

Flagship

SEATTLE DISTRICT

Hatching Success



inside

U.S. Army Corps of Engineers Volume XXVII No. 2

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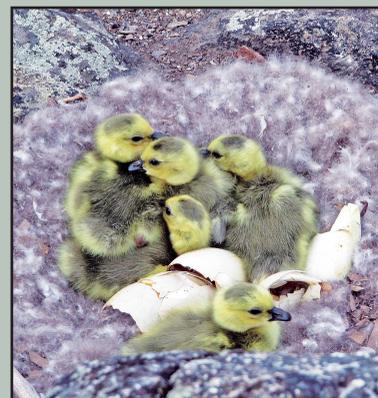
12 Geocache challenge

Casie Smith: This *Flagship* is for you



Casie Smith transferred from Real Estate Division two years ago to join Seattle District's Military Project Management Team. Since then, she's mastered the U.S. Army Corps of Engineers project management database, P2, military programs language and metrics and has become an asset to her team. From helping project managers articulate their schedules, budgets and narratives in P2, to proactively fixing things, integrating information from other sources (e.g., project review board packages, command and staff notes) and helping managers maintain situational awareness, Casie is taking P2 support to the next level.

Casie Smith, this *Flagship* is for you.



Cover:

Chief Joseph Dam Wildlife Biologists Monitor Goose Nesting Population

Corps Wildlife Biologist Bob Fischer and Park Ranger Sydney Hudson conducted the annual spring goose nesting survey on Rufus Woods Lake and found 43 active nests. This count is lower than the 30-year average, but it's shown consistent growth in the last few years following major nesting declines throughout eastern Washington in the early 2000s. Hatching success levels become evident in late May, as documented by follow-up production surveys. Unhatched eggs are examined at that time to determine the cause of failure. (Corps photo by Bob Fischer)

Flagship

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Balance, Discipline are cornerstones of effective team leadership

commentary

In my last article I wrote about one of my ABCDs of team leadership – C for Competence – asking you to keep at the top of your field and help maintain our reputation as a highly talented workforce. With the 2012 Fiscal Year more than half complete, I'm highlighting two other relevant ABCDs - D for Discipline and B for Balance - each are essential to our mission success.

I ask you to maintain Discipline in the months ahead. As we hit what is traditionally crunch time for awarding contracts, placing construction and executing projects large and small, we might feel pushed to cut corners or rush reviews. There are certainly specific occasions when some processes might be shortened and steps accelerated or even skipped, but decisions to change course should be deliberate, documented and communicated. Discipline is following established processes and coordinating deviations beforehand.

An uncoordinated deviation today can be a headache for literally years to come. On the other hand, a thoughtfully executed and thoroughly communicated and documented change from the standard way of doing things might become a best practice that breeds future efficiencies and success.

When looking to expedite work, don't be a Lone Ranger; work with your team and your supervisors to ensure that what you think is a fast track won't run a project off the rails or into a wall later. Execution is important, but we don't want to rush to failure on anything for the sake of making a metric – let's do the right things for the right reasons. We are all responsible for our personal actions and the district's reputation.

As we transition to the 2012 Fiscal Year's fourth quarter, many of us may put our heads down and march on without a thought about anything but the task at hand. On the whole, this focus on execution is a good thing.

However, take some time to stop and smell the roses. Coming up for air helps with seeing the big picture, identifying priorities, taking care of others and acknowledging that meeting our mission is a team sport.

Balance is critical for long term success – a one-trick pony does not fare well in this business. Balance is taking care of yourself, your family and co-workers, maintaining perspective and retaining a sense of humor. We are bridge builders not burners – getting a job done at the expense of professional and personal relationships is inconsistent with long-



**Seattle District Commander
Col. Bruce A. Estok**

term success. Similarly, we must all take care of ourselves on a personal and team level so that in Army parlance, "we live to fight another day." We all hear about doing more with less – I'd contend that doing a bit less more frequently will leave something in the tank for when it's really needed.

