



# CONSTELLATION

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## Spring Valley team resumes Lot 18 dig

*Story by Mary Beth Thompson  
Public Affairs Office*

Workers in Level B protective gear restarted digging June 24 on an American University parcel called Lot 18.

The Lot 18 excavation is part of the Baltimore District's ongoing investigations in the Spring Valley neighborhood of Washington, D.C., the site of the former American University Experiment Station.

The types of items that had been recovered as of press time include labware, glass and ceramic fragments, ordnance scrap, construction debris, and beverage and condiment bottles. An intact tin can and a potentially filled 75 mm round have been re-

moved, analyzed and cleared.

As the workers dig, hundreds of drums have been filled with soil and mud. Soil samples have been tested, and no chemical warfare agent has been detected to date.

"So far, we're finding what we expected to discover at this site," said Gary Schilling, Spring Valley program manager. "The items we're uncovering are consistent with the site history."

Schilling said that the team is using extensive safety precautions because of a small quantity of lewisite that was found among the items recovered from Lot 18 last year. That discovery has turned what was a low-probability dig into a high-probability dig.

*(Continued on p. 3)*



*On media day, Ken Cargel, Parsons' site manager, and Maj. Thomas Verell, site operations officer, brief the media on how work will be conducted inside the tent during the Lot 18 dig.*

*(Photo by Craig Georg, Lot 18 project manager)*



U.S. Army Corps  
of Engineers  
Baltimore District

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# Commander's Comment

## Our "learning organization"

by Col. Robert J. Davis  
Commander & District Engineer

One of the components of the successful implementation of USACE 2012 is to transform our organization into a "learning organization."

Many say that learning is something only done in a class. Others say that learning takes time away from getting our jobs done. But we all know that if we are not continuously learning during every workday, we are stagnating and failing to make the most of opportunities, opportunities we have to learn and improve during a typical work week.

Becoming a "learning organization" is not so much about creating new meetings and events as it is about using what you are already doing, just doing it differently. Think of it this way, when you learn something new, what do you do with that new knowledge?

Ask yourself three basic questions: (1) What do I know now that I did not know before?; (2) Who else needs to know

this new information?; and (3) What actions should I take to help others learn this new information?

Consider using some of the following techniques when asking yourself the basic three questions:

1. Communicate positively! The only way to exchange ideas, concerns and possible solutions is through healthy two-way communications. Find out what is on the minds of those who work closest to you, and let them know what is on your mind. You'll both learn from each other.

2. Leaders and managers should integrate organizational learning into the agendas of their meetings. One technique is through short after action reviews or quick recaps of what was covered in the meeting.

3. Work to make others feel that their contributions toward organizational improvement are welcome and taken seriously. Dissenting views and arguments should be welcome. Embrace diverse viewpoints.

4. Take a few seconds before hitting the "send"

button on your e-mail message to review what you are sending and the reason why each addressee needs to receive it.

5. I've made a few mistakes along the way, but I've been fortunate because my peers and superiors allowed me to learn from mistakes. Punishment for honest mistakes stifles creativity and initiative, and inhibits us from reaching our full potential.

Basically, a "learning organization" is one that systematically learns from its experience of what works and what does not work. Learning occurs in a non-threatening and empowered work environment where leadership, management and the workforce focus on continuously delivering faster, better and less-expensive work products to our stakeholders and customers.

Thanks for your continuous improvement in making this a reality within our District!

What did you learn from reading this column?

**Essays!**

## Spring Valley Lot 18 *(continued from cover)*

Lewisite is a liquid developed as a chemical weapon for war use. During World War I, the American University Experiment Station was a center of U.S. Army chemical research, development, testing and training. Researchers worked on the development of lewisite there. The experiment station operated on land on and near the campus that is today filled with hundreds of homes.

Changing from a low-probability of finding chemical warfare material to a high probability meant a new work plan had to be written for the Lot 18 dig, additional safeguards put in place and a higher level of concern for public safety attended to, said Project Manager Craig Georg.

"The safety of our workers and the community is our first priority," Schilling said.

Safety precautions include air filters to trap and eliminate chemical agent and several types of air monitors that provide a redundant system. Alarms are designed to ring when chemical agent is detected.

