



# CONSTELLATION

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"Everybody  
can be  
great...because  
anybody can  
serve."

-Dr. Martin  
Luther King, Jr.

## District executes \$894 million in 2004

by Christopher Augsburger  
Public Affairs Office  
Photos by  
Susanne Bledsoe and Tex Jobe  
Information Management

Awards won, challenges overcome, successful partnerships, new endeavors and new beginnings tell some of the story of Baltimore District in 2004.

It was a year of continued support to the Global War on Terrorism, as many brave District employees volunteered to serve overseas.

It was also a year of giving, as Baltimore District sent 27 employees to Florida to help hurricane victims recover from this year's storms.

As a District, employees donated countless care packages to troops overseas and contributed more than 5,000 food items to the Maryland Food Bank during the Harvest for the Hungry Campaign.

Here is snapshot of some of the events and milestones in Baltimore District during 2004, a year in which the district executed more than \$894 million in expenditures.

### **January**

⇒ The Washington Aqueduct published a notice in the Federal Register announcing its intent to prepare a Draft Environmental Impact Statement for a proposed water treatment residuals management process that must meet the requirements of the new National Pollutant Discharge Elimina-



A sinkhole in Scranton, Pa. develops after remnants of Hurricane Ivan dumped more than six inches of rain in the region.

tion System permit issued by EPA Region 3.

### **February**

⇒ Baltimore District deployed four employees on a 120-day tour of duty to Afghanistan. During 2004, Baltimore District deployed more than 30 employees and officers in support of the Global War on Terrorism.

⇒ Tom Jacobus, Washington Aqueduct Chief, gave the first of several testimonies before the District of Columbia Council on actions the Washington Aqueduct was taking in response to the findings of lead in water samples taken from taps in District of Columbia homes with lead service.

### **April**

⇒ The United States Supreme Court upheld a decision from the United States Court of Appeals that extends

(Continued on p. 3)



U.S. Army Corps  
of Engineers  
Baltimore District

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

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District Engineer  
Col. Robert J. Davis

Public Affairs Chief  
Roberto "Bob" Nelson

Editor:  
Chanel S. Weaver

Contributors:  
Mary Beth Thompson  
Christopher Augsburger  
Angela Moore

IMO photographers:  
Tex Jobe  
Susanne Bledsoe



## Commander's Comment

### E pluribus unum — *From many, one*

by Col. Robert J. Davis  
*Commander and District  
Engineer*

You will see something different in the *Constellation* this month. An article titled "Think as a Region, Act as a Region" is the first of many regional topics that will periodically appear in district newsletters throughout our North Atlantic Region.

The primary idea introduced in the article is that, even though our division comprises six unique districts, integration and collaboration allow us to leverage our collective resources to provide better products and services to those whom we support. We are one region.

Through initiatives such as the Regional Business Center, chartered in 1998, and USACE 2012, initiated in the fall of 2003, the process began to first identify ... then pool expertise within the region to meet technical challenges,

and to remove communication barriers in order to streamline service.

Brig. Gen. Bo Temple, our regional commander, challenges us to "... think and act regionally."

I am very proud of the activities we have already undertaken, and continue to undertake, within the Baltimore District in order to achieve success for our region.

We've implemented various regional contracts that others use; we've led

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***"The primary idea ... is that, even though our division comprises six unique districts, integration and collaboration allow us to leverage our collective resources to provide better products and services to those whom we support."***

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efforts that better define roles and responsibilities of District Support Teams within the region; we continuously give (and receive) technical support from other districts; and we work carefully with others at year-end to ensure effective

execution of regional objectives.

We will be undertaking more, not less, of these sorts of activities in the future.

Here is some initial guidance:

(1) Learn more about the capabilities that exist within the region and within your area of expertise, how others accomplish work, and share your knowledge with others through your Community of Practice.

(2) Conduct after action reviews in order to glean lessons learned.

(3) Morph your information technology tools to be compatible with others.

Unquestionably, the result will lead to faster, better and less expensive products and services to those whom we support throughout the region.

I am looking for ways to celebrate and reward these successes.

**Essays!**

## year in review *(continued from cover)*

the Corps of Engineers' jurisdiction over regulation of wetlands adjacent to all tributaries of navigable waters.

⇒ Members of the Washington-based drift removal staff from Baltimore District's Navigation Support Section participated in the annual cleanup of the Anacostia River, sponsored by the Anacostia Watershed Society.

