



# CONSTELLATION

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## Great Holiday Party honors employees who made a difference in FY 2003

*story by Lucy Lather  
Public Affairs Office  
photos by Tex Jobe  
Information Management Office*

The 2003 Great Holiday Party began with an awards program at 10 a.m. to honor two groups of District employees—those who have recently returned from overseas in the nation's fight against terrorism and those who assisted the District at home and in the field during Hurricane Isabel.

The following employees received certificates of appreciation for their work overseas:

### **Operation Enduring Freedom (Afghanistan)**

Stephen C. Wood  
Robert J. Bauer  
Richard E. Hanson  
David M. Dawood  
Justin B. Callahan

### **Operation Iraqi Freedom (Iraq)**

Heather M. Sachs  
Kevin G. Luebke  
Kimberly M. Robinson  
Major Eric M. McFadden

### **Bosnia**

Joseph J. Phelan

Wood also received a Commander's Award for Civilian Service, and Luebke received a Superior Civilian Service Award from Brig. Gen. Robert L. Davis, commander, Headquarters, Iraq Provisional Command.

Phelan received two certificates of appreciation, one from the Area Support Group Eagle, U.S. Army Europe and 7th Army, and the other from the Office of the Deputy Chief of Staff, Engineer, U.S. Army Europe and 7th Army.

*(Continued on p. 6)*



*The MLLW, or Mean Lower Low Water, Band performs "The 12 Days of Christmas," Baltimore District style, at the Great Holiday Party, a gig on the band's "FY04 Tour."*



U.S. Army Corps  
of Engineers  
Baltimore District

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

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District Engineer  
Col. Robert J. Davis, Jr.

Public Affairs Chief  
Lucy Lather

Contributors:  
Doug Garman  
Mary Beth Thompson  
Marshall Hudson  
Angela Moore  
Chanel S. Weaver  
Chris Augsburger

IMO photographers:  
Tex Jobe  
Susanne Bledsoe



# Commander's Comment

## Leader development

by Col. Robert J. Davis, Jr.  
Commander & District Engineer

January marks that time of year when we make, and sometimes break, New Years' resolutions. It's a time to reflect and set personal goals, such as becoming more physically fit, listening more, paying more attention to others or maybe even obtaining that professional certification that has been on the back burner for a few years.

Our Leadership Development Program is one of the many things I'm reflecting on this time of year.

First, we are fortunate to have a group of dedicated individuals that take on the responsibility of setting up and administering the Leadership Development Program. We've given them a very limited budget, their supervisors have given them time, senior leaders have given them guidance and suggestions, and they've supplied the motivation to get the mission accomplished.

Each member of this "core" group has a "day job," so their sacrifices are even more significant. We should all thank them for what they do.

Second, there are motivated applicants to the program. I wish we could accommodate more attendees, but we can't take everyone due to a limited budget.

Applicants are willing to make the extra effort to "take a leap of faith" to develop interpersonal skills and self-awareness to better understand how to work with others to accomplish a common goal. At times, this process can be uncomfortable, but just ask our graduates what they've achieved. You will be amazed at their insights.

The program does not focus on technical subjects, but I suspect that our graduates will be better able to accomplish technical activities from what they take away from the program.

Finally, District activities are rich and diverse and allow the Leadership Development Program graduates to practice what they've learned. Teams, through positive relationships within and outside the District, accomplish all the work that we do.

Sometimes the team mission is large in scope, such as building a hospital, from the initial contact with the customer, through the

contracting, design and construction, to the occupancy. Sometimes the mission is smaller in scope, such as working with a regulatory applicant during a permit action.

Better leaders make more effective team members and enhance the synergy of teams. Ultimately, this leads to better projects, products and services for our customers and stakeholders...a WIN-WIN for everyone!

I'm thankful for the great leaders we have in the District. They are in the District headquarters and remote program, regulatory, project and field offices. They improve the quality of life for our nation's service members and citizens, protect our nation's natural resources, and operate and maintain our nation's infrastructure. They also are making a difference overseas in the global war on terror.

Keep up the great work!  
**Essayons!**

*Editor's note: For more information on Baltimore District's Leadership Development Program, please see page 8.*

# PDT Conference delivers success

*story and photo by  
Marshall Hudson  
Public Affairs Office*

Building relationships, sharpening skills, sharing knowledge, increasing awareness of and improving local business processes were the objectives of the “Great Expectations” conference, a recent Baltimore District event aimed at improving project delivery teams.

