

# Flagship

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Lewis and Clark Bicentennial



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Col. Debra M. Lewis

## Commander's Notebook

### Your contributions matter

What's more scenic than the most beautiful place you have ever seen? Where are people nicer, more talented, thoughtful, hardworking and fun to be around? When is the food they offer you tastier than any gourmet dish you have eaten? Where else...but right here at the Seattle District!

I've learned you tend to get what you focus on. What do you focus on?

In the short time I've had the honor of being your commander, I clearly see you have something very special here, with every reason to be proud of what you do for our Nation. Make no mistake— your contributions matter! Your ability to continuously find better ways to enhance our national security, sustain a prosperous economy, and safeguard our environment takes considerable skill, patience, unwavering determination and often a thick skin. After all, look at how difficult it can be to get one other person to agree with you on every matter. So why is it a surprise to others that our many stakeholders often do not fully agree with us on the complex issues we must address?

I commend you for your many successes and also for the times you tried incredibly hard to do well but failed to achieve the outcome you sought. Exploring uncharted territory has its risks. Indeed, should you sense you are doing the *wrong* thing well, you might want to pause and find out what the "right" thing is. It may take practice before you do the "right" thing well, but how many of you would intentionally waste one minute doing the wrong thing well?

The future of our organization and the Nation depends on how well we bring out the best in each other. I know you deserve to work in a caring and supportive environment that practices open communication. Most of you are there already, but not everyone is. What must happen for that to be so?

My "Just Do It" card from the Chief of Engineers is laminated. I keep it with me as a personal reminder that the Chief also knows the difficult challenges we face daily and has made it easier for us to do what we have to do. Gandhi once said, "Be the change you want to see in the world." I believe that and clearly so do many of you.

Imagine how wonderful it is to be the commander of such a high-performing organization, one that is filled with amazing people who do amazing things. That's me and I am thrilled to be here with you.

*Debra M. Lewis*

# A hit from nowhere

By Jackie Hopkins

This particular June day began like any other day as I dropped my kids off at school and left for work, but within minutes it took an amazing turn for the worse. Upon entering the 509 Freeway, I quickly merged into the left-hand lane so I could accelerate to my regular cruising speed of 55-60 mph. There was a mist of light rain falling, but it wasn't pouring so I didn't feel overly cautious.

Suddenly I saw from the corner of my eye a pickup truck swerve slightly off the road up ahead. He was in the right-hand lane so I was concerned but not alarmed. That changed abruptly when the pickup spun out of control. I knew he was going to hit me and there was nothing I could do; so I braced myself for the impact.

There was a loud crash, and the windshield shattered completely. I noticed some powdery smoke and a slight chemical smell fill the car from the airbags exploding. I unbuckled my seatbelt and thought to myself, "I have to escape before the car explodes!" Thankfully, a kind gentleman got out of his car and guided me across the roadway.

I sat in his car until the ambulance arrived, watching the growing crowd of passersby, including the man who hit me with his car, gather around asking me

questions like, "was I OK? Did I need anything in my car? Strangely, I felt totally removed from the situation as I examined myself in the visor and saw my neck was raw and sore to touch. The seatbelt had done its job.

The ambulance and aide crews arrived, and I was taken to a nearby hospital. Still strapped to the stretcher, I had to stay put until the

doctor cleared me of possible neck or spinal injuries. Finally, the doctor came and after some questions and an examination

of a few tender areas around my neck, I passed the test. Afterward, a series of x-rays showed no broken bones with a diagnosis of contusion, chest and right knee. Gladly, I was released to go home.

The rest of the week was spent recuperating and gathering my thoughts. I feel blessed to have been given another chance – a new beginning. I'm thankful; even though my car was totaled, I walked away from the accident. I'm thankful for the kindness of strangers. Today things have settled back into the proper perspective; however, I'm more thankful and more cautious than ever before.

I unbuckled my seatbelt and thought to myself, "I have to escape before the car explodes!"



US Army Corps  
of Engineers®  
Seattle District



Cover story:  
The Lewis and  
Clark Bicenten-  
nial  
assistant  
coordinator,  
Ken Wilk of the  
Kansas  
City District,  
pounds away.  
Read more on  
page 19.



This issue was  
especially  
prepared for  
Kristine  
Sanders and  
the Seattle  
District family.

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Col. Lewis speaks to the district at her first Town Hall on Aug. 1.

# *Warm Welcomes* **Introducing**

## **Col. Debra Lewis**

By Andrea Takash

**W**est Point's top 1980 equestrian takes the reins of Seattle District. Not only does Col. Debra M. Lewis bring equestrian talents, but also 23 years of experience in both command and staff positions in the Army.

Col. Lewis served on the Joint Staff in the Pentagon as Engineer Senior Requirements Officer in the Deputy Directorate for Antiterrorism and Force Protection.

Prior to her Pentagon assignment, Col. Lewis served as commander of the Philadelphia District.

Most recently, Col. Lewis attended the Industrial College of the Armed Forces, a joint senior service college, in Washington, D.C., where she earned a master of science degree in national resource strategy.

Quick with a smile and greeting, Col. Lewis says she is eager to get to know everybody in the district.

**Q**Tell us about your management style.

**A**The people I work with have the answers to the tough issues. I tap into the potential of others. If you don't speak up, we all lose. Everyone has potential to contribute. When I meet people, I also look to find a bridge between their professional and personal life.

**Q**What is your philosophy of command?

**A**My philosophy centers on the theme of how you conduct yourself around others. Laying blame is not part of it. I believe in focusing on where we should be and what that looks like. Then we will work together as a team to get there. If you stop and pause to reflect mainly on your obstacles, you lose focus. Focus on what you want, with a full appreciation of where you are now.

