CONSTELLATION
A publication of the
U.S. Army Corps of Engineers, Baltimore District
Volume 34, Number 3 March 2008

Reynolds crew acts quickly, rescues a life

By Chanel S. Weaver
Public Affairs Office

It was business as usual for Baltimore District's debris removal team on a Thursday afternoon in late January. Tom Donahue, a boat captain, Jason Cockerille, a crane operator, and Jon Perry, a deckhand, were aboard the debris vessel, *Reynolds*, a 60-foot-long boat used to remove such debris as tree trunks and tires from the water. Each day, the team removes these hazards to navigation within the federal channel of the Baltimore Harbor. Although it was a cold day — with average water temperatures at 38 degrees Fahrenheit — the water was calm and the wind speed was five miles per hour.

Then, a sudden yell disrupted the tranquility.

Donahue peered through his binoculars and observed a woman standing on the shore.

"She was waving her hands and appeared to have a cell phone," said Donahue. "She was also pointing at something in the water."

(Photo by Chanel S. Weaver, Public Affairs)

(From left to right) Jason Cockerille, a crane operator, Tom Donahue, a boat captain, and Jon Perry, a deckhand, stand aboard the *Reynolds* — a Baltimore District boat used to remove debris from the federal navigation channels in the Baltimore Harbor. The crew rescued a man from the water in January.

The team turned in the direction of the woman's extended index finger and spotted a man attempting to swim to shore. He was using a seat cushion to stay afloat.

With Cockerille and Perry serving as his guides, Donahue carefully navigated the *Reynolds* until they were alongside the swimmer.

"He was blowing a whistle, yelling for help and seemed to be on his last breath," said Cockerille. "He had a long way to go before he reached the shore."

Cockerille and Perry

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CONSTELLATION
March 2008

U.S. Army Corps of Engineers
Baltimore District

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

Disciplined Thought — Focus on Facts!

By Col. Peter W. Mueller
Commander and District Engineer

"When a company starts with an honest and diligent effort to determine the truth of its situation, the right decisions often become self evident." This is the idea behind Jim Collins' discussion of ***Disciplined Thought*** in his book *Good to Great*. A quick look at Collins' perspective provides useful tools that we do or should use in the Baltimore District to improve our efficiency and enhance our execution.

In my November article, I noted that Collins emphasized the need to "confront the brutal facts" of an organization's reality. We need to be honest about what is going well and what is not going well to focus our efforts on processes or actions that need to be improved. Collins covers four key practices to identify and focus on facts.

First, he emphasizes the value of asking questions. Do not take processes or outcomes for granted. Asking questions yields facts, stimulates thought and helps everyone evaluate what or how we are doing.

Second, be open to dialog and debate. Open discussions among members of a project delivery team enhance the ability to learn facts, understand issues and develop solutions. Better decisions are born when we hear different perspectives and innovative ideas.

Third, he emphasizes "conducting autopsies without blame" or After Action Reviews. If we use AARs as a learning forum rather then a forum to pin blame, we capture facts and create a learning environment.

Finally, he discussed "Red Flag Mechanisms." These are bits of unfiltered information that can highlight trends or developing problems. Red flags or metrics highlight critical facts that signal the need for changes or actions. Red flags also include the Commander's Critical Information Requirements that highlight significant occurrences.

These four practices are simple and easy to apply. Questions, debate, AARs and evaluating the right, useful metrics are all tools that can help us obtain the facts, a better understanding of our situations, and in turn lead to better informed decision-making. Working with facts is the foundation for practicing ***Disciplined Thought***. As engineers, scientists and PDT members, we are constantly looking for the facts we need to accurately solve problems.

I see these practices in use regularly. I also see great opportunities for each of us to use these tools across the District. We strive to apply them in key forums like the Project Review Board, Program Budget Advisory Committee, staff and Corporate Board meetings. These practices are necessary to achieve success as we execute our new Integrated-Design-Bid-Build acquisition method at the National Geospatial-Intelligence Agency-New Campus East or anywhere in our BRAC, MILCON or civil works programs. They are key to solving the challenges of our operation and maintenance program when we operate under resource constraints. Our quality assurance representatives need to use these tools to provide accurate direction on our projects. We can use this to enhance our ability to get the most out of our Project Management System. Our regulators, office of counsel, contracting officers, support staff or anyone on a PDT can use these tenets to focus efforts and improve the discipline we apply to solving problems.