Communication was a focal point of discussion for the 70 employees at the three-day off-site conference when reviewing common project problems.

“We are good at solving complex and challenging problems, but we need to focus on our internal communications,” said John A. Chubb, assistant chief of Program and Project Management Division. “And good communication is the key to teamwork.”

Highlighting his statement, leaders role-played the chronology of a fictitious \$350 million project that had gone awry.

The issues included lack of a clear title on the land, potential lack of access to water, improper environmental impact reviews, design changes, legal issues, cost over-runs, late delivery and team members who were unaware of the project.

The skit generated laughter from the participants and the audience, though many also said they had experienced some of those problems.

The attendees spent the second day reviewing case studies, tools and local business processes and then suggesting solutions to problems.

The teams agreed that most problems could have been avoided or lessened with better communication.

A consensus reached was that it is imperative to include all offices at the project kickoff meeting.

Achieving buy-in, a sense of team membership, project ownership by the PDT and a prevention of mishaps later in projects were the benefits cited.

Offices not having an obvious or active role until well into the project, such as real estate, counsel and public affairs, were identified as players regularly left out of projects until problems have surfaced.

Responding to some who said funding kept members from being invited to PDT meetings, Chubb said that any project manager in that situation should contact him for immediate assistance.

One of the breakout groups created a checklist for project managers to use at the project kickoff. Not meant to be all-inclusive, the list can serve as a reminder of the tasks that need to be accomplished.

Another breakout group



*Clinton L. Anuszewski (l) is honored by James R. Jones for his active participation at the conference. Anuszewski is holding his award, a plate he broke at dinner the night before.*

recommended a review and update of policy memos and eventually replacing them with business process maps, so local business processes references will be consolidated in one place, <https://155.78.60.13/map-per/shell.html>.

Several groups also expressed a desire to have examples of successful project management plans from different project types made available for reference.

At the After Action Review, Jared W. Olsen, chief of the project management service center, said the goal for District leadership was attendees saying, “the conference was worth my time.”

Attendee Patricia A. Gamby, Washington Aqueduct, agreed that it was.

“A highlight was meeting so many people from different parts of the District, from so many varied offices. I know it was a big financial commitment to do this, but it shows a real commitment to bettering the organization,” said Gamby.

The conference was held Dec. 8-10 in Cambridge, Md. Questions about this or future PDT conferences should be referred to Andrea Bias-Streat.



# Getting a VErY good deal

by Marshall Hudson  
Public Affairs Office

Low prices are good, but they are not a bargain if an item is unneeded or unwanted. Real value is getting essential function and quality for a fair price.

That principle, which applies to economizing in private life, is also the cornerstone of value engineering, the process of getting more value for the money spent on a project.

The goal of value engineering is to improve value by improving the performance, safety, quality, reliability and life cycle cost of a project, according to John K. Vogel, Baltimore District value engineer.

"People sometimes think that it is just cost cutting, but that is not the case. We're trying to get value; to get the cost and worth of functions as close as we can to being equal," he said.

In value engineering, functions are what a customer really needs and wants from a project.

There are basic functions that describe what the item must do.

There are also secondary functions, such as convenience, dependability, cosmetic appeal and satisfaction, which may or may not be required.

Once it is clear that a project may be a good candidate for a value engineering study, a team is put together and a five-phase process is implemented to identify better ways to reach the same goals.

An example of a recent value engineering success in the District is the Fort Meade barracks complex project.

Project manager Scott



The new barracks complex at Fort Meade was completed in summer 2003.

Drumheller said the estimated cost of the Department of the Army standard design for the barracks complex was substantially higher than the programmed amount.

Further, the standard design didn't meet the requirements of today's soldiers. The soldiers wanted laundry rooms in every building and added storage capacity in every room.

The plan called for two community buildings with centralized laundry and storage facilities, which cost much more. Vogel said this was a "value mismatch."

With the support of former District Engineer Col. Charles J. Fiala Jr., Drumheller, Vogel and the Baltimore District in-house design team figured out how to stay on budget, satisfy the customer and capitalize on emerging Department of the Army barracks design criteria.