Discipline and Balance are easy to say, but hard to achieve. As we head into the fourth quarter the pressure will mount. Please make an effort to meet our mission requirements in service to the nation and the Pacific Northwest, take care of one another and yourselves, and keep the organization viable for the long haul.

Thanks for all you do every day;
ESSAYONS!

District web page migrating soon to more user-friendly site

The U.S. Army Corps of Engineers (www.usace.army.mil) is updating, refreshing and migrating 58 Corps websites to a new system hosted by the Defense Department. The system provides the Corps with a consistent website look and feel, streamlines content management making it easier to keep Web pages current, and delivers a richer end-user experience that makes use of audio, video and other Web elements. All Corps divisions, districts and some centers will migrate their websites with a plan to have all

sites live by the end of 2012.

Seattle District migrates our public website: <https://www.nws.usace.army.mil> and all its pages in June. This migration will result in changed Web addresses and individual user bookmarks may no longer function. From now on please access information from the Seattle District through the main website, <http://nws.usace.army.mil>, to ensure you reach a working url. Contact the Public Affairs Office with any questions regarding the transition.

JBLM barracks design improves Soldier quality of life

By Tanya King
Public Affairs Office

Architects from the U.S. Army Corps of Engineers, Seattle District, considered more than bricks and mortar when they designed the Jackson Avenue Barracks at Joint Base Lewis-McChord, Wash., and it's had a big impact on the residents.

Though they won the 2008 Chief of Engineers Design and Environmental Honor and USACE Design Team of the Year awards for the concept, awards weren't their focus.

"Enhancing the quality of life for unmarried Soldiers was a top concern for us," said Bruce Hale, lead architect for the barracks, which first housed residents in 2008.

"When Soldiers have a quality living environment, it better enables them to focus on the mission," said Greta Powell, JBLM chief of Residential Communities Division. "The Army invested significant resources to replace aging facilities to ensure single and unaccompanied personnel have a quality of life commensurate with their service."

Since 1995, new barracks have been built and existing facilities renovated, modernizing the 10,000-plus bed inventory, leaving 54 1950s-era barracks with common bathroom facilities and long, institutional-style corridors.

As new facilities are built, many are modeled after the Jackson Avenue Barracks' one-plus-one, garden-style design. They feature smaller groups of people living in a collocated area, with two Soldiers sharing kitchen, dining and bathroom areas.

"Increased focus on Soldier resilience has led to increasing focus on quality of life in the barracks," Powell said. "How you design a facility determines how residents relate to one another. It

enhances the team concept; it allows them

privacy while operating as a team and creates a sense of community."

"We work to keep Soldiers' interests in mind," said USACE architect intern Nathan Gregory. "We strive to improve the physical and human environment and make the facilities as livable as possible."

"Morale and welfare — it's a code people have been trying to crack for a long time when it comes to living spaces," said Leah Anderson, Military Construction project manager for JBLM's Planning Division. "How do you get the service members out of their rooms and interacting with others?"

"The garden-style approach is one way of doing that," she said. "The Corps of Engineers created a design where people get to know their neighbors versus the big, long corridors where you might only talk to the person whose door is across the hall."

Though the room module is standardized, Corps designers sought to further improve morale by adding interior touches. Barracks are awarded as design-build contracts, and Corps representatives evaluate proposals and consider better quality features including countertops and floors when selecting the contractor, according to Victor Ramos, Corps of Engineers Military Construction Army program manager.

They've moved the microwave over the range to add counter space and added carpet to bedrooms, individual thermostats and larger windows and skylights.

"Little things like carpet make a big difference," said Ramos. "It's more inviting and easier on the feet. Part of the design process is to think of these things."

Creating a more relaxing environment for the residents is carried to outdoor space as well.

"We specify in the contracts that they must keep the trees," said Ramos. "We want it to feel more like a park and less like barracks."

Buildings are arranged around a courtyard in identifiable communities with amenities such as picnic tables, grills, basketball courts, bike shelters and horseshoe pits. Residents can walk to the dining facility and work. Though there is car parking, creating sustainable neighborhoods with walkable communities where the residents live, work and play without driving is part of the master plan, according to Anderson.

