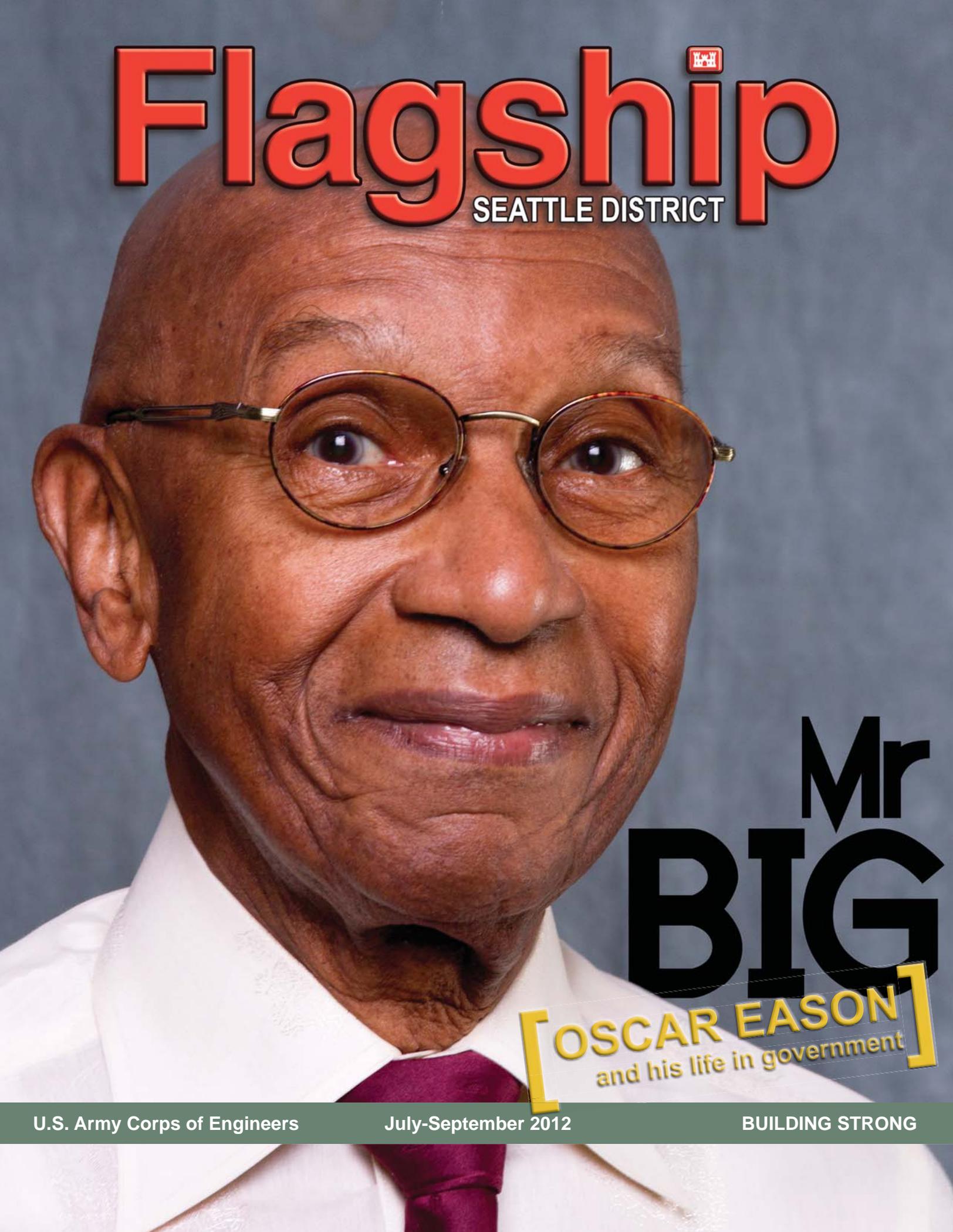


# Flagship

SEATTLE DISTRICT



Mr  
**BIG**

**[OSCAR EASON]**  
and his life in government

inside

## U.S. Army Corps of Engineers Volume XXIV No. 3

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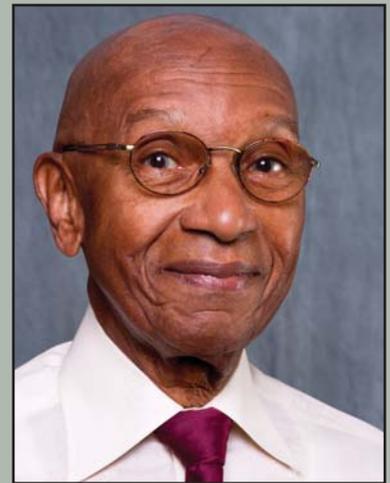
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#### **Mr. BIG: Oscar Eason and his life in government**

