



# CONSTELLATION

A publication of the  
U.S. Army Corps of Engineers, Baltimore District  
Volume 28, Number 10  
October 2002

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## ***Pentagon Memorial entries stream in at deadline***

*by Mary Beth Thompson  
Public Affairs Office*

All but a comparative handful of submissions for the Pentagon Memorial competition flooded in Sept. 10 and 11, just in time to meet the entry deadline.

Baltimore District received over 1,000 proposals for the memorial that will be built on the grounds of the Pentagon to honor those who were killed there Sept. 11, 2001.

The entries poured in

via courier, common carrier and the U.S. Postal Service. Many people brought their entries in person, including at least two who flew in from other cities to make sure their proposal arrived on Sept. 11.

"One man drove 17 hours straight to deliver his," said Clayton Meadows, logistics manager for Security Storage Company of Washington, the contractor that received the entries for the Corps.

Meadows also described a college-age couple who hugged and danced outside the fence after their entry was handed over.

"They acted as though they had won the whole thing," he said. "They were that happy just to have it accepted."

Security Storage employees spent the next couple of weeks unpacking, labeling and logging the massive influx.

*(Continued on p. 6)*



Security Storage employee Richard Langley receives an entry from a United Parcel Service delivery man for the Pentagon Memorial competition. All entries were due at the contractor's Dulles, Va., facility by 5 p.m. Sept. 11.

*(Photo by Clayton Meadows, Security Storage Company of Washington)*



U.S. Army Corps  
of Engineers  
Baltimore District

[http://  
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*Constellation* is an unofficial publication authorized under the provisions of AR 360-1 and published monthly by the Public Affairs Office, U.S. Army Corps of Engineers, Baltimore District, P.O. Box 1715, Baltimore, Md. 21203-1715. Telephone: (410) 962-2809; fax: (410) 962-3660. It is printed on recyclable paper; press run 1,800. All manuscripts submitted are subject to editing and rewriting. Material from this publication may be reproduced without permission. Views/opinions are not necessarily those of the Department of the Army.

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# Commander's Comment

## Where we've been, where we're going

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

I've recently passed the two-year mark in my tour here in Baltimore District, and want to share with you some of my thoughts about our progress and yes, some frustrations, too.

You all know, I'm sure, that there is a natural cynicism by the media in this part of the country, and that too often trickles down to our work.

For example, in the early days of our work on the D.C. Schools project, the media dogged us constantly, trying to find fault with our work and expecting us to fail. But we persevered and every year, the schools have opened on time. That's definitely a good news story, but it never makes the headlines.

When I think about the evolution of this project, I see one that has quietly transitioned from constant turmoil and crisis to one that is now a major capital improvement program.

Our work in the environmental arena has grown tremendously in the last few years, and I see our future continuing to move in that direction. Our work in helping to restore the Chesapeake Bay and the watershed is vital to this region, and we have made significant inroads. The rebuilding of Poplar Island and the establishment of wildlife there have produced many good news stories already.

Even though some of our friends may think we still build big projects like dams, the reality is that Baltimore hasn't built a dam in over 20 years. Yes, we're raising the levee at

Wyoming Valley and may have similar projects in the future, but our civil works mission is primarily smaller projects focused on environmental restoration. We need to meet the requirements of water-related projects not only through large ones, but on a smaller scale, too.

Support to our military customers has improved because we now realize that our customers are a vital part of our team. We can't operate in a vacuum and dictate to our customer how a project should be built or renovated.

As technical competence continues to drive our capabilities, we're constantly striving to make sure you are trained in the most up-to-date technologies. This means we must balance the training time with the time required to get the project done on time and on budget.

In my first Commander's Comment, I told you my emphasis was on decentralization. I feel I have been true to that goal, and have tried hard to stay out of the nitty-gritty of your projects. You are the ones who can offer the best solutions to the challenges. My role is to offer encouragement and give guidance when you ask.

And, I still think that Baltimore is the first team! For example, 18 months ago, we were given one of the largest one-year military construction programs in the Corps. As I looked at the progress at the end of the fiscal year, I can say with great pride that you have done an extraordinary job in moving that program forward. I honestly think no other District could have done as well.

There have been some real challenges during these past few years—Spring Valley, the Washington Aqueduct, D.C. Schools—but the teams have constantly risen to the top in overcoming obstacles.

