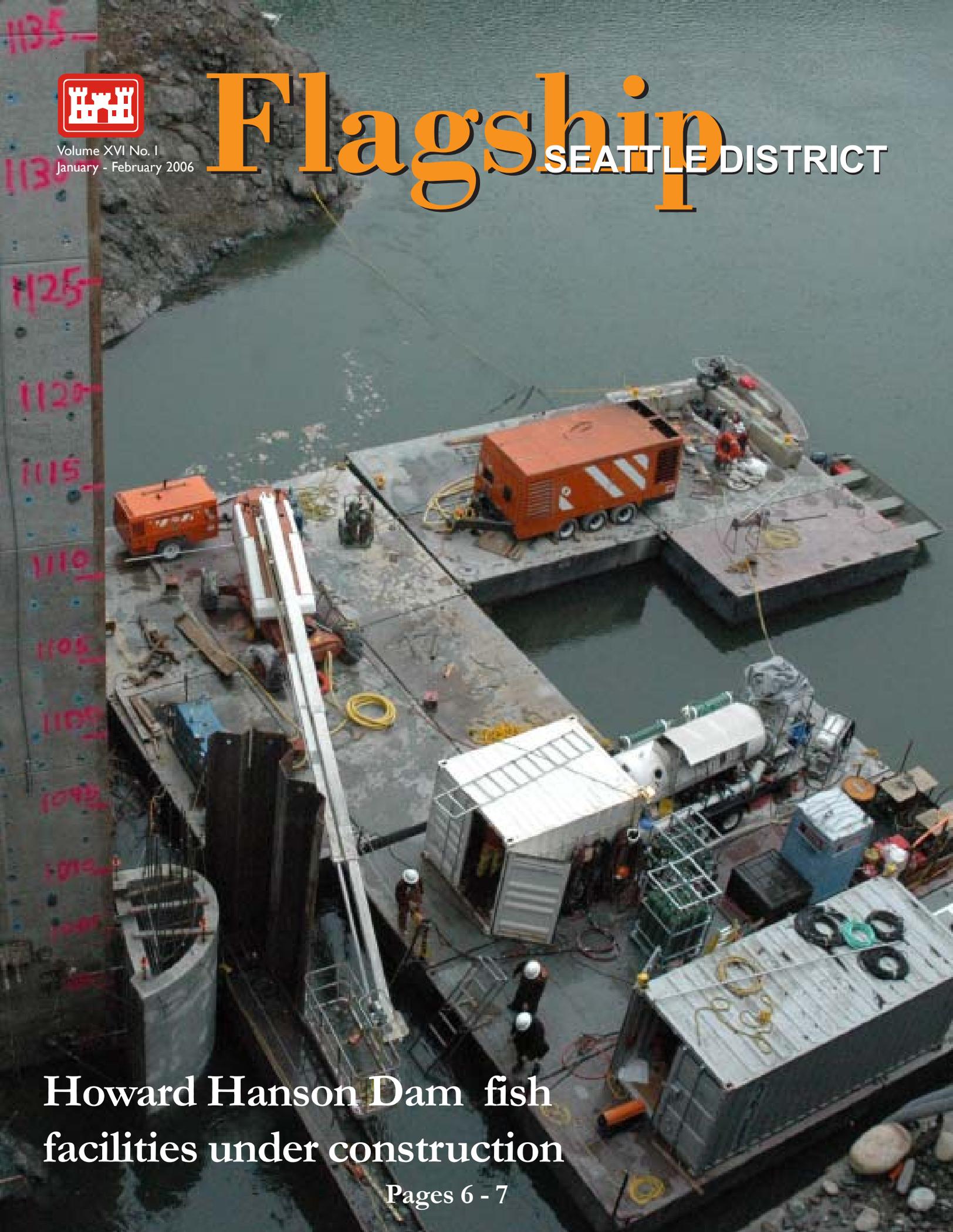




Volume XVI No. 1
January - February 2006

Flagship

SEATTLE DISTRICT



Howard Hanson Dam fish
facilities under construction

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U.S. Army Corps of Engineers

Vol. XVI

No. 1

Execution focus in an increasingly complex world

“As you begin to think more in terms of importance, you begin to see time differently.”
-Stephen Covey

An increasingly complex and threatening world poses greater challenges, both personally and professionally, as we begin 2006. An enormous amount of requirements and change directives are also competing for our attention and often obscure our most important tasks. The Chief of Engineers, Lt. Gen. Carl Strock, clarified his expectation at a recent Commander's Conference, emphasizing that USACE headquarters should focus the majority of its time on the future, while **districts focus** the majority of their time **on execution**.

Our employees **understand the Chief's intent**. Seattle District employees proudly **volunteered in record numbers** this past year to help others in some extremely harsh conditions globally, nationally and locally. This includes 15 to 20 district employees overseas each day supporting the Iraq and Afghanistan reconstruction efforts; the Gulf Coast hurricane recovery mission; and regionally, relentless rains took a heavy toll this winter on western Washington areas, adding up to some 150-plus folks supporting national and regional events. Despite enormous uncertainties and increasing requirements, even these toughest tasks proved extremely rewarding because of the tremendously talented and caring people we work with each day.