They put in bigger closets and washers and dryers in every building. These changes allowed them to eliminate a community building, which saved costs.

They also saved money by using wood construction with a brick veneer instead of block construction.

"We were able to add functional enhancements while maintaining the building's



The community building is now primarily used for social gatherings rather than storage and laundry.

Photos by Harkins Builders, Inc.

outside appearance and meeting all of the installation's design requirements," said Drumheller.

"They are maintainable, and the inside is even better than the original plan," he said.

The project that started \$11 million over budget was completed on budget; construction time was reduced 50 percent; and amenities were added.

The Corps has long embraced the concept of value engineering, actively applying it to work since 1964. Every district has its own value engineer.

According to Vogel, Baltimore District studies about 10 projects a year. The goal is to save about 6 percent of all projects studied. Since 1964, Baltimore District has saved 10.3 percent, amounting to \$163 million.

"It is really a success story for the Corps," said Vogel.

## Snow can be a killer: Shovel safely or not at all

Think snow shoveling is easy? Well consider this: the average shoveler lifts about a ton of snow per session.

That says a lot about a common activity that causes uncommon trouble.

According to some statistics, about 1,200 people die of heart attacks during or after a big snow, and many more have

nonfatal heart attacks.

The reason: many people with undiagnosed heart disease decide to shovel snow, an activity that rapidly increases heart rate and blood pressure.

Michigan State researchers, however, found no special increased risk of heart attack in most younger people. If you're in your 20s, you should be fine.

But remember snow shoveling can take you to maximum exertion rapidly. A pivotal study in the *Journal of the American Medical Association* in 1995 showed that a shoveler reaches maximum exertion in just 10 minutes. No wonder that doctors say that if you're in your 40s or beyond, don't shovel.

Snow shoveling is

mostly isometric exercise. Your muscles work, but there's little movement until you throw the snow. This puts more strain on the heart than leg exercise. Some shovelers increase the danger by holding their breath. This raises the heartbeat and blood pressure.

If you must shovel, remember that fresh snow is lighter in weight so shovel early. Use a small shovel. This way you don't lift so much at one time. Rest every three or four minutes.

One option is to get a snow blower, but a study in Detroit showed that, after a blizzard, of the 36 people who had a heart attack while shoveling snow, four of them were using a snow blower.

For people with undiagnosed heart disease, just walking through snowdrifts combined with the stress of working with the snow blower can cause significant increases in heart rate and blood pressure.



## Winter is here: Get ready for 'Swiss cheese' roads

Some people call it the January thaw. It's that time when cold weather takes a break, and snow and ice melt. Unfortunately, that makes the road break up.

Potholes form when the asphalt on streets freezes down deep and then thaws as temperatures rise. The asphalt buckles and pops open. Then the weight of passing cars and trucks collapses and crushes it. Other traffic scatters the pieces, creating a hole in the road.

Bridges and overpasses can

have big problems because they are affected by air temperatures from above and below. And salt doesn't help. It is spread to melt snow and ice, but it can get into asphalt and weaken the material.

Drivers should do what they can to avoid potholes in the road. They not only jar them and their passengers, they can damage tires, wheels, steering, suspensions and wheel alignment.

Potholes cost the United States tens of millions of dollars in repairs each year. In cold weather, road crews can only use

cold patches, which are not very effective. They must wait for warmer weather in order to do a better patching job.

It is especially important to be cautious about holes filled with water. There's no way to tell how deep they are. Hitting a deep one at any kind of speed can damage a car in many ways and could even make the driver lose control.

In the January thaw, and until its effects are repaired, it's time to slow down and watch for the holes. In some cases, you can drive around them.

## Holiday Party honors outstanding employees *(continued from cover)*

For work during Hurricane Isabel, the following employees received certificates of appreciation:

Rose Critcher, Eleanor Demasco, Gilbert Dent, Rodgers Hagert, John Kelly, George Lea, Kelly Marshall, Bruce Ware, Mary Wiedorfer, Alan Andrysiak, Betty Corbitt, Eli Hirsch, Bert Pechhold, Edward Rozenblat, Pat Sampsel, Willie Smith, Marc Syme, Jeff Werner, Allen Aufforth, Buddy Billington, Elizabeth Carver, Glenn Morsey, Paul Parsonneault, Jeff Steele, Joe Brutsman, Joe Leise, Craig Maurer, Art Smit, Denis duBreuil, Beth Emerson, Brad Funt, Jim Harbert, John Lombardo, Tony Marcell, Mike Ogden, Larry Piazza, Todd Swanson, Al Zarnoski, Ron Galosky and Rolando Sanidad, all from **Construction Division**.