Spring Valley is many times more complicated than it was back in 1993-95, with people's properties and the uncertainties of the work at issue. The Washington Aqueduct has been under constant media and congressional scrutiny, but the team there continues following the process and laws, and always producing clean and safe drinking water for their customers. I've already talked about the D.C. Schools, but it's important for you to understand that our team members still feel their primary goal is to provide the children of the District of Columbia with something better than they now have.

I'm also proud of the strides we've made in the project management business process. We're not totally there yet, because we're still struggling with how to do it cost effectively, but I feel everyone is onboard with the concept.

The most important point I want to leave with you is that you should be extremely proud of the work you do for the District, the Corps and our country. We may not be directly involved in the war on terrorism, but indirectly, our contributions are significant. We've just passed the one-year anniversary of that horrific day, and we can all take pride in knowing that our work a year ago and previously have made a difference. **Essays.**

# Space consolidation to begin at District's CCB

by Sue Lewis  
Real Estate Division

Location, location, location. This is the all-important word in the real estate market.

With the reconstruction of the Hippodrome Theatre and Centerpoint across the street, the District offices are in an excellent location, but the rental costs for a facility of this type are high. Therefore, it is necessary to conserve space as efficiently as possible to minimize the overhead cost.

In May, all division and office chiefs approved a plan for reconfiguration and consolidation of the space in the City Crescent Building. Construction of the project will be completed in five phases.

The first phase will move the mailroom from the second floor to the first floor, in a portion of the space currently occupied by Logistics. This area will allow direct access from the loading dock for mail deliveries. An adjacent room will be built for mail and package scanning prior to distribution.

In Phase 2, Operations and Construction Divisions will consolidate to make room on the eighth floor for the Photo Lab, Visual Information and Records Management Offices, and the Safety Office.

Once Phase 2 is completed, almost all of the space on the second floor will be returned to GSA for lease to another tenant. As part of Phase 2, a temporary office will also be created on the 11<sup>th</sup> floor to house the Project Management Service Center until permanent dedicated

space can be provided later.

In FY 03, work will begin on Phase 3. This phase involves moving Logistics from its existing location on the third floor to the map files room on the 10<sup>th</sup> floor. Map files are currently being scanned to make room for LMO.

Phase 4 of the plan involves a reduction of the size of the library located on the ninth floor, to make room for the Security Office.

The Small Business Office will move to an area between Contracting and Real Estate, and Contracting will be reconfigured to allow construction of a general storage room on the 7<sup>th</sup> floor.

Another storage area will be created in the penthouse for items that do not need to be in a climate-controlled environment.

The fifth and final phase of the project involves a reconfiguration of the 11<sup>th</sup> floor. The

PM Service Center will move to its permanent home adjacent to the Executive Office.

Planning Division and PPMD will be reconfigured to allow those organizations to operate more efficiently.

Offices throughout the building have been cleaning their areas to prepare for the consolidation.

The design of Phases 1 and 2 is complete, and construction and cubicle reconfiguration began last month.

Employees should expect some disruption during construction. There will be noise; various conference rooms will be unavailable while they are being used as staging areas; and some employees will need to be temporarily relocated.

Safety will be the first priority throughout the construction period.



Patricia Strong, Operations, and Russ Marsh, Engineering, sort through papers in preparation for the consolidation that will take place soon.

(Photos by Susanne Bledsoe)

# Assateague ceremony kicks off restoration project

by Doug Garman  
Public Affairs Office

Federal, state and local officials gathered Sept. 16 at a special ceremony in Ocean City, Md., to announce the start of the Assateague Island restoration project—a two-phased effort to reverse the effects of manmade erosion at Assateague Island National Seashore.

Following the brief ceremony, dignitaries received a firsthand view of the project's sand dredging, pumping and placement activities during a boat trip along the island's northern coast.

"For the past 60 years, the northern portion of Assateague Island has been starved of the sand it needs to replenish itself naturally," said Scott Johnson, Baltimore District project manager. "The jetties constructed after the Ocean City inlet was formed by the coastal storm in 1933 prevent sand from migrating naturally to the island."

The National Park Service, caretakers of the national seashore, and the Corps of

Engineers have been closely monitoring the accelerating rate of erosion on the island's northern six to eight miles. This portion was nearly breached in the winter of 1998 when a powerful coastal storm pounded the region and further weakened the island's geological integrity.

