



CONSTELLATION

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Digging up tanks

Underground tanks removed at former Nike site

by Mary Beth Thompson

A contractor hired by the Baltimore District completed the removal of underground storage tanks at the former Nike missile site near Tolchester, Md., Dec. 1.

The contractor, Apex Environmental, Inc., of Rockville, Md., used backhoes to excavate and pull out nine underground storage tanks. The tanks had been used by the Army to store heating oil, diesel fuel and gasoline at the former defense base.

Original site plans indicated that the contractor might find as many as 11 underground tanks, three at the former launch area and eight at the former control area. Three tanks were removed at the launch area, and six were removed at the control area.

Apex conducted a thorough geophysical probe of the control area to locate the remaining two tanks. They found no evidence of the tanks. The

project team suspects that the tanks were either previously removed or were never installed.

The contractor also removed a total of 678 cubic yards of contaminated soil, which was adjacent to several of the tanks. Envi-



A worker prepares a storage tank to be pulled from the ground.

Photos by Tex Jobe



Workers disconnect and steady a storage tank after removal.

ronmental sampling and laboratory analysis of soil surrounding all nine tanks confirm that no contamination remains at the control or launch areas. The site underwent daily inspections by the Maryland Department of the Environment throughout the cleanup project.

For another cleanup action at the Tolchester site, the District is currently preparing a decision document for the active monitoring of groundwater contamination previously identified at the launch area. The groundwater contamination is unrelated to the tank removal project. The decision document is being coordinated with MDE and Kent County officials. The final decision document should be available in late January 2001.



U.S. Army Corps
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District Engineer
Col. Charles J. Fiala, Jr.

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Commander's Comment

Good customer relations

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

Permission slip

Ask yourself:

1. Is it good for my customer?
2. Is it legal and ethical?
3. Is it something I am willing to be accountable for?

If so, don't ask for permission. You already have it.

Just do it.

Lt. Gen. Robert B. Flowers
Chief of Engineers

By now, each of you should have received your *Permission Slip* from Lt. Gen. Flowers in the form of a laminated card. It represents a challenge from the chief of engineers to every employee to **Just Do It**. All the authorization you need to do your job well is on that card.

I am highly confident of the Baltimore District's ability to live up to the chief's challenge. More specifically, I have faith in the high quality personnel across the breadth and throughout the depth of this District. I trust you will take the chief's challenge to heart. I know you are capable of "just doing it."

The focus of this effort is to enhance our relationships with our customers. Right now, some of these relationships are sound, some are mediocre, and some are poor. All can and should be improved. Working toward that end is everyone's goal.

Customer relations are founded on personal contact between our staff and our clients. Field personnel interact with customers on a

daily basis. That is good and should be continued, expanded and surpassed wherever and whenever possible. However, field personnel should not be alone in building our customer relationships.

I expect our senior leaders to make a concerted effort to interact with our clients, both internal and external.

At the last offsite conference for the District's senior leaders in November, we concentrated on this theme of improving customer relations. We explored three main areas—District meetings, account executives and the possibility of creating a National Capital Regional business center. The group working on District meetings really dug into the topic and fired up the entire group when it came time for their presentation. The heart of the discussion focused on how we take issues to our customers at the project manager overviews, and how to structure those in the future. A study group was formed to work on this area further.

The group working with account executives concluded that account executives are needed, but should come from other than just division chiefs. They listed all the projects needing account executives, along with suggested employees to fill the jobs, but decided that a team should be established to flesh out the details. They looked at the current customer care card and recommended that a new card, more in line with the **Just Do It** card, be created.

Realizing that the National

Capital Region is one of Baltimore's most important customers, I asked the third group to explore establishing a business center in Washington, D.C. The purpose of this center would be to provide A+ service, build relationships, improve communications and delivery, and enhance our reputation. The group provided a skeleton plan of how the center would be staffed. There is still more work to be done before we move forward with this idea.

