



CONSTELLATION

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Top, McKinley Tech's facade after the restoration. Right, an old adjacent building shows how the exterior appeared. Far right, front view of the auditorium wing before the restoration.

(For this story: before photos by U.S. Army Corps of Engineers contractors; after photos by Susanne Bledsoe)



Corps restores McKinley Tech

by Marshall Hudson
Public Affairs Office

In partnership with the District of Columbia government and the D.C. Public School system, Baltimore District is close to completing a \$72 million project to restore historic McKinley Tech High School to its former condition as a state-of-the-art facility.

Built as the technical high school for the city in 1928, McKinley was once one of the finest schools in the area.

However, the physical condition of the 282,200-square-foot facility, located on a 23-acre campus in Northwest, had seriously deteriorated since its last remodeling in the 1950s. The school

was closed in 1997.

Much of the work done is apparent, such as the complete restoration of the outside of the building. The brick façade was cleaned, woodwork repainted, marble repaired, unsightly security grates removed and the landscaping redone.

To improve energy efficiency while maintaining the building's historical character, every window was replaced with an accurate replica, and the chimneys were capped off rather than removed.

Other changes are less obvious, such as the \$2 million removal of asbestos, including up to three inches of asbestos concrete from under most of the floors.

(Continued on p. 4)



U.S. Army Corps
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Commander's Comment

Army values

by Col. Robert J. Davis
Commander & District Engineer

Many things make me proud to be your commander. When I reflect about what makes me the proudest, one thing stands above all the others. Our District, the Division and the entire U.S. Army Corps of Engineers have made a tremendous difference in the Global War on Terror.

The work that we do does not often make the newspaper front pages or the local TV or radio spots. It's not flashy, earthshaking or sensational, but it's what we do best.

We're infrastructure experts. We're doing things overseas that are taken for granted here at home.

We're helping build roads, airfields, military facilities; we're improving power generation and oil distribution facilities; we're making sure the trash gets collected and drinking water is produced.

We're helping others obtain things that they've never had before...we're making a positive difference.

In the last year, our District team has sent just short of 60 volunteers overseas to share their talents in support of the Global War on Terror. Several more are readying to depart later this summer.

We are accomplishing these things both overseas and at home the right way by using the Army values of **loyalty, duty, respect, selfless service, honor, integrity and personal courage** as our guides. These values form the bedrock of what we do.

When we accomplish a project, not only must it be done fast, best and least expensively, it must be done in a manner that does not compromise these bedrock Army values.

When I think about recent Global War on Terror occurrences at the Abu Ghraib prison in Iraq, I can't help but think that the basic mission was accomplished...no prisoners escaped. But by all appearances, the way that the mission was accomplished compromised several of our Army values.

Which would be worse, a

prison where these bedrock values applied and a prisoner escaped; or a prison where no one escaped, but run with little respect for captives, or duty to do the right things or courageous individuals to say "no" to inappropriate actions of others?

Take a moment and think how you fit in to project accomplishment at work, home and in your community.

An error-free world is impossible, but we can constantly improve through training, mentoring and experience. When errors do occur, with an environment and framework of Army values, they are easily understood and corrected.

However, when these values are compromised, with or without apparent error, our bedrock becomes eroded, and solutions become more complex and less immediate.

Constant self-examination, awareness and vigilance are the best ways to keep ever mindful of the Army values.

Thanks for living these values every day!

Essayons!

Loyalty Duty Respect Selfless Service Honor Integrity Personal Courage

LDP retreat teaches leadership, team-building

by Chanel S. Weaver
Public Affairs Office

Members of the District's Leadership Development Program, or LDP, applied the lessons learned in a textbook to real-world experiences last month. The program's participants traveled to Harpers Ferry, W. Va., to participate in five exercises that enhanced team-building and strengthened their leadership skills June 2-4. The exercises, labeled Capstone I, challenged the participants intellectually and physically through activities such as trivia and scavenger hunts.

"The events were designed to help a group of individuals bond into one functioning team," said Carol Ohl, a financial analyst in Engineering Division. "During this three-day event, the team built a dependency on each other that will last well beyond those three days."

The LDP, which has been operating in the District for over a year and a half, is currently transitioning from early developmental stages to a more formally structured program. The LDP focuses on the seven Army values: loyalty, duty, respect, selfless service, honor, integrity and personal courage,

according to Maj. Eric McFadden, deputy district engineer for support operations.

