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An aerial view of the Korean War Memorial, completed in 1995.

Army engineers played key role in country's monuments, memorials

*by Doug Garman
Public Affairs Office*

Each year many Americans celebrate Memorial Day by visiting the various monuments and memorials that dot the landscape of the nation's capital city.

But what many of them may not know is the important role Army engineers played in their design and construction.

It began in 1867 when Congress gave the Office of Public Buildings and

Grounds, a branch of the Office of the Chief of Engineers, the responsibility of maintaining the Mall area of Washington, D.C. This involved the maintenance of all federal statues, memorials and related projects.

Army engineers' first large-scale project was completing the unfinished Washington Monument.

The Washington National Monument Society began construct-

ing the monument in 1848, but when private donations ran out in 1856, construction stopped.

The partially built structure would stand unfinished for the next 20 years. Then in 1876, Congress voted to provide \$200,000 in funds to finish the monument. Army engineer Lt. Col. Thomas Casey and two assistants redesigned the

(Continued on p. 3)



U.S. Army Corps
of Engineers
Baltimore District

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Commander's Comment

Baltimore's heroes

by Col. Charles J. Fiala, Jr.
Commander & District Engineer

An organization's leadership too often sees the problem projects and the negative events. Seldom do the small, laudable acts that indicate someone is doing his or her job exceptionally well come to the forefront.

In the Corps of Engineers, we try not to let that situation be the status quo. Employee recognition was center stage at the District's annual awards ceremony in late February. And when successful, hard-working folks come to my attention at other times, I make an effort to let them know their actions are appreciated.

Baltimore District overflows with such heroes. Recently, the extra effort of several employees has yielded positive results, at times beyond what was expected. They include:

- **Claire O'Neill**, PPMD;
- Jeff Lorenz**, Counsel;
- Patty Hensley**, Contracting;
- Jeff McKee**, **Russ Marsh** and **Kevin Mainquist**, Operations; for award of the Baltimore Harbor and Anchorage project, which lengthened and widened existing anchorages and branch channels to accommodate vessels now in operation. This group pulled together to respond to a contract protest on short notice and enabled the quick award of

the contract when the protest was rescinded.

- **Mike Cornish**, **Bill Rankin**, **Rhonda Franz** and **Randy Winemiller**, Realty Services; **Marge Zimmerman**, **Jerry Rifkin**, **Henry Urban**, **Joe Neil**, **Sheila Salter** and **Alice Parks-Culp**, Contracting; **Doug Kornreich**, Counsel; and **Jon Sadler**, PPMD; for putting together and awarding two large secure task order construction contracts. The team envisioned their customers' unique needs, especially in light of Sept. 11, and they developed and obtained approvals for an "out-of-the-box" procurement approach.

- **Amy Guise**, Planning, **Jane Poling** and **Jeff Lorenz**, Counsel, for working diligently to prepare Letter Report #1 on the Wyoming Valley Levee Raising project, Wilkes-Barre, Pa. The Letter Report documented a design change to be included in the construction contract advertised in January. That inclusion will enable the completion of flood protection for the City of Wilkes-Barre this year.

- **Mary Bogdan**, Human Resources, for shepherding the recruitment and selection of a new District Counsel. This highly visible recruitment required wide dissemination and intense coordination beyond the norm. Great tenacity and

attention to detail were needed to successfully complete the recruitment.

- **Stacey Underwood**, Planning, for arranging a meeting with Senators Sarbanes' and Warner's staffs to discuss ways the Corps can assist the states in restoring the Chesapeake Bay. She involved representatives from Baltimore District, North Atlantic Division, the Chesapeake Bay Foundation, and state natural resource and environmental offices for Maryland, Pennsylvania and Virginia in the productive meeting.

