



CONSTELLATION

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District acts quickly to clean up old missile sites

By Chanel S. Weaver
Public Affairs Office

Not until 2020.

That is the timeframe that Baltimore District was planning and budgeting to clean up and remediate 13 formerly used defense sites containing waste from *Nike* (named after the goddess of victory from Greek mythology) missile equipment abandoned since the 1970s. But in a little more than a year, the Baltimore District team completely cleaned up these sites due

to what FUDS program manager Jack Butler describes as some “quick thinking and hard work.”

Near the end of Fiscal Year 2006, the Office of the Secretary of Defense informed Corps districts \$9 million in funding was available for FUDS properties that could be cleaned up rather quickly. The challenge was OSD would only fund projects that could be completed before the end of Fiscal Year 2007. Another requirement was the work had to be done under specific contracting criteria.

Butler said he knew Baltimore District could tackle such a task. He suggested the District clean up 10 *Nike* missile storage bunkers that held containerized hazardous, toxic and radioactive waste. Due to limited funding which was needed to address higher priority contamination at other FUDS properties, these projects had been programmed for execution in the 2020 timeframe.

In the late 1950s, the Department of Defense began building *Nike* air defense systems to surround 40 U.S. cities and military installations as a defense against high-flying enemy bombers. *Nike* air defense systems were used to detect, identify and destroy enemy aircraft. The sites were often located well outside major population areas, in order to allow enough time to intercept enemy missiles before they reached their targets. By the 1970s, Intercontinental Ballistic Missiles Technology rendered *Nike* air defense systems obsolete and they were deactivated.

In order to clean up these sites, Baltimore District would need to remove containerized waste — hydraulic systems and underground storage tanks — from these *Nike* missile sites. Removal of the hydraulic tanks and distribution lines located in underground missile sites eliminated the potential release of petroleum product into the environment.

“These were small, easily executable projects,” said Butler.

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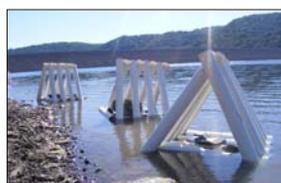


(Photo courtesy of Weston Solutions, Inc.)

The Department of Defense began using *Nike* missiles as a defense against high-flying enemy bombers during the late 1950s and 1960s. The District cleaned up 13 *Nike* missile sites and removed containerized waste from these areas.

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U.S. Army Corps
of Engineers
Baltimore District

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Commander's Comment

Good to Great — The constant pursuit of excellence

By Col. Peter W. Mueller
Commander and District Engineer

Conditions around us are constantly changing. As individuals or teams, we must take this into account and constantly seek opportunities to adapt and optimize our performance. Earlier this year our Chief of Engineers, Lt. Gen. Robert Van Antwerp, shared with us a framework to consider as he leads us in optimizing the Army Corps of Engineer's performance. That framework is presented in the book *Good to Great* written by Jim Collins. His book provides a detailed analysis of private sector companies that achieved "Greatness" compared to those that have not.

As I have absorbed the content of this book, it is reassuring to recognize many of his concepts align with characteristics and practices of the Baltimore District. But, there are also many concepts and practices from which we can learn. Collins focuses on three key elements: Disciplined People, Disciplined Thoughts and Disciplined Action

Disciplined People People are the most important element for any organization. We understand this in Baltimore. Collins emphasizes that beyond the need for quality professionals and staff, it is critical to have the right people "on the bus". Disciplined people driven to excellence, self motivating and passionate about what they do. Having the right people is a prerequisite for a great organization. Disciplined people facilitate the ability to empower workers. I believe disciplined people are defined by the drive to "*Do What's Right, Always Do Our Best.*" Attracting disciplined people must be at the heart of our recruitment and hiring practices.

