



VOLUME XV, NO. 2  
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# Flagship

SEATTLE DISTRICT



## A Clean Cap

Superfund project: a new beginning  
and cleaner environment



# FLAGSHIP

Seattle District

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## U.S. Army Corps of Engineers

Volume XV, No.2

### *Living USACE's future? Need to speak the language*

**"We cannot spell SUCCESS without U." - Benny Yim**

Our future is one where we, the U.S. Army Corps of Engineers, will continue to be the premier public engineering organization in a rapidly changing and increasingly threatening world. Each day presents us with new challenges and very real opportunities that require a shared understanding of where we are going and how we plan to get there.

We in Seattle District have earned a reputation for being innovative team players, and we've learned to question how well we understand and properly align ourselves to achieve success at all levels. In other words, your individual actions demonstrate how we are living the essence of the 2012 vision.

For example, each of us participates on many teams. With the help of others, we have learned to create high performing teams that thoroughly embrace the "Team of Teams" concept. We engage other Corps team members at all levels and across all regions, district members across all disciplines, and many varied and talented partners who share our mutual goals.

Successful communications with everyone means we frequently operate virtually in the normal course of our daily activities and do so in a cost-effective and timely manner with other team members. We in Seattle possess a robust and reliable capability to stay in contact with others in a variety of ways, including two large fixed video-conference sites and the ability to stream video to remote sites,

including Iraq. Additionally, our quality products and services demand we continually learn from others and ourselves in ways that exemplify learning organizations, as we seek ways to improve our individual and organizational performances.

Last year, the Chief of Engineers introduced some very important initiatives to facilitate our ability to focus on project execution, especially at the district level. He created two special types of teams, the Regional Integration Teams — RIT — at Headquarters with one to focus on the Northwestern Division, and the District Support Teams — DST — at division with one to focus on individual districts. We are most fortunate to have our division RIT at Headquarters and the Seattle DST at division so capably led by Ed Hecker and Dennis Wagner, respectively. These two teams offer substantial benefits to our district, especially in addressing the high visibility and important issues we face today.

Additionally, Communities of Practice were created to continue critical information sharing across key technical skills of the workforce and to compensate for the geographical focus of the RIT and DST teams.

Finally, the creation of a Regional Business Center at each division emphasizes the importance of understanding resource, workload and planning decisions as one regional team. Previously, when districts operated wholly independently, workload fluctuations and technical expertise gaps often led individual districts—and their customers—to operate less produc-



**Col. Debra M. Lewis, Seattle District Commander and District Engineer**

tively and effectively.

Already, the division's Regional Business Center efforts have created substantial dialogue and information sharing to set the stage for improved mission accomplishment and understanding in and among our districts. Ultimately, this shared understanding, combined with our enthusiasm for embracing changes that the future will bring, will be instrumental to securing our success in transforming challenge into opportunity.

**"Keep your thoughts positive because your thoughts will become your words. Keep your words positive because words will become your behavior. Keep your behavior positive because behavior will become your habit. Keep your habits positive because habits will become your values. Keep your values positive because values will become your destiny." M. Gandhi**

*Debra M. Lewis*



**Cover: Crews plant native beach grass at the east end of the Pacific Sound Resources shore site.** (Cover: file photo; Col. Lewis, Seattle skyline and watermark are file photos)

Special thanks to David Harris, retired Chief of Public Affairs, for his copy-editing support and continued sage advice.

# Are you sending the electronic message you want to communicate?

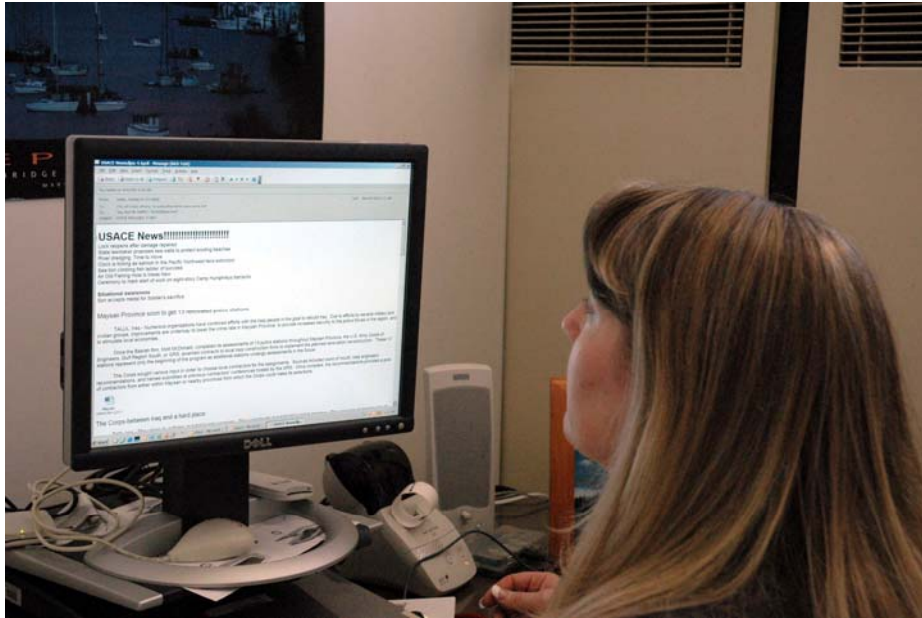
## COMMENTARY

There are a few simple guidelines that can help.