### **June**

⇒ Intrusive activities under engineering controls at American University Lot 18 began.

### **July**

⇒ Baltimore District is tasked by Department of Army to investigate driveways and parking areas for the presence of vintage, World War I munitions in Delaware.

### **August**

⇒ Baltimore District's Walter Reed Enhanced Use Lease team received two awards from the National Association of Installation Developers: The Excellence in Military Privatization Award and the Special Purpose Marketing Brochure Award.

⇒ Supporting senior staff from Norfolk District and Baltimore District attended an interagency meeting in Washington, D.C., with staff from the offices of Sen. John Warner (R-Va.), Sen. Paul Sarbanes (D-Md.), and Sen. Barbara Mikulski (D-Md.).

They discussed the status, research needs, timeline and funding of the non-native oyster Environmental Impact Statement, and the status of native oyster restoration projects underway in the two districts.

### **September**

⇒ After years of closed doors, Noyes and Cleveland Elemen-

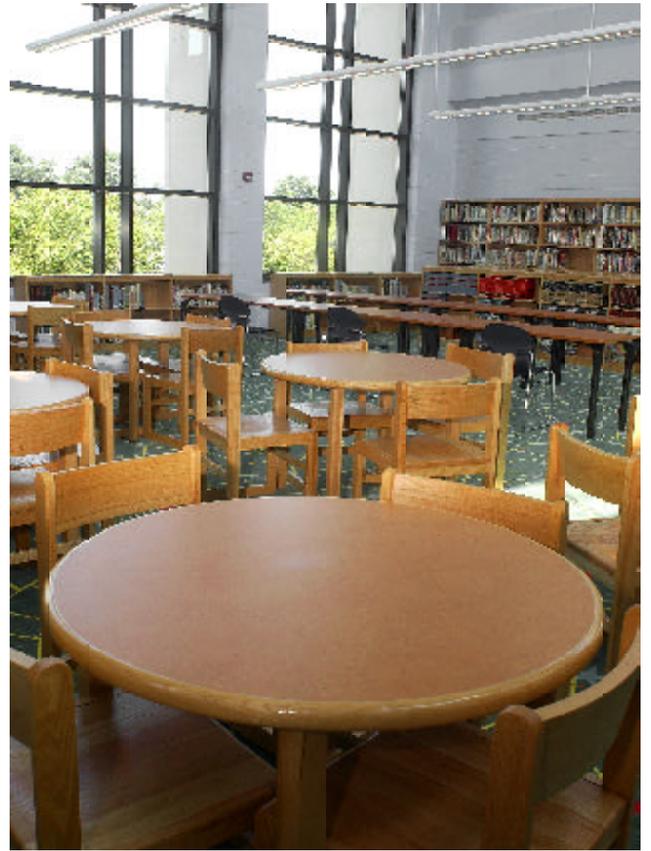
tary Schools, McKinley Technology High School and Kelly Miller Middle School opened for classes on Sept. 1.

There are now eight new schools built by Baltimore District in use by students of the District of Columbia.

⇒ Baltimore District received an emergency mission from the Federal Emergency Management Agency authorizing immediate emergency response to the Stafford Meadowbrook culvert collapse under Pittston Avenue in Scranton, Pa.

The sinkhole developed after the remnants of Hurricane Ivan dumped more than six inches of rain over the region causing a culvert to fail and creating a large sinkhole. The work included debris removal and significant reconstruction of the culvert before the hole could be filled and utilities and the roadway replaced. The project was completed in December.

⇒ Afghani dignitaries, Dr. Mohamed Zarif, Deputy Assistant Minister of Defense for Installation Management and Brig. Gen. Abdul Wakil Nijrabi, Commander, Ministry of Defense Acquisition Agency visited Baltimore District. ⇒ The National Recreation and Park Association selected Dwight R. Beall, Operations Manager at Raystown Lake, as the 2004



*A library in the new Kelly Miller Middle School, one of four new District of Columbia schools built by Baltimore District, opened for the 2004 school year.*

recipient of the William Penn Mott, Jr. Award for Excellence. This prestigious national award recognizes Mr. Beall's achievements in parks and recreation.

### **October**

⇒ Baltimore District awarded a contract for design of the National Museum of the United States Army at Fort Belvoir.