"I love the sense of community that has been generated through this design," Powell said. "It's heartwarming to see the impact the new facilities have on the residents. You don't really know the impact design can have until you look in the eyes of someone who's lived in an older facility and moves to a new one. The Army and the Corps of Engineers have worked hard to give them the housing they deserve."





Oxbow Wellness

By Tanya King
Public Affairs Office

Approximately 2,000 square feet is slated for a wellness center in Seattle District’s new Oxbow Building.

The goal of this space is to provide a healthy first-rate amenity to enhance employees’ quality of work environment.

The wellness area will be divided into two halves: an “active wellness” area and a “social wellness” area. The social side will include cafe tables, group seating, touchdown workstations, vending machines, a massage table and a television. The active wellness area will support light workouts and features equipment appropriate for the modest size.

Walking workstations will enable employees to bring laptops and perform work while walking on a treadmill. These treadmills won’t be capable of providing users with an intense cardiovascular workout, but will offer them the benefit of increasing their heart rate with a change of view



The wellness area will include active workstations where employees can increase their heart rate while offering a change of scenery (above). The social area will include cafe-style tables, vending machines and a view of the river, in addition to a massage table and a television (below).

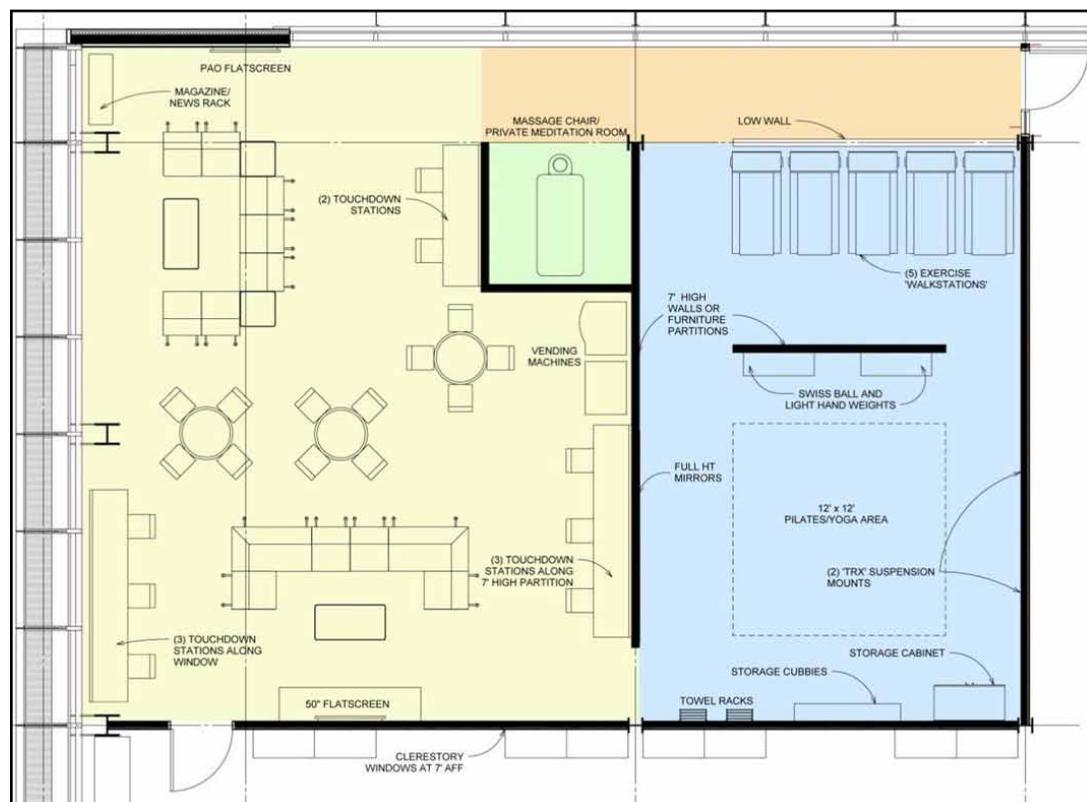
and alternative work location.