Electronic mail, universally referred to as e-mail, has become an integral part of our lives, both in the workplace and at home. It enables us to pass information quickly, provides access to vast amounts of information, and allows a written dialogue between many participants simultaneously. E-mail, because of its speed, ease of use and broadcasting ability, is very different from paper-based communication and requires users to take these differences into consideration when preparing and responding to e-mail correspondence.

It is not uncommon for people to experience communication problems and misunderstandings because they did not adjust their communication styles to this new cyber medium. E-mail also does not convey emotions nearly as well as face-to-face or even telephone conversations. It lacks vocal inflection, gestures and a shared environment.

Your correspondent may have difficulty telling if you are serious or kidding, happy or sad, frustrated or euphoric. Sarcasm can be particularly dangerous to use in e-mail. When preparing e-mail, you can't assume anything about a sender's frame of mind, location, time, attitude about the subject and interests. In some cases, you may not even know their profession. This means, among other things, that you need to be very, very careful to give your potential receivers some context. An effective strategy is to make sure your subject line pertains clearly to the e-mail body, because this will help people mentally shift to the proper context before



Remember when writing emails do not write in CAPITALS. (Photo by Andrea Takash)

they read your message.

Writing effective e-mails is an acquired skill that most of us take for granted, and we should not. Most communication is far too important to take the chance of miscommunication when, with a bit more thought and the application of a few guidelines, we can successfully make our messages hit their target clearly and accurately. Following is a list of strategies to assist in the most effective e-mail communication.

Think before you write. Just because you can send information faster than ever before, it doesn't mean that you should send it. Analyze your intended recipients to make certain that you are sending a message that will be both clear and useful.

Be concise and to the point. Do not make an e-mail longer than it needs to be. Remember that reading an e-mail is harder than reading printed communications and a long e-mail can be very discouraging to read.

Use proper spelling, grammar and punctuation. This is important because improper spelling, grammar and punctuation can be a distraction and make a bad impression.

Answer swiftly. People send an e-

mail because they normally expect a quick response. A good rule of thumb is to reply within at most 24 hours. If the e-mail is complicated, just send an e-mail back saying that you have received it and that you will get back to them.

Do not attach unnecessary files. By sending large attachments you can annoy recipients and even bog down their e-mail system. Whenever possible try to compress attachments and only send attachments when they are productive

Do not write in CAPITALS. IF YOU WRITE IN CAPITALS IT SEEMS AS IF YOU ARE SHOUTING. This can be highly annoying and might trigger an unwanted response and escalate an issue unnecessarily.

Never reply when angry. Whether in person or electronically, dealing with anger and frustration is a challenge to effective communication. If you are angry about the e-mail you are replying to, give yourself time to cool off before answering. Also, consider whether it may be best to approach the individual in person rather than by e-mail. If you do choose e-mail, read through the draft several



This issue was especially prepared for Mark Springer who recently returned from serving in support of Operation Enduring Freedom in Afghanistan. (Photo by Maria Or)

## Flagship

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Check out the online edition of **Flagship** at

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*Continued on page 11...*

## *Defense environmental restoration in Bremerton*



**A technician uses the EM-61 to refine an anomaly for investigation.** (Photo by Wayne Martrildonno)

The tall old growth trees of Bremerton, Wash., would tell fascinating stories if they could talk. Their tales would chronicle the history of mankind that has inhabited the lush land of the central Kitsap Peninsula. Native American tribes, explorers, pioneers, fisherman, immigrants, lumberman, outdoor enthusiasts, the U.S. Navy and the school children of Jackson Park Elementary School have all depended upon the usefulness and bounty of land.

Now it is time to demonstrate sound stewardship of this valuable resource through investigation and clearance of possible live munitions,

munitions components and munitions scrap on the property that was formerly owned by the U. S. Navy. The investigation was prompted when unexploded munitions were found at the Jackson Park Housing area, the former site of an ammunition depot.

The Corps of Engineers' Seattle and Omaha Districts have teamed with Washington Department of Ecology to initiate the investigation and clearance under the purview of the Defense Environmental Restoration Program for Formerly Used Defense Sites — DERP-FUDS.

The Navy's ammunition depot, established in 1904, was used for storage, assembly, trans-shipment and demilitarization of a wide variety of Naval munitions until 1959. Between 1965 and 1975, the Navy exsessed 171 acres of the 450-acre property and retained the balance for development of Naval family housing and a hospital. The transferred parcels currently include a city park, an apartment complex, an elementary school, a public building and freeway right-of-way.

The plan specified that the required work be divided into two phases and following coordination with the Navy and Central Kitsap School District, phase one began in the Spring of 2004.

The experienced workforce of the contractor, Bay West of St. Paul, Minn., began the search with handheld metal detectors and then prepared a search grid with the amazing EM-61, a wheeled device that records magnetic anomalies from buried metallic objects. This information is used to produce a map pinpointing the location of the debris. After mapping, the plan prescribed that 10 percent of the anomalies be selected and dug up. If something significant had been discovered the search would have been intensified.