"If a breach were to occur, it would most likely cause additional inlets to form, change the dynamics of the area, create navigational hazards and increase storm damages to the island and mainland communities," said Carl Zimmerman, a National Park Service resource management specialist.

To restore this section of the island, a short-term restoration plan has been developed.

Before the end of the year, 1.8 million cubic yards of sand will be dredged from a sandy shoal about four miles off the coast and pumped onto the island. It will be placed along a five-mile stretch of the beach. Sand 2.5 feet to 6 feet deep and up to 100 feet wide will be deposited in this area. A low storm berm about 2

1/2 feet high will also be built. The cost of this effort is \$13.2 million.

Following this phase, a long-term plan will be performed. This effort involves recreating the natural flow of sand to the island that would occur if the jetties were not there.

To mimic this process, a mobile bypassing of sand will be used. A small mobile hopper dredge will remove sand collected at areas near the jetties. The sand is then redirected around the jetties and allowed to flow naturally to Assateague. The dredging and bypassing of sand will occur twice a year.

A team of federal and state agencies will monitor this process and determine how much material can be dredged and from what areas. This phase will be a 25-year effort and cost about \$2 million annually.

"Restoring Assateague is essential to protecting and preserving the region's entire ecosystem," added Johnson.



Sand is dredged from the bottom of the ocean and pumped onto Assateague Island.  
(Photo by Doug Garman)



An aerial view of northern portion of Assateague Island.  
(Photo by Tex Jobe)



The recovery operation continues at the Pentagon several days after the attack.

(DoD photo)

## Corps employee relates experience at Pentagon tragedy

by Manal S. Ezzat, Ph.D.  
AIS-Project Manager

I was at the Pentagon when the plane hit...it was unbelievable that something like that could happen.

We were still watching the World Trade Center attacks on TV, not believing what we were seeing and thinking that it might be a bad movie, when the plane hit the Pentagon.

Initially, I thought it was an accident, that a helicopter had fallen on the center courtyard grounds. But I quickly realized that was not the case when people started yelling that the third plane hit the Pentagon, and a fourth plane was on its way to Washington, D.C.

Everyone started running out of the building in mass confusion. The hallways that were our normal way out in case of a fire were blocked by massive smoke, so we had to find other ways to go out. And in such a

huge building, if you don't know your way around very well, it's very easy to get lost.

Everyone was very supportive of everyone else, but I lost control when the feeling of not being able to make it out safely cluttered my thoughts. As I was running, thoughts of people who might have been hurt or died were on my mind, and I cried and prayed a lot. However, thoughts that I needed to make it out to take care of my family were forces that strengthened my will to survive.

Above all, my faith in God gave me the reassurance that I needed. I put my faith in His hands and continued running, holding the hand of one of my colleagues.

After a very long distance to get out of the building, along with thousands of others, we found ourselves in the parking lot looking at a massive ball of fire and huge cloud of black smoke billowing above us.

We all cried a lot, we were confused, and we were angry. We were not sure this was the end of it, so people were running to get away from the area. As we quickly moved away, we heard a crashing noise in the background that turned out to be the building collapsing after it could no longer hold up the stricken area.

I was very angry because I knew a lot of people who had offices in the immediate impact area, and knew that many had not made it out. But I am very proud that, as a member of the U.S. Army Corps of Engineers, we designed a superior support system on the exterior windows of the building that held it up for about 20 minutes after the crash, saving hundreds of lives.

That thought calmed me a bit, but it was not enough to end the sense of loss and betrayal we had just experienced.

## Pentagon Memorial competition entries arrive at deadline

"We've said from the start of this project last fall that people want to be involved," said Carol Anderson-Austra, Pentagon Memorial project manager. "Every inquiry, every registration, every proposal we've received is an expression of caring. Each honors the victims of the horrendous events of 9-11."

The competition was open to everyone worldwide and drew broad interest from the outset. Over 2,500 individuals or teams registered for the competition from all 50 states, the District of Columbia, Puerto Rico and over 50 other countries across the globe.

Based on the experiences of other similar competitions, the project team had predicted that about one-third to one-half of the registrants would submit

entries. Reality matched expectation. The number of entries is about 40 percent of the number of registrants.

