



## And the walls came tumbling down

### Corps implodes residential building at Fort Myer

*Editor's Note: Baltimore District, in partnership with the Engineering and Support Center in Huntsville, Ala., Bhate Associates of Birmingham, Ala., and Controlled Demolitions Inc., of Phoenix, Md., took an unusual step June 4, when it oversaw the implosion of Tencza Terrace, a residential building on the campus of Fort Myer, Va. The Corps traditionally removes buildings by mechanical demolition (a wrecking ball and crane) but decided to implode Tencza Terrace, since the cost of imploding the building was \$100,000 less than a mechanical demolition.*

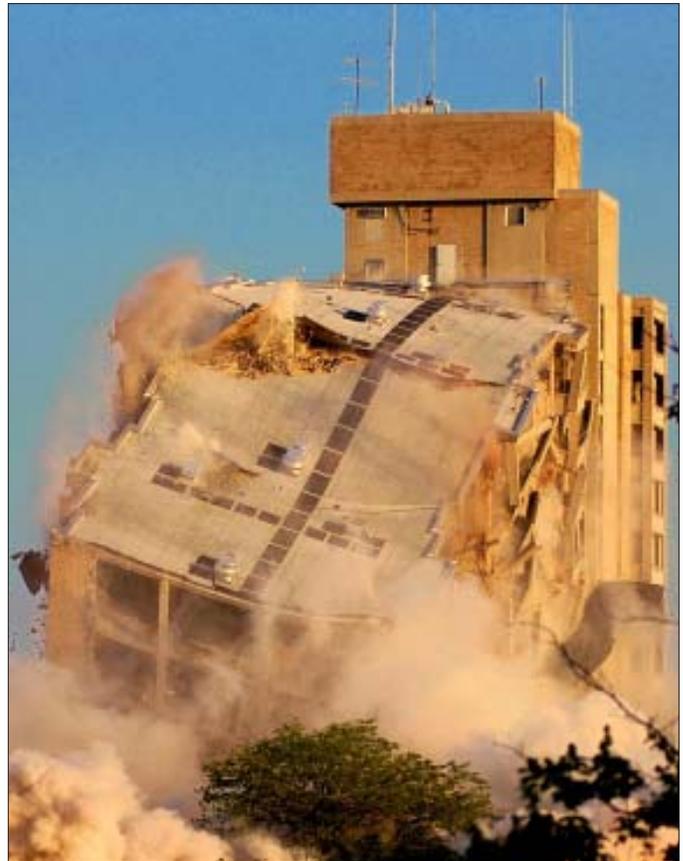
*Baltimore District personnel who assisted in the project included Buddy Billington, resident engineer, who was responsible for the overall management and oversight of the project; Gary Williams, the project engineer and quality assurance representative who performed on-site coordination with the contractor and base personnel and was responsible for the day-to-day management of the project; and Norma Renovales-Alvarez, who coordinated the funding packages and served as the project manager.*

*The following article — which was published in the Pentagram, a newspaper for the Fort Myer Military Community — offers the customer's perspective on the success of this project.*

**By Matt McFarland**  
Pentagram Staff Writer

Paula Lopez, 5, was shocked to see Tencza Terrace leveled. "I'm not sure if she knows what's about to happen," said her mother Maria, a few minutes before the 100 pounds of dynamite pierced a quiet Sunday morning. The family was one of the last to move out of the 12-story apartment building last May.

Lopez was one of four people given the honors of pushing a ceremonial plunger to implode the building. As a cloud of



(Photo by Adam Skoczylas, Pentagram)

**Tencza Terrace, a residential building at Fort Myer, was imploded June 4. The building housed enlisted Soldiers and their families from 1966 until 2005.**

dust billowed out, Paula covered her ears and had a surprised look on her face.

"I thought I was gonna blow up that one," said Paula, pointing toward the PX.