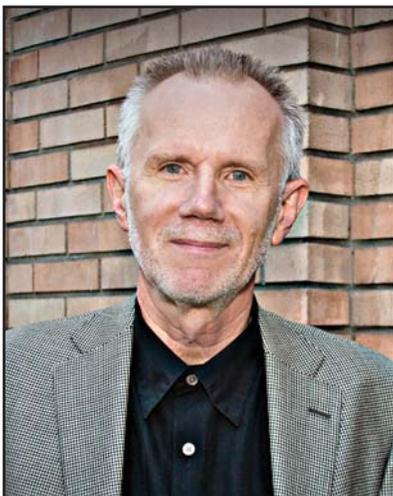
Oscar Eason Jr. was recently recognized for his 50 years of federal government service. During this time, he's achieved numerous accomplishments both in his job and in the community. He's served as the president of Blacks In Government and is the current National Association for the Advancement of Colored People Alaska, Oregon and Washington State-Area Conference president. (Corps photo by Bill Dowell)

#### ***Flagship***

**Col. Bruce A. Estok, Commander**  
**Patricia Graesser, Chief, Public Affairs**  
**Tanya King, Editor**  
**Elizabeth Townsell, Editorial Assistant**  
**Scott Lawrence, Contributor**  
**William Dowell, Contributor**

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### ***John Maciejewski: This Flagship is for you***



John Maciejewski, the Design Branch's Architecture and Structures Section chief, works hard to recruit and retain engineers and architects who are passionate about their jobs and the work that the Corps does. Architect Jennifer Ramirez, who's been developing a new multi-disciplinary Eco Charrette process to increase quality and energy efficiency in military construction, says, "I couldn't have done any of this without John supporting me all the way." John has spent many hours during the last three years supporting the district's new office building project, "The Oxbow." His attention to detail and consideration of district employee needs has brought the project together.

John Maciejewski, this ***Flagship*** is for you.

# Attitude is everything

commentary

I'll focus on Attitude to wrap up my series of the ABC's of team leadership - fundamental thoughts about traits in an organization's people I believe are essential to its success.

In any endeavor I've participated in, from sports, to military missions, to technical challenges, a positive attitude and average talent beats the inverse condition every time. Talent is a necessary, but not sufficient, condition for success. The most powerful thing about attitude is that each of us controls our own - and we have an opportunity to do so every day and on every task. Individual attitudes aiming high coalesce among a team with a common goal to achieve success.

The importance of the right attitude brings to mind a short story entitled "A Message to Garcia." My first Army commander shared it with me as I assumed an early leadership role, and I've done the same with those I work with ever since. Written in 1899 about the Spanish-American War in Cuba, it tells the tale of Rowan, who must deliver a message from the President to the insurgent leader General Garcia. Without speaking directly to attitude, it discounts "book-learning . . . [and] instruction about this and that" in favor of the person with "a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies: do the thing - 'Carry a message to Garcia!'" Take five minutes to read it yourself sometime.

How can a positive attitude help

you might ask? I'll provide an example. Earlier this year Corps Headquarters introduced "Civil Works Transformation" an effort that will improve the Corps' performance, increase public trust, and ultimately deliver completed studies. It implements a "SMART" planning process - Specific, Measurable, Attainable, Risk-Informed, and Timely to deliver studies in a "3x3x3" framework of 3-years, for \$3 million (or less), with 3-levels of synchronized effort among the District, Region, and Headquarters.

It's easy to resist change, but our attitude towards Civil Works Transformation sets the tone as we deliver value to the Northwest and nation in what will likely be a fiscally constrained environment. Our Civil Works portfolio, though smaller than the military program, drives in-house labor across many disciplines.

I like what I see in the District's initial attitude toward this change. Our General Investigations fared well in the Northwestern Division's viability screening. Skagit was a test case for planning charrettes, and the District and sponsor embraced that process. Our teams are aggressively moving through the "re-set" process to align studies with the new paradigm, and technical staff is pushing the envelope to meet the Corps' intent as evidenced by the recent Real Estate approach for the Puget Sound Nearshore Restoration. Real Estate was able to obtain a waiver from headquarters allowing them to utilize cost estimates rather



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

than gross appraisals on 14 of the 15 sites, thereby realizing cost savings of nearly 50 percent and reducing the activity schedule 4,560 days.