Disciplined Thoughts Collins describes this as the ability to "confront the brutal facts" of an

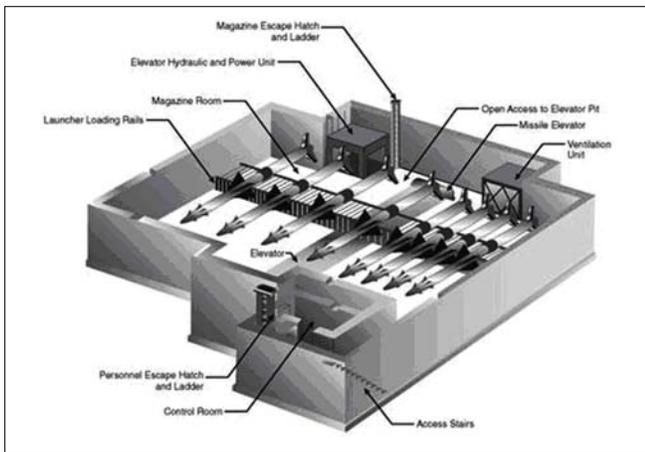
organization's reality. He emphasizes when an organization makes "an honest and diligent effort" to assess its situation, the right decisions become self-evident. In Baltimore we have processes and forums to help identify the brutal facts of our reality: the Project Review Board, Program Budget Advisory Committee, staff meetings, Corporate Board, After Action Reviews and our current, methodical review of metrics. But Disciplined Thoughts also requires each of us to recognize and honestly consider the shortcomings we see in the course of fulfilling our duties. When things go wrong, it is not somebody else's problem. We own it, we can fix it, and we can grow through the experience. This is not about blame or finger pointing, rather identification of problems and developing solutions. The freedom to professionally and candidly discuss issues, no matter how unflattering they may appear, is critical to meeting the District's vital missions and growing our team to greatness.

Disciplined Action Disciplined action involves a culture of self-discipline, where team members are doing things for the right reasons, not because someone is watching or because they hope to receive acknowledgement or rewards. It also involves a careful deliberation of the way forward, not simply following along because "everyone else is doing it" or grabbing on to a new technology simply because it is there. This comes back to the idea of the "Do It" card and empowering a workforce that does what is right for the right reasons.

I have identified before, we are not a business, rather a vital federal entity that must use some of businesses' best practices to accomplish our unique mission efficiently and effectively. The concepts in

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Nike missile sites (continued from the cover)



(Photo courtesy of Weston Solutions, Inc.)

The diagram above depicts the layout of a typical underground bunker for Nike missiles. The District removed the hydraulic systems — which contained waste — from these sites.

“I figured we could get it done within the timeframe required by the OSD.”

And Baltimore District was up for the challenge. Under the leadership of Brent Graybill, project manager in the HTRW section of Engineering Division, the team went to work. As funding permitted, the District added three more Nike missile sites to the project.

Butler said the project helped the District meet Corps headquarters’ contracting goals for Fiscal Year 2007.

“Twenty-five percent of the work for the District’s FUDS program is supposed to go to performance-based contracts,” said Butler. “With this project, we were able to meet the District’s performance-based contract goal.”

Performance-based contracts generally outline the ultimate goal or purpose of a project and allow the contractor more flexibility on how to complete the project, according to Jeff May, a contracting officer in Baltimore District. He said they differ a great deal from typical fixed-price contracts where the District gives specific details on how a project should be completed.

One year and \$5.1 million later, a total of 13 sites — eight in Maryland and five in Pennsylvania — are now remediated. This cleanup included the removal of 32 underground storage bunkers that contained waste.

Butler praises Graybill and his team for the quick turnaround in the cleanup of these projects because the cleanup of the Nike sites benefitted the District in so many ways.

Graybill credits the contractor, Goel Services, as well as the various partners and stakeholders, with helping to ensure the District’s success. He commends the Maryland Department of the Environment and the Pennsylvania Department of Environmental Protection for working closely with the Corps to ensure this project moved along swiftly.

“Both Maryland’s and Pennsylvania’s expedited review of submittals and their genuine interest in being involved...has allowed us to stay “on schedule” with all 13 of these projects and enabled us to get a better understanding of what the state regulators envisioned for a completed project,” said Graybill. “Without these folks in support, the overall project would have failed.”

