



Chief of Engineers visits Walter Reed Military Amputee Training Center

By Chanel S. Weaver
Public Affairs Office

Chief of Engineers, Lt. Gen. Carl A. Strock, visited Walter Reed Army Medical Center in Washington, D.C., Jan. 3, to see injured troops and to observe firsthand the progress that Baltimore District is making on the Military Amputee Training Center.

Strock began his visit by talking to injured troops at the hospital and thanking them for their service to their country.



(Photo by Chanel S. Weaver, Public Affairs)

Chief of Engineers, Lt. Gen. Carl A. Strock (left) and Baltimore District Commander, Col. Peter W. Mueller, listen intently as they are briefed on the progress of the Military Amputee Training Center at Walter Reed Army Medical Center. Strock visited Walter Reed Jan. 3 to talk to injured Soldiers and check on the status of the Amputee Training Center.

Although the Chief of Engineers hoped his visit would encourage the troops, he said he was actually the one who left the hospital feeling inspired.

“It was uplifting to spend time with these Soldiers,” said Strock. “They were all positive and proud of their service.”

After visiting with the Soldiers, Strock had the opportunity to check on the progress of the Military Amputee Training Facility, currently under construction by the Baltimore District.

The 31,000-square-foot Military Amputee Training Center, which is being constructed as a medical transitional structure due to Base Realignment and Closure recommendations for the relocation of the Walter Reed Army Medical Center, is required to support the growing number of amputee service members returning from the Global War on Terrorism.

When it is completed, the Military Amputee Training Center will feature state-of-the-art technology to improve military amputee rehabilitation through use of advanced prosthetics, computerized and video monitoring for biomechanical studies and advanced physical training therapy methods. Clinical space will house areas for fitting, testing and adjusting advanced prosthetics, physical and occupational therapy, social work, psychology, clinical nutritional services and clinical research.

“The center features a lot of technical and diagnostic equipment that will allow the troops to be re-engaged in the front lines, if they so desire,” said Eli Hirsch, Baltimore District project manager.

The center will also feature advanced training areas that include indoor walking, running and maneuver lanes, uneven terrain simulation areas, stairs, climbing surfaces and various equipment and space for advanced strength, balance, agility

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U.S. Army Corps
of Engineers
Baltimore District

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

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Commander's Comment

Happy New Year!

By Col. Peter W. Mueller
Commander and District Engineer

I hope that everyone in the District had a relaxing and rewarding holiday period. It is great to be back for another exciting year. As we begin 2007 and we all think about our new year's resolutions, I thought it was appropriate to share with you some work that the District Corporate Board has been pursuing — refining our District **mission statement** and our corporate goals and objectives.

Army doctrine provides excellent guidelines on leadership. One element of leadership is what leaders must “do” — provide purpose, direction and motivation. If you have seen my command philosophy you also understand that I believe the most important thing we do each day is to **Accomplish Our Mission**. Over the past three months, District leaders evaluated what we believed reflected our **vision**, a definition of *what we want to become*. We also evaluated the many tasks and requirements we have on our plate to develop an updated **mission statement**, our *overarching task and purpose*. Finally, we addressed *how we would achieve success* which

produced the key goals and objectives that appear vital to accomplishing our **mission** and realizing our **vision**. Our process included consideration of the **goals and objectives** (see bottom of page 3) of North Atlantic Division/Region and Headquarters USACE. We were nesting our strategy with both of our higher headquarters.

Why is this necessary? I already referenced Army doctrine and the role of leaders to provide purpose, direction and motivation. Additionally, as we work to implement the National Security Personnel System, we need to help the workforce understand the big picture, what this organization exists for and where our divisions, branches, project delivery teams, support staff, and individuals fit in. Some of us are also getting prepared for the Regional Leaders conference. We felt it was vital to understand our priorities as we discuss operational and strategic aspects of our regional contributions to this Nation. I ask you to read and consider this living product and understand that your personal contributions are vital to meeting many of these goals, accomplishing our **mission**, and striving to realize the corporate USACE **vision**.

— Essayons

The District Vision

We share the Army Corps of Engineers Vision — Ready, Responsive and Reliable, proudly serving the Armed Forces and the Nation now and in the future. A full-spectrum Engineer Force of high quality Civilians and Soldiers, working with our partners to deliver innovative and effective solutions to the Nation's engineering challenges.

- An Army Values-Based Organization
- Focused on the Mission and Those We Serve
- Dedicated to Public Service
- A Vital Part of the Army

The District Mission Statement

Baltimore District operates corporately to deliver innovative and effective solutions to our customers' engineering challenges in a manner consistent with our values and our principles of environmental stewardship.