Workers dig inside an engineer control structure—a large, sealed, negatively pressurized tent. The negative pressure makes it difficult for any chemical agent in the air to leave the structure, Georg explained. In the nearby operations center, the work inside the tent is monitored on closed circuit TV.

"As an extra safety measure, the nearby neighborhood residents and occupants of American University buildings have been taught Shelter-in-Place," Schilling said. "Shelter-in-Place is designed to minimize their



*John Ditillo of the Edgewood Chemical and Biological Center explains the monitoring equipment to a group from EPA, D.C. Health and American University during a tour of Lot 18. (Photo by Ben Rooney, Community Outreach Team)*

exposure to an accidental release." Sirens and an emergency ring-down system that calls and emails recipients would notify of the need to Shelter-in-Place.

The dig team includes many experts. Parsons, an experienced contractor, is conducting the work. The U.S. Army Technical Escort Unit is on site to assess, neutralize and dispose of hazardous material that is recovered. The Edgewood Chemical and Biological Center is responsible for air monitoring. The Engineering and Support Center, Huntsville, provides safety oversight.

The Spring Valley team spent months preparing for the dig, developing plans with the experts and discussing them with project partners, property owners and the community. The team notified local emergency responders, elected officials, the Department of Homeland Security and the State Department of the dig. Homeland Security has offices nearby, and there are embassies and ambassadors' homes in the neighborhood.

The week before the dig began, the Corps offered Lot 18 site tours to officials from EPA, D.C. Health Department and American University; elected officials; community members; American University staff and students; and the media.

The team does not expect to uncover an explosively configured chemical round, but the possibility of finding lewisite again is there, Georg said. But with the protections that are being used, the team believes the likelihood of a chemical release that would affect the neighborhood is extremely isolated.

"It would be a very remote possibility for all the precautions to have failed," Georg said. "There are three things that would have to happen at the same time—the tent has a breach, the engineering controls fail, and we actually have a bottle of lewisite that's fallen and broken and spilled."

A probability study assessed the chance of that happening at one in 50 million.

# Planning Division gets new chief

Story and photo by  
Chanel S. Weaver  
Public Affairs Office

When Robert Pace joined the Baltimore District as a water resources planner in 1978, he was excited about the opportunity to serve his country.

"I've always had an interest in water resources planning," said Pace, "and I was excited to work with a strong, diverse workforce."

Today, as the new chief of the District's Planning Division, Pace says his passion for water resources has never subsided.

"I enjoy solving water resources problems while helping to preserve and enhance the environment," Pace said.

A New York native, Pace's first exposure to federal service occurred in 1976, when he worked temporarily as a geographer at Corps Headquarters. Much of his professional career has involved serving the Baltimore District in numerous capacities. Recently, he participated in an inter-agency study tour of the Netherlands, exchanging ideas on U.S. water policy and Civil Works projects with international officials, including the U.S. ambassador to the Netherlands and members of the Dutch Parliament. Pace also served as a detailee on the Energy and Water Appropriations Subcommittee in the U.S. House of Representatives from March to December 2003.

Pace's expertise is not limited to federal service. He worked for EA Engineering, Science and

Technology, a national engineering and environmental consulting firm for 10 years.

James Haines, a civil engineer in Engineering Division, says Pace's extensive knowledge will be quite beneficial to the District.

"Robert doesn't shy away from problems, applying hard work and his considerable talent to arrive at solutions," said Haines. "His unique blend of professional experience in both the public and private sectors will be a great asset as he assumes the duties of Planning Division chief."

Like Haines, Gregory Johnson, assistant chief of Engineering Division, is pleased with Pace's promotion.

"Robert has a strategic perspective, excellent technical and customer relationship skills, and he genuinely cares about people," said Johnson. "He is an advocate of teamwork and collaboration and will work tirelessly to strengthen relationships between Planning Division and other District elements."

Pace earned a bachelor's degree in geography from the State University of New York at Albany. He also has two master's degrees—one in geomorphology from Binghamton University and the other in business management from Johns Hopkins University.

Pace lives in Lutherville, Md. with his wife, Barbara. They have been married 28 years and have two children, Lauren, 21, and Jonathan, 17.



Robert Pace, new chief of Planning Division, enjoys helping solve water resources problems.

When he is not busy working on water resources issues, Pace enjoys biking, gardening, writing, reading for pleasure and hiking.

