday to ensure the water supply mission would continue.

I need to mention here the individual efforts of some of our folks and contractors who worked on the Pentagon Renovation Program back about 1999. At that

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The new temporary and swing space is located in Crystal City's Taylor building, just a few miles from the Pentagon.

Workers prepare to install telephone and computer lines, one of the many tasks being simoultanously accomplished.

Empty rooms were filled with equipment and turned into viable offices for over 1,000 people in three days.

Many of the offices that were moved to the new space started operating immediately.

(Corps, continued from cover)

very long days for the people involved.

"I'm not going to tell you we aren't tired," said Diane Raspi, interior designer, "but no one is complaining. Everybody is just trying to do their part."

The team is currently laying-out and designing the final office configurations for the swing space.

According to Raspi, they expect to have the swing office space ready for permanent occupancy by mid-October.

In the temporary office space, the GAO provided desks, phones and basic office supplies. Many private companies including Verizon, Dell and Microsoft also provided equipment to get the offices running.

Both the temporary offices and swing space are located in the Zachary Taylor building in Crystal City, a section of Arlington, Va., just a few miles from the Pentagon.

The new building was found so quickly because it was already under lease by the government. The GAO had earlier identified this building as a possible site for workers displaced by the scheduled Pentagon renovations. The building formerly housed the U.S. Navy, Naval Sea Systems Command, which just moved to the Washington Navy Yard.

The swing space will accommodate about 2,000 workers.

The furniture and office equipment bought for this space has also received special attention from private sector companies. UNICOR, Steel Case, Herman Miller, JMC and Knoll have all agreed to make filling their orders the top priority of the companies.

The other 2,000 army personnel displaced by the attack will be given redistributed space in the Pentagon.

The Corps has a long history with the Pentagon. Army Engineer officers played a central role in designing it.

Construction of the building began Sept. 11, 1941. In December 1941, the Corps took over construction from the Army Quartermaster Corps.

Despite the material shortages caused by World War II and the numerous changes to the design as the building progressed, the first tenants moved into the building in April 1942. The Corps completed the Pentagon January 15, 1943, in a record 16 months.

Before the remoldeling, the Walter Reed operating rooms were filled with cords, hoses, equipment and carts.

Contractor Jeff Taylor (left) shows the surgical staff a teletom in one of the upgraded rooms.

Keeping Walter Reed on the cutting edge

Story and Photos by
Marshall Hudson
Public Affairs Office

Baltimore District's $7 million project to renovate Washington, D.C.'s Walter Reed Army Medical Center reached a milestone with the turnover of two newly completed cardio-thoracic surgical suites on Sept. 4.

Five rooms were turned over earlier this year, bringing the total number of completed operating rooms to seven, one-third of the 21 being refurbished.

"It's great that we're going to have a facility that equals any civilian hospital," said Lt. Col. Patricia D. Malek, operating rooms manager. "We're really anxious to start using them."

Originally, the project was intended only to add laser surgery capabilities and upgrade electrical systems.

Once the work began, hospital officials decided that since the operating rooms had received only incremental improvements during the last 30 years, it was a good opportunity to completely modernize them.

The final design was a collaborative effort by a multi-disciplined project team that included the Corps, clinical personnel, the hospital's public works department, facility management, medical equipment specialists and the contractor, Brown and Root.

"Our weekly meetings have been vital. We were able to establish a partnership, identify mission-critical elements and develop collaborative solutions," said Alan Andrysiak, project manager.

"We've been able to tailor the project to meet surgical staff's needs while achieving the best value for the hospital."

A priority for the team was addressing the increased use of electrical equipment. Technological advances, while providing better tools for the medical staffs, were making the rooms cluttered and disorganized.

To solve this problem, 61 state-of-the-art medical columns, known as teletoms, are being installed.

The teletoms, which drop from the ceiling, provide a point-of-use machine with power outlets, medical gasses, communication systems, laser capability and general shelving. They also provide tele-medicine and tele-surgery capability.

