



The Seattle District

Vol. XI, No. 2  
April-June 2001

# Flagship



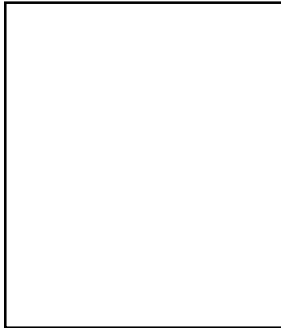
Site of the Wyckoff  
Plant at Eagle Harbor

April-June 2001

Vol. XI, Issue 2

In this issue

- Civil Works Update
- Ranger Profiles
- Earthquake Aftermath
- Wyckoff/Eagle Harbor Superfund Site
- Strategic Planning
- Clinic Replacement at McChord AFB
- Community Survey Update
- Around the District



**Steel sheet piles go up to keep creosote (from the old Wyckoff Plant) out of Puget Sound.**

**Col. Ralph H. Graves, Commander**  
**Dave Harris, Chief, Public Affairs**  
**Jan Marcan, Editor**  
**Patricia Graesser, Contributor**  
**Steve Cosgrove, Contributor**  
**Leslie Kaye, Contributor**  
**Shannon Chenoweth, Editorial**  
**Assistant and Photographer**  
**Kim Carlson, Photographer**



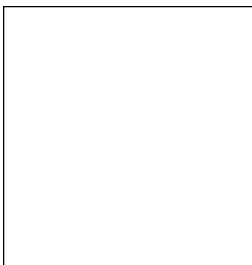
**US Army Corps  
of Engineers**  
Seattle District

*Flagship* is your news and feature magazine, published quarterly. If you have news, suggestions for articles or ideas you think would be useful for *Flagship*, we'd like to hear from you. Send your ideas to the editor at the address below or call the Public Affairs Office at (206) 764-3750.

*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 to:  
janet.k.marcan@usace.army.mil

**This issue was especially prepared for Steve Ricker and all other employees of Seattle District.**



**Col. Ralph H. Graves**

## Commander's Notebook

**Army Transformation is more than a new hat**

**Y**ou may have noticed that the military officers assigned to the district are wearing new hats. Last month we discarded our green caps and put on black berets. Army airborne, ranger and special forces units have worn berets for a long time, as tokens of their elite status. They will continue to be set apart by wearing berets of different colors. But starting on June 14, the Army's 226th birthday, berets became the official headgear for the entire U.S. Army, all branches, all units and all components. Army Transformation is the reason we changed.

Army Transformation is the name that the Army Chief of Staff, General Eric Shinseki, has given to current efforts to prepare the Army for the future. It happens that the efforts today echo a similar transformation undertaken by the U.S. Army of 100 years ago.

In 1901, the Army had recently played a major part in winning the war with Spain, America's first overseas conflict, but that experience had revealed many deficiencies in organization and planning. Working in cooperation with reform-minded officers, Secretary of the Army Elihu Root set in motion broad changes in three principal areas: Army command, the National Guard, and branches and schools.

The Root Reforms were timely not only to correct shortcomings brought to light in the most recent war. The era of westward expansion and national consolidation was coming to an end, and the Army needed to anticipate new missions that might come with our nation's emerging international role. The political consensus for that changed role was slow to emerge and in reality took two World Wars to develop fully. But Army leaders could not wait: they had to take risks and anticipate requirements if the institution would be ready in time. Even with the reforms, the Army faced huge challenges mobilizing for the great wars of the 20th Century, but thanks to Root and his colleagues it could rely on a professional cadre of officers and build on a sound set of organizational relationships.

In the 10 years since victories in the Cold War and the Gulf War, the Army's experiences in Somalia and the Balkans have shown that we may not have the right capabilities for national defense demands of the 21st Century. Our industrial-strength heavy units are without peer, but they are not agile enough to deploy quickly to distant parts of the world and selectively apply force in situations where hostile forces operate in the midst of civilian populations. U.S. security policy can be expected to emerge in response to specific situations, but the Army must change now in order to be ready to contribute when those situations arise.

Today the most visible part of Army Transformation is the fielding of two Initial Brigade Combat Teams at Fort Lewis. The roughly 3,500 soldiers of these formations are predominately