The yoga/pilates area drawn into the plans will be equipped with large exercise balls and mats and a suspension-based strength training system. The training system leverages the user’s body weight to enable hundreds of

exercises in a small space. The vision for the workout room and the active workstations is to enable district employees to get up from their desks, move around and incorporate a little activity in their work day.

For those wanting a more intense workout, the gym facilities in the current building will still be available for use. Showers will be located both in the existing gym and in the employee locker room on the first floor of the Oxbow Building near the main entrance.

The planned wellness area will be located on the first floor and will have a view of the river.



Passage of Time

Chittenden Locks showing age

While the nearly 100-year-old Hiram M. Chittenden Locks are beginning to show signs of age, U.S. Army Corps of Engineers officials have a plan to keep them safe and functioning for years to come.

The Lake Washington Ship Canal, which includes the locks and Montlake and Fremont Cuts, received a revised dam safety classification prompting the Seattle District to initiate an Interim Risk Reduction Measure Plan. The action plan addresses erosion, component aging and corrosion issues affecting the facility.

“The locks are not in danger of immediate failure,” said District Engineer Col. Bruce Estok. “However, safety is our top priority and we’ve taken immediate action to reduce potential risk at the facility. We developed the plan to ensure safety of everyone in or around the project, support regional infrastructure and continue providing reliable navigation.”

The Chittenden Locks were rated a Priority (DSAC IV) in 2008, but during an annual inspection, Seattle District officials discovered scouring in the spillway basin. This and other reliability issues prompted district officials to request a re-evaluation in 2010. That evaluation resulted in the locks dropping two levels and becoming one of nearly 100 Corps dams classified as Urgent (DSAC II).

“It is important to the Corps’ dam safety program we make sure the locks are properly classified,” said Robert Romocki, Seattle District dam safety project manager. “The program is critical to addressing the nation’s aging infrastructure, reducing risks of flood and storm damage and ensuring dams are safe and present minimal risk to the public.”

Once the analysis was complete and the 95-year-old locks given the new classification, Romocki said the district created a fiscally-responsible, workable plan that addresses 12 potential issues. Any of the issues could possibly result in elevation loss of Salmon Bay, Lake Union, Lake Washington and the Lake Washington Ship Canal.

The plan addresses each issue with interim risk reduction measures. Those measures could range from more frequent inspections to replacing systems. Of the planned interim measures, officials expect 80 percent will be complete by the end of 2012, however, measures could be added, or reduced, as future needs warrant. They have also identified long-term, permanent solutions along with prioritizing other aging systems. According to officials, the long-term solutions and other priorities will be added to future budget requests.





PHOTO AND PHOTO ILLUSTRATION BY BILL DOWELL, PUBLIC AFFAIRS OFFICE

in the field

Corps helps transform farmland into wetlands

By Scott Lawrence
Public Affairs Office

To provide a cleaner waterfowl feeding ground in the midst of an area contaminated from historic mining operations, the U.S. Army Corps of Engineers, Seattle District, recently finished transforming agricultural lands into wetland habitat at a privately owned farm east of Lake Coeur d'Alene, Idaho.

The pilot project in the Lower Coeur d'Alene Basin, known as the Schlepp Agriculture-to-Wetland Conversion project, was overseen by the Environmental Protection Agency in conjunction with U.S. Fish and Wildlife Service, Ducks Unlimited and the Corps, which was responsible for executing construction.

Located within the Bunker Hill Superfund Site, an area with high levels of contaminated soil from a century of Silver Valley mining operations, the Schlepp project involved converting nearly 400 acres of private farmland into wetland habitat, providing waterfowl a cleaner alternative to feeding sites contaminated with lead and other heavy metals.

Named for the land owner, Michael Schlepp, who allowed the EPA to convert his property for conservation purposes, the project is significant since many wetlands in the lower basin contain lead at concentrations higher than 1,800 parts per million (ppm), a level studies show is fatal to birds that ingest soil during feeding. The FWS estimates that approximately 150 birds die each year

in the lower basin from ingesting contaminated soil.