The first phase of work was com-

pleted by mid-August 2004, and the Washington State Department of Ecology declared that no further action was required. Thus, the properties of Jackson Park Elementary School, the Erlands Point Apartments and adjacent areas are safe for public activities.

The ongoing second phase is the investigation and clearance of the Naval Ammunition Depot Marine Park (known as NAD Park), owned by the City of Bremerton and Kitsap County Health District properties. No munitions of concern have been found to date but as safety procedures require, the NAD Park will remain closed to the public while the environmental investigation and clearing are underway.

As the team prepares the land for their inspection they have cleared away thick brush so their equipment can access and map the area. The clearing reveals rows of abandoned concrete openings extending into the earth that once housed munitions. An unanticipated benefit of this careful pruning and removal of overgrowth is a more open and accessible park for the public to use and enjoy. Old paths were rediscovered and improved, allowing hikers renewed access to the beauty of the entire park.

Phase two is scheduled for completion by the end of April 2005 and the city park will be reopened just in time for residents to enjoy the colors of blooming spring vegetation.

Federal programs to restore formerly used defense sites like the project in Bremerton have successfully cleared and rejuvenated lands that once played a role in America's defense and ensure responsible stewardship of the country's valuable resources.

*-Melanie Reeder and Mike Nelson*



**The contractor cuts a welded steel door.** (Photo by Wayne Martrildonno)

# Clear and clean *Puget* crew keeps Puget Sound hazard free

The crew of the *Puget* clears navigation hazards from Puget Sound waters to provide safe vessel passage, and now they're able to protect the sound from environmental hazards as well.

Last fall the *Puget* crew worked with the Navy, Coast Guard and other participants to test new oil skimming and collection equipment for use on the *Puget*. With a skimmer attached to each side of the *Puget* and booms that reach 1,000 feet to a small vessel ahead in the water, the *Puget* is turned into an oil collecting machine.

The booms direct oil into the skimmer, where hydraulic belts pick up the oil and feed it into a hopper, and from there it is pumped into a barge tanker provided by the Navy or Coast Guard. The system comprises of four basic components—the skimmer unit, motor, hydraulic controls and boom. “The belt turns pretty quick,” said Joe Gustafson “and it uses a 6-inch hose,” so it can move quite a bit of oil quickly.

The Coast Guard, having worked with the *Puget* on spill response and training in the past, approached the district in spring of 2004 to see about testing the equipment with the *Puget*.

The *Puget* worked along with 80 to 100 other responders to try out the new equipment and run through a spill drill. During the October exercise, “the water was choppy,” and the agencies didn’t know quite what to expect. “It worked better than I thought it would,” said Gustafson. “The Coast Guard was happy with it.”

The new equipment will be stored at the Chittenden Locks in Ballard on trailers. The Corps’ role will be to store the equipment at the Locks, respond with the *Puget* either to the Locks or the spill site (whichever is closer), and provide the *Puget* as a work boat for responders.

If the *Puget* is in the area, it can motor back to the locks, load the equipment in about half an hour and be on its way to a spill. The equipment requires two operators per skimmer. Coast Guard operators would meet the *Puget* at the spill site and climb aboard to begin clean-up. In the October test, they were able to get everything set up and begin collecting oil in about an hour to an hour and a half.

The Coast Guard and Corps are working out details of a memorandum of agreement about responsibilities, but any costs to the Corps are reimbursed by the Coast Guard—labor, materials and equipment. The systems should be at the Locks and ready to move into action in August, when another spill exercise is planned.

The Navy and the Coast Guard simply don’t have available to them another vessel like the *Puget*. The *Puget* provides a flat work surface, is self-propelled and has a crane and operator. These features make it ideal for the skimmer systems.

There are a number of Corps snag vessels operating around the country—a handful of which are built very similar to the *Puget*. The *Puget* will be the first in the nation to work with the Coast Guard to use the new skimming equipment.

- Patricia Graesser

**Crews test the skimmer aboard the *Puget*.**

(USACE file photos)



## *A clean cap*

Looking from Alki Point across the whitecaps on Elliott Bay to the glistening towers of Seattle's skyline, the leaping waves hide a significant accomplishment below the surface. Where once 58 acres of bay lay contaminated with creosote, pentachlorophenol, arsenic and zinc, now a clean "cap" provides a natural marine environment for bottom-dwelling and swimming creatures.

The Seattle District, as part of a Superfund project for the Environmental Protection Agency, has completed a cost- and time-saving project that capped contaminants with clean material and expanded the beach area at the Pacific Sound Resources site in West Seattle.

From 1909 until 1994, Pacific Sound Resources preserved wood using chemicals that ultimately made their way into the soil, groundwater and marine sediment. The site was listed on the National Priority List in 1994. For the cleanup, the EPA defined the site in two separate "units." The EPA brought the Corps in to manage the marine sediment unit cleanup.

"They say of faster, better and cheaper, you can only have two out of three," said project manager Miriam Gilmer. "We had all three with this project."

The marine sediment unit included five areas. Area 1 included the shoreline area. Subsequent areas extend farther out into the bay, with area 4 being the transitional steeply sloped area and area 5 including the widest acreage at over 200-foot depths.