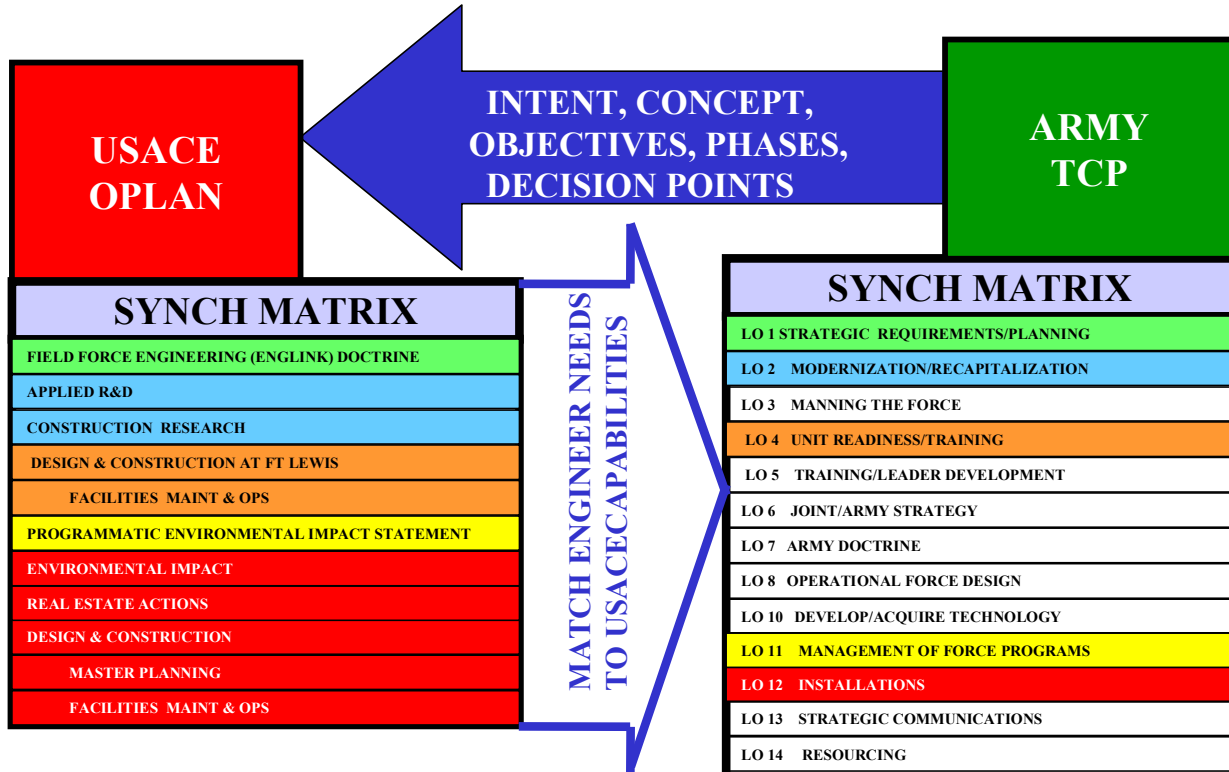




# The U.S. Army Corps of Engineers



## USACE SUPPORT TO ARMY TRANSFORMATION



infantrymen, riding to battle in wheeled Light Armored Vehicles. They count on sophisticated sensor, communications and analysis systems to ensure the margin of victory through information dominance of any situation. These units will be followed by six to eight Interim Brigades, whose stationing is expected to be announced soon. At the same time, a major scientific and technical effort is underway to equip and shape an Objective Force Army, emerging in the next decade.

Army Transformation has other, less publicized dimensions, 14 so-called Lines of Operation in all. USACE sees opportunities to make significant contributions to five of these LOs (see the box above). Much of the Engineer support effort will contribute to modernizing Army installations, but there are also important environmental and research and development tasks.

One exciting development is called Field Force Engineering, which envisions changes in how the Army will provide lines of communication and facilities support to combat operations. It recognizes the increased role of contractors and seeks to apply the design expertise of Corps districts to support wartime theaters of operations.

What does all this mean for us in Seattle District? Those involved in designing and constructing deployment,

training and quality-of-life facilities for the Interim Brigades at Fort Lewis are making a direct and leading contribution. Northwestern Division does not have a Field Force Engineering role today, but we may pick one up in the future. The important idea to remember is that the Corps remains a “vital part of the Army” and has important contributions to make.

In the decade following the Root Reforms and preceding World War I, the Army made two major contributions to the nation, both in response to needs identified in the Spanish-American War. First, Army Medical Department doctors such as Walter Reed and William Gorgas made great advances in the control of tropical diseases, notably Yellow Fever; and second, George Goethals, David Gaillard and other Corps officers and civilians took over and completed the construction of the Panama Canal.

Will environmental restoration be the Panama Canal of the 21st Century? I don’t know, but we can count on changing more than our hats.

### Timeless, Clueless

By Dave Harris

“Walk in wisdom toward them that are without, redeeming the time.” –*Epistle to First Century Colossians*



You don't know what time it is right now, nor do you want to know. Look at the nearest clock on the wall. It isn't right, and you know it isn't. And you haven't done a blessed thing about it. Oh, you say you wish “they” would synchronize the clocks around the building. “Every clock is different.” I've heard you say it.

Fellow carpoolian Dave Grant came by suggesting we declare an event during which everyone would synchronize the clocks with the U.S. Atomic Clock, found on your Intranet under On-line Services. Great idea, Fellow Dave. Let's do it now. Ready? Go find the time on the Intranet. I'll wait for you...

OK! On your mark...! 3...2...1.

See? Nothing happened. You don't want the right time. Karen Northup doesn't want it. Her clock is 10-15 minutes fast. She wants it that way. It gets her to meetings quicker. Notice, I didn't say “on time.” No one wants to be on time. No one will change the clocks. It's a good thing. Tim Grube in Safety would remind you

that you'd have to approach that clock on the wall using safe procedures. You'd ignore him. You'd use an ergonomically correct chair-on-wheels and break your neck. Nancy January is the new Workers' Compensation administrator. She would not be happy. And so, she doesn't want to know the correct time either.

Now...be honest with me. You don't want to know the correct time, do you? No way. You use one clock for your arrival at work or returning from breaks and lunch. It's slow. You use another clock for leaving the office or going home. It's fast. Mike Nelson's clock is fast so he won't miss his carpool.

Frankly, only one policy on time will work around here. Las Vegas time. They have no clocks. They want you to sit all night and keep plugging away.

Same here. So, take this job and love it. Thank God it's Monday. Every day. Throw away your watch. Enjoy your timeless surroundings. Have a Twinkie. Keep on plugging.

### District flies high to win Air Force award

By Patricia Graesser

Citing the district's unequalled support and efficiency, the Air Force named the Army Corps of Engineers' Seattle District as its Design Agent of the Year for 2000. The nomination came through Air Combat Command, and the awards ceremony is this August.

The Air Force awarded the district for exceeding design milestones on complex and high-visibility construction projects valued at \$23 million. One project Air Force gave as an example is the Enhanced Training in Idaho project near Mountain Home Air Force Base. This three-phase job provides a pilot training range to allow squadrons to use the latest technology under conditions as close to warfare as possible.

Air Force recognized the district for its commitment to deliver projects for the original budget without design cost growth, for completing design below cost on or ahead of schedule as well as for fostering a strong team environment.

The Air Force also recognized the district for mastering an innovative design-build technique, which allowed the team to be exceptionally successful in involving stakeholders early in the process. The parties developed design criteria into a comprehensive Request for Proposal that is ready to award within five months of initiation—less than half the normal time required.