### **November**

⇒ Col. Robert J. Davis participated in a groundbreaking ceremony for the new Military Amputee Training Center at Walter Reed Army Medical Center.

⇒ Baltimore District completed migration of P2 in CEFMS. Baltimore District is now fully operational in P2 for all non-Revolving Fund project activities.

# Think as a region, act as a region

by the North Atlantic Regional Public Affairs Team

The North Atlantic Division is transforming itself. Under USACE 2012, the Division and its districts operate together as one cohesive unit, the North Atlantic Regional Business Center, or RBC, one of nine regional centers working with our Washington, D.C., headquarters to align the Corps for success in its future missions, workload and capabilities.

The North Atlantic RBC, using Project Management Business Processes, **integrates** the capability of six unique districts, who **collaborate** to efficiently and effectively deliver projects, and serves **customers** by leveraging the resources of the region and the Corps.

Nothing in the USACE 2012 concept changes the fundamental requirement for districts to execute and deliver products and services to our varied customers. Integrating our capabilities means leveraging resources across district boundaries to get the job done, pooling expertise within the region to meet technical challenges and removing communication barriers to streamline customer service.

Since all of you are members of or provide support to one or more teams, **everyone** in the region, by extension, supports and is affected by our RBC.

"In this regard, we're finding opportunities to deliver quality work faster and to reduce costs on a regional basis," said Brig. Gen. Bo Temple, regional com-

mander. "To make that happen, the Corps is shifting its focus from regional **cooperation** to regional business **operations** in order to support and facilitate better district delivery to our customers. As a result, we all need to think and act regionally."

The North Atlantic RBC, chartered in 1998, has made tremendous progress in regional cooperation, and it moved to its USACE 2012 "Initial Operating Capability" Oct. 1. The RBC is one team of some 3,500 Corps of Engineers professionals located in six districts.

"Every one of the Corps' activities enhances the U.S. economy, supports our natural environment and enhances our national security," Temple said. "As a region of the Corps, we will be a better steward of public trust by developing regional efficiencies and capabilities. We will maintain and leverage regional capabilities where it is not cost-effective to maintain expertise at every one of our districts so that we can deliver more cost effective, high quality, safe products and services to our customers."

Regional cooperation has helped ensure the success of a wide variety of projects completed in fiscal 2004, especially on a district-to-district basis:

▣ New York District,

constrained for in-house resources, engaged Europe District to prepare the design package for an \$8 million Explosive Research and Development Loading Facility at Picatinny Arsenal, N.J. Europe then tapped Norfolk District for civil, electrical and geotechnical expertise. The customer, the U.S. Army Armament Research, Development and Engineering Center, was pleased enough with the result to request the same team for a similar project.

▣ Another New York product, the Dam Safety Assurance Report for the Waterbury, Vt. Dam, represented a collaborative effort with New England



A Corps employee oversees the offloading of generators at the Lakeland, Fla. staging area during Hurricane Charley recovery operations.

(Photo by Jonas N. Jordan, Savannah District)

and Baltimore Districts that received an honorable mention for the USACE Virtual Team of the Year Award.

▣ In its successful award, on extremely short suspense, of a \$500 million contract for construction and rehabilitation of buildings, schools and health facilities in Iraq, Philadelphia District drew upon New England and Division offices for contracting support.

▣ To oversee demolition of the Tacony Warehouse, a former Army facility in northeast Philadelphia, Baltimore District found help right down the street, bringing in Philadelphia District for construction management and quality assurance.

▣ Baltimore and Norfolk are sharing resources and preparing a programmatic environmental impact statement for the proposed introduction of a new oyster species into the tidal waters of Maryland and Virginia.

▣ Initially Europe District, then ultimately all districts have provided support to the Global War on Terrorism by deploying over 186 employees. Furthermore, the region sent over 176

employees to support South Atlantic Division in post-hurricane recovery efforts in 2004. Their support to these contingency missions, and those who remained at the home station and shouldered additional responsibilities, is a true testament to the flexibility, spirit and professionalism of every team member.

The region has within the past year embarked on a number of initiatives designed to better integrate our capabilities:

▣ The **Regional Technical Specialist (“Tech-13”) Program** applies the region’s best technical expertise in specific disciplines to improve civil works planning while enhancing career paths for non-supervisory technical specialists. There are currently 18 GS-13 Regional Technical Specialists, each serving part-time for such tasks as project technical review.