**Q**How do you define success—in the Corps, in the Army, in life?

**A**To be successful, you must have an environment with supportive, open and caring communication. I have two

definitions that apply to every aspect of my life. First, I look at the people I surround myself with. Do they make me a better person? Are they a positive influence on my life? Conversely, I look at how I influence the people in my life. Am I good influence on them, the Corps and the Army?

**Q**What do you see as your greatest challenge in Seattle District during your tour?

*A*I recognize that Seattle District is a high performing organization. I want to help the district achieve all that it can and all that it wants to.

**Q**Why did you request Seattle District?

*A* Before I chose a district, I called a random employee from every district I was considering. I asked questions about how they liked their job and district. Everyone loved their district. So, we put it to a family vote. I was thrilled when Seattle won. It was my first choice for three reasons. First, my aunt and uncle lived here for decades, and they loved it. Second, my husband is from the west coast. Finally, my daughter, Emily, made it her first choice as well.

**Q**As you were in the first West Point class to accept women, what obstacles did you have to overcome? What was your greatest satisfaction?

*A* Running was my biggest obstacle. During my first summer, women had the same running requirement as men. Our first run was two miles in combat boots. I was determined not to drop out. I made all of the runs. Two things got

me through the hard times: horse back riding and the kindness of a waiter. The waiter liked me and always brought extra desserts. Because of his kindness, I bought him a saber with his name engraved on it. During my second summer, we had to run four to seven miles up and down hills. My platoon was great. When I had a hard time getting up the hill, a fellow cadet would put their hand in the small of my back and help me continue.

I learned the most at the Academy from the least professional leaders. I learned that when you are in a leadership position it is easy to fall into unprofessional behavior. I grew as an individual. It set me on the right path. It was the catalyst that led me to try to understand organizational dynamics—functional and dysfunctional. I commend the Academy for taking an unpopular directive and making it work better than anywhere else. They still have room to grow.

**Q**What did you take away from your Pentagon assignment?

*A*I was there on Sept. 11, 2001. I learned no one is safe in this new world dynamic. Bad people are dedicating their entire lives to harm others. But I also learned that the



Col. Lewis and her husband, retired Lt. Col. Douglass Adams, cut the cake with a saber at the change of command.

American people and others in the world will focus on doing whatever is needed to succeed.

I also learned that your organizational effectiveness boils down to how employees feel. The better employees are treated and valued for their contributions, the better the organization's chances for success.

**Q**Tell us about your hobbies and leisurely interests as well as those of your family.

*A*I enjoy horseback riding. Right now free time is at a premium. So just going to a good movie and nice restaurant is fun. I also treasure visiting family. My daughter rides horses. Right now she is giving cheerleading and soccer a try. My husband loves to golf in his spare time. Currently, he is in the middle of finishing his PhD in public policy at George Mason University in Virginia. His dissertation will likely be on something related to homeland security.

**Q**What is your predominant goal here at Seattle District?

*A* Commanding a district is a family experience. My family and I want to help the district and the people achieve their goals personally and professionally. We want to reach out and be with the people and everyone they touch. We want to find out who they are, every time an opportunity arises. People here energize me.

**Q**Any final words for the district?

*A* My family and I are pleased and honored to be here. We look forward to the next three years.

# The passing of the flag

By Jackie Hopkins

Col. Ralph H. Graves relinquished command to Col. Debra M. Lewis at the change of command ceremony July 30 at Lake Washington Ship Canal amid blue skies, sunshine and lively music by the Seattle Letter Carriers Band.

The change of command is a time-honored activity that is both symbolic and historic. As the flag is passed from one commander to the next, so is the transfer of responsibility. Col. Lewis became not only the 46th commander to lead Seattle District but also the first woman commander and District Engineer to assume that responsibility.

Maj. Stephen Ward gave opening remarks, welcoming family members and introducing distinguished guests and honored speakers. Family members included Col. Lewis' father, retired Lt. Gen. Bennett L. Lewis; and Col. Graves' father, retired Lt. Gen. Ernest Graves Jr. Among those present were Members of Congress, Reps. Jim McDermott and Jennifer Dunn; International Joint Commission representatives, Irene Brooks and Murray Clamen; Dwight Burns, Military and Technical Director, Northwestern Division; and distinguished military officers including Brig. Gen. Rosemary Loper, 70th Regional Readiness Command, and Brig. Gen. William T. Grisoli, Northwestern Division commander and Division Engineer, who presided over the ceremony.



Col. Graves, Brig. Gen. Grisoli and Col. Lewis listen to remarks by Members of Congress.



The I Corps Command Color Guard from Fort Lewis march in to post the colors.

Brig. Gen. Grisoli thanked the family members who made the long journey to attend the ceremony, saying it makes a difference and shows pride and support of two great commanders. "Changes of command are significant events in an organization's history," he said. "Continuity of command is imperative to long-term success of any high performing organization."

Col. Graves welcomed Col. Lewis and said he had asked Col. Lewis to arrive early so he could give her a good rundown of everything he'd learned at Seattle District. "I haven't run out of talk and she hasn't run out of listen, but we have run out of time. Deb, it's yours," he quipped, with his customary dry wit belying the profound moment and complexity of the district. He acknowledged and thanked a few of the many outstanding employees of the Seattle District. He took the time to remind the audience of those deployed and serving overseas. "They volunteered, but they represent all of us and are deserving of our support and prayers."

The morning's events closed with remarks by Col. Lewis who repeated advice her father gave her before the ceremony: "Be brilliant; be brief; be gone." She acknowledged the mentorship and support she received throughout her military career, especially that of her first platoon sergeant, Command Sgt. Maj. James O. Scott. A friend and mentor for the past 23 years and a veteran of Operation Desert Storm, he succumbed in June to cancer. She also extended a special thanks to her family members for their love and support.