Many of the community members whose neighborhoods were affected by the Corps’ Nike missile bunker cleanup said the whole project — from start to finish — went extremely well.

“The Corps was very open and very cooperative during this project,” said Chip Pope, the general manager at Pineer Manufacturing in Rillton, Pa. “Changes were communicated well in advance and both the Corps and its contractors did a great job on this project.”

Kevin Kcehowski, a staff member of Deer Lakes Youth Football and member of the West Deer Township Planning Commission, agrees. He said the Corps took special care in addressing the needs of youth in his Pennsylvania community and assuring residents that the Corps would remove and dispose of the waste safely.

“Brent and his team were responsive to our needs and they did a great job of calming our fears,” he said.

According to Graybill, communication was also important in ensuring this project’s success.

“We wanted people to know that the big, powerful federal government was not trying to come in and take over their property,” said Graybill. “We were simply removing waste and being open and honest was the key.”

Project Delivery Team Members for Nike FUDS sites

Jane Breeden, EN	Kelvin Hux, PP
Jack Butler, EN	Clint Kneten, EN
Scott Chang, EN	Sesh Lal, EN
Oris Clary, CO	Jeff May, CT
Tom Conway, CO	Luan Ngo, EN
Bryan Frey, EN	Jon Owens, OC
Brent Graybill, EN	Ted Schorr, CO
Gloria Hawkins, RE	Nawal Shafik, EN
Patty Hensley, CT	Eric Widerman, CO
Margaret Morton-Gamble, EN	Stephen Epps, EN
Vernon Griffin, EN	

Volunteers, Boy Scouts get hands dirty protecting environment

Story and photos by
Katisha Draughn
 Public Affairs Office

Although he was only able to get two hours of sleep the night before, nothing was going to stop Jim Tichnell from participating in National Public Lands Day at Jennings Randolph Lake Sept. 29.

Tichnell did not get off work until 4 a.m. on Sept. 29 and was at Jennings Randolph Lake by 9 a.m. with his two daughters, Allison and Samantha, ready to volunteer for NPLD.

"I found out about the event and I wanted to come out and help," he said.

NPLD is an annual event which attracts volunteers in every state with the goal of improving and enhancing public lands and the environment. The day was founded in 1994 and has become the largest

volunteer hands-on activity in the country. Events take place in forests, parks, lakes, wetlands and neighborhoods all over the country.

Jennings Randolph Lake has participated in this event in the past by inviting Boy Scouts and volunteers to plant trees and build a visitor access to a pond.

On this brisk morning, Tichnell, along with other volunteers and Boy Scouts from Troop 35 and Troop 27 gathered at the park ranger office, ready to volunteer their time.

This year at Jennings Randolph Lake, the hands-on activity involved building fish structures. These triangular shaped structures, which are made of non-biodegradable polyvinyl chloride pipes, are placed along the shoreline and are designed to be an underwater habitat for the fish. The structures give the fish shade and safety and help enhance recreation opportunities for visitors and boaters at the lake.

"It's amazing to see the amount of fish swimming around the structures," said Bill Donnellan, lead ranger at Jennings Randolph Lake.

The structures provide a hiding place for smaller fish, which then attracts larger fish. Fishermen that come to the lake know to target those particular areas to catch

large amounts of fish.

"The structures are environmentally friendly and will last as long as the lake is here," said Norm Dennis, park ranger at Jennings Randolph Lake. "We did it last year and it was very successful."

That success rang true this year as approximately 36 Boy Scouts and volunteers dedicated their time to make 20 fish structures in two and a half hours.

"Everyone did great and they worked fast," Dennis said.

Working fast was credited to the arrangement of the volunteers in their "structured teams." Two young volunteers started the foundation and placed four non-biodegradable PVC pipes on the ground; one adult tied the rope together and placed PVC glue at both ends; three young volunteers put the structures together by sticking the ropes through the synchronized holes; and two young volunteers carried the finished structures to the truck that would take them to the shoreline.

