

Volume XIX No. 2
Mar-Apr. 2007

Flagship

SEATTLE DISTRICT



**Seattle District and
Fort Lewis have a
'moving' experience**

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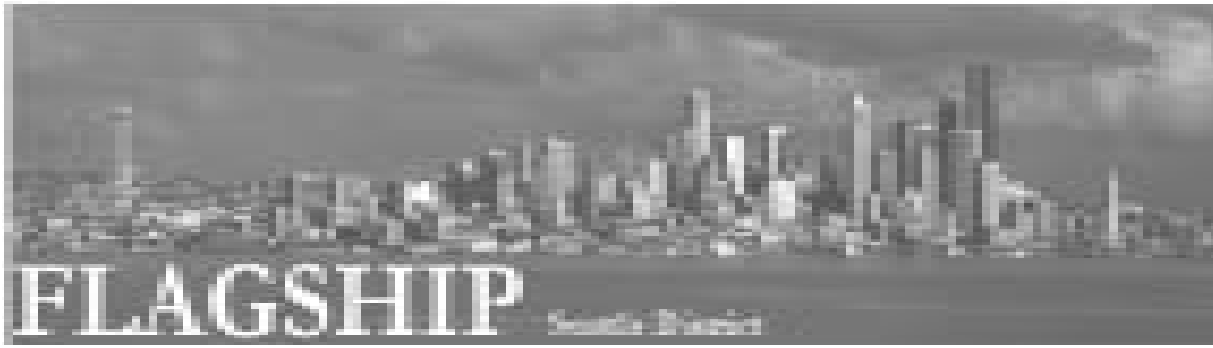
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U.S. Army Corps of Engineers

Vol. XIX

No. 2

We must keep our promises to fulfill mission

In the Sept – Oct 2006 *Flagship* Commander's Column, I discussed a variety of important topics – our revised mission, recent District accomplishments, and how best to address or deal with the inevitable changes all organizations face.

I also offered five things good Districts / Divisions / Branches / Sections do: 1. Execute programs. 2. Build the bench (care for and develop our people). 3. Enforce safety standards. 4. Live within our means. 5. Keep promises.

I further indicated the District's senior leadership and I would address (in upcoming *Flagship* Commander's Columns) these five things good organizations do in greater detail in an attempt to help set an azimuth regarding the District's direction in accomplishing our public service mission.

No sooner did I offer this direction, when we immediately deviated from it. First, to provide Mike Bevens a well-deserved platform marking his retirement. Second, allowing Lt. Col. John Leighow to rollout our newly developed District Campaign Plan and accompanying Program Review and Analysis.

In order to get us back on track I decided to use this issue / forum to discuss the importance for both people and organizations to keeping promises.

A fundamental understanding of USACE is that districts accomplish most of what they do by projects. Big or small, simple or complex, long or short, expensive or inexpensive, the ability to accomplish quality projects within budget and in accordance with a schedule either degrades or reinforces our organizational character with our customers, sponsors and the public we serve. To me,

the inability to deliver in any of the three areas (quality, cost or schedule) is akin to a failure in keeping promises. The project itself is a contract of sorts between Congress and the project's local sponsor or end user. Of course, many of

our projects are extremely complex with multiple phases, necessary environmental considerations, and acquisition regulations, not to mention the actual design and often times less than optimal funding levels.

To illustrate the importance of keeping promises let's examine the Quillayute River Dredging project in La Push. The Navigation Section faced a narrowing environmental window, rough water conditions and limited funding. Hydraulically dredging the 75,000 cubic yards to maintain the federal channel supports a very fragile local economy and allows U.S. Coast Guard search-and-rescue vessel access to the Pacific Ocean. The late February bid opening resulted in no bids from the commercial dredging community. The project was in serious jeopardy and the Coast Guard was very near mission failure due to the shoaling, which prohibited vessel access. With the able assistance of the entire District team, the Navigation Section immediately developed an alternate course of action proposing mechanical dredging of



**Col. Michael McCormick
Commander**

10,000 cubic yards (minimum amount allowing USCG access) with a follow on hydraulic dredging project in September. An emergency solicitation resulted in a contract award to Quigg Brothers on March 7,

who rapidly mobilized and dredging to achieve the contract depth. Factor in an alternate dredge material disposal site, an alleged wetlands fill violation (both on tribal land) and you can easily picture the challenges the team face in executing this project. Despite the many challenges, I am happy to report the District is keeping its promise to dredge Quillayute Harbor in support of both the Tribe and the USCG.

Another project challenging our ability to keep promises is the Skagit River Flood Damage Reduction Study. The ongoing 10-year study is only at the five-year mark in terms of actual progress – due to a myriad of mostly external (but a few internal) reasons. While there is rationale and great pull from the local sponsors to skip the next step (scoping) in the planning process and proceed to the development of measures, and the project team, district senior leadership and congressional staffers, have all agreed the scoping phase is the logical and required next step.



Cover: Seattle District's Elizabeth Chien and Rich Littooy watch along with MSC Environmental Superintendent, Barry Poirrier as a chapel at Fort Lewis is moved to its new location. More photos and story, see pages 6 - 7. (Cover photo by Kayla Overton)

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This issue was especially prepared for **Wes Haynes, property book officer, who is responsible for nearly 9,000 lines of government property valued at almost \$27 million. The property consists of computer equipment, boats, machinery, and more. Once a Department of Army Intern, he is transitioning to a management analyst for the Logistic Center in Millington, Tenn.**

Flagship

- Col. Michael McCormick, Commander**
- Patricia Graesser, Chief, Public Affairs**
- Casondra Brewster, Editor**
- Nola Leyde, Contributor**
- Steve Cosgrove, Contributor**
- Dick Devlin, Contributor**
- Kayla Overton, Contributor**
- Elizabeth Townsell, Admin. Contributor**

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Flagship is an unofficial publication authorized under AR 360-1, published by the Public Affairs Office, Seattle District, U. S. Army Corps of Engineers, P. O. Box 3755, Seattle, WA 98124-3755. The views and opinions expressed are not necessarily those of the Department of the Army. Questions may be sent to the above address or by e-mail: casondra.brewster@usace.army.mil

Viewpoint

Generations of Corps women moving history forward

They say that a journey of 1,000 miles begins with a single step. Each day more than 850 souls make the journey to work at the Seattle District to offices in downtown Seattle, field offices and dams in eastern Washington, northern Idaho and western Montana. And each and everyone has a story about how they ended up in federal service.