Further, we are taking solid steps to directly address legacy concerns with some Construction General and Operations and Maintenance projects that will hinder them in the conventional climate. Finally, beyond Civil Works, we expect military missions to further evolve over the next few years to include areas like energy and sustainability, and increased levels of sustainment, repair and modernization relative to historic levels of new construction.

While uncertainty is prevalent and much work remains, it is clear Seattle District's innovative culture coupled with our "can do" attitude are keeping the District on the right track. Thanks for all you do.

—*Essayons!*



**REMINDER: As November approaches, Seattle District employees get closer to the scheduled move-in date for the new building, "The Oxbow." To avoid any confusion, district employees should begin by asking supervisors and their sections' move coordinators any questions they might have about the moving process. More details will be forthcoming through various channels to assist with the transition.**

# New leaders put boots on ground in district

## Maj. Gen. Todd Semonite

Maj. Gen. Todd Semonite discusses salmon habitat with Billy Frank Jr., chairman and spokesperson, Northwest Indian Fisheries Commission, center, and Louie Ungaro, Muckleshoot Indian Tribe. He toured the Seattle District in June and his stops included Seahurst Park in Burien, Wash., the Green and Puyallup River Valleys and levees along the Green River. He discussed Puget Sound and dam and levee safety issues with regional leaders including resource agencies, tribes, municipalities and Puget Sound Partnership. Semonite is the Deputy Chief of Engineers and the Deputy Commanding General of the U.S. Army Corps of Engineers. He most recently served as Commanding General, South Atlantic Division.



Corps photo by Shane Wallenda



Corps photo by Tanya King

## Maj. Gen. Kendall Cox

Maj. Gen. Ken Cox, center, learns about construction progress from Project Manager Kyle Crass, right, at Fort Lewis' Main Post Chapel, Joint Base Lewis-McChord, Wash., during his June visit. In addition to seeing many other projects at JBLM, Cox's other stops included the Yakima Training Facility, Yakima, Wash. and the Oregon National Guard in Portland. Cox is responsible for policy, programming, and technical support in the execution of \$28 billion of design, construction, and environmental programs for Department of Defense and Federal agencies and foreign countries. Cox's most recent assignment was as Commanding General of the Transatlantic Division.

## Col. Anthony Funkhouser

New Northwest Division Commander Col. Anthony Funkhouser, right, coins Project Manager Paul Massart during a site visit to the Seattle District Aug. 30. Funkhouser, who took command of the division July 27, received a briefing and toured district projects to learn more about the district's mission. As division commander he is responsible for providing guidance and direction to the Seattle and four other districts located in Portland, Ore.; Walla Walla, Wash.; Kansas City, Mo.; and Omaha, Neb. Prior to assuming command of the Northwestern Division, Funkhouser served in Washington D.C., as Chief, Joint Capabilities Division at Joint Staff headquarters.



Corps photo by Bill Dowell

# Corps team lights up Seattle Center

in response

By Patricia Graesser  
Public Affairs Office

This summer Puget Sound area emergency managers kicked off the 2012 Evergreen Quake Exercise Series. The set of three exercises built on a major earthquake scenario was designed to test the capability of the state, cities, counties, tribes, federal government and private sector entities within the Puget Sound region to collaboratively respond to and recover from large-magnitude earthquakes.

Seattle District participated in all three phases, immediate response, logistics and recovery planning improvement, and began with an immediate response to an earthquake scenario the week of June 4.

As part of the exercise, a 50-person Continuity of Operations, or COOP, site staff, comprised of essential employees from every office, moved to an alternate site in Federal Way, Wash., where they conducted realistic COOP and devolution activities, reacting to a series of mock circumstances related to an earthquake scenario.

“The Seattle District Evergreen COOP [Exercise] was very useful in providing a realistic scenario for in-depth exercise participation,” said Seattle District Emergency Management’s David Spicer. “Participants played hard and worked district continuity and devolution issues to a degree never before explored.”

Phase two of the Evergreen Earthquake Exercise focused on logistics. Over the three-day period June 12-14, federal, state and local teams set up emergency hospitals and community supply distribution points, managed semitrailers to load and unload supplies, and teams coordinated delivery of goods by sea and air, including Federal Emergency Management Agency power generators.

“We brought out USACE employees with varying levels of experience -none to tons - some of whom are on teams together but have never trained or exercised together prior to the exercise,” said Jennifer Chang, Northwestern Division civil emergency planner. “Even though it is difficult

to replicate the intensity of a real emergency response, the exercise does give USACE teams real problems to solve together.”