Sounds of talking, instructing and laughing were heard throughout the morning as the Scouts and volunteers turned the PVC pipes into tepee shaped structures.

Allison and Samantha were often heard saying, "Daddy, the rope needs to be tied." Tichnell would then tie the end of each rope and help Allison thread the ropes through the holes.

Cole Siler, a Boy Scout with Troop 35, was responsible for putting the structures together for his particular team.



Allison Tichnell begins to make her fish structures by threading the ropes through the holes.



Three fish structures sit on the shoreline of the Upstream Dike after the National Public Lands Day event Sept. 29. Approximately 36 Boy Scouts and volunteers made 20 fish structures, which are designed to be an underwater habitat for the fish.

“I am having a lot of fun building the structures,” he said.

Siler, who volunteered with his father, Chris, and his brother, Hayden, said he had a good time getting to know the other Boy Scouts and volunteers, and learning about the environment.

“This gives the boys something constructive to do and it teaches them the responsibility of protecting the environment,” said Chris Siler, assistant scout master for Troop 35. “Anytime we can get these boys out doing something other than playing Playstation, then that’s great.”

Greg Trainor, an advisory council volunteer with Troop 27, also thought NPLD was a worthwhile event.

“This is a good community service project. It’s great to try to improve the environment up here,” he said. “The

boys are having fun while they are working and they are doing something constructive while they learn.”

As the sun began to shine and the temperature rose, the Boy Scouts and volunteers finished making the last few fish structures. They spent the remainder of the morning cleaning up the area adjacent to the water control tower.

“I think the event was very successful,” said Dennis. “We accomplished a lot by increasing the amount of fish structures we

made, which will help improve the lake.”



Jeff Landes (right) places polyvinyl chloride glue at the end of the rope as his son, Matthew (center), and a fellow Boy Scout look on. Placing glue at the end of the rope was one of the steps to building the fish structures.

The front end of every District project: Planning

Story and photos by
Jennifer Walsh
Public Affairs Office

Raised in the urban environment of Brooklyn, N.Y., Robert Pace grew up surrounded by buildings, apartments and businesses. Although his surroundings consisted of steel and concrete, he developed an interest in studying how the environment works and ways to improve it. This interest evolved into the passion that has driven Pace and his career for years.

"It is a strange evolution because I grew up in an area that wasn't a very natural setting," said Pace, chief of Planning Division. "I was only able to get a small taste of it in nearby Jamaica Bay. It whet my appetite to learn more and ultimately pursue a career related to water and the environment."

Pace began nurturing his environmental interests by taking classes in geography, biology and geology while attending the State University in Albany, N.Y.



As the chief of Planning Division, Robert Pace oversees the planning phase of hundreds of projects each year. He became the chief in 2004.

Later, at Binghamton University in New York, he earned a master's degree in geomorphology, which is the study of landforms and the processes that mold them.

"When I started looking for jobs there were not many agencies that dealt with environmental issues on a large scale, but the Corps of Engineers was one of them," said Pace. "They have a huge national water resources mission and that pulled me toward the Corps."

Pace began his career with the Corps in 1976 with an assignment at HQUSACE as a geographer and spent the next 13 years moving around within the Corps family. He worked in Baltimore District as a water resources planner, briefly worked as a project manager at HQUSACE and held the position of section chief in the environmental resources branch in Baltimore District. Although he spent the next 10 years in the private industry, he returned to the Baltimore District in 2001 to support the non-civil works planning program and by 2004, he was chief of Planning Division.

"I have always had an interest in the natural environment and in the Planning mission. I have been driven to help solve those types of problems through innovative solutions," said

Pace. "There are not many places where you can do that type of thing."

As the chief, Pace oversees the planning phase of hundreds of projects each year. The planning phase generally refers to the initial work done on a project before the project moves into design and construction. This includes identifying the problem, creating and evaluating alternative solutions and ultimately recommending the best solution.



Robert Pace, chief of Planning, discusses his upcoming schedule with his administrative assistant, Natasha Routh-Smith (right) and program support specialist, Ella Wallace.

