



CONSTELLATION

A publication of the
U.S. Army Corps of Engineers, Baltimore District
Volume 28, Number 4
April 2002

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District news



An artist's rendering of the front of the special testing lab, showing the building's neo-industrial architectural style.

Corps, G.S.A. partner on leases

*by Marshall Hudson
Public Affairs Office*

In the first projects of their kind here, Baltimore District employees, in conjunction with the Fort Worth District, worked with the General Services Administration in a unique contracting arrangement.

The agreement called for the construction of two new facilities that will be rented by a federal agency but owned by private companies.

The General Services Administration had the

ultimate contracting authority on the projects, while the Corps was responsible for the quality assurance and day-to-day contract administration.

The Corps was also the contracting officer's technical representative. The onsite general construction contractor worked directly for the developer and had no contractual arrangement with the government.

The buildings, a Special Testing Laboratory in Sterling, Va., and

the Mid-Atlantic Regional Laboratory, in Largo, Md., were built for the Drug Enforcement Agency.

Both buildings are state-of-the-art forensic testing facilities. The special testing lab is a one-of-a-kind forensic and development facility. The mid-Atlantic testing lab is a regional facility similar to others located and under construction in the western United States.

(Continued on p. 6)



U.S. Army Corps
of Engineers
Baltimore District

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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

Environmental Operating Principles

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

On March 26, Lt. Gen. Robert B. Flowers, chief of engineers, formally unveiled our environmental doctrine, the Corps of Engineers Environmental Operating Principles.

The intent is to explain what we as an organization believe and how we will operate in relationship to the environment.

The principles are broad enough to apply to a range of activities, yet concrete enough to be meaningful.

One of the largest outcomes of the principles for us will be the assurance that our decisions will always aid in the recovery of the Chesapeake Bay. We are already working hard to improve its health, but now we will do even more.

Every member of Team Baltimore should learn, know and live these principles:

1. **Strive to achieve environmental sustainability.** An environment maintained in a healthy, diverse, and sustainable condition is necessary to support life.
2. **Recognize the interdependence of life and the physical environment.** Proactively consider envi-

ronmental consequences of Corps programs and act accordingly in all appropriate circumstances.

3. **Seek balance and synergy** among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.

4. **Continue to accept corporate responsibility and accountability** under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.

5. **Seek ways and means to assess and mitigate cumulative impacts to the environment;** bring systems approaches to the full life cycle of our processes and work.

6. **Build and share an integrated scientific, economic, and social knowledge base** that supports a greater understanding of the environment and impacts of our work.

7. **Respect the views of individuals and groups interested in Corps activities,** listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the Nation's problems that also protect and enhance the environment.

The principles illuminate the ways the Corps missions must be integrated with natural resource laws, values and sound environmental practices.

They give "corporate coherence" to the Corps' work, so that people everywhere will recognize the Corps roles in, and responsibilities for, sustainable use, stewardship, and restoration of our nation's natural resources.

The principles are consistent with the National Environmental Policy Act, other environmental statutes and provisions of Water Resources Development Acts that govern Corps activities.

They have been detailed to ensure that conservation, environmental preservation and restoration are considered in all Corps activities at the same level as economic issues.

The principles will be integrated into the Program Management Business Process at the earliest stage possible.

All of us need to embrace these principles and apply them across all programs and projects.

To ensure this takes place, I will brief division and office chiefs the first week in April. They in turn will brief their subordinate leaders. By April 22, Earth Day, every member of Baltimore District will have this information. **Essays.**



Theresa Coffman, a resident engineer with the District of Columbia Public Schools project, tells students at Key Elementary about her work with the Corps. Larry Mathena and Suresh Kikkeri, participants in the program, are seated at the left. Margaret Martin organized the event and appeared as Safety Squirrel.

District employees 'teach' at D.C. schools

by Margaret Martin
PPMD

To celebrate National Engineers Week last month, 15 Baltimore District employees volunteered to share their Corps experience with 3rd, 4th, 5th and 6th grade students.

These employees attended five of the District of Columbia schools under construction supervision by the Corps.

Three-member teams spent the day at Key, Barnard, Randle-Highland, Miner and Patterson Elementary Schools.

"It makes one think...and it makes one thankful to work in a federal agency that really 'walks the walk' in trying to make a difference," said **Joan Pamp-**

erien, an engineer in Planning Division."

Theresa Coffman, an engineer in Construction and a resident engineer on the DCPS program, discovered her class to be clever as well as appreciative. One child wanted to know how many engineers it takes to fix a problem. The entire class showed individual thank you notes on the Key School team for their presentation.

