



# CONSTELLATION

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## PMBP and you

# Training for every employee begins

by Chris Augsburger  
Public Affairs Office

It's more than a buzz word. It lives, it breathes, and above all, it works. Disney's Michael Eisner, Microsoft's Bill Gates and retired Jack Welch of General Electric have all discovered the truth about how to get the most productivity out of their companies.

That truth is synergy: the dynamic combination of skill and talent, working together to produce a single product to not only satisfy customers, but also as Chief of Engineers Lt. Gen. Bob Flowers says about synergy, "to delight them." The corporate alchemy of these CEOs hasn't sprung from magic or luck, but from the idea that a company's culture thrives on quality communication and feedback from everyone involved, including the customer.

The Corps' synergistic business concept, the Project Management Business Process, or PMBP, uses this concept to complete a goal, bursting through layers of management, geography and red tape.

As Flowers pointed out in his March 2002 memo to the workforce, the Corps "will work in teams, share what we know, listen and learn from each other, welcome feedback and apply our experience and good judgment to making sound decisions."

The antiquated philosophy of "stovepipe" management is now yielding to a new standard of excellence within the Corps.

"Some customers have been dissatisfied with the quality of projects the Corps has delivered in the past," said Dean Hall, acting PMBP training project manager.

Along with quality, some customers have been comparison-shopping for their projects. On more than one occasion, they received different costs from different districts, damaging the image of the Corps.

The traditional workload has changed. The customers are different, and funding is more prominent than in the past. The Corps now welcomes more non-traditional projects, such as

refurbishing the Kennedy Center, upgrading Washington, D.C., schools, and working many environmental remediation initiatives for customers such as the Environmental Protection Agency.

"Each project in the Corps is unique, and PMBP is the way we will focus our skills and process to accommodate the changing characteristics of our projects and customers," said Hall.

### **Implementation**

The Corps has unveiled an intricate and detailed initiative for properly integrating and synchronizing PMBP, a process that Hall says "continues to move forward."

The first priority in the imple-

*(Continued on p. 3)*



*District employees participate in one of the pilot training programs.*

*(Photo by Susanne Bledsoe)*



U.S. Army Corps  
of Engineers  
Baltimore District

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## Commander's Comment

### Have a safe holiday!

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

This month many of you will gather with friends and family to celebrate the holidays. I'd like to offer some safety tips for your consideration.

First is the importance of buckling up your safety belt when you travel anywhere this holiday season, whether across several states or simply, across town.

The National Safety Council predicts that 365 people will live to enjoy the holidays because they took a few seconds to buckle their safety belts before starting out on trips to visit relatives or to shop. An estimated 35 percent of lives lost in holiday accidents could have been saved had the participants been wearing seatbelts.

The facts are overwhelming, and I can only continue to stress the importance of buckling up. There is a special emphasis on protecting teens and young adults because new data show that more than half of all teens who die in crashes are completely unrestrained.

According to the National Highway Traffic Safety Administration's Fatal Analy-

sis Reporting System, 4,216 teens, ages 16-19, died and thousands more were injured in traffic crashes in the year 2000. Fatality rates for teens are twice that of older drivers and the risk of crashes for teens is four times that of older drivers. Please stress the importance of buckling up to your teenager.

Besides wearing your seat belt, there are other things you can do to ensure a safe and happy holiday season.

Take precautions to prevent holiday accidents and be prepared for them when they do occur.

Do not drink and drive because you are not only risking your own life, but the lives of your family, friends and everyone who shares the road with you.

Don't let holiday celebrations turn into tragedy. We can't always be good judges of our own sobriety, and if necessary, take the time to sober up or have a friend drive you home.

One of the saddest statistics is the fact that two out of three children who are killed in alcohol-related crashes are passengers riding with an impaired driver. In the majority of these cases, the impaired

driver failed to buckle up the children. The key to safety is prevention.

Another preventive measure is to space out long trips and to get plenty of rest the night before a long drive.

If you feel you are nodding off while driving, pull to the side of the road or head to the nearest exit. It is recommended that for every two hours of driving, you should have a 15-minute break.

Also note the heavier the traffic, the more fatigued we will become due to stress. If the highways are too congested, find an alternate route or wait until the congestion clears. It's much safer to wait a couple hours then try to stick with the congestion.