She closed by saying, "It is indeed a pleasure to be here today and an absolute blessing to be able to say I'm now the Seattle District commander."

# Summer recreation highlights around the district

By Steve Cosgrove

**S**ummertime. Vacation. Relaxation. For Seattle District park rangers, summer is when tens of thousands of visitors descend on district parks and lakes to recreate. Here are some summer recreation highlights from around the district.

Campfire programs were a big hit at Libby Dam this year. Ranger Alana Kirkpatrick said: “The highlight was the final program of the year. One of the campers – Carol Mae Smith from Farmington, N.M. – enthusiastically approached me about the campfire program she’d attended. She wanted to volunteer for the Corps and do programs like these. I invited her to participate in the next program. Using props, hands-on activities, audience interaction and storytelling, her first program was outstanding.”

Theme weekends – like Winged Things, Nature Explorers and Natural Disaster weekends – are gaining in popularity at Libby Dam. Libby Dam also held Junior Ranger programs and a special Senior Ranger program, which focused on topics such as Montana’s spiders and wetlands.

At the Chittenden Locks, visitors from around the world continue to marvel at the elegant Carl S. English Jr. Botanical Garden. Park manager Dru Butterfield said, “Our summer highlight is the concert series. Families sit on the grass and enjoy a diverse range of music, from the Sound of Swing to the Total Experience Gospel Choir.” Other events included a Lewis and Clark encampment, Scandinavian Day and the Greater Seattle Fuchsia Show.

The Columbia River provides the backdrop for recreation at Chief Joseph Dam, with its 51-mile Rufus Wood Lake. This year, Rocky Flats Campground served several Boy Scout troops, a Student Conservation Association and the general public. The 2003 Fishing Derby, organized by ranger Crystal Nilsen, had hundreds of participants. Water safety programs continue to receive high priority, with rangers visiting pools and schools in the region to promote awareness.

Albeni Falls Dam’s summer theme has been the Lewis and Clark Expedition, reflected by a new exhibit at the Visitor Center. Rangers presented their Lewis and Clark Survival Program at the annual Watershed Festival in Bonner County and at the campgrounds. Another

summer highlight was the Idaho Humanities Council Speakers Bureau, featuring dramatizations by Sara Edlin-Marlowe, who portrayed Sacajawea, and Tim McNeil, who portrayed Meriwether Lewis.

But according to ranger Dee Flowers, “The most exciting part of the summer was building a new parade float. We debuted it in the Newport, Sandpoint and Priest River parades. Guess what – our theme was Lewis and Clark. We won a blue ribbon in the Timber Days parade for ‘Best Theme Float.’”

Visitors come to Mud Mountain Dam to enjoy the surrounding woodlands. This hot summer saw many kids splashing through the wading pool, while their parents made use of an abundance of picnic shelters. Mud Mountain’s Rim and Vista Trails were equally popular with hikers, mountain bikers and horse riders. Ranger Laura Robinson, profiled in this issue, said that she’s doing tours in the summer upon request, though most tours are school groups in the spring and fall.



**Albeni Falls interpretive staff on the Lewis and Clark parade float: Ashley Jones as Sacajawea, Roger White as Meriwether Lewis, and Betsy Hull as William Clark.**



# Recruiting and retaining a world class work force

By Patricia Graesser

**W**ant to make this a great place to work where people want to come and stay? That's what the Recruiting and Retention Team is working toward.

Three sub teams—retention, web recruitment and supervisor—are focused on ways to satisfy current employees, attract new employees and help supervisors support both activities.

The retention team has the goal of keeping employees working for the Seattle District for a longer length of time, boosting the morale and ambassadorship of current employees. The goal is to inspire more employees to believe that this is a great place to work and that they do great work. The sub team expects that as this belief becomes more prevalent, district retention will improve.

The team held three focus group meetings in November 2002 targeting different tenure groups. About 50 people participated. Five key themes emerged from the group sessions: welcoming, supervisor impact, individual development, interpersonal communication and facility. The team identified several issues under each theme, as well as some recommendations.

Next steps include developing retention metrics, publicizing retention tools to the district, providing welcoming and recognition tools for supervisors, and establishing a new employee welcoming team to foster a welcoming culture in the district and provide new employees with the resources they need to be successful.

The web recruitment team's project is to develop a web site that will speak the same language as the people the district wants to attract and explain the application process in a way that is easy to understand. The district

web site is expected to complement but not duplicate the USACE employment web page—<http://www.usace.army.mil/employment/>. Content has been drafted to describe what makes Seattle District a great place to work.

The supervisor team's objective is to assist and advise management in selecting the best supervisors in the future and to sustain the existing supervisors with the skills and abilities to succeed.

First-line supervisors are the direct link between management and employees, and they have a great impact on recruitment and retention of a talented and

experienced work force.

Supervisors, in addition to having technical skills, must also have strong people skills and need continued training and assistance to maintain success.

The team held employee and supervisor/manager focus group sessions in November and December 2002. They

asked two questions: 1) What are the traits and characteristics of a successful supervisor? 2) What gets in the way of supervisors being successful? Based on the information gained through these focus groups, the team plans to establish sessions for supervisors to work on the soft skills necessary for continued success.

After meeting in July, the teams and participating supervisors came up with awareness training that supervisor and managers think they need. The next step is to create the modules for learning, determine hours of training, costs and other details.

Employees interested in participating on any of these sub-teams or who have retention or recruiting ideas they want to help enact should contact Patricia Graesser (206) 764-3760 or one of the sub-team leads (web site—Lori Danielson, supervisor—Rose Espinoza, retention—Patricia Graesser).