Lt. Gen. Strock's visit
(continued from the cover)

and motor skill therapy. A bridged walk-way connecting this facility with the existing hospital is also included.

"It's amazing that there is so much technology that exists to help our Soldiers make speedy recoveries," said Hirsch.

He said the contractor, Turner Construction Company, is doing a great job on this project.

"Turner has done an excellent job keeping the project on budget and ahead of schedule," said Hirsch.

Many of the project partners have expressed their satisfaction with the Corps' progress on this project.

"I am pleased to be working with the Baltimore District team," said David Fortune, project officer for the Health Facility and Planning Agency.

If construction of the project keeps moving at the current pace, Hirsch expects the new center will be completed by Labor Day.

At the conclusion of his visit to Walter Reed, Strock thanked members of the team for their hard work on the Military Amputee Training Center and presented the team members with Commanding General Chief of Engineers' coins for their progress on the project.

"The Military Amputee Training Center is not just another building," said Strock. "It's about caring for our people. By

completing this project, we show our Soldiers that we are committed to them and we honor them for their service."



(Photo by Chanel S. Weaver, Public Affairs)

A subcontractor performs some spot welding on the Military Amputee Training Center at Walter Reed Army Medical Center. The center is expected to be completed by Labor Day.



District Goals and Objectives:

Aggressively Execute Our Mission

- Develop efficient, effective, enduring (sustainable) business processes that get the job done.
 - Develop flexible acquisition tools.
- Execute project management business processes to deliver better, faster, cost effective, greener, safer, and legally sufficient projects.
 - Instill an expeditionary mindset.
- Be a Leader; provide purpose, direction, and motivation in all you do.

Care for our People

- Train, develop and mentor our workforce in leadership and technical expertise.
 - Develop and sustain the workforce as a learning organization.
 - Attract and retain a professional and diverse workforce.
 - Recognize and reward our people.
 - Develop and reinforce teamwork.
 - Be a Leader; cultivate a positive work environment.
- Communicate proactively and positively both internally and externally.

Communicate, Communicate, Communicate

- Listen to understand and respect all viewpoints.

- Communicate proactively and positively both internally and externally.
- Be a Leader; demonstrate effective two-way communication and align your actions with your words.

Use Regionalization to Achieve Results for our Customers

- Leverage regional expertise and resources.
 - Embrace corporate learning.
 - Provide value to the regional team.
- Be a Leader; advance regional practices and teamwork.






Jennings Randolph Lake hosts first physically challenged hunt

By Bill Donnellan
Operations Division

Jennings Randolph Lake located in Garrett County, Md. and Mineral County, W.Va. has a large population of whitetail deer in the area. The lake needed to reduce the size of its deer herd, which led to the first Physically Challenged Hunt held at Robert W. Craig Campground on Dec. 4 and 5.

Four hunters were chosen by the selection committee, based upon applications received at the project. Those participating in the challenged hunt were Craig Rizer Sr., William G. Nesbit Jr., Brandon Staggs, and Charlie Agnew.

The hunters were allowed the opportunity to harvest antlerless deer in a specified controlled hunting area. The Elk District Fire Hall was temporarily turned into a deer camp for two days as the hunters, family members, volunteers, firefighters and rangers spent time preparing for the hunt, eating their meals, and

taking care of any deer that were harvested.

After introductions were made and a safety orientation was presented to all in attendance, the group ate lunch together, allowing time for the hunters to meet the hunting safety instructor who would accompany them during the entire event. The group then proceeded to Jennings Randolph Lake.

At Jennings Randolph Lake, four camouflaged, enclosed fabric tents and a five-foot style tent, complete with heaters and chairs, were placed in pre-selected areas around the Robert W. Craig Campground. Each hunter was allowed a family member or person knowing their physical condition to sit in the tent with them, along with a volunteer hunting safety instructor. Park staff and volunteers were also there to help the hunters get in and out of the woods. The water treatment room was converted into a warming station in the event anyone needed to take a break to get out of the cold weather.

“I am so excited about this hunt. It has been seven years since I last was able to hunt,” said Craig Rizer, Sr.

Rizer said he had been hunting since age six, but because of several health problems, walking up hills or walking for long distances has made hunting almost impossible.

Charlie Agnew has difficulty walking and was very excited to participate in the hunt.

“I hope that I can get a deer this year,” Agnew said. “I am glad my grandfather brought me. He is a good hunter and I want to be a good hunter too.”