"We believe that the volume of entries received ranks among the largest seen for this type of competition," said Carol Anderson-Austra, project manager. "It's more typical to see the number of entries range from a few dozen to a few hundred submissions.

"We know we have our work cut out for us, and we are looking forward to it," Anderson-Austra said.

Family members of the victims were invited to the National Building Museum for a preview in late September. They had an opportunity to see the entries and offer comments before the proposals were to be judged.

All submissions that met the competition requirements are

(continued from cover)

being judged by a jury of professional experts, Washington dignitaries and a family member.

The jury will choose up to five finalists. Announcement of the finalists is scheduled for mid-October.

The finalists will receive a stipend to help defray the costs of further developing their concepts. A final judging will take place in December, and a winner will be selected.

The Department of Defense intends to construct the winning proposal on the grounds of the Pentagon near the point of impact.

Project information is available at <http://pentagonmemorial.nab.usace.army.mil>. Competition information can be found at <http://memorialcompetition.pentagon.mil>.

## Smithsonian opens temporary 9/11 exhibit

by Mary Beth Thompson  
Public Affairs Office

September 11, *Bearing Witness to History*, a temporary exhibit, opened at the Smithsonian Institution's National Museum of American History in Washington, D.C., Sept. 11, one year after the terrorist attacks that changed the world forever.

The Smithsonian's curators typically analyze and interpret events through the long lens of history. Their usual practice would be to stage an exhibit 50, 75 or more years after an event.

The pivotal events of Sept. 11, 2001, however, compelled the national museum to develop a temporary exhibit about how we—as individuals, as a nation

and as the world—witnessed that day's events. The result is a very moving 5,000-square-foot exhibit that includes photos, artifacts, videotape, a computer montage and interactive personal accounts.

Twisted steel from the World Trade Center, a darkened chunk of Pentagon limestone, a briefcase, a baseball, a smashed door from a New York fire truck, small aircraft parts—these and other artifacts bear witness. As do a photo taken aboard Air Force One of reporters' reaction to the news, and the last pictures taken by a photographer killed that day, and many others.

A videotape overview, narrated by ABC's Peter Jennings, of the news as it unfolded Sept. 11, and a presentation of headlines from around the world help provide a

sense of how the media observed and helped the rest of us observe what was happening.

Exhibit visitors can also playback compelling, first-hand accounts of eyewitnesses. And, in the last section, people may contribute in writing or by audiotape their own accounts.

The exhibit will close in January 2003.



One of the items at the Smithsonian's *Bearing Witness to History* exhibit is a door from Brooklyn's Squad Company 1 fire truck. The squad lost 10 people that day.

(Photo by Hugh Talmans, National Museum of American History, Smithsonian Institution)

# An American story: triumph over tragedy

by Mary Beth Thompson  
Public Affairs Office

The Pentagon's observance of the Sept. 11, 2001, terrorist attack evoked the indomitable spirit of America. President Bush, Secretary of Defense Rumsfeld and Chairman of the Joint Chiefs Myers addressed the crowd of about 13,000 gathered next to the newly rebuilt west façade of the Pentagon. I was perched in the bleachers, literally in the shadow of the building, along with Pentagon Memorial project manager Carol Anderson-Austra.

I heard these three leaders pay respect to those who died, acknowledge the military's important role in the response to the attack and point out the terrorists' failure to achieve their real goal.

"The terrorists chose this target hoping to demoralize our country," Bush said. "They failed," he stated emphatically. The crowd cheered.

Bush spoke from a large stage set up near the point where American Airlines flight 77 struck the building. Flanked by flags, that stage was the focal point of the event. There was no gridiron, but it felt something like attending a major college football game.

We sat in bleachers overlooking a bowl-shaped space. A band performed. A large monitor suspended high in the air played a simulcast. Announcements came over a public address system. The big, supportive crowd gathered early and sported team colors—red, white and blue or military uniforms. And, yes, we sang the national anthem.

But to characterize this occasion as something akin to a sporting event or a pep rally would be off the mark. A serious sense of acknowledgment pervaded—acknowledgment of sacrifices made in the past, being made in the present and to be made in the future.

For the families of the victims, the survivors and the people who worked with them, it was a solemn tribute to people they cared about. For the military attendees, it was recognition of their steadfast readiness to take on the tough responsibility of fighting terrorism. For the Pentagon Phoenix workers, it was a celebration of their remarkable reconstruction.

