



Vol. XII, No. 4  
October-December 2002

# *Flagship*

Military construction blitz

In this issue

- Confronting the “friendly” forces
- Changing the fate of a nation
- Fighter planes come home—homes on the plain
- Whirlwind tour
- What I like about you...and my job
- Fort Lewis construction
- Montlake motion halted
- Highest price paid for a Seattle District job
- Bill Moore retires...and much more.



**On the cover: Iron workers tie rebar for columns on the Deployment Facility’s “Marv’s Yard” warehouse. Read about immense construction efforts at Fort Lewis and points east.**

**Col. Ralph H. Graves, Commander**  
**Dave Harris, Chief, Public Affairs**  
**and Editor**  
**Patricia Graesser, Contributor**  
**Steve Cosgrove, Contributor**  
**Leslie Kaye, Contributor**  
**Maria Or, Contributor**  
**Andrea Takash, 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: david.g.harris@usace.army.mil Check out the full edition of *Flagship* or a shorter *Flagship Express* online at www.nws.usace.army.mil

**This issue was especially prepared for Al & Norma Gapasin and the Seattle District family.**



**Col. Ralph H. Graves**

## Commander’s Notebook

### The Goal of a Learning Organization

In October members of Seattle District went to Washington, D.C., to help teach the USACE Commanders Course. Our experience illustrates what we mean when we say the Corps is a Learning Organization.

According to the USACE Learning Organization Doctrine, drafted in July, “A learning organization systematically learns from its experience of what works, and what does not work. The goal of learning is increased innovation, effectiveness, and performance.” Clearly, we help USACE effectiveness by training new district commanders and deputies for their duties. Further, the evolution of the course itself, the way we organized to conduct it and its role in helping the Corps change also illustrate the Learning Organization.

The Commanders Course has evolved substantially since I first attended as a student 10 years ago. Back then we went to Huntsville for four weeks of contract law in order to qualify as Contracting Officers. Seattle’s Audrey Shaw was one of the prime instructors. Evolving district engineer responsibilities, feedback from students and a consistent drive to improve have led to the current course, led by serving DEs, taught largely by district staff and covering as much as possible the full range of DE responsibilities. Incoming Commanders get a week-long orientation in June and return in October after a few months in their districts. This year’s October course ran for eight days (though our attempt to shorten the overall time by working on Saturday did not delight our student-customers).

We ran the course according to the principles of PMBP. We used student and instructor evaluations of last-year’s course to refine topics, presentation formats and the overall schedule. We partnered with a group from Savannah District, led by Col. Roger Gerber, and our PDT also included Corps Headquarters staff, members of the Professional Development Support Center in Huntsville, contractors and a civil works local sponsor from Luzerne County, Pa. Jim Waller did a great job as PM, keeping team members on schedule as we planned, prepared, rehearsed and delivered the course.

Rather than teach them in detail how a district runs, we attempted to tell the DEs and deputies what they need to know to fulfill their roles as leaders and senior managers. We employed a variety of techniques, including assigned readings, PowerPoint lectures, discussion groups, a “Who wants to be a DE” quiz game, guest speakers and a healthy dose of Karen Northup. You may have read in Quickread my account of our sniper-defying session with Lt. Gen. Flowers in a Home Depot parking lot. Another unanticipated opportunity was seeing the P2 briefing and demonstration one day after the Chief and one day before **(Please see bottom of page 3)**

*Slowly losing my mind*

# Confronting the ‘friendly’ forces

By Patricia Graesser

Let me preface this piece by stating up front that I’m slowly losing my mind. Nearly every week, I am allowing myself to be driven incrementally more insane by people who appear to avoid personal accountability—by those few employees who will not engage other employees face-to-face. My one slim thread of sanity hangs upon the belief that these employees are the exception, not the norm.

Yesterday, an employee complained to me that a team member wasn’t pulling his weight. The adding of my brain worsened when the complainer would not do anything about it—except complain. Rather than gripe behind somebody’s back, my belief is that the majority of our employees would practice courteous confrontation with the alleged shirker.

Most folks are familiar with the technique, but for the sake of those who aren’t, let’s review.

Confrontation is an individual responsibility, done calmly and privately face-to-face to check out assumptions. In confronting, you use concise, descriptive (versus evaluative) language, stating the impact to you, clarifying the standard or expected behavior and then listen to the person being confronted.

For instance, the complainer could say privately to the alleged shirker, “Yesterday I expected you to be in our meeting to provide a status of your actions. When you were not there, it left an information gap, which will delay our decision-making and could cost the customer money. When you agreed to a meeting time, I expected that you would be there, or let me know as soon as possible that you could not attend. When you just

***Sometimes I’ve worried, “What if he’ll hate me?” Then I tell myself, “Hey, I should be more concerned that he already does, because he doesn’t have a clue about what my expectations of him are.”***



fail to show up for a meeting, I feel like you don’t care about this project or our team.”

After stating her concern, the complainer would then listen actively and non-defensively to the alleged shirker and proceed with a mature dialogue with a goal of improving teamwork from that point forward.

Sometimes it may seem too difficult to confront. However, it’s usually less painful than having a project fail because the team wasn’t working together and likely easier than living with

the continuing stress of unmet expectations. Face-to-face communication is certainly more effective than complaining behind somebody’s back.

I sometimes wonder, “What if it doesn’t work?” But

I’ve admitted that one can never know if one doesn’t try. Try again and again. I believe that if you’ve had to confront a team member repeatedly about non-performance and can clearly state

the facts of the current situation to the PM and resource manager in a closed-door session, you will get relief. If not, go up a notch. Repeat as necessary.

Sometimes I’ve worried, “What if he’ll hate me?” Then I tell myself, “Hey, I should be more concerned that he already does, because he

doesn’t have a clue about what my expectations of him are.”

Each time I’ve confronted someone, the end result has been better than stewing behind his or her back. I’m sure the experience is the same for the majority of employees here who display personal courage every day by holding their teammates and themselves accountable.

But then again I’m halfway to a mental breakdown, so what do I know?

**(Commander’s Notebook, continued from page 2)**

the Congress.

The Commander’s Course was more than a training event. It was also an opportunity to face and address issues challenging the Corps today. We discussed and heard the latest on PMBP, P2, Corps reform, personnel management and many other topics. We exchanged ideas across districts and divisions and read about best practices in the private sector. Senior leaders from USACE Headquarters heard district perspectives and concerns and in turn explained their DC-level challenges and strategies. We spent hours talking about the

direction of change in the Corps and the role of district leadership in implementing it.

As a Learning Organization, the Corps of Engineers recognizes the need continually to enhance our effectiveness by evaluating our performance and making needed changes. The Commanders Course has itself been refined over the years and is in turn playing a role in the broader improvement of districts and the entire Corps.

# First steps in changing the fate of a nation

By Maj. John G. Buck

Many people have asked me about my experiences in Afghanistan. One of the most difficult questions is, “How do you make Afghanistan a safe place, free from terrorism?” There is no easy answer. Accomplishing peace and stability in a country that has been ravaged by war and civil strife for over 20 years is a daunting task. However, thousands of soldiers, sailors, Marines, and airmen in the United States-led coalition are fighting every day to rid the region of terrorism and create an environment where the people of Afghanistan can flourish.