And for extended drives, you should check your automobile's motor oil, transmission fluid, ignition system, lights, heater and wipers before leaving. These can be overlooked easily, but there are many accidents that occur due to simple car problems.

I hope these reminders prove useful to you during your holiday. I wish all of you and your families a happy and safe holiday season, and look forward to seeing you in the new year.

**Essays.**

# PMBP training under way (continued from cover)

mentation initiative is educating management and team members. Employees have received the first five in a series of eight PMBP training curriculum CDs. While the self-training CDs represent the beginning stages of learning, a strategic program has begun to teach employees how to adopt this new management tool.

## **Pilot groups organized**

After the PMBP PDT was formed, they began the education process by assembling three pilot groups, each comprised of multiple disciplines within the Corps.

Cutting across disciplines within the Corps demonstrates Flower's emphasis on synergy and teamwork.

The first pilot group included a mix of senior managers, with no two members of the same discipline in the same group.

The second pilot group was made up of project managers who are currently working on, or who just recently completed, a major project.

The third pilot group consisted of six groups of randomly selected employees. All groups in the pilots were led by one or more of the designated 35 facilitators.

"We learned so much already in just the short time these groups met," said Hall.

## **Feedback very useful**

The feedback was invaluable to the PDT, who will use the knowledge gained to determine the next step in the District's training. While the feedback was an essential source of information to Hall and the rest of the PDT, seeing managers and employees from different disciplines discussing and sharing information was just as important.

"We believe the best way to make this program work is to educate the managers first, and not last," said Hall. "It is important to the PDT that the managers gain a sense of what the new process involves."

Hall openly acknowledged the checkered history of past programs, and said he welcomes the challenge of getting people to

accept this new philosophy. It is a strategy that he and the rest of the PDT believe is the future of the Corps.

"If Lt. Gen. Flowers is determined to invest in the training program for each and every employee, we owe him and the Corps the respect of invest-

ing our own time," Hall said. "The training alone is not a cure-all, but the PMBP is a culture change necessary to help the Corps remain a strong, relevant federal organization."

## **How PMBP will work**

The original system of project management took a project from its introductory stage, then passed the responsibilities to each particular division, with relatively little communication along the way.

Hall admits that while this type of management may work in a business where there is little variance among projects, the Corps must succeed in an environment where each project is unique and the customers, who are for the most part no longer captive, have continuously rising expectations. PMBP overcomes that challenge by emphasizing communication.

Under PMBP, a project manager will be assigned to see the project through to completion. With the help of internal management teams, he or she will assemble a cross-functional team responsible for applying their expertise, skill and experience to the project.

The functional management teams are responsible for developing and maintaining a pool of skilled, capable and motivated technical employees.

The management teams play a critical role in ensuring current and prospective team members are available and prepared to support their teams and meet project goals.

PMBP allows for significantly more input by the customer—described by Hall as "the most valuable team member."



Dean Hall serves as a facilitator for the PMBP training.

(Photo by Susanne Bledsoe)

# Baltimore takes steps to be OE Design Center

by Doug Garman  
Public Affairs Office

Over 30 Baltimore District employees are participating in formal classroom mentoring sessions as part of the District's efforts to establish a new Ordnance & Explosives, or OE, Design Center within North Atlantic Division.

In November, District employees completed the third in a series of five sessions OE experts from the Corps' Huntsville Engineering & Support Center developed and taught.

Employees expected to have a role in projects that would be handled by the design center were selected to attend the sessions.

Huntsville is the Corps' Mandatory Center of Expertise, or MCX, for OE. Co-located with the MCX in Huntsville is the USACE OE Design Center, currently the only OE Design Center in the Corps.

Prior to 1996, OE response activities by the Corps were centralized and all technical aspects of OE projects, including contract management, were performed by the Huntsville Design Center.

Geographic districts served as the project manager. In 1996, due to the Corps' increasing OE workload, a proactive effort began to decentralize the program.

The first phase of this decentralization effort was to establish removal districts that would be trained and capable of executing fieldwork involved in cleaning

up OE sites. There are currently eight USACE-designated removal districts—Baltimore, Fort Worth, Los Angeles, Louisville, Omaha, Mobile, Savannah and Sacramento. Although these districts are empowered to execute removal actions, the Huntsville OE Design Center must still perform the studies and designs necessary to properly define and scope the work.