Employing ***Disciplined Thought*** is about improving communications and processes. It is about facilitating identification of problems, facts, cause and effect and developing solutions. The freedom to professionally and candidly discuss issues, no matter how unflattering they may appear, is critical to meeting the District's vital missions and growing our team to greatness. ***Disciplined Thought*** begins with focusing on facts and leads to Disciplined Action and successful solutions!

Army Strong, Engineer Ready – Essayons!

Heroic Act

(continued from the cover)

moved about the boat, grabbing tools to help the swimmer.

"We threw a life ring out to him and tried to lift him using the ladder," said Perry.

Donahue joined Cockerille and Perry on the deck of the boat, eager to help rescue the swimmer.

Even with three men pulling and tugging, the crew made no progress in their attempts to get the swimmer on the boat.

"His limbs were going numb, so the guy couldn't lift himself up," said Cockerille.

But the *Reynolds* crew was not going to give up.

Donahue swung the boat's crane around and used it to pick up the swimmer in the boat's basket — the same basket that is frequently used to excavate logs and tree limbs from the water.

"Once we had him aboard, we took him to the galley area of the boat to warm him up," said Perry.

As the crew talked to the swimmer and poured warm water on his hands, they learned that he was a 37-year-old male whose boat capsized in the Baltimore Harbor.

Within five minutes, a rescue boat from the Baltimore City Fire Department arrived and the crew helped transfer the boater to the fire boat, so he could receive proper medical attention and be taken to an awaiting ambulance.

Baltimore Fire Captain Joe Tomaschko said the man probably would not have survived if it had not been for the *Reynolds* crew's quick thinking and fast action.

> "It was just a matter of being in the right place at the right time."
>
> -Capt. Tom Donahue

Back at the District, the *Reynolds* crew are being called heroes.

"The crew of the *Reynold*s epitomizes what it means to be a public servant," said J.T. Hand, chief of the District's Navigation branch. "They were trained, ready, reliable and responsive to someone in need."

Greg Barnes, chief of the survey and debris removal section in Navigation branch, was equally enthusiastic about the *Reynolds'* team reaction.

"I am very proud of the *Reynolds'* crew," said Barnes. "The crew is very conscious of what they need to do and what is also a general expectation of the maritime industry while working on the water."

Although Donahue, Cockerille and Perry have been frequently praised and hailed as heroes, they shy away from such attention.

"It was just a matter of being in the right place at the right time," said Donahue. "We saw a man who needed help and did what any human being would do."

Quick Poll: Who is the hero in your life and why?

Steve Brooks
Information Management Office

"My father, because he served during World War II's Battle of the Bulge, and he suffered a stroke in 1996 and was able to recover from it."

Chelsea Robinson
Engineering Division

"My uncle, because even though he has been through trials and tribulations, he showed that you can make it through the tough times and still come out on top."

Ron Humphrey
Logistics Management Office

"The fictional character Capt. James Kirk from Starship Enterprise, because he has an adventurous character and he possesses leadership attributes that I try to follow."

Employee experiences the best of both worlds

By Katisha Draughn
Public Affairs Office

Whether it's moving from Alabama to Ghana, or adjusting to life at work and at home, Idana Folson can truly tell us if the grass is greener on the other side.

Folson, chief of the Finance and Accounting branch in the Resource Management Office, was born in Montgomery, Ala., but soon left after her family decided to return to their home in Ghana, West Africa.

"My teen years were full of friendships and no worries," she said.

Although Folson appreciated the hospitality and relationships from the Ghana people, her dream was to come back to America and study business.

Folson received her bachelor's degree in accounting from Alabama A & M University in Normal, Ala., and a Master of Business Administration degree from the University of Maryland, College Park.

Soon, life in the United States would offer another chance for Folson to see two other worlds: the private industry and the federal government.

Folson began working with an information technology and business process management consulting firm in Reston, Va. She served as a client financial management analyst, coordinating the financial management aspects of the consulting projects from the proposal stage to the billing and collection stage.

"Back then the federal government was my client, and now that I work with the government, I see how things are on the other side of the fence," said Folson.

Folson began working with the federal government in October 2005, when she received a job with the Baltimore District as an accountant in RMO.