Other key elements of the renovation include new intercoms, emergency call systems, in-the-room inventory control of surgical supplies, upgraded medical gas valve boxes, alarms and monitoring systems, a new fire suppression system, digital x-ray capability, and a new waste anesthesia gas disposal system.

New infection control measures including ceilings, walls and floors that are easy to keep clean, as well as new scrub and decontamination sinks, are also being installed.

A key to the success of the project has been the use of a Task Order Contract said Andrysiak.

"The TOCs use previously arranged pricing and line item estimates that are ideal for changing user needs. It provides flexibility and has held the cost down tremendously," he said.

The hospital requires that at least 14 operating rooms always remain open, so only four rooms are being upgraded at a time.

The project is estimated for completion in mid-2002.

Corps, state, locals build fish habitats for Hammond Lake

Story by Danielle Huffman
Tioga-Hammond/Cowanesque
Photos by Greg Mollenkopf
Operations Division

What do porcupine cribs have to do with fish?

Porcupine cribs, constructed of 2-inch rough cut hemlock lumber, resemble porcupine quills when the corners of these structures are put together.

As part of a five year plan, the Corps and the Pennsylvania Fish and Boat Commission have partnered to use porcupine cribs to improve fish habitat in the Hammond Lake.

Micro invertebrates soon start collecting on the lumber, creating a place for aquatic insects to bore and food for the fish.

Another benefit of the cribs is fish cover. The small openings in the structures provide necessary cover for juvenile fish to grow to maturity, thus improving fishing opportunities at the lake.

On Sept. 8, the U.S. Army Corps of Engineers, Pennsylvania Fish and Boat Commission, and local volunteer organizations gathered at the Tioga, Hammond and Cowanesque Lakes project to build these fish habitat structures for Hammond Lake. This event was part of the annual nationwide National Public Lands Day activities.

After the cribs were constructed and concrete blocks added to the floor of the structures, they were loaded on a boat and dropped into the lake. Officials of the Fish and Boat Commission had designated certain strategic locations prior to the event.

Volunteers represented by several organizations contributed 66 hours of effort.

"I was impressed with the enthusiasm, motivation and hard work of the volunteers," said Tioga, Hammond and Cowanesque Lakes Operations Manager Peppino Persio, who participated in the event by helping build and place the structures. "Their efforts today added cover for fish to live and grow."

Since 1991, the Saturday after Labor Day has become the Tioga, Hammond and Cowanesque Lakes annual volunteer day. Activities such as trail construction, campground improvements, clean up, and repair of wildlife habitat improvements have been accomplished to maintain and enhance the natural resources and recreational experience of the Tioga, Hammond and Cowanesque Lakes.

Upper left: A volunteer places a concrete block into a porcupine crib.

Lower left: The concrete blocks are stacked alongside a porcupine crib in preparation for loading onto a boat.

Right: Two volunteers prepare to move a porcupine crib to one of the pre-designated places at Hammond Lake. This event occurred Sept. 8 as part of the National Public Lands Day activities. Every year in September this event is celebrated throughout the nation when volunteers and federal employees who work at recreation areas come together to improve an area.

Corps people: improving schools in the nation's capital

Story and photos by
Mary Beth Thompson

Editor's note: The second in a two-part series, this article focuses on Corps employees who work in the Baltimore offices in support of the D.C. Public Schools program.

Each of the 147 District of Columbia public schools started on schedule last month for the fourth school year in a row. No media outlet carried the story, but it was very good news.

Serious structural and safety problems had often delayed the school-year start in the past. When that happened again in 1997, D.C. Public Schools, or DCPS, asked the Corps for help. Congress approved the mission, and Baltimore District began to upgrade and modernize school facilities in the nation's capital in early 1998.

Since then, the Corps has worked in every school and completed thousands of projects. Beyond the repairs and improvements to take care of near-term needs, major whole-school modernization projects are planned in the long term for the entire school inventory. Renovations or replacements will bring DCPS facilities to current standards. Construction has begun at five of these projects. Four more are scheduled to start this fall, and 10 are currently in planning and design.