"You don't want to rush into a lot of things and seize a solution because it might not be the best one," said Pace. "Planners help decision-makers determine certain courses of action before they make a huge investment decision."

After the planners have assessed the situation and determined the best solution, they put the information into a decision document, which is a recommendation that goes to an agency for action or to Congress for construction authorization.

"It says what needs to be done, how much it would cost to do it and reasons why we chose this option as the best solution," said Pace. "It also addresses environmental impacts."

Once all the requirements are met and there is approval, the project moves out of Planning and into the engineering design phase.

Within the Planning Division, there are two branches — the civil projects development branch and the planning and environmental services branch.

The civil projects development branch handles civil works projects that are cost-shared between the federal government and a non-federal sponsor. One of the most recognizable projects is the Poplar Island Restoration Project, which focuses on the beneficial uses of dredged material and is cost-shared between the federal government and the Maryland Port Administration.

The planning and environmental services branch receives funding in a different way. Instead of cost-sharing the expense of the project, planning services are provided to customers on a reimbursable basis. For example, the United States Naval Academy paid the District to determine the impacts flooding would have on their campus. After they received the study results, they were able to make an informed decision about how to reduce their flood vulnerability.

One thing the employees in Planning do regardless of their branch is outreach.

"The Planning Division often provides

outreach for the District in terms of the first point of entry for many customers," said Pace. "We are usually out there communicating and working with other federal and state agencies, meeting with congressional delegations and prospective customers and responding to disaster situations."

The Planning Division has approximately 50 employees, who hold positions such as economists, biologists, planners, architects, engineers and historians.

"To be a planner you have to be flexible and you can't be rigid in your thinking," said Pace. "If you only like to do one specific task and only that task, you might not be happy in this type of environment."

Pace said most of the people working in the division do so because they have a real interest in the work, just as he does.

"My desire is that the folks we have and the folks we're bringing into the organization get something out of it," said Pace. "From my perspective, it's not just a job. It's a job that needs to be done."

The philosophy on job satisfaction that he has for his employees is the same philosophy he has for his family. Pace and his wife have been married for 31 years and have two children.

"I stress to them that they need to do things they take enjoyment in, not necessarily making a ton of money, but something that gives them some reward and contributes to the public good," said Pace.

According to Pace, he finds reward in the work he does for the Corps.

"I find the work that the Planning Division does on behalf of the District to be very exciting," said Pace. "To be on the front end of these projects that have a real meaning for people and the environment we live in is what keeps me going."

Did you know...

- Pace loves spending time outdoors with his English Setter, Mollie.
- When he was in undergraduate school he drove a cab in New York City during the summers to earn money.
- He took a road trip across the country with his brother and sister-in-law in the 1970s and collected rocks from different states. He still has those rocks in his attic.
- He loves to write. If he had a second career, it would be as a journalist or writer of travel non-fiction.
- He is an avid reader and reads all types of books and magazines.

Logistics Office takes District employees on a trip through history

By Katisha Draughn
Public Affairs Office

A few years ago, Vickie Rohr, lead management specialist in the Logistics Office, was conducting inventory in the District and had an idea that would take District employees back in time.

Rohr decided to gather all the antiques she came across while conducting inventory and turn them into Baltimore District's first museum.

"I saw this wonderful antique equipment that I found very interesting and I thought others would too," she said.

Rohr thought it would be a good idea to keep the antiques instead of taking them to Fort Meade to be disposed.

"Instead of throwing them away, I figured we should show them to the employees."

After taking the antiques to the Logistics Office, Rohr started to think of ways she could display the items, which include official stamps, a lettering set, steel tape, a manual drill, the 1952 District Phone Directory and photos of Fort McHenry after Hurricane Isabel.

Rohr asked her fellow employees for their help and Robert Paul was very enthusiastic about lending a hand.

"I think this is something everyone can take an interest in," said Paul, a fleet manager in Logistics.

Paul started the process of getting the museum up and running by looking on the Internet for cabinets to hold the antiques. In the meantime, Rohr was researching information on what each antique was used for and the year it was utilized in the District.