▣ With **Virtual Design Teaming (“VTeam”)**, physical location no longer restricts the composition of a project’s design team. This “tele-engineering” approach, using video teleconferencing and electronic data transfer, has enabled the districts, especially Europe, to work together on

projects without the usual travel constraints.

▣ The need for consistency across district boundaries in dealing with non-federal partners helped bring about creation of the **Regional Sediment Management Team**. Dredging and placement of sediment from

federal channels falls under the Corps’ navigation mission, but its applications include hurricane and storm damage reduction and ecosystem restoration, and affects cross-district regulatory issues. The Regional Sediment Team will engage appropriate stakeholders at all levels on these sometimes competing demands and a range of other issues in order to develop better regional solutions and support to affected customers.

▣ Contracting, Resource Management, Logistics, Information Management and Public Affairs — all formerly independent functions — are now single-team **Regional Support Functions** that also continue to support their local districts. Each of these teams has developed a series of initiatives that will provide better support regionally and will make more efficient use of existing resources.

▣ Three Division-based **District Support Teams**, each dedicated to two districts (Europe and New England; New York and Philadelphia; Baltimore and Norfolk), supply the region-to-district link in the Corps’ vertical integration team approach. The District Support Teams complete the vertical link by communicating with the **Regional Integration Team**, or RIT, in the Washington headquarters. This RIT provides dedicated national support to the North Atlantic RBC. There is one RIT per RBC. These teams, together with the districts, are key to the Corps’ “one headquarters” concept.

(Continued on p. 8)



Work is underway to restore the Waterbury, Vt. dam, which benefited from a collaborative effort between New York and Baltimore Districts.

(Photo courtesy of New York District)

## District's PDT Conference fosters team-building environment

by Chanel S. Weaver  
Public Affairs Office

Nearly 80 District employees attended the second annual Project Delivery Team, or PDT, Conference, held at the Hyatt Regency Golf Resort in Cambridge, Md., from Dec. 13-15. The theme of the conference was "Continuing Our Journey...as a Learning Organization."

On the first day of the conference, attendees viewed several presentations that included such topics as: "What's Happening in the Corps;" "What is a Learning Organization?" and "Business Process Improvements." The participants also participated in a scavenger hunt team-building exercise.

According to Jim Jones, deputy district engineer for Programs and Project Management, such exercises supported the conference's overall objective of relationship-building.

"The conference is a unique opportunity for members from all parts of the organization to

interact together in a comfortable environment," said Jones.

Following the team-building exercise, Col. Robert J. Davis, Baltimore District commander, addressed the crowd at a dinner ceremony. Davis also presented certificates to the District's Leadership Development Program graduates.

The second day of the conference opened with presentations on how to improve communication styles in the PDT and a general session on mentoring and counseling.

The day continued with a presentation by Doug Newburg, a motivational speaker, sports psychologist and professor at the University of Virginia. Many participants said they learned valuable lessons from Newburg's topic, "How to Achieve 100 Percent Results with 80 Percent Effort."

"Mr. Newburg's presentation taught me to take responsibility for how I feel everyday," said David Tucker, a civil engineer in Engineering Division.

As the second day of the conference progressed, the participants were divided into several breakout sessions, where they discussed such topics as the District's design-build process, civil works projects, environmental projects, contracting, mentoring and counseling.

Jerry Rifkin, assistant chief of Contracting Division, participated in the mentoring and counseling breakout session. He said the group's mock counseling sessions gave him new insights.

"Never have I witnessed such open, frank and unfiltered discussions regarding performers and non-performers," said Rifkin.

Michael Johnson, North Atlantic Division District Support Team Leader, wrapped up the conference's second day with a dinner speech on how the Corps' new regionalization efforts will affect its Districts.

On the final day of the conference, the participants were briefed on lessons learned from each breakout session.

Several District employees said the entire PDT conference was beneficial.

"The conference was motivational, informational and fun," said Jeff Wiggin, a project manager in Operations Division.

John Chubb, assistant chief of Programs and Project Management Division, agreed.

"The conference was valuable because we built stronger teams, focused on improving business processes and shared some great lessons with others," he said.

Visit [nabinfo.nab.usace.army.mil/PDT/Conference.htm](http://nabinfo.nab.usace.army.mil/PDT/Conference.htm) for more information on the conference.