"The program was designed to help individuals, who exhibit potential and interest, develop their leadership skills and become future leaders," McFadden said.

"Some goals of the program are self-awareness, knowledge of strengths and weaknesses,



LDP members Raymond McNeil, PPMD, Carol Ohl, EN, Robert J. Williams, PPMD, and Nancy Jedziniak, EN, take a break during a team scavenger hunt at Harpers Ferry, W. Va.

Photo by Janet Faust

and developing strategies for improvement," he said.

Another key goal of the LDP is that the participants learn from these team-building exercises. Many of the program's participants said that their experience at Harpers Ferry was quite beneficial.

"It was great, and I'd do it again anytime," said Michael Dorris, who works in Programs and Project Management, or PPMD.

"I thought the exercises at

Harpers Ferry were a great way to apply some of the concepts I've been reading about in FM 22-100, the Army Leadership Field Manual, and other leadership books," said Robert Williams, who also works in PPMD.

Raymond McNeil, a project manager in the Emergency Management branch of PPMD, echoed these sentiments.

"I strongly believe that

hands-on experience is the best teacher," said McNeil. "The session took theoretical concepts and put them to practical use."

The next offsite exercise, Capstone II, is scheduled for November.

The LDP members say they hope the program will be beneficial for the next group.

"I hope we will use our experiences to develop the next Capstone activity," said Beth Bachur, a program manager in Operations.

Pamela Sleeper, a quality manager in Engineering, agreed with Bachur.

"I hope the experience will be continued with future LDP members," she said.

An official course catalog for the LDP should be available later this month. Persons interested in participating in the LDP should contact Jared Olsen, PPMD, or Janet Faust, Resource Management.

McKinley *(continued from cover)*



Left, hallways were dark and ruined before the renovation. Right, skylights were added to bring in natural light. A trophy case, ground masonry block walls and themed murals were added. Floors were leveled, and the original terrazzo was kept at the request of the alumni association.

Drywall and insulation were added to the exterior walls, which had simply been plaster over brick, and upgrades were made to all of the mechanical systems.

Originally the school had no air conditioning, except for an outdated trickling water system that had been added to the auditorium. A modern system now cools the entire building.

The design phase and later change-orders, such as changing the location of the main entrance after the work had begun, were the most challenging and satisfying parts of the job, according to William H. Hettchen, resident engineer.

“The new design of the building held many challenges, but the end result gives a lot more space and will provide a much better learning environment,” said Hettchen.

One of the design challenges was the cafeteria in the basement. A new full service kitchen was added, so a vent for an industrial size range hood had to go up through the four stories of the building. Because the kitchen is under the auditorium, it could not go

straight up, and exhaust pipes cannot have horizontal runs.

Another challenge in the cafeteria was installing ductwork and sprinklers, since the ceiling was so low.

In Memorial Hall, the formal entranceway to the auditorium, the team wanted sprinklers that would not mar the view of the high arched ceiling. They minimized the exposed water pipes by using them to help suspend the lights.

The team also used large lights in the middle of the hall, rather than smaller ones offset, so fewer sprinkler heads were needed.

An elevator from the cafeteria

to the auditorium was added to bring the building into compliance with the Americans with Disabilities Act. The entire building is now handicap accessible.

Technological upgrades to bring the building into the 21st century included enabling every classroom to receive and broadcast video throughout the building. The school also now has automatic lights.

For security, 110 video surveillance cameras were installed. The video is recorded onto a hard drive, which stores the footage for a month.

It can be watched live or



Left, the gymnasium before and during the renovation. Right, the gym received a new floor, bleachers and new baskets.



Left, the reading room in the media center during renovation. Right, work on the reading room included restoring the skylight and ceiling plasterwork, wood casing trim and two circular vestibules. New furnishings will be added.

reviewed from a remote monitoring facility.

The school has a huge amount of computer capacity, with one mega-bit per second of dedicated capacity for every student.

Every student will have a laptop computer, and the whole building is equipped with a wireless internet connection. All classrooms are also wired with fiber optics for a high-speed connection.

Construction was done in three phases. There were multiple designers and delivery orders, and many of the contracts overlapped.

“Credit on this project goes to the contractors Davis Construction and HRG Construction, who were absolutely great,” said Hettchen. “The project was contractually complicated with phases overlapping, but they were really professional and easy to work with.”