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Tips on operational security



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U.S. Army Corps  
of Engineers  
Baltimore District

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

*Constellation* is an unofficial publication authorized under the provisions of AR 360-1 and published monthly by the Public Affairs Office, U.S. Army Corps of Engineers, Baltimore District, P.O. Box 1715, Baltimore, Md. 21203-1715. Telephone: (410) 962-2809; fax: (410) 962-3660. It is printed on recyclable paper; press run 1,600. All manuscripts submitted are subject to editing and rewriting. Material from this publication may be reproduced without permission. Views/opinions are not necessarily those of the Department of the Army.

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# Commander's Comment

## *People Make the Difference*

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

As I look back over the last three years within the U.S. Army Corps of Engineers, Baltimore District, I have been particularly blessed to work with many of the most competent and professional people who serve in government. Like my predecessors, your desire for customer satisfaction, meaningful change and achievement has paved the way for continuous improvement. Over the last three years, many people and their projects serve as examples of this.

One such example is our District of Columbia Program Office. This cross-functional team, comprised of great Americans of many diverse skills who can reach back to our district headquarters for additional support, has led the way in the renovation or new construction of 11 schools for the DC Public School System. Team...one school left to go! As the school program winds down, this team has transformed into a program office that directly supports Forts Myer and McNair, as well as many International and Interagency customers.

The employees of our Realty Service Field Office also embody the fantastic work that a cross-functional team can accomplish. Over the last three years, this office has continued to provide fantastic support to the Department of Defense in fighting the Global War on Terrorism. Their reputation continues to fuel an ever-increasing workload.

The Formerly Used Defense Site at Spring Valley has provided many challenges to our District in the last three years. I will always remember the

absolute professionalism, competency and attention to detail exhibited by our team members who support our efforts there. The circumstances and environment surrounding this WWI chemical and ordnance cleanup are some of the most difficult in our nation.

My final team example comes from the Washington Aqueduct. When lead was discovered in the drinking water of District of Columbia residents early in my tenure, the Aqueduct team sprung into action. The primary task was to determine how we could adjust the water production process in order to make the water less corrosive to the DC Water and Sewer Authority's lead distribution pipes. After consultation with some of the most knowledgeable experts in the country, the Aqueduct team was able to quickly design, contract and construct facilities that minimized this lead leaching.

**"I have been particularly blessed to work with many of the most competent and professional people..."**

I would be remiss if I didn't mention some of the personal sacrifices made by our teammates in fighting the Global War on Terrorism

and in aiding in the response and recovery from natural disasters. We are known as the "go to" district within the Corps of Engineers for support in Afghanistan. Our legacy there has improved military and civilian infrastructure that is aiding in the transition to a democratic society. Multiple deployments by many of our employees, such as Heidi Cherry and Joe Zacot, stand out as particularly exemplary. I will always feel proud of those such as Gil Dent and Maryam Khan, who were in Afghanistan, only to volunteer to further deploy into Pakistan to offer assistance after the devastating October 2005 earthquake. In Iraq, we've been able to make an impact in many ways... whether it was

*(continued on page 11)*

# Solving the puzzle of operational security

Story and photo  
 by **Christopher Augsburger**  
 Public Affairs Office

Approximately 26.5 million veterans and 2.2 million active duty Soldiers were placed at risk of identity theft in May 2006, after an intruder entered the home of an employee of the Department of Veterans Affairs and stole an electronic data file containing the service members' vital information. The electronic file contained the names, birth dates and Social Security numbers of current and former military personnel, according to the VA.

Although an incident of this magnitude has never occurred at the Baltimore District, according to Humberto "Bert" Gonzalez, deputy chief of the District's Office of Security and Law Enforcement, employees can use this experience as a reminder to remain vigilant in their efforts to practice good operational security.