This event was a joint venture coordinated by the Elk District Fire Company, West Virginia Department of Natural Resources Law Enforcement Section, West Virginia Hunters Education Association and the U.S. Army Corps of Engineers.

During the two-day hunt, a special bond was formed between the hunters and safety instructors.

“The event helped reduce the deer herd as needed and allowed hunters to participate in an activity many of us take for granted,” said Bill Donnellan, lead ranger. “Just based on the smiles on everyone’s face, I would call the event a success and look forward to next year.”



(Photo by Bill Donnellan, Operations Division)

Brandon Staggs sits in a camouflaged, fabric tent during the physically challenged hunt held at Robert W. Craig Campground Dec. 4 and 5. The two-day event allowed the hunters to participate in different activities and helped Jennings Randolph Lake reduce the size of its deer herd.

Dr. Martin Luther King Jr. honored at Observance Ceremony

By Katisha Draughn
Public Affairs Office

“He was not just another man.”

District employees had the opportunity to hear these powerful words from Gloria Marrow, a history professor at Morgan State University, as she spoke at the annual Dr. Martin Luther King, Jr. Observance last month.

Marrow emphasized King’s accomplishments, the obstacles he faced and the sacrifices he made to ensure that Americans lived in a world free of segregation and prejudice.

“He was what I called a reconstructionist,” Marrow said. “He was trying to build a better America.”

Marrow began her speech by asking if anyone remembered the 1950s and 1960s. She reminisced about the segregated water fountains and restaurants and the Civil Rights Movement. She also pointed out that King was born in Montgomery, Ala., which was known as one of the most segregated cities in the United States.

King faced many challenges that helped him become a leader. Between 1955 and 1968, King was arrested, his home was bombed, his life was threatened and he was subjected to personal abuse.

“He was relentless and committed to the mission,” Marrow said. “Life taught King to be a leader.”

Marrow discussed some of King’s numerous accomplishments and contributions which inspire Americans every day.

His famous “I Have a Dream” speech was delivered on the steps of the Lincoln Memorial on Aug. 28, 1963. King spoke about his dream of seeing blacks and whites co-exist together harmoniously. King was also involved in the Montgomery Bus Boycott, which was a political and social protest campaign designed to end racial segregation on the public transportation system. At the age of 35, King was the youngest man to be awarded the Nobel Peace Prize. He also participated in many freedom marches to include the Selma to Montgomery



(Photo by Jennifer Walsh, Public Affairs)

Gloria Marrow, history professor at Morgan State University, speaks to District employees at the annual Dr. Martin Luther King, Jr. Observance Jan. 12. Marrow spoke about King’s accomplishments and the challenges he faced as he tried to fight for equality among all Americans.

Freedom March and the March on Washington.

“He accepted that he might not get to the promise land, but he was willing to lead Americans to it,” Marrow said.

Col. Peter W. Mueller, Baltimore District commander, stated three facets that we should use to remember and honor King.

“We should remember what he did, reflect on what he’s done and respect him,” he said.

The ceremony also included the reading of a letter sent on behalf of Sen. Barbara A. Mikulski of Maryland and a musical selection by Sandra Crawford, U.S. Small Business Administration.

Marrow wanted District employees to reflect on King’s character and his leadership ability. She also wanted them to remember that his birthday is not just another calendar event and King was not just another man.

The importance of E-mail Etiquette in the workplace

By **Katisha Draughn**
Public Affairs Office

You return to your desk after a long two-hour meeting and check your e-mail. You notice that you have received 14 e-mail messages. After scanning through about six, you start replying to the messages without proofreading them or thinking twice about what you have just written. You just want to hurry up and get the messages off your screen so you can concentrate on other tasks that need to be completed.

Has this ever happened to you? Do you find yourself becoming impatient with the massive amount of e-mails you receive? Do you sometimes want to scream at your computer to make all the incoming e-mails go away? Well, you may be suffering from the e-mail



etiquette blues.

E-mail has become an essential part of our daily lives. Whether it is at home or

With so many e-mail messages received throughout the day, employees have the benefit of programming their computer

workplace is important for several reasons.

For example, if a mass e-mail is sent out and the sender forgot to check for spelling, punctuation and grammar, that person runs the risk of embarrassing himself and his organization.

“We are professionals and how we communicate with each other, either verbally or in writing, is important,” Beauchamp said.

Employees should also be mindful of the rules and regulations when transporting e-mail messages on a government computer.

