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"We make a
living by what
we get, but
we make a
life by what
we give."

-Winston
Churchill

Townhall highlights District changes

by Christopher
Augsburger
Public Affairs Office
Photos by
Susanne Bledsoe

Baltimore District Engineer and Commander, Col. Robert J. Davis, discussed fiscal year 2004's accomplishments, the current state of the District and the future that lies ahead during a November Town Hall meeting at the Wyndham Hotel in Baltimore.

Davis also presented certificates of appreciation to several employees who recently returned home from deployments overseas as part of the Global War on Terrorism, and Anthony Leketa, North Atlantic Division Regional Integration Team Leader, and Chief of Interagency and International Services for the Corps, gave a presentation on how other District employees can volunteer to serve overseas.

Past

"FY 04 was a very good year for the district," said Davis, referring to a year in which the District spent more than \$894 million in work through what he called a well-balanced and diverse mission.

During fiscal year 2004, Davis said that Baltimore District contributed to every mission of the Corps of Engi-



Corps employees, who recently returned from deployments to Afghanistan and Iraq, receive certificates of appreciation from Col. Robert J. Davis, Jr. (left), Baltimore District Commander.

neers. In particular, he cited the more than 60 District employees who served overseas in support of the Global War on Terrorism as a major contribution to the Corps' War Fighting mission. For Disaster Relief, he praised the employees who voluntarily deployed to Florida to support relief and recovery missions in response to the multiple hurricanes that ripped through the state. Davis also noted the missions that the District continues to support effectively in the areas of infrastructure building, environmental support and water resources management.

Present

Davis spoke about the current climate of change that lingers in the Corps of Engineers, and compared the new look of the Corps to the transformation that all branches of the Army

(Continued on p. 3)



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 1,750. 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

Steering the aircraft carrier

by Col. Robert J. Davis
Commander & District Engineer

During the November townhall meeting in downtown Baltimore, I mentioned the analogy of "steering the aircraft carrier". As your commander, I have the privilege of leading the big ship that we all call the Baltimore District. From the bridge, all the systems of the ship are in good shape and are functioning satisfactorily. We are successfully accomplishing our mission of delivering projects and services. My role is to the steer the ship by making minor adjustments so that we can accomplish our mission faster, better, less expensively, and safely for our stakeholders and customers. We also must accomplish our mission with Army values at the forefront. The logical nautical example is to steer the ship effectively to its destination while avoiding known or unforeseen circumstances that will slow it down.

Knowing the circumstances that can slow down the ship takes a bit of "skill" and a bit of "art". Lots of things happen each day that help me navigate and I receive lots of help in making the course corrections. First, your input is the greatest help. Your help with the district sensing session last spring gave us a good roadmap. We are moving out with several initiatives in

order to hone our collective skills. Initiatives such as project manager development, supervisor development, improvement of communications skills and updating our teleworking policy are examples of this great work. Emphasis on quality performance counseling and leadership development training are additional examples of positive things that are occurring in the District.

Secondly, we receive help from those outside the District too. As an example, the USACE 2012 initiative supports the accomplishment of our mission by streamlining how our regional headquarters interfaces with us and with the national headquarters. Sequential decision actions that used to go through the regional headquarters, then on to the national headquarters, are now being replaced by decision actions that are staffed simultaneously at both headquarters. Some approvals that used to reside solely at the national headquarters are now being made at lower levels.

Third, our stakeholders and customers also tell us whether we are on the right course. I constantly receive feedback, both good and not-so-good, on how well we are accomplishing our mission. In the past few months, I have been on the receiving end of very positive comments about every

one of our programs. From time to time, I've also been the recipient of some constructive criticism too...not fast or responsive enough, too costly, not meeting the promised commitment. Yes, we can do better.