In this age of Internet and advanced telecommunications, threats to operational security within the military community jeopardize the safety and security of our Soldiers and Civilians engaged in the Global War on Terrorism. At the Baltimore District, employees have a particular responsibility for maintaining a high level of security because of the array of sensitive information and technology they use on a daily basis. Therefore, employees must

know what official information they should keep secure and the best way to prevent it from getting into the wrong hands.

"Being able to store information on a multitude of devices makes the collection of data convenient for access," said Chuck Tidwell, information assurance security manager. "However, along with that convenience, there is the danger of improper disposal, misplacement or loss due to theft."

One common example of an increased threat to operational security is the use of small electronic storage devices, or "thumb drives." Because of the size and amount of information they can hold, these drives are at a particularly high risk of theft, according to Tidwell. Also, employees who often travel or work from home need to take extra precaution with their laptop computers, ensuring they do all they can to safeguard against

the theft of a machine capable of storing copious amounts of potentially highly sensitive material.

To help combat these issues, the District has implemented a number of recurring training programs aimed at educating the workforce on how to practice information assurance. The District is also using the latest in security technology to help counter any threats to operational security, such as the Common Access Card implementation currently underway to provide CAC Cryptographic Logon.

"This process will eventually replace the current 90-day mandatory password change," said Tidwell.

Some of the tips that employees should keep in mind in order to practice good operational security include locking their workstations before leaving their work area and removing any identification cards. Also, government property should be safely stored and locked to guard against theft and property damage, whether on the road or in the office, said Tidwell.

Along with awareness of the risks to security associated with technology, users must also understand the kinds of information they should protect. Sensitive information presents itself in many forms, not just under the flap of a classified folder.

"Operational security is about preventing the enemy from using bits and pieces of information to put together a puzzle," said Gonzalez. "It doesn't take much for them to put together pieces of a drawing and location to figure out the best way to do us harm."

Adversaries can obtain this information from improperly disposed work plans and blueprints

for major infrastructure projects like dams, levees and the Washington Aqueduct. They could use this information to discover where sensitive chemicals or classified information is stored at any number of Corps-built facilities and do a tremendous amount of harm, according to Gonzalez.

"One man's trash is another man's treasure," he said.

In addition to project-sensitive information, personal information needs equal protection. Gonzalez encourages employees to properly dispose of documentation containing personal information, such as temporary duty vouchers, credit card statements and pay check stubs.

"Everyone needs to play a role in practicing safe operational security, from the cleaning staff to the Executive Office," said Gonzalez.



# Survey Says:

## Sharing the results of a recent reader poll

In February, we included a two-page survey in the *Constellation* to allow readers a chance to provide some feedback on the newsletter and let us know how we can improve the *Constellation* to meet your needs.

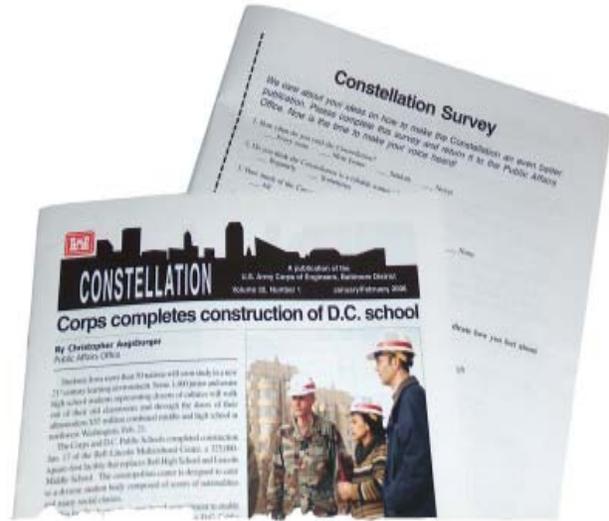
Overall, our readers thought the *Constellation* was a good publication. Nearly 95 percent of the responses gave the *Constellation* an overall rating of “excellent” or “good.” In addition, most of our readers enjoyed the photography and art in the newsletter, and there was something in the newsletter that appealed to everyone.