According to Army Regulation 25-1, Army communication systems will not be used for purposes that could reasonably be expected to cause, directly or indirectly, congestion, delay, or disruption of service to any computing facilities or cause unwarranted or unsolicited interference with others’ use of communications systems.

“Sending too many e-mail messages may also flood people’s inboxes,” Downs said. “We don’t want to break anyone’s system.”

E-mail can be a very beneficial tool, when used correctly. Following proper e-mail etiquette guidelines will help alleviate miscommunication and will help foster positive relationships among employees.

work, checking e-mail constantly is something many find themselves doing. It is important we understand how to effectively communicate through e-mail and learn some common mistakes we should avoid.

Many District employees have to check their e-mail several times during the day. With so many different projects and commitments to attend to, employees have to continually monitor their work e-mail.

“I usually receive about 15-25 e-mail messages per day, said Anisha Downs, civil engineer, Engineering Division.

so they can receive the desktop alert pop-up messenger.

After an e-mail is sent, this tool will pop up a message to the recipient so that they can click on the message and view it, even if they are on another screen.

“I like it because it gives me a view of who it’s from and a subject line so I can decide if I need to view it right away or finish what I am doing,” said Jodi Beauchamp, environmental protection specialist, Planning Division.

Using proper e-mail etiquette in the

Here are few guidelines to use to be efficient in your e-mail communication:

- Answer promptly.
- Do not write in all CAPS.
- Try to minimize using Reply to All.
- Keep the messages short and to the point.
- Always use your name at the bottom of the e-mail.
- Do not attach unnecessary files.
- Do not use e-mail to discuss classified information.
- Don’t send or forward e-mails that include defamatory, offensive or obscene language.
- Use correct spelling, punctuation and grammar.
 - Read the e-mail before you send it.
 - Try to avoid sending recall messages.
- Use an e-mail signature for external e-mails.

Quick Poll: What is your e-mail pet peeve?



Terry Slavens
Information Management Office

“When people respond back stating ‘I got your e-mail’.”



Vance Hobbs
Operations Division

“That it has replaced the art of conversation.”



Mary Riche
Contracting Division

“People who send me e-mails and if I don’t respond right away, they call me on the telephone and ask if I received their e-mail.”



Valentine's Day Ideas

for the single and the attached



As Valentine's Day approaches, many of us find ourselves in high spirits because we have someone to share in this romantic holiday. On the other hand, some of us find ourselves wondering, "What am I going to do since I don't have a Valentine?"

This year, Valentine's Day falls on a Wednesday. Even though it is in the middle of the week, there are still numerous activities to get involved in, whether you are single or in a relationship. These activities can also benefit many District employees who live in Maryland, Washington, D.C, Pennsylvania or other surrounding areas.

Are you in the mood for some romantic Italian dining?

Amicci's, Ciao Bella, Palena or Della Notte may be just what you need!

Do you want to try some Mexican food to spice things up?

Rosa Mexicano, Blue Agave Restaurante Y Tequileria, MEX or Geckos may be your ticket to spice world!



Some of you may want to go watch a movie on Valentine's Day. Movies being released right before or on Valentine's Day:

- *Music and Lyrics* - starring Hugh Grant and Drew Barrymore (romantic comedy)
- *Tyler Perry's Daddy's Little Girls* - starring Gabrielle Union and Idris Elba (romantic comedy)
- *Because I Said So* - starring Diane Keaton and Mandy Moore (comedy)

For the single crowd -

- *The Messengers* - starring Kristen Stewart and Dylan McDermott (Horror)

- *Hannibal Rising* - starring Gaspard Ulliel and Gong Li (Horror)

- *Epic Movie* - starring Kal Penn and Adam Campbell (Comedy)

Are you looking for a fun activity to do with that special someone?

- Romantic dinner and a movie.
- Romantic dinner and a show.
- Cook a meal at home and go to a museum or art gallery.
- Have an indoor picnic or chance the weather and head toward the harbor.

- Treat yourselves to an evening at the spa.
- Stroll through Federal Hill Park.

Are you looking for a fun activity to do by yourself or with your friends?

- Send a Valentine to a distant relative or to a lonely friend.
- Throw a party for all of your single friends.

- Send yourself flowers.

Do you just want to stay in the house and rent a fun movie?

- *The Lady and the Tramp*
- *The Notebook*
- *Moulin Rouge*
- *Fatal Attraction*
- *Pretty Woman*

Valentine's Day is sometimes considered a holiday for couples. Just because you may not have a significant other does not mean that you can't enjoy this romantic holiday. So go out, have fun and enjoy yourselves! Happy Valentine's Day!