A highlight of the conference was a trip to Cumberland, where we visited the site of the future C&O canal rewatering terminus and listened to the mayor and the development director of the area talk about their plans for revitalizing the area into a tourist attraction.

It was very obvious to all of us that the Corps' role in returning this once dominant city to a new economic center of tourism is critical to its success.

All in all, the conference was very invigorating. Everyone worked hard, and I feel we came away with some positive results. But, there is more to do, and we are moving forward with those challenges.

In conclusion, let me emphasize that providing better support to our customers should be uppermost on every employee's agenda. Our personal interactions with our customers will define our relationships with them. It is the key to securing our future as the federal engineering agency of choice for the National Capital Region.

Essays.

District's Schwing wins national chess title

by Mary Beth Thompson

It took nine years, the defeat of 18 opponents and a small mountain of post cards, but Baltimore District's Joseph A. Schwing emerged in October 2000 as the victor in the U.S. Chess Federation's 1991 Golden Knights Championship.

The Golden Knights is a correspondence chess tournament consisting of three rounds—preliminaries, semifinals and finals. Each round comprises six games. Because competitors communicate every move by mail, it takes about three years to complete each round. Thus, the

tournament that started in 1991 ended in 2000.

"Not counting transmission time, you have 30 days to make 10 moves," said Schwing, a civil engineer in Engineering Division. He won his shortest match when an opponent, a Vanderbilt University professor, threw in the towel after only 17 moves.

A senior master in correspondence chess, Schwing won all but one of his matches in the competition, and that one ended in a draw. His achievement earned him the championship, a \$1,500 prize and a plaque.

Schwing characterized his reaction to the news as a pleasant



surprise. He received the announcement, as seems appropriate, in the mail.

Golden Knights is open to federation members in the United States, including members with APO or FPO addresses.

"I know who some of them are, but I haven't met most of them," he said.

The U.S. Chess Federation initiates a Golden Knights Championship tournament each calendar year. Schwing is playing in the 2001 competition, which begins this month.

Respect: key to courtesy for January awardee

by Mary Beth Thompson

Respect is the word that is key in describing January's Courteous Employee of the Month, Mike Armstrong. A civil engineering technician in the Capital Area Office, Armstrong gives respect to others and earns it, too.

Lloyd C. Caldwell, chief of Construction Division, cited Armstrong's respect for others in endorsing the nomination.

"He epitomizes the team members who make great contributions to the District out of the limelight," Caldwell said.

"To me being courteous means you listen to what a person has to say and then respond, rather than give them your point of view first," Armstrong said. "It involves having respect for people and their time."

Hearing people all the way out is not always easy in a busy position like Armstrong's. He handles many administrative



Mike Armstrong
Courtesy photo

tasks for construction projects managed by the Fort Myer Resident Office. Those have included work at Fort Myer, Fort McNair, Arlington National Cemetery, the General Accounting Office Building, the Korean War Memorial, the Holocaust Museum and the Bureau of Engraving and Printing.

Robert W. Frantz, his supervisor, confirmed that Armstrong always exhibits a courteous and obliging nature.

"Although carrying an extremely heavy workload, he always makes time to respond to others in a friendly, cooperative and helpful manner," Frantz said.

The biggest challenge comes from people who are rude. The natural reaction may be to act discourteously in return, but then the project suffers, according to Armstrong.

"It's going to come back to you," he said. "There have been times when there've been disputes about things. If you don't approach cautiously, you're going to end up being overcome by anger, and that resolves nothing."

Armstrong does not see himself as different from the rest. That, too, is a mark of his respect for other people.

"I don't think I'm more courteous than anyone else here," he said. "It's part of the job."

As Caldwell said, his admirable qualities help the others around him do well.