Travis Shaw was project engineer for areas 1-4. Working in Environmental Engineering and Technical Section, Shaw doesn't ordinarily oversee construction projects.

The team pulled technical staff in for design review and retained them through construction. Team members agreed that allowing technical staff to implement the design was a great benefit on this project. "By working smart with a good contractor, we were able to cut five years and about

\$2 million from this project," according to Shaw.

The original design specified using an amendment of total organic carbon as one layer of the multi-layer cap. While this would meet the contract requirements, it would be less effective and more expensive than other options. The Corps team and designer negotiated and re-evaluated the design standards and removed the amendment from the specifications. The change brought dollar savings and meant fewer supply and quality control issues. The team had the technical knowledge to recognize the potential cost savings early and address it in the contract.

The designer, URS, was responsive and open to working on changes with the district's team, according to Shaw. The construction contractor, ACC-Hurlen, was an integral part of the team.

"Everyone worked together to keep the objective in mind," he said.

The cap is like a layer cake, with different types of materials layered to serve specific functions. The area includes 2,000 lineal feet of shoreline, intertidal area, steep slopes with stability issues and a nearby active marine terminal. The design would have been difficult to execute on dry land, let alone under water, said Shaw.

The contractor used state-of-the-art technology to ensure the material was placed precisely and that it stayed in place. Through global positioning systems, including a transponder on the clamshell bucket, the team could track placement progress daily on the Internet using GIS.

Current technology allows dredged material geographic information systems to be placed much more strategically than in the past, according to John Wakeman. In areas 1 through 3, the material was placed bucket by bucket precisely where capping managers wanted it to go. Material in area 4 was placed using a seven-pocket bottom-dump barge that ACC-Hurlen bought specifically for this project. Area 4 placement was carefully monitored because the steep slopes made landslides a concern. Hurlen developed software that allowed them to monitor the placement rate and location on a real-time basis to allow precise placement in the sensitive area.

In the beginning, the team talked with URS about using dredged material for areas 1 through 4, but didn't specify using it because of the uncer-



A bottom-dump barge places clean material at the Pacific Sound Resources site to contain contaminants and provide a clean benthic environment.

(File photo)

tainty of matching up the construction schedule with the maintenance dredging cycle. About half way through construction, the district scheduled dredging a portion of the Duwamish. Dredged material met the project requirements and would also save money. Rather than taking the clean material to the usual disposal site, Navigation Section had the material placed at the Pacific Sound Resources site. The PSR project paid the cost of transporting the material and of precision placement, but saved the cost of buying and transporting 55,000 cubic yards of upland material.

The work on areas 1 through 4 was completed in November.

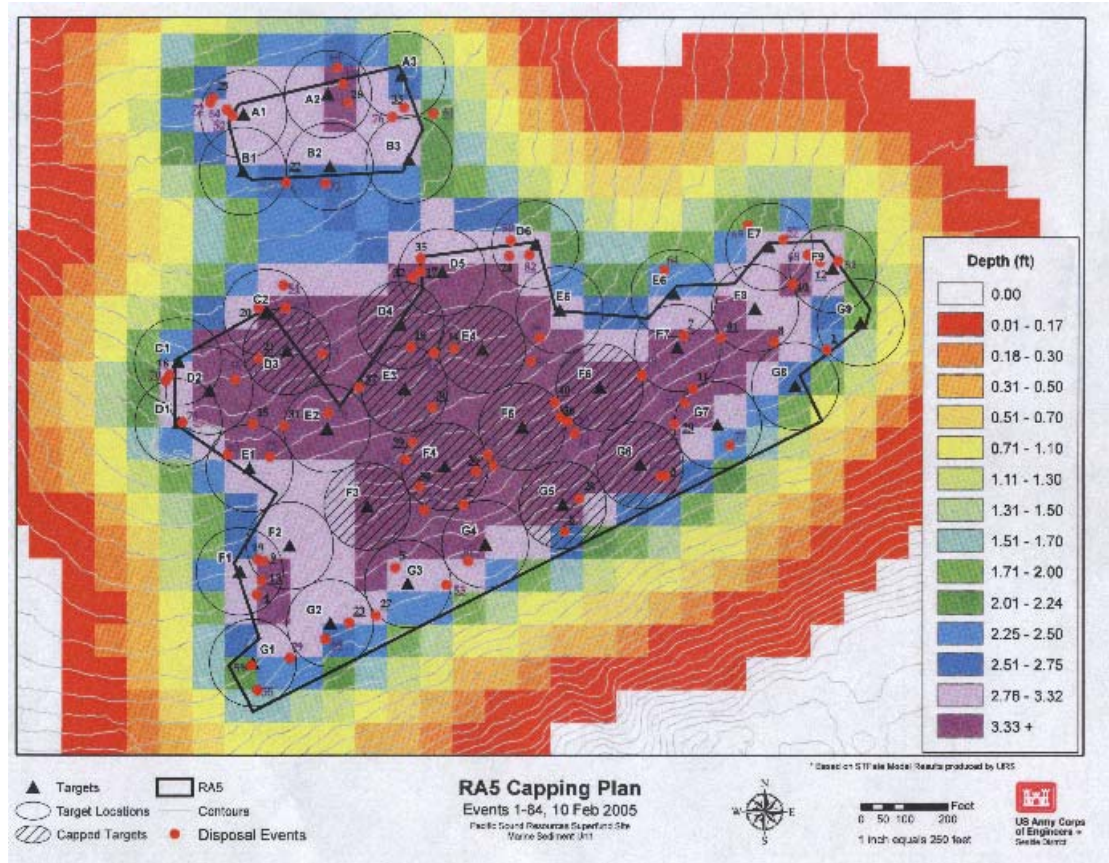
"I don't know if the stars all lined up right or Murphy took the day off... this was a strong team committed to quality," Shaw said. All the team members were responsive and willing to re-evaluate the project rapidly using available data to make real-time decisions.