The Retention Team has the goal of keeping employees working for the Seattle District for a longer length of time, boosting the morale and ambassadorship of current employees.





Rendering by WJA design firm

# Construction underway on digital training range at Fort Lewis

By Andrea Takash

The shovels hit the ground, marking the groundbreaking of the Battle Simulation Center of the Corps Warfighting Center — CWC — at Fort Lewis.

On Aug. 1, construction of the \$20 million, 67,000 square foot facility officially began. Rep. Norm Dicks and Lt. Gen. Edward Soriano, Commanding General, 1st Corps and Fort Lewis, spoke at the ceremony. Col. Debra Lewis also took part in the ground breaking.

Absher Construction of Puyallup was awarded the contract to build the facility. At the groundbreaking ceremony, Congressman Dicks said, “This Corps Warfighting Center will generate jobs at a time when jobs are sorely needed here in Washington. I understand this project is expected to support 100 jobs at Absher Construction, a Puyallup company, and that 50 jobs will be created by those who will operate and maintain this facility.”

Congressman Dicks added, “I believe this is money well-spent when it’s used to prepare and train the most capable military force in the world.”

Located near the DuPont gate, the CWC “includes space for approximately 854 re-configurable work stations (simcenter cells), a 300-plus seat auditorium, a computer room, VIP area, audiovisual project rooms and much more,” according to Maj. Steve Ward, project manager.

“It’ll be the world’s greatest battle simulator ever constructed, 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 in Korea,” Maj. Ward said.

According to Jim Ulrich, Northwest Area Engineer, “It’s one of the largest programs in the military at this time.”

“The new warfighting center will bring together

training and simulation facilities currently housed in World War II-era wooden two-story buildings,” said Bruce Mulkey, a civilian Army employee who is the center’s deputy director.

“The mission of the Corps Warfighting Center is to provide I Corps a mission planning, rehearsal and operations capability within a multi-echelon, multi-functional training framework. The CWC will serve as the ‘digital training range’ linking live, virtual and constructive training environments and will provide battlefield visualization through appropriate simulations,” Congressman Dicks said.

Not only does the CWC support the warfighter but also the environment. “The building exceeds the environmental standards established for construction on Fort Lewis, achieving a gold standard under the Corps SPiRiT (Sustainable Project Rating Tool) guidelines, Maj. Ward explained. “It will use the latest in green technologies to minimize impacts on the local environment.”

Lt. Gen. Soriano praised the project: “With this facility you will get our soldiers ready for the war fight, and that’s what it’s all about. This building represents our pledge to be second to none.”

Construction is projected to be complete in December 2004.



From left: Lt. Gen. Soriano, Rep. Dicks and Col. Lewis

# Landing the big on

By Patricia Graesser

Seattle District is in the midst of managing a dozen projects totaling about \$40 million to support the Air Force Reserve Command's bed-down of eight KC-135 refueling planes at Portland Air National Guard Base. The projects are on a tight schedule because half the planes have already arrived and the other four are on their way. The Corps has even had to rent a commercial airplane hangar until it renovates an existing hangar and builds a new one.

The program will provide facilities to plan missions, maintain aircraft and support mission operation for the KC-135 conversion projects for the 939th Air Refueling Wing, formerly the 939th Air Rescue Wing.

Execution depends upon cooperation and coordination among three districts. Omaha District is providing the design for the fueling points, the taxiway paving and apron lighting because it is the home for the Centers of Expertise for paving and for hydrant fueling. Portland District is providing construction quality assurance and securing required FAA permits. Seattle District is managing the projects.

Omaha District is designing about \$10 million worth of the projects, and an architect under Indefinite Delivery Indefinite Quantity contract—Berger-Abam—is designing the balance of the projects.

Two years ago the Air Force Reserve asked for organizations to compete for the contracting agent role for the beddown work, and Seattle District's capability plan earned the district the job.

"I believe a key factor in Seattle's favor was the successful completion of the C-17 beddown program at McChord Air Force Base. Obviously, Seattle District had the experience, capability and personnel to do the job well," said Rick Ulrich, former program manager for the work.

In 2002 the mission arrived at Seattle District, with the requirement to award about \$40 million worth of work before the end of fiscal 2003.

The district is on schedule with that task and looking forward to construction completion on all the initial projects by October 2004. All the follow-on projects, including the \$12 million new hangar, are expected to be complete by May 2006.

The program presents the challenge of a bundle of differing project types and scopes all at one time, all on the fast track. The projects are all being done in a tight space as well, with the Reserve sharing the runway with Portland International Airport, and both the Reserve and the Air Guard continuing to use the existing apron for ongoing missions.

With program oversight by Andrew Maser, Michael Doherty and Horace Foxall are managing project execution.

The team stays in close phone contact with all the players. The project managers work together to "juggle projects, clarify criteria and have a good plan," said Horace Foxall, who is managing the facilities projects.

"It has been a real interesting challenge," said Tom Snoberger, civil engineer for the new 939th Air Refueling Wing. "We are communicating with the team members up to five times a day by e-mail and phone. There are myriad communication and cooperation needs. It has all gone very smoothly so far."

Snoberger's priority is to ensure his Reserve Wing and host Air National Guard are completely satisfied with the new facilities and that the constructed facilities, infrastructure and service systems support their operational capability. Because of the tenant-host

# Projects at Portland

The KC-135 beddown program consists of eight fiscal '03 projects, three fiscal '04 military construction projects, two fiscal '05 military construction projects and one infrastructure project (by others) for a total programmed amount of \$38.2 million.