The final input in steering the ship is the "art" of command. Practicing "art" in an organization known for its engineering and scientific prowess is a challenge. Things such as intuition and the ability to predict the future are the toughest part of making course corrections. As I mentioned at the townhall, some of our programs will see level or declining workload in the next few years. Part of the challenge is to recognize and adjust to this situation now, instead of later. I am looking for your feedback to assist me.

As we close out calendar year 2004, thanks for the great work you've accomplished, thanks for the continuous improvements you are making and thanks for helping me lead this big ship! It is an absolute honor to be on the ship with you. As we move through the holiday season, spend some time to reflect on the huge contributions our deployed brothers and sisters are making in Afghanistan and Iraq, far away from their loved ones. They are part of the ship too. Finally, take some time to enjoy your coworkers and your families as they help to sustain all of us.

Essays.

Townhall *(continued from cover)*

are undergoing. As an example, Davis compared the Corps' change in how it does business with how the Army is upgrading their battle equipment, moving from a Cold War-era technology with slow moving but powerful tanks, to quicker, smaller and more efficient technology.

For the District, that means getting leaner.

"We're shifting from a legacy force to an objective force," said Davis.

For the Corps, 2012 will help facilitate this evolution, he said, which means that the District will find a way to accomplish missions faster, better and less expensive than before.

"Not all districts can be full service in 2012," he said. "Districts will have to be interdependent and share resources."

Other changes within Baltimore District are the result of the sensing survey from earlier this year, he said, which has helped to identify 10 areas that need improvement. He highlighted four such areas, which included improving project management skills, team communication, supervisory development and teleworking.

Future

Current studies, such as the sensing survey and competitive sourcing, are all part of the changes that await the Corps of Engineers as a whole. As Baltimore District heads into the future, Davis illustrated how a slow, downward trend

in the amount of work he expects the District to have will impact the Corps' future.

"We have a war, so more resources are focused on those missions than on others," said Davis.

In general, he said he expects only military programs to increase in fiscal year 2006, while all other programs will either maintain their level of spending, such as the Washington Aqueduct, or decrease, such as D.C. Schools and military environmental programs.

A point that Davis also touched upon was an update to the competitive sourcing initiative that continues to move forward. Davis said that the first job functions researched, such as Information Management, are still being investigated, and no decision had been made on what the outcome will yield. He also pointed out that, regardless of what the investigation shows, no action

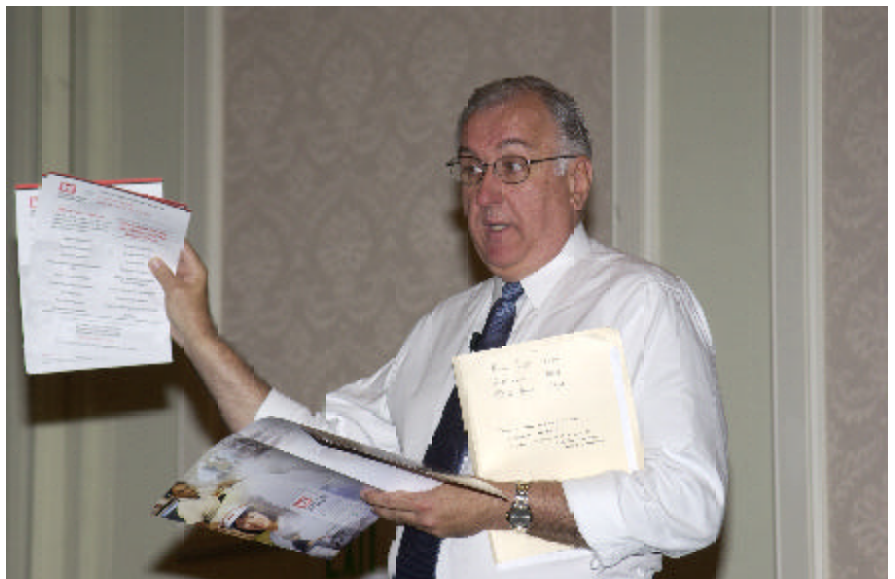
will be taken before fiscal year 2007.