**T**he farthest from shore, area 5 now wears one of the deepest sediment caps on the west coast, according to Snohomish dredging manager Patty Miller. The Corps used 300,000 cubic yards of dredged material from the Snohomish River routine maintenance, co-sponsored by the Port of Everett. This was the most material placed for beneficial use since the Wyckoff capping in 1994-95.

The cost to the EPA was about \$242,000—the cost to haul the material the extra distance and place it at the PSR site. Port of Everett saved money because it didn't have to pay an open-water disposal fee. Department of Natural Resources provided the sediments from state-owned lands for the cleanup.

In addition to using Snohomish River material for capping, the Corps also used dredged materials from two private dredging projects that coincided with capping timing. The district continued the practice of using dredged material from Corps navigation dredging for beneficial purposes. The district also set the precedent for beneficial use of material from permitted dredging projects. The Corps placed a total of about 800,000 cubic yards of material for the entire Pacific Sound Resources site.

Rebekah Barker, using a combination of GIS software spatial analysis and results generated by the STFATE program, provided a visual reference for the team — a color-coded picture of cap thickness in near real time during cap place-



**A graphic representation of area 5 capping, with each color depicting a specific thickness of the capping material. (Image created by Rebekah Barker)**

ment. The program shows how material falls through the water and precisely where it settles out.

The reference "was important because it showed you where you did and didn't need to place material," said Miller. "We used it to plan our placement series. It was very helpful in communicating with the tug captains." As a side benefit, the use of technology for this project brings the district closer to the Corps goal of compliance with spatial data standards.

The cap needed to be thick enough to accommodate burrowing animals and to isolate contaminants. The team was able to efficiently achieve the designed 40-inch cap throughout the 58-acre area as predicted by the designers and verified by the visual references.

Construction completion monitoring provides coring, bathymetric surveys, sampling and sub-bottom profiling, which distinguishes between materials of different densities to show the exact thickness of the cap.

The entire project ultimately involved about 80 people. It was a complicated design with biological and chemical requirements that entailed tapping into the array of expertise in the district—biologists, chemists, engineers, technicians—and the Puget crew collected samples

prior to capping. "Nearly every branch in the district had a role," said Gilmer.

The project required coordination with resource agencies and a compliance with regulations, which was accomplished at a quick pace. The resource agencies even allowed the Corps to work three days into the fish window to meet the overall goal of providing a cleaner bay quickly rather than stopping and having to demobilize equipment, wait out the fish window and mobilize the contractor again for a few days work.

The Corps completed cleanup of all areas 1 through 5 by February 2005. A celebration March 2 marked the end to a successful project.

Complete cost of Corps' portion of cleanup was \$16 million, and about \$1 million will be returned to EPA because of cost savings.

With capping complete, the Corps has provided a cleaner shoreline area for recreational use and a cleaner environment for the benthic community and for Puget Sound Chinook salmon, a threatened species.

**-Patricia Graesser**

## *Embracing environmental sustainability*

Every day Mother Nature tirelessly tries to keep up with the growing earth, but she is running out of steam as more people consume diminishing natural resources.

The U.S. Army Corps of Engineers made a commitment to do its part in protecting the world's most precious resources by promoting seven Environmental Operating Principles, which are applied to all decisions and projects.

"When the Corps developed the principles, I felt the district needed to rally around putting them to use," said Brenda Bachman, a biologist in the district's Hazardous, Toxic and Radioactive Waste section. "So, I asked Col. Lewis if I could form an Environmental Operating Principles/Sustainability working group."

The group's goal is to promote sustainability principles and how each person can use it in their work and home lives. Sustainability is one of the key parts of the Environmental Operating Principles, Bachman said.

"There is a misconception that sustainability only deals with environmental issues. But it actually stresses balancing social, economic and environmental issues in every program," she said.

Seattle District is the only district in the Corps to develop long-term sustainability goals for its business processes, operating projects and customers. The group has provided the nine goals to the District Executive Team and expects acceptance of the goals soon.

In the meanwhile, the team is moving ahead with an implementation plan. "That is where we have a real and measurable effect. Then this 'concept' will become reality for everyone sitting at their desks and focusing on their work," she said.

The group is forging ahead in making sure Federal Center South

operates under the sustainability principles. They are focusing on multiple issues. Two of those issues include recycling and alternative fuel vehicles.

"I am working with Richard Hall on the office waste recycling program," Bachman said. "GSA plans to switch their contract to Weyerhaeuser because they estimate giving \$500 to \$2,000 a month in recycling proceeds to the building's daycare center. This is a great example of benefiting social issues."