"By coming to the government from the private sector, [Folson] brings some valuable perspectives on how businesses operate and the important role that financial and business advice plays in successful mission execution," said Greg Johnson, chief of RMO.

After working as an accountant for more than a year, Folson soon had another occurrence with the best of both worlds as she transitioned from being an employee to becoming a supervisor.

(Photo by Katisha Draughn, Public Affairs)

Thanh Nguyen, accounting intern in the Resource Management Office, and Idana Folson, chief of the Finance and Accounting branch in RM, review outstanding accruals. Folson supervises nine employees and she also works closely with many of the other RMO staff.

In May 2007, Folson was promoted to chief of the Finance and Accounting branch.

As the chief, Folson handles financial reporting and accounting processes; monitors counseling appropriations, accruals and revolving funds; works closely with Programs and Project Management Division to certify funds; and provides financial support to project managers and other technical experts.

"There is always something new to learn and I really enjoy the people I work with," she said.

Tricia Kuta, revolving fund team leader in RMO, works very closely with Folson and values her and the work she does.

"She is very industrious, very eager to learn and a quick learner," said Kuta. "I think she is doing a great job in her position."

Folson's promotion allowed her to tackle new financial matters and learn her job as she went along.

"I giver her a lot of credit for stepping up to the plate and taking that position," said Kuta.

Johnson also agrees and is pleased with Folson's work ethic.

"[Folson] has outstanding technical competence,

(continued on page 5)

Idana Folson

(continued from page 5)

and is a strong leader and mentor as well. She possesses an inquisitive mind and looks to understand 'why' as opposed to just 'what,'" said Johnson.

Not only does Folson have a supportive work family, but she also has the best of both worlds with her family at home.

She has been married for almost 10 years to her husband and they have two children.

When she is not handling financial issues at work, Folson spends her free time involved in church activities, reading, writing fiction, baking and planning events.

Folson has been through many changes in her life — leaving Ghana to come to America, switching from the private industry to the federal government, transitioning from being an employee to a supervisor and balancing her work family and her home family.

But one thing is for certain — having the best of both worlds is not so bad.

Foundation being laid for new NGA campus

By Christopher Augsburger
Public Affairs Office

Contractors for the U.S. Army Corps of Engineers, Baltimore District, began placing concrete into the first of hundreds of 6 to 8-foot diameter, 25-foot deep drilled piers in January, marking the beginning of significant construction activities on a $1.7 billion east coast campus for the National Geospatial-Intelligence Agency.

"Drilled pier installation starts by drilling down to a solid rock base," said Martin Dougherty, a project engineer working in Baltimore District's NGA Integrated Program Office. "Each and every socket [hole] is then visually inspected to ensure that there are no cracks that would create problems in the foundation," he said. The drilled hole is then fitted with rebar and concrete to serve as the foundation.

As crews initiated earthwork operations with multiple teams of excavators and hauling trucks to prepare 130 acres of Fort Belvoir's Engineering Proving Grounds, the site for NGA's New Campus East, Corps officials began executing logistics plans to accommodate the construction workforce and equipment required to complete the campus by September 2011.

A Transportation Management Plan is under development. It will include ways to manage increased traffic in and around EPG and Fort Belvoir during construction activities as well as road closures and potential blasting of rock to build the facility's foundation. These plans are particularly valuable in that they must be integrated with the concurrent construction activities associated with other projects being built on post. These include the Army Community Hospital, Missile Defense Agency, Dental Clinic, Army's North Atlantic Regional Medical Command Headquarters and an array of infrastructure improvements to support these facilities.

The master plan for the NGA campus features a Main Office Building: a 2 million-square-foot, 1,000 foot long, 8-story-tall structure oriented around a large central Atrium space. Other components of the campus include a Technical Center, Visitor Control Center and Remote Inspection Facility. Support facilities include structured and surface parking for 5,100 vehicles. Site infrastructure improvements will include connecting roads, bridges, utility infrastructure, landscape and hardscape.

When complete, NGA's New Campus East facility will support 8,500 NGA employees.

(Photo by Mike Fiorillo, Balfour Beatty Construction)

Contractors drill one of the first of hundreds of 6 to 8-foot diameter, 25-foot deep drilled piers at Fort Belvoir's Engineer Proving Grounds.

Feature

Building projects from the ground up: Construction

Story and photos by
Jennifer Walsh
Public Affairs Office

Every person has a family history. Some can trace their lineage back 200 years while others are only familiar with their great-grandparents. As a person who spends time studying genealogy, John Chubb can do both.