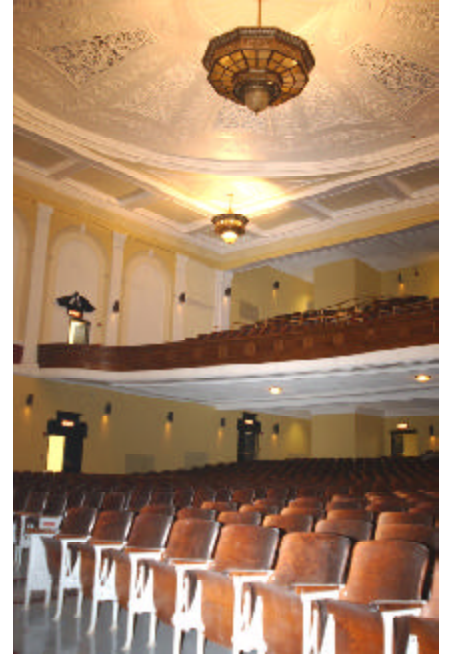
With a modern heating system installed in the base-

ment of the main building, the old boiler building is being transformed into a broadcast studio.

D.C. Public Schools will use the facility to run its educational cable channel. Students will have the opportunity to apply for internships with the station.

The project is scheduled to be finished by July.

The school will open to its first class of 800 students from across the District this fall.



Top, the old dark and dismal 1600-seat theater. Above, substantial savings were realized by refurbishing the old chairs rather than replacing them. Other work included plaster restoration, refinishing the stage, updating the air conditioning system; and adding new curtains, lights, sprinklers, a sound system, security cameras and an elevator.



The roof was replaced with artificial slate. Though more expensive than asphalt shingles, it was one-third the price of real slate, while providing a 50-year life and restoring the original appearance.

Iraqi child inspires deployed employees

*Story by Christopher
Augsburger*

Public Affairs Office

*Photos courtesy of Marjorie
Courtright, Tulsa District*

Nobody knew his last name or where he lived. All anyone seemed to know was that in a country decimated by war, where poverty and political instability still crippled much of the population, a 10-year-old boy put a face on who America fights for in Iraq.

He became tangible proof of what the efforts of employees of the U.S. Army Corps of Engineers can mean to people in a country a half a world away.

Cathey Robertson, a contracting officer with Baltimore District, arrived in Iraq last October excited to contribute her professional skills to the War on Terrorism. She left in March touched by the kinship she had found with the boy.

During her stay, after adjusting to life on a military compound, Robertson became friends with two Corps employees—Marjorie Courtright, Tulsa District, and Katie Brasfield, Europe District; and with two other women—Jackie Farmer and Judy Burke with contractor Kellogg, Brown and Root, or KBR.

Robertson worked closely with all of them in the Restoring Iraqi Oil mission, or RIO, which included repairing pipelines, helping to get oil refineries up and working and importing fuel

from Kuwait, Jordan and Turkey for humanitarian purposes.

Robertson said that their missions were challenging. They had grueling seven-day workweeks and 10- to 13-hour workdays, all under a skyline of sandstorms and artillery bombings.

In the middle of all of this, the five friends met a 10-year-old boy who redefined their mission.

Sayf, pronounced "safe," appeared to them as a skinny, hungry and enthusiastic boy who had no real home. He attached himself to Robertson and her friends, along with many others in the compound.

For Robertson, Courtright and the others, he embodied the full scope of why they were there.

His constant enthusiasm against a backdrop of constant war became a source of motivation.

"He slept most nights in a guard shack or on sidewalks, wrapped up in a sleeping bag provided by the U.S. military who were guarding the compound," said Robertson.

His poverty sparked their sympathy.

"He was so friendly...so alive," she said. "He lit up my day, especially when I saw him at 6 a.m. lying on the ground between the two hotels we lived in, bundled within a sleeping bag a soldier had given him or inside the back of the Bradley with the 'guys.'"

The women were uncertain



Cathey Robertson and Sayf pose for picture in the Sheraton-Palestine hotel compound.

of Sayf's history other than stories his parents wouldn't let him into the house at night unless he brought home money.

No adult ever came to claim him.

Despite his desperate situation, his spirit never faltered. His hope for a brighter future provided a source of inspiration, according to many of his new friends who also began to



The sparkle in Sayf's eyes is evident in this photo taken at a holiday party.



Sayf rides a bike given to him as a gift by Robertson and her friends.

view him as family.