Suresh Kikkeri, an engineer in Engineering, said he felt honored to have had the great opportunity of sharing his views with the kids.

Jeff Trulick, a biologist in Planning, said he came away with a deeper appreciation for

the children. "These kids know a lot more than folks may give them credit for. You can see it in their eyes...and hear it in their words."

Dennis Powers, an engineer in Engineering, relied on the employees at the Washington Aqueduct for his demonstration of water treatment. His young audience immediately recognized the Corps castle from living in the District of Columbia.

Pat Strong, a biologist in Operations, shared what the Corps is doing with the Anacostia River Restoration Project.

Mimi Bistany, a biologist in Planning, said, "Meeting these wonderful children taught me a lot more than I taught them."

Striving to be the best

by Mary Beth Thompson
Public Affairs Office

What do Michael Jordan, the famous basketball star, and Cheryl McCallum, a Baltimore District program support assistant in PPMD, have in common? More than you might think.

Both love to win. Both maintain upbeat attitudes. Both are role models for others. And both are professionals and champions at their sports. For Jordan, it's basketball. For McCallum, it's bowling.

"I read a lot of Michael Jordan books," said McCallum, who was inducted in February into the Harford County Women's Bowling Association Hall of Fame. She applies Jordan's philosophy to her own tournament preparations and performances.

"He's such a positive person, and he's a hard worker. He doesn't take anything for granted," McCallum said.

McCallum achieved a long-held goal with initiation into the Hall of Fame. Her biggest honor used to be her 300 rank, she said, referring to the perfect

score she's bowled twice in her career. But the induction surpasses that feat.

"If I'm going to do something, I like to be the best at it," McCallum said. "Induction in the Hall of Fame means that you're in a category with the best, and your peers feel like you deserve to be in there."

McCallum is the first African American to be inducted.



Cheryl McCallum concentrates before sending her bowling ball down the alley.

She is both honored and proud of that aspect of her achievement.

"Maybe I've opened doors for other people of color to want to do something like that, instead of saying, 'I can't,'" she said.

One of the reasons McCallum was selected is her consistently outstanding performance in tournaments. She seems to come through with her top bowling in com-

petition, when the game is on the line and she's under pressure. That's when she turns the pressure on herself.

"You dig deep down and pull everything—all heart and soul—out, and you put everything into the game," McCallum said, describing the feeling. "The adrenaline is pumping. And somehow, at the same time, even though your adrenaline is running, it's controlled. It's like you just go into another level."

More often than not, McCallum succeeds in winning the title, the trophy and the prize money.

McCallum bowls professionally at the regional level, which means she competes in Professional Women's Bowling Association tournaments on weekends. She takes her sport seriously, but it's also fun, she said.

She loves to bowl. She loves the competition. She loves to win. And she loves the camaraderie.

"You can really connect with people when you have the same passion for the sport," she said.

"At my bowling alley in Aberdeen, Harford Lanes, we're all like family even though we're all from different ethnic backgrounds. It's really easy to be the best when you can grow in an environment like that."

What passwords say about you

Professors at the City University in London have identified four password genres, and the "family-oriented" constituted nearly half of those surveyed.

People select their own name, nickname, name of a child, partner, pet or a birthdate. They tend to be people with strong family ties.

One-third of those surveyed were "fans" and used names of athletes, singers, movie stars or

teams. Fans are usually young and like to ally themselves with a lifestyle or celebrity.

Eleven percent were from "fantasists" who used such passwords as "stud" and "goddess." Usually male, but 37 percent identified themselves as female.

Security-conscious "cryptics" used unintelligible passwords, letters, numerals and symbols.

Some day you will get hacked

If you use the same password for all your Internet sites or if your password is a simple word, you soon will regret it. How soon depends on what the password is.

A password that is a single word found in the dictionary will almost certainly be cracked on America Online, for example, within a year or so.

The consequences can range from embarrassing (when pornographers hawk their

wares using your e-mail address) to expensive (when they charge things to your account).

The best password is a combination of letters and numbers. If you use your pet's name, always add an obscure number combination and then never ever mention that pet's name online.

Never use your birthdate or any other number or word that goes on a form you fill out. And change your password often.

Service gaps: problem for cellphone users

Cell phone companies claim connectivity any time, anywhere. But customers say they are experiencing dropped calls and busy signals caused by overburdened networks.

Wireless phone companies are expanding networks to handle traffic faster in old and new markets. But local zoning laws can hold up the installation of a cell site for up to 16 months.

Cell phone users might receive service outside the digital network, but only at the more

expensive analog roaming rate.