<u>FY</u>	<u>Project</u>	<u>Cost (\$000)</u>	<u>Scope</u>	<u>Construction</u>
03	Entry Control Parking Area	350	New Gate Shelter/Parking	Jul 03 – Aug 03
03	Lease Maint. Hangar (off-base)	450/yr	31,625 SF (Lease)	Jul 03 – May 06
03	Apron Lighting (AT/FP)	375	5 Poles/Lights	Jul 03 – Oct 03
03	Consolidated Training, Ph I	1,600		
	- COMSEC Add to B/155		1,130 SF (Addition)	Aug 03 – May 04
	- Command Post		2,250 SF (New)	Aug 03 – May 04
03	Modify Maintenance Facilities	2,650	Alter 39,000 SF	Aug 03 – Jun 04
03	Alter Maint. Hangar 310	525	Aperture Door	Aug 03 – May 04
03	Repair Military Taxiway	500	27,000 SY	Sep 03 – Oct 05
03	Apron Overlay/Hydrants Ph I	6,400	½ Apron, 3 Pits	Sep 03 – Oct 04
04	Apron Overlay/Hydrants Ph II	3,050	½ Apron, 3 Pits	Oct 04 – Oct 05
04	Fire/Crash Rescue Station	4,300	16,150 SF (New)	Jan 04 – Jan 05
04	Alter Flightline Facilities	2,900		
	- Add to Fuel Cell Hangar 375		8,900 SF (New)	Jan 04 – Jan 05
	- Modify Squadron Ops 304		Alter 21,000 SF	Aug 04 – May 05
05	Aircraft Maintenance Hangar	12,400	28,000 SF (New)	Jan 05 – May 06
05	Consolidated Training, Ph II	3,650	16,150 SF (New)	TBD

relationship, the Reserve is funding facilities that will be turned over to the Guard to support both units.

“We’ve opened bids on three projects and more are on schedule,” Snoberger said.

“This team works well together,” said Foxall as Andy Maser nodded in agreement. “We’re always asking each other, ‘How can we make this work?’”

In addition to the project managers, Edward Peña is the project engineer, and Matt Satter is the resident engineer. Ed Seldana will handle quality assurance. They are currently looking forward to moving into a pro-

ject office trailer, rather than using Seldana’s van, which is serving as the temporary office.

With so much to balance, “it’s great when we complete a milestone,” said Foxall. The first project is underway already—the \$350,000 entry control gate, which the Small Projects Team will wrap up this summer.

# Society of American Military Engineers not just for the military or engineers

By Andrea Takash

You don't have to be an engineer or in the military to join the Society of American Military Engineers—SAME. Anyone can join SAME. The only requirement—pay an annual fee of \$79.

What sets SAME apart from other engineer organizations? According to Mamie Brouwer, the president of the SAME Seattle Post, SAME's main difference — the fact that “anyone can join, including non-engineers.” She says, “People don't realize that it is open to anyone, and it is not part of the government.”

Even though the SAME national leadership consists of only active duty military from each branch, the regional and local posts include a mixture of both military and civilian leaders.

Mamie says that members come from a wide range of professional backgrounds. “We have members who are presidents, marketing managers and business development managers from major corporations.”

The SAME Seattle Post holds a luncheon every third

Tuesday of the month. Mamie says, “You don't need to be an SAME member to attend the luncheon.”

“We have a different focus each year for luncheon topics. This year's topic is Force Protection and Readiness,” Mamie explains.

Furthermore, Mamie says, “Licensed professionals use their time spent at the luncheon toward their required professional development hours.” Also, four times a year the post holds a professional

development class before the luncheon.

Not only does the SAME Seattle Post hold monthly luncheons, but they also give back to the community through their scholarship fund. Each August the post awards a scholarship to someone in the Reserve Officer Training Corps, a spouse or child of a post member and a student at a local high school. This year Mamie says they plan on giving away \$8,000.

“The Post also awards an SAME Engineering and Construction Summer Camp scholarship to one or two local high school juniors or seniors interested in engineering and going to a military academy or ROTC,” says Mamie.

SAME National gave the Seattle Post the honor of hosting the 2003 national conference. Held during the last week of May at the Washington State Convention Center, the conference “was a phenomenal success,” Mamie says. “We wanted 1,200 participants, and 1,300 full registration passes were sold.”

Mamie says one of her reasons for running for the Seattle Post presidency, “I wanted to shake Lt. Gen. Robert Flowers' hand at the national conference.” When the big moment finally came, Mamie says, “I couldn't even remember my name. I had a 30-second infomercial prepared, but I was speechless.”

According to Mamie, two main reasons exist for joining SAME. “First, you will receive a great technical education. Second, you get to know senior leadership in the community. Get out of your cube and listen to others' perspectives.”

Seattle District employees also participate in other similar organizations, such as the American Society of Civil Engineers.

“I couldn't even remember my name. I had a 30-second infomercial prepared, but I was speechless.”



Mamie Brouwer and her fiancé, Bill Brewer, at the SAME national convention military ball.

# Mystery

## on the front lawn at Federal Center South

By Andrea Takash

From the parking lot, a large white object shot above the trees. The sun reflected off its white, shiny siding. It stood out in the barren lawn at Federal Center South. Upon closer investigation, one soon realized that the large white object was a tent.

“Where did it come from?”

“Why is it there?”

Many people walked by and wondered. For those who peered inside the tent, they found members of the crisis management team and red hatters focused intently on their mission. The team gathered Aug. 5 to practice assembling the emergency command post.

According to Dave Spicer, national disaster manager, “The tent, awning and other equipment are part of a district plan to provide command and control capability, temporary shelter, food, water and medical care for employees following an earthquake or other major disaster.”

“In the event of an emergency, the crisis management team, red hatters and employees with injuries would gather here,” Spicer said.

Red hatters are trained employees who assure proper evacuation of the building when appropriate. “They will lead the equipment setup effort after their evacuation and accountability duties are complete,” he said.