Rebuilding the Afghan military is one task the Coalition Forces must accomplish to stabilize the country. Why? In simplest terms, an Afghanistan with a strong army can have the strength from within to keep the terrorists out. By keeping them out, terrorists are denied a safe haven in which to live and train. However, creating a cohesive army under a legitimate government is a task that will take time. Afghan forces still are factionalized along ethnic lines. This is just one of many challenges.

My primary job in Afghanistan was to help create the infrastructure required to train the Afghan National Army (ANA). The site that was selected to train the ANA was the Kabul Military Academy. The academy was built in the 1960s in a partnership with Czechoslovakia and Afghanistan. At time of its construction, it was most likely one of the best facilities in Afghanistan. But after 20 years of war, the facility was in complete disrepair and showed the effects of the combat that took place on the grounds of the academy.

Twelve buildings were selected for renovation along with the water distribution, power distribution, and sewer systems. The selection process included structural assessments and meeting the end state housing and life support needs of 2,400 Afghan soldiers as well as a contingent of U.S. Army Special Forces.

The primary renovation of the Kabul Military Academy was contracted out to a local contractor, Khuram and Sarbagh Construction Organization, for \$283,000. Where a typical Corps job of this magnitude would have an overwhelming quantity of plans and specifications, this contractor bid and executed all the work from a detailed 20-page scope of work. Another significant difference from a



**Maj. John Buck and Mr. Haris, Khuram & Sarbagh Construction, discuss project features. Soldiers of the 1<sup>st</sup> Battalion Afghan National Army are in the background. The major departed Seattle Feb. 2 and was deployed to Kuwait. He was deployed forward into Afghanistan from there, returning to the states around July 20.**

typical contract was that the contractor required an \$80,000 cash prepayment. Afghan contractors simply don't have the capital required to purchase and import materials that primarily came from Pakistan.

Because labor is very inexpensive, construction efforts were extremely labor intensive. The typical worker was paid 80,000 Afghani—about \$2.66—a day. The contractor's power equipment consisted of two table saws and a few flatbed trucks to deliver materials. All other work was done by hand using basic tools. This included tasks such as excavation and structural demolition. To meet the 75-day performance period, the contractor attacked the work with almost 200 workers every day.

The Special Forces began training the Afghan soldiers before the facility was renovated. As a result, the contractor had to renovate two barracks while 600 Afghan soldiers occupied them. In addition, the presence of U.S. forces on site required special security measures and close coordination of work. Daily coordination meetings were essential to facilitate the contractor's work and provide quality assurance. These daily coordination meetings also allowed the U.S. forces to implement new or different security measures with little or no notice. For example, all workers were required to have

photo identification to get onto the compound. While we might take photo identification for granted, it isn't a common thing in Afghanistan. However, the contractor hired a photographer, complete with an old-fashioned box camera, and produced photo identification for all his workers in less than 24 hours.

Thirty days after construction began, I was pulled back to Kuwait to the engineer cell of the Coalition Forces Land Component Command. As I left the Kabul Military Academy for the last time, I thought about how much had been accomplished in such a very short time—though there was much more left to do. In less than 30 days, we had established temporary subsistence support for the American and Afghan soldiers living at the academy, and we had made great strides in repairing the permanent facilities. More importantly, the Afghan 1<sup>st</sup> Battalion was halfway through their initial training and 2<sup>nd</sup> Battalion recruits were reporting for duty.

In due course, the burden of maintaining a peaceful and stable Afghanistan will fall on the Afghan government. But right now, U.S. forces have a critical role in building a national army capable of providing the internal security and strong borders necessary. This is a critical first step in changing the fate of Afghanistan.

# Fighter planes come home—homes on the plain

By Patricia Graesser

As the ceremonial ribbon between two airfield service vehicles fell neatly aside, four F-15s roared past and lifted forcefully into the clear Idaho sky, marking the end to a successful project to rebuild the runway at Mountain Home Air Force Base.

Seattle District celebrated the completion of two major construction projects Sept. 19 at Mountain Home AFB—the runway reconstruction and a neighborhood of 60 family housing units.

No project garners more concern and interest on an Air Force base than runway construction. At Mountain Home, the pressure to finish on time was especially high because the 366th Wing was deployed to Kuwait, and family members and wing members alike wanted reassurance that their tour would not be extended.

Runway construction ended in only 60 days—ample time to bring the planes home when promised to waiting families.

The district's part of the \$30 million work included \$16 million to refurbish the runway, taxiways and parking apron.

Contractor Western Construction overcame all the obstacles of the fast-paced, complex project, according to Resident Engineer Drasa Maciunus.

"This is good government at its best," said 366th Wing Commander Brig. Gen. Irving Halter. He praised the Corps for honoring its commitment to a tight schedule and noted the exceptional coordination the work required.



**New junior non-commissioned officer family housing unit at Mountain Home AFB, constructed by the Corps.**

Air Combat Command management also noted the communication and cooperation challenges that the runway work posed.

"This project involved four different types of money, five contractors, more than 400 employees, 10 contracts and an AEF [air expeditionary force] deployment," said Dennis Firman, from ACC Civil Engineer Directorate. "I judge a project's success by how many phone calls [about problems] I receive, and this was a success."

Following the runway ceremony, the Wing celebrated completion of 60 prairie style homes for junior non-commissioned officers. The \$10 million project overcame

problems with the initial construction contractor to ultimately provide modern homes like those one would see in suburban neighborhood developments.

"These aren't your standard, '50s style military housing," said Brig. Gen. Halter. "These are like homes you would buy for yourself out on the economy."

Only one phase of a four-phase project to replace worn out family housing, the 60 houses turned over in September are in the prairie style.

The design-build project by Soltek Pacific and Stroebel Architects used stone to enhance the varied exteriors. Front stoops are cast, stained concrete that looks like slate slab. Neutral colored carpets, durable wood-look dining area floors, and craftsman style light fixtures and windows enhance the overall appearance of these contemporary homes. Large closets and versatile storage areas add to these houses' appeal for military families.

Rather than the old-style row houses, these homes come in a number of designs—one and two-story, town home and single family, taupe or gray—all with fenced private back yards and a single car garage.

The families touring the new homes Sept. 19 appeared pleased with the layouts and storage space.

"I'll have to get new furniture," quipped one woman.



**Brig. Gen. Halter, Jack Snyder with Western Construction, Dennis Firman, Rick Moshier and a representative of Quality Electric celebrate reopening of the runway at Mountain Home AFB.**

# Customer care—whirlwind tour of district's handiwork

## Commander visits Air Force East, Forest Service projects and the people on the ground who are instrumental in helping bring drawings to reality

By Patricia Graesser

The sounds of construction filled the air at Malmstrom Air Force Base this summer, and the District's Malmstrom Resident Office staff was busy overseeing much of it.