From **Contracting Division**, Ed Cox, Tony Epps, Donna Leketa, Derek Mason, Danielle Moyer, Joe Neil, Terry Quick, Marie Raglind and Regina Wheeler.

From **Engineering Division**, Fran Adams, Nate Barcomb, James Baron, Stan Brua, Mitch Burns, James Bynum, Dave Capka, Heidi Cherry, Barry Cortright, P. Greg Crizer, John Danko, Maria de la Torre, Ken Downey, Barry Flickinger, Charles Frey, Julia Fritz, Stan Gembicki, Bill Haines, Don Lambrechts, Tonya Manuel, Rene Montemayor, Datonia Moore, Rich Olin, Tom Ressin, Dennis Seibel, Jim Snyder, Debra Strickland and Tony Vidal.

From **Information Management**, Jason Cochran, Joanie Collins, Trish Holden, Tex Jobe,

Hank Jankowski, Gary Maul, Daryl Palmer, Terry Slavens and Dick Strock. From **Logistics Management**, Ronell Frederick, Ron Martin and Robert Paul.

From **Operations Division**, Greg Barnes, Scott Bunting, Charlie Campbell, Harold Catlett, Mike Coleman, Tom Conroy, Chris Correale, Norm Dennis, Susan Dix, Alex Dolgas, Charles Donahue, Bill Donellan, Roy Elder, Sean Fritzges, Lloyd Gallatin, Steve Golder, Jan Gonzales, Bill Hilker, Mike Howard, Joe Huber, Joe Ignatius, Tracy Keefer, Dale Lewis, Willem Loupatty, Willie Pack, Brian Retz, Alan Robinette, Tony Sazaklis, Everette Seay, William H. Smith, Jr., Stan Snarski, Don Snyder, Mark Tucci, Melvin Van Meter, Brian Walls, Joe Zacot and Sandy Zelen.

From **Planning Division**, Wes Coleman, Kara Deutsch, Larry Eastman, Robert Gore, Jay Hershey, Bob Lindner and Joan Pamperien.

From **Programs and Project Management Division**, Andrea Bias-Streat, Jack Butler and Kelly Walsh.

From **Resource Management**, Carol Bostwick, Janet Faust and



Employees examine items at the craft fair Dec. 4. The fair was conducted to raise money to help offset the cost of the Great Holiday Party.



Col. Robert J. Davis pins a commander's award medal on Steve Wood during the awards ceremony at the Great Holiday Party.

Billie Leigh.

From **the Safety Office**, Tom Waters.

And from the **Executive Office**, Lt. Col. J.T. Hand.

Several employees who performed in an extraordinary manner during the hurricane received commander's coins: Stan Brua, Barry Cortright, Dave Capka and Maria de la Torre from **Engineering**; Charles Campbell, Steve Golder and John Roop, from **Operations**; Kara Deutch, **Planning**; Ed Rozenblat, Buddy Billington, Brad Funt and Andrea Bias-





Santa, his reindeer and helper arrive for Baltimore District's Great Holiday Party.



Maj. David Pedersen accepts a "gift" from the Executive Office staff presented by Santa, also known as Cal Pierce, Real Estate.



Col. Robert Davis dances with Marie Johnson.



MLLW Band member Bob Lindner performs.

Streat, **Construction**; and Regina Wheeler, **Contracting**.

Also honored at this ceremony were the members of the Pentagon Memorial Project Delivery Team. These District employees received the 2003 Project Delivery Team Honor Award signed by Chief of Engineers Robert B. Flowers.

Receiving the certificate from **Planning Division**, Carol Anderson-Austra, Stacey

Brown, Wes Coleman, Jim Dash, Effie Hondrelis, Mallecia Hood, Vaso Karanikolis, Jackie Kilby and Pete Noy.

From **Engineering Division**, Les Blizzard, Jeff Brenneman, Justin Callahan, Tony Collichio, John Krol, Dave Roberts and Tony Vidal.