"I thought he was a gift from heaven to us to take away the fact that we were away from our families," said Courtright.

Unfortunately, Sayf was just one of dozens of children who struggled to survive. Seeing how life challenged Sayf and other children around the compound, a small group formed to help Sayf and others like him by sponsoring a clothing and school supplies drive.

"The small group of us at RIO Palestine (Hotel), plus the contractor folks from KBR, got together and asked our families and friends at home to send clothes, school supplies and toys for us to hand out to the Iraqi kids," Courtight said.

"At first, we intended to give them to the local kids at the entrance to the hotel complex, but things got a little hairy there to do that safely. So we hooked up with the Army and gave some for the orphanages in Baghdad and to the west," she said.

Over the next few months, the team of Corps employees, contractors and friends collected more than 85 boxes of clothes and school supplies and distributed them to the Iraqi children in the area. The Contracting Division in Baltimore alone sent four boxes.

"We have no census, but probably

there are thousands of (orphans)," Huda Raphael, an advisor to the Iraqi Ministry of Labor and Social Services, said in *Stars and Stripes*. "Kids who hang around the Palestine or Sheraton are just the tip of the iceberg."

Until the 1980s Iran-Iraq war, homeless children were rare, according to Raphael. But that war left thousands of widows in grinding poverty, and more war and sanctions throughout the 1990s worsened their lives.

The number of homeless children in Baghdad rose last year after the U.S. invasion began, and services for them remained nearly nonexistent, according to the United Nation's Children's Fund.

In the *Stars and Stripes* article, Sayf said that he had brothers and sisters and a mother, but that she wouldn't let him come home unless he brought back \$50 each day.

As with the military, Corps employees serve their tour on rotation. No sooner had Sayf grown to care about his new American family than it was time for them to return to the United States.

"One sergeant wanted to take him home," Robertson said.

When the time came for Robertson to leave Iraq, she said that Sayf ran alongside the car waving, a puzzled frown on his face.

"He didn't want to say goodbye," Robertson said. "And neither did I."

RMO chief retires after 41 years

Story and photo by
Chanel S. Weaver
Public Affairs Office

When Jim Eberhardt started working in the Corps' Baltimore District as an engineering aide in 1962, he had one goal—to make \$5,200 per year.

"If I could make \$100 per week, I'd be living well," said Eberhardt. "I started as a GS-3, and I wanted to be a GS-5."

Today, over 40 years later, Eberhardt, chief of the Resource Management Office, or RMO, has far surpassed his goals. He'll be retiring from his position this month at the GS-15 level.

Eberhardt, 59, says he has really enjoyed the experience of working for the Corps, which he joined immediately after finishing high school. He credits the Corps with helping him to obtain a college education.

"The Corps educated me," said Eberhardt, who has a bachelor's degree in business from the University of Baltimore and a master's degree in Army comptrollership from Syracuse University. "I'm grateful for the financial assistance and the encouragement I received from the Corps to complete my post-secondary education."

Not only does Eberhardt value the education and training he has received at the Corps, but he also values the many traveling opportunities he's been provided over the years.

"The Corps allowed me to

see the world," said Eberhardt. "I would not have had these experiences if I had not worked for the Corps."

Just as Eberhardt treasures his Corps experience, his fellow employees say that Eberhardt

was a great asset to the District.

"Jim has provided a positive influence on the careers of countless Corps finance and accounting journeyman who have progressed in the Baltimore District as well as throughout the Corps of Engineers and beyond," said Bill Nicholson, deputy chief of RMO. "He really cares about the District and its people."

Eberhardt lives in Perryville, Md., with his wife, Ann Marie. He has two children, Brian and Becki. In his spare time, he enjoys golfing, fishing and traveling.

Although Eberhardt will be retiring from the Corps, his days will remain relatively busy—especially since he was elected mayor of Perryville in May. As mayor, Eberhardt will have many duties to keep the town of 5,000 afloat. He says that the budget skills he acquired at the Corps are transferable and will



Jim Eberhardt, who was recently elected mayor of Perryville, Md., retires this month.

help him to effectively manage the town's budget.

Charlie Walker, government affairs officer for the District, says Eberhardt is a born leader.

"With his style, personality and knack for consensus-building, I'm not surprised he was recently elected mayor of Perryville," said Walker. "He's a natural for that kind of job."