FUDS cleanup work ongoing across District

Completion will take from 20 to 60 years, depending on funding

by Mary Beth Thompson

Compared to the District's entire \$700-million-plus budget last fiscal year, the approximately \$14 million spent on Defense Environmental Restoration Program for Formerly Used Defense Sites, or DERP-FUDS, work seems like a mere drop in the proverbial bucket. And compared to the \$12 billion current estimate for cleaning up all FUDS projects nationwide, it's more like a teardrop in a rain barrel.

But that teardrop-sized funding accomplished good things. Ongoing work to remove chemical ordnance materiel and contaminated soil from a former World War I experiment station in the Spring Valley neighborhood of Washington, D.C., was the single fully funded project at the beginning of fiscal year 2000.

As the year progressed, however, several Pennsylvania projects gained a total of over \$2.6 million under the Pennsylvania Cooperative Multi-Site Agreement that was reached among federal and state officials. The larger ones are the former defense properties at Claysburg Air Force Station, Frankford Arsenal, Valley Forge General Hospital, New Cumberland Army Depot and Keystone Ordnance Works.

In the last days of the fiscal year, the District's FUDS team found money for two projects at the former Nike missile site near Tolchester, Md. The District awarded a contract to remove underground storage tanks that



Baltimore District's work to find and remove WW I chemical munitions continues at the location of a former experiment station at Spring Valley in D.C.

were the cause of concern to the current owner, Kent County, and to the Maryland Department of the Environment. Another contract was awarded to monitor low-level groundwater contamination.

For FY 2001, the District received \$3.3 million to continue efforts at Spring Valley and \$2 million for work at certain sites under the Pennsylvania agreement.

District program robust

"We have a very large and extremely active FUDS program in Baltimore District," said Jack Butler, the program manager. "It's diverse and challenging, and it's fun."

Butler and his team are responsible for executing the FUDS program on 355 properties within the District's jurisdiction. Of those, 290 sites have been determined to be ineligible for FUDS cleanup or need no further action, he said.

The remaining 65 have work currently under way or planned for the future, Butler said. Each property has from one to five projects, such as site investigations, tank removals, ordnance removals, and groundwater or soil cleanup.

In addition, Engineering Division's Hazardous, Toxic and Radioactive Waste section serves as the design center for two nearby Corps districts.

Led by Butler, the Baltimore FUDS team comprises project managers Maj. Brian Plaisted, Mike Rogers, Rob Williams and Leslie Hill, and budget analysts Margaret Morton-Gamble, Vivian Lattimore and Nawal Shafik.

There's still a barrel of work to be done, according to Butler.

"We could use another \$4.8 million this fiscal year for unfunded requirements to meet our remaining high priority projects," Butler explained. Those projects include additional money for Tolchester and Spring

Photos from the U.S. Army Corps of Engineers archives



A worker uses equipment to monitor air quality inside and outside a containment structure at a Spring Valley dig site.



Efforts are made to protect trees and control erosion on a slope as the Corps searches for lead bullets at Camp Simms in Washington, D.C., now a national park.



A backhoe operator removes a storage tank from under the ground at a former Nike missile site near Tolchester, Md.



Protective gear is worn by dig workers at Spring Valley.

Valley, as well as financing for ordnance removal at Tobyhanna State Park, Pa., and other smaller projects.

The Corps of Engineers prioritizes FUDS projects for funding based on their potential threat to human health and safety.

“DERP-FUDS is woefully underfunded at the national level,” Butler said. “At the present rate, we’ll be working on it until 2060.” The Department of Defense and the Corps of Engineers are trying to get additional money.

“At the District level, we are looking for other opportunities to find funds,” Butler said. “The

Tolchester year-end funding is an excellent example.”

Corps executes program

The FUDS program, established in 1984, is actually a DoD responsibility. DoD named the Army its executive agent for FUDS cleanup, and the Army delegated that task to the Corps of Engineers.

All FUDS properties were once owned or used by an agency of DoD and are now owned by others. They were artillery ranges, missile sites, arsenals, ordnance works, research labs, airfields, commu-

nication sites, training bases, military hospitals, prisoner-of-war camps or were used for other military purpose throughout the nation’s history.