Phones go into "roam" mode when their users travel off the carrier's network and pick up service from another company. Roaming calls may cost considerably more per minute, said analysts quoted in *USA Today*.

Roaming often renders features such as Caller ID and voice mail alerts useless. And cell phones may go into roam mode even when users are in their local calling areas.

It happens when digital signals are weak. The phone

jumps to older analog networks or another carrier's digital network. High traffic will also bump a phone into roam mode.

Phone companies are working to improve service by adding capacity, keeping customers informed, and making test runs.

The phone companies would like to correct the problem right now, but it could take up to five years for service to be entirely dependable and complete.

Screensaver lifesaver

Software developed in cooperation with Oxford University puts your idling PC's power to use by helping researchers in the effort to cure cancer.

Your computer will calculate, molecule by molecule, the effectiveness of certain drugs.

The screensaver's images will be graphic depictions of these molecules interacting with cancer-related proteins.

Participants can load the program on their home computers at <http://www.ud.com> and get 100 simulated molecules for their computer to analyze. Results are sent to a central server when the user logs on to the Internet again.

Corps, G.S.A. partner in unique way *(continued from cover)*

The Drug Enforcement Agency agreed to an 18-year lease for the Special Testing Laboratory and a 20-year lease for the Mid-Atlantic Laboratory.

Both of the laboratories were "modified design-build" projects, with the project program documents making up about 90 percent of the completed design.

Each developer then took the

documents, and with their architect, developed a 100 percent design for construction by incorporating site adaptation and local code compliance considerations.

With the developer, the A-E firm, G.S.A., the government's design consultant, the general construction contractor, Drug Enforcement Agency and Corps of Engineers all having a role, it was sometimes a challenge to

satisfy everyone, according to one Corps engineer.

"When the intent of the program design documents wasn't clear, there were often disagreements about how to proceed," said Christine Chabai-Mercier, project engineer at the special testing laboratory.

Since the project was classified as a modified design build, it was often difficult to convince the Drug Enforcement Agency

and the Product Design Documents designer that what was needed should be considered a change, she said.

She said there were many discussions about whether changes should be allowed and whether they were the responsibility of the developer or the government.

Mary Wiedorfer, the resident engineer for the mid-Atlantic laboratory, said her project encountered similar challenges.

"Another real challenge was that since this was a lease agreement, with a lessee already signed up, the developer paid the general construction contractor and the design-build A-E firm directly, so there was no financial leverage available when problems developed," said Wiedorfer.

Chabai-Mercier said that the issues were overcome and she is proud of the \$15 million facility, which at 50,000 square feet, includes sophisticated security and laboratory gas systems, as well as built-in force protection measures.

Craig Wallwork, G.S.A. project manager for both labs, said the relationship between the G.S.A. and the Corps of Engineers on these projects was excellent. He also said the Corps did a great job of quality control.

"The Corps has acted as an honest broker in a way that a private contracted quality con-



Woody Snyder inspects the installation of the security system at the Special Testing Laboratory.



Corps employees Woody Snyder and Christine Chabai-Mercier, and Craig Wallwork, G.S.A., stand in the completed courtyard of the Special Testing Laboratory.



A worker installs baseboard tile at the front lobby of the Special Testing Laboratory.



A worker retrieves the remaining caulk from a tube as part of the final detail work at the lab.

rol firm might not have," he said. "We've worked so well together that on major construction projects in the future, where G.S.A. is the holder of the contract, I think we should look at bringing in the Corps for their technical expertise," he said.

Wallwork added that the

Corps and G.S.A. have held some preliminary discussions about continuing the relationship on other projects.

Woody Snyder, construction onsite representative at the special testing laboratory said he enjoyed working on the project.

"It's different from most of

the buildings I've worked on. I'm used to working on military installations, so being out here and seeing the county inspection process has been very educational," he said.

Both projects are on schedule and are expected to be completed later this month.

Photos by Marshall Hudson

Fighting to dig up the past

by Marshall Hudson
Public Affairs Office

A Baltimore District historian's life changed dramatically when he became involved with a permit request to develop land near York, Pa.

Before 1999, Ken Baumgardt, a 10-year Corps employee from Planning Division, had never heard of Camp Security, a Revolutionary War prisoner-of-war camp that existed on the site from 1781 to 1783.

Now he devotes almost all of his free time to various projects associated with saving it.

"I spend at least 20 hours a week on something related to this," said Baumgardt.

His efforts include working to help stop the development, creating a repository of information about the site and the period, fundraising to support the projects, and even running his own website to share it all with the public.