In March we celebrate Women's History Month and this year a display, "Generations of Women Moving History Forward," focus on women that work for the Army. Reading their stories, the most interesting thread was the inspiration in their life – be it their parents, neighbors, a fellow worker or a school teacher. Take a look at just a few of their stories and you can see how we can touch each other each day.

Judy Smith comes from a family of civil servants. Her father was in the Air Force and after traveling the world, settled in Tacoma, Wash. Perhaps it was her many moves around the world that gave her the inspiration to experiment with different positions within the Corps of Engineers. She ended up working in federal government after a short career as a teacher, taking a temporary position with the Corps while waiting for a teaching job. Thirty years later she has worked in Contracting, Real Estate, Hydrology and Hydraulics, Information Management, Human Resources and now serves as the Equal Employment Office manager. "I love to ask why? and I found a mentor and boss of like mind, who encouraged me to try. I am amazed at what I could accomplish. More than I thought I could," said Smith.

Patricia Baucio, program analyst, has found the challenges life has thrown her an opportunity to fight the battle for acceptance for all groups of people. Her special focus has been for people of disabilities. Using a wheel chair since she was three years old, the past 50 years of her life have been spent on getting people to look past her disabilities and focus on her wonderful capabilities. For Baucio, that inspiration came from her family that fought to put her into a school system that wouldn't accept her, a congressman that made her a member of his civic youth group and a Corps employee that saw her capabilities and guided her through the gauntlet of federal employment.

There were people throughout her life that continued to positively influence her. "What I found was that life is not a destination it is the journey. In the Corps of Engineers one of the most profound contributions of influence in my journey was Barbara Boswell, a personnel specialist in St. Louis

District. I had gone to a job fair and was picked up on a special hiring authority when there was a government-wide freeze. Hydraulics and Hydrology needed someone to read and chart stage data from gauges up and down the Mississippi. I started with the Corps as a GS-3 Hydrologic Technician. Within three weeks I noted that I could excel in one of three areas. Not in H&H. I went to Barbara and explained to her what I noted as possibilities. Barbara knew the regulations and the path that would best suit me and worked to develop an education plan," she said. Bouccio is now a GS-12 program analyst in Seattle's civil programs unit in Programs and Project Management Division.

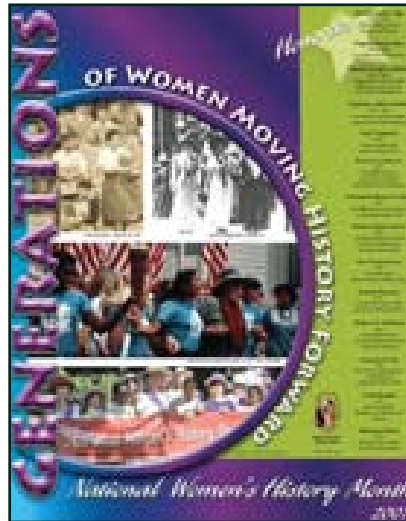
For **Vicky Silcox**, Natural Resource Management team lead, "the two biggest influences in my life were my mom and dad and neighbors where I grew up. Good, honest, kind, hard working, ...people, with a natural instinctive passion for people and the great outdoors." Raised in the wilds of Montana, Silcox grew up in a family that spent their time in the outdoors logging, hunting and trapping animals. Her family moved to town so she could attend school. Her younger days were filled with the challenges of having rheumatic fever and she marvels at the neighbors that came to their aid, helping her with her studies while she was confined to

her bed. "It still puts a lump in my throat, whenever I think of their selfless gifts of love, for my health and education," Silcox said. She went on to graduate from college with a teaching degree. At Libby, the lead park ranger encouraged her to apply for the job of park ranger. More than 23 years later, and positions at several other districts, Silcox is preparing for retirement, from a job someone encouraged her to do.

Linda Lamb, a park ranger at Albeni Falls, has a similar story. A professor at college saw her love for the outdoors and encouraged her to make a change out of the forestry department to natural resource management. She also sees her parents as her biggest influence. Her father was a scientist and her mother gave her the love for adventure and travel. One of the biggest influences early on in her career was a chance meeting with former President Richard Nixon while serving in an internship at a national park. "He advised me that it was a great time to be a woman who was about to enter the job market. That was 1980," said Lamb. Several positions later and now in northern Idaho, Lamb's hope for the future is that women continue to be hired into jobs they are equally qualified for and are hired on merit, not denied by gender or prejudices.

Each one of these women had encouragement to succeed. We can all learn from the shared stories of how each of us have an opportunity each day to inspire and encourage all those on this journey we call life. Who inspires you? Who do you encourage? – *Nola Leyde*

(Note: Women's stories is currently on display on the Seattle District's intranet EEO Website.)