From left: Dave Spicer, Richard Cosgrove, Ed Payne and Jeanie Klingman take a break after setting up the tent.



Dave Spicer and Ann Gerner start taking down the tent.

Spicer explained, “This was our first time assembling the tent. It took us longer than expected, but it is better that we get all of the kinks out before an emergency happens.”

After the Nisqually earthquake, Spicer said that Emergency Management realized that changes needed to be made to the district’s earthquake emergency plan.

One change—make Seattle District self-sufficient for 72 hours. According to Spicer, this is a rule of thumb in emergency preparedness.

Emergency Management had year-end money left over to buy needed supplies, according to Spicer. “I could not think of any better way to spend our money than purchasing items that will help the district in case of an emergency.”

With the extra funds, Emergency Management purchased the tent, blue canopy, cots, portable toilets, two generators, tables, radios, flashlights, a pallet of Meals Ready to Eat, first aid kits and 30 gallons of water.

Spicer also said that the Nisqually earthquake taught Emergency Management that district employees needed to practice earthquake drills. “If you don’t practice, you won’t be able to do anything when an actual emergency occurs.”

Spicer’s advice: “If an emergency happens, don’t stand by and do nothing. Get involved. Ask a red hatter what you can do.”

# Seattle District welcomes its

By Jackie Hopkins

**Deborah Barrow**, architect intern, hailing from Denver. Deborah began her first day in Design Branch, Architecture/Structures section June 2. Deborah is a recent graduate of the University of Colorado at Denver. She previously worked for a developer in Thailand and also for a firm in Denver before settling in Seattle.



**Sarah Gilbertson**, Administrative support in Regulatory Branch. Sarah joined the Corps June 3. She is currently in her third year at the University of Phoenix working toward a bachelor's degree in e-business. Sarah says, "The people here are wonderful and I enjoy the opportunity to learn."



**Adam Birkland**, clerical and Assistant in Contracting. Adam worked at the Corps as a student summer hire from July 7 until August 25. Adam will continue his studies at George Washington University in Washington, D.C.



**Capt. John Jangula**, engineer and project manager, Military and Civil Branches in Project Management Division. Capt. Jangula was assigned to Seattle District July 1. He and his wife Michele welcomed their second child into the world July 27.



**John D. "J.D." Brigance**, general engineer and project manager in Military Branch. J.D. joins Seattle District from San Diego, where he worked as an environmental engineer for Southwest Division, Naval Facilities Engineering Command. His first day at the Corps was June 30.



**Amy Klein**, biologist in the Hydraulics and Hydrology Branch. She works in water quality. Amy previously worked as a student intern in water quality at Rock Island District for 16 months and joined Seattle District June 11.



**Lisa Cass**, cartographer in Survey Branch. Lisa is a landscape architect from Oakland, Calif., where she worked as a cartographer with the National Park Service. Her first day at the Corps was July 28.



**Jedonna L. "J.D." Marckmann** joined the Corps family June 29. J.D. is an office automation assistant in Project Management Military Branch. Jedonna transferred to the Corps from the Air Force.



# newest employees



**K**athryn D. Ogershok, budget technician in Civil Programs, Project Management. Kathryn was hired April 20 after transferring to the Corps to join her husband following his retirement from the Air Force at Mountain Home Air Force Base, Idaho, and subsequent relocation to the Seattle area.



**J**ames P. Petrusich, help desk technician in the Information Management office. Jim began work at the district July 28, and comes from Portland District where he was also employed as a help desk technician for the past 3 1/2 years.



**D**onna Von Bokel, accountant, Resource Management Branch. Donna comes from Illinois where she worked for Defense Finance and Accounting in St. Louis. Donna's first day on the job was June 29.



**J**ack Walworth, project manager/planner, Planning & Implementation Branch in the Information Management Office. Jack began work at the Corps June 16 and is joining the district from Oregon state government. Jack has been working in information systems for over 15 years.

## Corps Chat

By Andrea Takash

**I**f you were commander for a day, what one thing would you do to attract new talent to Seattle District?



**David Lenger, Surveyor**

"I would have a recruiter that represents the Seattle District, Corps of Engineers. I would send the recruiter to area technical colleges to tell the Corps story to students."



**Kim Carlson, District Photographer**

"I would entice people with promotions. Money talks."



**Ginny Dierich, Program Manager/Environmental Management**

"I would take potential hires out to tour one of the better known projects like the Locks or one of the dams. I remember as a child, my parents would take me to Bonneville Dam and that's what inspired me to become an engineer."



**Lynne Melder, Hydraulic Engineer**

"I would encourage all employees to learn about what the Corps does outside of their departments. Perhaps go to another department's daily or weekly meeting. It will make you proud to see all that we do! I like the Army's idea of everyone preparing a 30-second commercial about themselves, about what they do and who they are - ready to give on the spot. And give it on the spot to lots of people in and outside of the Corps. Your enthusiasm will be contagious!"



Becky Henning shows Shelly Trulson the ins and outs of the library's computer.

## Something's brewing at the library

By Jackie Hopkins

Becky Henning, Seattle District librarian, has left Seattle for bluer skies or at least longer days. She and her new husband, Travis Walker, were married July 19 in Puyallup and moved to Anchorage, Alaska, in mid-August. Becky's last day at the Corps was Aug. 8, while her replacement, Shelly Trulson, began training July 15.

Although these ladies didn't know each other before, they found after working together a few short days that they shared a lot of similarities. Becky and Shelly were both contract employees hired through Kelly Services. Previously, they were teachers in a public school district, and Becky hopes to return to teaching in Alaska once they get settled. The oddest thing they discovered was their Puyallup connection. They attended rival high schools in Puyallup, Shelly at Rogers High School and Becky at Puyallup High School. They also learned that the father of one of Becky's bridesmaids was Shelly's sixth grade teacher.