From **Contracting Division**, Tony Epps, Gloria Frost, Kathey Lechert, Alice Parks-Culp, Jerry Rifkin, Cathey Robertson and

Regina Wheeler.

From **Office of Counsel**, Jeff Lorenz.

From **Public Affairs**, Mary Beth Thompson, Darlene Mancini and Angela Moore.

From **Information Management**, Daryl Palmer and Paula Schultz.

From **Programs and Project Management**, Michael Rogers.

From **Construction Division**, Ed Rozenblat.

# District's new LDP grooms leaders

by Christopher Augsburger  
Public Affairs Office

Whether leading an Army into battle, a team to a championship or a country through war, great leaders all possess the same values, which the Army defines as Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage and notes the acronym spells LDRSHIP.

In May 2003, Baltimore District launched a pilot program that uses these Army values as the backbone for a leadership program aimed at producing competent and effective leaders, capable of taking the Corps and the Army into the future.

The Hall of Fame coach of the Green Bay Packers, Vince Lombardi, felt that one must work to become a leader.

"Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile," he said.

The Leadership Development Program, or LDP, may not have the physical rigor of an NFL football team, but the LDP pilot class, which graduated in December, has already begun drafting a comprehensive curriculum for next year's class.

Beth Bachur, one of the newly graduated leaders, says that the LDP promotes the values inherent in good leaders throughout all levels of the

workforce, fulfilling the Army's main objective: preparing tomorrow's leaders today.

Baltimore District Engineer Col. Robert J. Davis echoed the sentiment of the importance that the Army places on leadership

the interpersonal, conceptual and technical skills of leadership. In this section, a future leader sees how the Corps operates in a big picture sense through special educational opportunities, such as a tour of U. S. Army Corps of Engineers Headquarters, guest speakers and individual assignments.

"You really get a chance to learn about yourself, grow as a person, learn about the Corps as an organization and become more confident in yourself," said Bachur.

Aside from personal development, Bachur said the benefit of developing leaders has an equal, if not greater, residual effect within the District.

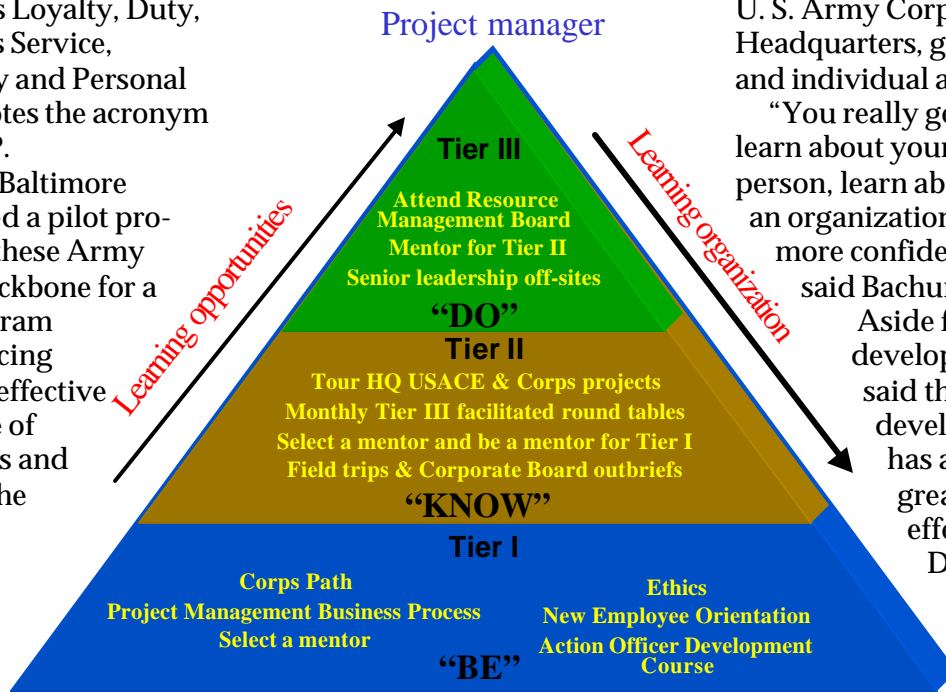
"It's a chance for us to become mentors and

pass along these skills. It prepares others for when they are placed in upper level positions down the road," said Bachur.