NSPS-101: Pay pool, performance management

Learn the basics, get ready as mock evaluations hit mid-April for some Seattle District employees

Pay Pool Panel Process

Central to the National Security Personnel System Pay for Performance system is formation of the Pay Pool Panel (PP Panel). There is one PP Panel for each pay pool. Recall that a pay pool, in this context, is a group of individuals who occupy similar positions and are grouped together for pay pool purposes. They number generally from 50-150 and funding for their pay pool is based, in part, on their cumulative base salaries. So, all things being equal, if a pay pool contains more members, it may contain more money to fund the performance payout of its members. The primary mission of the PP Panel is to act as a fair and impartial arbitrator of the pay pool members' performance appraisals and to ensure that the applicable pay pool funds are expended appropriately and entirely. The PP Panel for Spiral 1.2 (supervisors and managers) consists of: Col. Michael McCormick as the Pay Pool Manager; Lt. Col. John Leighow, Olton Swanson, Diane Parks and Mark Ohlstrom. Advisors to the PP Panel are: Siri Nelson (legal), Judy Smith (EEO), Susan Smith-Anderson (HR) and Albert Caldelaria (Resource Management).

Training

Spiral 1.2 employees have already converted to the NSPS system effective Jan. 21, 2007. So for the foreseeable future we are operating two personnel systems, NSPS and the legacy (TAPES) system. The next spirals 1.3 (Office of Counsel employees) and 2.0 (GS, non-supervisory, non-bargaining unit employees) are scheduled to convert to NSPS on Oct. 14, 2007. In preparation for conversion, affected employees will receive a minimum of eight hours of NSPS training to include such topics as classification, compensation, performance management, writing SMART objectives and effective self assessments. This will occur from about the end of June through early August in training blocks of two to three days to accommodate all of the expected 248 converting employees. This training will be further supplemented by on-line training, notably the NSPS 101 course and ISuccess on-line training. Both courses are available at the NSPS web site at: <http://www.cpms.osd.mil/nsps/index.html> and must be taken prior to the classroom training as it provides the required foundation for the training.

Schedule

We now have a master calendar, along with other relevant information on eNews at the NSPS Team page. A major upcoming event that you will want to take note of is a "mock" (practice) pay pool process to be conducted by the PP Panel in late April – early May of this year. This mock exercise is being conducted to

provide the PP Panel with real time experience in conducting a pay pool so the transition to an actual NSPS pay pool will be smooth and successful. This mock exercise will require real performance data, generated during the March – April interim performance reviews. This means that Spiral 1.2 employees, will conduct their normal interim performance reviews in April, using the new HR tool (Mybiz and Myworkplace), along with mock performance evaluations (specific levels of performance 1-5; share recommendations, etc.) so that these data are available to the PP Panel to use in their mock exercise. The PP Panel is expected to conduct sit down panel deliberations the week of May 1 to 4. Mock performance evaluations will have to be completed no later than April 19.

Performance Objectives, Self Assessments

Another key aspect to working successfully under the new NSPS performance management system is crafting good, clear, specific, and measurable performance objectives. This has been our Achilles heel in the past under TAPES and its importance cannot be overemphasized. Under NSPS, performance objectives are far fewer in number (generally 3-5) and far more important. Thus, time spent, on this portion of the process, is time well spent. They also need to be aligned with our organization's goals and objectives, in this case specifically to the Seattle District FY07-09 Campaign Plan. Another related area are the employee's self assessment and the supervisor's (rating official's) assessment of the employee. This is critically important as it is the essential data that the PP Panel will review in deciding if the recommended evaluation has been accurately and fairly done.

A new automated tool available on the NSPS web site, **ISuccess**, may help in this regard. It is designed to assist the employees in developing his/her own SMART objectives and in writing effective self assessments that will mirror their objectives and the performance indicators for their own position. You should use this tool in drafting performance objectives in collaboration with your supervisor as well as prior to writing your first self assessment under NSPS. I would also highly recommend when writing your self assessments that you use a standardized format that reflects an NSPS-like frame of reference. For example:

O Objective - succinctly restate accomplishment of the specific objective as an action completed, to what degree and under what circumstances

R Result - describe the results accrued due to accomplishing the objective, quantitatively if possible



I Impact - describe the impact and/or benefit to the organization, its goals and objectives

Another method recommended in the ISuccess tool is the STAR approach. This approach, like the one above, enables you to simply follow a template to writing effective NSPS self assessments:

S Situation – describe the conditions under which you achieved your job objectives

T Task – describe what you did during the year to create the results you achieved

A Activity – include additional activities you completed that contributed to your success

R Result – describe what you accomplished

Whatever format you use, your self assessment should refer back to each performance objective in turn, describe what and how it was accomplished, and how you met or exceeded any performance indicators and/or contributing factors. Instead of a laundry list of tasks, you need to describe results, impacts and outcomes of your efforts. Be sure to note any specific feedback you may have received and how results contributed to accomplishing the goals and objectives of the organization. Anything an employee does that results in recognition, positive customer feedback, or work that reaches outside his/her own assignment to support the greater mission; or goes above and beyond the normally expected; is important and should be included so it can be recognized.

To do this well, you will likely have to record (a simple file folder or electronic folder in Outlook should suffice) actual "significant" performance data (eg. significant accomplishments and milestones, feedback etc.) more routinely than you have in the past. This should enable you to write better and more detailed self assessments more easily since you have specific supporting information readily available. Another good reference tool is the "Employee's Guide for Recording Accomplish-

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Telework – road warriors walk on the wired side

Have you ever taken a project home to work on? Worked from someplace other than the Federal Center South? Worked from a project site? If so, then you're a road warrior – a teleworker.

The Office of Personnel Management (OPM) defines telework as the ability to do your work at a location other than your official duty station – a home office, airplane, hotel or telework center.

Telework has existed for a couple decades. When this writer first began teleworking in Seattle District in 1994, resources were limited: bulky monitors and computers fired with dial-up modems. There was also a sense of distrust for teleworkers. How can you tell if they're working if you can't see them?

But today's technology has made telework within the district seamless. Broadband connectivity, the ubiquitous Blackberry, paperless work processes and forwarded phones make it possible to work anywhere, anytime. Attitudes are changing, as well. Face time is less important; performance is measured by productivity, work quality and timeliness to determine how employees are adding value, no matter their location.