After purchasing the cabinets, Paul assembled them, made labels for each antique and put a lock on each cabinet, finishing up the new museum.

"There was a challenge in where to keep the cabinets. We wanted to put them where everyone could see them," said Rohr. "Initially we were going to put them by the elevators but I figured to get it started I would put them here in the office."

The museum, which contains antiques donated from Engineering, Construction, Operations, the Executive Office and Logistics, became available for District employees to view in September. Employees who have visited the museum



(Photo by Katisha Draughn, Public Affairs)

Vickie Rohr, lead management specialist, Logistics Office, arranges an antique in the Logistics Museum. The museum opened in September and features many antiques that were used at the District years ago.

say they are really impressed with all the history contained in the two white cabinets.

"I was one of the first to view the display in the Logistics Office and it is a unique and interesting collection of objects," said Brian Sheckells, a civil engineering technician in Engineering Division. "The effect of viewing these items is akin to what a kid might experience when seeing a record player for the first time."

Sheckells said having a piece of history like this at the District is a great idea and will benefit District employees.

"It helps our younger people see the things the Corps used to use a long time ago to work on projects," he said.

Although Sheckells said he likes all the items in the museum, his favorite is the antique pen set.

"Overall, I think [Logistics] did a really good job," he said.

Rohr wants to inform more employees about the museum so they can take advantage of knowing how the District functioned in the past.

"It's our history," she said. "This is equipment we used years ago and it shows the way we did business then and how we do it now."

For more information on the Logistics Museum, contact Vicki Rohr at (410) 962-0670 or visit room 10600 in the City Crescent Building.

Add safety to your holiday planning

By John Houvener
Safety and Occupational Health Office

Decorations are going up and already adults and children alike are getting excited about the holiday season. The holidays are a pleasurable and enjoyable time, a time when people gather to celebrate a day, an occasion or a season. It's an opportunity to take time off from work and relax with loved ones, friends and colleagues. The Safety Office would like to see those traditions and relationships continue, so as the holiday season approaches remember to ADD SAFETY to your holiday list.

Increase the memories and satisfaction of this holiday season and decrease the stress with these ideas for how to enjoy a safe and stress-free holiday season:

To avoid the stress of the holiday season, first of all, just decide not to do too much.

- Make a schedule that allows time for you and stick to it.
- Before getting down to your holiday preparations make a 'To Do' list and focus on the things that have high priority.
- In today's world there is no way to completely avoid

holiday stress, but by pacing yourself and refusing to allow the holiday season to overtake your life, you can significantly reduce the stress you feel.

The holiday season usually means an addition to the fire hazards around the house.

- Place candles in holders that won't tip.
- Keep all candles away from drapes, trees and potentially flammable objects.
- Extinguish candles before leaving home or going to sleep.
- Follow all manufacturers' safety tips for holiday lights and don't overload your circuits.

Holiday traveling can be especially dangerous and stressful with the increase of traffic and the sometimes hazardous road conditions.

- Give yourself plenty of time to get to where you are going.
- Make sure your vehicle is in good condition.
- Use safety belts and child safety seats.
- Maintain a safe distance between vehicles.
- If you drink, don't drive.
- Get a good night's sleep before traveling.
- Avoid eating heavy meals, as this can lead to sleepiness.

Quick Poll: What do you do to have a safe and stress-free holiday season?



Cheryl McCallum
Programs and Project Management Division

"I relax, spend time with my family and watch movies."



Allen Gray
Construction Division

"I try to spend time with family and do things I enjoy."



Megan Penn
Planning Division

"I try to plan ahead."

Commander's Comment (continued from page 2)

Collins' book do apply to us. But it all begins with each of you, Disciplined People with passion, pride and professionalism. By understanding and employing Disciplined Thoughts and Disciplined Actions each day, we will continue to advance the Baltimore District along the continuum from the good organization which we undoubtedly are, to the great organization that we can be.

Army Strong, Engineer Ready, ESSAYONS!