Becky, who began working at the Corps in May 2001, said there were two areas of the library that saw the most improvements. One area was organizing materials and the other was assisting employees with

research and inter-library loan. "We have a small library, so helping individuals find materials they need from other libraries at no cost is one of the biggest jobs I do," she said. Becky also enjoyed building websites like the one she did for Human Resources. She helped them find better methods for recruiting engineers, posting job announcements and storing applications.

Becky and Shelly both agree the library is there to serve you. A pot of coffee is always brewing and there is a personal computer available for public access to the Internet and for conducting personal business. "There's even a printer!" Becky says.

According to Becky, the goal of the library and the librarian's function is to do research and serve the district employees. "So please, bring your research to us and at least give us a crack at it," she says. Allow them to borrow a book, periodical or tape from another library and save you from having to buy it or search for it. Becky presented this challenge to her customers, "Bring me a question and try to stump me." If you succeeded, she'd buy you a cup of coffee. She smiles at her new coworker and says, "I don't know if you want to keep that up." Shelly returns the smile and with a chuckle exclaims, "Just give me a few weeks first!"



# *Congratulations* New park ranger at Mud Mountain Dam

By Jackie Hopkins

Part of the scene at Mud Mountain Dam includes new park ranger Laura Robinson. Laura was selected as park ranger, GS-07, in June, but her career with the Corps stems back to 1984 when she began as a temporary laborer. She was rehired the following two years as a summer-hire gardener, and in 1987 she was hired as a full-time temporary gardener. In 1991, she became a full-time permanent WG-04 gardener, with a promotion to WG-06 in 1995 until her promotion this year.

Laura says she's still doing some of the same things she's always done but other things she has had to drop. "There's no time to do two jobs and be successful at both," she says. It's easier in the summer when they hire student help. "Right now I have four summer hires on board with only one a returning student." In addition to getting out



Laura Robinson

the work schedules for summer hires, Laura also conducts overall inspections of the park grounds, gives tours of the dam, and she interacts regularly with visitors to the park. "The best part of my job is working outdoors on a beautiful day, and dealing with the public is always challenging and rewarding," she says.

There is a lot of wildlife at Mud Mountain, but the one thing Laura says she has never seen and would like to is a cougar! "It's hard to spot a cougar because, unlike deer, they are very quiet," she says.

Laura says she also loves the plants and flowers at Mud Mountain Dam and educating people about them - especially the kids. As park ranger, she gets a lot of requests for tours and guided walks. "It's fun to educate the children and watch their eyes light up when they find something interesting," she says. "They ask a lot of questions too."

# *Happy Trails* It is all in the stars for Mike Redfield

By Jackie Hopkins

Michael Redfield, District Counsel, retired Sept. 1, after 30 years with the Corps. One of his dreams for retirement is the desire to pursue his interest in space. "I'm very interested in astronomy, and right now I'm trying to learn how to take digital pictures through the telescope," he says.

Since his arrival Aug. 28, 1973, Mike has advised leaders on everything from contracting issues to ethical questions. He says he has had less time over the years to do purely legal work. "Basically, I've had four jobs, requiring four very different skill sets: lawyer, supervisor, office manager and member of the district's senior leadership team." He says the constant challenge has been finding a good balance between them all.

Mike has been telecommuting from his home in



Mike Redfield

Kingston for the past eight or nine years. Because a large extent of his duties require a lot of reading, writing and deep thought, he says telecommuting has worked out very well for him. Also, due to health reasons, he says he

feels being able to work from home has made him far more productive both at work and at home. "The thing that allowed me to succeed, if I have succeeded, is that I have had an extremely effective, hard-working and competent deputy in Siri Nelson, and a staff that is second to none in terms of their skill and motivation," he says.

After retirement, Mike also plans to spend more time with his children Katie, 13 and Ernie, 15. "I want to spend a lot more time with my kids before they leave the nest," he says. Mike also says he loves to learn new things and has a passion for bluegrass music. "If it's the last thing I do, I'm going to learn to play that five-string banjo that's been gathering dust in the basement all these years!"

# Happy Trails...

## Mike Colby dances into retirement

By Dave Harris

While the occasional critic or politician may portray hard-working federal employees as wasteful “tax thieves,” Mike proved them wrong during his stint in Seattle District. He ended up as Chief, Realty Services, which he says he enjoys among other duties, but one job in which he says he found most fulfilling was as Chief, Forest Services, a Seattle District position at Fort Lewis.

“With a great staff,” the methodical, selective harvesting of trees on post and resulting revenues made Forest Resources a self-supporting program, he says. In fact, there was money left over to support the Army’s post forestry staff. Perhaps the operation’s biggest contribution was that profits from trees taken in a particular county (but still on Fort Lewis property) provide revenues for county schools—a 40 percent share of \$3-5 million a year.



Mike Colby dances at his son’s wedding.

The harvesting followed strict environmental guidelines and enjoyed the support of several environmental organizations.

Recently retired as a lieutenant colonel with the U.S. Army Reserve, Mike says he looks forward to traveling and horseback riding, often with his youngest son, Edward, along with activities with his wife, Florence, and Clark, his eldest. Golden retrievers and fishing trips comprise his future plans as well.

He says, “I will miss the camaraderie and friendships I have established.” Although he winces at the “relentless multitude of unnecessary processes” that often accompany governmental requirements, Mike commends the growing

“business-oriented mentality” at the Corps that reminds him of his days as a real estate broker in private industry.

And he won’t miss the hour-long commute each way from Enumclaw.