“Our real customers are the current landowners and the state regulators,” Butler said. “Our job is to help our customers comply with environmental regulations.”

To bring the sites into environmental compliance requires a wide variety of projects. The work falls into three general categories: building demolition and debris removal; hazardous, toxic and radioactive waste removal; or ordnance and explosives waste removal.

“The sites are being used for a variety of purposes now,” Butler said. Federal, state and local governments operate many as parks, public works sites or airfields. Others have become educational campuses, residential areas or serve other purposes.

“We have direct involvement with the public in the local communities, and with property owners and state regulators,” he explained. “We also coordinate with other federal agencies, such as the EPA and U.S. Fish and Wildlife Service, and with state regulatory agencies.”

The military’s obligation to address the legacy of contaminated properties is well recognized. The Army and the Corps are committed to carrying out the cleanup in as timely a manner as funding will allow.

If DoD and the Army succeed in their current efforts to gain sufficient funding to buy out the FUDS program by 2020, Baltimore District will oversee a couple decades of hard work. If they don’t succeed, it will be far longer than that.

Md. speaker of the House of Delegates addresses District's leaders

Wrapping up a busy day for the District's senior leaders at their offsite meeting Nov. 28-30, Maryland Speaker of the House of Delegates Casper R. Taylor, Jr. addressed the group on the importance of infrastructure and the Corps' role in that work.

Taylor opened his remarks by explaining that the booming economy doesn't stretch to all regions of the country—especially western Maryland. He explained how the area's infrastructure had contributed to the historical significance of Cumberland—it brought the country to Cumberland. It was the mainline of America with the C&O Canal, the national highway and the first railroad that extended both east and west. In its "glory days," Cumberland was the state's second largest city. But when the interstate

highway system was built in the 1950s, Interstate 76 bypassed Cumberland for a more northern route through Pennsylvania, cutting off Cumberland from a viable transportation route and contributing to its decline in population during the past 50 years.

To help economically depressed areas throughout the state, Maryland has created the One Maryland approach, and Cumberland is part of this program. The District's rewatering of the C&O Canal terminus and the subsequent development of recreational and economic activities in the area are part of a plan for improving Cumberland's economic future.

"At Canal Place we are rebuilding our heritage, and it's going to create a new economy because it will give us the

opportunity to develop recreation and tourism," said Taylor. "It will maximize the benefit of our natural beauty. To a large extent we're going to create our future economy."

The Corps is a team player in the state's One Maryland effort and on a larger scale as a partner in the nation's endeavor to rebuild the infrastructure, added Taylor.

He said the Corps/Maryland team is "staggering in its excitement and challenge." He said that when people think of Maryland, they think of three things—the Chesapeake Bay, Johns Hopkins Hospital and Fort McHenry. He said the Corps has more influence on the protection of the Chesapeake Bay than any other other organization, and the Corps has a fantastic success story.



DDE-CW promoted — The two Mrs. Flanigans (mother on left and wife on right) pin the silver oakleaf insignia on the newly promoted Lt. Col. W. Scott Flanigan, Baltimore District's deputy district engineer for civil works. Col. Charles J. Fiala, Jr. looks on. Flanigan came to the District in August after serving as operations officer for the 27th Engineer Battalion at Fort Bragg, N.C., where he was responsible for planning and resourcing.

District completes renovation

District Engineer Col. Charles J. Fiala, Jr., spoke at a ceremony Dec. 15 to mark the completion of Building 248 at Fort Myer, Va.

The District managed the makeover of the Old Guard barracks to bring them up to date with the Army's one-plus-one design standards for unaccompanied enlisted quarters. The project also added a new, two-story porch to restore the front of the building's original appearance.

Building 248 is the third barracks modernization to be completed out of a total of five projects the District is managing for the Old Guard at Fort Myer.