Cold and flu season in full swing

By the Safety and Occupational Health Office

It is the middle of winter and the temperatures are in the 60's! What's up with that? I'll tell you what's up with that: cases of the common cold and flu.

According to reports from the Center of Disease Control, from mid-December to the first week in January, cases of the flu increased nearly 25 percent in Maryland and the numbers are continuing to rise.

Colds and flu are similar in many ways — most basically, they're both respiratory infections caused by viruses. If a cold is misdiagnosed as flu, there's no problem. But if the flu is misdiagnosed as a bad cold, potentially life-threatening flu complications such as pneumonia may be overlooked.

Cold and flu-like symptoms can sometimes mimic more serious illnesses. If symptoms persist, become severe or you exhibit other symptoms such as vomiting and diarrhea, consult your physician.

To minimize the spread of colds and flu, people should try to keep their defenses up and their exposure down. Cold viruses can be transmitted one of two ways: by touching respiratory secretions



on a person's skin (when shaking hands) or on environmental surfaces like doorknobs or handrails, and then touching the eyes, nose or mouth. Cold viruses can also be transmitted by inhaling infectious particles in the air, like respiratory secretions from a cough or sneeze.

What is the best way to break the chain of infection? Hand washing is the key, along with not touching the nose, eyes or mouth. To minimize the spread, avoid close and prolonged exposure to people with colds and always sneeze or cough into a facial tissue and immediately throw it away. Cleaning environmental surfaces with a virus-killing disinfectant is also recommended.

The most important tool for fighting the ever changing flu virus is immunization. Because it takes the immune system about six to eight weeks to respond to vaccination, the best time to get the flu vaccine is mid-October to mid-November, before the December-to-March flu season hits. Immunizations are still available at the Health Unit. Chances are that vaccination won't prevent the flu, but does reduce its severity and the risk of complications. Vaccines should be repeated annually.

If, despite precautions, you do get a cold or flu, besides taking an over-the-counter medication, drink fluids and get plenty of bed rest.

For more information about immunizations, call the Health Unit at (410) 962-6109.



February is National Time Management month

By Katisha Draughn
Public Affairs Office



Time Management is extremely important in today's society. It is not just important in our jobs, but in our personal lives as well.

To be constructive in our time management, have to be able to pick which priorities are more important than others. Since time is such an integral part of our lives, the one question we have to ask ourselves is: "Am I spending my time wisely?"

Good time management means that you organize your daily tasks by what must be done first then what can wait to be completed until a later date.

For example, it is a Monday morning at work and you know that you have a feasibility report due to your boss at the end of the day. You also have a PowerPoint presentation

that is due to your team leader at the end of the week. At this point, which of these tasks needs to be completed first? Getting the feasibility report to your boss would be more important because it is due that day. After you turn it in, you can start to focus on getting the PowerPoint presentation completed.

A good way to organize your time is to use a planning calendar or a list that will help you keep track of your responsibilities and commitments.

With proper planning and good organization, having effective time management will increase your productivity and allow you to meet your personal and professional needs.

"We've got Ravens Fever!"



District employees show their Baltimore Ravens pride during Purple Friday last month. The Baltimore Ravens played in their first NFL playoff game for the 2006 football season against the Indianapolis Colts. Although the Ravens did not advance to the Super Bowl, they are still loved by many District employees.

(Photo by Katisha Draughn, Public Affairs)



US Army Corps
of Engineers
Baltimore District

CCIR



Commanders Critical Information Requirement

The following scenarios should be reported to the Commander immediately:

- Any Employee, Contractor, or Public (on District Projects) loss of life.
 - Incidents requiring hospitalization or lost time (Employee, Contractor) within 12 hours
 - Damage of over 50K to Government or Contractor equipment within 1 hour
 - Damage of over 2K to Government equipment w/in 12 hour
 - Any *CFO Violation or Allegation of a violation
 - Sensitive Customer / Stakeholder Contact or Information requiring a Real Time Decision or Interaction by the District Commander
 - Congressional Contacts
 - Significant Environmental or Permit Violations (not routine)
 - Significant press reports or indications of pending significant media releases
- Unless otherwise stated information is reported within 1 hour or as soon as feasibly possible.

*CFO: Chief Financial Officers Act

Annual District Awards Ceremony



Date: April 10

Time: 10 - 11:30 a.m.

**Location: The Sheraton
Baltimore (formally the Wyndham)
101 West Fayette Street**

All employees are encouraged to attend