"I have traced my family back to the 1740s in Philadelphia and New York," said Chubb, chief of Construction. "I come from a long line of farmers."

Although his family roots are in farming, his father chose a different lifestyle. He became a Soldier in the U.S. Army, and Chubb moved every few years when his father was re-stationed.

"I don't think I lived anywhere for more than three years until I got to college," said Chubb.

Chubb graduated from the U.S. Military Academy in West Point, N.Y., in 1976 and entered the Army as a combat engineer. He spent five years in Europe and went on to become the resident engineer at Loring Air Force Base in New York in 1981.

"I really enjoyed the active duty assignment with USACE. Construction is my passion," said Chubb. "The chances were unlikely that I would have more assignments with the Corps of Engineers, so I decided to get out of the Army and work full time as a Corps civilian."

Chubb resigned from active duty as a captain in 1983, but continued to serve in the U.S. Army Reserves until 2004 when he retired as a lieutenant colonel.

As a Corps civilian, Chubb became an area engineer in New York District and in 1991, he moved to Baltimore District as a resident program manger. He also held positions such as deputy chief of Engineering Division and deputy chief of Programs and Project Management Division in Baltimore District. By 2005, Chubb was chief of Construction Division at Baltimore District.

As the chief, Chubb is responsible for the actual construction of the District's military, civil works and environmental projects.

As the chief of Construction Division, John Chubb is responsible for the construction of the District's military, civil works and environmental projects. He became the chief in 2005.

"We take the project plans and designs from Engineering and we build things," said Chubb. "The majority of our work is from the ground-breaking to the ribbon-cutting with small pieces before and after."

Unlike most divisions and offices, Construction is divided by geographic location as well as branches.

Geographically, the division is divided into area offices throughout the region. The area offices are responsible for all the resident offices and construction within their boundaries. The resident offices are smaller versions of the area offices that focus on construction in specific locations, such as an installation. For example, the Bay Area Office manages the D.C. Metro Resident Office and Fort Meade Resident Office.

Debbie Singer, an administrative assistant in Construction Division, and John Chubb, chief of Construction, discuss an ongoing construction project.

"The area offices are responsible for any projects in their area regardless if it is a military, civil works or environmental program," said Chubb.

Within the Construction offices at the City Crescent Building, there are three supporting branches — contract administration, quality management and emergency management.

The contract administration branch is responsible for expense and work placement projection schedules and managing the division's operating budget. In addition, the branch also participates in developing acquisition strategies and provides technical assistance on contract administration procedures.

The quality management branch provides technical expertise on specialized construction problems, performs periodic inspections and reviews construction contract documents. The branch also evaluates projects under construction to ensure a high standard of construction quality is being practiced.

The emergency management branch ensures the District is prepared for manmade and natural disasters. This branch handles deployments for the Global War on Terror and deployments for disasters such as Hurricane Katrina.

"I am very proud of the Corps employees that volunteer for these mission-critical deployments," said Chubb.

Within the division, there are approximately 140 employees. According to Chubb, the division needs to hire an additional 100 employees because of the large Base Realignment and Closure workload in the near future.

"There is a tremendous demand because of BRAC," said Chubb. "The workload is increasing at the same time across the Corps, which makes it difficult to spread out the work."

The division has already begun addressing the challenge of finding additional employees. Recently, the division changed its intern program from accepting five to 10 interns each year, to taking 25 interns.

"We're hoping that when we get to 2009 and 2010, when the peak BRAC work will occur, we'll have more talented and trained professionals," said Chubb.

According to Chubb, he finds mentoring and developing his staff the most rewarding part of his job.

"The most rewarding thing is seeing people grow," said Chubb. "You look back at who you've influenced and it brings great joy to know my subordinates could do my job without skipping a beat."

If an employee were to try on Chubb's shoes for a day, their workload would consist of tasks such as supporting area engineers, solving staffing needs and a host of administrative duties.

"I try to reach out to the area engineers whenever possible," said Chubb. "It could be a matter of listening, elaborating good ideas or leveraging the efforts of the home office."

When Chubb is not at the office, he is at home spending time with his family. He and his wife have been married since 2001, and he has two daughters.

"I have the joy of raising two teenage daughters and guiding them to become mature adults," he said.