Back in the day, telework was oriented towards mitigating long commutes, balancing work and life, and improving morale. As an added benefit, telework reduced traffic congestion, reduced emissions, and lessened impact on the infrastructure in quantifiable ways. At www.teleworkexchange.com you can calculate commuting costs and telework savings. For example, calculating a 30-mile round trip commute showed that teleworking one day each week saves \$1,080 a year and 1,575 pounds of pollutants, not to mention gaining about four entire days of commute time back into your life.

Today, telework is federally mandated. The President's Technology Agenda promotes teleworking: "The President believes that telework-

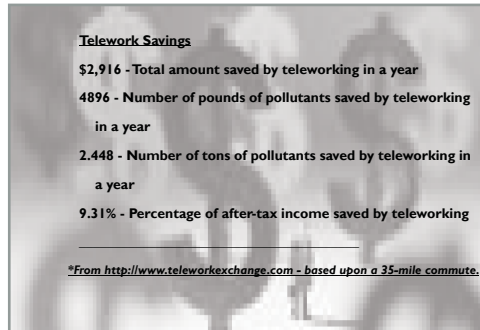
ing is good for families, persons with disabilities, and the environment because it gives workers the flexibility to meet everyday demands." In 2000, a legislative directive for telework was established. OPM and the General Services Administration (GSA) operate a joint website – www.telework.gov – to provide information on implementing telework. GSA recently released new telework guidelines.

An imperative for federal agencies is integrating telework into continuity of operations planning - COOP. Pick your cataclysmic event: flu pandemic, earthquake, tsunami, or volcanic eruption. A teleworkforce and network capable of supporting essential missions is critical. Federal COOP guidelines suggest that up to 60 percent of the workforce should be telework-capable. Towards this end, the district's Telework Sites Team is enabling telework sites at Fort Lewis and the Locks, complete with an online reservation system.

There is one more telework driver: when telework is integrated into facilities planning, office space does not have to be proportional to headcount. A mobile workforce allows workstations to be shared to best utilize office space. In the Washington, D.C. area, GSA has established 14 interagency telework centers.

Find out more about Seattle District's telework program. On eNeWs, click "My Team" and select "Telework Team" to bring you to the Telework Team website, where you'll find the district's telework policy and procedures, telework news and resources, team contacts and a link to GSA's Telework Training for employees and managers, which includes a section on pandemic influenza and telework.

Then on your way home from work tonight, consider this: if you were part of Seattle District's growing teleworkforce, you'd be home by now! – Steve Cosgrove



NSPS

Continued from page 4

ments and Writing Self Assessments – Under NSPS." This is a concise seven-page guide, published by the Civilian Human Resources Agency, and is available on our NSPS eNeWs site as well as from your CPAC human resources specialist. Also available in the same location is a PowerPoint presentation on "Lessons Learned from CHRA's Mock Pay Pool Exercise." Here you will find some excellent tips on how both employees and rating officials can improve the quality of their assessments.

The same advice for writing self assessments largely applies to rating officials writing *employee performance* assessments, too. Like employees, they need to have a file on employee accomplishments. This approach gives the rater not only memory joggers about performance, but also the ability to build upon what the employee wrote to emphasize his or her very best work. Performance assessments, particularly ones below and above a level 3 (valued performer), need to be clear and specific as to how the employee's performance relates to performance indicators, and provide sufficient evidence that the employee has performed at the assigned level. Raters need to get the most out of the space allotted to them so selecting powerful words/phrases/verbs and "understandable abbreviations" is critical. Furthermore dovetailing the objective evaluations with salient descriptors in performance indicators also strengthens the evaluation. Failure to do so may result in the PP Panel requesting additional supporting information from rating officials and/or possibly recommending a change in the employee's evaluation. Either way, it will likely impact the PP Panel process by making it less efficient overall and possibly lead to less accurate ratings. – Mark T. Ziminske and Larry F. Senechal



CFC Kudos

During the Combined Federal Campaign Awards Celebration, Lt. Col. John Leighow accepts the Federal Executive Leadership Award, on the behalf the Seattle District, from Rory Westberg, CFC chair for 2007. In a combined effort federal agencies from King County raised over \$3 million. The Seattle District was also nominated for the Traveling Chair Award and was recognized as an agency with average gifts exceeding the average of \$410. (Kayla Overton Photo)

World War II-era chapel relocation highlights “green”

A “moving experience” rolled on as an 87-ton, World War II-era chapel was hauled to its new home at the Sequim Training Area Center for Environmental Education and Earthworks.

In 2005, the white chapel, located on Fort Lewis’ North Fort, was removed from the list of chapels by the Army, Chief of Chaplains and put on the demolition list to make room for future construction. But soon, the chapel would be “saved.”

“The idea of moving the chapel started as a simple conversation over lunch about how we could use materials from the chapel in an education center, in order to meet our long term sustainability goals,” said Elizabeth Chien, environmental engineer. “That’s when we thought ‘Why not demonstrate the ultimate in reuse and move it intact?’ and use it as the educational center.”

Without the heart and determination displayed by Corps and Ft. Lewis teams, the chapel would have been torn down. After careful planning and getting the funding in place, the chapel was on track to be relocated to a new location.

“Everyone involved has their own expertise. Working together made the project much better than any one person could have made it,” said Tom Tolman, Seattle District architect.

The demolition of older buildings is becoming standard practice at installations because of their age and need for other purposeful and modern buildings. Faced with tens of thousands of square feet of building demolition per year for the next five years, Fort Lewis waste managers work hard to find ways to minimize the debris going to local landfills.

Using “green” building design principles and recycled materials, keeps this type of waste out of landfills.

Three Seattle District Leadership in Energy and Environmental Design (LEED) accredited professionals are trained to promote sustainability by balancing social, economic and environmental aspects of a project. LEED focuses on low-impact site development, recycling, reusing materials, saving water, saving energy and creating healthy indoor environments.