"Most people know about the importance of recycling for the environment, but many don't understand the benefits of alternative fuel vehicles," she said.

"Seventy percent of all new vehicles in our fleet must use alternative fuel; however, people are refilling these vehicles with regular petroleum gasoline, which defeats the purpose," she explained.

The district has had alternative fuel cars since 1999, but the compressed natural gas to refuel the vehicles is not readily accessible, said Joe Hathaway, the district's fleet manager.

"CNG benefits the environment because it reduces emissions. However, there are only a few places where we can purchase CNG with our Voyager credit card," Hathaway said.

"Until CNG becomes more readily available to the general public, Tony Slamin, the district's mobile equipment server, will fill up the motor-pool alternative fuel vehicles," Hathaway said.

Recycling and alternative fuel programs provide other benefits than just environmental. This is a vital part of sustainability, Bachman said.

"Using alternative fuel and reducing emission by-products means less impact on human health," she said. "Recycling returns money to the economy and conserves natural resources, which again benefits

our own well-being. In the case of recycling paper, more trees can grow, which means less carbon released into the atmosphere, reducing greenhouse effects."

"We are using resources faster than the earth is producing them," Bachman said. "A variety of convenient alternatives exist for people who are willing to embrace sustainability."

To learn more about all of the areas the group is working on, go to the EOP site under the district teams section on eNeWS, or to join the group call Brenda Bachman at 206-764-3524.

**-Andrea Takash**



Joe Hathaway fills one of the district's alternative fuel vehicles with compressed natural gas. (Photo by Andrea Takash)



## *A healing circle is a new beginning*

The Washington State Department of Transportation project to construct a graving dock to build pontoons to replace the aging Hood Canal Bridge was recently abandoned at the site. Final disposition of the site is still being decided.

An eagle soared overhead as 300 tribal and non-tribal men, women and children formed a healing circle on the site of the Tse-whit-zen village in Port Angeles Jan. 15. The site is one of the largest finds of Native American remains and artifacts in the U.S.

The weather whirled from snow to sleet to freezing rain and wind. But the 300 stood and listened to words about the significance of the site and of support to the Lower Elwha Klallam tribe.

The ceremony finalized the closing of the WSDOT project that had unearthed hundreds of tribal ancestors and artifacts. And it is hoped it will begin the healing process between the tribe, local residents and others involved in the project.

Francis Charles, Chairwoman of the LEKT,

told how the tribe worked here over the past year and the hardship they had endured as they recovered remains and artifacts.

Doug MacDonald, Washington State Secretary of Transportation, stood with Francis and expressed the historical and educational value of the site for present day and future generations. Others, to include representatives from Senator Patty Murray's office and Congressman Norm Dicks' office, spoke of the significance of the site and their support to the tribe.

A large gathering of tribal chairmen and representatives from all over Washington state and Alaska spoke words of wisdom and support, sang songs and played drums. Francis and LEKT Vice Chair, Dennis Sullivan, thanked the



**Tribal chairmen and representatives of tribes around Washington state and Alaska sing songs and play drums during the ceremony.** (Photo by Diane Lake)

participants many times for braving the weather to be there and talked of the "good medicine" that this gathering was providing.

A prayer and blessing by a tribal Shaker minister ended the formal ceremony. As a final gesture, participants walked around the perimeter of the 22-acre site in reverence of those that had come before.

**-Diane Lake, Tribal Liaison**

## *Water safety coloring*

When faced with an abundance of Spanish language water safety material, Seattle District went on the hunt to find the products a good home.

Seattle District's Natural Resource Management Unit of Operations Technical Support acquired several cases of Spanish language water safety coloring books but didn't have a need for the Spanish material.

In an effort to ensure that the literature and its important message did not go to waste, the natural resource management's office contacted Hilda Magana, director of José Martí Child Development Center.

"I was excited to receive the Spanish language water safety material. The coloring books are great tools to teach young children about water safety," Magana said.

Jerry Gray and Carlton Morris from operations, Raynette Magno and Howard Swims from resource management, and Andrea Takash from public affairs delivered the boxes to the old Beacon Hill School, which houses El Centro De La Raza and the children's center.

The children, ages 1 to 5, recited a poem written by José Martí and presented thank you gifts to the guests.

"I was overwhelmed by the gratitude of the children.

From the moment we walked in the door, the children welcomed us with open arms," Takash said.

After briefly examining the coloring books, most of the children gathered around a table and began coloring.

"Based on the children's reaction, it was obvious the books had gone to the right place," Takash said.

The child development center is one of many services provided by El Centro De La Raza, which means "the center of the people." The children participate in a bilingual program stressing communication and cultural identity. According to the center's webpage, parents and teachers at the center are trained to use bilingual materials, techniques and audio visual images.

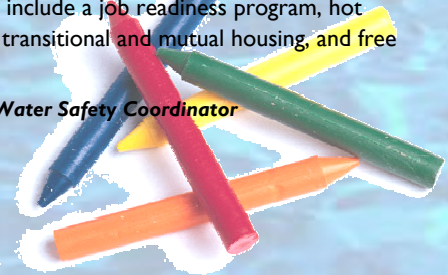
Beacon Hill School has been the home of El Centro De La Raza since 1972 when its founders occupied the building. El Centro, a Combined Federal Campaign agency, provides a number of other services through the Frances Martinez Community Service Center. Services include a job readiness program, hot

meal programs, senior services, transitional and mutual housing, and free legal services.