- **Steve Kopecky**, **Vaso Karanikolis** and **Denny Klosterman**, Planning; **Stacey Brown**, PPMD; **Harvey L. Johnson**, **Eleanor Demasco**, **Karen Nook**, **Jim Snyder** and **Tony Colicchio**, Engineering; **Craig Homesley**, Real Estate, for their efforts on the Hart-Miller Island environmental restoration project and a successful PCA signing ceremony with our partners, congressional interests, and local stakeholders. Combining the interests of a major U.S. port with the restoration and preservation of an environmental treasure such as the Chesapeake Bay is certainly challenging. Their efforts to be successful in both regards demonstrate the importance of synergy in our water resources projects.

(Continued on p. 10)



The Lincoln Memorial



The Washington Monument

Corps builds memorials *(continued from cover)*

monument to bring its lines into proper portions and prevent it from sinking into the Mall. The monument was completed in 1884.

In 1914, the Lincoln Memorial Commission and Army engineer Lt. Col. William W. Harts began construction on the Lincoln Memorial.

Army engineer Maj. D.L. Weart supervised the construction of the memorial's reinforced foundation, which rests on bedrock nearly 44 to 65 feet below the original grade.

In addition to a statue of the Civil War president and inscribed wall tablets, 36 columns surround the memorial, one for each state in the union at the time of Lincoln's death. President Harding dedicated the completed memorial in May 1922.

Following the completion of the Lincoln Memorial, Army engineers turned their attention to building a bridge to link the memorial with Arlington National Cemetery.

Symbolically, the bridge united Lincoln and the Civil War dead buried at Arlington.

Under the direction of Army engineer Lt. Col. Clarence Sherrill, the Corps began building the Arlington Memorial Bridge in 1925. The bridge opened to traffic in 1932.

During the same timeframe, Army engineers also played a significant role in completing the Arlington Memorial Chapel and Amphitheater at Arlington National Cemetery; and two American Red Cross memorial buildings, which pay tribute to women who served in the Civil War and World War I.

The Corps also supported the construction of the Grant, Pulaski, Von Steuben, Sherman, McClellan and John Paul Jones memorials.

In 1933, Congress transferred the responsibility for monument and memorial construction and management to the Interior Department, officially ending the Corps' role. However, the Corps' support to memorial construction was renewed in the mid-

1960s, when Corps planners assisted in the completion of the John F. Kennedy gravesite at Arlington National Cemetery in 1967.

The Corps' most recent effort was the completion of the Korean War Veterans Memorial in 1995. Located near the Lincoln Memorial and on the south side of the reflecting pool, this memorial features 19 half-ton steel statues, mural wall and remembrance pool.

The Corps' future role in memorial construction may be unknown, but its past accomplishments are not, as thousands visit these various monuments and memorials, which honor the heroes and defenders of the American spirit.



Miner Elementary School construction



Key Elementary School construction

Work progresses on new D.C. elementary schools

*by Doug Garman
Public Affairs Office*

Amid an array of site plans and construction equipment, the Baltimore District and the District of Columbia Public Schools continue making steady progress in their efforts to upgrade and modernize the city's 147 public schools.

"We've made great strides in the last year, transitioning from a capital improvements program based on emergency repairs and facility sustainment projects to a comprehensive program to modernize educational facilities," said Dave Morrow, Baltimore's program manager for the DCPS program.

Major whole-school modernization projects are under way at seven schools, with four more to begin this spring. The Corps has also begun planning and designing for 12 additional schools.

In some of these projects, the effort involves the complete replacement of school facilities, while in others, it's a combination of new construction and renovation of existing facilities.

"A goal of the multi-million dollar modernization program is to bring online 10 fully modernized schools per year. We are

currently on course to meeting this goal," said Morrow.

Francis Scott Key Elementary School will be the first school completed under the modernization program.

When the new school opens later this year, it will feature 50,000 square feet of modern, safe and comfortable school facilities. Using a combination of new construction and renovation, the new school will have a student capacity of 320. The present facilities were built in 1928 and provide space for about 212 students.

Beyond this long-term overhaul of the entire school facilities inventory, the Corps has assisted DCPS in making thousands of repair and improvement projects in every school.