“This is one place where we have combined our sustainability goals,” said Ken Smith, directorate of public works’ environmental program manager for Fort Lewis.

The monumental task of moving the chapel took three weeks of preparation and one day to move. During the day of the move, 23 workers including utility lineman, heavy equipment operators, flagmen, laborers, fence erectors, and the movers worked in synchronization to move the building 1.5 miles.

“The move was a huge success and went according to plan,” said Jeremy Mickey, project manager, with contractor, MCS Environmental, Inc. “The chapel was placed perfectly into the newly prepared foundation excavation on the first try. The skill and coordination of all parties made the placement of the building look as simple as parallel parking a compact car.”

“On this project it’s important to note that 100 percent of the building will be reused or recycled,” Tolman said.

Recovered materials from the chapel will be incorporated in the design, used elsewhere at Fort Lewis, or sent to local salvage yards or recyclers. The steeple will be used as the top of a gazebo, bricks from the chimney will be used to edge walkways, and roughly 2,600 square feet of pine flooring and 560 square feet of windows, doors, and paneling will be reused or recycled.

The Corps’ Construction Engineering Research Lab (CERL), located in Champaign Ill., is providing over a half million dollars to the project in order to demonstrate high durability and high performance



Above: Rich Littooy, Barry Poirrer and Elizabeth Chien observe as the chapel is carefully placed into its new location. **Right:** With the steeple to its side, the chapel is hoisted up on wheels and is ready for its journey. (Kayla Overton Photos) **Below:** Final rendering of what the chapel will look like once completed. (Rendering Courtesy of Mike Iacono)

materials under the Department of Defense Corrosion Prevention and Control (CPC) program. The CPC project at Fort Lewis focuses on sustainable and durable construction products that demonstrate reduced waste, durability (corrosion resistance), efficient energy use, reduced water use, and increased quality of life.

In addition to the ‘green’ technologies, the corrosion program is demonstrating the performance of durable materials. These include fiber-cement exterior siding materials, metal roofing with high performance coatings, recycled plastic lumber, and translucent skylight panels, and others.

“This is a great opportunity to demonstrate durable, long-lasting, high performance building materials,” said Tom Napier, CERL, research architect.

The building was designed with sustainability design features in mind. For example, instead of using pressure treated lumber, structural grade recycled plastic lumber made from recycled plastic bottles, will be used.

“The wood has great holding abilities and up front it may be expensive but it has great long term benefits,” Mike Iacono, project designer, said.

Continued on page 9

en" sustainability



District Water Engineer returns following two years of non-profit work in Honduras

Imagine giving up everything you know – your home, your daily routine, your native language, even your Starbucks Latte – in order to bring a small population in a third-world country clean water. Oh, and add to that you probably aren't quite sure where you will be living and working. Would you go?

However, if that sacrifice you gave served an urgent mission within you, it probably wouldn't be that hard.

If you ask Amy Reese, Seattle District Water Resources Engineer, she couldn't imagine not doing it.

So that's what Reese and her engineer husband, Owen Reese, did. For nearly two years the pair worked in two regions of Honduras in conjunction with the non-profit organization Pure Water for the World (PWW), which looks at H₂O as a formula for health, hope and opportunity.

"Everything was new," said Reese, who took a leave of absence from the district to volunteer with PWW. "There were many factors in our daily lives that were uncontrollable that impacted our work. But the rewards outweighed the challenges."

Reese said she and her husband decided that the time was right in their lives to do something really unusual and positive.

"We weren't yet tied down with family and wanted to explore other parts of the world," she said. "The timing was perfect."

Along the way she had to learn Spanish, because all the daily interaction with the Hondurans required communication in the native language.

In one of the locations where they set up factories to build water filters, Reese and her husband made use of an abandoned government building that had been damaged in Hurricane Mitch. This brought a new livelihood to an indigenous community as they came together to operate the factory.

During the two years, Reese and her husband, partnered with indigenous, community and local government leaders to help create projects that treated water on a community or household scale and also provided hygiene and sanitation education.

Reese estimates that more than 5,000 households were or will be impacted by the work she and her husband did with PWW.

"Households in rural Honduras are closer to the frontier homes from over 100 years ago instead of modern day living," she said. "Many lack electricity, piped water, even sanitation. Most of these subsistence farmers have many mouths to feed and not much governmental assistance. You don't really have an understanding of our good fortune in America until you see the conditions that most live in. Despite these rough conditions, they were a very warm and inviting people."

Reese said that even though the projects that she worked on reached such a good amount of people, according to the statistics provided by PWW, more than 1.7 billion people (28 percent of the world's population) do not have access to safe drinking water.

With that fact on her consciousness, Reese reiterates, her skills and time were needed. Two years just flew by, but not without obstacles that required creativity to hurdle.

Even with the backing of this organization, Reese said she had to take nearly a month each year off of water resource work and just do fundraising. The donations were used to not only fund purchasing of the materials to create safe water resources for the Hondurans, but do things like repair access roads for the municipalities.

"The roads were just incredible," Reese said. "Some days it



Amy Reese, water resources engineer, speaks in Spanish with local media during her two-year sabbatical from the Corps to assist the people of Honduras in obtaining clean water.

would take us all day to travel 20 miles." She added that there were frequently protests against the government where peasants would take the highway, blocking their progress for days on end.

"There were moments when it seemed like nothing would get done," Reese said. "And then we'd have weeks where everything would come together at rates you couldn't dream about here. People were really eager for these types of projects."

During her two years working in Honduras, Reese's work was threatened by personal upheaval.