Baltimore, St. Mary's County partner to restore St. Mary's River watershed

Representatives from Baltimore District and Saint Mary's County, Md., signed a feasibility cost-sharing agreement for the St. Mary's River Watershed Restoration Study in December. The study will ultimately help the county manage its growth, restore damaged streams and protect the environment.

Using a watershed characterization study started by St. Mary's College, St. Mary's City, Md., as a basis, District engineers will work with county staff and college faculty to find environmental restoration opportunities and look for ways to prevent further environmental damage from oc-

curing in the river watershed.

The county has experienced rapid growth in the last five years, changing its once-rural character and altering the water runoff characteristics of its rivers and streams. County officials sought the expertise of the Corps of Engineers for help.

The federal and county governments will share the cost—approximately \$1.2 million.

Earlier fish sampling, conducted in connection with the study, found a Maryland designated rare fish, the Ironside Shiner, in one of the tributaries. The study results will include methods to protect the fish.

CFC exceeds two of this year's three goals

The Year 2000 District CFC campaign is finished, and overall, the District did very well, according to Al Eberwein, IM, chairman of the program.

"With 89 fewer people this year, we chose to set goals which were ambitious but obtainable—to match the participation from last year," Eberwein said. "I'm very pleased to report that we met or exceeded two of the three goals we set for ourselves, and came very close to meeting the third."

"We had 10 more participants this year than last and raised \$72,584.58 from 50.6 percent of our workforce," he said.

Craig Riedemann, director of the Central Maryland CFC, said that the District's participation of over 50 percent was extremely good and he said he appreciated all Baltimore did to support the

Year 2000 campaign.

There were 15 Eagle Club donors (\$1,000 or more), and 25 Falcon donors (\$500 - \$999.99).

Pete Maggitti of Engineering Division won the Eagle print raffle which brought over \$200 to the campaign.

"My personal thanks to all of the Baltimore District employees who contributed their time, effort and money to the CFC campaign, as well as those who participated in the Eagle print raffle," said District Engineer Col. Charles J. Fiala, Jr.

"Your tremendous generosity is appreciated, and the money will be used to benefit so many needy organizations and people."



News you can use

Harvest for the Hungry

The annual Baltimore District Harvest for the Hungry program begins this month, and will run through March 31, according to Harry Williams, Security Office chief, whose office is in charge of the program this year.

The food drive, sponsored by the Federal Executive Board, helps many less fortunate people in Baltimore City and surrounding areas.

Some of the most needed items are canned meats and chicken, nuts, milk, baby food, pasta, rice, vegetables, fruit and soup. Personal care products such as toothpaste, shampoo and soaps are also needed. No glass, expired or damaged containers will be accepted.

Employees are encouraged to donate canned food and non-perishables to the program.

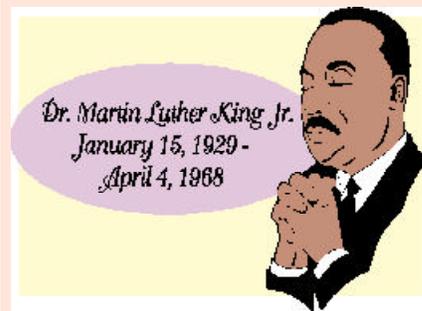
Key persons from each office will coordinate the food collection.

Blood Banks need donations

Not enough people visit blood donation sites in January even though the problem is the same—high demand for blood and a low number of donors.

Giving blood is as important as taking an injured person to the hospital.

Please help.





Department of the Army
U.S. Army Corps of Engineers
Baltimore District
P.O. Box 1715
Baltimore, MD 21203-1715
Official Business

State of the District/Awards Program

Baltimore
Convention
Center

Howard and Sharp Streets

January 18, 2001
10 a.m.

**Employees to be inducted into the
Gallery of Distinguished Employees:**

**Charles Schroer
O. Davis Ditman
Milton Cornish**