Soldiers and Army Corps Emergency Power Team emergency responders moved into action powering up the Seattle Center Pavilion with FEMA generators. The exercise was a way to maintain the skills and readiness of Army Corps of Engineers’ Emergency Power Planning and Response Team, the 249th Engineering Battalion, and their contractors to install, operate, fuel and maintain FEMA generators at critical facilities following a disaster.

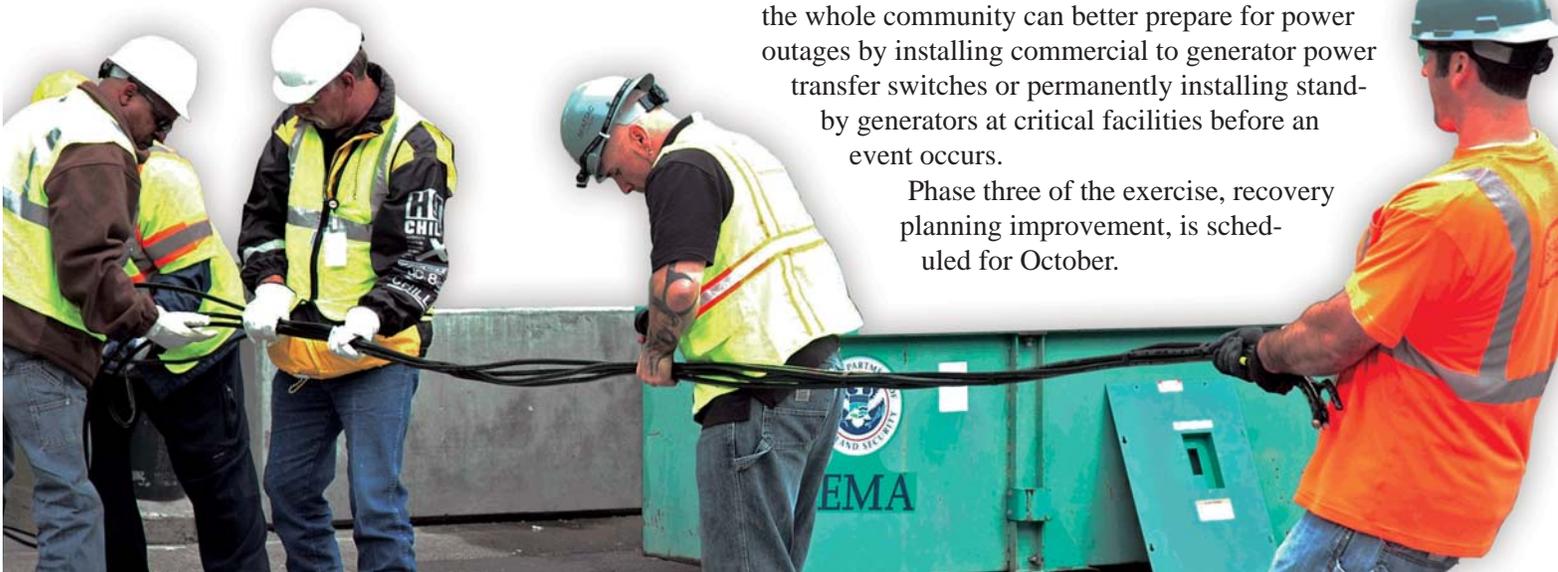
When disaster strikes and critical facilities like hospitals or water treatment plants lose power, a state receiving a federal disaster declaration can request federal assistance for emergency power supply. The Corps can send a power team to assess the affected facilities, determine the generating needs and then send the right generator out to the site.

“For every exercise and real event that I deploy to, I always re-learn the lesson of how important good communication is - especially in a fast-paced, challenging environment,” Chang said. “Considering the unique challenges of deployment, I feel it is invaluable to give teams the opportunity to train and exercise as a team.”

In a related effort to the June 13 exercise, for two weeks in June the 249th Eng. Bn. conducted assessments at more than 700 sites in Washington to determine ahead of a disaster the electrical generating needs of the state’s most critical facilities. In a disaster, if a facility already has an assessment complete, the Corps will be able to skip the time-consuming step of travelling to assess a facility, immediately sending teams with the needed generators in an emergency.

The facility assessment data is provided to the state and they may give it to county and local government emergency response agencies, as well as the facility owner. With the technical information provided by USACE, the whole community can better prepare for power outages by installing commercial to generator power transfer switches or permanently installing standby generators at critical facilities before an event occurs.

Phase three of the exercise, recovery planning improvement, is scheduled for October.