Target site at the Enhanced Training range in Idaho.

The team at Mountain Home Resident Office was recognized for developing a strong team environment and relationships. They conduct monthly line item reviews, where action plans are developed to address design issues. They hold project-specific partnering meetings on all large projects, adopting a life-cycle management style that keeps design personnel engaged throughout the projects' duration.

Additionally, the Air Force named Joel Rogers (formerly at Mountain Home Resident Office) as Civilian Project Manager of the Year in the Construction category.

Joel was selected for consistently resolving complex problems, for effective listening skills and for using all the tools of the trade to ensure fiscal responsibility. His nominators referred to him as a team player, dynamic leader and an expert construction contract administrator.

## Centralia Flood Damage Reduction/ Chehalis River Basin Study

A flood of activity over the last couple of months is how both project updates could be described. "Progressing on schedule," is how former interim project manager Dennis Fischer puts it. The Centralia Flood Damage Reduction (FDR) Project sponsored by Lewis County experienced an even flow changing of the guards on June 4 from Fischer to permanent project manager Beth Coffey.

Environmental Coordinator Chris Runner and Chehalis River Basin study project manager Lori Morris made an in-person call to Pe Ell, Wash., to brief a concerned citizen on project impacts and activity. "This kind of individualized effort is priceless when it comes to building community trust," said a public affairs spokesperson. "It makes my job so much easier."

Public outreach for both the study and the project includes new Corps web pages at [www.nws.usace.army.mil](http://www.nws.usace.army.mil). Also, the 80-page Draft Environmental Analysis for 10% Design Report for the Centralia FDR Project is complete, and the project management plan for the Chehalis River Basin Ecosystem Restoration Study is in development.



## Cedar River FDR/Spawning Channel Rehabilitation

The Corps of Engineers' salmon spawning channel was destroyed by a landslide caused by the Ash Wednesday earthquake. It was constructed in 1998 under Section 205 of the Water Resources Development Act.

The city of Renton has requested PL 84-99 rehabilitation assistance to either replace or repair the spawning channel. Emergency Management will investigate both the channel replacement and flood issues.

A ribbon-cutting ceremony for the successful completion of the project, originally planned for spring, has been postponed indefinitely. Gary Schimek, project engineer for the city of Renton, says, "Yes, priorities have shifted with the occurrence of the landslide."

## Goldsborough Dam De-construction

Project Manager Mike Padilla reports that the three-way partnership between the Corps, local sponsor Washington Department of Fish and Wildlife, and Simpson Timber Co. is making fast progress at the newly diverted Goldsborough Creek. Hundreds of fish were re-routed to a nearby creek on what team members nicknamed "fish freedom day," May 30. Several thousand feet of diversion pipe lay buried next to the creek's former rushing waters, and the mossy, rotting timbers of the now dry dam have been removed.



Stan Palmer Construction, the contractor, predicts they will meet the in-water permit work deadline of Sept. 30. The project is receiving considerable media attention, including a Japanese documentary film crew. The removal of the final cement portions of the dam happened June 11.

When completed, the ecosystem restoration project will create 12.5 miles of pristine spawning habitat for fish.

## Tongue Point Landfill, Astoria, Oregon

At a recent public meeting held in Astoria, Ore., Project Manager Jonathan Maas announced that a temporary delay of work will be necessary for the Tongue Point Landfill Remedial Action project due to inadequate funding in the FUDS (Formerly Used Defense Site) program.

However, the design phase of the project is over 60-percent complete.



Stories and photos by Leslie Kaye



# First and lasting impressions

## Park rangers, seasoned and seasonal, serve as visitors' natural resource

By Steve Cosgrove

Whether you're a camper, a fisher, or a sightseer at a Corps of Engineers recreation facility, you will most likely come in contact with a Corps park ranger. Park rangers are the caretakers of our natural, historical and cultural treasures – the backbone of the Corps' natural resources operations. Whether your interest is wildlife, recreation, archeology, historic interpretation or where to set your campsite, the park ranger is there to help.

The Corps estimates that 25 million citizens—one tenth of the population of the United States—visit a Corps project at least once in any given year. Some of the Corps' most popular recreation areas are right here in Seattle District. These areas provide camping in ancient forests, water sports in sparkling streams and lakes, and hiking along picturesque trails. Corps park rangers are there to make sure that these natural resources are preserved so that everyone can enjoy them.

Visit the district's recreation sites on the web at [www.nws.usace.army.mil](http://www.nws.usace.army.mil). Along with links to all the district's recreation areas, you will also find a link there to the National Recreation Reservation Service™—NRRS™, North America's largest camping reservation service, offering over 49,500 camping facilities at 1,700 different locations managed by the Forest Service and the Army Corps of Engineers.

Seattle District's natural resources staff members are now gearing up for what looks like a busy summer season. Joining the district's seasoned professionals this season are some new faces.

### Chief Joseph Dam and Rufus Woods Lake

Laura Beauregard joined the district

last year as chief of the Recreation and Natural Resource Section for Chief Joseph Dam and Rufus Woods Lake. Laura has worked for the Corps for 15 years. Before joining the Chief Joseph staff, she was a park ranger in the Southern Operations Area at Piedra, Calif.

Laura has a bachelor of science degree in parks and recreation administration from Colorado State University. She was recently awarded the April 2001 National Water Safety Congress Regional Award and the year 2000 Lifeline Award for her contributions to the lifesaving goals of the Army Corps of Engineers National Water Safety Program. Laura was a dive rescue specialist and dive team member of the Madera County Sheriff's Department in California. She is the current Seattle District representative to the National Corps Water Safety Committee.

Her new position keeps her busy. She's partnered with local sheriffs departments to provide water and boating safety programs to local schools, placed bilingual public service announcements in local media, acquired the new Bobby Beaver water safety mascot, designed a new Spanish language water safety booth and initiated safety patrols of Rufus Woods Lake. Laura is the Corps point of contact to provide assistance in developing multicultural water safety outreach programs for local communities, and was a presenter at the National Environmental Development Workshop in 2001.