Before ending the Town Hall, Davis emphasized the importance of safety in everything the Corps' does. It is an issue, he said, that keeps him up at night. He encouraged all to continue their vigilance as they move into the new year.

Another issue where Davis places a great deal of importance is the upholding of Army values. He said that he wants to eliminate the one percent of those who, for one reason or another, compromise those values.

Davis concluded the Town Hall by expressing his pride in the quality of the work the District produces.

Although he recognizes there will always be areas where the District can improve, he said he's very satisfied with the overall talent that exists in Baltimore.



Anthony Leketa delivers information during the Town Hall on how other employees can volunteer to serve overseas as part of the Global War on Terrorism.

Corps employees share media interview tips

by Megan Nelson
Norfolk District

Last year, former Chief of Engineers, Gen. Robert Flowers, mandated a new focus on strategic communications in the Corps. In a letter to Corps leadership he stated, “We need to do a much better job of communicating both to the American public and to ourselves. Today, we are ‘red’-unacceptable-and must move to ‘green’-successful- in our Corps strategic goal of communication.”

One of the best ways Corps Districts can tell their story to the public is through the mass media. Given the high visibility of so many of our projects and initiatives, it is more than likely that many team members will have to interact with the media at one point or another. Anyone can handle an interview with a little preparation and insider knowledge.

If a member of the media calls, ask yourself if you are the most appropriate person for the interview. If so, coordi-

nate with the public affairs office and your “stovepipe.” Provide names of other subject matter experts they might want to interview and give them, as well as your project partners, a heads up.

Before the interview begins, it is important to know the reporter's name, organization, phone number and deadline. You have the right to establish some ground rules for the interview—subjects to be covered, length of the interview and points to discuss. Ask about the general nature of the questions prior to the interview.

Some of the best advice on how to handle the media comes from fellow Corps employees.

Craig Seltzer, an ecosystem biologist in Norfolk District, often works on multiple projects and said, “it helps to review recent information and talk to key people.”

During the interview remember that you are the expert and you are in control.

Keith Lockwood, a Corps environmental scientist, has found, “it works best to be as open as possible when dealing with difficult questions and to put the answer in a positive light.”

There may be details about a project that cannot be revealed to the public. Determine what you can and cannot talk about before the interview. If asked about these

details, do not say “no comment.” There is always a comment you can make without sharing the details. Always remember what you say around a reporter is considered, “on the record.”

According to Jason Skog, a reporter for the *Virginian Pilot*, “The biggest mistake would be to lie. Don’t lie to the press...It should be obvious, but for some, it’s not. When we catch you in a lie it magnifies whatever pain telling the truth might have caused.”

Remember to keep it simple and avoid technical terms the public may not understand. Pretend you are talking to your grandmother.

When doing an interview either for print or television, keep in mind that you will be quoted. “Misquoting is a constant battle,” said Seltzer. Avoid out of context quotes by being consistent, avoiding offhand comments and repeating key messages.

Sometimes during an interview you may not know the answer to everything; it’s ok! Follow-up with the reporter to give them an answer or refer them to someone who knows.

Finally, don’t overreact if the story doesn’t go well. If the reporter has really botched the story, you may coordinate with public affairs to send a letter to the editor; however, don’t expect or demand a retraction.

If there is a factual error, usually a call to the public editor will get a correction printed.



Gary Schilling, a Corps program manager, answers questions about Spring Valley from Washington, D.C. media.

District renovates Fort Detrick community center

Congressman Bartlett joined Col. Robert J. Davis and other dignitaries at a ribbon cutting ceremony to celebrate the grand opening of a renovated Community Support Center at Fort Detrick Nov. 19.

"Today's ribbon cutting marks another significant step forward in the transformation of Fort Detrick into a state-of-the-art Army installation," said Davis.