**in house**

For more than **50 years**  
he's served his country  
and community

# The Golden One

By Tanya King  
Public Affairs Office

*In 1958, 22-year-old  
mechanical engineer  
**Oscar Eason Jr.** packed  
his Texas bags and  
headed north to work  
for Boeing in Seattle.*

*Back then the  
consciousness of America  
was different, said Eason,  
who recently received  
a pin acknowledging  
50 years of federal  
government service.*

*In this time, he's been  
honored often  
for his contributions to the  
district and the community.*

He's served in the Korean and Vietnam Wars, Operations Desert Storm and Shield, as chairman of the Washington State Commission on African American Affairs, and is the current president of the National Association for the Advancement of Colored People of the Alaska, Oregon and Washington State-Area Conference.

"When I left, San Antonio had a 'separate, but equal' concept," Eason said as he reflected on how his career began and how the country has changed in the last half century. "My father owned a service station that had two water fountains, one of which we legally couldn't use. It seems ridiculous now."

During the four years Eason worked for Boeing, social change was happening in America and the civil rights movement was building.

In 1962 Eason applied for a job with the U.S. Army Corps of Engineers, Seattle District, despite being told he probably wouldn't be hired. He said at that time, people were even surprised to learn he, a black man, was a mechanical engineer.

"This guy, Gephardt, decided to give me a chance," Eason said. "He warned me I'd take a lot of flak, but I considered it a privilege to work for the government."

And when a co-worker made a racial slur toward him, the commander immediately corrected him. That act of humanity transformed the way Eason saw his coworkers.

It wasn't very comfortable 50 years ago when workplace integration was in its infancy, he said. "But I felt comfortable working for people who had the nerve to defend me like that and treat me like a human being."

Insults didn't bother Eason. Instead he sought to make the workplace better for everyone.

"I grew up being called names and I got used to it," he said. "If Jackie Robinson let insults penetrate him in baseball, he'd never have been able to hit the ball when he got up to bat; he'd never have set those records."

As the civil rights movement was changing the world around him, he too became an instrument of change by getting involved in various organizations at work.

One such organization was Blacks In Government (BIG), which began in 1975 as a national grass roots organization to promote and support the well-being, education and professional development of African Americans in the federal, state, county and municipal sectors. He served as president from 1994 to 1998, representing 2.5 million African-American government employees.

The hardest part wasn't changing the laws, said Eason. It was changing the internal struggle he felt growing up as a minority and making sense of a "separate, but equal" world that wasn't separate anymore.

"I'm a good engineer, but it was impossible for me to look at a white person and tell him or her if the idea wasn't a good one," he explained about the self-doubt he sometimes felt when working in diverse groups. "I had to force myself to communicate. As we integrated the workplace, we all had to learn to coexist."

In 1962, Oscar Eason Jr. took a job at the Seattle District. He was told it would be uncomfortable. Fifty years later, he is still here, making an impact. The reason he said he stayed all these years? It felt comfortable.

**Saving black youths**  
 Agencies unite to rescue males from drug world

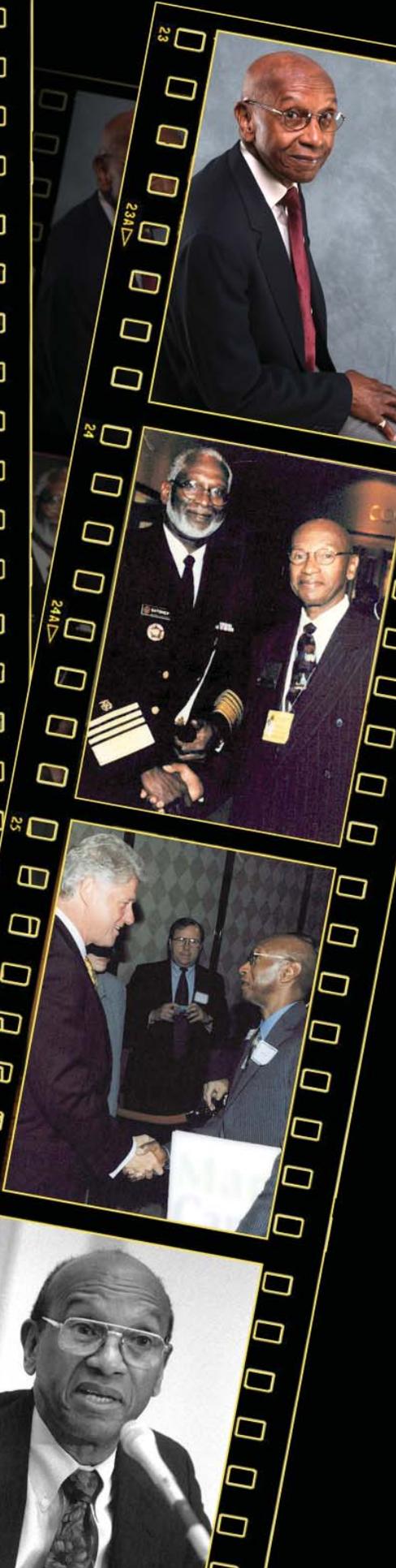


By [unreadable] Staff Writer

Agencies unite to rescue males from drug world

What has come to fruition is a realization that if something isn't done and done in a hurry... then we won't have in another two or three decades a black race in America.