In late August District Engineer Col. Ralph Graves toured several Malmstrom AFB construction projects including a new commercial base entrance gate, helicopter operations building, and the \$4.7 million Minuteman III missile service facility. The missile facility provides state-of-the-art workspace for missile maintenance, operations and E-Lab operations. Another project currently sited and in the planning stage is a new child development center for the base.

Deputy Base Civil Engineer John Hale said he is pleased with District support and reported that the Air Force plans to replace 1,000 family housing units at Malmstrom, likely bringing the District increased workload over the next several years.

After Col. Graves visited Malmstrom Air Force Base, he went on to the Missoula Business Office, and then to Fairchild AFB.

The Missoula office includes Support for Others representative Lynn Daniels, construction management team members Terry Hoffman and Bridget Wanderer, and small projects team members Jim Phillip, Kurt Anderson and Marshall Fisher.

Lynn Daniels, Bridget Wanderer, and Howard Blood accompanied the District Engineer on a tour of the Missoula Technology and Development Center, a U.S. Forest Service construction project managed by the district. Center director David Aicher explained the Center's mission of designing and testing fire fighting equipment, clothing and associated gear and conducting other forest management research and testing.



The 741st Security Forces Squadron dormitory, constructed by the Corps at Malmstrom AFB.

“A sure indicator of success is a customer coming to the district with optional work. At Malmstrom, the Air Force has turned to us to manage their Family Housing construction program,” said Col. Graves. “Similarly, the Forest Service and the INS are bringing more and more work to Lynn Daniels and her team. That’s a great credit to our folks at Great Falls and Missoula and to the support they are getting from the rest of the District.”

Farther west at Fairchild Air Force Base much of the Corps’ construction work is winding down, and the future is still uncertain for potential major bed-down work in support of a proposal to equip the Air Force with new Boeing 767 refueling planes.

On Aug. 27 Col. Graves toured the new Flight Line Support Facility with flight support manager, Maj. Massey, the same day that PPPMD chief Mike Bevins participated in a ribbon cutting and Corps key plaque ceremony. Maj. Massey said he was exceptionally pleased with the new building and its furnishings.

The District Engineer met with Fairchild’s Deputy Base Civil Engineer Ron Daniels, who said he is pleased with Corps support. Col. Graves also visited the newly completed and survival school facilities, where some follow-on work was requested.

On a grassy hill overlooking the Spokane valley, the Corps is building a new training facility for the Joint Personnel Recovery



A crane moves beams into position atop the helicopter operations facility at Malmstrom AFB.

Agency. Jim Sporleder, the facility's administrator, briefed Col. Graves on JPRA master plans, while touring the newly constructed interim training facility (an eventual warehouse) and the JPRA training facility, which broke ground in August. Sporleder expressed his pleasure with Fairchild PM Forward Andy Maser's support and is interested in expanding the district's involvement in JPRA facilities planning, programming, design, and construction programs.

While on the trip, Col. Graves presented the Corps' Northwestern Division Construction Contractor of the Year Award to Tim Welch, President, Garco Construction at a luncheon for the Spokane Chapter of the Society of American Military Engineers. In September Corps Headquarters named Garco the Construction Contractor of the Year for the entire Corps.

"In the end, the vast majority of our work is constructed by contractors. Garco has compiled a superb record at Fairchild and elsewhere, and they well deserve recognition as the Corps' Military Construction Contractor of the Year," said Col. Graves.

Garco successfully handled the fast-paced contract for runway lighting and paving work at Fairchild last summer.

"I wish more Seattle District people had the chance to see the great projects and to visit our pleased customers at Fairchild, Malmstrom and Missoula," said Graves. "We all can be proud of the work we are delivering here."



**Minuteman missile service facility at Malmstrom Air Force Base, Mont.**



**Project Manager Andy Maser explains the JPRA project to Col. Graves.**



**Seattle District representatives tour the Forest Service Technology and Development Center in Missoula, Mont.**

# In the deep, a killer is loose, haunting Puget Sound

By Maria Or

To stop the carnage, you must first find the killer. As long as the killer is free, deaths will continue until the predator is caught. And that's what the Seattle District and the Northwest Straits Commission has been concerned about. In the deep waters of the Puget Sound, there is a killer loose. It kills indiscriminately, animals and humans alike, large and small.

A ghost in the water, it hides, lures, and lurks for its next victim. A great concern for many because it has been very difficult to eliminate and even harder to locate, derelict fishing gear haunts the Puget Sound.

Lasting 600 years in seawater and sometimes never corroding, hundreds of tons of abandoned and lost fishing gear in the Puget Sound continues to catch and kill marine fish, birds and mammals. And on a few occasions, it kills unsuspecting divers.

But a new breakthrough in underwater sonar may soon help locate the tons of dangerous crab and shrimp pots, fishing nets, and other commercial or recreational fishing debris.

The pioneering spirit of the Seattle

District and determination of the Northwest Straits Commission are currently in the process of testing a new piece of equipment called the DIDSON. Also known as Dual-Frequency Identification Sonar, it may soon be a fundamental step towards stopping the underwater killings.

Testing began in October and will likely continue on through sometime this winter, says Fred Goetz, who is coordinating the equipment demonstrations from Seattle District.

Much like an underwater camera, the DIDSON projects images of objects, but it does so through sound echoes. And although underwater sonar is not a new concept, "the DIDSON can now achieve sub-millimeter resolution, which means it can 'see' objects as large as marine mammals and as small as single-celled phytoplankton and zooplankton," according to the Applied Physics Laboratory at the University of Washington.

It is able to see distances up to 30 meters in dark, muddy, turbulent water while still providing video-quality images. And it can be used remotely or diver-held.

As a result, the DIDSON is able to capture images in a detail that no other underwater camera has been able to thus far. More versatile than any other underwater sonar available, the Seattle District and Northwest Straits Commission are both hoping it will be versatile enough to locate derelict fishing gear.

Prior and current efforts of locating gear have depended solely on human observations. Divers sent out to locate gear have been limited by visibility. A toll-free hotline and a web site for divers, fishermen, boaters and beachgoers to report sightings are limited by participation. Even fishermen encouraged to report lost gear without penalty have only been modestly effective.

"There are tens of thousands of crab pots and hundreds of thousands of nets just in the North Puget Sound," says Goetz as he looks forward to one day eliminating all derelict fishing gear.

If trial runs for the DIDSON prove successful, Northwest Straits Commission, which has a legislative focus to eliminate derelict fishing gear, may potentially have a reliable way of locating it.



**Little guys, defenseless creatures, get trapped by discarded fishing gear. Seattle District is partnering to test DIDSON, a new breakthrough in sonar imaging that may be the key to locating the released killers.**



# The highest price paid for a District job

**American Gold Star Mother, formerly of Real Estate Division, honors the memory of her son, Galen, a hero who was lost in the Vietnam War**

By Dave Harris

It's not often a candidate pays such a high price to get a job in Seattle District as a federal employee. Virginia Warren, now 87, paid the ultimate price to serve here. Her entitlement to a job in the Real Estate Division came only after losing her heroic son Galen in Vietnam. That sacrifice garnered Virginia the title of American Gold Star Mother, an honor no mother would choose for herself, and that sacrifice earned her veteran's preference.