The developer, Timothy Pasch, had planned to build a community of single-family homes called Hunter's Crossing on the 72 acres of



A 1789 engraving from the book, Thomas Anburey's *Travels through America*. The prisoners were moved to Camp Security, Pa., because of British raids in Virginia.

land in Springettsbury Township.

He applied to the Corps for a permit because part of the parcel contains wetlands.

When it was discovered that the site might contain culturally significant archeological remnants, the Corps required the developer to conduct an archeological survey to comply with the National Historic Preservation Act.

Plans changed

When the archeologists began discovering artifacts, the developer modified his plan. He removed the wetlands from the proposed de-

velopment and withdrew his permit request.

Since wetlands were no longer involved, the Corps lost its jurisdiction over the site. This left the land open to development since the National Historic Preservation Act only applies if federal money or a permit is involved.

But where the Corps left off, Baumgardt was only getting started.

"This site really needs to be preserved. There are many other places the houses could be built, but this may be the only site in America where a camp like this still could be reconstructed," he said.

The Revolutionary War prisoner-of-war sites in Boston, Mass., Reading, Pa., Lancaster, Pa., Frederick, Md., and Winchester, Va., have all been developed or have no discernable archeological remains left.

Baumgardt says there is approximately 10 years of archeological work to do at the site before any decisions about the future of the site should be made.

Camp Security was built to accommodate prisoners from the battle of Saratoga and enlarged to hold pris-

oners from the battle of Yorktown.

At its peak, the camp was a small city holding over 2,000 British, Canadian and Hessian prisoners and their families.

Baumgardt has joined about 200 local residents, property owners and preservationists in forming a non-profit group called Friends of Camp Security.

Their goal is to stop the development, allow archeological exploration to take place and then use the site in an educational way.

Friends of Camp Security is blocking the development on three different tracks.

They are simultaneously trying to raise money to buy the land, stop the development in state court and supporting their local congressman's effort to pass a law directing the National Park Service to intervene in the preservation of the site.

Another group

Baumgardt and a few others from the larger group are also trying to create The National Center for Revolutionary Studies as an offshoot of the Friends of Camp Security.

The concept is to create an online repository of useful information about the American Revolutionary War, with

particular emphasis on preserving and interpreting Camp Security. It will include history, genealogy and cultural material related to that period of American history. They are also hoping some day to have a full collection of artifacts on display at a museum that would be located somewhere on the site of Camp Security.

"There is no place for average people to find out about the period," said Baumgardt.

Baumgardt said that Williamsburg, Va., and Valley Forge, Pa., already have special collection libraries, but since they cater to scholars, it is difficult for

regular people to access their material.

"It's an expensive hobby. I've already spent thousands of dollars and hours building a library and artifact collection," he said.

New company

To help fund these projects, Baumgardt has started his own publishing company. Diggers Books, as it is known, is republishing out-of-print books that are in the public domain, and books whose authors have authorized a reprinting without royalties.

"Publishing companies aren't interested in runs of a few hundred, but there is a niche market for them," he said.

Baumgardt says that Diggers Books will accomplish the combined goal of getting more historical literature from the period in libraries and helping to fund the ongoing projects associated with Camp Security.

Baumgardt publicizes all of these endeavors on his personal website, <http://www.diggersworld.com>.

"Digger" refers to a nickname Baumgardt received in the historical and archeological work he did before coming to the Corps.



The 1826 painting, "Surrender of General Burgoyne," by John Trumbell, depicts American General Horatio Gates accepting the British surrender after the battle of Saratoga in 1777. Burgoyne's men were among the prisoners held at Camp Security.

Baltimore hosts NAD Senior Leaders' Conference

Highlighting the three-day North Atlantic Division Senior Leaders' Conference was speaker Gen. Barry R. McCaffrey.

The most highly decorated and youngest four-star general in the U.S. Army when he retired from active duty, McCaffrey spoke to conferees about leadership in the 21st Century. He pointed out the three dimensions of leadership—lead your subordinates, build the team horizontally and reinforce managing leaders.

McCaffrey also emphasized that true leaders “develop a plan” to move the organization in the correct direction, but on day-to-day operations, he suggested to manage down one level.

Over 100 participants from the North Atlantic Division attended the conference from March 11-13 at the Baltimore

Wyndham Hotel. After welcoming remarks by District Engineer Col. Charles J. Fiala, Jr., Brig. Gen. M. Stephen Rhoades, NAD commander, introduced the discussion facilitators who would lead workshops in corporate leadership, public trust and learning organizations during the conference.

Tom Waters, director of Civil Works and Management at NAD, lead the Corporate Leadership segment and unveiled NAD's 2002 Campaign Implementation Plan.