Pace also enjoys teaching. He worked at Towson University as an adjunct professor in the Department of Business and Economics during the fall semester of 2002. He said he really values his teaching experience.

"The opportunity to work in an educational environment was very stimulating," said Pace. "It was rewarding to see how innovative the students really were."

Pace credits his father with his success and for teaching him to be a responsible citizen.

"My father taught me to be honest and to work hard," said Pace. "He also showed me, by the life he led, the importance of being dedicated to my family and friends."

# AED offers support for young cancer victim

by Jodie Beauchamp  
Afghanistan Engineer District

An 8-year-old cancer victim is in better spirits today because of the compassion of the personnel at the Corps' Afghanistan Engineer District, or AED.

When Lt. Col. Alan Devenney, a military intelligence officer for AED, told his colleagues about a friend named Isaiah Bugarin, the AED wanted to know how they could help. Bugarin, a native of Fort Worth, Texas, was suffering from Wilms' tumor, a cancer of the kidney. The treatment caused Bugarin to lose his hair. His Little League team, in a show of solidarity and support, shaved their heads so that Bugarin wouldn't feel uncomfortable about being bald. Some of the personnel at AED decided to follow in the team's footsteps.

Twenty-two members of AED, including five Baltimore District employees—Ben Fedor, Sean Fritzes, Maryam Khan, Webster Shipley and Joe Zacot—shaved their heads in support of Bugarin.

"Cancer is a terrible condition that touches many people, and it is especially difficult when it strikes kids," said Devenney. "We wanted Isaiah to know there are Soldiers and Department of Defense civilians who are thinking of him even though we are halfway around the world serving in Afghanistan."

Devenney said the personnel at AED did not want Bugarin to face his cancer fight alone.

"It is our hope that, through our actions, he will know he is

not alone in his fight," Devenney said.

And men were not the only ones to go bald. Two women—Maryam Khan of Baltimore District and Andrea Duff-Arnold of Detroit District—had their heads shaved. Both Khan and Duff-Arnold said they would not let their gender deter them from offering support for Bugarin.

"I wanted Isaiah to know that losing your hair is no big deal," said Duff-Arnold. "No matter how much hair you had or did not have, it is just hair and will grow back in time."

The AED has a history of offering support for others. Its members volunteered to leave the comforts of home to work long hours in a combat zone executing a multi-million dollar construction program under

challenging circumstances. In addition to their work obligations, the AED employees also managed to find time to help their neighbor by distributing clothes and educational materials to a local orphanage and performing manual labor to repair various buildings. Through acts like these, the AED personnel are demonstrating their commitment to helping to rebuild Afghanistan.

The AED personnel sent a few group pictures—displaying their bald heads—to Bugarin in June. In addition, AED sent Bugarin a boonie hat with his name stitched on it and an autographed poster with AED's logo on it.

Wilms' tumor is most commonly found in children about the age of 3. The cause is not known.



Members of the Afghanistan Engineer District shaved their heads and sent this photo to encourage Isaiah Bugarin, an 8-year-old Texan who has cancer. Bugarin's cancer treatment left him bald. (Photo courtesy AED)

# Deployees experience life in the Green Zone

Story by Chris Augsburger  
Public Affairs Office  
Photos courtesy of Dean Hall  
Resource Management Office

**T**hey left the United States with 120 days worth of belongings stuffed into two duffel bags, 14 hours of flying ahead and little knowledge of what awaited them on the other side of the world. When they arrived in Kuwait, they received flack jackets and boarded a C-130 bound for downtown Baghdad.

For the next four months Walt Garman and Dean Hall, a systems accountant and project manager from the Resource Management Office of Baltimore District, provided their expertise in support of the Global War on Terrorism.

During that time, Garman and Hall lived within five square miles of a highly secure territory in central Baghdad called the Green Zone, the headquarters of the U.S.-led occupation authority.

"I reached a point in my life and career where I asked myself what I did to make a difference," said Hall of his reason for volunteering to serve in Iraq. Garman echoed Hall's sentiments, while both remarked on an overwhelming need to positively impact the lives of others.

Over the next four months, their missions took them to offices outside of the Green Zone, to points east, west, north and south. They experienced the culture, the people and the

dangers of Iraq, and they were exposed to the bloody realities of war as well as the merciful face of humanity.