Graduates of the District's Leadership Development Program pose with Jim Jones, Janet Faust and Col. Robert Davis, Jr. Pictured above are Jim Jones, Mike Dorris, Ray McNeil, Nancy Jedziniak, Robert Williams and Col. Davis, (back row); Janet Faust, Pamela Sleeper, Gwen Meyer, Beth Bachur and Carol Ohl (front row). Mike Anderson, another LDP graduate, is not pictured.

# King's dream still at work today

Like no other leader, the Rev. Martin Luther King Jr. demanded a better nation, one committed to breaking the back of racism without shedding blood.

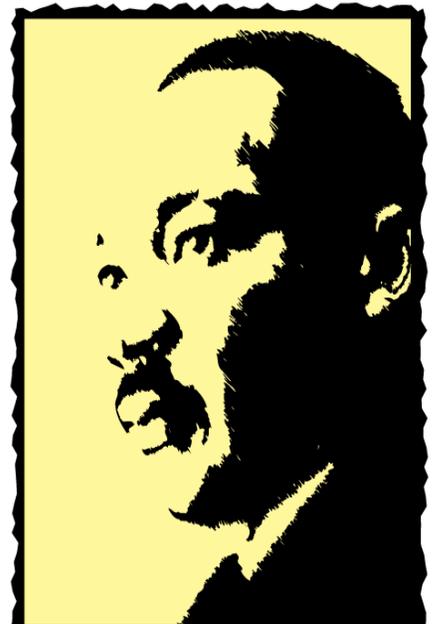
During the 1950s and 1960s, his genius was to adapt the lessons of civil disobedience to America's core values of justice and fairness. His eloquence, combined with an irresistible sense of righteousness, helped harness his people's fury and turn it into action.

King did not invent nonviolent protest. He studied the methods of India's famed nonviolent protester Mahatma Gandhi, and King borrowed from the teachings of Jesus. But the miracle of King was that he not only understood the morality of nonviolent social change but also made it work.

He was a patriot. The black freedom struggle, he argued using references to the Declaration of Independence and the Constitution, was a way to an improved republic. It became hard to disagree with his message.

Never losing sight of the economic basis of his cause, he stressed black earning power. By refusing to ride buses and buy cars and groceries from retailers hostile to blacks, King forced businesses to recognize black purchasing power.

By the time of his assassination in 1968, Wall Street was hiring its first black bankers, and President Lyndon B. Johnson had signed the Civil Rights Act. The changes King helped to set in motion are still at work and progressing today.



Dr. Martin Luther  
King Jr. Day

January 17, 2005

## Dreams

by Langston Hughes

*Hold fast to dreams  
For if dreams die  
Life is a broken-winged bird  
That cannot fly.*

*Hold fast to dreams  
For when dreams go  
Life is a barren field  
Frozen with snow.*



### ***District to hold Dr. King celebration***

Baltimore District will hold its annual Dr. Martin Luther King Jr. Celebration on Tuesday, Jan. 11 from 1 to 2:30 p.m. in Room 4100 of the City Crescent Building. The theme of this year's observance is "I Have a Dream."

Geraldine Day, wife of the late Baseball-Hall-of-Famer Leon Day, is the featured guest speaker. Mrs. Day will give a glimpse into the dreams and accomplishments of her husband. All District employees are encouraged to attend this event.

# Ribbon cut for Noyes Elementary

Lt. Col. J.T. Hand, deputy commander, represented Baltimore District at a ribbon cutting ceremony that officially opened the newly modernized Noyes Elementary School, the sixth major project completed this school year by the Corps of Engineers in partnership with the D.C. Public School system.

In his speech to the students, parents, faculty and school-system representatives, Hand emphasized the importance of reaching one's full potential through hard work and dedication. He used the life of Crosby Stuart Noyes, the man for whom the school was named, as an example of how hard work and establishing goals can help realize one's full potential.

Hand said that when Noyes

arrived in Washington, he had very little money, but his thirst for knowledge and passion for writing led him down a path of good fortune, and he became the owner of the same paper that gave him his first job in Washington, "The Evening Star."

The new Noyes Elementary School has 17 modernized classrooms, including two headstart classrooms. It has a media center, a computer room, a science lab, a music room, a cafeteria, a gymnasium, an auditorium and many other features for the comfort, safety and security of the stu-

dents, faculty and staff.

Hand presented Principal Wayne Ryan with a commemorative collage in honor of the occasion.