**(Interesting Note: Many of our readers said the Newsmakers page — back page — is their favorite section!)**

While there were certain aspects of the *Constellation* that our readers enjoyed, there were certainly other areas in which the newsletter had room for growth.

Our readers thought the *Constellation* could be improved by:

- Focusing more on District people
- Including more information on changes in pay, benefits, retirement, etc.
- Covering more Corps-wide news
- Adding more information that is pertinent to District retirees



Based on these comments, the Public Affairs Office has made several changes to the newsletter. You may have noticed more articles about individual achievements as well as more two-way communication tools such as employee polls.

In future issues of the *Constellation*, our readers will notice articles that discuss pay and benefits, an occasional retiree feature and segments on Baltimore District history.

The *Constellation* staff welcomes any feedback our readers may have. If you have another idea to improve the *Constellation*, contact the editor, Chanel Weaver, at [Chanel.Weaver@nab02.usace.army.mil](mailto:Chanel.Weaver@nab02.usace.army.mil) or call (410) 962-2809.

Thank you to all of those who completed a survey. Your voices have been heard!

### Quick Poll: What do you enjoy most about the *Constellation*?



**Bertha Brownson**  
Office of Counsel

*“I like the fact that the *Constellation* is in color and that draws my attention to the articles.”*



**Gary Maul**  
Information Management

*“I enjoy the personal perspective that it offers - the promotions, hails and farewells, congratulations, etc.”*



**Jan Harvin**  
Resource Management

*“I look forward to reading the District Engineer’s comments and determining how his comments will impact me.”*

# Hand accepts position in Operations

**By Christopher Augsburger**  
Public Affairs Office

**I**mportance. Relevance. History. These are the three reasons why, after 22 years as an officer in the U.S. Army, Lt. Col. J.T. Hand will stay with the Corps as a Department of the Army Civilian. Hand will serve as the new chief of Baltimore District's Navigation Branch.

"I love the Corps," said Hand. "I don't believe that there's a more professional engineering firm in the country."

Hand first served with Baltimore District from 1995 to 1998 as a project engineer with the Bay Area Office and Deputy District Engineer for Civil Works, before returning for his final tour

in 2003 as the Deputy Commander. While he said that his time with the District in the mid -1990s opened his eyes to the breadth of responsibility the District holds — including the long-term impacts of many Corps projects — his experience in the Executive Office helped him develop a greater appreciation for the Corps' navigation mission.

"Every day for the last three years, I've walked past the two monuments on the 11th floor," said Hand, referring to the monuments presented to the District acknowledging the navigation efforts of former colonels Long and Brewerton during the mid-1800s, "and I am reminded of the long history, tradition and importance of navigation."

As he looks ahead to his days as chief of Navigation Branch, he said that



**Lt. Col. J. T. Hand**

he's proud of the quality people and leadership with whom he'll be working.

"I can't think of a finer organization to join," he said.

# Baker starts a new chapter in Kansas

**By Christopher Augsburger**  
Public Affairs Office

**M**aj. John Baker's two years with the Baltimore District — bisected by seven months with the Afghanistan Engineer District — served as a lesson on "real world" leadership.

While Baker faced an early adjustment period after leaving a troop command to serve in a primarily civilian organization, he regards his experience at the District as a valuable and rewarding tour that will enhance his ability to lead both in military units and other organizations after his Army career has ended.

"The Baltimore District is the 'real world,' as contrasted with the work environment in some military units," said Baker.



**Maj. John K. Baker**

Not only did Baker learn to adjust to a civilian staff, but he also gained a profound appreciation for the Baltimore District's diverse and extensive set of military, civil works and interagency missions.

"It was an enlightening experience, after spending eight years in combat engineer troop units focused on blowing stuff up, to come to a district focused on construction," said Baker.

"After seeing the wide range of missions and the quality of the work, I gained a respect for the technical competence and professionalism of our District's employees," said Baker.