Oct. 19, attended by her son's Navy buddies, Real Estate's Steve Hanson and retiree Bruce Olson, former platoon members and the Gold Star Mom, the Navy conducted a ceremony honoring the late son Galen with a presentation of the Silver Star 35 years after his service.



"The President of the United States takes pride in presenting the SILVER STAR Medal posthumously to Hospital Corpsman Third Class Galen E. Warren, United States Navy," a letter read.

The award cited Galen for "conspicuous gallantry." It said that "without hesitation, responding to cries for help... Petty Officer Warren administered critical medical aid to the wounded Marines while

under heavy enemy automatic weapons fire and a barrage of grenades. Petty Officer Warren shielded several of the wounded Marines from an enemy grenade blast and continued to render medical aid until he was mortally wounded."

The legacy of her son allowed Virginia to work in Seattle District. "I loved my job," she says. "I wanted to work where the flag flew every day.

"I loved the Corps of Engineers. They're wonderful people."

Galen had wanted to become a physician. When Southwest Airlines and individuals arranged for Virginia and surviving son Terry to visit the Vietnam Memorial wall, the two left three

**"I loved my job," she says. "I wanted to work where the flag flew every day. I loved the Corps of Engineers. They're wonderful people."**



**A Naval officer presents Galen Warren's Silver Star to Galen's Gold Star Mom, Virginia Warren, 87, formerly of Seattle District's Real Estate Division. The long-awaited ceremony took place Oct. 19 at a cemetery in Lynnwood. (Photo by Steve Hanson)**

laminated poems and two laminated pieces of art by Panel 20E, according to the *Seattle Times*. One of the pieces of art was drawn by Terry in 1967. It shows his brother in a superhero's outfit, holding a large hypodermic needle. The Marine whom Galen helped always teased him about being afraid of being stuck by a needle. The drawing is titled "SUPER DOC."

Terry also left a Zippo lighter that came back from Vietnam with his brother's belongings, the *Times* said. It is inscribed "DOC."

Galen's last letter was prophetic. It was addressed to "The Warren Family, Minus One."

"He knew we loved him and we knew he loved us," she says. "That was my biggest comfort."

Galen's buddies "went to Galen's grave and cried with me, and I went to visit servicemen in the Veterans' Hospital," she says. "I think they're great."

Virginia once told the *Times'* Erik Lacitis she had heard that when you touch a soldier's name on the wall, he touches you back.

Did it happen to Virginia?

"I know it did," she says.

According to Terry, when you rearrange the letters in Galen, it spells "Angel."

"Galen is watching out for us."

Read about Virginia Warren and the events leading to the ceremony in the archives at [seattletimes.com](http://seattletimes.com).

Search for "Galen Warren."

# What I like about y

By Maria Or

Where and why people work has always been a very personal matter. Some people work to live, others live to work. Some people choose to work in private industry while others dedicate their lives to public service. A few look for excitement and challenge and still others want stability, location, or higher compensation. A myriad of reasons determine why people end up where they do. For whatever reason, more than 870 people chose to work for the Seattle District and the number of employees at the district keeps growing. Every wonder why?

During the process of putting together a recruiting video for the district, PAO conducted unrehearsed interviews to collect genuine testimonials from employees. Questions, for the most part, were not given out in advance to produce the most candid answers. The idea was that Seattle District would have to recruit on its own merits, so no script was written out in advance to coach people into saying anything they didn't really feel.

The results are in. Here are a few things your co-workers said.

## About people:

"I like working for Seattle District because the people are very dedicated to what they do here, and they are very professional. They bring a lot of talent and experience to the projects, and I think they really care about what we do." – *Mike Padilla*

"They're just a great group to work with. The people I work with... they're very supportive; it's never like you're asking a question you shouldn't ask, and it's like 'okay, I just want to make sure.' They're always there to answer and be part of team." – *Rieta Kauzlarich*

"Seattle District has the best tendency to draw the best people from around the country because of where it's located and because of the cutting edge stuff we do here. We do a lot of restoration work... we're very focused on the Corps mission and most people that I've dealt with out here just love their jobs and like to be here." – *Jim Jacobson*

## About working in teams:

"The Seattle District culture is different from the other places where I've worked in that people here really work in teams. They are not so concerned about what part of the organization they work for. In fact, I work really closely with another branch chief and people in both of our organizations are sometimes confused about who exactly they work for, because we all work so closely together. But it's a real team environment, and that's different than other places where I've worked." – *Mona Thomason*

## About diversity:

"The Seattle District is so diversified... there are just so many kinds of people that are here." – *Jacqueline Johnson*

"Seattle is a great place to work mainly because of its location, and because of the people, and because of the diversity of work. All of those are just top notch in my opinion, and I wouldn't want to work in any other part of the country right now." – *Jim Jacobson*



Jim Jacobson



Jackie Johnson



Alan Coburn



Laura Beauregard



Mike Min

# You...and my job

## About customer satisfaction:

“I think the Seattle culture is unique because we’ve always had, in my tenure here, a great *can do attitude*. As with any large organization there’s a certain amount of bureaucracy and the working level people have worked to minimize the impact of the bureaucracy in project execution. We’ve been able to have a great deal of customer satisfaction. What really warms the cockles of a project manager’s heart is that we get the feedback from our customers and customer surveys which are, for the most part, very, very favorable.” – *Alan Coburn*

## About excitement and challenge:

“Get ready for an adventure, if that’s what you’re into. If you’re ready to do something different, this is the place to be. It really, really is.” – *Jacqueline Johnson*

“Part of the excitement is that you get to help people, and you get to do a variety of work, each situation is different and there is a lot of camaraderie in the field too... trying to help people out in the field.” – *Paul Komoroske*

“It’s unbelievably challenging, and that’s the great aspect of the job. The day-to-day working, it’s a very challenging job; it’s so diverse you need to be on top of what’s going on. The challenges are one of the major draws and why I’m here at the district.” – *Jim Jacobson*

## About public service:

“There are opportunities where you get to go to certain areas of the country and help with disaster relief—I mean, *how cool is that?* You get to go, feet on the ground, meeting people and actually helping people face to face. That’s not really an opportunity available out there for a lot of people.” – *Mike Min*

“I live in a beautiful area in north central Washington and it’s nice to be able to go to work, have a nice view and also know that something we do is going to have impact on future generations... both in water safety education, so the people coming out to the lake will be safe, and environmental education, where we instill a sense of environmental stewardship and responsibility in the next generation to take care of the parks for the generations to come.” – *Laura Beauregard*

## About promotion:

I think there’s real good opportunity for growth, again in comparison to other agencies I’ve been at, I think the Corps supports upward mobility with their employees. There are opportunities in this group I’m working in to move up to those levels and it’s just a matter of how ambitious I am and where I want to take my career. I think I get the support from my supervisors and from the upper management...” – *Jim Jacobson*

## About the Seattle District family:

It’s kind of like a family... it’s a very close group. We socialize and we try to keep it fun. I think it’s very important that people want to come to work in the morning. I think they should get a little enjoyment out of working, instead of just sitting at their desks.” – *Wayne Wagner*



Rieta Kauzlarich



Wayne Wagner



Mona Thomason



Mike Padilla



Paul Komoroske

# Changing the face of Fort Lewis

The Army's newest tough-skinned combat vehicle, Stryker, prowls the Fort Lewis campus, stopping to refuel and scratch, itching to deploy. Sniffing the air, Stryker knows it's a key element in Army Transformation. Seattle District's engineering and construction pros scramble to deliver modern habitat and outlets for Stryker to do its job quickly and decisively.