Here in the Seattle District, **successful execution** of our mission **depends on understanding** the dynamics influencing our efforts to accomplish specific tasks, and **consistently applying what we know** each day. How often do you take the time to capture what you learn each day in a way to use later? Ironically, taking the time to **capture our most important ideas** and to share with others has to be one of the most difficult tasks we might undertake. Keep in mind, **the only way to get better is to work at it!**

No matter how hard we try to avoid it, we can be easily misunderstood in our daily dealings with others. Experience tells us **real communication** with others, even on the most important matters, **is so very, very**

hard. Real communication is critical to successful execution. You may recall my mentioning “miscommunication is the norm” in my last column concerning disasters. Our daily interactions are no exception.

Commit to improving yours and everyone else's communication skills, include honing your key messages each day.

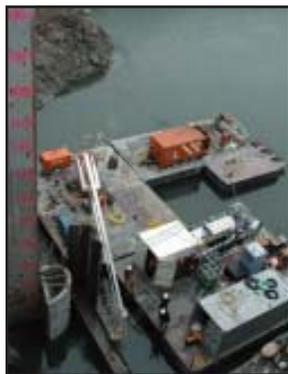
What else does **successful mission execution** require? For one, district focus on improved execution needs to achieve **quality, cost-effective and timely solutions, safe and sustainable projects and services to best support the nation**. Also, how we effectively and efficiently achieve these desired outcomes **requires high standards**, the identification of all tasks, and the acquisition of **needed skills** to do so.

Significant **friction or tension** can easily emerge with an increase in competing demands, especially between **functional (stovepipe) and cross-functional (system) requirements**. **Rarely** can both be **optimized at the same time**. Instead, they **must be prioritized, de-conflicted, integrated and properly timed**. Additionally, local decisions increasingly have regional and national implications. For example, what might make perfect sense to achieve efficiencies in contracting may not serve the rest of USACE better in mission execution. We must appropriately address these known conflicts or run the risk of achieving less desirable outcomes as we execute our missions.

Decision-making dynamics also impact our efforts. For example, we may enjoy influencing outcomes and may even deliberately or unintentionally insert our will on others. However, what about the



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



Cover: Construction is under way on fish facilities at Howard Hanson Dam on the Green River. Originally designed for flood control and water storage, the fish facilities incorporate the latest design and biological information. See more photos and story on pages 6 - 7 (Cover photo by Ashlee Richie)



This issue was especially prepared for Charlie Comer, environmental compliance coordinator at Libby Dam in Montana. He also serves as the dam safety and security officer, and emergency management coordinator. He served one tour in Iraq in 2004 - 2005. (File photo)

Flagship

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www.nws.usace.army.mil

Execution

Continued from page 2

many people at all organizational levels who want to "help," jump in, make decisions or else don't realize they've made decisions? These actions often **create unanticipated adverse impacts** on a district's ability to manage key areas, such as **workload, funds and people.**

Clarifying roles and responsibilities, especially decision-making authority is essential to mission execution. Additionally, **decisions that direct change must carefully consider direct and indirect impacts** so that likely concerns can be anticipated, identified and openly addressed early on.

Improved decision-making skills enhance how districts and their employees **focus on execution tasks.** Specifically, **better decision-making improves how priorities, action timing, collaboration efforts, cross-integra-**

tion, and increasing complexities of decisions impact our projects and services. Most organizations and employees have significant potential for improvement here, but rarely take deliberate steps to do something about it.

Each day brings new challenges. We must take the time to continuously revisit our understanding of the world around us, the impact our actions have on others, what new skills we need, and what lessons we may have learned. Doing so improves our chances to achieve continued future success. Similarly, we must **maintain our quality workforce. Clearly, our people remain our greatest strength and will continue to see us through whatever the future may hold.**

"All of us can take steps— no matter how small or insignificant at the start – in the direction we want to go." – Marsha Sinetar

Debra M. Lewis

Letters to the Editor

Getting serious on health — readers respond

Congratulations and thanks to Dave Harris for his cogent and concise description of his diabetic condition (Flagship December 2005 issue). I arrived in Seattle in 1973 as a pill dependent diabetic. By the end of the year I was on insulin, having lost 40 pounds. I kept my condition a secret, so as not to worry folks about my ability to serve as DE (District Engineer).

I am not sure that I could have advised the District as well as Dave did. His years as the Public Affairs Officer honed his writing skills.

Everyone should seriously consider his wisdom. With obesity growing by leaps and bounds we must be aware of this serious national health condition and control ourselves. I cannot stomach (pardon the pun) Krispy Kremes, but there are countless other temptations in our society.

A change (permanent) in lifestyle is essential.

Change habits. Once the habits are changed, life becomes comfortable, again.

I dread the thought that my children and grandchildren will someday have their income tax used to pay health benefits (Medicare) for people who foolishly ignore their health. So, heed Dave, live a long healthy life and reduce our Medicare costs, like the good citizens that you are.

Regards to the best District in the nation.