Chubb said he also enjoys weekend activities such as kayaking and biking, but usually ends up doing yard work instead.

Overall, Chubb said Construction is a great division in which to work.

"There's something new and different everyday," said Chubb. "This is a great opportunity for people who want to build things."

Did you know...

- Chubb enjoys teaching courses on project management and engineering in a university setting.
- He has two cats named Lancelot and Guinevere.
- When he was 10 years old he wanted to be a train engineer.
- At one point in time, he could speak fluent German.
- He and his wife enjoy running, sports and traveling together.

Leadership Development Program challenges employees to grow

By David Ruderman
Public Affairs Office

There were no mortarboards, tassels or robes to mark the occasion.

Still, 14 Baltimore District team members graduated to a higher order of leadership capability.

Baltimore District's 2007 Leadership Development Program graduation was held Feb. 1 in a ceremony recognizing the fulfillment of a year's worth of challenging and enriching education.

"It's a whirlwind," said Fontella Moore-Brockman, supervisory environmental project manager in the Civil Project Development branch of the Planning Division and a Tier II graduate.

The LDP attracts employees daring enough to put their professional selves on the line and through the wringer of rigorous writing and group dynamic exercises, said Project Management Business Process training project manager Michael Dorris.

"If you've got 14 people, you've got 14 different answers. You never know when it's going to hit somebody," he said.

Whatever their individual motivations, the 14 most recent graduates, from a diversity of branches and divisions, constitute the Baltimore District's next wave of potential future leaders. And just as participants join for different reasons, so too the District reaps an array of benefits, according to Dorris.

"I think there are multiple benefits. Within any period of time, there are a certain number of people retiring and training to replace that leadership, which is a benefit to the District, " he said.

What began as a top-down, Corps-level leadership decision without specific guidance on implementation, has evolved over time into a standard tool across the Corps, he said.

"It should be part of the Corps, part of your career program," said Moore-Brockman.

Along with Tier I, II and III, there is also Tier IV, an Executive LDP, which addresses training at the Corps level.

Regardless of what level team members join, the lessons learned can be applied wherever an employee happens to be in the organization.

"You learn skills that translate outside your work department," said Dorris. One way for an individual to formulate the value of LDP to his or her future is to ask 'what skills are you going to need five years down the road,' he said.

The year-long curriculum focuses on leadership, communication, Army leadership doctrine, the workings of the District and an enhanced understanding of oneself, said Dorris.

"It was all of that, plus," said Moore- Brockman. "I think that's the whole point of the program — to learn about yourself, what kind of leader you would be. What I learned is that I can think on my feet."

According to Moore-Brockman, throughout the program team members had to address the Corporate Board at least twice in the course of their training and make presentations before their peers on an ongoing basis. Those who consider themselves too shy to speak in public learn to swim pretty quickly.

(Photo by Katisha Draughn, Public Affairs)

Col. Peter W. Mueller, Baltimore District commander, poses with the 2007 LDP graduating class. Shown are (front row, left to right) Ali Sahal, EN; Julie Fritz, EN; Fontella Moore-Brockman, PL; Joyce Conant, PA; Anisha Downs, EN; and Idana Folson, RM. (Back row, left to right) Jim Jones, chief of Programs and Project Management Division; Carol Ohl, EN; Carlen Capenos, EX; Steve Brown, PPMD; Tim Peck, EN; Michael Hitchings, EN; and Sara Robert, EN. Not pictured are Maria Hammond, PL and Michael Schuster, PL.

Stay safe off the job too

By John Houvener
Safety and Occupational Health Office

We'd like to see you back here tomorrow — healthy and free of injury. Many injuries occur because of accidents off the job. Your safety around the clock, seven days a week is important to the District Leadership, your supervisor and your co-workers.

So take some of your on-the-job safety training and awareness away with you and apply it to your life at home, on the road and during recreational activities.

Here are some reminders for off-the-job safety:

• Keep your home fire-safe. Inspect regularly for fire hazards such as electrical malfunctions and accumulations of flammable or combustible household items.
• Install smoke detectors in all of the recommended locations in your home. Keep them serviced and maintained.
• Keep the correct fire extinguishers in your home and vehicle and know how to use them.
• Hold regular family fire/evacuation drills so each person knows how to get out alive.
• Get rid of hazards which could cause falls in your home. Keep stairways and steps in good repair. Maintain adequate lighting along walkways and stairs.