32A  
33  
33A  
34  
34A  
35  
35A  
36



## District begins Willapa Bay dune restoration project

**By Scott Lawrence**  
*Public Affairs Office*

In an effort to preserve Native American cultural lands, mitigate flood risks and improve coastal habitat for a threatened species, the U.S. Army Corps of Engineers, Seattle District, is reconstructing a sand dune in Willapa Bay near the Shoalwater Bay Indian Reservation.

Construction kicked off July 30 on the \$7.5 million federally-funded dune restoration project to provide coastal storm damage protection and prevent wetland erosion. In addition, the project will create and maintain habitat for the Pacific Coast western snowy plover, a small shorebird federally listed under the Endangered Species Act as threatened. Initially, construction was set to begin July 16, but it was delayed because of a successful plover nesting pair this year, producing three baby chicks.

“Erosion has been destroying the sand spit for years and now it’s threat-

ening the Shoalwater Reservation, including a culturally and ecologically significant wetland area,” said Joshua Jackson, Corps’ project manager for the restoration effort.

Repair work includes dredging approximately 700,000 cubic yards of sand from a borrow site about 3,000 feet offshore, providing materials to rebuild the 12,500 foot-long protective berm up to 25 feet tall. “We are also going to grade out the sand in front of the dune, creating a flat sloping beach, prime habitat for plovers which like to nest in open, sandy areas,” Jackson said.

During dredging, crews will trawl the borrow site to determine Dungeness crab population density. Crews will return to the area next year and add empty oyster shells to the subsurface as a mitigation measure to create habitat and help repopulate the area more quickly.

Once the berm is reconstructed, the crest and landward side will be planted with American dune grass as

an erosion control measure.

This portion of the two-phase dune restoration project is expected to be complete by late October. The next phase, ecosystem restoration, is scheduled to begin in 2014, allowing time for earthwork to settle.

“We want to give the area a couple of years to settle in, see how things change behind the berm, what processes take over, and then we’ll look at what we want to do for the restoration effort,” Jackson said. In addition, the berm will need to be renourished about every five years, dependent upon storm damage.

The Corps consulted with U.S. Fish and Wildlife Service and the Washington Department of Fish and Wildlife on critical habitat needs for plover. Throughout the planning process, the Corps also coordinated with the Bureau of Indian Affairs, National Oceanic and Atmospheric Administration, Washington Department of Parks and Recreation, and the Department of Natural Resources.



# Dam safety construction complete at Howard Hanson Dam

**By Tanya King**  
Public Affairs Office

Contractors finished the last of the scheduled dam safety construction at Howard Hanson Dam in August, making improvements to the log boom and adding rock to the upstream embankment slope.

The dam received many upgrades and repairs in the past few years after seepage issues were observed in the right abutment during a flood in January 2009. Most of the construction was completed by 2011.

“In 2009, immediately after we made the improvements, further analysis indicated we needed to reduce the risk further to acceptable levels,” said Richard Smith, U.S. Army Corps of Engineers, Seattle District, dam safety program manager. “As part of the Corps’ dam safety risk-based approach, a comprehensive review of the entire project was conducted and additional measures were identified that needed to be implemented.”

The existing log boom needed upgrading because it was anchored at the 1,206 foot elevation. This was too low to keep debris from clogging the spillway in a 10,000-year flood event. The upgraded log booms are anchored higher up on the slope and more robust. A secondary boom was also installed to provide more protection.

“There’s a lot of woody debris in the reservoir that could easily clog up the spillway,” Smith said. “Without a log boom that could rise with higher pool elevations, the woody debris from heavily forested areas present a hazard, potentially impacting our ability to manage water.”

Another upgrade completed earlier this year was

replacing the rock on the upstream face of the dam for better slope protection.

“Though an epic flood is unlikely, we didn’t want to risk erosion of the dam embankment, which could lead to failure,” said Mamie Brouwer, Howard Hanson Dam project manager. “We replaced the degraded, weathered rocks with larger, more-durable riprap designed to resist the higher flow velocities like those expected in a 10,000-year event.”