## ... and so does Harry Axcell

By Dave Harris

Real Estate Division’s fun-loving Harry Axcell plans to dance his way into retirement after 35 years in federal service. He and his wife, Dale, plan to continue traveling to square dances around the country, to continue cruising as they’ve done before, along with round dancing, which is a form of ball room dancing.

Harry points out that the dancing they do now is “a lot different than what you did in grade school or high school. We do modern square dancing now to a variety of modern, contemporary songs.”

He grew up in Southern California, worked for Omaha District and Los Angeles District before coming to the northwest in 1980.

Just before the sternwheeler *Preston* retired in the early ‘80s, the district held a drawing for employees to take one

of the last rides aboard. “I was a winner,” Harry says, counting that as his most memorable time in the district.

Always looking for the lighthearted side of life, the realty specialist and former cartographic technician is known for his BOHICA awards to co-workers, in which he throws in a lot of nondescript funny acronyms. And he says his best times at work are when assistant chief A.E. “Husker” Hamilton dons his “corn cob Husker hat.”



Harry Axcell

With a twinkle in his eye, Harry says Dale, who works in the King County Prosecutor’s Regional Justice Center in Kent will “continue to work to support my retirement lifestyle.”

# Around the District Corps Family

## Speaking Outreach

Lauran Cole Warner addressed the Lake Union Action Team June 17. The purpose of the visit was to update the group on Corps dredging authorities in Lake Union and key issues in the dredged material evaluation process for Lake Union freshwater sediments.

Anil Nisargand, Susan Sherrell and Dean Schmidt, and Dave Opbroek of Walla Walla District met with the Inland Empire chapter of the Associated General Contractors on July 11 to arrange for a formal endorsement of the national Corps-AGC partnering agreement between the various groups.

Lawr Salo spoke July 25 to a group of about 70 Colville Confederated Tribal members, representatives of other tribes, and cultural resource management staff and representatives of several federal and state agencies. The occasion was a celebration of the retirement of the Colville Tribe's History and Archaeology Department head for over 20 years, Adeline Fredin. The ceremony was held at the Nespelem Elementary School in Nespelem, Wash.

## Look What the Stork Brought...Babies!

Ameila Katherine Lewis, to Evan (Environmental Resources) and Heather Lewis May 29.



Molly Isadora Stoks, to Robert (Chief Joseph Dam) and Megan Stoks June 8.



Paige Brooke Jangula, to Capt. John (Military Branch) and Michele Jangula July 27.



Riley Ann Brown, to Paul and Sarah Brown and Grandma Debbie Alexander (Military Branch) July 9.

## In Memorium

Nan Riddle, former Chief, Logistics.

Emil Shavlik inspected the installation of missile silos and hydroelectric dams.

## Events

Re-enactors of the Lewis & Clark Corps of Discovery set up camp at the Chittenden Locks in Ballard May 28 and 29. Groups of students and the general public walked through a re-creation of Lewis and Clark's encampment, where the group, in authentic 1803 costumes, engaged in the explorers' typical daily activities.

The 1,600 visitors touring the encampment came upon a tent filled with tools and supplies from the expedition and walked into a campsite with burning campfire. Re-creators explained the items and activities, and answered questions.

From 2003 through 2006 has been designated the Lewis and Clark Bicentennial through presidential proclamation. The Corps of Engineers, manager of 90 percent of the waterway trail Lewis and Clark followed, has been supporting activities for two years and will continue through the commemoration.

The Seattle District Retirees Association will hold its semi-annual retiree luncheon on Thursday, Oct. 2, at the Lake City Elks Lodge #1800 in the main lodge room on the second floor. Social hour is from 11 a.m. to noon. The lunch is from noon to 12:45 p.m. The program runs from 1 to 2 p.m. Col. Debra Lewis will be speaking at the luncheon. The luncheon is open to friends, family and any members of the Corps who want to attend. Cost of the lunch is \$13.50, which includes tax and gratuity. Make checks payable to COE Retirees Association and mail to: Bob Parker, 2533 NE 83rd St., Seattle, WA 98115. Questions? Contact Bob Parker at (206) 522-4116, [rogersparker@comcast.net](mailto:rogersparker@comcast.net)

# Kudos Kiosk



Students tour the Locks.



Dee Flowers with the Samburu tribe in Africa in February 2003. Photo by Andrew Mott



Becky Dansereau helps paint the roof.

Jim Ryan led a tour of more than 40 students at the Chittenden Locks Saturday, July 12. He provided background information and answered engineering questions regarding the Locks for a group of students led by UW faculty and advisors as part of a special camp funded by the National Science Foundation.

The *Puget* assisted the Seattle Police Harbor Patrol June 10, lifting a wrecked boat off the bank. Because of her “on the spot” capability, the *Puget* is often called upon by police, fire departments and the U.S. Coast Guard to assist in emergencies. This is the second time this year that the vessel has provided assistance to the Seattle Police Department at a fatality site.

At the Worldwide Legal Services Conference, Rich Hynes, the law office manager and paralegal for Office of Counsel, received the Keystone Award for outstanding service and contributions by a Corps legal services office professional. He competed with hundreds of legal services professionals throughout the Corps.

Dee Flower, the interpretive ranger at Albeni Falls Dam, leaves in September for a one-year interpretive opportunity in Africa. She will be working at the Taita Discovery Centre in Kenya. The aim is to provide scientists, educators, local communities, students, volunteers and conservationists access to each other and a vast wilderness in which to work, study and explore.

Becky Dansereau, Ruth Gardner and Joy Roelofs from the Northwest Area Office helped scrape, prime and repaint a senior citizen's home in July and August as members of a team for Paint Tacoma-Pierce Beautiful. John Herem coordinated the team. This summer the program provided free paint jobs for 116 homes in Pierce County.

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