The new support center is the latest chapter in Fort Detrick's ongoing effort to upgrade many of the facilities on base, of which the Corps has played a large role. In just over a year, Baltimore District has helped build new facilities such as family housing units and barracks.

Fort Detrick plans to make major improvements to the Community Support Center — once a World War II warehouse

— with plans to add an entire wing, complete with modern amenities such as a movie theater, a bowling alley and a commissary.

The Community Support Center houses every service-oriented office in one central location, such as offices for Equal Employment Opportunity, Housing, Transportation and a One Stop In and Out processing Center.

Corps begins storm damage reduction at Rockhold Creek

A Project Cooperative Agreement, or PCA, signing ceremony marked the official start of a project that will provide the potential for significant economic savings and tremendous storm damage reduction to the community surrounding the area of Rockhold Creek.

Col. Robert J. Davis joined Congressman Steny Hoyer, Anne Arundel County Executive Janet Owens and a list of other dignitaries at the PCA signing ceremony.

"With the amount of commerce and activity on the creek, maintaining a navigable channel is vital to the economic health of the community," said Project Manager Jim Dash.

In recent years, however, Dash said that the cost of keeping the channel clear for boaters has become a problem. Unlike most channels, the dredging cycle for Rockhold Creek is six years, with costs approaching \$1 million for each dredging event.

Starting in the early part of 2005, however, the Corps will begin the construction of a new, 1,070-foot breakwater, and the rebuilding of an existing jetty adjacent to the Federal navigation channel in Herring Bay. By September 2005, Rockhold Creek will have a navigation channel that offers boaters unencumbered use for the next 20 years and simultaneously provide safe harbor for mariners during storm events.

Harvest for the Hungry campaign runs through March

The 2004-2005 Harvest for the Hungry Campaign began Nov. 2 and runs through the end of March 2005.

The annual campaign benefits the Maryland Food Bank. District employees interested in supporting the drive should deliver all non-perishable food items and cash donations to the following division point of contacts:

PA: Angela Moore
HR: Stephanie Roth
EN: Doris Faulkner & Loretta Harris
RE: Pete Emens
RM: Lorie Moses
OP: Mike Hitchings
IM: Maggie Poliszczuk
CO: Cathy Bevans
EEO: Bertha Brownson
CT: Mary Jenkins
PPMD: Jennifer Watson

PL: Angie Sowers & Mark Baker
SE: Tony Santiago-Rios
OC: Kathy Deboskie
EX: Brenda Parsons
LM: Bob Paul

Any other questions regarding the Harvest for the Hungry Campaign can be directed to Stephanie Roth, chairperson, at ext. 2087.

Corps' employees receive governor's citation

Story and photo by
Chanel S. Weaver
Public Affairs Office

Maryland governor Robert L. Ehrlich, Jr. recognized 27 District employees with a gubernatorial citation at a ceremony in Annapolis on Nov. 12. The appreciation ceremony, which was held at the State House, honored Corps employees who supported disaster relief and recovery efforts before, during and after the Florida hurricanes of 2004.

During the ceremony, Ehrlich thanked the Corps employees for the food, shelter and assistance they provided to victims of hurricanes Bonnie, Charley, Frances, Ivan and Jeanne.

"Today is about citizens and citizenship," said Ehrlich. "Florida will survive better because people in Maryland cared so much to help them."

This deep concern for the welfare of hurricane victims was evident in each person who deployed. They left their families behind to repair roofs, construct temporary housing, distribute food and water, and monitor geographical charts in

an effort to restore a sense of normalcy to areas devastated by the hurricanes.

"It was a big sacrifice with two small kids, but it was extremely rewarding to help others in their time of need," said Chuck Frey, a civil engineer in the geotechnical branch of Engineering Division.

"Folks would see the Corps shirt and come to you and thank you. That meant a lot to



Maryland Governor Robert L. Ehrlich, Jr. (left) presents a gubernatorial citation to Corps representative, Ron Martin, chief of the District's Logistic Management Office.