Editor's note: Did you know Baltimore District has a library filled with many professional books and resources? Good to Great by Jim Collins is one of many professional books in the library. Visit Room 9000-W and see the great books the library has to offer.

Employees Activities Association 2007 Angel Tree Program

The 2007 Angel Tree Program runs from Nov. 19 to Dec. 12. Sponsored by the Salvation Army, the program provides gifts for needy children all over the United States. Last year, Baltimore District contributed gifts for almost 200 children.

For more information on this year's program, contact Susan Jones at (410) 962-4675.

Teamwork pays off...



(Photo by Katisha Draughn, Public Affairs)

(From left to right) John Price, CO; Frank Benvenga, PPMD; Elihu Hirsch, CO; Joyce Conant, PA; and Michael Henry, CO, receive engraved coins from Chief of Engineers, Lt. Gen. Robert Van Antwerp, presented by Col. Peter W. Mueller (center) for their work on the Military Advanced Training Center project at Walter Reed. The MATC was built to provide advanced training and centralized rehabilitation for Wounded Warriors with limb loss and functional limb loss. The Corps partnered with Turner Construction Company from Arlington, Va., and Health Facilities Planning Agency in Falls Church, Va., to build the center. The MATC opened in October, which was two months ahead of schedule. (Not pictured, Jon Sadler, EN)

Finishing it off...



(Photo by Joyce Conant, Public Affairs)

The Fort McNair Physical Fitness Center is a 37,000 square foot facility under construction for the Fort Myer Military Community. The facility includes a full-size gym with racquetball and basketball courts, weight training rooms, cardiovascular training rooms and team activities room. The facility is currently 79 percent complete and will be completed in January 2008 and open for use in February. Members of the project delivery team for the Fort McNair Physical Fitness Center are (first row left to right) Umesh Malhotra, mechanical engineer; Derica Butler, project engineer; Towaina Langford, contractor; and Shannon Swartz, project engineer. (Back row) Robert Carter, contractor; Maj. Ralph Radka, resident engineer; and Bob Hankins, office engineer.

District observes Hispanic Heritage Month

By David Ruderman
Public Affairs Office

More than 60 District employees gathered for Baltimore District's Hispanic Heritage Month Observance Oct. 4.

The theme of this year's observance was "Hispanic Americans: Making a Positive Impact on American Society." The keynote speaker was Felicita Sola-Carter, the assistant deputy commissioner for Human Resources in the Social Security Administration.

The ceremony began with remarks by Lt. Col. John H. Osborn, deputy district engineer, who outlined the background of the observance, which has been celebrated from Sept. 15 to Oct. 15 since 1988.

Sola-Carter discussed the deep historical roots and wide range of Hispanic experience that have contributed to contemporary American society. She said that 44 million Hispanic Americans — the fastest growing demographic segment in the nation — will continue to integrate into and influence American life.

"Why should this matter?" Sola-Carter asked her listeners.

It matters because those millions of people will become both the American public and the federal work force of the foreseeable future, she said.

She discussed how encouraging diversity is not a question



(Photo by Katisha Draughn, Public Affairs)

Felicita Sola-Carter discusses the history of Americans of Hispanic Heritage and how they integrated into American life during the Hispanic Heritage Month Observance Oct. 4.

of compliance with requirements, but a vital business practice of building toward a self-sustaining future.

"Talent lies everywhere," said Sola-Carter.

Wise managers and leaders will embrace and nurture the abilities of every potential contributor to ensure they fulfill their responsibilities to their organizations and the nation, she said.

"It's an enormous responsibility. People depend on it. It's better if you have an informed perspective."

Upcoming District Events

Town Hall Meeting



Date: Tuesday, Dec. 11

Time: To Be Announced

Location: The Sheraton Baltimore
101 West Fayette Street

All employees are encouraged to attend

Holiday Party

Date: Friday, Dec. 14

Time: 11:30 a.m. - 4 p.m.

Location: The Radisson
20 West Baltimore Street



*For more information, contact
Dale Duncan at (410) 962-6763*