If soldiers had ridden the armadillo-strong Stryker in Somalia, perhaps there would be no *Black Hawk Down*.

Meanwhile, a Martian visiting Fort Lewis reports back to her leader.

"The United States must be in a frenzied economic boom," she says. "I've never seen so much construction going on at one time."

Jim Clark, Seattle District Chief, Military Programs, agrees.

"There's construction on practically every block at Fort Lewis," he says. "Seattle District has changed the face of Fort Lewis."

*Story and photos  
by Andrea Takash and Dave Harris*



The Army's newest armored vehicles, Strykers, move through the Fort Lewis Transportation Inspection Point—TIP.

The flurry of activity at Fort Lewis is the buzz at union shops in the Boeing world.

North Fort sees timber, concrete and steel ascending everywhere Stryker looks, as if the old Base Realignment and Closure commission had been hungrily eyeing the real estate.

Use it or lose it.

With the war on terrorism, write a check for nine figures for Fort Lewis construction.



ICON Company completes compaction work on the new rail yard for the Fort Lewis Deployment Facility.

## Fort Lewis construction

(continued from previous page)

“There is nearly \$200 million in major construction underway at Fort Lewis today. About 70 percent is in support of Army Transformation,” said Col. Rick Conte, Fort Lewis Director of Public Works and former Seattle District Deputy Commander. “Other major projects include new and renovated housing under construction by Fort Lewis’ RCI partner [Residential Communities Initiative—private companies building off-post housing for Army families], energy efficiency improvements by Johnson Controls, and a number of force protection measures inspired by the threat of terrorism.

“Most of this work is expertly managed by the Corps of Engineers Resident Engineer staff under the leadership of Troy Collins and our PM Forwards under the leadership of Steve Miller. With so much happening at one time and our ever changing security posture, effective coordination and constant communication are essential. Troy and Steve have instilled a customer focused culture that insures virtually seamless integration into the Fort Lewis staff and minimizes the friction points. They have done a superb job of meeting our customers’ needs.”

For 2002, the Corps is managing seven projects: a barracks renewal, aviation support facility, vehicle maintenance shop, waste water treatment plant rehabilitation, combat vehicle trail, language training facility, and deployment facility. The two that have the most impact to date are the deployment facility, staggering in scope and crucial to 96-hour deployments, and the latest phase of the barracks renewal project.

The mammoth deployment facility comprises pallet handling, railhead, and transportation inspection point. The pallet handling area will be a massive covered warehouse that will house pre-packaged pallets. The railhead will consist of eight tracks that can transport Strykers and equipment to air transports at McChord Air Force Base or to ships at harbor destined for their deployment location. In a 24-hour period there will be 160 rail cars flowing through the facility, once it is up and running. TIP, the transportation inspection point, will be the stopping point for each vehicle to be weighed for axle weight and balance, inspected for leaks and loose material, washed, and de-fueled if it has more than a quarter of a tank of gas. If minor problems are found, there will be a maintenance facility on the grounds. TIP also contains a deployment control facility where people can watch the entire process.

Also part of the construction flurry is an ammo supply point. It is 90 percent complete. Ten of these prefabricated concrete “igloos” are finished. They are constructed in the shape of an igloo for one main reason. If there were a spark in one of the units, they would blast up and out, to prevent any kind of chain reaction.

“Marv’s Yard” is also part of the facility. It will house larger container supplies that will be loaded directly on to 44-foot containers.

Maj. Steve Ward, project manager, explains, “Since this is a fast track project, there is a six-month advantage. What would have taken 24 months will now only take 18 months.”

Joyce Aldridge, Joint Transportation Directorate at Fort Lewis, says that she is pleased with the progress of the Deployment Facility.

How is it an improvement from what’s there now?

She is quick to explain that the current facility is an old

World War II building. “The windows are blown out, and the roof leaks. The soldiers also have to stand outside when their vehicle is being weighed, but the new weighing facility will be under cover. Thus, they will be protected from the elements of the weather,” she says. “At the new facility, everything will be secured. We will be able to store a battalion’s worth of equipment. Also, the deployment process will be faster because there will be three full lines, instead of two. To be exact, the process will be two-thirds faster.”

A \$24 million state-of-the-art battle simulation center will start going up in FY 2003, Ward says.

“It’ll be the world’s greatest battle simulator,” he says, with virtual reality goggles, computer-aided virtual and real-time 3D tanks, helicopters and war-gaming. Operators inside will be linked to live ground forces on post, in Yakima and Korea. Some of the operators will wear virtual reality eyewear, resembling a *Star Wars* scenario.

Other workers busy themselves erecting 300-person barracks and company headquarters, complete with administrative offices and arms storage rooms. They use a crane with a 190-foot boom to place the steel on the structures. Around the outer edges of the barracks they are installing the 17-foot sewage line and storm drains underground. They were able to tap into the underground loop water system.

Tom Olsen, a Project Manager with the Business Center, is busy. From rebuilding the wiring for most of the ranges on post to the Expand Utility Modernization project at Fort Lewis and Yakima, one of his most important projects is the renovation of two hangars for the Stryker unit.

Olsen explained, “Building 3041 will be the location where the Strykers are outfitted with all of their internal equipment. Building 3036 will be where the soldiers learn how to operate and repair the Strykers.” Building 3041 is complete; however, building 3046 is only 40 to 50 percent complete.

“Strykers arrived at Fort Lewis ahead of schedule. Even though we are still working on the cosmetics of Building 3046,



Under the able eyes of Seattle District construction reps, Baugh-Skanska provides new utilities for the FY02 barracks.

## Fort Lewis construction (continued from previous page)

the Strykers are already coming through.” This has not been a problem for either side.

Matthew Satter, currently the Project Engineer for Howard Hanson Dam, just completed a \$25.5 million renovation of two barracks, an administration building, and two parking lots in the historic garrison area of Fort Lewis, facing many obstacles.

“This was a historical renovation; therefore, we had to bring the building up to the Army Facilities Standardization Program for codes, while preserving the history of the buildings,” Satter says. “In short, create an historic equivalent of a Whole Barracks Renewal Project, with a barracks complex and a Company Headquarters building—similar to the new projects going on at North Fort.”

Because of the project delivery team’s hard work and the execution of design-build, this project was completed two months ahead of schedule and had a 5.5 percent cost growth. The use of effective communication and the successful application of the Project Management Business Process earned



**You never know who you’ll run into when visiting high-visibility projects. Public Affairs’ Andrea Takash talks with the Army’s top enlisted person, Jack L. Tilley, Sergeant Major of the Army, who visited Seattle District construction sites.**

Satter a Commander’s Award. Satter attributed his success to his “high-performance delivery team.”