Among these are structural repairs, installation of new roof and windows, replacement of old and failing heating systems and hundreds of asbestos abatement actions. The Corps has designed and completed smaller projects, such as bathroom renovations, Americans with Disabilities Act projects, flooring upgrades and other safety and security repairs.

To date, the Corps has managed the award of \$350 million in various kinds of contracts to improve school facilities. This fiscal year \$200 million in expenditures is planned.

These major investments will continue for several years as outlined in a long-range facility master plan, which will pay dividends to educators and students for decades to come, according to Morrow.

Following several years of delayed school openings, repeated complaints about poor school facilities and a lawsuit from a local citizen's group, DCPS officials approached the Corps in 1998 to provide technical assistance to their capital improvements program.

In April 1998, the two organizations signed a memorandum of agreement. Initially, emergency repairs were paramount. Since beginning this cooperative effort, schools have opened each year on time as scheduled.

"With the support of the school and contracting communities, there is no doubt our efforts are helping to create safer and healthier classrooms for the children of D.C.," said Morrow.



Tim G. Anderson settles into his new job as district counsel.

Air Force retiree joins Army as Baltimore's new counsel

*Story and photo by
Marshall Hudson
Public Affairs Office*

Baltimore District recently hired someone with an extensive background in both the law and the military.

District Counsel Tim G. Anderson, who started in March, is a retired Air Force colonel and the former counsel for the Defense Commissary Agency, Western/Pacific Region.

Anderson said he is still in the process of making assessments about where his office stands in relation to his vision of where it needs to be, but so far he has been very pleased.

"My initial impression is that we have very talented and dedicated folks in this office and in the other divisions as well.

I've been impressed with the high quality of legal services being delivered, and I want to maintain and build on that high standard," he said.

Anderson said his background gives him a good perspective, having seen how other agencies function.

Two things Anderson will emphasize are communication and team behavior.

"The Office of Counsel should constantly be working to improve communication with our clients," he said.

"We also should stay focused on the District's mission and goals as we work with our fellow team members. I want us to always be aware of the way our piece affects accomplishment of overall team goals."

Anderson is still getting his personal life settled here, as he

has not yet found a permanent place to live.

"Finding a house has been more of a challenge than any place I've ever been, including California, but I'm sure we'll find the right place," he said.

Anderson and his wife, Elizabeth, moved here from Sacramento. He has two grown daughters, Robyn and Jill, who live in St. Louis and Minneapolis, respectively.

A 27-year Air Force veteran, and a graduate and former instructor at the Air Force Academy, most of his past work involved government contracting.

Anderson said aside from jargon, the Army isn't all that different from the Air Force.

"We had a different end product, but it's the same kind of issues and challenges in managing a legal office. There is a lot of commonality with this work and what I've done before," he said.

Anderson said he is proud to have earned the Army Parachutist's Badge.

"However, my Air Force colleagues had a hard time understanding why I would want to jump out of a perfectly good airplane," he added.

When asked whether he would root for the Army or Air Force in their next football game, Anderson said he would be torn.

He added, "The Supreme Court doesn't make their feelings known on a subject until they have an actual case before them. Neither will I."



Volunteers pick up trash at Heritage Island.



A volunteer ties one of the 347 trash bags filled at the cleanup event.

Volunteers clean up Kingman Lake

*Story & photos by
Lucy Lather
Public Affairs Office*

Near freezing temperatures, ominous clouds and bone-chilling wind didn't deter 61 volunteers from the Kingman Lake wetland and Heritage Island cleanup event April 6.

Co-sponsored by the Alice Ferguson Foundation, Baltimore District, District of Columbia's Department of Health and Department of Public Works, the event was one of 10 sites in the District of Columbia where volunteers worked during the 14th annual Potomac River Watershed Cleanup.

The theme for this year's cleanup, "From our streets to our river," illustrated the effect of littering in the Potomac River.

The focus of the cleanup was the removal of automobile tires, which are very harmful to the river because they break down

slowly and release toxins. They also are breeding grounds for mosquitoes and make the river look bad. Unlike some plastics and paper products, tires are not biodegradable.