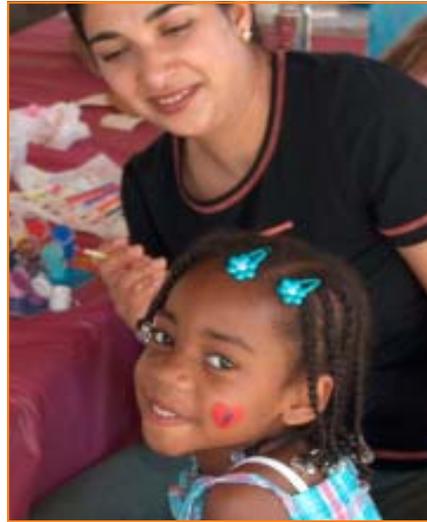
In July, Baker will leave Baltimore District to attend the Command and General Staff College at Fort Leavenworth, Kansas.



Children participate in a plunger relay race.



Lauren (left) and Nicole Guise, daughters of Amy Guise, PL, swing on the monkey bars.



Rochelle Evelyn, goddaughter of Chanel Weaver, PA, enjoys getting her face painted.



Jessica Winand, daughter of CJ Winand, EN, proudly displays her catch of the day.



Stan Block, EN, and his wife, Marie, relax on the beach.

# Fun in the sunshine at Sandy Point State Park



Kevin Moses, son of Lorie Moses, RM, goes for a dip in the cool waters of the Chesapeake Bay.



The water balloon toss was just one of many games offered at the picnic. The games attracted children of all ages.

**By Lorie Moses**  
Resource Management Office

Kudos to Real Estate Division for ensuring that the 2006 Organization Day Picnic was a great success! Goldilocks could not have asked for more perfect weather conditions or a more picturesque site for the picnic, which was held June 16. Judging by the photos, Stan Block and his wife, Marie, would definitely have to agree. Although the picnic started a little late for some — an accident on I-97 caused a backup — that did not prevent folks from having lots of fun in the sun once they arrived.

Food, fun, family and friends were abundant. Whether one's interest lay literally on the beach or on the grill; under the canopy creating one-of-a-kind masterpieces; with the relay race; on the court or the field; or just cheering from the sideline, Sandy Point State Park offered something for everyone — even the spectators who were happy doing nothing at all.

If you missed the Baltimore District's Organization Day, don't fret. Instead, do what Washington Aqueduct's Louis Levesque and his wife Bev do every year: Mark your calendars! In another 300 days or so, the District will be gearing up to do it all over again — bigger and better than before.

*(Photos by Lorie Moses, Resource Management, and Chanel S. Weaver, Public Affairs)*

# Employee earns *eighth* college degree

**By Chanel S. Weaver**  
Public Affairs Office

When District employee Ed Lazarus says learning is a life-long process, he means it.

Since completing high school more than 50 years ago, Lazarus has earned eight college degrees including a bachelor's degree in engineering, a bachelor's degree in accounting, two master's degrees in liberal arts, a master's degree in taxation, a master's degree in public administration and a law degree.

He earned his latest degree — a master's in information management — from the University of Baltimore in May.

"I really did not know too much about computers, so I decided to get a master's degree in that field," said Lazarus, who works as a Design Manager in the Military Branch of Engineering Division. He is an Attorney, MD Bar, and a Patent Attorney. He has also had two engineering articles published by the Houston Engineering Society.

Lazarus, 69, said his reason for continuing his formal education is very simple.

"I believe the continued pursuit of new learning is not only its own reward, but also benefits the individual in all parts of life."

Lazarus attends classes the traditional way. In an era of online universities and online diplomas, Lazarus still values the personal interaction with professors and classmates one or two nights a week.

"Attending classes forces you to read and study — something that I would not do on my own."

With his more than 30 years of service with the Corps, Lazarus is an asset to the organization, according to Herb Eichler, chief of the Design Management Section in the Military Design Branch of Engineering Division.