But the motivation for embarking on such an adventure went beyond career fulfillment. Each carried with them a deeper and more personal investment in this journey.

For Hall, the need to fulfill a sense of adventure, along with a patriotic desire to support the Army, guided him.

"Four months is a small price to pay compared to the time and sacrifice that our Soldiers pay every day to make our country safer and help the people of Iraq," said Hall.

To a lesser extent, this experience also presented him with an opportunity to fully appreciate the U.S. Armed Forces. Hall, who grew up with a fascination of the military and all its nuances, enjoyed the chance to work with and around high-tech military

equipment, while living among the traditions and lifestyle of the military.

Garman's reason touched very close to home. At the time of his deployment, his two sons were already overseas fighting in Afghanistan with the Marine Corps.

"They were in it, so there was no reason why I couldn't do my part," said Garman.

With seeds of desire firmly planted, Garman and Hall heard the request from the Coalition Provisional Authority of Iraq, or CPA, to the U.S. Army Corps of Engineers. The CPA needed some proven experts to install and train users on the Corps of Engineers Financial Management System, or CEFMS, the software chosen to manage and direct the more than \$18.65 billion allocated to rebuild Iraq's infrastructure. CEFMS wasn't just a system with which Garman and Hall



Walt Garman (left) and Dean Hall (right) pose in front of a U.S. Army tank located in the middle of the Green Zone in downtown Baghdad, Iraq.

were familiar. Both men had already done virtually the same system implementation and user training in the District. They understood the full capabilities of the system and knew the importance its role would play in the rebuilding of Iraq's infrastructure.

Aside from its ability to manage a high volume of money, projects and users remotely, CEFMS has the added advantage of speed, according to Hall and Garman. This efficiency could assist contractors to rebuild pipelines, restore electricity and reconstruct any other facilities in the region much more quickly than typical construction times.

"The rate at which the work had to be done was incredible," said Garman. "They had to be done in a fraction of the time that it normally takes to do these types of projects."

With 14-hour workdays and 7-day workweeks, Garman and Hall became entrenched in their work, sharing a modest trailer at night and eating in the mess hall among other Soldiers and civilians in the Green Zone—all with "mortars and rockets whizzing overhead." Soon though, those moments blended into the background.

"After a while, you become desensitized to those things," said Hall.

During the next four months, Garman and Hall experienced the sights and culture of Iraq.

"During jogs around the Green Zone, I came across Iraqi children who would wave and want to hold my hand as I ran," said Hall. Both he and Garman described a deeply appreciative



*The Coalition Provisional Authority Palace is located by the Tigris River in the Green Zone in Iraq.*

city and country, expressed by Iraqis in both word and deed.

"Thousands of Iraqis worked with us in the Green Zone," said Garman. "Many of them knew relatives or friends who had been tortured by Saddam and were glad to see him go."

Admittedly, Garman said that some residents were frustrated with the rate at which the Iraqi infrastructure was being rebuilt, but they never showed any sense of anger or displeasure with the Americans.

"They were all polite, respectful and seemed supportive of what's been done," said Garman.

"Being there, in that environment, to separate fact from fiction, that was all important to me," said Hall.

One sight that warmed the hearts of Garman and Hall and showed the human face of the war occurred in a school that a St. Louis District employee helped start. Robert Pruet established a makeshift school out of an old, demolished building, using much of his own money, to help teach many of the children of the Green Zone who would other-

wise have received no education. It didn't take long for others to notice.

"Much of the school was formed with his own money, but cash, chalk, books and other supplies were donated," said Hall, whose wife helped with contributions to the school.

For Hall and Garman, participating in this makeshift school seemed to represent a sort of microcosm of why they volunteered to serve in Iraq in the first place.

"Most of the kids wanted to touch my hand," said Hall. "It felt really good to know that we could have that kind of impact on these people's lives."

Hall, Garman and the other Corps employees, contractors and Soldiers took a demolished palace and transformed it into a place of learning, echoing the changes allied forces are making across the country of Iraq.

"It is easy to work an entire career and wonder if what you did had any impact or importance," said Garman.

Perhaps both he and Hall will wonder no more.