"We found 17 tires, including one that took two people to move," said Claire O'Neill, project manager for the Corps' Kingman Lake project.

During the three-hour cleanup, the volunteers filled 347 trash bags and collected the following "interesting" items: barbecue grill, game table, small cable spool, two milk crates, water-logged teddy bear, chair, silt fence, two coolers, numerous assorted balls (basketballs, soccer ball, golf balls), lighters (one person counted nine that she picked up), four pairs of pants, two pairs of underwear, Rugrat head, lava lamp, beach noodle, comforter, plastic drum and recycle bin.

The cleanup activities were particularly beneficial to the Corps' Kingman Lake wetland project, which had accumulated a large amount of trash in the past two years, according to O'Neill.

Kingman Lake is located along the western edge of the Anacostia River near Robert F. Kennedy Memorial Stadium. Baltimore District's project involved the restoration of 33 acres of wetlands within the lake through the placement of 179,400 cubic yards of dredged material removed from a navigation channel of the Anacostia River.

Construction began in 1999, with dredging and planting completed the following year. The cost of the project was an approximately \$6 million, cost-shared 75 percent by the federal government and 25 percent by the District of Columbia.



Volunteers pick up trash at Kingman Lake's Heritage Island. During the three-hour cleanup, 61 volunteers worked at the site.



This is one of two piles of trash bags and debris removed during the cleanup event April 6 at Kingman Lake.

The Potomac Watershed

The entire Potomac Watershed, part of the even larger Chesapeake Bay watershed, comprises 14,670 square miles of land in four states.

All living things depend on the watershed and they, in turn, influence what happens there.

The Potomac Watershed Cleanup began in 1989 when the staff at the Hard Bargain Farm Environmental Center/Alice Ferguson Foundation in Accokeek, Md., wanted to clean up the Piscataway Park shoreline.

A partnership developed with the National Colonial Farm, National Park Service, Prince George's County Department of Environmental Resources, Maryland Governor's Chesapeake Bay Communications Office, Maryland National Capital Park and Planning Commission, Potomac River Pilot's Association, Army Corps of Engineers and citizens.

This year the Potomac River Watershed Cleanup day included a total of 20 participating counties in four states and the District of Columbia, with 4,000 volunteers. Over 244,000 pounds, or 122 tons, of trash were collected, including 2,301 tires.

Courtesy www.potomaccleanup.org

May 12: Mother's Day

From bottles and diapers to managing a full-time job, mothers do it all these days with a dose of patience and a big portion of love.

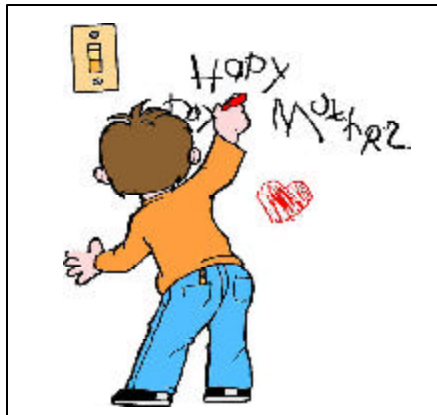
Now comes that one Sunday dedicated to thanking your mother for her efforts on your behalf. It is right and good to

make a phone call, send a card, visit or give a gift.

It's tradition. Mothers have been honored with a special day since the early days of recorded history. The Greeks had an ancient spring festival dedicated to Rhea, the mother of goddesses. The Romans honored Cybele, mother of Roman goddesses. And, the Bible demands that you honor your mother.

In the United States it's not actually a law that you honor your mother, but close to it. It is now 87 years since the 1914 proclamation designated the second Sunday in May as Mother's Day.

Have a happy Mother's Day. You've earned it.



Tell her

by Worley West

Things you needed,
she knew before you;
Doors she opened,
you walked through.

Her ways you followed
as you grew old;
And always her favorite
stories you told.

Your love you show
in the way you live;
but there's one thing
more that you must give.

Give mother your thanks
and your blessings too.
It's the small things that
she loves that you do.