Baltimore District manages the ordnance investigation at the Spring Valley site in Washington, D.C.

(Photo by Parsons Engineering)

The phase of decentralization now under way is establishing additional OE Design Centers with the capability and authority to execute studies and designs like the Huntsville Design Center.

South Pacific Division has successfully completed a formal OE Design Center Mentoring Program. Baltimore and Omaha are currently participating in the formal mentoring sessions.

The mentoring program is implemented through the Huntsville OE MCX to ensure

consistent application of OE principles and procedures throughout the Corps. HQUSACE, in consultation with the MCX, will review each district's capabilities and determine when each is officially ready to be designated an OE Design Center.

According to Mike Rogers, Baltimore's OE Program Manager, the mentoring program involves five classroom training sessions, which cover such topics as policy and guidance, explosives safety, project management and two sessions on OE engineering and design. There is also an "on-the-job" component, in the form of "pilot projects" jointly executed by Huntsville and Baltimore.

The next step will be to put in place organizational plans describing how the Baltimore District OE Design Center will operate.

The District must also formally request that

HQUSACE approve the request for the designation. The goal is to receive formal designation by the end of fiscal year 2003.

"We've seen a steady increase in the District's ordnance mission over the past few years," said Rogers.

"This training will serve as an important step toward the District becoming an OE Design Center, ultimately allowing us to continue providing quality, responsive services to our customers."

## Retiree ranks among the country's youngest

by Chanel S. Weaver  
Public Affairs Office

**M**ichael Waldhauser, Sr. is really reaping the benefits of early retirement. Unaffected by the daily pressure to work and pay bills, Waldhauser spends his days relaxing on the beach near his home in Ocean City, Md.

"Retired life is great," said Waldhauser, who retired at age 47. "Whenever a person is offered an early retirement, they should take it."

Waldhauser began his career with the Corps in 1968. As a print operator, his primary responsibilities included operating and maintaining the District's printing press. Those who used to work with him say Waldhauser was a person who always went the extra mile to help others.

"Mike was a team player, doing what needed to be done to accomplish the requests being made of his department," said Chris Seniuk, a budget analyst in the Real Estate Division. "He was an asset to the Corps of Engineers."

In 1991, Waldhauser left the Corps and went to work for the Navy. He retired from the Navy in 1993, after 26 years of public service.

In a nation where the average person retires at age 62, Waldhauser, 56, ranks among the country's youngest retirees—and he is enjoying every bit of it.

"My dad lived 25 years after retirement," said Waldhauser. "Early retirement is quite beneficial because you are still

young and able to do those things that interest you." Waldhauser said he definitely hopes to follow in his father's footsteps and live many years after retirement.

Waldhauser's working career did not end with the federal government. Seniuk said that, even today, he can still count on Waldhauser to assist him with any problem that might arise.

After retirement, Waldhauser worked in the private sector for T. Rowe Price, a stock brokerage firm. He resigned from that job last year after selling his home and relocating to Ocean City - a place with many benefits.

"The weather is pretty good here," said Waldhauser. "We get very little snow in Ocean City."

The young retiree lives with his wife, JoAnne, his partner of nearly 40 years. He and JoAnne are both retired and spend much of their time traveling and taking vacations. The couple has one son, Mike Jr.

In his spare time, Waldhauser enjoys cruising in his antique car and relaxing in his condominium on the beach. He also enjoys



Mike Waldhauser poses beside a caricature given to him at retirement.

gambling — a hobby that has carried him to faraway places.

"I've traveled to Montreal and Quebec to gamble," said Waldhauser. "I really enjoyed myself while I was there."

The retiree admits that some people consider gambling foolish because gamblers always lose more money than they win. Waldhauser said, however, he is not concerned about what others may think.

"The most enjoyable aspect of retired life is being able to do what you want to do," said Waldhauser.

# And the plants have grown...

**Eastern Neck Refuge, site of summer planting, has lush vegetation growing**

*by Christopher Augsberger  
Public Affairs Office*

What a difference hundreds of hard working volunteers, support from community and government programs, and seven months of long-term care and growth can make.