(Photo courtesy Governor's Office)

me."

Like Frey, many other employees said that the gratitude they received from hurricane victims made their jobs worthwhile.

"I was stopped more than once by individuals who just wanted to say thanks," said

Ron Martin, chief of the Logistics Management Office.

"That made it all worthwhile."

John Pawlus, a District civil engineer said he was happy to help seniors and individuals with disabilities.

"Many of them had limited or fixed incomes," said Pawlus.

"I just wanted to assist in their recovery as much as possible."

The hurricane victims were not the only ones to benefit from recovery operations. The experience was equally rewarding for the Corps' volunteers.

"To volunteer and be able to assist others in dire need is a very rewarding and heart warming experience," said Sean Fritzges, a deckhand in

Operations Division.

Joe Lease, a safety and occupational health specialist agreed.

"The most rewarding part of any deployment either here in the States or overseas, is knowing that I am helping others who are not able to help them-

selves,” said Lease. “When I looked into their eyes or received a hand shake, I could tell that their appreciation came from their heart.”

In recent months, over 33,000 people from various organizations nationwide have deployed to Florida to aid over 400,000 individuals.

In addition to the Corps of Engineers, personnel from the American Red Cross of Central Maryland, AmeriCorps National Civilian Community Corps, Charles County Emergency Management Agency and Maryland Emergency Management Agency were honored by the governor.

Ehrlich said that Marylanders prove everyday that they are ready to respond when disaster strikes.

Vickie Rohr, a property book officer in the District’s Logistic Management Office agrees.

“Seeing the aftermath of a hurricane and being there as part of a team to help the people of Alabama and Florida was a great experience,” said Rohr.

“It’s part of my job that I would do again.”

Lt. Col. J.T. Hand, deputy commander for Baltimore District, said the Corps is proud and honored to receive a gubernatorial citation.

“Each one of these individuals is a hero,” said Hand.

“We are proud of the work they do for our nation and we appreciate the governor's efforts to recognize the contributions of each of these employees.”



A group of Baltimore District employees pose outside the Annapolis State House with their gubernatorial citation. Included in this photo are from left to right: Sean Fritzges, Israel Miller, John Pawlus and Cedric Bland (back row); Ron Martin, Chuck Frey and Joe Lease (third row); Jim Baron, Vickie Rohr and Eleanor Demasco (second row) and Mark Harris (front row).

(Photo by Chanel S. Weaver)

Baltimore District Honors All Volunteers Who Supported Disaster Relief and Recovery Efforts

After the Florida Hurricanes of 2004

Jim Baron, EN

Kenneth Baumgardt, PL

Cedric Bland, EN

James Bynum, EN

Sheree Castain, EN

Maria de la Torre, EN

Eleanor Demasco, EN

Adrian DeVillasee, EN

Dale Duncan, EN

Ronell Frederick, LM

Chuck Frey, EN

Sean Fritzges, OP

Jan Gonzales, OP

JoAnn Grundy, PL

Mark Harris, LM

Joe Lease, EN

Howard Lohorn, EN

Anthony Marcell, CO

Ron Martin, LM

Israel Miller, EN

Karen Nook, EN

John Pawlus, EN

Vickie Rohr, LM

Chester Tracewski, EN

Kelly Walsh, PPM

Eric Widerman, CO

Delray Wylie, EN

Thank You!

Avoid holiday anxiety with these stress busters

What should be a relaxing time with friends, family, and football can turn out to be anxious days with too much to do. You can't will stress away, but you can head it off before it gets to you.

Two keys to remaining in control:

Keep a positive attitude and decide that you are going to have an enjoyable time no matter what happens.

Don't take on more than you have to. Order some of your gifts over the Internet or give gift cards or cash. Use gift bags instead of wrapping presents. Buy holiday foods instead of baking. Skip some of the decorating, especially outdoors. If you're really pressed for time, take everyone out for a holiday dinner.