"My father came to visit us and the work we were doing in February 2006," she said. "In April we learned he had cancer." Charles Groome died shortly after. "We were able to fly home and be with him his last month. After he passed, we decided we needed to go back and continue our work in Honduras. My dad really had impacted the project team during his visit. The Trujillo project sent us word that they had re-named their

grant work 'Project Charlie' after my dad."

Before returning to Seattle in December, Reese and her team handed off the work they were doing to a Honduran staff and a Canadian engineer. PWW has a policy of follow-up and monitoring to make sure that the technologies being used are being used properly and maintained.

Despite her 'once-in-a-lifetime experience,' as she puts it, she's very grateful to be back.

"I'm relishing the predictability and timeliness of my job," she said. "I'm so fortunate and thankful that the Corps held my spot; I'm even in the same desk. How great is that?"

Asked if she plans to embark on another such adventure, she said, "Not at this point." But she barely takes a breath before adding, "I'd strongly encourage others to do something similar. It was a great experience both professionally and personally. It will be a time in my life I look back on fondly." – *Casondra Brewster*



Owen Reese (sitting) explains to the two Hondurans who will operate it, a multi-phase slow sand filter he and his wife, Amy Reese, built for the community of Los Arcos. This is the slow sand filter. Not pictured is the coarse up-flow filter. These filters remove 99.99% of parasites and the majority of bacteria, the rest of which are removed by the chlorine addition down at the storage tank. (Amy Reese Photos)

Seattle District Modern Day Technology Leader Recognized in Baltimore

Thomas Poole was recently recognized as a Modern Day Technology Leader during the 21st Annual Black Engineer of the Year Awards Conference (BEYAC), held Feb. 15-17 in Baltimore, Maryland.

Poole is now a three time nominee for the BEYAC awards, having previously been nominated in 1992 and 1993.

The conference recognized over 170 Modern Day Technology Leaders. The BEYAC recognizes the achievements of black engineers and technology leaders in 19 different categories, divided by industry and government, from around the nation.

A Modern Day Technology Leader is defined as someone who is on the leading edge of change in their field.

Poole was nominated by Jim Clark, Chief, Military Programs, in the Professional and Career Achievement category. Poole's hard work and dedication to Army modularity support at



Thomas Poole and Jim Clark listen and take notes at the annual USACE Workshop held in conjunction with the Black Engineer of the Year Awards Conference in Baltimore Md. (F.T. Eyre Photo)

Fort Lewis in 2005 was the main focus of the nomination. He led the \$100 million program that was designed and constructed in the span of 11 months. The construction included renovation of 18 barracks and four dining facilities, installation of 450,000 square feet of modular

buildings, hangar repairs and aircraft-parking apron construction.

"I enjoy the work and seeing people enjoying facilities they need," Poole said.

Poole, a senior military construction program manager at Seattle District, has worked for the Corps for the past 19 years, beginning his career in 1987 in Frankfurt, Germany. He has spent nearly 12 years with Seattle District.

Poole's knack for engineering began when he was young; he played with toys for a few days then dismantled them to see how they worked. In high school his advisor suggested he look into the engineering profession and he learned his grandfather was a TV repair man.

After attending college at North Carolina State, he became an electrical engineer.

Poole also received a commander's coin and a certificate of achievement from Lt. Gen. Carl A. Strock, Chief of Engineers, during the 11th annual USACE Workshop held in conjunction with the BEYAC. — *Kayla Overton*

Promises

Continued from page 2

phase is the logical and required next step.

At a recent public meeting, the Seattle District committed to accomplishing the scoping between July and October this year, provided the sponsor signs the required Feasibility Cost Sharing Agreement soon. The development of measures will then logically follow. This is something we must do in order to move this important project forward and advance some sort of answer. It will require a great deal of concerted effort by all members of the team. Those who deliver as part of the implied promise keeps things on schedule and

allows others to keep their promises.

It is extremely important for each and every one of us to keep our promises and commitments. Despite this requirement to do what you say you will do, it is also important to understand it is not always possible to accomplish each and every commitment. When you can't keep your promises, I challenge you to communicate this inability to your team, supervisor and most importantly your project sponsors as soon as possible – preferably face to face, next by phone and lastly by email. It does not necessarily show weakness in com-

municating an inability to keep promises. It demonstrates a mature approach, grounded on reality and allows decision makers the ability to address the challenges in a timely manner.

In the next issue of *Flagship*, Siri Nelson will address building the bench. In the meantime, I challenge each and every one of you to examine what promises you have kept (or not) in executing our important public service mission over the last year or so and how are you sustaining or improving this performance – both as an individual and as a member of the team.

Chapel

Continued from page 6

Where the steeple once stood tall there will be a sky light. Eight additional Solatube™ skylights will be installed to distribute light evenly. The heating, ventilating, and air conditioning occupation sensors will also be installed; the sensors are carbon-dioxide sensors that are able to tell how many people are in the building and regulate the temperature and fresh air supply.

In making this project even more "green" the chapel has been relocated to a previous landfill site that was closed in 2004. The 240-acre landfill is now in the process for a renovation of its own.

The future of the site includes attracting rare and candidate endangered species from Western Washington such as Mazama pocket gopher, streaked horned lark, and butterflies such as the taylor's checker spot, zerene fritillary, and the mardon skipper. Other animals

such as bald eagles, deer and bears are also found in the area.

Other noticeable changes at the site are: improving the wet oak habitat, thinning the furs to improve under story that hinders mid-level tree development, introduction of prairie grass on the tops of capped landfill mounds, and creating a stormwater treatment wetland.

Challenges of building on a landfill can be turned into opportunities.

Smith adds, "Methane gas produced from waste at the landfill has the potential of being used as an energy source."

The new education center, expected to be finished in September 2007, will bring post and non post personnel together. The education center will be used as a meeting place for military personnel and Department of Defense Civilians from Fort Lewis, as well as local Boy Scouts and other groups.