Baltimore District also continues to help DCPS reorganize its facilities management office to develop its in-house capabilities.

When the schools opened as scheduled Sept. 4, Baltimore District employees who work on the DCPS program knew they had once again fought the good fight and won. Employees on the front lines in Washington are supported by staff members in the Baltimore headquarters who put tools in their hands.

From the Baltimore offices, projects are designed and managed, scopes of work written, environmental needs determined, real estate titles searched, historic preservation requirements determined, measures to support small business taken and construction contracts negotiated.

As they work on the DCPS program, the team members in Baltimore face challenges similar to those faced by Washington team members. The tasks are daunting. The required coordination is extensive. Time is critical.

Daunting tasks

"When we first started down there, it looked like 'Mission Impossible'—just trying to tackle more than a hundred schools and renovate them," said Rick Seufert of Construction Division."

Rick Calloway, also of Construction, described the program as truly massive and cited the large number of contracts that have been put in place and managed for DCPS.

"It takes the same amount of paperwork to do a little job as a big job. You have to get very, very efficient," Calloway said.

Nearly half of the 95 sole-source offering letters Baltimore District sent to the U.S. Small Business Administration last year were for the DCPS program, according to Penny Cincibus of the Small Business Office. That fact hints at the size of the program and its importance to small and disadvantaged businesses in the region.

Donald Holland, Engineering Division, writes scopes of work for use in schools where students are often present, a situation that is not typical of other Corps programs. For example, specifications must include instructions to the contractor to put up signs to redirect students, work in certain areas only at certain times, minimize noise and otherwise adjust to the school administration's needs, he said.

"You just have to think more about it," Holland said.

Time critical

"It's basically compressed work schedules throughout the entire process—design and construction," he said.

Planning Division's Mark L. Baker described the period when he started historical research for school modernization projects.

"We were awarding construction contracts literally within a matter of days, and so for the first group of schools, there was a time crunch to figure out which schools were historic."

At times Baltimore employees are asked to rush a project but never learn the reason.

"It's like the skillet gets hot, but you don't know why the fire was turned on," Holland said.

The old Kelly Miller Middle School is demolished to make way for a new 600-student facility.
U.S. Army Corps of Engineers photo by Derica Butler

Accommodating the school calendar also adds time pressure to the process.

"A lot of the work has to be done when the children are not in school," explained Cincibus.

Extensive coordination

The DCPS program requires coordination of impressive proportions. The various elements of the Baltimore District must connect internally as well as with other federal agencies, several arms of the D.C. government and hundreds of contractors.

"I think the biggest challenge is coordination among all the agencies," said Melissa J. Jones of Real Estate Division.

It is not unusual for the Corps to work with the National Park Service, the Small Business Administration and the Environmental Protection Agency, nor with architectural and engineering firms or large and small contractors. What brings an unusual facet to the program is the extensive coordination with the D.C. government.

Baltimore District works with DCPS officials, staff in the individual schools, the mayor's office, D.C. Parks and Recreation, the Historic Preservation Office, the D.C. Office of the Surveyor, D.C. Consumer and Regulatory Affairs and the D.C. Health Department, among others.

"When you're working with another bureaucracy, particularly like the D.C. schools system, it takes a while to get things done," said Art Star, Real Estate. "Partly, you have to figure out how they do business so you can mesh."

Engineering Division's Tom Winkel commented that there's a litany of people to match up with and a lot of meetings to attend.

"It's tough getting all the people together at the same time," Winkel said.

Useful tools

The Baltimore part of the team is developing helpful tools for the DCPS program.

Baker, a historian, is doing a survey of D.C. schools to determine which ones are historic, a task that has never before been done. Starr, an attorney, drafted a joint-use agreement to cover situations in which DCPS property is shared with the city's Parks and Recreation department. Working together, Construction, Contracting and Counsel have removed some bumps from the technical evaluation process.

Realty specialists are putting together comprehensive books for each individual school. The binders contain aerial photographs, tax maps, zoning information, ownership documents, transfers of jurisdiction, leases, rights of way, use agreements—all the collected real estate data that is needed to plan, design and build new schools or renovate existing ones.