Tier III, or the "DO" section of the pyramid, represents the final stage of the LDP. This section explores the influencing, operating and improving the actions of a leader. Bachur emphasized that once the tier program has finished, the students never stop learning.

"The task of the leader is to get his people from where they are to where they have not been," said Henry Kissinger.

In the years ahead, Baltimore District plans to use the LDP to help take the District into the Army of tomorrow.



and what improved leadership can do for the District.

"Developing leaders is integral in developing teams that can execute a mission to its fullest potential and delighting our customers," said Davis.

The program itself resembles a pyramid, made up of three progressive tiers. Many employees participate in Tier I courses everyday when they attend courses like Project Management Business Process or the New Employee Orientation. The LDP refers to this tier as the "BE" tier.

Those who want to pursue a chance to refine their leadership skills can apply to enroll in Tier II of the process. Named "KNOW," this stage explores



# Visitors experience history at Little Rock High School, Martin Luther King, Jr. birthplace

Jan. 19 is the federal holiday honoring Dr. Martin Luther King, Jr. In celebrating his birthday, Americans recognize the life of a man who was one of the visionaries of the civil rights movement. He gave his life for that cause.

King's work strengthened this country and brought the nation back to one of the values on which

it was founded: "All men are created equal."

One of America's civil rights landmarks, Little Rock Central High School in Arkansas, is now a national historic site.

There, nine black students who struggled to desegregate the school are immortalized in the school's *Commemorative Garden*. Nine trees that symbolize the strength of those students line

the garden's path.

At Martin Luther King, Jr., National Historic Site in Atlanta, visitors can tour the birthplace and childhood home of King, view King family artifacts including the Nobel Peace Prize and reflect at the gravesite of King.

Visitors feel a sense of history at both sites and say it is like visiting shrines.



## Martin Luther King, Jr: How the dream began

When Coretta Scott left Antioch College in 1951 with a degree in elementary education, she decided to go to graduate school to study music.

She chose the New England Conservatory of Music in Boston for further education, living in a rooming house for \$7 a week.

It was there she met Baptist minister Martin Luther King, Jr. who was pursuing a doctorate in theological education at Boston University. She later said she thought he was going to be someone special.

King stood out from an early age, reciting scriptures before age five. At six, he sang hymns

from memory that moved people to tears. It was the beginning of the oratory and leadership genius King would exhibit over the course of his life.

He did all he could to bring about peaceful change, leading marches and sit-ins to encourage desegregation of stores and public facilities. Those efforts were resisted.

He and others of various ethnic backgrounds were arrested many times during demonstrations. But his persistence paid off.

In the summer of 1964, King won the Nobel Peace Prize and was invited to the White House for the historic signing of the

Civil Rights Act. He was almost 35 years old.

"Hatred and bitterness can never cure the disease of fear; only love can do that," King said. "Hatred paralyzes life; love releases it. Hatred confuses life; love harmonizes it. Hatred darkens life; love illuminates it."

His assassination four years later dampened the enthusiasm of some of his supporters, but it did not derail his mission in life. It goes on today. As this Baptist minister from Georgia is honored in January, it's easy to see why teacher Coretta Scott thought he was going to be someone very special.

## District to celebrate Dr. Martin Luther King's birthday

Baltimore District will commemorate Dr. Martin Luther King's birthday Jan. 7 beginning at 1 p.m. at the Baltimore Convention Center.

The afternoon activities will

begin with several musical numbers by the "Voices of Harmony," a group of employees from the City Crescent Building. They will entertain with familiar Gospel music as well as other

favorite well-known songs.

Rod Daniels, anchorman on Channel 11's WBAL-TV station will be the featured speaker.

All employees are urged to attend this event.

## Eating for good luck on New Year's Day

If traditional beliefs are true, eating the right kinds of foods on New Year's Day could bring you good luck and good fortune throughout the year. Even if you don't believe it's true, why take the chance? Here are some good luck menus from the United States and other countries.

If you live in the South, or your family originates there, be sure to eat blackeyed peas and hog jowl for good luck.

Those who believe as the Pennsylvania Dutch do will be

sure to include pork and sauerkraut in their menu on New Year's Day. It should increase their chances to get rich.

Corned beef and cabbage are good luck foods eaten by people in the United States.