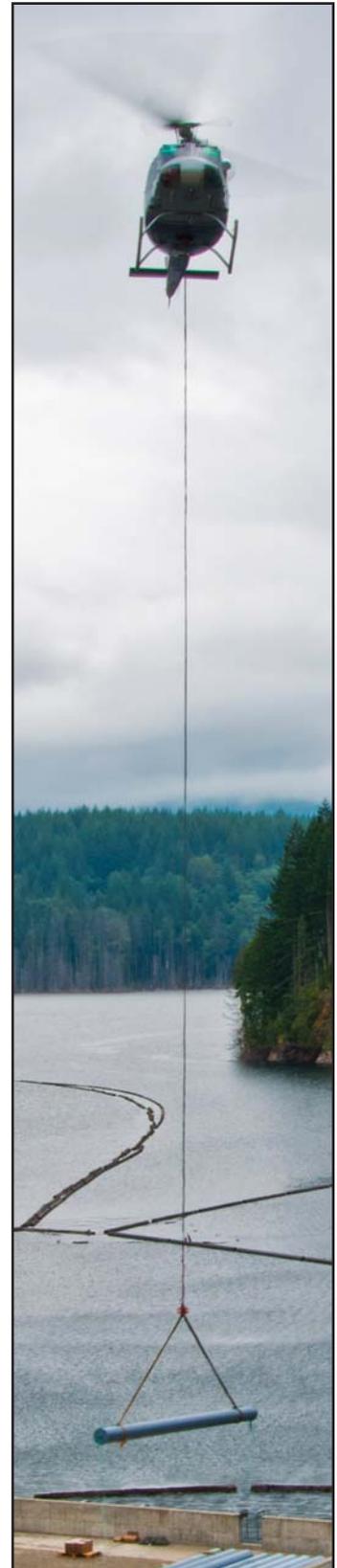
The repairs and additional safety measures reduce the risk of dam failure, and the downstream community once again has the same level of protection as when the dam was originally designed.

“After we discovered the issues in 2009, the Corps and local governments worked very closely to ensure people living downstream understood they are vulnerable,” said Brouwer. “The dam is fixed and is operating to its designed capability, however it was only designed to reduce the risk of flooding and its impact; there are still risks associated with living in a flood plain. With that in mind, we expect the dam to protect the valley for decades in the future, the same way it has since it was built.”



Corps photos by Tanya King

**Contractors use a helicopter to transport large log booms to the Eagle Gorge Reservoir at Howard Hanson Dam. Once transported, workers secure them safely in place.**



# Are you prepared?

*Make plans now to get ready for upcoming flood season*

## Adapted from

[www.makeitthrough.org](http://www.makeitthrough.org)

### ***Plan for people, pets, property***

Consider the types of disruptions that occur in a catastrophe. The power may be out, water lines or gas lines may break, stores may be inaccessible or out of supplies, and roadways may not be available. Planning now will reduce the impact of these disruptions on you and your household.

Write a to-do list to identify things you would need to have or actions you would need to take to minimize these disruptions. Include any special needs for your family, such as pet care. Make sure to identify what to do if a catastrophe occurs while you're at home, in the office or at school.

### ***Make a family emergency and communication plan***

If you are separated from your family during a catastrophe, making a family communication plan ahead of time will help you to reach your family much faster. Identify a place where you could meet your family in case transportation routes are damaged and you can't get home. If you have children in school, talk with their school to learn about their preparedness plan, procedures and supplies.

There are several online tools now available that can help you reunite with your family and loved ones after a catastrophe, such as social media channels, Google Person Finder and American Red Cross "Safe and Well" registry.

After a catastrophe, it can also be much easier to reach someone out-of-area. Your out-of-area contact can communicate with you about the location of other family members impacted by the catastrophe.



Courtesy photo

### **Before a flood:**

- Learn the safest route from your home or business to high ground
- Make arrangements for housing in the event of an evacuation
- Teach all family members how, where and when to turn off utilities
- Plan for a meeting place outside of the hazard area
- If it rains steadily for a while, be alert to the possibility of a flood
- Consider buying pumps to use to remove water in your home
- Prepare for severe storms and power outages
- Review flood insurance policies for structure and contents coverage

### **During a flood:**

- Monitor a weather radio and keep a local radio and/or television on
- Have a survival kit ready to go if told to evacuate
- If told to evacuate, do so as soon as possible to avoid further risk
- Move furniture and valuables to higher levels if possible
- Move to higher ground away from rivers, creeks and storm drains
- Don't drive around barricades, they are there for safety
- Cars can be swept away in two feet of water, avoid flooded areas
- Six inches of moving water can sweep people away

### **After a flood:**

- Don't turn on power with gas odor present or flooded electric system
- Wear sturdy work boots and gloves
- Don't handle electrical equipment in wet areas
- Use flashlights (not lanterns, candles or matches) to check buildings
- Follow directions from local officials regarding drinking water safety
- Clean and disinfect everything touched by flood waters
- Throw out any affected food.