"Please accept this gift as a token of our respect for the men and women at the forefront of education at Noyes," Hand said.



A modernized classroom at Noyes Elementary awaits students. The school opened last fall.

(Photo by Susanne Bledsoe)

## Think as a region, act as a region

(Continued from p. 5)

For the future, plans are being made for continued progress in fiscal 2005, building on last year's accomplishments and laying the foundation for further regionalization in fiscal 2006 and beyond:

- ▣ Workload management will be fine tuned based on customer needs and on regional resources and capacities.

- ▣ P2, the automated system being used for project management, will continue to be a major focus area to better support all activities.

- ▣ The RBC will continue to define the region's core competencies and to make effective

use of the Tech-13 program and other technical capabilities.

- ▣ Regionalization of support functions under USACE 2012 will continue as **Communities of Practice**, or CoPs, take shape within each function.

- ▣ The **Regional Program Budget Advisory Committee** will study and prepare for implementation of cost control measures and regional rates in fiscal year 2006.

- ▣ Better integration of teams (district PDTs, DSTs, RITs, CoPs, etc.) and greater delegation of authorities will likely occur by fiscal 2006 as well. **So if you are a member of or provide support to one or more of these teams,**

**you will be directly affected by regionalization efforts.**

- ▣ Regionalization also will drive the performance appraisal objectives for all members of the Regional Management Board, GS-15s throughout the region and others rated by regional leadership.

"We will think as a region and act as a region, delivering quality projects through our districts, on time, at the lowest cost, safely," Temple said.

"We have done and are doing great work in the service of the Army and the nation. But working together we can always improve, and as a region, I know that we will."

# A-76 forum on IT, IM attracts crowd

Nearly 120 people attended the Industry Forum for the Corps of Engineers' A-76 Competitive Sourcing Initiative at the Wyndham Inner Harbor Hotel, Dec. 8. The individuals—



Glen DePue, Information Technology/Information Management performance work statement team leader, addresses the A-76 forum.

(Photo by Susanne Bledsoe)

who represented nearly 80 contractors—attended the forum to learn more about the job requirements for the nearly 7,500 information technology and information management positions included in the competition.

Cathey Robertson, a District senior procurement analyst, said she was impressed with the attendance for the event.

"We had a good turnout, and we had excellent questions from the audience during the question and answer period," she said.

Robertson added that the pool of interested persons is ever-expanding. She's already

received numerous requests from private contractors who want to be included in the Corps' request for proposals, which begins in May.

"Over 300 firms have already requested to be part of the solicitation," she said.

The Corps will begin accepting proposals for outsourcing in September. A final decision on the Competitive Sourcing Initiative is expected to be made in November.

## News you can use

### Blood donors wanted

The American Red Cross will be coming to the City Crescent Building.

**When:** Friday, Jan. 21

**Where:** Room 4100

**Time:** 8 a.m. to 1:30 p.m.

Please contact your admin point of contact to schedule your appointment. If you have any other questions please contact Samantha Rosen, Human Resources, X2087.

### Speakers Bureau

Lt. Col. J.T. Hand, deputy commander, gave a presentation to the Bel Air Lions Club Dec. 7, relating that infamous date of the attack on Pearl Harbor to current military operations. Hand spoke about the American Soldier and the Corps' support to the Global War on Terrorism, including civilians serving overseas.

## Employees break District's Angel Tree donation record

District employees gave gifts to 224 children in need in the Baltimore area this holiday season through the Angel Tree program, which ended Dec. 8.

"We've never broken the 200 mark before," said Sue Jones of Real Estate, the Baltimore District coordinator.

The Salvation Army's Angel Tree program offers an opportunity each holiday season for people to choose an "angel," which represents a child and lists a gift for that child. The program helps families in need and brings smiles to those who otherwise may not receive many presents.

Jones and her group of Baltimore District volunteers distributed the angels to willing

employees, who then purchased the item requested. Jones and her crew also arranged for pick up of the presents by the Salvation Army van.

"Not only did I have to go back and ask for more angels," Jones said, "but last-minute takers came to the rescue on Dec. 7 and took the remaining angels that hadn't been selected from among the additional ones the Salvation Army had sent over."

Jones commended all the participants and volunteers.

"From the bottom of my heart, thank you all for adopting these little angels," she said. "Without you, they wouldn't have a Christmas."