Remembering the service, sacrifice of heroic veterans

This Memorial Day, take time to remember the services and sacrifices made by the veterans and honor them as heroes.

Those who died in the service of this country are particularly honored on this day. Many such heroes are known to each of you personally. They were sons, fathers, uncles, aunts or cousins, or they were friends.

The heroes of wars long past are remembered and honored. It was their great sacrifices and honored service that helped this country become the nation it is today. One should never forget.

Many of their names are on tombstones in the United States and cemeteries around the world.

Some cannot be named specifically, and these are hon-

ored in a special way—at the Tomb of the Unknowns. It is guarded by faithful sentinels night and day. The importance of this duty is expressed in the Sentinel's Creed:

Honor and



Remembrance

My dedication to this sacred duty is total and wholehearted. In the responsibility bestowed on me, never will I falter. And with dignity and perseverance my standard will remain perfection.

Through the years of diligence and praise and the discomfort of the elements, I will walk my tour in humble reverence to the best of my ability.

It is he who commands the respect I protect, his bravery that made us so proud.

Surrounded by well-meaning crowds by day, alone in the thoughtful peace of night, this soldier will in honored Glory rest under my eternal vigilance.

— Sentinel's Creed of the Guard of the Tomb of the Unknown Soldier.

Mapping the road to consistency

by Marshall Hudson
Public Affairs Office

Baltimore District is standardizing the way it does business. The District is now examining its current practices and then will produce business process maps to capture that information.

Business process maps, graphic representations of how work is performed, "are part flow chart and part written standard operating procedures," said Jared Olsen, program manager for the newly created Project Management Service Center.

All processes that are required to initiate, plan, execute and close out projects will even-

tually be mapped. The definition and standardization of how the Corps does business is one of the basic principles of the Corps' Project Management Business Process initiative.

"A key component of this initiative, quality management practices, will improve the quality of the products and services we deliver to our customers," said Olsen.

There are several benefits realized from mapping the business process, according to Olsen.

"Our business process map will be an Intranet-based product that will enable us to share information throughout the District.

"It will help take the

guesswork out of getting work done, and give us a consistent set of standard operating procedures that are accessible to all," he said.

It will also facilitate training, as new team members will have a guide to use, said Olsen.

Finally, the maps will provide a baseline to deliberately examine how the District does work, and make it easier to implement process improvements where it makes sense.

The first processes to be mapped will be those used by military construction staff.

Eventually all process owners and many of the staff working in the military construc-