* On the job, get as much done as you can before the last week before Christmas. Encourage others whose work you depend on to do the same. Make a must-do list and a should-do list. If time is short, some of the should-dos can wait.

* If you are traveling, allow extra time on the road or at the airport. Travel light.

* Get enough rest. Don't eat a lot of food, drink alcohol, or exercise within three hours of bedtime.

* Limit the caffeine. It interferes with sleep and makes you nervous.

* Put your New Year's resolutions into perspective. Skip resolutions that load you with self-blame for what you haven't accomplished.



Make just one or two resolutions and be specific with some time deadlines involved. Decide what the obstacles involved will be and how you will overcome them.

Then be a little easy on yourself. Even if you don't reach all your goals, you'll be better off for having tried.

December is National Drunk and Drugged Driving Prevention Month

During the Cold War, Russian scientists tried to develop a pill that kept their spies from getting drunk. They failed in that, but their supplement did reduce hangovers.

In 1999, RU-21 became available to consumers in Russia, and it became available in the U.S. in 2003. It works by helping the body break down a toxic byproduct of alcohol into water and carbon dioxide.

Some things you should know about the use of RU-21:

* It does not prevent drunkenness from drinking alcohol.

* It must not be counted on to prevent health consequences of excessive alcohol consumption.

* It does not increase the ability to operate a vehicle while intoxicated.



(Photo courtesy CNN)

Not overdoing it is the surest way to avoid hangovers. If you do indulge, be sure to drink on a full stomach and drink lots of water before going to sleep. There is also

some evidence that lighter drinks with fewer toxic elements such as highly filtered vodkas versus darker bourbons and Scotches produce fewer symptoms.

If you will be attending a function where alcoholic drinks are served, plan ahead to have a designated driver in your group.

According to the National Highway Traffic Safety Administration, an alcohol-related traffic death occurs every 30 minutes in the U.S. An alcohol-related traffic injury occurs every two minutes (in 2002).

During the holiday season, be very careful not to become part of these statistics.

Season's Greetings

Come one, come all to the Baltimore District Holiday Event

Friday, December 17
11:30 a.m. – 3:00 p.m.

City Crescent Building

Theme: The North Pole

Featuring: Floor Theme Parties

(Sponsored by the Employees Activities Association)



Downtown Baltimore holiday event schedule

Downtown Baltimore will be the site of many holiday events:

Dec. 2 — A Monumental Occasion: the 33rd Annual Lighting of the Washington Monument. The evening's festivities include choir performances, food vendors, strolling entertainment, celebrity appearances and fireworks. 6-7:30 p.m. Free.

Dec. 3-24 — Holiday Music Series at Lexington Market. Celebrate the sounds of the season with local choirs and regional artists as they perform holiday favorites. Noon daily. Free.

Dec. 4 — Fells Point Festival of Lights. Fells Point holiday kick-off features carolers,

musicians and special performances. Noon-9 p.m., with Santa photos from noon- 5p.m., tree lighting at 5 p.m., parade of lighted boats at 6 p.m.

Dec. 11 — Merry Tuba Christmas at Harborplace. Two hundred tubas and euphoniums play traditional Christmas carols at this unique event in the Harborplace Amphitheatre. 3:30-4:30 p.m. Free.

Dec. 26 — Kwanzaa Family Day Celebration at Baltimore Museum of Art. Holiday treat for the whole family featuring joyous art and music inspired by African culture. Celebrate the first day of Kwanzaa with soul-stirring rhythms and dance, storytelling, special gallery tours and a

mask-making workshop. 2-5 p.m. Free

Dec. 31 — Baltimore's New Year's Eve Spectacular. Bring in the new year at the Inner Harbor with live music and entertainment, and a count-down to 2005 with fireworks. 9 p.m.-12:30 a.m. Free.