The Small Business Office conducted fairs in Washington in an all-out effort to find small contractors that could do the work in the time period allowed and meet both federal regulations and D.C. government requirements.

Almost to a person, Baltimore employees interviewed said that flexibility is the key for working on the DCPS program.

"You need to kind of roll with the punches," Jones said. "You can bang your head against the wall forever, or you can just accept that this is the direction of the day, and that's where we're marching at the moment."

Seufert wryly reported the story of a Washington co-worker who once told him, "'You remind me of a grandfather.'" The man explained, "'You come in and get the stuff started. Then it's like you got the grandkid and it starts screaming, and you hand 'em back and walk away.'"

Although the employees who work in Baltimore in support of the DCPS program may not feel the same sense of immediacy that their counterparts in Washington do, they do experience many of the program's unusual pressures. And in the end, everyone shares the same goals.

"One thing you see is the deteriorated condition of the schools," Winkel said. "Satisfaction comes in knowing you're helping to give the students a better product."

"Personally," Cincibus said, "I'd feel proud to see it one day in the Washington news that the Corps did make a profound change in the right direction so that in the future, the children of D.C. will have a decent place to go to school."

Penny Cincibus

Rick Seufert

Melissa J. Jones

Donald Holland

Tom Winkel

Rick Calloway

Have hard drive, will travel

Story & photo by Marshall Hudson
Public Affairs Office

Joanie Collins and Mary Gentile, network managers from the Baltimore District's Information Management Office, hit the road and conducted computer training and provided technical support at Baltimore District field offices this past summer.

Joanie Collins (l) watches as Mary Gentile demonstrates a new computer program.

Supervisers at Whitney Point, N.Y., Danville, Pa., and Lockhaven, Pa., requested the mobile training team because they were unable to get all of their employees to training classes at the District headquarters.

Because of Baltimore District's large geographic area, some employees still had to drive several hours to the training location.

"It was a great experience," Collins said of the trips. "I met some Corps employees I've had e-mail correspondence with for years. It was nice to finally be able to put faces with some of the names."

Collins conducted Microsoft Outlook training to 19 people, while Gentile worked to resolve missing software and configuration problems on the computers in the three offices.

Collins said she didn't mind making the trip, because in addition to great feedback about the training, she also got to see the beautiful locations of the offices she visited.

"I enjoy the outdoors and being near nature, and those work environments, especially Whitney Point, were so peaceful and serene. It was a nice change from downtown Baltimore," she said.

More field training sessions are planned, covering all aspects of information management, including automation, visual information and networking. Potential future sites include Raystown Lake and Jennings Randolph Lake. A training video for people at remote sites is also a future possibility.

Field office personnel who wish to schedule training should contact Rudy Walter, chief of the Information Management Office, at 410-962-6650.

District relooks Camp Simms FUDS project

In response to a request from the District of Columbia government, the Baltimore District is conducting a field investigation at a portion of the former Camp Simms Military Reservation in southeast Washington. Last month, workers perpared for the excavation of several metallic objects buried at a six-acre area of the former site, which is slated to be developed for commercial and residential use.

"This area has been extensively developed and re-developed over the years, and is littered with construction debris and abandoned utilities," said Michael Rogers, Baltimore District project manager. "We want to support our partners at the District of Columbia by taking a second look at this area prior to the scheduled development."

The Corps conducted an ordnance investigation of the site in 1995. In that investigation, 98 percent of the site was geophysically surveyed, and nearly 200 suspect items were excavated. No ordnance-related items were found.

Although this previous work indicated there were no hazards at the site, the Corps agreed to re-evaluate the site based on a request from the D.C. Department of Health. This evaluation did not confirm any hazards, but recommended further investigation to verify previous findings.

Corps officials estimate the field investigation will take several weeks to complete. The former Camp Simms site was used as a small arms target range by the military and local law enforcement organizations until 1959.