**-Jerry Gray, Seattle District Water Safety Coordinator**



**The children at El Centro De La Raza's child development center began coloring in the water safety coloring books right away.** (Photo by Andrea Takash)



# *Afghanistan Engineer District*

## *Laying a foundation of national stability for capacity building*

**S**urrounded by greening hills of a mid-March rain, many Afghans rise at dawn from their old bombed-out Russian buildings, dilapidated earthen structures or worn and weathered tents, bewildered to see how their city has grown.

The snow melts away in Kabul, and in a matter of years, the population in Kabul has increased in teeming numbers. It has become the fastest growing city in the world.

Most people, regardless of where they live, have no electricity, running water or sewer systems.

And the sad truth is, while parts of the world struggle with reconstruction, Afghanistan has been a place long forgotten by time and never developed to a point where it has been able to sustain a healthy and stable society.

Afghanistan, in the latest United Nations report, is still the fifth least developed and poorest country in the world, where existing infrastructure is either badly degraded or nonexistent. Only 6 percent of the country has any electricity at all, and there are even fewer wastewater treatment facilities.

And while the United Nations, United States and other foreign organization continue to work on capacity building, in other words, to help build roads, schools, hospitals and study power and water solutions, a large part of that success is dependent on first ensuring the security and stability of the nation.

And that's where the U.S. Army Corps of Engineers, Afghanistan Engineer District — AED — as well as many other supporting government organizations and agencies are concentrating their efforts.

While the Corps does participate in capacity building projects and has a large role in military construction for U.S. and Coalition Forces, its largest program is helping to reform the security sector in Afghanistan by building all of the newly formed Afghan National Army - ANA - facilities from the ground up. AED is also building facilities for the Afghan police.

The overall goal now is to provide facilities for 70,000 Afghan soldiers throughout the country.

To date, two ANA bases are in their final stages of construction, with six others in progress and more planned in the near future. These projects alone will support more than 35,000 active duty soldiers and feature force protection, barracks, dining facilities, motor pools, administration buildings, power plants, maintenance facilities, water and wastewater treatment plants.

Working on an aggressive schedule, most installations are scheduled to be completed within nine months from start to finish.

In addition to the installations, AED is also constructing an ANA hospital, training facilities and a military academy, which has modeled its program after the United States' prestigious Military Academy at West Point.

The police program currently encompasses the construction and



**A woman from a local refugee camp pleads for medical assistance. Displaced Afghans continue to return to Kabul in alarming rates. Corps employees visit the refugee camps and bring much needed supplies sent from stateside family and friends. (AED photo by Maria Or)**

refurbishment of 18 facilities with more than \$140 million of construction planned in the future as the program grows. Planning for substantial construction continues for border crossing points and border, provincial and highway police.

The Corps is committed to providing jobs for as many Afghans as possible. Through Corps contractors, Afghans represent a large majority of the total workforce.

The Afghan people are good at stone and masonry work, but limited in other crafts. At the national army level, there is a Corps representative who serves as a mentor for installation management and is working with Afghans on programming and planning projects for the future.

Ideally, Afghans will be able to maintain the facilities they have and continue to upgrade and build new facilities in the future. This will directly improve the stability and success of Afghanistan.

"The good news is, I'm happy to be able to report that we're winning this war and that conditions in Afghanistan are getting better," said AED Commander and District Engineer, Col. John B. O'Dowd, in a recent speech.

*-Maria Or*

***Maria Or has been deployed in support of Operation Enduring Freedom in Afghanistan since mid-January.***

## *Around the District*

### *Speaking Outreach*

**George Hart**, Environmental Resources Section, gave a guest lecture on Sections 401 and 404 of the Clean Water Act and how they impact Corps projects in Washington and Idaho to environmental law students from Western University March 8.

**Dave Rice**, Archeologist, presented a federal perspective regarding the significance of last year's archaeological finds at Port Angeles Graving Dock to about 75 members of the Pacific Northwest Archaeological Society March 25.

**Dave Fox**, Information Management, is currently co-teaching a science/engineering series called "A World in Motion" with a group of engineers from Boeing in the 4th, 5th and 6th grades at St. Thomas More School in Lynnwood.

### *Kudos*

Brig. Gen. Robert L. Davis, Pacific Ocean Division Commander, presented an appreciation award to **Olton Swanson**, Design Branch, for work as a Regional Management Board member while working as Engineering Division Chief for

Alaska District, March 8.

**George Henry**, Construction, was recognized with an Excellence Award for \$24 million in small project execution throughout a four-state area in Military, Civil, HTRW and Work for Others programs. His projects include Fort Lewis, Fairchild Air Force Base and the Manchester Naval Fuel Depot.

**William (Bill) Prater**, who works at Albeni Falls Dam, went to Iraq last June and was featured on the front page of the February 2005 Northern Lights Ruralite.