"You did more than repair our windows and walls," Rumsfeld told the Phoenix work force. "You repaired our souls."

So, despite the solemnity of the occasion, there was also a pervasive feeling of triumph. American resilience has once again gotten us through very dark days and will ensure our freedoms remain intact.



Pentagon Phoenix construction workers and elementary school students say the Pledge of Allegiance.



President George W. Bush and Secretary of Defense Donald H. Rumsfeld stand before the repaired facade as the Star Spangled Banner is played.



President George W. Bush speaks at the Pentagon Memorial Service Sept. 11. More than 13,000 people attended the service to remember those who lost their lives one year ago when terrorists crashed a commercial airliner into the Pentagon. (DoD photos by Chief Petty Officer Johnny Bivera, U.S. Navy)

# Remembering one tragic day

Story & photos by Sean Dawson  
Engineering Division

*(On Sept. 11, 2001, Sean Dawson was a project scientist with New York District's Engineering Division, and worked in the Federal Building at 26 Federal Plaza, New York. He was on his way by motorcycle to work and witnessed most of the tragedy. Here is his account, which was published on the New York District's Intranet not long after the event. Dawson is now with Baltimore District as a design team leader in Engineering Division.)*

**M**y recollections of the day begin at 8:50 a.m. as I chased my dog around the apartment I shared with my wife in Manhattan. We lived in Chelsea, a few miles from the World Trade Center Plaza and the Corps Offices at Federal Plaza.

On that day, my dog had been very bad and had delayed my departure for work. After corralling him, and cleaning up his mess, I grabbed my motorcycle jacket and helmet and began my commute to work.

I had barely started my trip when I heard the first of many sirens coming up 9th Avenue behind me. As I pulled to the shoulder, I glanced skyward and saw a huge trail of smoke blowing east from lower Manhattan. At this point I had no idea of the source of the smoke since the Chelsea skyline obscured it. My only thought at the moment was that something serious was happening in lower Manhattan.

My first sight of the disaster was moments after the second plane struck the southern tower. I was driving through the Village and could see both towers burning and the debris from the second plane falling to

the ground. I still didn't know what had happened because I did not see or hear the impacts. But by now, many people had stopped to watch the events unfold. I remember thinking, "If this is a terrorist act, I should head home; if this is an accident, then I need to go to work."

It was impossible not to stop and look, and as I stopped, somewhere in the vicinity of Canal Street, I remembered that I had a friend's digital camera in my motorcycle bag. I left that area very quickly because it was a primary avenue for emergency vehicles heading toward the Trade Center towers.

From Canal Street, I made my way to Broadway and rode south toward the Federal Building. By this point, traffic was at a near standstill because of emergency vehicles and spectators in the street. Eventually, I stopped to ask a spectator what had happened, and he told me that planes had struck the towers. At first I didn't understand. I thought he meant that planes had collided and then struck the towers. He said he saw both impacts, and then I knew it



*The twin towers after the planes hit.*

was a terrorist act. At that point, I was a block from the Federal Building, so I continued in the hope of checking in with my superiors. When I reached Federal Plaza, an INS agent directed me away from the building to the west onto Worth street.

I made my way down two blocks to the intersection of Worth and West Broadway where I stopped to help an FBI agent direct traffic (approximately 7 to 8 blocks from the WTC site). From Worth and West Broadway, we had a clear view of both towers and Building 7 which eventually collapsed. Because of the good vantage point, many members of the media had stopped to take photos. The majority of them showed a lack of regard for the severity of the situation and were standing in the intersection taking pictures and blocking the flow of emergency vehicles trying to access the site.

As it turned out, my help was not needed because a police officer arrived at the same time and took control of the situation. At this point I stood on the sidewalk and just looked.

Here is what I remember: A man who had been working on the roof of a building in the flight path of the first plane said the plane went over so low that the jet wash nearly carried him off the building. There was a man standing next to me counting... 13, 14, 15... When I asked him what he was counting, he just pointed and said the number of people he could see jumping off the building. Seeing people fall or jump off the building; one person in particular was in a perfect sky diving pose. At some



point, I snapped a photo of the towers and knew that I had to leave; shock was setting in. As I put on my helmet and turned toward my motorcycle, I was roughly spun around by a woman who grabbed me by my shoulders. She looked at me and said, "The top of the building just slid off and it's all gone..."