# Baltimore District's 2004 Holiday Event

Story by Angela Moore  
Public Affairs Office

Photos by

Susanne Bledsoe and Tex Jobe  
Information Management

You could've found yourself lost on 9<sup>th</sup> floor's Winter Wonderland, throwing discs through acting Information Management Chief Gary Mauls' mouth, or winning one of two \$50 prizes handed out by Lt. Col. J.T. Hand at the North Pole on the 11<sup>th</sup> floor.

Whatever floor you were on, there was plenty to do during the 2004 holiday event in the City Crescent Building.

Information Management spearheaded the planning of this year's holiday event, which featured a different theme on each floor, games, prizes, food and decorations of all sorts. "We wanted to have a game that was fun, challenging and no one else could copy," said Jason Cochran, a computer specialist in Information Management.

"It was lots of fun playing Planning Jeopardy and learn-

ing little known facts about co-workers," said Kara Deustch, an environmental protection specialist in Planning Division.

Employees were encouraged to visit each theme party and get a holiday passport stamped to enter a drawing for a \$50 cash prize. The event also included the annual caroling of the Mean Lower Low Water singers on their Fiscal Year 2005 Tour, serenading each floor with their special rendition of "We Wish You a Merry Christmas," "The Twelve Days of Christmas" and "Happy Trails to You."



There was plenty of food on each floor.



Prizes were awarded to whomever was able to throw a disc through acting Information Management Chief Gary Maul's mouth.



Tim Anderson, Chief of Counsel, places his division's ornament on the Executive Office snowflake.



The Mean Lower Low Water singers serenaded employees with their renditions of some holiday favorites.

## Use caution when shoveling snow this winter

It happens every winter... snow falls, usually leaving piles of the stuff to clear from your sidewalks and driveway.

Although shoveling snow is a good way to get in some rigorous exercise, there have been a number of deaths and serious accidents in recent years caused by over-exertion during shoveling.

The following tips can keep you safe when you head out to tackle the white stuff:

### Keep your spine in an upright, neutral position.

- Stand with your feet about hip width for balance and keep the shovel close to your body. No slouching or twisting.

- Bend at the hips and knees to get lower to the ground.

- Use your leg muscles to lift the load.

### Avoid throwing the snow

- Keep the load low to the ground and close to your body.

- If you must throw it, don't throw it far.

- Use the big muscles from the hips and legs to push the snow whenever you can.

### Get adequate rest

- How long you can work depends on how heavy the snow is, your physical condition and how cold it is outside.

- If you feel fatigue, pain, or shortness of breath, rest until you feel normal again. If you



have shortness for a prolonged period, see your doctor immediately.

- Using a snowblower is also physically demanding and requires rest breaks.

## District hazardous weather plan released

With the arrival of winter, Corps employees may be wondering where they should tune in for information on District delays and closings during a winter storm.

Baltimore District has established a hazardous weather hotline, (410) 962-1804, for employees to call for the latest information on District closings and delays.

Corps employees may also tune in to several TV and radio stations, or visit the District's website at [www.nab.usace.army.mil](http://www.nab.usace.army.mil) for information on District operations. Every effort will be made to provide initial updates by 5:20 a.m. and periodic updates thereafter.

*Please clip the card below and keep it in a convenient place for use during a hazardous weather event.*

**CENAB HAZARDOUS WEATHER PLAN**

Employees should report to work unless an announcement is made stating otherwise.  
**Hazardous Weather Hotline (410) 962-1804 or 1-877-349-9523**  
TDD 1-800-735-2258 for (410) 962-1804

- **CODE RED**  
Corps of Engineers offices in the Baltimore metropolitan area are closed for the day. Offices are closed to the public for the day.
- **CODE YELLOW**  
Corps of Engineers offices in the Baltimore metropolitan area are opening 2 hours late. Offices will open to the public at 10:00 a.m.
- **CODE BLUE**  
Corps of Engineers offices in the Baltimore metropolitan area are opening 4 hours late. Offices will open to the public at 12 noon.

LISTEN TO RADIO STATIONS 1090 AM, 1500 AM, 1390 AM, 93.1 FM, 98.7 FM, 106.5 FM, & 107.7 FM  
WATCH TV STATIONS CHANNELS WMAR 2, WJZ 13 & WBFF 45



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

Official Business

## Baltimore Newsmakers