**Congratulations:**

**Beth Coffey** is the new chief of Operations Division, which is Seattle District's largest, most diverse and geographically-dispersed organization.

**Kim May, P.E.**, is Design Branch's new Design Integration Specialist.

Construction Division's **Johnathan Pang** is the new Small Projects Section chief.

**Albert Olvera** is the new Equal Employment Opportunity chief.

**Eric Edwardson** is Libby Dam's new Operations project manager.

**Out and About:**

**Dan Katz**, co-presented to the 2012 National Conference on Engineering & Ecohydrology for Fish Passage, "The role of computational fluid dynamics and physical modeling in fish passage design."

**Richard Smith's** article "Howard A. Hanson Dam

Seepage Issues, Risk Assessment and Repairs," appeared in *Geo-Strata's* May/June edition. Smith also presented to American Society of Civil Engineers on the same topic.

**Moving On:**

Team members leaving the district include:

- Kevin Ainsworth**
- Elvin Antonio**
- James Boag**
- Donlon Dormire**
- Darshan Dorsey**
- Channel Gallagher**
- Joe Hankins**
- Greg King**
- Ben Lazo**
- LisaJoy Lazo**
- Unice Murphy**
- Bryan Nerland**
- Jacob Peetz**
- Victoria Read**
- Sgt. 1st Class Ernestine Smith**
- Matthew Treichel**
- Stu Cook**
- Gayle Hanson**

**Retirements:**

- Loren Eby**
- Carolyn Jones**
- Pam Brophy**
- Alan Coburn**
- Bob VanMeer**

**Condolences:**

Retiree **Dorothy Sangl** died Jan. 23 and Retiree **Ken Loop** died Aug. 15.

**Deployed:**



**Julianne McLeod**

**Promotion**



Corps photo by Brianna Welsh

Deputy District Commander **Lt. Col. Kevin Stoll** was promoted from the rank of major in a ceremony here June 1. Pinning on his new rank is (from left to right) Len (father), Sheila (mother), Seville (daughter), Solden (son), Ken and Joanne Dibble (father- and mother-in-law), and Jennifer (wife).

**Welcome to the district**



Spec. Anthony Montgomery  
Military Personnel Specialist



Alexander Donaldson  
Engineering Technician



Andrew Page  
Contract Specialist



Arnold Winebar  
General Equipment Mechanic



Robert Berg  
Supervising Contract Specialist



Conor Wagner  
Office Automation Clerk



David Clark  
Environmental Protection Assistant



Holly Boehme  
Budget Analyst



Jasmine Chatters  
Office Automation Clerk



Kara Chevrier  
Engineering Technician



Krista Painter  
Resource Management Supervisor



Matthew Weibe  
Engineering Technician



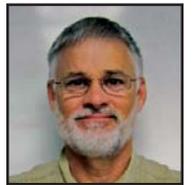
Raven Richardson  
Office Automation Clerk



Suzanne Anderson  
Project Manager, Biologist



Walter Graham  
Biological Science Technician



William Roberts  
Power Plant Operator, Chief Joseph Dam

Public Affairs Office  
 Seattle District (CENWS-PA)  
 U.S. Army Corps of Engineers  
 4735 East Marginal Way South  
 Seattle, WA 98134-2392

# Corps, City of Kent team up on ecosystem restoration project

For more than 100 years the Green Duwamish River system had been altered in a way that degraded its ability to function as clean productive habitat for fish and wildlife. The Green/Duwamish Ecosystem Restoration Project is a comprehensive restoration program for the entire ecosystem, spanning the tidal estuaries to the spawning and wildlife habitat areas in the upper basin.

The Riverview Park project, under construction now in Kent, Wash., is one of 45 separate projects identified for the restoration of critical habitat within the Green Duwamish River watershed.

The Seattle District started construction of the Riverview Park Project, a \$3 million project to build approximately 750 feet of new stream channel. Sponsored by the City of Kent, the new channel will flow through the middle of what will become a city park.

This is the first side channel construction under the Green/Duwamish ERP. The channel will provide critical Chinook salmon rearing habitat and establish a winter refuge for fish during high flows in the main stem of the Green River.