(Information courtesy of the Downtown Partnership of Baltimore)

Holiday Craft Fair

The Employees Activities Association and Harvest for the Hungry personnel will hold a holiday fair Dec. 14 from 11 a.m. to 2 p.m. Watch the General Bulletin Board for location.

The fair offers a convenient place to find holiday wares and wonderful gifts for friends and family. For more information, contact Lisa Lipford, ext. 6116.



Trick-o-treaters showcase their Halloween costumes in the lobby of the City Crescent Building Oct. 29. The children visited each floor of the building and collected candy and other treats from federal employees.

(Photo by Kim Jirsa, Programs and Project Management Division)

District raises funds for CFC

As of press time, Baltimore District had raised approximately 75 percent of its \$90,000 goal for the Combined Federal Campaign charitable fundraiser. Donations for the CFC will continue to be accepted through the end of 2004, said Steve

Garbarino, the District CFC account manager. Garbarino said each donation, despite its size, makes a difference.

"If each person gave just one dollar per pay period, we could raise over \$30,000 for the CFC."

Angel tree program ends Dec. 8

The 2004 Angel Tree Program will continue through Dec. 8. Participants should take their unwrapped gifts to the District loading dock on Dec. 8 between 11 and 11:20 a.m.

The Salvation Army van will leave the District at 11:30 a.m., so it is important that all gifts be delivered on time.

After Dec. 8, donated gifts may be dropped off at the

Salvation Army office located at 814 Light St. or at any one of the following local area malls: Golden Ring, Hunt Valley, or Security.

For additional information on the Angel Tree Program, contact Susan Jones, Real Estate, at Ext. 4675, or Connie Wise, of the Salvation Army Office, (410) 783-2920 Ext. 1295.

Speakers Bureau Update

The Speakers Bureau was active again in November.

Robert Bauer, Engineering gave a second presentation about his experiences in the Middle East in support of the Global War on Terror to the Oak Crest Village Center in Baltimore Nov. 1.

Lt. Col. J.T. Hand, deputy commander, gave a presentation on his experiences overseas since 9-11 to the Aberdeen Lions Club, Aberdeen, Md., Nov. 9.

Kevin Bunker and Steve Kopecky, Planning, participated in career day at Wilde Lake High School in Columbia, Md., Nov. 9.

Kopecky also spoke for the second time to the Rotary Club of Baltimore Nov. 23 on his work in Afghanistan with Operation Enduring Freedom.

Dale Duncan, Engineering, along with **Sheree Castain, Adrian DeVillasee, Israel Miller** and **Delray Wylie**, DA Interns, gave a presentation at Morgan State University Nov. 16 on career opportunities available with the Corps. The event was sponsored by the American Society of Civil Engineers.

2005 Pay and Holiday Schedule

Paydays

Holidays

___End of pay period

2004 Leave Year ends Jan. 8, 2004

2005 Leave Year ends Jan. 7, 2006 (Use or lose time must be used or forfeited)

JANUARY								FEBRUARY								MARCH							
SUN	MON	TUE	WED	THU	FRI	SAT		SUN	MON	TUE	WED	THU	FRI	SAT		SUN	MON	TUE	WED	THU	FRI	SAT	
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2	3	4	5	6	7	8		6	7	8	9	10	11	12		6	7	8	9	10	11	12	
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16	17	18	19	20	21	22		20	21	22	23	24	25	26		20	21	22	23	24	25	26	
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30	31																						
APRIL								MAY								JUNE							
SUN	MON	TUE	WED	THU	FRI	SAT		SUN	MON	TUE	WED	THU	FRI	SAT		SUN	MON	TUE	WED	THU	FRI	SAT	
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JULY								AUGUST								SEPTEMBER							
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31																							
OCTOBER								NOVEMBER								DECEMBER							
SUN	MON	TUE	WED	THU	FRI	SAT		SUN	MON	TUE	WED	THU	FRI	SAT		SUN	MON	TUE	WED	THU	FRI	SAT	
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