The huge effort has not escaped the notice of U.S. Rep. Norm Dicks, who says, “I am very excited about the Army’s ‘Transformation’ effort, now taking shape at Fort Lewis, which will be the



**“On rappel!”—Formworkers prepare the walls for concrete on the 300-person barracks.**

## Fort Lewis construction

(continued from previous page)

test bed for much of the new materiel and strategy that the Army will be using to meet the new and different threats in the years ahead. Transformation is the Army's highest priority and I am proud that the Congress—including the Military Construction Appropriations Subcommittee on which I serve—has quickly invested more than \$200 million for construction activities at Fort Lewis since 2000.

“This is an urgent effort, and I am impressed by the pace of the construction work that is being accomplished there to accommodate the new personnel, to test a new generation of rapidly deployable equipment, and to design a high-tech training environment for the 21st century soldier.”

Everywhere one looks on North Fort, road work, excavation and compaction-density tests ready the ground for a city rising within a city.

Twenty miles away a frustrated worker pounds the pavement looking for work in a slow economy, but not at Fort Lewis where, economists say, \$100 million funnels through paychecks, stores, daycare centers and entertainment events throughout the state,



From left, Roger Silva, Roger Kohls and Maj. Steve Ward discuss quality control of materials on the FY02 barracks project.

turning back into paychecks four and five times over.

Seattle District's pocketbook impact on communities encompasses far more than buildings.

## Military Ops on Urban Terrain—nation's biggest

**A** Seattle District 40-plus-building training facility project at Fort Lewis may be the biggest in the nation and a prototype for the Army in its ambitious transformation program.

“We've completed design and we're about to advertise and build the largest single site that the Defense Department has ever constructed for the new training designed for Military Operations on Urban Terrain—MOUT,” according to Russ Davis, project manager. “If we execute as we intend, it's likely to set the standard for all of the other ranges to follow in the Forces Command program. Conversely, just as our team benefited from lessons learned at Forts Campbell and Knox, Ky., there will almost certainly be a few lessons learned from our experience.”

“Our work will dwarf the earlier construction at Campbell and Knox,” Davis said, “costing between \$25-25 million.” Long before the Seattle District team got started on this job, the Fort Lewis MOUT Action Team was working on their vision of the future, Davis said. Their concepts and site selection provided terms of reference when the district team joined the effort. “One of the unique aspects of this project has been the uncommon level of input of troop units and installation staff.”

Designers constructed a digital site model in Microstation from civil, structural and architectural drawings to facilitate placement of external video cameras to be installed at the site.

Urban training comprises one of the most actively studied issues in the Army today, with a substantial amount of investment for range infrastructure being planned in the near to midterm to improve MOUT training. Why? Army War College research has produced a number of reasons. Demographics is a key issue. Never before have so many people around the world lived near major urban centers. It is increasingly likely that armies will engage in the midst of urban populations as opposed to the open field.

The American experience in Somalia (1993) and the losses that the Russians suffered in the first battle of Grozny,

Chechnya (1994-1995) are cited as key developments behind a reassessment of MOUT capabilities. The U.S. Army in particular is most likely to encounter enemy forces that will seek to exploit unbalanced or focused countermeasure strategies in attempts to nullify America's unquestioned superiority in conventional forces. Fighting in urban areas is an equalizer that is thought to be one of the strategies of choice for future adversaries of the United States. In addition, involvement in military operations other than war will also increase the exposure of the Army to urban operations scenarios.

“The results so far in Afghanistan might suggest that we've learned a few hard lessons that most certainly are captured in the latest planning,” Davis said. “Our leadership will decide, but there's no question our men and women in uniform may yet have their work cut out for them over the next few years. One thing that Seattle District can do is to make sure that they have the best training facilities that we can design and build.”

To enable combat readiness training at the combined arms  
(Continued on next page)



Urban warfare—soldiers must fight where the enemy hides; Army Transformation facilities address the latest strategy.

## Urban warfare training facilities

(Continued from previous page)

brigades, battalions and companies, detailed analysis by the Combat Arms MOUT Task Force have identified a critical need for Combined Arms Collective Training Facilities—CACTF—at home stations and at the Maneuver Combat Training Centers.

The training strategy focuses on progressively more complex training beginning with individual and team training on a Urban Assault Course, more advanced training in a live fire shoot house, and finally company, battalion and brigade training in the CACTF. A breach facility provides the opportunity for specialized training in explosive, ballistic and manual breaching of doors, windows and walls.

The Combined Arms Collective Training Facility is an update to existing MOUT sites across the Army. It has realistic road network, utility infrastructure, and can be expanded to include shanty towns and an airfield.

Davis said the complex would be one of several around the



Seattle District will build a “city” for urban warfare training.

nation accommodating brigades using the Army’s new eight-wheeled armored vehicle, Stryker.

## *If I were teleworking, I’d be home by now*

By Steve Cosgrove

**T**he year is 2013. Failing to find a solution to the Traffic Plague of 2007, during which thousands of 405 commuters inexplicably ran screaming from their cars and jumped into Lake Washington, downtown Seattle is run on a shift basis. To keep traffic flowing, business now functions around the clock. Breakfast is served all day, as well as lunch and dinner.

Rush hour is 24 hours a day. The 18 lanes on Interstate 5 are lined with food stands, drive-through drug stores and mobile car detailers who spiff up your car while you’re parked on the freeway, waiting for traffic to inch ahead. The highway department has installed free Tylenol dispensers every quarter mile.

Cars themselves are mobile communications centers served by automobile docking stations. When you pull into a franchised Bill and Melissa’s QuickConnect, next to a Bluetooth Bistro, your headlight opens a high speed internet port so you can do online banking and shopping from your car, as well as connect with the office LAN to check e-mail. Doubledryskinnies and pumpkin scones are delivered curbside by perky teenagers on Segways. Puyallup commuters telework right from their cars when they can’t get any closer to Seattle than Federal Way. Satellite Pay and Go toilets on every corner come equipped with showers, hair dryers and mobile phone chargers.

In the Seattle District office it’s very quiet. No one knows where the office actually is – but it doesn’t matter. Seattle District is a teleworkforce. Due to pioneering efforts at the end of the last millennium, the district shrugged off the confines of the “place” in workplace. When the Nisqually Wally quake of ’04 flattened the Federal Center South—luckily at midnight when no one was around except some large rodents—valiant district staff grabbed what they could and went virtual. Because data was backed up at a secure alternative site, Virtual Private Networks were expanded to the workforce. The Assistant Deputy Chief of Telework updated Home Safety Checklists and activated Telework Agreements. Command and control centers from Fort Lewis to Bainbridge Island clicked into place. Seattle District took a breath and got to work. Online.

When the tsunami receded, the district regrouped in geographic telework offices, home offices, even boat offices (it rains here). Seattle District was ready because it had been teleworking for years. As early as the late 1980s, a few pioneer district employees telecommuted, usually on a short-term or occasional basis. The success of these first teleworkers paved the way for an official one-year test of the Office of Personnel and Management’s flexiplace (telework) model. In 1991, the district officially adopted flexiplace, with the commander approving each flexiplace agreement. By 1995, the commander had delegated approval authority to divisions and office chiefs.