The purpose of the plan is to establish the foundation by which NAD will support and assist in achieving the Corps' strategic vision.

Rhoades emphasized that “working as a team throughout the entire region and capitalizing on its vast resources will ensure that we will successfully

accomplish all of the tasks we have set for ourselves.”

NAD Deputy Commander Col. John Carroll introduced the second session on public trust. Conference participants emphasized that there needs to be a communication plan with stakeholders, possibly with three tiers.

The three tiers are:

- **build relationships** with business leaders, news media and other federal agencies,
- **assemble an advisory board** that is structured with an open selection process, observed by the public, and
- **develop a broader public outreach effort** by using websites, meetings, information sharing and feedback.

The final issue of the conference was a discussion on the learning organization, lead by NAD Director of Military and Technical Services Mohan Singh. This issue, from President Bush's management agenda to make all levels of government more effective, is a three-prong approach tied to the Corps' strategic vision:

- **people** – develop and implement a competency-based curriculum
- **process** – develop USACE business processes
- **communication** – leverage information technology to the best advantage of the Corps.



Baltimore District Engineer Col. Charles J. Fiala, Jr. welcomes participants to the Senior Leaders' Conference in Baltimore.

The secretary's work evolves

For more than 50 years, the International Association of Administrative Professionals (formerly called Professional Secretaries) has recognized the work of its members.

The organization's name changed as the duties of its members evolved into much more than those of traditional secretaries.

Nearly 4 million people nationwide work in this capacity. Not all are members of the Association, but all are highly valued in their organizations.

On April 24, Administrative Professionals Day, don't forget to give special thanks to the administrative pros in your midst.

Their work is vital and greatly appreciated.

Earth Day events

Earth Day is a reminder that one's own actions can disturb the ecological system, because the balance is fragile. Each individual has a right to use the global homeland, but each one must also share the responsibility for preserving and protecting it.

If you'd like to make a difference this year, why not spend a day in the muck on the Chesapeake Bay's shores?

The National Aquarium in Baltimore is recruiting volunteers for its wetland restoration project at the Eastern Neck National Wildlife

Refuge **April 24-30**, including the weekend days.

The project is organized by the Aquarium conservation staff using material dredged by the Baltimore District from Chester River and placed at Eastern Neck. The U.S. Fish and Wildlife Service, National Oceanic and Atmospheric Administration, Friends of Eastern Neck

and Kent County join the Corps and the Aquarium as partners in this project.

If you are interested in volunteering a day or more of your time, please contact Christina McGuire at the National Aquarium, 410-576-3851.

Earlier in the month is another opportunity to participate in the Potomac Watershed Cleanup event of the Kingman

Lake Wetland/Heritage Island.

That event will take place **April 6, from 9 a.m. to noon**, near RFK Stadium in Washington, D.C. Parking is

available in the north stadium parking lot near the intersection of Oklahoma Avenue and Benning Road, N.E.

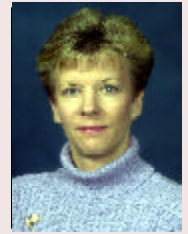
Cotton gloves and trash bags will be provided, but volunteers should wear boots or waders, if possible.

For more information or to sign up for the event, call Claire O'Neill at 410-962-0876.



Courteous employee of the month

Janet Faust, management analyst in Resource Management, has been named April's courteous



Janet Faust

employee of the month.

"Janet is best known for her excellent people and good communication skills—a big part of this is listening, which she does extremely well. She is also very patient, which is one reason why employees seek her help.

"Janet makes others feel comfortable and doesn't judge their abilities. She treats each person with respect and is always understanding of the fact that people differ in their sensitivities. She realizes that no two people are alike and sees the value in diversity.

"Janet takes ownership of a problem and brings it to closure. She is very responsible and holds herself accountable for top notch customer service. Her pleasant demeanor allows her to function extremely well in team settings because she is very tuned into group dynamics.

"She maintains her composure in difficult situations and is considerate of others when articulating her responses to individual customers or in group forums."

— James L. Eberhardt
Chief, Resource Management



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Official Business

*"Daylight-savings time
begins April 7, 2002."*



Speakers' Bureau

Jeff Trulick, Planning Division, talked with students at Col. Richardson Middle School in Federalburg, Md., March 15 during their career exploration day.

Trulick, a popular repeat guest at the school, offered information about his career as a biologist with the Corps.

Steve Kopecky, Planning Division, spoke March 20 at a meeting of the National Potomac Yacht Club in Alexandria, Va. Kopecky talked about the District's environmental work in the Chesapeake Bay.