Tolman and Napier will be traveling to Coventry, England, for the Sustainable Construction Materials and Technologies Conference in June. They will be spotlighting the new education center and its components to sustainability.

The "moving experience" will continue to grow as other 'green' building designs are implemented in future Corps projects. — *Kayla Overton*

CORRECTION:

It was advertised that in this issue of the *Flagship* the second of a series of health, diet & exercise articles would appear. Those articles will continue in the next issue of *Flagship*. We appreciate your patience.

Found wallet brings back fond memories for former soldier



The contents of a wallet found at a Seattle District construction site on Fort Lewis contained an old military ID, driver's license and a Ted Nugent Concert ticket.

(Dick Devlin Photos)

Fort Lewis, Wash. — Ted Nugent, legendary guitar god, and famed hunter was scheduled to play the Seattle Coliseum on May 28, 1980, and Pvt. 1st Class David J. Jessen had his ticket to be there. It cost him a hard-earned \$9.50 for his floor seat. A private's take home pay at the time was \$153 per month, so his ticket had been a pricey decision.

He had it, that is, until his wallet mysteriously disappeared while he was showering in the first floor latrine of building 4D10 on North Fort Lewis. He angrily searched the building and asked everyone he saw if they knew anything about the loss but to no avail. He finally decided that it had to have been the work of a barracks' thief. The crook, Jessen figured, had made off with the wallet while he was busy washing off the training dust raised by D Company, 15th Engineer Battalion that day.

Epic snow greets ski day outing

Most skiers would agree that blue skies, fresh snow and sharing the slopes with your friends is the ultimate. Corps Ski day at Crystal Mountain on Feb. 24 to 25 was just that — pure fun with perfect conditions.

As Noel Gilbrough said, "You should have been there."

The group shared a mountain cabin with host Gilbrough, a senior member of the volunteer ski patrol for more than two decades. The group was joined by Nancy Gleason, who was volunteering and snowboarding for the Jimmy Heuga MS fundraiser that weekend. Snowboarders and newlyweds Zac Corum and Carolyn Fitzgerald were seen ripping the white wave in Campbell Basin, as an additional two feet of snow dumped on the mountain Saturday.

Skier, Mike Padilla joined all in bringing beverages and food, for the weekend. Gilbrough cooked up home made chili for those in the district that decided to join in the event. Following dinner, cards were the game of choice. Amy Reese, water management, was the big winner.

After the morning of skiing, the group met at the Campbell Basin Lodge for lunch, being surprised by running into former District Engineer Col. Ralph Graves (2000-2003). He was there skiing with his teenage son and a friend. He said he is doing well in retirement and works as a consultant, but with obvious time left for skiing. Graves joined the group from the district. He thanked us for showing him the new terrain and gives his fond regards to all back at the Seattle District.

There are plans to do it all again next year. — Larry Schick



Field testing the goods. Seattle District weather forecaster, Larry Schick, skis in chest deep, bottomless powder snow on Corps Ski Day at Crystal Mountain (Zac Corum Photo)

At the time Jessen was just days from ETSing (getting out of the Army) so he decided to go to Seattle with friends anyway and take his best shot at talking his way in. Show security would have no part of it so he sat outside in the parking lot waiting for his buddies' return from the Texas Wildman's performance.

Last January, Shannon Danen, a field superintendent for the District contractor working the whole barracks renewal project on North Fort Lewis was making a walking survey of the area around what had once been Building 4D10, now just rubble, when he stopped to turn over a rock with his boot. It was Jessen's wallet lost 27 years earlier.

It contained a DD Form 2 (Military ID Card), an Alaska driver's license, a close-out pay voucher (veterans of the era may remember something called JUMPS (the Joint Uniformed Pay System), a meal card, a Medical Treatment ID Card, a few photos and a \$100 U.S. Savings bond that had been neatly folded in quarters.

While Danen was waiting for the wallet to dry out so he could handle it, he was struck by the notion that perhaps he could return the wallet to its owner. After a few weeks of part-time sleuthing, Danen struck gold. He found Jessen in Marysville, Wash. where he works as a long-haul trucker. The two arranged to meet in February at the construction office for the handover and Jessen brought his son along for the experience. Jessen, still a big Ted Nugent fan, was amazed and most appreciative of Danen's efforts as was the younger Jessen, whose attention was sharply focused on separating his father from the old Savings Bond.

After discussing the possible whys and wherefores of how the wallet had survived they decided that Jessen likely put it up on a makeshift shelf high over the latrine sinks in an effort to conceal it from prying eyes, or on a concrete ledge above the showerhead, and that it had fallen off the shelf and into the wall space between wooden studs. It spent the next 27 years there until demolition crews showed up to tear down the 65-year-old "temporary" barracks building.

Heavy equipment cleaning up the debris likely had pressed the wallet into the construction mud rather than picking it up and sending it to a landfill allowing Danen to literally stumble across it.

Oh, yes. The \$100 Savings Bond is worth nearly \$430 today but Jessen says he's going to frame it, not cash it. His son may have alternative plans. — Dick Devlin



David Jessen (left) who's lost wallet from 27 years ago, speaks with the man who found this small capsule of the past, Shannon Danen, Corps contractor, while David Jessen, Jr. (far right) inspects the old contents from the wallet.



On the job

Natural Resource Manager from Chief Joseph Dam, Laura Beauregard, practices a self-defense move with help of the Tactical Edge trainer during the district's annual Park Ranger training. Frequently the NR staff encounters less than cooperative and sometimes combative individuals, so the training was well attended. (Cassandra Brewster Photo)

Really retiring this time

The district said ciao to Larry Senechal March 30, when he retired after 36 years of federal service and flew to Italy for a month of travel.

The long-time chief of the human resources function served nearly 20 years with the Seattle District.

The Personnel Office had five separate branches and 30 employees when Senechal joined the Corps in 1987 working for then HR chief Frank Balch.