In Norway, a traditional lutefisk meal is favored for good luck. It also includes mashed green peas, bacon and boiled potatoes. Lutefisk is dried cod treated with a soda mixture.

In Japan, traditional knowl-

edge calls for eating herring roe (fish eggs) for fertility, black beans for health, dried chestnuts for success and prawns for happiness.

While there are no actual studies to support this belief, it does appear that pizza, popcorn and other snacks are some of the most popular New Year's Day foods in the United States.

That's because much of the day is spent watching football bowl games and New Year's Day parades on television.



Baltimore District employees help the Salvation Army volunteers load the truck with Angel Tree gifts. (Photo by Tex Jobe)

## Angel Tree Program

The District's 2003 Angel Tree Program was a huge success, according to Susan Jones, Real Estate Division.

District employees adopted 189 angels and bought about 500 gifts.

The program is sponsored by the Salvation Army and provides holiday gifts to needy children throughout the Baltimore area.

"The families are so grateful that you have provided gifts for their children for Christmas," Jones said.

Jones thanked all the contact persons who helped as well as those who assisted with loading the gifts into the truck.

## Former chief of Washington Aqueduct Watt passes away

Dan M. Watt, former chief of the Washington Aqueduct, died Dec. 15 in Tennessee. He was chief from 1963 until his retirement in 1971.

While serving in that position, Watt, 99, was most widely

known for prevailing on a lengthy contractual claim against the government that began in 1951 and was not resolved until the 1980s.

Watt came to work for the Corps of Engineers' Memphis

Engineer District in 1932. He moved to the Washington Engineer District in 1936.

Watt was inducted into the Baltimore District Gallery of Distinguished Civilian Employees in 1974.

## Harvest for the Hungry program kicks off with 'Sweet Taste of Baltimore District'

Desserts of all sizes and types filled three tables in the main conference room when the Harvest for the Hungry program officially began in Baltimore District Dec. 4 between 1:30 and 3:30 p.m.

The tasting party brought in over \$100 in cash and 95 canned items. Many employees dropped by to taste cakes, cookies, brownies and other sweet edibles that their fellow employees prepared for the occasion.

The campaign will feature many special events until the deadline in March, but employees are urged to contribute non-perishable items at any time.

One event will be the show-



Harvest for the Hungry program volunteers (behind the table, l to r) Angela Moore, Doris Faulkner and Denise Bauer prepare the desserts for the onslaught of employees who dropped by the 'Sweet Taste of Baltimore District' Dec. 4 in the City Crescent Building's main conference room. (Photo by Tex Jobe)

ing of a full-length movie (title to be announced). The movie will be shown in two parts in Room 11240 Jan. 22 and 23 from noon to 1 p.m.

During the week of Jan. 26, there will be a raffle for a premier parking space in the District headquarters garage.

Get in touch with your Harvest for the Hungry contact person for details, or call Angela Moore at 2-2809.

### Autographed picture raises Harvest for Hungry money

Jim Bemis, Office of Counsel, won an autographed photo of former Orioles great Cal Ripken Jr., which Ripken had donated to the District's Harvest for the Hungry program. His raffle ticket was the lucky one drawn by Deputy District Engineer Lt. Col. J.T. Hand Dec. 19. The raffle, the District's second Harvest for the Hungry event, brought in \$220, which will be used to purchase nonperishable goods for the Maryland Food Bank.



Jim Bemis displays the autographed photo he won through a Harvest for the Hungry raffle. (Photo by Angela Moore)

## News you can use

### Pentagon Memorial Fund update

The Pentagon Memorial Fund, Inc. reported in December that about \$540,000 had been donated to date by individuals and businesses towards completing the Pentagon Memorial project.



Tax deductible donations may be sent to:

**Pentagon Memorial Fund, Inc.**  
**P.O. Box 6285**  
**Arlington, VA 22206.**

### Most restful sleep

If you're so pressed for time that you can only afford to sleep four hours, go to bed after midnight. Studies suggest that early-morning sleep is more restful and people fall asleep more easily.

The early-morning trick could see you through one hectic time, but can't replace a full night's sleep. Ongoing sleep deprivation is dangerous.

### Working late?

Call **410-244-8778** for a Downtown Safety Guide Escort to get you to your car or bus stop.

The service is available through March until 9:30 p.m.