**Tony Slamin**, Logistics Management and a Seabee in the Navy Reserve, was selected as the Blue Jacket of the Quarter for the Naval Reserve Center Everett and Blue Jacket of the Quarter for Naval Mobile Construction Battalion headquartered in Fort Lewis. Slamin is an Equipment Operator Third Class.

### *In Memory*

**Jim Ramsey** spent most of his career in the Construction Division. He joined Libby Dam as the assistant resident engineer in 1966 and retired in the 1970s.

**Eugene A. Armont** began working for the Corps of Engineers in 1959 as an engineer equipment inspector in the Operations Division, Navigation and Flood Control Branch. He later became an engineer equipment mechanic foreman, heavy mobile equipment mechanic, and auto mechanic foreman at the district garage. In early 1988, his position was transferred from Operations Division to the Logistics Management Office. He retired from the Corps in 1989 and moved to Whidbey Island to spend his time enjoying maintaining his collection of vintage automobiles.

**Stu Wright** was a construction representative from 1989-94 at Mud Mountain Dam and retired with the Corps.

**Lester L. Nitschke** began working for the Corps of Engineers on Garrison Dam at Riverdale, N.D., in 1953. He also worked at worked at the Ohe Dam at Pierre, S.D., from 1960 to 1963; the Minuteman Missile Program at Minot and Grand Forks, N.D., from 1963 to 1964; the Green Peter Dam at Sweethome, Ore., from 1964 to 1966; Libby Dam at Libby, Mont., from 1966 to 1974; and Chief Joseph Dam at Bridgeport, Wash., from 1975 to 1978. Nitschke retired from the Corps in 1978.

## *...Continued from page 2—Electronic messages*

times and follow the rules outlined above for composing effective e-mails.

Proofread the e-mail before you send it. A lot of people don't bother to read an e-mail before they send it out and miss simple spelling and grammatical errors. Also, reading your e-mail through the eyes of the recipient will help you send a more effective message and avoid misunderstandings and inappropriate comments.

Do not overuse "Reply to All." Only use "Reply to All" if you really need your message to be seen by each person who received the original message.

Do not copy a message or attachment belonging to another user without permission of the originator.

Even though e-mail is convenient, fast and productive, there are instances when you should not write an email. When you communicate electronically, all you see is a computer screen. You don't have the opportunity to use facial expressions, gestures and tone of voice to communicate your meaning; words are all you have. That goes for your correspondent as well. This can lead to serious issues and breakdowns in communication. The following are times

when e-mail is inappropriate or when it may be best to use a means other than electronic to convey your intended message.

Detailed instructions are sometimes better communicated in person. When you are going to give a detailed set of instructions they are often more easily understood through a demonstration or aid, such as a map or through participation.

Do not use e-mail to discuss confidential information. Sending an e-mail is like sending a postcard. If you don't want your e-mail to be displayed on a bulletin board, don't send it. Any message you send could be saved or forwarded by its recipient. You have no control over where it goes.

Don't send or forward e-mails containing libelous, defamatory, offensive, racist or obscene remarks. Never make any libelous, sexist or racially discriminating comments in emails, even if they are meant to be a joke.

Don't attempt to "discipline" your readers. It's unprofessional to lose control in person—to do so in writing usually just makes the situation worse.

Don't send destructive e-mails that disrupt

the work or home environment; they only make matters worse. Don't be sarcastic, abrupt or rude in e-mails. It can be very harmful and hurtful.

When used appropriately, with careful thought and skill, electronic mail is an incredibly valuable tool. But when used inappropriately or carelessly, it can undermine effective communication. So next time you sit down at the keyboard, think before you write, compose your message carefully and proofread before sending.

*-Melanie Reeder*

# WELCOME to the District Family



Brian Held  
Accountant  
Resource Management



Michelle Newman-Gallardo  
Budget Assistant  
Military Branch



Cecile Viray  
Budget Assistant  
Military Branch



David Grant  
Archaeologist  
Planning Branch



Kenneth Earls  
Security Officer  
Security Office



Cindy Luciano  
Real Estate  
Real Estate Office



Rex Belleville  
Electrical Engineer  
Design Branch



Ryan Walsh Goodman  
Son: 7lbs, 1 oz  
Layna Goodman, Planning Branch



Kaylee Jean Lefler, 9lbs, 1 oz,  
Granddaughter of Pam Gumaer,  
Logistics Management



Joseph "Jojo" Breattmann  
Son of Ken and Pam Brettmann  
Hydraulics & Hydrology

**Flagship is published bi-monthly. Let us know when you're retiring so we can feature you in our next Flagship! We also want to know about professional accomplishments, speaking engagements, wedding engagements, marriages, births and**

**memorials. Guest features are welcome, or if you just like to write, we want to hear from you. Please contact the co-editor: [andrea.m.takash@us.army.mil](mailto:andrea.m.takash@us.army.mil) or (206) 766-6447**

**SAVE THE DATE** for this year's Corps Day. It is scheduled to take place July 15 at Federal Center South. Look for more information soon on eNEWS. Don't miss the fun at this annual event.



**Phillip Hoffman, Environmental Resources Section, enjoyed several refreshing plunges into the dunk tank at last year's Corps Day picnic. (File photo)**

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