"The big tasks ahead are to provide recreation opportunities to a multicultural community, promote environmental stewardship, and enhance partnerships with local, state, and tribal governments," Laura says.

Doug Helman is a new permanent

seasonal park ranger at Chief Joseph Dam and Rufus Woods Lake. He received a bachelor of science degree in environmental studies from the University of Pennsylvania. His park experience includes three summers as a laborer for the trail crew in Yellowstone National Park. The past three summers Doug worked as a park ranger for the Bureau of Land Management at Pompey's Pillar National Historic Landmark.

Crystal Nilsen has also joined the Recreation and Natural Resource Section at Chief Joseph Dam and Rufus Woods Lake as a permanent seasonal park ranger. Crystal graduated from Bridgeport High School and is a long-time Bridgeport resident. She previously worked as a park ranger at Chief Joseph Dam for about eight months. Crystal has an associate of arts and sciences degree from Wenatchee Valley College.

Lynann DeJarnett has been accepted into the Student Career Experience Program as a part-time park ranger at Chief Joseph Dam and Rufus Woods Lake. She is working on an education degree in biological science at Heritage College. Lynann worked at Chief Joseph Dam last summer as a temporary ranger.

### Lake Washington Ship Canal and Hiram M. Chittenden Locks

Michael Starling and Carlton Bronson join the Locks natural resources staff under STEP – the Student Temporary Employment Program. STEP is designed to integrate the students' educational studies with a wide range of clerical, administrative, professional, and technical experiences that support the agency. This program also gives managers flexibility

in hiring people to accomplish a wide variety of program services on a temporary basis. Working as park rangers at the Hiram M. Chittenden Locks, they perform visitor assistance, security and emergency response duties.

“I am a civil engineering student at the University of Washington. When an opportunity came my way to work at the Chittenden Locks, I could not pass it up. The position was designed for students, and I have found working here to be a great experience,” Michael says.

### **Libby Dam**

**Alana Kirkpatrick** is the newest member of the district’s natural resources team, joining the staff at Libby Dam as a park ranger. Alana comes from the Albuquerque District where she was a park ranger at Conchas Lake in northeastern New Mexico. She has a degree in fisheries and wildlife biology from the University of Missouri and started her career with the Corps of Engineers in the St. Louis District. She enjoys a variety of hobbies, from hiking, downhill skiing and kayaking to quilting.

Alana is in charge of the interpretive program at Libby Dam. She directs the interpretive staff in various programs, such as dam tours, water safety programs, environmental education programs, evening campfire programs and other special events. Alana will also develop the interpretive exhibits at the project, day-to-day operation of the visitor center, volunteer program, interpretive outreach program and Lewis and Clark programming. In addition, she has visitor assistance duties and is a contributing team member in the other natural resource programs.

Natural resources manager Dick Wernham says, “I’m excited to get such a highly qualified and motivated person on our staff. She brings a wide range of experiences to our program that will be helpful in expanding and improving our programs.”

As for Alana: “I am delighted to become a part of the team at Libby Dam and am looking forward to the challenges that lie ahead.”

As campers, fishers, and sightseers flock to Seattle District’s recreation areas this summer, they will be delighted to have these highly-qualified and enthusiastic new faces to greet them.

**Flagship-April-June 2001**



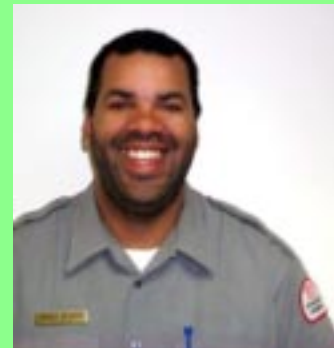
**Beauregard**



**Starling**



**Helman**



**Bronson**



**Nilsen**



**Kirkpatrick**



**DeJarnett**



At left, a westerly view of the mitigation beach, and placement of material in the E

## Kudos for Wyckoff/Eagle Harbor team's success in nearly impossible multiple tasks to clean up the environment at Bainbridge Island

Story by Dave Harris and Jan Marcan

**A** number of “close to impossible” challenges on simultaneous jobs for the busy Wyckoff/Eagle Harbor Project Delivery Team turned into successes that earned recognition from higher headquarters for their environmental cleanup of the former creosote plant and the main harbor at Bainbridge Island.

And the good news which underscores that effort arrived recently from Northwestern Division. The Wyckoff/Eagle Harbor Project Delivery Team’s nomination was selected (along with three others) to represent NWD at the national conference to be held in August.

The team’s efforts brought high customer satisfaction from EPA. Juggling four extremely complicated tasks at a time, the team was able to cap contaminants, design and construct two sheet pile walls and grapple with one of the most scientifically challenging projects around “in the shortest possible timeline” within a fish window milestone of Feb. 15. The team succeeded in the water portion just one day ahead of schedule. They met a similar window for work on land including building a beach, by March 31.

But the pressure continues, as EPA has asked the team to tackle a “thermal remediation pilot project,” the first set of Plans and Specs to be designed to this detail.

Steam construction will begin this summer with site preparation and installation of the vapor cap, placement of a system of

injection and extraction wells and a boiler building. As Project Manager Kathy LeProwse explains it, the wells will make it possible to inject steam into the ground, heat the creosote up to reduce the viscosity so it will move easier and faster towards the wells. The liquid and vapors will be pulled out of the ground, cooled, and taken through a treatment plant where it will be treated and then put into Puget Sound.

The discharge will be clean, LeProwse emphasizes. Calculations, she says, estimate that there could be about a million gallons of creosote underground.

The challenge before the district, she adds, was to assemble a team of people to best perform site characterization, remediation strategies, design of the remediation and subsequent cleanup on this complex Superfund site ... and delight the customer throughout the process.