On April 26, 2002, dignitaries from Congress, federal and state agencies and volunteers joined one another for Demonstration Day at the Eastern Neck National Wildlife Refuge.

It was the highlight event in a week of long hours of planting, working and caring to create a 4-acre tidal wetland at the 2,286-acre refuge, located at the mouth of the Chester River and the Chesapeake Bay, Kent County, Md.

The effort of rebuilding the wetland, coordinated by the National Aquarium in Baltimore, was a synergistic partnership among federal agencies, conservation groups, citizens and their own staff.

Baltimore District contractors were responsible for dredging over 25,000 cubic yards from the Chester River, while volunteers worked endless hours to plant over 65,000 cubic feet of marsh grass to help create the wetland.



*Planting in June 2002*



*Same area as above in September 2002*

The fieldwork, which began in May of 2002 is getting very positive reviews from both the National Aquarium and the Fish and Wildlife Service.

"It's pretty amazing," said Glenn G. Page, director of Conservation at the Aquarium. "This project has been a real model for working with a local group (the Friends of the Eastern Neck) and providing them the information, resources, and support to take over the long-term monitoring."

Robert Blama, an ecologist with the U.S. Army Corps of Engineers said, "It's always great to find beneficial uses for dredging material...our prime objective is always to find beneficial uses of materials that helps protect erosion and protect the environment."

This was the second such partnership between the National Aquarium and the Corps, making projects like these useful to many people in many differ-



June 2002 (See below for same area in September)



June 2002 (See below photo for planted area)



September 2002



September 2002

ent ways. During the course of the effort, the National Aquarium brought in volunteers, many of whom were children, to help plant the marsh, while at the same time learn valuable lessons about the environment.

In October, Blama and students from the College of Notre

Dame of Maryland took a trip to Eastern Neck and Barren Island. They learned what the Corps and their partners had done, and the students received invaluable hands-on information.

The Corps plays significant roles in the revitalization of many of the area's natural habitats.

This past year, the Corps continued its work at Poplar Island, replanted Barren Island, and is providing Hart-Miller Island a refuge.

The Corps' partnership with the National Aquarium continues this year as they work on the Black Water Wildlife refuge.

# Angel Tree Program meaningful to many

by Christopher Augsburger  
Public Affairs Office

Neither Kristina Brzozwski, nor her husband, wanted to go shopping in the middle of a snowstorm. They would have much rather stayed inside and watched the snowfall from their window than go out on a rare day off from work to drive through the storm. Unfortunately, there were important presents they needed to buy, and since the gifts were due the next day, they were out of luck.

They hopped in the car, and began the slow and careful ride, challenging the icy roads and holiday traffic. They parked the car and plodded through the snow and slush, and into the store.

On their shopping list were a few simple items: some match-box cars, the necessary match-box racetrack, and a little boy's outfit. With the list in one hand, and the toys in the other, they patiently waited in line at the checkout counter, ready to get back home and resume their lives. But this was no ordinary list, and no ordinary cashier.

The Brzozwskis were participating in the annual Angel Tree program, which allows under-

privileged children to make a Christmas wish list. Participating locations, such as Baltimore District, distribute those lists to anyone interested in volunteering.

As the cashier rang up the toys, she recognized the Angel-shaped list that Kristina was

Jones, who is responsible for bringing the Angel Tree program to the District. The District gave gifts to children in Baltimore, Howard and Anne Arundel counties, as well as Baltimore City.

For Brzozwski, an experience like this further validates the

program because, "a lot of times, you don't know where the money is going. But seeing something like this proves that it's really going to the people who need it the most," she said.

For Jones, the Angel Tree program clearly demonstrates the kindness of her co-workers.

"It's great to see so many

bags of gifts every year. People here really care," said Jones.

Over the last nine years, the District has averaged about 200 participants, including one year of 300. According to Jones, the response to the program has been so fantastic that, "the hype begins around September, with people asking for all the details."

After an experience as the Brzozwskis had, there seems to be no end in site for the Angel Tree program. In the understatement of the year, Kristina said, "That was worth driving in the snow."



Baltimore District employees bring gifts to the Salvation Army truck.

holding. She explained that she had been diagnosed with breast cancer this year, and the cost of the treatment left little money for Christmas presents.