Eberhardt's retirement plans include taking his wife to Hawaii in October to celebrate their 40th wedding anniversary and fishing on his boat with his grandchildren, Jack, 5, and Julia, 3.

Although Eberhardt admits he will miss working in the District, he says that he has confidence in the District's next group of leaders.

"It's going to be an extremely tough retirement for me after 41 years," said Eberhardt, "but I think I am leaving this place in good hands."

July: National Parks and Recreation Month

Scientists say that there is a link between how many parks and recreation facilities that are in your neighborhood and how healthy you are. So, if there is a park close by, gather your friends or your family and head out.

Fun things to do at the park:

- * Go on a wilderness hike through the park.
- * Play a game of tag, red rover, or hide and seek.
- * Take a tree or bird identification book and see if you can find those you see in the book.
- * Take roller skates or inline skates and roll the

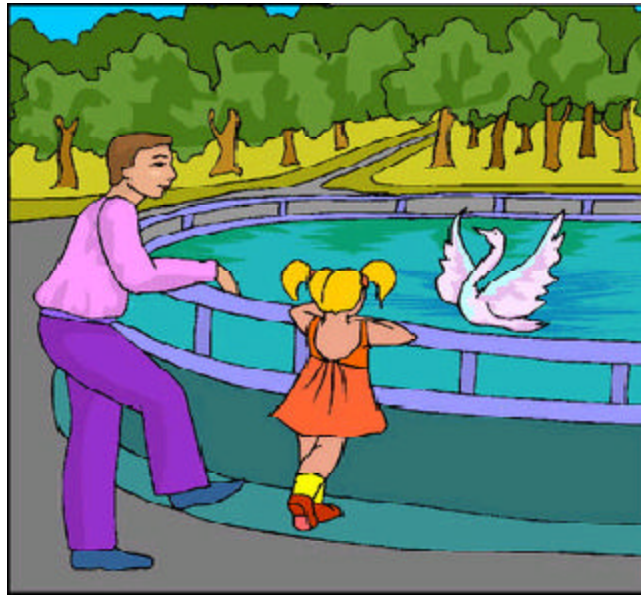
day away.

- * Play basketball, baseball or any other sport you have the equipment for.

- * The most popular choice of all: Have a picnic.

Safety tips:

- * Always stay in groups of two or more.
- * Let a responsible person know where you are going.
- * If you are at the park at dusk or at night, be sure there are lights on the paths, courts or parking lots you are using.
- * Carry at least a dollar in change so you can make a phone call if you have to, or carry a cell phone.
- * Take plenty of water. It's important to stay hydrated.



Watch out for summer safety hazards

Open windows

Now come the nice breezes and open windows. But each year about 5,000 children age 10 and under are injured by falling through windows, and 18 die.

Screens don't help much. Screens can easily give way under a child's weight, according to the Children's Medical Center in Dallas. They recommend installing window guards and moving furniture away from windows to keep a child from climbing up to reach a window.

Tell kids about the dangers of windows and set a good example by not leaning against windows or sitting on their ledges.

Jellyfish stings

The number of jellyfish ap-

pears to be on the rise. Carry a small bottle of vinegar or rubbing alcohol in your beach bag. If you get stung, it will ease the pain.

Bee stings

More than 500,000 people are treated in emergency rooms each year for bee stings, and 40 die. Bees are attracted to bright clothing, the smell of perfumes and lotions, and sweet foods and drinks.

If you are stung, remove the stinger by scraping it away with a credit card. If you squeeze it, more venom will come out. Wash the area and apply anti-septic. If you have a history of allergic reactions, ask your doctor for an Epi-kit, a syringe

filled with epinephrine, a hormone that prevents shock.

Poison ivy, oak, sumac

If you touch poison ivy, poison oak, or poison sumac, remove the irritating resin as soon as possible. Wash the area with rubbing alcohol followed by soap and water. If no alcohol is available, at least wash well with soap and water.

Mosquito bites

They itch like mad, and mosquito bites can transmit diseases like West Nile Virus. A swarm could even make you fall out of your boat, so be sure to wear a life jacket. Repellents containing DEET offer the best protection.

Corps announces A-76 national competition

On June 2, the Department of Defense publicly announced the beginning of a national A-76 competition for U.S. Army Corps of Engineers Information Management/Information Technology functions.

This nationwide outsourcing competition will include more than 1,300 positions throughout the Corps, including 48 positions within the Baltimore District.