Over the last three years, the team has performed a phenomenal amount of work for EPA and has received \$25 million to work on three of the site’s four operable units. Eight million of this was for the district’s cost of operation. The thermal project could lead to \$40 million in work on the remainder of the site.

The Superfund site was placed on EPA’s National Priorities List in 1987. The Eagle Harbor portion of this Superfund site includes 500 acres of intertidal and subtidal sediments.

The multitasking, complicated science and unrelenting





The site shows sheet pile wall installation, excavation of the embankment; above, the wash-off method of cap removal at Eagle Harbor.



Sheet piling made out of special steel is purchased from a manufacturer in England.

deadlines have taken their toll of the team. They succeeded, but at an emotional cost, LeProwse says. The higher headquarters selection recognizes the overwhelming adversity that the team somehow has managed to overcome. And it's only a beginning.

Added to the challenge are repairs needed to the facility because the Feb. 28 Nisqually earthquake shook tanks loose from their anchor bolts.

And what about the harbor critters who struggled with contaminants?

The habitat has improved, but food from the sea, a staple for centuries, is "not ready to eat," LeProwse says. It may take decades, but she believes a seafood platter from Eagle Harbor "will be available eventually."



The existing ground water treatment plant will need repairs and upgrades after being damaged by the Nisqually earthquake.

## History of the old creosote plant

Little is left of the Pacific Creosoting Plant except a couple slabs of concrete. Sixteen buildings were demolished. Some 75 structures in all were removed. The 130-foot smokestack has disappeared.

The Bainbridge Island plant was located on 57 upland acres on the shores of Puget Sound and Eagle Harbor in the city of Bainbridge Island, Wash. It began operations in 1905, and through change in ownership over the years, today is referred to as the Wyckoff Facility.

During much of the 20th century it employed from 70 to 80 people in the wood preserving business and was considered one of the largest creosote plants in the world.

Tankers carried creosote oil into the harbor and steamships, in turn, transported the processed wood products—pilings, timbers, poles and railroad ties—to markets around the world.

In the 1980s, environmental investigation revealed that the plant's operations had released creosote, a chemical preservation called pentachlorophenol, and fuel oil into the soil, groundwater and Eagle Harbor.

The Superfund site was placed on EPA's National Priorities List in 1987. The Eagle Harbor portion of this Superfund site includes 500 acres of intertidal and subtidal sediments.



The front entrance of the 90,000-square-foot medical clinic.

# And the winner is ...

## The McChord Replacement Clinic PDT

*Story and photos by Jan Marcan*

**A**cross the nation and around the world, the U.S. Army Corps of Engineers annually celebrates the anniversary of its establishment—226 years in June.

Then and now, the Corps recognizes outstanding achievements in its diverse mission fields—missions which have grown and expanded immensely from those early days.

This year, Seattle District's Corps Day recognized several excellent accomplishments by Project Delivery Teams (PDT)—groups of people in diverse disciplines who come together to take a project from cradle to finish in a very professional, modern business fashion.

It's not an entirely new concept to the Corps, but today the emphasis is on a team approach, which results in strengthening communication lines among the stakeholders.

The Clinic Replacement at McChord Air Force Base does just that. The new 90,000-square-foot clinic was designed to provide a cutting-edge medical facility and consolidate the Air Force medical function in one location. It replaces the 62d Medical Group's historic hospital built in 1938, outdated warehouses, and aging portable temporary clinic buildings.

To achieve a modern healthcare facility and stay within the Programmed Amount was a challenge for the design team. The end result was that the medical people got the scope and quality that they were looking for, and at a cost of \$4 million less than the \$20 million Programmed Amount.

The project was a Fiscal Year 99 third quarter award to Strand

Hunt Construction from Kirkland, Wash. Due to the PDT working closely with the construction contractor, the clinic was turned over to the user over a month earlier than expected. Demolition of the existing clinics and warehouses was completed two months ahead of schedule.

"This is an example of how a Project Delivery Team works," Project Manager Jill Gough said. "From the beginning of design, the professionalism of the team and the quality of the staff assigned to this project set the foundation for the successful construction of the clinic."

She gives credit to members of Headquarters USACE Medical Division, Air Force Center for Environmental Excellence, Air Force Health Facility Office-Western Region, the 62d Medical Group and NBBJ Architects Team, and Seattle District for working many hours to develop a design that met the functional and technical requirements for a medical clinic while complementing McChord's architectural style.

As the project moved into construction, new members of the PDT were added: Strand Hunt Construction Inc., the McChord Resident Office and Northwest Area Office staff. "Their participation," Gough added, "in the planning, design and construction has been a significant factor in the success of this project."

The medical facility will be used by the active Air Force and the 446th Military Airlift Wing's Reserve medical unit. A separate building for the 446th was completed early this year. The Reserve staffs the main clinic during training weekends.





A large crowd attended the "gauze cutting" ceremony.



The clinic fountain at the front entrance.



Spiritual Leader of the Nisqually Indian Tribe, Robert Sisson, blesses the clinic.

## Rieta recognized

**R**ieta Kauzlarich is busy. As a Construction Representative, her job is to monitor progress and manage quality assurance relating to projects at McChord Air Force Base where she works at the Corps' McChord Resident Office.



Rieta Kauzlarich with Strand Hunt contractor.

With the beddown of the C-17 and the administration's emphasis on quality of life for the airman, the Resident Office has a healthy work program and Rieta is right in the middle of it.

Projects she currently manages include the Clinic Replacement Project, Consolidated Bid Package for Repair Shop Building 745, C-17 Alter Composite Shop, the Fuel System Maintenance Nose Dock and the C-17 Upgrade Steamline and Electrical Utilities. These projects range from \$3 million to \$20 million in Programmed Amounts.

The Clinic Replacement Project is an excellent example of Rieta's quality management. This highly visible project was completed early with quality recognized by the medical staff in a Special Act Award sponsored jointly by the Corps Project Manager and the Air Force Health Facility Project Officer, and presented to Rieta. Her proactive approach to resolving issues and her tireless efforts in maintaining the partnering relationship between stakeholders were significant in the early completion of the project, explains Jill Gough, Project Manager.