Because of the Angel Tree program, she was able to provide Christmas for her family. The story had a profound effect on Kristina, enabling her to put a face to a name.

"I almost walked out of the store in tears," Kristina said.

This year, the District filled the Christmas wish of nearly 200 children, according to Sue

# Rudy Walter bids farewell to the Corps

by Christopher Augsburger  
Public Affairs Office

The boxes were already on the floor, and the packing had already begun with still a little more than two months left before the big day.

Rudolf R. Walter III tried to hide his smile when asked about his upcoming retirement from the U.S. Army Corps of Engineers. With a modest grin, he said, "I'm looking forward to it."

When Walter joined the U.S. Army Corps of Engineers in 1964, his degree in civil engineering from the University of Maryland was only two days old, and two months later, he joined the National Guard.

Over the years, Walter would see his career evolve from engineering to information management, as the field experienced the proliferation of computer automation. Walter said he initially "despised" computer automation, but years later, came to appreciate it.

"Now you can't do your job without automation," he admitted.

While keeping up with technology, it was his leadership skills that helped form his "fair and demanding" role as the

chief of information management.

In 1997, he retired from the National Guard in the rank of colonel.

On Jan. 2, 2003, after 38 years of service, Rudy Walter will retire from the Corps, finally ready to enjoy time with his family, and become more involved in the projects and events that have been sidetracked for a long time.

The biggest and most immediate event will be his youngest daughter's wedding in the summer.

Other activities planned for the next few years include putting a new roof on the house he built himself, and researching the Civil War—a hobby he has had since he was a boy.

The most anticipated event for Walter is a trip cross-country to see the Northwest. In the driveway there is a brand new Chevy Trailblazer he bought just for the occasion.

"In all the

traveling I've done, that is the one place I've never seen."

What will he miss most about the Corps? "Definitely the people," Walter said.

Recently, his good friend, John Diering, sent him a list of the people who worked at the old 23<sup>rd</sup> Street building. There are only 18 people left, and he said, "I know them all."

Walter retires from the Corps with the pride of knowing that he worked hard to provide the best service to each and every customer.

Now, he can concentrate on the most important customers: his family.



Rudy Walter

## CD handling tips

Most new computers come with CD burners now. By following instructions carefully, you should have no trouble. Here are a couple of tips to keep in mind.

- Treat a CD you have burned as you would a camera lens.
- Don't wash it as you might do with a commercially produced CD. Dust with a lint-free cloth.
- Don't store CDs you have

burned in areas of humidity, heat, or sunlight.

- Don't write on the CD label with a hard-tipped pen. If you use a felt tip, you can write directly on the label side.



**Mailroom opening** — Jesse Faulkner, supervisor of the mailroom team of Joe Ciesla and Steve Hall, and District Commander Col. Charles J. Fiala, Jr. cut the ribbon to open the new mailroom at the City Crescent Building. The completion of the mailroom ends Phase I of the consolidation process. This new area will allow direct access from the loading dock for mail deliveries. Personal mail may still be dropped at the old location on the second floor of the CCB. The consolidation will result in a considerable cost savings for the District, according to POC Sue Lewis. Phase II, which consists of wall construction on the eighth floor has begun; Phase III is in the bid process; and Phase IV, which will involve the reconstruction of the library and move of the Security Office, is scheduled for February.

## Get the most from conferences, conventions

Last year, one in five adults took a business trip. Many went to more than one of the 11,000 conferences and exhibitions in the United States. With travel expenditures being trimmed, it's more important than ever to maximize conferences for all their potential. Here's the advice of experts writing in *Fortune*.

Be sure you pick the right event, the one most useful for you. Then make your arrangements early. Always double-check details, from clothing to weather to dates. Every locale has its own business flavor.

Must you attend every event? If it's a three-day conference that begins with breakfast and ends late, it might be OK to skip breakfast and meetings that don't concern you. But never skip dinner. Conferences come alive at

dinner and in after dinner events.

Conferenza.com co-founder Gary Bolles says that's when people let their hair down, and you get to know them.

Every industry will have people there who will be important contacts for you.

Pack your PDA and use it to run down information on people and products as they are discussed.