The multi-year project was divided into two segments, the east and west fields, with the goal of lowering average lead concentrations below the EPA's Bunker Hill Record of Decision cleanup level of 530 ppm for protection of waterfowl.

Work on the east field was finished in 2007 and the west field, which was being used to farm wild rice, was completed in November 2011.

"The west field was more contaminated and more complicated because we were turning an active rice field into a wetland," said Amy Baker, the Schlepp conversion project manager for the Corps. "It was historically a wetland converted for farming, so we had to bring it back to its natural state."

Cleanup techniques at the site varied, dependent upon contamination depth. In areas where contamination was relatively shallow, limited to the upper six inches, soil was removed and deposited in an on-site ditch, capped with clean soil and vegetation.

In places where contamination was deeper than six inches, workers used a selective handling technique, flipping and burying contaminated soil beneath



Corps photos

Photos of the restored wetlands show the return of wildlife to the area. Many birds flocked to the once contaminated land and now call the area home. Below a moose basks in the clean water upon the project completion.

cleaner lower levels.

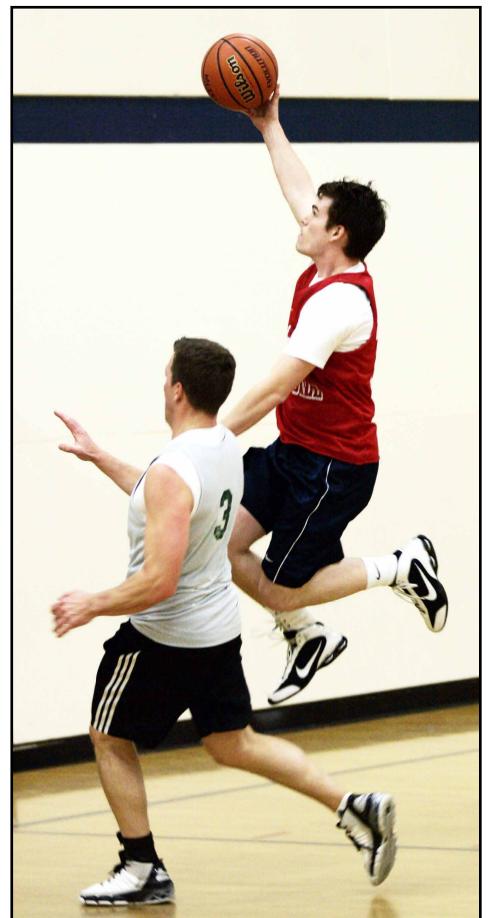
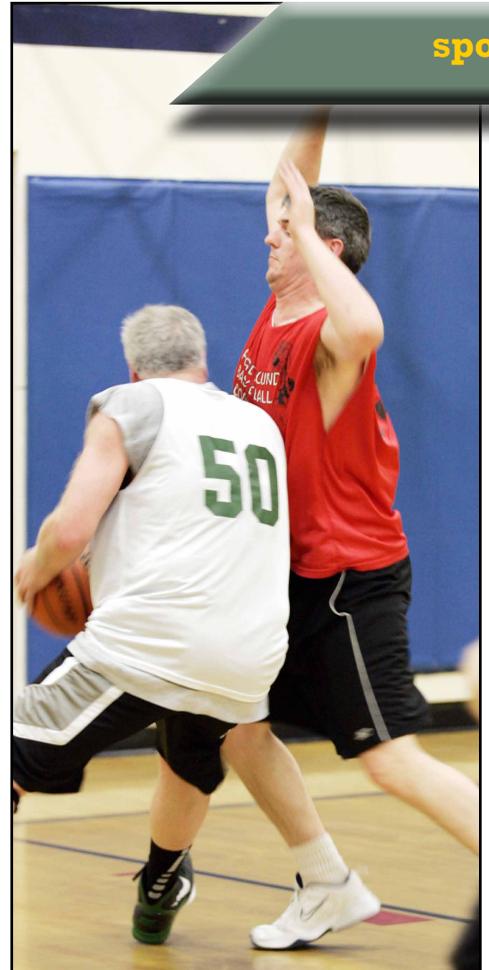
Confirmation soil samples were then taken to insure that the top six inches held lead concentrations below 530 ppm, before seeding the land with wetland vegetation and grasses meant to attract migrating birds to the area.