Rieta is an outstanding example of the ideal front line construction representative, Jill concludes.

In addition to the Special Act Award, Rieta Kauzlarich received an Employee of the Year award at the Corps Day event last month.



VIPs including Col. Suzanne Hansen, 62d MDG Commander, cut the ribbon for the celebration.

# Survey: Do you have an impact?

**T**oo many employees think they have no influence in Seattle District, and employees desire more face-to-face interaction, respondents to this year's communication survey said.

The question PAO asks work groups to address is, "What might cause an employee to feel he or she has no influence on teamwork or morale?" Each employee has an impact—silence has an impact. Key findings from this year's survey:

- Responsiveness still needs work, but more people are getting responses than not.
- Employees desire face-to-face time and regular meetings even as they have become more reliant on electronic news sources.
- Supervisor-employee relationship is still key, and PMs and leads also have a role to play.
- Too many employees do not feel they have an influence on improving morale and teamwork.

In April 2001, the Public Affairs Office evaluated the second communication survey. As a direct result of the first round of survey responses in 2000, actions taken included a monthly Communication Express, providing an anonymous Intranet forum, publishing District Executive Team meeting notes in Quickread, and hosting discussions about communication issues.

This year, PAO re-surveyed for progress and new data. PAO sent out about 800 surveys, and employees returned 402.

First, PAO asked if communication effectiveness had improved in the past year. Half of those responding believe effectiveness is the same, 32 percent said it has improved, and 19 percent think it has declined. PAO will continue to work for improvement at all levels.

About 70 percent of employees reported that they shared their point of view this past year — up slightly from 66 percent in 2000. Employees responded that they are most likely to share ideas with their immediate supervisor, project manager or team lead.

Reasons people gave for not sharing their point of view were (in order of frequency):

- Too new
- Wouldn't make a difference, waste of time
- No reason to

Last year the second most frequent response was, "didn't know how/wasn't asked." Because this answer appeared much less frequently this year, it looks as though people are more aware of the various means available through which they can share their points of view.

Last year PAO found that responsiveness was an issue. This year, the respondents who said that they did not hear how their ideas were considered went down to 37 percent. This is an improvement from 2000, when 44 percent of those who shared their point of view said they did not hear how their ideas were considered.

An issue of concern for PAO is determining how people currently get their information and how they prefer to get their information.

People report they now get information from the following:

- Quickread (195 responses)
- Coworkers person-to-person (127 responses)
- Communication Express (108) new to top 5
- Coworkers via E-mail (103)
- Intranet (87) new to top five
- Supervisors and Grapevine (at 83 and 86)

The positive news this year is that Communication Express is in the position where grapevine was last year. People are getting information more frequently from a verified source. Additionally, Intranet is the fifth most frequent news source response—up from 14th last year.

People report that they prefer to get their information from these sources:

- E-mail (146 responses)
- In a meeting with supervisor (105 responses)
- Quickread (53 responses)
- Intranet (31) new to top five

Nobody wants to hear it from coworkers first—they want to hear first from their supervisor via meeting or e-mail.

Another important factor is how employees prefer to share their point of view. This year we saw an increased preference for person-to-person communication. Most frequent responses in order:

- Person-to-person (111)
- Via E-mail (88)
- Through their immediate supervisor (76)
- Staff meeting or group meeting (51)

This information further emphasizes that we need to provide face-to-face opportunities with employees if we truly want their input.

When asked, about 67 percent of employees said they felt their supervisor encouraged them to share their point of view. This is up slightly from 64 percent last year. About 25 percent of employees felt the District Executive Team encouraged employees to share their point of view—up from 17 percent last year. This year the survey also asked about PMs or team leaders, and 55 percent of respondents felt these folks encouraged employees to share ideas.

Senior leaders said they want to hear about what motivates employees and about what employees need to do their jobs. In survey responses, 67 and 70 percent (respectively) felt safe describing to their supervisor what motivates them and what they need to do their jobs.

This year we asked employees again for their specific suggestions for improving communication. Their responses (in order of frequency):

- Improve quality of management (technical skill, communication skills, less isolation, more responsiveness)
- Listen to understand
- More personal, face-to-face communication
- Involve employees in decision-making
- Improve e-mail management

**(Survey continued on page 13)**



# Activity starts after shaking stops

By Dave Harris

When the shaking quit, the work began. “We were very fortunate,” said Dave Spicer, Emergency Management. “The Nisqually Earthquake could have caused much more damage. It was a reality check that allowed us to respond under several authorities. Now we need to revise our procedures, train our employees, and hold periodic drills.”

Flying is hours and hours of sheer boredom occasionally interrupted by moments of stark terror. Such can describe living in an earthquake zone.

And like the Monday morning quarterbacks, everyone has an idea how to craft a better response, though no Corps employee or dam was seriously impaired by the Feb. 28 quake. And so perhaps dozens of district folks have sunk their teeth into the trousers of AARs—after-action reports. AARs don’t get people excited. That’s the idea, to reduce the excitement for the next shaker.

What can be improved?

Even if people emerge safely after the shaking stops, any procedure can be improved:

- egress
- employee accountability
- assistance for disabled or injured people
- Crisis Management Team response
- communication (radio, phone)
- coordination
- media relations
- alternate Emergency Operations Centers (how about a Corps vessel?)
- emergency response staff processing
- timekeeping
- upward reporting
- extended hour Emergency Operation Center staffing
- augmenting other agencies with no more and no less staffing than needed
- funding sources
- structural and air quality assessment
- needed emergency response clothing and equipment
- counseling and emotional recovery

Dave said that GSA, owner of Federal Center South, intends to revise the Occupant Emergency Plan with help from the Corps, and Emergency Management has corralled employees in every nook and cranny to provide input. Everyone is keenly interested in what is needed for adequate preparation, response and recovery.