The human resources program changed significantly during Senechal's tenure. The biggest transition occurred in 1998, when the Army's human resources functions all became regionalized under the Department of Army Civilian Human Resources Agency, and later in 2003, when the HR office was realigned and became an asset to the new Army HR agency.

"Change has been constant and far ranging in everything we do" he said but "The staff truly deserves all the credit for keeping the level of service the district had come to expect."

Prior to working for the district, his federal career included time in the U.S. Marines as a combat infantryman, work for the Navy and National Oceanographic and Atmospheric Agency, and stints with the Corps' Walla Walla, Europe, Japan and Far East districts.

Senechal said he always tried to keep in mind some key operating principles offered by his first civilian HR boss.

"He had a plaque that said, 'The only things that matter are naval ships and the men who sail them. What have you done for them today?' That has always been my guiding principle at work. HR is a customer service organization," said Senechal. "We are here to serve the men and women of the Corps of Engineers. And at the end of the day, we need to make sure each person feels that our service to them is important and we are providing value."

Senechal said he will miss the Corps and the colleagues he's worked with.

If he has achieved success, he said much of it can be attributed to a lucky angel, and to the honor and privilege of having worked with so many outstanding people. "Many who helped make me a better person professionally and personally."

Senechal has plenty of plans for retirement. He and his wife are building a home in the Lake Chelan area, and he intends to increase some of his volunteer activities and will pursue some grape picking and wine tasting opportunities in the Chelan vineyards.— Patricia Graesser



Larry Senechal

Army picks top 'green' work

WASHINGTON - Six installations, one team and one individual have been declared winners in the fiscal 2006 Secretary of the Army Environmental Awards. The awards honor the Army's top programs in endangered species protection, historic preservation, waste reduction, environmental cleanup and pollution prevention.

Installation winners are Fort Lewis, Wash., Fort Drum, N.Y., Fort Riley, Kan., Letterkenny Army Depot, Pa., Camp Edwards Training Site, Mass., and U.S. Army Garrison Grafenwoehr, Germany. The team award went to Radford Army Ammunition Plant, Va., and Karstin Carmany-George of the Indiana National Guard took the individual award.

"The Army is a good steward of the environment, and we are committed to the long-term sustainability of the natural resources in our care," said Tad Davis, deputy assistant secretary of the Army for the environment, safety and occupational health.

"As the winners of our environmental awards so aptly demonstrate, the Army uses innovation, dedication and hard work to achieve a successful interaction of our military mission with sound

environmental stewardship and community involvement," Davis said.

Fort Lewis won the award in the Pollution Prevention, Non-industrial Installation category for reusing lumber and other resources from building deconstruction to make improvements to training facilities. The program offers a model for others to follow, said awards-panel judge Bob Donaghue.

"The Army, particularly the Fort Lewis comprehensive deconstruction program, is pioneering a money-saving idea that is transferable across both the private and public sectors," said Donaghue, director of the Pollution Prevention Assistance Division in the Georgia Department of Natural Resources.

Winners of the Secretary of the Army awards go on to compete for the Secretary of Defense Environmental Awards. — Army News Service

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U.S. Army Corps of Engineers
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Seattle, WA 98134-2392

Welcome to the district family



Eric Archuletta
Project Support Assistant
PPPMD



Dana Bolte
Civil Engineering Tech
Engineering & Construction



Jason Bose
Maintenance Control Tech
Lake Wash. Ship Canal



Scott Kissell
Lock & Dam Operator
Lake Wash. Ship Canal



Steven Horne
EEO Specialist
EEO



Timothy Warren
Construction Rep.
Fort Lewis Area Office



Janet Smith
Attorney
Office of Counsel



Bill Abadie
Biologist
Regulatory



Joyce Herschberger
Mechanical Engineer
PPPMD



Jason Harris
IT Specialist
IMO



Samantha Rae Denman
Granddaughter, 8 lbs, 9 oz
Ann Gerner, Attorney



Donald Knauss
Powerhouse Electrician
Libby Dam

Around the district

Retirements

Vicky Silcox, natural resources management team leader, retired March 31 after 23 years with the federal government and 16 years with the Seattle District. She also served with the Walla Walla and Omaha Districts.



Vicky Silcox

Duane Johnson, design branch, retired March 31. He joined the district in 1982. For more than 20 years he's been second in command in the specifications section working on military and civil projects. He received the Commander's Award for Civil Service in 2000., having a total of 31 years of federal service, 27 of which were with the Corps.

Speaking Out

Louie Read and **Harry Ehlers** showcased the district's floodplain and navigation lock models at the Society of American Military Engineer's booth at the Engineers Week Fair, Feb. 17.

Mark Olstrom and Ehlers attended the Engineering Exploration Night (Mentor Night) sponsored by the University of Washington College of Engineering on Jan. 23.

Ehlers made a presentation to the City of Forks Airport Advisory Committee on March 8 regarding the latest investigation results for the former Naval Auxiliary Air Station Quilayute, a Formerly Used Defense Site (FUDS) project managed by the district.

Gail Terzi presented "New Proposed Federal Rule on Compensatory Mitigation" to an International Law Seminar conference here titled "Marine Shoreline Development" on Feb. 21.

She also was the instructor for a course on "Environmentally Sensitive Emergency

Flood Hazard Assessment & Protection Measures" to western state emergency management leaders.

Terzi also was a guest lecturer for the Wetland Science and Management Certification Program at the University of Washington on March 6.

Departures

Sarah Armstrong, biologist, after eight years with the Seattle District has accepted a position outside of the government. She worked a lot of the time in the field, including Howard Hanson Dam and Fort Lewis.

Robin Smith, finished her master's degree at Portland State University and has resigned from the Corps. She will be working for a private environmental consulting firm in Montana.

Flagship is published bi-monthly. Please contact the editor, casondra.brewster@usace.army.mil with submission info.