# Food, fun, fellowship mark District picnic



*Story by Chris Augsburger  
Public Affairs Office  
Photos by Susanne Bledsoe  
Information Management*

Late-inning heroics, last-second goals, new basketball champions, a live band and good food all helped make the 14<sup>th</sup> Annual Corps Picnic a success. On a hot and humid June afternoon,

hundreds of Corps employees and their families took the afternoon to enjoy the various recreational and entertainment activities, from softball to soccer and, for the first time, a 3-on-3 basketball tournament.



“It was a nice change of pace from the normal work day,” said Maria Hammond, who attended from Planning Division.

Col. Robert J. Davis, Baltimore District commander, took a few minutes to address the many employees. He thanked them for all their hard work throughout the year and recognized the staff at the Washington Aqueduct and others who organized the event for this year.

“I know it’s not easy to make sure the band is here and ready to go, that the food service is up and running, that volunteers are ready to help, and the many, many other things on your list. But you and your team have done a super job,” said Davis.





# Vanished town of Shaw remembered

Story by Norm Dennis  
Jennings Randolph Lake  
Photos courtesy of Lake staff

A new beach, named after a town that exists only in fading memories, was dedicated June 14 at Jennings Randolph Lake. The community honored was called Shaw, after a railroad executive of over 150 years ago.

Shaw, W.Va., is one of many towns that have disappeared from the shores of the North Branch of the Potomac River in the last 50 years. Towns like Empire, Windom, Warnick, Chaffee, Harrison, Dodson, Gleason and Hubbard—all within a 20-mile stretch of the river—are only memories in the minds of the “old timers.” The ghost towns of the Potomac were settled and flourished on the Allegheny Mountains’ natural resources of coal and timber.

Shaw Beach has not always been a ghost town. Many years ago, the coal and hardwoods of the area were plentiful and easily transported by way of the Potomac River and the railroad. They became more expensive to mine and harvest as the supply dwindled. As with all natural resources, the supply is limited. Eventually,

the resource runs out. The local economies slowly shrank, and the residents moved away in search of better incomes to support their families.

All that remains of these ghost towns are the ruins of old buildings amid the brush and briars, concrete foundations of former bridges, the remains of coal tipples, lumber mills and other long forgotten structures.

Shaw is also gone, but for a different reason. The town’s land was surrendered for the construction of Jennings Randolph Lake, thereby paving the way for the many benefits the lake provides.

But Shaw stands out for another reason. It is remembered annually by its former residents and their descendants at the Shaw reunion held at the Howell Run Picnic Area at Jennings Randolph Lake. There, tales are told of times past, both happy and sad, times of plenty and times of need, lives beginning and lives ending. The memories and oft-told stories keep the town of Shaw alive and as it was, even though it now sleeps at the bottom of Jennings

Randolph Lake.

In appreciation of the sacrifice made by the former residents of Shaw, the Corps of Engineers named the new beach after the unforgotten town.

During the dedication ceremony, Baltimore District Deputy Commander Lt. Col. J.T. Hand, summed up the Corps’ respect for the town and the sacrifices of its residents with a simple gesture and statement. He held up a District commander’s coin.

“This commander’s coin, given for excellence, is now part of Shaw Beach and is woven into the fabric of the lake.” With that, Hand threw the commander’s coin into the lake to become an integral part of the history of Shaw.



Train Depot, Shaw, West Virginia

An old postcard depicts Shaw, W.Va.



Shaw Beach is enjoyed by visitors to Jennings Randolph Lake.



The 2002 Shaw reunion.

## **Ubiquitous ladder must be viewed with caution**

Ladders are found everywhere. You see them inside and outside, in factories and shops, in storerooms and warehouses, in offices and homes. Because they are so common, they can be taken for granted.

That's a problem, because close to 25,000 workers were injured in falls from ladders in one recent year, and more than 100 died by falling from a ladder.

Your safety begins before you climb, says the National Safety Council. Here are some important things to consider first:

Is this the right ladder? Consider your weight and the weight of the load. Different types have load capacities of 200 to 375 pounds. Because aluminum and metal conduct electricity, they shouldn't be used near power lines or live electrical wires. Use a dry wood or fiberglass ladder

instead. Is the ladder in good condition? Check it out to make sure all parts are in good working order. Do it every time you use the ladder.

Be sure it can be locked in place, that rungs and steps are intact and clean, and that the nuts and bolts are tight. The most common mistake is not keeping the ladder in repair.