• Use ladders safely. Make sure your ladder is in good repair. Don't stand on the top few rungs of any ladder. Keep ladders away from all overhead power lines and electrical installations.
• Avoid other hazards of electric shock. Remember, moisture and electricity is a fatal mixture. Never handle electrical equipment, including kitchen appliances, with wet hands. Use a Ground Fault Circuit Interrupter with electrical equipment anywhere moisture might be present, such as outdoors, in the bathroom and kitchen.
• Wear your seat belt whenever you are traveling in a vehicle — even to the corner store.
• Never drive under the influence of alcohol or other drugs. Keep in mind other factors such as exhaustion or emotional upset can also affect your ability to drive safely.
• Wear correct Personal Protective Equipment off the job too. Using a lawnmower or weed-wacker calls for safety-toed footwear and eye and ear protection.
• Make sure any dangerous household substances such as cleaning products and pesticides are labeled correctly, stored in their original containers, and kept out of the reach of children and pets. Flammable liquids should be stored in a well-ventilated area away from any sources of ignition.

Remember to take your on-the-job safety training and awareness home with you. We want to see you back tomorrow.

This is a test: There were some errors and/or omissions in the February Constellation Safety article. Find the errors and/or omissions and submit your findings by email to John Houvener for a drawing to win $20 Safety Bucks. The drawing will take place one week after this article is published.

Save the date for Baltimore District's Awards Ceremony

Thursday, April 17

10 a.m.

Baltimore Convention Center
1 West Pratt Street

Additional details to follow

All employees are encouraged to attend

Red Cross Blood Drive

Friday, April 4

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

EEOC Conference Room
Fourth Floor

For more information contact Darlene Greer at (410) 962-2087

It's fastly approaching....

Baltimore District's Annual Organization Day Picnic

Friday, June 20

10 a.m. - 4 p.m.

Centennial Park in Columbia, Md.

Additional details to follow

March is Women's History month: a brief look back

By Katisha Draughn
Public Affairs Office

The U.S. Army Corps of Engineers has played a proud and distinctive role in furthering the advancement of women throughout the years.

In celebration of National Women's History Month, here are just a few of the many examples of women's achievements throughout Corps' history.

• Winnie W. Cox started her career in December 1941 as an administrative assistant and retired as chief of the Employee Utilization branch in the Office of the Chief of Engineers. Throughout her career with the Corps, Cox had her share of difficulties with advancing past the traditional women's administrative roles. Cox persevered through those challenges and became one of the Corps distinguished civilians.

• Betty Farwell began with the Corps as the Assistant District Counsel for Detroit and soon moved up the ladder and became the first female District Counsel in 1968. In 1976 Farwell became chief of Litigation for the Office of Counsel. Two years later, she was appointed the U.S. Army Corps of Engineers first female GS-15. Farwell retired in 1981 after 20 years of service to the Corps of Engineers.

• Women also played a huge role for the Corps during World War II. While men and women entered the armed forces to fight the war, the country faced a shortage of workers to maintain the economy. That is when moved into occupations traditionally held by men. and worked tirelessly during that time to support the war effort.

• In June 1944, the Society of American Military Engineers' magazine, *Military Engineer*, published an article on women who worked for the Corps of Engineers. The article, "Woman Power in the Corps of Engineers", described the various jobs filled by women during that time. More than 2,000 women worked at the Corps headquarters and at the Baton Rouge, La., Engineer Depot and 30 women served as plant guards.

Women have truly made their mark and contributed to the success of the Corps of Engineers and the Nation. Although the month of March is dedicated to honoring all the women who have made a positive impact on us, let's remember to continue to recognize these women year round.

(Information for this article was obtained from the U.S. Army Corps of Engineers History Web site).

Lift every voice...

(Photo by Chanel S. Weaver, Public Affairs)

Gwendolyn E. Boyd speaks to audience members about the many achievements of African Americans in engineering, science and technology with the message "Lift Every Voice" at Baltimore District's Black History Month Observance Feb. 26. Boyd, an engineer and the Executive Assistant to the Chief of Staff at the John Hopkins University Applied Physics Laboratory, also emphasized the importance of "lifting our voice" for the hope that lies in the future for our young people. She said that vision with action can change the world, and as engineers, we can all help to make that change.