Raystown biologist receives national award

by Cori Brown
Operations Division

It's not hard to figure out why Raystown Lake wildlife biologist Jeff Krause was recently honored with the 2000 Natural Resources Management Employee of the Year Award.

This prestigious national award reflects Krause's tenacious commitment to innovation, partnering and total project management at Raystown Lake.

Krause's destiny began to take form in the mid-1990s when he decided to forego a desk job in District headquarters and head for the open space and cool waters of Raystown Lake. There he found a natural resource base ripe with possibilities.

Armed with a keen interest in geographic information systems, a knack for quiet persuasion and a genuine commitment to hard work, Krause built the natural resources management program from the ground up.

"I really enjoy working at the project where all the benefits are cumulative from year to year," said Krause. "It's like I have 29,000 acres in my backyard and my job is to enhance and improve it every day."

All this hard work still requires a lot of paper shuffling. One of Krause's greatest accomplishments can be found in the completion of several major planning documents for the project's resources.

These documents use state-of-the-art technology to fulfill the Corps' mission on several fronts, including environmental compliance, environmental stewardship, pollution prevention, timber management and fish and wildlife management. The comprehensive and thorough research he puts into these documents ensures Raystown's needs are addressed for years to come.

Jeff Krause received his award from Chief of Engineers Lt. Gen. Robert Flowers at the Senior Leadership Conference in Chicago this summer.

Jeff Krause receives his plaque from Chief of Engineers Lt. Gen. Robert Flowers.

"This award represents Raystown management's commitment to natural resources and is a result of the teamwork of all the staff, volunteers, cooperating non-profit conservation groups and local agencies," said Krause.

The words, ''well done,'' certainly sum up the thoughts of many, including his peers, who share in congratulating him for this distinguished award.

How to be a great manager; a leadership test

Here are some suggestions if you want to make it to the top in management:

• **Develop a positive vision.** See success before it arrives. *Example:* Successful managers—when visualizing themselves walking across a high wire—see themselves walking to the other side. Managers who struggle usually have their focus on not falling off the rope.

• **Think big**. Look for ideas that will be contagious and excite people.

• **Encourage others** to do their best. Successful managers believe that people do want to make a significant contribution. Coach, counsel and develop people to live up to their potential.

• **Set and maintain high expectations** for all who work with you. Mediocrity does not generate a highly motivated work force.

• **Overuse polite phrases.** Unsuccessful managers don't seem to find the time to say "please" and "thank you." To find out if you're a true leader, see if you possess these qualities:

• **Leaders start** projects by asking, "What has to be done?" instead of "What do *I* need?"

• **Leaders next ask**, "What do I have to do to make a real contribution?"

• **Leaders continuously ask**, "What are my organization's purposes and objectives?" and "What qualifies as acceptable performance and adds to the bottom line?"

• **Leaders don't** want clones of themselves as employees. They never ask, "Do I like or dislike this employee?" But they won't tolerate poor performance.

• **Leaders aren't** threatened by others who have strengths they lack.

Tobyhanna opens Tactical Missile Facility

The ribbon was not just cut. It was severed into many tiny pieces during a ceremony to mark the completion of the Tactical Missile Facility at Tobyhanna Army Depot, Pa., Aug. 29.

Col. Charles J. Fiala, Jr., Baltimore District commander, spoke at the ceremony, which several project team members also attended. Fiala called the project the latest stage in the evolution of the District's work in support of Tobyhanna.

"We've moved beyond constructing just building shells, as we used to do, to designing projects and providing the equipment necessary to perform missions," he said.

The District renovated a former small-parts warehouse building and equipped it for use by the Tactical Missile Repair program, part of Tobyhanna's collection of communications electronics maintenance facilities. It was created to accommodate the move of certain missile repair functions from Letterkenny Army Depot, Pa., and other locations as part of Base Realignment and Closure.

Using an innovative procurement method and working with a very motivated team enabled the completion of the $8 million project in less than one year, an outstanding accomplish according to Fiala. That fast execution allowed Tobyhanna to complete the transfer, fit-up and commissioning of equipment within its required two-year timeframe.