The day before the public announcement, Col. Robert J. Davis, Baltimore District commander, met with those district employees affected by the A-76 competition to explain the competition process and current schedule.

The IM/IT services included in the competition are: (1) automation services and systems support, (2) communications services and systems support, (3) infor-

mation assurance service and support, (4) record management services and support, (5) printing and publication services, (6) visual information services, and (7) IM/IT administration and management, according to information in a news release from the U.S. Army Corps of Engineers, Headquarters, in Washington, D.C.

The news release goes on to report that there are approximately 1,350 positions and 550 different contractors currently providing these services at 45 Corps sites throughout the United States.

The competition will take 18 months to complete, and is scheduled to end Nov. 29, 2005. There is no request for proposals at this time; however, a draft request will be issued in November 2004 for comment.

A second notice will be issued when the final request for proposals is released.

The announcement of a competition does not obligate the federal government to award any contract.

Under the A-76 standard competition procedure, the in-house government organization currently performing the work will be allowed to compete against the private sector and other public reimbursable service providers for the referenced work.

Accordingly, a contract may or may not be awarded as a result of the competition.

This competition is being conducted as part of the President's Management Agenda, which requires all federal agencies to streamline and become more effective.

Child, youth center opens at New Cumberland

Deputy District Engineer Lt. Col. J.T. Hand joined members of the Defense Distribution Depot Center in New Cumberland, Pa., as they cut the ribbon that officially opened the new Child and Youth Development Services, or CYDS, building.

"The features of this new facility are a vast improvement over the previous buildings used for these activities," Hand said during the June 18 ceremony.

The new facility includes features that increase the safety, learning ability and

recreation for the children enrolled in the program.

Hand said that the building comes with a security system that uses a state-of-the-art camera network to monitor each classroom, the hallways and the front of the building. To further increase security, parents and staff will be issued a keyless entry device. Visitors will be required to present identification before entering.

The new 20,000-square-foot facility will house child and youth development services under one roof, a cost-effec-

tive measure. Locating the services in the same building also provides an opportunity to increase enrollment. The layout of the rooms will reduce noise in the classroom, Hand said.

The project also places new and safer recreational areas outside. Playground areas are designed to accommodate all age groups, along with safe walking and riding paths.

"You see before you a successful construction project," Hand said. "It is the result of quality partnerships focused on placing the needs of the children first."

Fort Detrick's Area B-11 cleanup completed

A close-out ceremony and VIP tour were held for the Area B-11 Chemical Waste Disposal Pits project at Fort Detrick, Md., June 7. The \$25 million removal action was undertaken to stop the leaching of hazardous materials into the ground water.

The project team used pioneering technologies, said Baltimore District Commander Col. Robert J. Davis.

"One of the most innovative methods used was a freeze wall, to keep hazardous liquids from getting to the groundwater," he said.

"While freeze-soil technology is not new, using it for this kind of application is."

Cleaning up this site was important for two reasons, Davis said.

"First, it protects the health and safety of the people of this community. Second, because the Army is serious about its commitment to mission accomplishment in an environmentally sustainable manner," he said.

The tour covered four pits, the history of the site, the innovative technology used, the cleanup process and the site safety measures.



Shells with dime-sized oyster spat are blown over the side of the Oyster Recovery Partnership's boat Robert Lee into the Patuxent River in southern Maryland June 14 during an Oyster Restoration Event. About 300,000 spat were placed that day. Plans are to seed 10 million oysters in the newly established oyster sanctuary. Col. Robert J. Davis, Baltimore District commander, spoke during the celebration. *Photo by Susanne Bledsoe*

Speakers Bureau update

Lt. Col. J.T. Hand, Executive Office, spoke to the Severn River Lions Club in Severna Park, Md., June 1. **Robert Bauer**, Engineering, gave a presentation to the

Oak Crest Village Center Lions Club in Baltimore June 7. Each man discussed his work overseas in support of the Global War on Terror.



Bruce Helmick, a minister who was a resident of the community of Shaw, W.Va., before it was displaced by the Corps' Jennings Randolph Lake project, gives the invocation at a ribbon-cutting ceremony for the project's newly constructed Shaw Beach June 14. The dam's tower can be seen behind Helmick on the left and the new beach on the right. Lt. Col. J.T. Hand, deputy District engineer, spoke at the ceremony.

Photo by Charlie Walker, Executive Office



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