Then in 2001, Section 359 of Public Law 106-346 required agencies to establish a teleworking policy that allowed eligible employees to telework. The Strategic Telework Team developed a standard framework of policy and guidance – fair and equitable, reviewed and agreed to by management, and signed by the commander. There were discussions of the finer points, agreements, disagreements, and more discussions of still finer points.

Teamwork prevailed. At a district townhall meeting July 22, 2002, Terry Conover and the Telework Team presented the Seattle District Telework Policy and Guidance. Following the townhall, the Telework Team provided orientations for supervisors and employees. Those already teleworking continued to do so, as more telework applications came in for review. Virtual Private Networks started to redefine connectivity outside the office. Notebooks and docking stations replaced CPU’s and bulky CRT monitors.

Back from the future. Are you ready to take your work on the wired side?

If you have questions, your Telework Team has answers. On eNeWs, go to the Strategic Planning Teams section, or just type “telework” into the search engine to find out about telework at the Seattle District. You’ll find FAQs, the district’s policies and guidance, the process and criteria for participation, types of work suitable for telework and more. Also shown are the names and telephone numbers of the Telework Coordinator—Terry Conover—and the Telework Team. Some team members are virtual, all are real—and they’d love to hear from you.



# Montlake motion halted

*Corps stabilizes failing bank that threatened to injure pedestrians and spill into canal*

By Patricia Graesser

Seattle District re-graded a failing portion of the bank along Seattle's Lake Washington Ship Canal at Montlake Cut this fall to protect the public and the navigation channel.

The Corps manages the Montlake Cut for navigation and has been monitoring a section of the south bank, west of the Montlake Bridge, for several years. Corps geologists determined that without a project to stabilize the slope, winter rains would cause this section to fail, potentially injuring pedestrians and spilling debris into the Ship Canal.

District engineers and geologists developed a couple alternatives and a preferred plan to address the potential bank failure. Seattle District proposed stabilizing the area behind 10 homes on secluded E. Shelby Street by re-grading the bank from a nearly



Steep bank—before.

vertical slope to a 2 to 1 slope, eliminating the risk of almost certain bank failure.

Prior to construction, project team members from the Corps held informational meetings on site with adjacent homeowners July 18 and with all interested members of the community July 25 at the Montlake Community Center. Homeowners had a number of concerns about property damage, increased public access to the area, tree removal and aesthetics.

Team members worked on project details to ensure that once the project was finished the bank and maintenance access way would be covered in green grass, and the park access restored. Follow-on conversations are ongoing with individual homeowners regarding tree replacement and other plantings.

"I spoke with one homeowner, who shared with me that the consensus of the neighborhood is that they were pleased with the professionalism of all the contractors and Corps staff," said Park Manager Dru Butterfield. "They are pleased that the job was accomplished ahead of schedule and many of their concerns expressed at the public meeting did not materialize."

The project began Sept. 23 and wrapped up in mid-October. The project required a permit from the City of Seattle for access through West Montlake Park and closed the westernmost portion of Montlake Cut's scenic waterside trail. The Corps used rental equipment under management of Emergency Management Branch.

Project team members included Bill Garrott, Matt Caesar, Dru Butterfield, Cindy Luciano, Chuck Ebel, Monte Kaiser, Mike Fleming, John Post, Patricia Graesser, Paul Anderson, Jacqueline Johnson, Doug Weber and Marissa Trias.



Re-graded and stabilized bank—after.

# Team challenge: environmentally sustainable levees

By Anna Daggett

Seattle District's levee rehabilitation team faces the same challenge almost every year: how to repair flood-damaged levees in an environmentally sound manner. While just about any environmental or cultural issue can come into play in this program, it's usually about fish and fish habitat.

Levees are generally not fish-friendly structures because they confine rivers and restrict the natural processes that fish rely on through their life cycle. But they are vitally important to the local communities they protect from damaging floods. Almost all the river basins within Seattle District civil boundaries are home to one or more endangered salmonid species and many other fish.

Levees are traditionally trapezoidal in cross-section, straight and smooth on the face and free of most vegetation. This lack of irregularity prevents meandering of the river and formation of complex features in the water, and the lack of vegetation allows the water to warm. Salmon species need a variety of complex features, such as quiet pools to rest in while migrating upstream; clean, cool, flowing water and gravel beds to spawn in; and overhanging vegetation or other features for protection from predators. But levees are straight, smooth and vegetation free for a reason—to provide flood control benefits, levees must be accessible for maintenance, inspection and emergency repair. Allowing trees and other large growth on levees introduces a threat to structural integrity.

The competing needs of habitat features and flood control require a delicate balancing act. Seattle District's levee rehabilitation team, led by Program Manager Doug Weber, has repeatedly proven they are up to the challenge.

As the levees are damaged in flood events, they are repaired under PL 84-99, an emergency authority that allows the Corps to take measures to prevent loss of life and property resulting from floods and coastal storms. When a levee is damaged and a request for assistance from a local sponsor is received, Seattle District's levee rehabilitation team leaps into action.

Team members for this year's projects include Doug Weber, Eric Winters, Charles Ifft, Matt Caesar, Sara Young, Wanda

***The log jams are designed to mimic natural debris jams, and will allow natural hydraulic processes. Pools will form and the jams will attract additional woody debris, providing more complexity and habitat benefits.***

Gentry, Bruce Rohde, Jackie Johnson, Alicia Austin, Amy Reese, Jim Smith, Jeff Mendenhall, Rustin Director, Mike Scuderi, Chris Pollack, Bruce Sexauer, Monte Kaiser and Doris Fritzen. The team starts immediate, intensive coordination with National Marine Fisheries Service and U.S. Fish and Wildlife Service, as well as tribes and state and local agencies. The team conducts on-site meetings, provides draft plans to interested agencies, and solicits suggestions for fish-friendly project features and construction processes.

Several recent projects have provided spectacular improvements for fish while maintaining necessary flood control. The Larson project, located on the left bank of the Puyallup River about 40 miles southeast of Seattle, replaced many hundreds of feet of constricting levee with a single, 160-foot long revetment. The

revetment incorporates large woody debris, placed to provide complexity, and plantings designed to provide both shade and overhanging roots. Because the revetment is set back several hundred feet from where the old levee was located, building the revetment instead of replacing the levee in kind added acres to the natural flood plain and allows the river to wander freely.

The Dungeness River project in Sequim, Wash., about 60 miles northwest of Seattle on the Olympic Peninsula, consists of repairing erosion damage to the levee face and adding three large log jams. The log jams are designed to mimic natural debris jams and will allow natural hydraulic processes to take place. Eventually, pools will form and the jams will attract additional woody debris, providing more complexity and habitat benefits.