Because the District worked with many project partners and customers on the facility, the ceremony was a multi-scissors' event, and the ribbon was appropriately demolished.

CFC begins this month

The Baltimore District Combined Federal Campaign will kick off this month and run until December.

Key persons from each division and office will contact employees to give them an opportunity to participate in the program.

CFC offers a vehicle for public support of more than 1,000 social, education and health and welfare organizations throughout the nation.

This year employees will also have an opportunity to donate by check or cash only (no payroll deduction) to the relief efforts for the victims of the Sept. 11 terrorist actions. This will be a separate, parallel fund to the CFC. Your key person will have more details.

Maj. Gerry O'Connor with Kosovo kids who received school supplies from Baltimore District employees.

Kosovo kids scramble to get the school supplies the District sent in August for the new school year.

Operation Crayon — The Employees Activity Association shipped 40 boxes of school supplies to Maj. Gerry O'Connor, formerly of Baltimore District, now in Kosovo. The supplies were shipped in August and arrived in time for the beginning of school there.

The supplies were for a project entitled **Operation Crayon** for children in Kosovo. WalMart in Aberdeen and Abingdon, Md., and Travel Destinations joined the EAA in this endeavor. CCB employees, the Central Washington Area Office and all the field offices contributed to this project.

Fish out of water exhibition to end soon

This clown fish stands in front of the Arena on Baltimore Street.

If you've walked in downtown Baltimore this summer, you must have seen the fish sculptures that stand on nearly every street corner.

These works of art are the *Fish Out of Water* public art exhibit that took months of planning and work to accomplish.

The decorated fish are anchored on 700 pound concrete bases, while the fish themselves are the creation of artists in and around the Baltimore area.

The Walters Art Museum is the location of the Legg Mason Big Catch Dinner and Auction on Nov. 17. Here, attendees can bid on their favorite fish. Proceeds from the auction will go to several city programs.

Commander's Comment

(continued from p. 2)

time Baltimore District was managing the design of Wedge 1, the area where the aircraft impacted the building. Pentagon officials had planned to install "blast-proof" windows, but had no plans to upgrade the exterior wall. Kevin Bunker and Brian Dziekonski identified the need to upgrade the wall as well during their site investigations.

Our design manager Denis Dougherty; structural engineers Manal Ezzat and Mike Viscotte; Pete Voores of Hayes, Seay, Mattern & Mattern, Inc. Architects and Engineers; independent technical reviews by an Omaha Center of Expertise; and Ed Conrath and Dr. Ted Krauthammer of Pennsylvania State University insisted on a systems approach where the wall and windows worked as a unit to resist a blast.

Funding provided by the program made it a reality, saving an untold number of lives. It is often the work behind the scenes where we see the real heroes.

Year-end closeout reached its height shortly after this crisis, but by the time you receive this, FY 2001 will be behind us. My sincere appreciation to everyone who made this a successful year, despite the heartbreaking events last month that could have derailed you.

I'm extremely proud to be a member of Team Baltimore. You are all truly exceptional employees who continue to persevere and perform your mission in the face of real adversity.

Essayons.

Courteous employee of the month

Cyndi Carter

Cyndi Carter, Planning Division secretary, is the courteous employee for October.

Cyndi, a soft-spoken person, is always polite, cheerful and upbeat. Cyndi treats all callers and visitors with the same deference and respect, whether responding to a telephone call from a misguided caller, receiving goods from a delivery person or greeting visitors.

Cyndi is a positive person whose smiling countenance and pleasant voice always present a calm, professional and pleasing demeanor, even under the most grueling of circumstances.

Stacey E. Brown
Acting Chief, Civil Project Development Branch

EAA

Entertainment coupon books may be purchased now from the Employees Activities Association. They are valid through Nov. 1, 2002.

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

Discount Maryland Renaissance Fair tickets are still available. The fair, in its 25th year, runs through Oct. 21 from 10:30 a.m. to 7 p.m. daily. Call the above employees for more information and tickets.

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

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