"Ed has worked on some of the largest and most sophisticated military projects in the Baltimore District such as the National Security Agency Operation Building, Walter Reed Army Institute of Research, and DeWitt Army Hospital," said Eichler. "He is self-motivated and works very hard to get his projects done, even working through weekends when necessary."

Just as he has no plans to quit school, Lazarus does not plan to retire from the Corps.

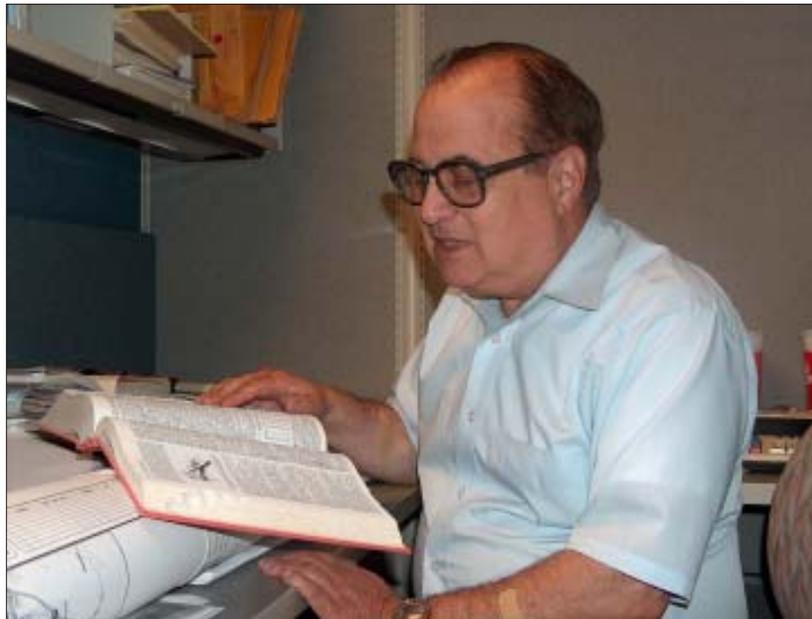
"I believe one should stay busy all of the time," said Lazarus. "Achievement is unlikely when you are retired and not

kept to a rigorous schedule. There is nothing that I would do in retirement that I don't do now."

He and his wife, Diane, have fulfilled their dreams of traveling to many parts of the country. They are longtime members of the American Contract Bridge League. He is a Grand Life Master and the longest serving member of the National Appeals Committee.

Although Lazarus has earned eight degrees, his pursuit of learning is certainly not over. He has completed about half of the classes required to obtain a master's degree in business administration and a doctorate in public administration.

"I'm not finished yet," said Lazarus. "I don't know what degrees 11 and 12 will be, but I'm going to study something!"



*(Photo by Chanel S. Weaver, Public Affairs)*

**Ed Lazarus, a design manager in the Military Branch of Engineering Division, is committed to continuing his formal education. Lazarus earned his eighth college degree in May.**

# Learn how to ‘Own the Edge’

By Col. Robert J. Davis  
Commander and District Engineer

As I depart the District this summer, I want to leave you with some thoughts about safety and about “the edge.” The “edge” is the fine line that lies between conducting your day-to-day business while in control, and losing control and having a preventable accident. Using a tool called Composite Risk Management we can identify, evaluate and manage potential risks that would put us over the edge. This balance —being on the edge without going over — allows us to push ourselves to the limit while still remaining in control.

“Owning the edge” begins with knowing where it is. The edge is different for each member of our team and is defined by each person’s training, experience, abilities, skills, environment, mission and other variables — some seen and some unseen. It is in this process of defining the edge that first-line supervisors’ involvement and participation becomes essential. Knowing the people who work for you and with you will help you draw the line for each member of your team, and will help you keep the preventable accidents such as slips and falls and muscle strains (our most common accidents) from happening.