**L**ooking over her shoulder, I could see the huge cloud of dust, smoke and debris racing toward me and hundreds of terrified people running up West Broadway. The building collapsed that fast. I could not grasp what this woman had said because it was beyond my comprehension that the building had collapsed.

I remember thinking that maybe a portion had fallen, but certainly not the whole building. At this point, the woman broke away from me and ran. As I stood there, the police officer grabbed me and said, "Get on your bike, drive against traffic, hit your horn, don't hit anyone. You don't want to be here when that (the cloud) gets here." I did what he told me.

I drove approximately four more blocks and stopped. I was convinced that the building was still there, so I stopped and checked the skyline that I could see against the images stored in the camera.

As the smoke cleared, I could see blue sky behind the first tower and I knew that the other tower had fallen. As I stood there, a crowd formed around me. It almost seemed like a sporting event for a moment as

everyone rooted for the other building not to fall.

As we stood and watched, five people leapt from the other tower in rapid succession, I can only imagine they knew what was coming next, for seconds after that, the second tower collapsed. I apparently took two photos at this time, but I don't remember doing it.

At the point of the collapse the crowd made a sound that I have never heard before—hundreds of people all crying out in shock, anger, sorrow and disbelief. It was kind of a collective gasp followed by a moan or wail; and you could hear it echo from all around you as everyone expressed the same sentiment. It was almost as if everyone's spirit broke at that moment. I still hear that sound in my head along with the rumble of the tower collapsing.

At that point I knew I had to go home. My hands were shaking and it was hard for me to ride my motorcycle. As I drove home, I saw people just sitting on the curb, head in their hands weeping or standing and staring. It was a collective form of shock.

Over the next several days as I waited for the District to get back on its feet, I volunteered in and around the impact area or "ground zero."

My wife is in her final year studying to be an Episcopal priest so she spent several days as a chaplain in the local hospitals. I helped set up, stock and feed people at an emergency kitchen on the east side of lower Manhattan.

Over those days we all heard many stories of the truly remarkable, truly horrific and truly sorrowful things that happened that day—things that the world outside of Manhattan didn't hear.

This event has reinforced for me how truly fragile life is and how easily it can be taken away. This comes to me, not from seeing the images of the planes impacting the towers or watching them collapse, but more from what happened at that intersection at Worth and West Broadway.

**A**t one point as I was standing there, a fire truck, a police van and a ConEdison emergency response van all sped through the checkpoint and up the street to the WTC complex. Four minutes later the first tower fell. Those people had just enough time to get there and get out of their vehicles. Unfortunately, I don't think they survived.

Two days later, while helping at ground zero, I saw that fire engine and the ConEd van, crushed and mangled. I certainly hope that some of them made it to safety, but realistically, I don't think they did.

This was more real to me than the planes or the towers because I was close enough to see their faces.

Today, I can still picture their faces in my mind.



*Both towers burn.*

## Maryland's terps come to Poplar Island

by Marshall Hudson  
Public Affairs Office

The diamondback terrapin, the mascot for the University of Maryland, is losing much of its nesting and nursery habitat because of shoreline development and the erosion of the Chesapeake Bay islands.

Baltimore District and its partnering agencies are working to restore some of that lost habitat with an environmental restoration project at Poplar Island, Md., in the upper middle Chesapeake Bay.

An important sign of success at the project came in August when hundreds of diamondback terrapin hatchlings began to

emerge from nests on the island.

"It's great that the Army Corps of Engineers and the Maryland Port Administration are restoring this important habitat with this project," said Phil Allman, a biologist with a group from Ohio University that is monitoring the terrapin nests.

The diamondback terrapin is just one of dozens of endangered, threatened, and important native wildlife species thriving at the beneficial-use project.

"We weren't expecting the wildlife to return to the island so soon since we are still years away from completing the upland and wetland habitat," said Scott Johnson, Corps project manager for Poplar Island. "But,

as with the bald eagles, osprey, herons, egrets, pelicans and terns, we're glad to have the terrapins here and are doing whatever we can to encourage them to stay while we finish rebuilding the island."

The terrapins are being collected, tagged and then released into the Chesapeake Bay. With an average clutch size of 13 eggs, it is hoped that of the estimated 1,300 terrapin hatchlings that emerge, those that survive to maturity will return to Poplar Island to nest again next year.