**Anna Daggett, second from right, discusses environmental impact options for the Larson project on the Puyallup River.**

# Go figure—Bill Moore adds it up, checks balance, retires number

By Dave Harris

**B**ill Moore's a numbers person. He is responsible for a district budget number of \$413 million. But 40 is a good number, too, and after 29 years in Seattle District and 11 years in the Air Force—35 years as a supervisor—Bill thinks 1/3/2003 sounds like a good retirement number.

What strategy did he use to rise to Chief, Resource Management Office?

Bill, in his unassuming way, has an “aw-shucks” kind of response: “I was in the right place at the right time—but I was also prepared when the opportunity presented itself.”

His uniformed duty took him to New Jersey, where he led recruiters.

“I should not be a supervisor of sales people,” he said. “It’s just not in my veins.” He says he had to impart sales techniques and sees those tactics in action when he buys a house or car. “That doesn’t make me any less susceptible; it just means I can see that stuff going on.”

A Vietnam veteran, serving as Director of Administrative Services at Na Trang Air Base, he dodged monthly rocket attacks. He was sitting on valuable real estate, near choice beaches just north of Cam Rahn Bay on the South China Sea. Somebody violently challenged one’s squatting rights.

After courier commands in Spain and Brussels, Bill suggested that the Air Force close his units. They did.

When the Vietnam War wound down, many captains participated in a reduction in force. Bill, who grew up in Seattle and went to Roosevelt High and Western Washington University, found himself back in Seattle with “a pregnant wife and no job.”

Unemployed for five months, he landed a job in a Seattle District obligated position as Chief, General Services Branch. The district had just moved to Federal Center South, and Bill got the task of overseeing the painting of old government-gray furniture to white. In doing so, he says he became acquainted with people throughout the building, along



**Bill Moore**

with the varied Corps missions.

Two years later, concerned about holding a job that was obligated to someone else, he moved to Program Development in Engineering Division. Here he picked up analytical skills (“I loved it”) and he learned about the operating budget and programs in Programs and Cost Analysis.

District leadership took note of Bill’s talent and assigned him to high visibility teams, such as the Business Systems Plan, along with a young Kent Paul. The team came up with an innovative plan—RISMO—Resident Information Systems Management Office, in which support offices would consolidate under one chief, Walt Farrar. Headquarters vetoed the idea.

But Bill Moore was on a roll. He helped lay the groundwork for what later developed into CEFMS—the Corps of Engineers Financial Management System—as well as plans to evolve the Office of Administrative Services and Automation Data Processing into the present-day IMO—Information Management Office—and the Logistics Management Office.

**(Please see next page)**

## Speaking Outreach

**Arill Berg, Anil Nisargand, and Dean Schmidt** made presentations to the Associated General Contractors of Washington Nov. 14 in conjunction with the AGC Federal Facilities Committee Meeting. Anil presented a three year construction outlook, Arill participated in a round table discussion on partnering and conflict resolution, and Dean presented information regarding DrChecks (Design Review and Checking System).

The Ranger Staff at Chief Joseph Dam, **Javier E. Pérez, Doug Helman, Lynann Dejarnett and Crystal Nilsen**, offered water safety programs and educational programs about bird migration, spiders, wolves, etc., in fairs, schools and summer camps. They offered programs in Brewster, Bridgeport, East Wenatchee, Mansfield, Nespelem, Pateros and Wenatchee.

The Junior Ranger Program at Libby Dam has grown in popularity over the years and has expanded to Troy, Libby, Eureka and Fortine. Staff members were also invited to bring a Senior Ranger Program to the Libby Care Center in town.

**Andrejs Dimbirs** made a presentation Sept. 13 at Libby Dam for a group of Montana Tech students and professors on stability and rock protection of the left abutment. The group was part of a rock mechanics seminar being given in Butte, Mont., by Don Banks (retired). **Alayna Kilpatrick** acted as the guide.

**Mick Easterly** gave lectures Aug. 20 on well construction, flow to wells and pumping test design at the Corps of Engineers Groundwater Hydrology short course, at the Hydrologic Engineering Center in Davis, Calif.

**Susan Price** spoke Oct. 25 at the Northwest Indian Business Opportunity Day sponsored by The National Center for American Indian Enterprise Development.

**Jonathan Smith, Gail Terzi, Kristina Tong, Muffy Walker, and T.J. Stetz** of the Regulatory Branch led August public workshops around the state of Washington covering the new Nationwide Permits, Integrated Streambank Protection Guidelines, and Endangered Species Act coordination with the Corps. Over 400 individuals from local, state, and federal agencies, consulting firms, and the general public attended the workshops in Olympia, Seattle, Vancouver, Bellingham, Wenatchee, Yakima and Spokane.

## Bill Moore retires

(Continued from previous page)

Bill competed and won the job as IMO deputy. Later, however, leadership had failed in finding the ideal candidate for Chief, Resource Management. Engineering Division's George Ploudre discussed the situation with the commander, saying that Bill's experience in Engineering Division gave him an exceptional grasp of "what we do" and what the funding complexities are all about. So the commander assigned Bill as Chief, RM, where he has served for 15 years. What helped, he says, is that "I grew up in the Engineering Division, and that gave me a great deal of credibility. I knew our business. I had no axe to grind, and I could accomplish the task by being close to reality and honest."

He claims no higher purpose in his career except to "stay employed and support my family." But, Bill admits, "In the

Corps I found a home." He says he is taken with the quality of the Corps' people, its mission, and varied types of work.

He thought in order to move up, he'd have to move around the country some more. But people like Marv Pedersen, he says, had an instrumental role at different times when career broadening was an option.

Key to success: "There's not much I'm not willing to do," he says.

"This is more than a job," he beams. "I absolutely love the Corps of Engineers and the people I work with. We talk about teams these days, but the good work we've done has always been the result of teamwork. We've always embodied teams, and there's always someone to help you get to where you need to be."

Bill says he takes pride in driving over the West Seattle Freeway Bridge or alongside other projects Seattle District built or managed and says to himself, "My

efforts as an analyst or in other capacities had something to do with that."

How does he really feel about CEFMS?

He points to such frequent users as Bob Parry, Chief, Navigation Branch. "Bob says it's as close to real-time cost information as possible in monitoring his projects." Those who don't like CEFMS, he says, are the ones who seldom use it.

Bill's three-part advice to new employees:

Make sure you enroll in the Thrift Savings Plan. "Take maximum advantage; otherwise you're leaving money on the table."

Get to know the business of the Corps—not just what's going on around your cubicle—"We're doing really neat, exciting and varied things—it'll blow your mind."

And don't forget the best part: "Make sure you have some balance in your life and enjoy it."

## In Memory

**William McKinley**, formerly of the Planning Branch.

**Art Hagan**, a mainstay of the Supply department in the 1950s and 60s.

**Bill Morgan**, the last first mate on the W. T. PRESTON when the ship was retired in 1981.

**Bill Erwin**, long time Administrative Officer for the Spokane/Fairchild Office who retired earlier this year.

**John C. (Jack) Richards**, retired resident geologist for the construction of Albeni Falls, Howard Hanson, and Libby Projects, and later as North Pacific (now Northwestern) Division geologist.



Carole McCormick accepts retirement congratulations from Col. Ralph Graves.

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**