With the line of the edge drawn, all of us must then take the initiative to “Own the Edge.” To accomplish this, every member of the team can use the 5-step CRM process described below to identify, evaluate and manage the potential risks involved in any action or decision. This can be done formally using what we in the Corps’ call the Activity Hazard Analysis, or it can be done on-the-fly when confronted with a hazardous situation that requires a quick decision.

**1. Identify hazards** by considering all aspects of current and future situations, environments, and known historical problem areas.



**2. Assess the impact of each hazard** in terms of potential loss and cost based on probability and severity.

**3. Develop control measures** that eliminate the hazard or reduce its risk. As control measures are developed, risks are re-evaluated until the residual risk is at a level where the benefits outweigh the cost. The appropriate decision authority then **makes the decision** whether to move forward with the task.

**4.** In my view, this is the most important part of the CRM process because it involves action. **Implement controls** that eliminate the hazards or reduce their risks. During this step, ensure the controls are communicated to everyone on the team.

**5.** The final step requires supervisors to enforce standards and controls, **evaluate effectiveness**, and adjust or update as necessary. Lessons learned are then fed back into the system for future planning.

Evaluating risk and making informed decisions on the job and at home is an essential part of keeping our team safe. I challenge each of you to integrate the CRM process into your daily lives and to “Own the Edge!”

*Editor’s Note: The U.S. Combat Readiness Center is in the process of tailoring the “Own the Edge” campaign for predominately civilian commands such as ours. In the meantime, you can view the current campaign by going to <https://crc.army.mil> and clicking on the “Own the Edge” campaign.*

## AMERICAN RED CROSS BLOOD DRIVE

Date: July 7

Time: 8 a.m. - 1: 30 p.m.

Location: EEOC Conference Room, Fourth Floor

Contact Stephanie Matthews at (410) 962-2087 for more information.



**Tencza Terrace**  
(continued from cover)

The Lopez family, along with Anthony Tencza, son of the building's namesake, and Jimmy Byrd, one of the first residents, all crouched to push the wooden plunger from a viewing location at the exit of the PX and Armed Forces Bank parking lot.

A crowd of roughly 200 began gathering in the parking lot and on McNair Road more than an hour before the advertised implosion time of 6:30 a.m. Some still wore their pajamas. Nearly everyone had a camera or camcorder. Some people gathered off-post along Washington Blvd, which was briefly closed. Less than a dozen cars were stopped for eight minutes.

Byrd, the 55th resident to move into Tencza Terrace, arrived in the dark at 5 a.m. In 1966, he was asked to move into the new complex so that in the event of bad weather he could walk to his job at the Pentagon. Only one heavy snowstorm forced him to walk before he left for Vietnam in 1969.

As the crowd waited, Fort Myer historian Kim Holien shared a history of the building and the installation.

"Fort Myer has significantly changed. One hundred and fifty years ago the area where you're standing was a vast forest," said Holien.

At exactly 6:30 a.m. the explosives went off like a series of booming shots; there was a brief pause before the already hollowed-out building fell.

A cloud of dust moved towards the Rader Clinic viewing location and blanketed some cars on Henderson Hall. "It was amazing how far the cloud went," said David Sloan, an Army retiree, who brought a mask. Thanks to a commitment to safety from Fort Myer, it wasn't even necessary.

The soft demolition of Tencza Terrace this spring included abatement of hazardous materials. Asbestos and mastic glues were removed. During the abatement, the building was sealed and pressurized to keep any hazardous materials inside.

Between 80 and 90 percent of the materials from Tencza Terrace will be recycled, which includes 60,000 pounds of sheetrock.

"When that first charge went off and then nothing happened, it was a little concerning," said Garrison Chaplain Barry White. The whole operation took 18 seconds. Once Tencza Terrace tumbled the drowsy group suddenly was clapping and cheering.

"Success! It was a great," said Garrison Commander Col. Thomas A. Allmon.