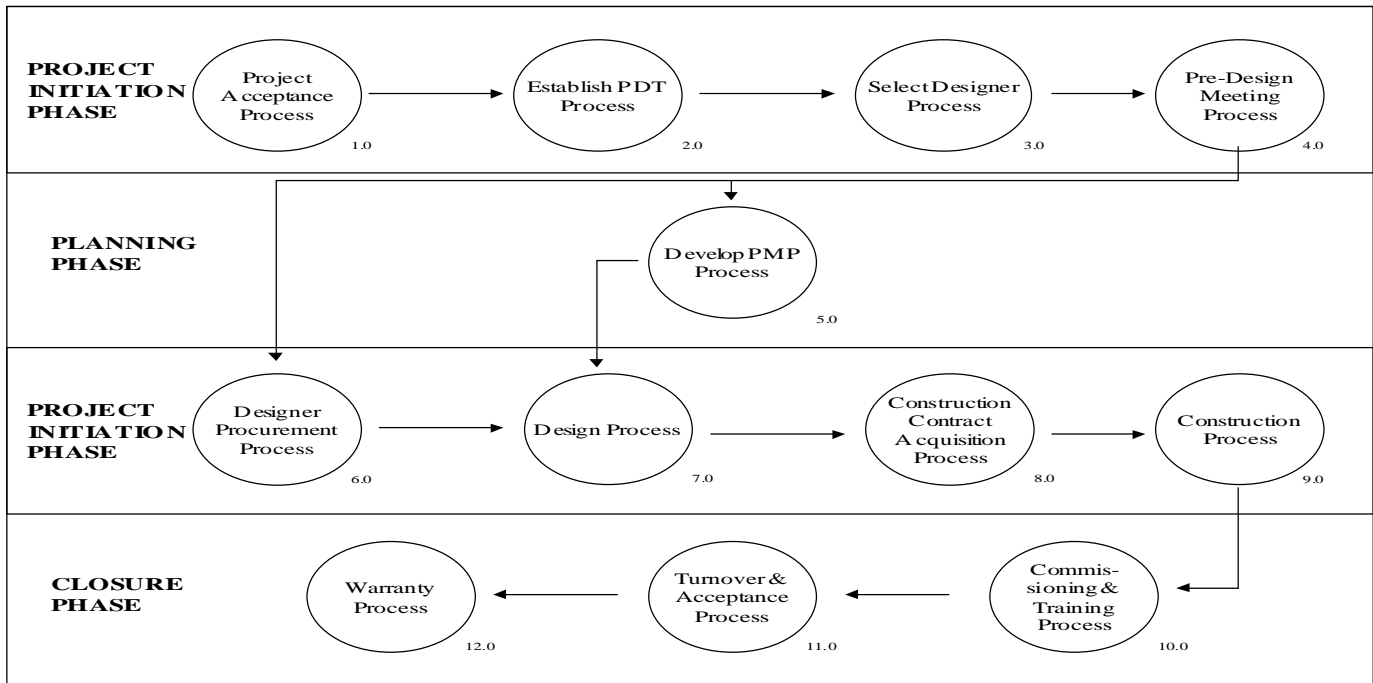
tion program will participate in the assembly, development and verification of the 45 to 50 business processes.

PMC Solutions, a contractor with experience in assembling process maps for both the Corps and the private sector, is a member of the product delivery team.

Their work will include deployment of the finished Intranet-based product.

Examples of process maps used by the Far East District are available at <http://www.pof.usace.army.mil>.

Delivery is expected during the first quarter of fiscal year 2003.



PMC Solutions produced this business process map which is being used by the U.S. Army Corps of Engineers, Far East District. Each step in the process then has another associated map.

Olyphant breaks ground for flood control project

The proverbial straw that broke the camel's back was Tropical Storm Gloria in 1985. Ten recorded floods since 1850 had caused severe flooding in the area, but after Gloria struck, two U.S. senators secured congressional funds for Baltimore District to perform a flood control study for the entire Lackawanna River Basin.

In 1986, Baltimore began the first of a two-part study. The study ended two years later, and recommended moving to the second part—the feasibility study. After its conclusion and a recommendation for a practical and cost-effective project, the Corps and the Borough of Olyphant began several required tasks prior to construction.

Finally, with all pre-

construction completed, the Borough of Olyphant held a groundbreaking ceremony April 22 to commemorate the actual beginning of construction.

“This project will provide a 100-year level of flood protection,” said Col. Charles J. Fiala,

Jr., district engineer, at the ceremony. “We’ll also construct earth levees, a floodwall, a closure gate at the Lackawanna Avenue Bridge, an interior drainage system, and an updated flood forecast warning system.”

The levee and flood-wall portion of the project was awarded to Tri-State Design Construction Company, Inc., and KC Construction Company, a joint venture, in January for an estimated cost of \$6.5 million. The contract for the interior drainage system along Garfield Avenue is expected to be awarded next year. Staff from the Harrisburg Area Office will oversee the construction of this project.



Lackawanna Avenue business district at River Street, September 1985

Baltimore's heroes

(continued from p. 2)

▪ **Brad Funt** and **Walt Lubecki**, Construction, for significant money and time savings achieved by working closely with the contractor, the designer and the pump vendor to sequence the pump rehabilitation at the Wyoming Valley, Pa., Flood Protection project. Their efforts overcame extensive additional repair costs and delays discovered after the project began. When completed, the \$32 million project will replace all of the pump stations' electrical distribution and control systems with current technology and return the 36 existing flood control pumps to like-new condition.