"The actual achieved average was 288 parts per million, well beneath the goal, but more importantly we cleaned up a portion of the Bunker Hill site so birds have a cleaner place to feed," Baker said.

The \$3 million agriculture-to-wetland project was funded by EPA settlements with Coeur d'Alene Mining and the Asarco bankruptcy settlement.

Although the west field is only recently completed, migrating waterfowl have returned to the east field, dotting the new wetlands on Schlepp Farm and seemingly approving of the new habitat.





Ball



Gonia



Hightower



Knapp



Massart



Nelson



Price



Stenehjelm

Three-peat?

Story and photos by Bill Dowell
Public Affairs Office

What began as lunch-time pickup games is turning out to be the Puget Sound Engineering Intramural Basketball League powerhouse.

The U.S. Army Corps of Engineers, Seattle District, team just finished back-to-back first place seasons going 8-0 in the regular season, with three playoff game victories.

The eight-man team's 20-point average season victory with the biggest win coming in the first round of the playoffs – drumming their opponents by 57 points, 91-34. In their first season, 2010, the district engineers took third place.

The team is made up of players who get together during a Monday-Wednesday-Friday lunch-time pickup game. This year's team members are Adam Price, Doug Knapp and Travis Ball from Hydraulics and Hydrology; Mike Gonia and Brian Stenehjelm from Geotech; Paul Massart and Brian Nelson from Civil Works and Environmental Management's Travis Hightower.

of interest

Wearing life jacket, knowing potential hazards saves lives

By Tanya King
Public Affairs Office

Temperatures are rising and more people are able to take advantage of water sports and activities. Keeping safety in mind can prevent an unnecessary tragedy.

About 65 percent of drowning victims had no intentions of being in the water and most drown within 10 to 30 feet of safety. Learning to swim can reduce the risk in this type of situation, but having a life jacket is key.

Each year, more than 3,400 people drown in the U.S., according to the Center for Disease Control. It's the second leading cause of death in persons under age 14 and the sixth leading cause of death for all ages

Preventing mishaps includes using approved flotation devices instead of relying on water toys or swimming skills. Only swim in designated areas and never swim alone.

Diving into lakes and rivers can lead to paralysis and death. Hidden dangers such as rocks, logs and debris can lurk beneath murky water.

Alcohol is another dangerous factor when mixed with water activities. More than half of all people injured

in a boating accident had consumed alcohol prior to the incident. About 20 percent of those die from their injuries.

Even one drink can impair judgement, balance, vision and reaction time. In addition to alcohol, exposure to sun, vibrations, noise, glare and wind can all multiply the effects of alcohol, increasing fatigue and increasing the risk of injury to self or others.

As the winter snow melts, mountain-fed rivers and lakes can mean chilly water temperatures even on the hot days. Water enthusiasts might be unprepared to deal with the cold water cold. Wearing an approved life jacket can increase one's chances of survival if submerged into icy waters.

Victims first experience shock, followed by swimming failure, hypothermia and post-rescue collapse. Shock can cause involuntary gasping, hyperventilation, fainting and drowning.

Being exposed to cold water for just five minutes can cause extremities to stop functioning. It can also trigger hypothermia and the body loses heat faster than it can produce it. A reaction may be to kick or try to swim harder, depleting the body's energy and increasing heat loss.

Knowing the HELP (Heat Escape Lessening Posture) position could be life saving. The victim draws his limbs into his body, keeping armpits and groin protected from unnecessary exposure, as heat escapes rapidly from these areas. A life jacket also helps keep heat from escaping these areas, giving another reason to wear one.