Is the set-up right? The feet should be on firm, even ground. The bottom of the ladder should be 1 foot away from the wall for every 4 feet to the top. Example: if it touches the wall 16 feet above ground, it should be 4 feet from the wall. When climbing



the roof, the ladder should extend 3 feet higher than the roof.

Is my climbing technique safe?

- Always face the ladder when climbing and stay in the center of the rails.

- Maintain three points of contact with the ladder: two feet and one hand or two hands and one foot.

- Carry tools in a tool belt, and if materials must be handled, raise or lower them with a rope.

- Never climb higher than the third rung from the top of an extension ladder or the second step from the top of a stepladder.

- Never try to "walk" a ladder while standing on it. Climb down and reposition it.

- Carry it parallel to the ground and hold it in the middle so you can balance the load. Always carry a stepladder in the closed position.

## **Is your lifting posture correct?**

There's more to it than "lift with your legs."

- First, calculate whether the load may be too heavy. Get help if you aren't sure you can easily lift it.

- Always stretch before lifting or carrying if you have been sitting or inactive for a time.

- Start with feet apart, one foot slightly ahead of the other for a wide base of support.

- Bend at the knees and

squat down. Arch your back slightly and keep your head up in a natural way during the lift. You'll get more power from large muscles of the legs and keep the weight off your back.

- Keep objects as close as possible to your body.

- Lift smoothly. Avoid jerky movements, twisting, and side bending.

- With the load in hand, stand up straight.

## **Don't ice a burn**

Treat small burned areas using cold water for 30 to 60 minutes.

The burn should be put under running water or into a container filled with cold water. Never treat burns with ice water, an ice cube rubbed over the burn area or with a pan of slushy ice. This treatment can cause frostbite or other damage to the skin.

Never put ointment on a burn, particularly if the patient is going to the emergency room.

## Maj. Gen. Carl A. Strock takes command of the Corps

Maj. Gen. Carl A. Strock took command of the U.S. Army Corps of Engineers in a military ceremony July 1 at Fort Myer, Va. Gen. Peter J. Schoomaker, Army Chief of Staff, hosted the ceremony. Strock replaces Lt. Gen. Robert B. Flowers who retired during the ceremony after 35 years of Army service.

Flowers served as the Army's 50th Chief of Engineers from Oct. 2000 until the ceremony.

"General Flowers is a leader and a warrior, and we are thankful for his dedicated service," said Schoomaker.

"The last four years, I've commanded a unique organization, the U.S. Army Corps of Engineers. There's nothing else like it," Flowers said. "Unique in all the world, great civil servants, taking care of the nation and its armed forces, and I'm enormously proud of all of them." He acknowledged

the many officers, noncommissioned officers and fellow Soldiers who mentored him.

During the ceremony, Flowers and Strock passed the traditional flag, symbolizing the change of command.

The Senate confirmed Strock's nomination as chief of engineers June 25, with promotion to Lieutenant General. However, the promotion will not take place until later this summer.

"I am deeply honored and truly humbled to stand before you today," Strock said. "I am honored because there is no greater privilege than to be entrusted with command when your nation is at war."

Strock has served the Army 33 years. He was previously assigned as the Corps' director of Civil Works and the director of Military Programs. He also served as deputy director of



Maj. Gen. Carl A. Strock (facing camera) accepts the flag from Gen. Peter J. Schoomaker symbolizing the transfer of command.

(Photo by F.T. Eyre, U.S. Army Corps of Engineers)

operations for the Coalition Provisional Authority, Operation Iraqi Freedom.

### Word to the wise

The well-marked door (right) that exits toward the back of the City Crescent Building's breezeway (below) sounds an alarm when opened. The alarm is received by the Federal Protective Service, an officer is dispatched, and a camera shoots a photo of the violator. The violator then receives a \$50 federal ticket.

(Photos by Mary Beth Thompson)



### Penn named Real Estate professional of the year

Baltimore District's own **Robert Penn** recently received the Real Estate Professional of the Year Award for fiscal year 2004. Penn was selected for this prestigious award from a pool of Corps real estate professionals across the nation.

As the assistant chief of Real Estate and chief of the Special Projects Support Branch, Penn oversees more than 80 people and manages a real estate program of over \$100 million annually.



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