Poplar Island is a partnership of the U.S. Army Corps of Engineers, the Maryland Port Administration and numerous other state and federal agencies.

## Army dedicates new barracks at Carlisle

A dedication ceremony to celebrate the completion of Shughart Hall, new barracks project at Carlisle Barracks, Pa., occurred Aug. 26.

Named for Army SFC Randall D. Shughart, a Medal of Honor recipient from a nearby town in Pennsylvania, the barracks will house 48 soldiers. It was designed using the Army's 1+1 standard, giving every soldier regardless of rank, his own room.

The army is replacing all of its old barracks with modern buildings to give soldiers more privacy and improve their quality of life. Shughart Hall replaces a World War II era barracks last renovated in 1974.

Shughart was awarded the Medal of Honor for actions above and beyond the call of duty on October 3, 1993, while serving with Task Force Ranger in Mogadishu, Somalia. The

actions of Shughart and his team leader, Master Sgt. Gary Gordon, were chronicled in the book and film *Black Hawk Down*.

The barracks project was completed on time and on budget.

District Engineer Col. Charles J. Fiala, Maj. Gen. Robert R. Ivany, the Carlisle Barracks commanding general, Congressmen Todd Platts and E.G. "Bud" Shuster and the Shughart family attended.

## 'Changing Perspectives,' theme of Disability Awareness Month

October marks the 12th anniversary of the Americans with Disabilities Act, which was signed into law July 26, 1990.

The purpose of the law was to prohibit discrimination against people with disabilities in em-

ployment, transportation, public accommodation, communications and activities of federal, state and local government.

The Special Emphasis Program Committee of the Equal Employment Opportunity Office

will present a series of educational videos during the month to offer advice on how individuals can effectively interact with persons with disabilities.

Dates and times will be listed on the General Bulletin Board.

## Leaders meet in Ocean City

At the senior leaders' offsite in Ocean City, Md., Sept. 16-18, the group focused on a number of key business processes and issues in the District.

Chief among these were methods for improving team performance, initiating a leadership development program, exploring a customer focused program manager concept, sustaining a capable workforce, and developing a good model for initiating work with new customers.

U.S. Senator Paul Sarbanes,

members of his staff, a representative of Senator Barbara Mikulski and Rusty Schorsch, of the DA Office of Congressional Affairs, joined the group for lunch the first day.

Sarbanes made informal remarks complimentary of the professionalism of the Corps of Engineers and the District's contribution to the state and region. He also provided his insight to expected levels of funding for the Corps in FY 03 and touched briefly on the Corps reform issue.



Tom Conroy (upper right) Operations, and Tony Sazaklis launch a SOLAS grade life raft as part of a marine safety exercise. Conroy is captain of the Corps' Linthicum and an auxiliary member of the U.S. Coast Guard.

## Advance notice to Corps retirees

Baltimore District will begin the 2002 Combined Federal Campaign in a few weeks.

Did you know that you may still give back to your community and continue your charitable contributions through this campaign?

Even if you have moved and still want to support your favorite charitable organiza-

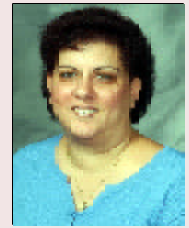
tions, either national or local, you may still do so. It's so simple. Just call Mark Schaub at 410-962-2583 or Janet Faust at 410-962-4597 and they will mail a package to you.

Your participation in this yearly effort will help the District meet its goals and greatly benefit the community.

Remember the Corps is family.

## Courteous employee of the month

"Effie Hondrelis, October's courteous employee of the month, is very deserving of recognition for her courteous approach to her job.



Effie Hondrelis

"As a financial program support specialist in Planning Division, she must routinely coordinate with the managers of nearly 100 projects to gather, organize, take action, and report on the fiscal status of projects.

"She also is involved with the majority of Planning Division's Civil Works contracts, overseeing the documentation and monitoring project accruals.

"Much of her work is accomplished during conditions when managers are under stress and fiscal performance is being scrutinized. Still, she maintains a helpful presence and a balanced and cheerful demeanor."

Robert W. Lindner  
Chief, Planning Division

## On being an editor

Editor: a person employed by a newspaper, whose business it is to separate the wheat from the chaff, and to see that the chaff is printed.

—Elbert Hubbard (1856-1915)



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Official Business