As more activities take place in and around water, wearing a life jacket and knowing the risks can save lives. Making safety a priority when planning and participating in water activities can mean the difference between life and death.



| Summer Events at the Locks | |
|----------------------------|---|
| 6/16 | Batucada Yemanja: Brazilian music |
| 6/17 | Elliott Bay Pipe Band: Traditional pipe and drum music |
| 6/17 | Classic Car Show *9 a.m.-4 p.m. |
| 6/23 | Woodinville Community Band: classical, marches and show tunes |
| 6/24 | Microsoft Orchestra: classical and pop |
| 6/30 | Eastside Modern Jazz: funk, latin, jazz-rock fusion |
| 7/1 | 85th Street Big Band: 30s, 40s and 50s swing |
| 7/4 | Seattle Civic Band: marching music |
| 7/7 | Puget Sound Symphony Chamber Players: classic wind instrumentals |
| 7/8 | Greenwood Concert Band: marches, music written/arranged for bands |
| 7/14 | Greenwood Concert Band |
| 7/15 | Coal Creek Jazz Band: traditional Dixieland Jazz |
| 7/21 | Bamba: traditional Brazilian and Caribbean songs |
| 7/22 | West Seattle Big Band: classic big band sound |
| 7/28 | Left turn on Blue: blues and swing |
| 7/29 | Letter Carriers Band and Fraternal Order of Eagles |
| 8/4 | Cherie Blues: blues-infused vocal jazz, oldies and R&B |
| 8/5 | Ballard Sedentary Sousa Band: marching band music |
| 8/11 | Dukes and Diva: A cappella group performs eclectic mix |
| 8/12 | Mach One Jazz Orchestra |
| 8/18 | Microsoft Jumpin Jive Orchestra: jazz |
| 8/19 | Altaeus Woodwind Quintet: classical string music |
| 8/25 | Lynnwood Community Band: big band |
| 8/25 | Horseless Carriage car show: Pre-1950s cars *10 a.m.-3:30 p.m. |
| 8/26 | The Tempos: big band music |
| 9/1 | Cowgirls Dream: music from early cowboy movies |
| 9/2 | Professor Gadget Sax Quartet |
| 9/3 | Michael Clune and Sleep till Noon Band: contemporary blues and rock |
| 9/8-9 | Greater Seattle Fuchsia Flower Show *9 a.m.- 3:30 p.m. |

All events scheduled to begin at 2 p.m. unless otherwise noted.

Congratulations:

Janice Fletcher is the new Chief of Logistics and the new operations officer is **Maj. Derek Ulehla**.

The 2012-2013 Leadership Development Program class is: **Jacob Chambers, Josh Erickson, Gwendolyn Hannam, Lori Lull, Madelyn Martinez, Mandy Michalsen, Jon Norquist, John Scola, Kevin Shaffer, Lynn Wetzel, Leah Wickstrom** and **Kevin Yarnell**.

Katie King was accepted into the Masters program at the University of Washington Applied Geosciences Program.

The 5th Battalion, 5th Air Defense Artillery Regiment Tactical Equipment Maintenance Facility at Joint Base Lewis-McChord, Wash., overseen by Seattle District, received Leadership in Energy and Environmental Design Gold certification. Key team members include:

Joanne McWilson, Steve Kelley and **Richard Byrd**.

Sven Lie is one of two U.S. Army Corps of Engineers "Sustainability Hero"

award winners, and the **Sustainability Charette Process Team** is one of two headquarter nominees in the Innovation category for the GreenGov Presidential Awards Program. Lie will also be nominated for Presidential level consideration.

Out and About:

Ed Benton presented a water safety booth April 20 at Central Park Elementary School in Aberdeen, Wash., at his daughter's school's career fair. About 150 students visited his booth.

Scott Campbell presented, "IJC Dam Harmonization in the International Swath of the Columbia River Basin." in March at the American Water Resources Association conference in New Orleans.

Larry Schick presented "Historical West Coast flooding of 1861-62" to 125 people at Seattle's National Weather Service in March.

Carolyn Fitzgerald presented "Chief Joseph Dam Spillway Deflectors: An Effective Gas Abatement

Project" at the Northwest Hydroelectric Association conference in February.