The lessons learned from the earthquake, he said, will enhance this plan and also provide input to other documents, such as plans for earthquake response and other disaster response, including flood fight response

and support to the Federal Response Plan. It will fine-tune, for example, response to FEMA.

Documents? What about actual hands-on practice? He talked about the hard work the district will tackle to fulfill on the “triangle of success”: procedures, training and exercising or testing the plans. Nailing down all the ingredients gives meaning and purpose to the lessons learned and enables people to actually accomplish them next time a disaster strikes, he said.

“Without all three components, it won’t succeed.”

## (Survey continued from page 12)

A positive sign was that the response “involve employees in decision-making” dropped from frequent to the fourth most frequent. However, a new issue emerged this year—e-mail management. To address this issue, IMO will likely sponsor brownbags on e-mail management in the coming year.

An issue of personal accountability arose this year. Of those responding, 87 people, or 23 percent, feel they have no influence on improving employee morale. Additionally, 61 people, 16 percent of respondents, feel they have no influence on teamwork.

What PAO will be doing:

- Continue to use news vehicles that work—Communication Express, Intranet, Quickread
- Personally brief survey results and ask for input at branches and field offices
- Send separate e-mail messages regarding policy and high-impact or high-emotion issues.
- Conduct more face-to-face communication ourselves and encourage supervisors to prioritize face-to-face communication
- Host brown bags on communication-related topics, including effective listening and perhaps constructive feedback

What everyone can do:

- Clearly and repeatedly ask for input and provide electronic and verbal means
- Ensure employees who share their point of view are rewarded with feedback
- Encourage supervisors to hold regular meetings, get out of their office/cube, and engage in conversation
- Provide opportunities for personal interaction
- Ask yourself, “Is the impact I’m having a positive one?”

In employee meetings held so far, folks have asked for training on the Outlook e-mail system, tips for holding effective meetings, acronym-free e-mail and Intranet information.

PAO continues to hold employee meetings with interested offices and groups. Call Patricia Graesser in PAO (206) 764-3760, if you haven’t yet set one up.

If PAO can get only one message across this year, it is, “Effective communication is everybody’s business.”

# Future Focus

A great place to work, and we do great work

By Patricia Graesser



**P**eople, Process, Communication” plus the additional “Customer” goal were the four focus areas developed at the end of February. Seattle District participants met off-site at Fort Lawton to plot out the strategic direction and objectives for the district in the coming year or more.

The People Goal’s desired End State: “We want a working environment where people say, ‘This is a great place to work, and we do great work!’”

The People Strategic Objectives:

- To improve morale (physical and mental environment and workload).
- To sustain a capable workforce.
- To revitalize our program for development of our people.
- To find and hire the new people we need.

The Communication Goal’s End State was “Improve internal and external relationships through timely, truthful, open and courteous communication. We welcome dialogue and respect diverse perspectives in order to understand and achieve better solutions. We use communication methods and techniques appropriate to the message, audience/recipient.”

Strategic Objectives:

- To have all be responsible for promoting effective communication.
- To enhance and maintain our positive professional reputation. ([Link to People-Morale](#))

The Customer Goal’s End State is “We will be our customers’ choice, competitively priced and more responsive than any other alternative.”

Customer Strategic Objectives include:

- To develop communication and interpersonal skills in all Seattle District people who contact customers.
- To partner with our customers and stakeholders to ensure buy-in of key decisions through mutual agreements or consensus.
- To become a leader in customer focused performance (execution of a commitment).
- To evaluate and improve project delivery with our customers with respect to communication, relationships, partnering and performance.

The Process Goal’s End State: “Project Management is the business process of Seattle District. Our processes are based on continuous learning and empowerment and supported by collaborative systems and technology. We develop our processes within the life cycle concept and clearly communicate them to all stakeholders.

These processes are integrated with our culture and

stress individual accountability. We work in teams/partnerships to deliver quality solutions for the public good.”

Strategic Objectives:

- To develop a life cycle approach to managing key Seattle District processes.
- To make Automated Information Systems our friends.
- Continue the Project Management Business Process journey.

Once back at the district, the District Executive Team selected specific DET members for each team, and the DET members then selected the balance of their working team. The aim was to have enthusiastic cross-functional teams of District Executive Team, Project Delivery Management Team, first-line supervisors, union representatives and other District staff.

Once team membership is established, each team will receive some overall guidance, then will develop a charter and path forward for approval by the DET/Commander. The routine DET meeting times (8 a.m. Thursdays) will be used for sharing team meeting results, ensuring team efforts link together, and making decisions as necessary.

The established teams:

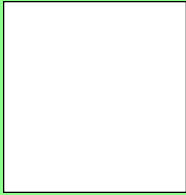
- Learning Team (people development, including training and knowledge management)
- Human Capital Team (best use of our human resources, including life cycle personnel management, workforce planning, recruitment, right people in right job, other people issues)
- World-class Workplace Team (the Workplace facilities physical environment - both short-term and long-term)
- Business Process Team (everything from designing a process for evaluating our processes to quality management and systems to continuing the Project Management Business Process journey)
- Telecommuting Team (Sorting it out and getting to policy)

The teams are to develop appropriate project management plans.

The plans will include roles and responsibilities of team members, timelines, definitions of project success and a budget.



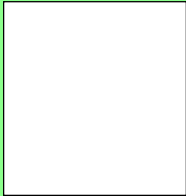
## New Faces



**Bob Harnage** is the new Information Management Customer Service Branch Chief in IMO.



New to the Office of Counsel is **Pedro Durand** who came on board this spring as an attorney.



Assistant to **Mona King** in PM-PL, **Melinda Marquis** last worked at Fort Lewis.



Also, **Ann Gerner** joined the Office of Counsel as an attorney this spring.