At 12-stories, the building is at the borderline of conventional wisdom on whether it should be brought down with a wrecking ball or implosion. To decide, an economic analysis was conducted. The results showed implosion was \$100,000 less



(Photo by Debra Valine, Huntsville District)

**District employees Gary Williams (left) and Buddy Billington watch as Tencza Terrace is imploded.**

expensive than mechanical demolition, and would be completed 30 days sooner.

"I've been eagerly awaiting this for six months — both professionally and personally," said Maj. Gen. Guy C. Swan III, commander of the Military District of Washington and Joint Force Headquarters, National Capital Region. "Obviously this was very exciting to see, but after the dust settles, this gets us a much better access control point."

The inspection tent at Hatfield Gate is expected to move from Sheridan Avenue to the Tencza Terrace site next summer.

The concrete and rubble will remain on site to be sorted and crushed to form the foundation of the new search point for vehicles entering Hatfield Gate.

**Attention GS-13 and GS-14 employees!!!**

The North Atlantic Division Executive Leadership Development Program is accepting applications. The one-year program includes a one-day orientation, one week of formal training at the University of Maryland, as well as shadowing and forming mentoring partnerships with senior leaders across the Corps.

Applicants must:

- Be NAD employees
- Be a GS-13 or GS-14 employee
- Have the capability to obtain a secret clearance

For more information on this exciting opportunity, contact Greg Johnson at (410) 962-3890.

U.S. Army  
Corps of Engineers  
Baltimore District

# Change of Command Ceremony

Friday, July 14

10 a.m.

Wyndham Hotel  
101 West Fayette St.  
Baltimore, Maryland

All employees are  
encouraged to attend.

## Know your fruits and veggies



(Photo by Joyce M. Conant, Public Affairs)

The Safety Squirrel looks on as Col. Robert Davis, Baltimore District Commander, exchanges “5 A Day – The Color Way” flash cards with BethAnn Cameron, health educator with the U.S. Army Center for Health Promotion and Preventive Medicine, at Baltimore District’s third annual safety week June 7-9. Davis was quizzed on his knowledge of fruits and vegetables and their benefits and learned why it’s important to get a colorful variety of them into one’s diet every day. In addition to nutritional education, USACHPPM also provided ergonomics assessments.

In coordination with this year’s theme: “Making our District a Safer Place,” other educational presentations included “Fast and Fatal” a seminar on speed, “Traffic Safety 3-D” relating to drugs, drinking and driving and “Strap and Snap” safety belts save lives; just to name a few.

For more information on “5 A Day – the Color Way,” visit [www.5aday.org](http://www.5aday.org).

### Commander’s Comment (continued from page 2)

with senior program and construction leadership in the Gulf Region districts, contracting officer support, resource management support or general administrative support. I will never forget the likes of Carol Bostwick, mother of grown children, who stepped up and deployed to Iraq to “make a difference” there.

The work we accomplished with fellow members of the Army during the natural disasters of 2003 through 2005 will always be something that I will remember fondly. Those who

helped with the various FEMA-directed missions made great sacrifices, learned quick and made an immediate positive impact on the lives of Americans in need. The names of Buddy Billington, Elizabeth Leigh, Jim Dash and Mike Johnson come to mind, but there have been about 100 others, about 10 percent of the District, who have answered the call. Many more at home offices had to shift their work efforts in order to accommodate the quick departure of those who deployed. I also tip my cap to these unsung heroes and heroines.

As I depart, there are two reasons that I feel as if I’ve won the Super Bowl...fantastic people and fantastic

opportunities for growth and achievement. There are many other examples of individuals and teams exhibiting the best, but it would take many issues of the *Constellation* to adequately describe them. My final thought is that our future workload is staggering, particularly in the military program and I’m sure that the incoming commander, Col. Pete Mueller, will continue to guide the District to success. Pete is a tremendous officer who will win us some more Super Bowls! The best of luck to Pete during his command of this great organization!

— Essayons



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