Harry Ehlers and **Tyler Quick** demonstrated a groundwater model at the Engineer's Fair at Seattle's Museum of Flight in February.

Moving On:

Team members leaving the district include:

- Noel Clay**
- Joe Tecca**
- David Calhoon**
- Jeffrey Halvorsen**
- Bob Blaesing**
- Derek Meyer**
- Randy Bunce**
- Laurie Haniuk**
- Nilo Bonifacio**
- Marc Lamothe**
- Claude Hatfield**
- Aaron Neumann**
- Bruce Skillin**

Retirements:

- Jerry Cahill**
- Bonnie Kirmse**
- Alan Coburn**

Condolences:

Ralph Furby died March 1, **Daniel Fryberger** died April 18 and **Shriley Yabu** died May 28.

Deployed:

Not pictured: **Steve Kelley**



Regi Troullier



Kenneth Dean



Mel Latham



Marvin Frazier



Jeff Regh

Welcome to the district



Tim Shugert
Realty Specialist



Barton Brynstad
Engineering Technician



Briana Welsh
Public Affairs Clerk



John Gehres
Power Plant Mechanic



Victoria Sander
Engineering Technician



Sarah Wilkinson
Natural Resource Specialist



John Koselela
Safety and Occupational Health Specialist



Maj. Derek Ulehla
Seattle District Operations Officer



Lindsay Colegrove
Natural Resource Specialist



Octavia Graham
Biological Science Technician



Nicole Moore
Engineering Technician

Public Affairs Office
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 U.S. Army Corps of Engineers
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Three Columbia River dams offer visitors GPS treasure hunt, prizes

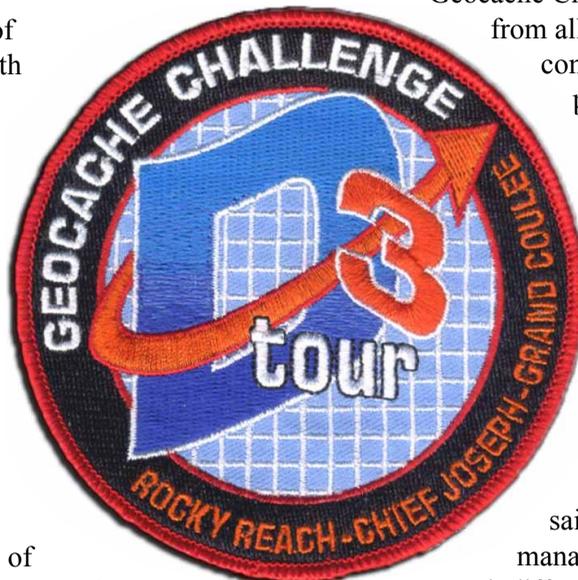
By A.J. Jensen
Chief Joseph Dam

The Natural Resource Section of Chief Joseph Dam has partnered with Grand Coulee Dam and Rocky Reach Dam to introduce a popular new program that highlights the three dams on the Columbia River and their shared missions.

From Memorial Day to Labor Day, visitors at Chief Joseph Dam are invited to participate in a geocache treasure hunt. Using GPS coordinates provided, visitors are given a themed “mission,” where they seek out specified locations around the dam. At each stop, participants learn the U.S. Army Corps of Engineers’ mission and interesting trivia and discover recreational opportunities that abound in the area.

Upon mission completion, participants receive a stamp

of completion in a “Passport” provided. They are then invited to visit the other two dams to complete their D3 Geocache Challenge. Visitors receiving stamps from all three dams are presented with a commemorative patch displaying the program’s logo. Visitors may begin the D3 Geocache Challenge at any of the three dams.



The idea of a three-dam rewards program was born last year when Park Ranger Crystal Baughman presented a tour of Chief Joseph Dam to Deb Gallaher, Rocky Reach Dam’s visitor center manager.

“The three dams share a lot, yet each has its own uniqueness,” said Baughman. “With three different managing agencies, visitors get to see how each different agency works with the others.

It’s a shame for people to visit one dam and not the others when they’re all so close to each other.”