## Take your daughters and sons to work day



Posing for the camera starting from left: District Commander Col. Ralph Graves, Wes Hayes with daughter Carley, Steve and Theresa Cosgrove with daughter Shannon, Grace Pitcher and daughter Allie, Vivian McGinty and daughter Shannon Wilson, Beverly Christensen with daughter Jessica, Howard Blood and daughter Elizabeth, Bill Worden and daughter Lisa, and Lt. Col. Mark Holt with son Jeffrey.

## Congratulations

To **Kyle Shaw** of the Architecture and Structures Section who was selected to the first position in the district under recent guidance given by Northwestern Division for GS-13 technical lead positions. Kyle brings significant technical experience to the position.

And to **Beth Coffey** who has been

selected as a Planner/Project Manager in PPMD's Planning Branch. Her first assignment will be the Centralia Flood Damage Reduction project.

Also, just this month, **Jim Ulrich** stepped into Jim Lonsford's former job as area engineer for the Northwest Area Office at Fort Lewis, Wash. Jim was the resident engineer at McChord AFB.

## Retirements

**Richard (Rick) Eckerlin** started work in Seattle District in 1973. He had spent some time in the private sector first, was a member of the Air Force for a few years, and got a bachelor of science degree in geology from the University of Washington.

**Eckerlin**

His first job was working for Tom Ward in the F&M Geology Branch. He traveled across the district involved in the Libby Rereg Dam and Wynoochee Dam.

He was among the first to start work on the concrete cutoff wall for Mud Mountain Dam and, at the time, presented two professional papers.

Now Rick thinks a month off would be nice and then see what is available in the contracting field or working for an A/E firm part-time.

**Byron Esko** retired with a total of 42 years of public service as of June 24; almost all of that was with Seattle District.

After his round in the Engineer in Training program, Byron opted to go into the Mechanical Design Section back when big drafting boards were used, one telephone made due for about four people, and a motor fleet of three-speed, small engine cars made up the district's motor pool.

**Esko**

His first design work was on Libby Dam when the office was located at Pier 37. He also did design on Wynoochee Dam, Lower Monumental, the Chief Joseph Dam pool raise and military work.

He went to Allbeni Falls as chief of Operations & Maintenance from 1970 until 1973, then became Project Engineer at the Lake Washington Ship Canal until returning to the district in Operations Division's Technical Section and Project Support in 1990.

Byron will spend time with his grandchildren this summer and then take a vacation to Las Vegas with his wife.

## In Memoriam

**Douglas Fisher** was with Nebraska Public Power until 1982 when he started work at The Corps' Oahe Project in South Dakota. He then went to Chief Joseph Dam in 1989 and worked as Chief Operator and lived in Brewster.

Doug was 45 years old at the time of his death this April. He is survived by his wife Shirley and four children ages 19, 17, 12 and 8.

Says Ed Reynolds, "Doug performed his duties with great pride and he insured that others received recognition for doing outstanding work. I genuinely liked and respected him."

Retiree **Allyn Spleen** died in June. He was a machinist at Lake Washington Ship Canal and retired in 1981. Allyn began as a lockwall line handler and moved to the machine shop in the late 1960s. He retired from the district in 1981.

**Tyler Wayne Reynolds**, infant son of **Tim and Michelle Reynolds**, died on April 20 in Spokane after undergoing heart surgery. He was five months old. Michelle Reynolds is a Materials handler at Albeni Falls Dam.

## Speaking Out

**T.J. Stetz**, Ecologist Regulatory Branch spoke to the Society of Wetland Scientists May 16 in Hood River, Ore., on changes in the Corps Regulatory Program due to the U.S. Supreme Court decision on isolated waters.

Regulatory Branch's **Cindy Barger** and **Evan Lewis** spoke May 18 at the annual meeting of the Northwest Chapter of the Society of Wetland Scientists in Hood River, Ore.

**Mike Padilla** gave a briefing May 2 on Howard Hanson Dam Additional Water Storage and Ecosystem Restoration to the Washington Chapter of Trout Unlimited.

The organization has a great interest in the restoration of self-sustaining runs of Salmon to the upper Green River watershed. **Fred Goetz**, a fish biologist from ERS and **Paul Hickey**, a representative of Tacoma Public Utilities, assisted Mike.

**Jeff Laufle**, Environmental Resources Section, spoke May 10 on the Adaptive Management in the Corps' Civil Works program in a PROSPECT course on Water and the Watershed at the Corps' Hydrologic Engineering Center in Davis, Calif.

**Charles Ebel** participated in a panel discussion regarding salmon recovery and issues at the Locks. The symposium, Salmon in Ballard: A local perspective, was put together by Groundswell NW and Seattle Parks and Recreation. It was held May 5 at the Golden Gardens Bathhouse.

**Linda Smith and Charles Ebel** took part in the Water Resources Inventory Area 8 Public Workshop May 31 on Mercer Island. They answered questions on Corps work being done now and what the Corps will continue to do to recover the salmonids in the Lake Washington watershed.

## Retirees' Association

The Seattle District Retirees Association met May 3 at the Elks Club and elected new officers.

President-elect Norman Arno and Treasurer-elect Bob Parker will serve two-year terms.

Col. Ralph Graves, Seattle District Commander and guest speaker, provided a

mission and personnel departure update, and presented the district scenario after the Feb. 28 earthquake.

Retiree Art Harnisch mentioned after the meeting that he is involved with a delegation from the Hungarian Academy of Science – Budapest.

The delegation had planned a visit to the Pacific Northwest and a conference in Victoria, B.C., which will result in Art's return visit to Budapest. For more information, Art can be reached at [artharn@aol.com](mailto:artharn@aol.com) or 206-282-3522.



**Poplar tree planting takes place at the Fremont Cut April 13. In uniform is Brian Carter. Assisting him are Madonna Cacciatore and Greta Ostlund. After a four-year planning and review process, the April planting event marked the beginning of the Fremont Cut vegetation restoration project.**

Department of the Army  
Seattle District, Corps of Engineers  
P.O. Box 3755  
Seattle, WA 98124-3755  
Office: Public Affairs Office  
Official Business

**Address Service Requested**