▪ **David Hand**, **Jay Hershey**, **Heather Wells** and **Yvonne Grant**, Planning, for preparing Spill Prevention, Control and Countermeasures plans for all 11 Maryland National Guard facilities under very tight fiscal and scheduling constraints. These plans enable the Maryland National Guard to operate and maintain their facilities as good environmental stewards and to better provide hazardous materials support to the nation in times of national emergency.

As you can see, these folks went the extra mile to do their jobs well. I want each of them to

know I'm proud of what they've accomplished on behalf of Team Baltimore.

Of course, this list does not capture everyone in the District who has accomplished something “heroic.” Many others also embrace the philosophy that a job worth doing is worth doing well. And often, they complete the work without special recognition.

Even if your extra effort has not come to my attention, please know that it is appreciated. You are engaged in work that benefits the nation. Everything you do to enable, forward or support that work is important. **Essayons.**

District Speakers' Bureau

Carol Anderson-Austra, Planning, participated April 11 in the Smithsonian 's Cross-roads, a monthly series of programs featuring scholars and other specialists on topics related to Sept. 11, 2001. Anderson-Austra discussed public involvement in planning for memorials.

Joe Ignatius, Operations, spoke at Linton Springs Elementary School, Sykesville, Md., at their career day April 12. Ignatius talked to the students about the work of a

civil engineer and his responsibilities for Baltimore District.

Daria Van Liew, Program & Project Management, and **Chris Spaur**, Planning, took part in an Earth Day celebration April 18 at Seton Keough High School, Baltimore. Van Liew gave a presentation on the work of the Corps of Engineers, and Spaur conducted an outdoor demonstration.

Andrew Rak, Engineering, addressed students at Wilde Lake High School's career day in Columbia, Md., April 25.

Baltimore's crew, barges help clean up Anacostia shoreline

On site before the sun came up on Earth Day 2002, Baltimore District's debris removal team and vessels waited patiently for the first load of trash.

The team was part of the April 20 cleanup program along the Anacostia shoreline at Seafarers Marina and Kenilworth Park where volunteers from the Anacostia Watershed Society and other organizations spent the morning collecting hundreds of pounds of debris.

Robert Barcroft, Charles Donahue, Roy Elder, George Griffin, Everett Seay and Charles Campbell all worked the vessels to assist in loading the trash. The crew and vessels assisted with large objects that the

volunteers could not move or lift and transported the barges to and from the cleanup sites.

At the end of the event the barges were unloaded by crane into two 40-yard trash bins.

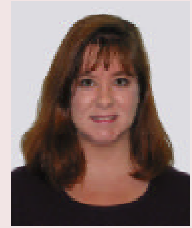
The Corps and the debris removal team have been participating in this annual event for over 11 years.



The BD5 pushes Baltimore's debris-laden barge (the BD3) to a disposal site.

Courteous employee of the month

"Elizabeth Turner, chief of the Washington Aqueduct water quality laboratory, is responsible for overseeing analysts and technicians who perform hundreds of chemical and bacteriological samples each month.



Elizabeth Turner

"Elizabeth also gives technical input into the ongoing design of a complete renovation and modernization of the laboratory facilities and is specifying the highly technical analytical equipment to be purchased. Because of the importance of each test on some potential element of public health, there is a constant stress level that Elizabeth must manage in order to achieve accuracy.

"Elizabeth has a fundamentally courteous approach when dealing with laboratory employees, other Aqueduct employees, customers and the public. She treats everyone with respect and has a knack for bringing out the best in others. She takes the time to listen to the viewpoints of others and uses the best of what they offer to make improvements.

"Customers and regulators have commented on her expertise and her courtesy to them. She works very smoothly in stressful situations by carefully asserting her position and negotiating to a resolution in as non-confrontational a manner as possible. She has earned the respect of engineering and maintenance branch chiefs and their employees, and they are eager to respond to her requests for assistance."

Thomas Jacobus
Chief, Washington Aqueduct



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U.S. Army Corps of Engineers
Baltimore District
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Official Business

Memorial Day

LET US NOT FORGET