This is not a vacation. Even if your boss isn't there, word will get back to him about your cavorting at poolside, for example. Though it's true that some conferences are real duds, you can always get something out of them. Listen to conversations for business tips and future contacts. Always tell the conference producers what your perception of the event is. They want to know.

## Peloquin departs District this month

Maj. Michael D. Peloquin just became the deputy district engineer for support operations in October, but this month, he will leave Baltimore District for an assignment at Fort Stewart, Ga.



Maj. Michael Peloquin

Peloquin was the operations officer for the District's Spring Valley project since February 2001.

After graduating from Cornell University in 1989, Peloquin earned a master of science degree in environmental engineering two years later from the Georgia Institute of Technology. This December he completed a master of administrative management degree from Bowie State University.

Before coming to Baltimore, Peloquin served as assistant brigade engineer, battalion training officer and commander of C Company, 40<sup>th</sup> Engineer Battalion (Mechanized) in Baumholder, Germany. He completed multiple operational deployments to Bosnia-Herzegovina.

Previously, he was the staff engineer at the Warrior Preparation Center in Einsiedlerhof, Germany; platoon leader and battalion support platoon leader, 3<sup>rd</sup> Engineer Battalion (Mechanized), Fort Stewart, Ga.

## Remembering Dr. Martin Luther King Jr.

As the 74th birth anniversary of Martin Luther King Jr. nears, there are some indelible memories of him and his work: King speaking to thousands in Washington, D.C., leading the civil rights marchers, directing the Southern Christian Leadership Conference,—or standing on the balcony of a motel on April 4, 1968.

That was the day an assassin's bullet silenced King. It was just one day after his "Mountaintop" speech.

Because there were many attempts on his life, King had a premonition about his death. In a speech the night before his assassination, he said,

"We've got some difficult days ahead. But it really doesn't matter to me now, because I've been to the mountaintop and I don't mind. Like anybody, I would like to live a long life. Longevity has its place. But I'm

not concerned about that now. I just want to do God's will, and He's allowed me to go up to the mountain. And I've looked over and I've seen the Promised Land. I may not get there with you, but I want you to know tonight, that we as a people will get to the Promised Land."



King had studied the life and teachings of Mahatma Gandhi and found they added much to his own vision of nonviolent protest. He believed that you do not intimidate people into

doing things, that you had to reach into people's hearts.

In his book, *Strength to Love*, King writes: "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy. The true neighbor will risk his position, his prestige and even his life for the welfare of others."

## Tips to help you breathe cleaner air

You can do your heart and lungs a favor by following this advice from the California Institute of Technology:

- Don't exercise outdoors during a smog alert. Air pollution indexes above 300 are considered unhealthy for most people. Indexes over 100 are unhealthy for those who are sensitive to smog.
- Use the exhaust fan when cooking. Vent it to the outside.
- Get a vacuum cleaner equipped with HEPA filters. Or

switch to vacuum bags labeled "microfiltration," as recommended by Health magazine.

- Don't allow people to smoke in your home.
- When air quality is good, open the windows to get more fresh air inside.
- Get a high-efficiency particulate (HEPA) filter for your home. It can lower particulates by as much as 76 percent, according to the American Lung Association.
- Don't let your car idle inside an attached garage.

## Harvest for the Hungry

The annual Baltimore District Harvest for the Hungry program began in December.

The food drive, sponsored by the Federal Executive Board, helps many less fortunate people in Baltimore City and surrounding areas.

Some of the most needed items are canned meats and chicken, nuts, milk, baby food, pasta, rice, vegetables, fruit and soup.

Personal care products, such as toothpaste, shampoo and soaps are also requested. No glass, expired or damaged containers will be accepted.

Employees are encouraged to donate canned food and non-perishables to the program.

Key persons from each office will coordinate the food collection.

Call LMO at 2-4091 for more information.

## Speakers' Bureau

Jeff Trulick, PL, spoke at the Maryland Marine Club Nov. 19. Corps and Baltimore District, then outlined how the District uses multi-disciplinary teams to support the Port of Baltimore, Chesapeake Bay and the nation. Questions ranged from the Pentagon to dredging the harbor to the Panama Canal.

If any employees are interested in being part of the Speakers' Bureau, please call public affairs at 2-2809.



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