Sincerely,
Raymond J. Eineigl
Colonel (R) US Army

Thank you for printing the Letter to the Editor from Dave Harris in your December 2005 issue, which I received today. I too have Type 2 diabetes and am very careful with my diet. Dave's article was very inspiring.

Smith J. McLain

Looking at locks

Seattle District fish biologist Fred Goetz, right, explains to Kang-Yeoul Lee and his interpreter, left, the ins and outs of the fish ladder at Lake Washington Ship Canal. Lee along with a colleague from the Korean Rural Community and Agriculture Corporation visited the Ship Canal on Feb. 15. The Korean visitors were given a history of the facility and also watched a short video presentation before heading out on a tour of the locks and the fish ladder. (Photo by Ashlee Richie)



Seattle District finishes Fort Lewis modularity program ahead of schedule

Under budget and ahead of schedule, Seattle District, U.S. Army Corps of Engineers turned over the last relocatable buildings to Fort Lewis in November 2005.

Fort Lewis Public Works and Seattle District worked closely together to prepare the post for the arrival of the 2nd Cavalry Regiment, which occurred in April 2005.

They also included the chain of command of the 2nd Cavalry Regiment in the planning process from the very beginning.

"The Soldiers are the end-users. So, it is important that we got their feedback early on," said Thomas Poole, Seattle District modularity program manager.

"The Fort Lewis modularity program completed the design, construction and delivery of approximately 465,000 square feet of administrative and maintenance relocatable buildings in 11 months at a contract cost of \$64 million," Poole said. "The facilities were constructed on 53 separate sites scattered throughout Fort Lewis."

"The project was completed two weeks ahead of schedule and \$6 million under the original budgeted amount," Poole said. "Most of the buildings are occupied and warranty inspections have commenced."



To accommodate all of the functions of a company, the relocatable buildings were designed in a set of three. Each company set accommodates the administrative, operational and storage functions of one company. (Photo by Thomas Poole)

"Alutiiq Manufacturing Contractors, an 8a Alaska Native Corp, did a fantastic job managing the many twists and turns on this contract," Poole said.

In addition to the relocatable buildings, the modularity program consisted of five other areas: \$4 million in barracks repairs, \$5.7 million for a new helicopter parking apron, \$3.8 million for administrative furniture, \$3.6 million for the renovation of four dining facilities, and \$1.1 million for the renovation of two hangars and repair of an existing helicopter parking apron.

"Under the modularity program, Seattle District executed a total of 11 contracts with

a total value of approximately \$82 million," Poole said. "This was a successful project because the modularity team worked hand-in-hand with the contractor, Fort Lewis Public Works and the Soldiers of the 2nd Cavalry Regiment."

"Thomas Poole and our district team's accomplishments are truly remarkable and inspiring. Thomas was the right person to lead this critical mission," said Col. Debra M. Lewis, Seattle District Commander.

Work is ongoing for the hangar renovations. Seattle District expects completion in March 2006. — Andrea Takash



As part of the Modularity Program at Fort Lewis, Seattle District constructed a helicopter parking apron at Gray Army Airfield. The large excavation is for a stormwater detention vault. (Photo by Thomas Poole)

Les Soule Division recognizes Seattle District planner with prestigious Corps' award

The prestigious Northwestern Division Planning Excellence Award for 2004 was presented to Lester "Les" Soule, Supervisory Civil Engineer Chief, Civil Projects Branch, Planning, recently.

Les was also the Northwestern Division (NWD) nominee for the national U.S. Army Corps of Engineers award.

According to Dennis Wagner, NWD chief of Planning, this award was established to provide honorary recognition to an outstanding U.S. Army Corps of Engineers district employee in a professional planning position. It is designed to recognize an individual's contributions to advancing the state of the art in the practice of water resources planning."

Wagner said that Les was selected for the NWD Award for his enthusiastic can-do attitude to the oversight responsibility of the Construction General Program including Continuing Authority Program activities throughout the Seattle District. His focus on process improvement and attention to detail resulted in the efficient, effective and timely execution of the District's complex multi-million dollar CG program. His willingness to accept responsibility and leadership has definitely contributed to this success.

Les has led a wide range of professional engineers, project managers, economists, scientists, and budget analysts for over seventeen years. He has extensive knowledge of the techniques, practices, laws and requirements for the execution of the Civil Works Water Resource Program, including program development, project scoping, plan formulation, environmental planning and coordination, budget preparation and scheduling, cost estimating, resource allocation, local sponsor coordination, cost sharing agreement formulation and negotiation, leadership and mentoring.

"He has proven to be a valuable consultant to team members in Civil Works Programs by bringing to bear his considerable knowledge and skill in managing projects and completing them on time," said Wagner. Mr. Soule has truly distinguished himself as a leader, exemplary planner and role model for others throughout a long and distinguished career with the Seattle District. He is very deserving of this recognition and has the utmost support of the Seattle District Planning Community," said Wagner. -- *Nola Leyde*



Les Soule, above, supported Hurricane Katrina recovery operations in Mississippi. Below, Dennis Wagner, chief of NWD Planning, looks on as Col. Debra M. Lewis, district commander, reads the NWD Planner of the Year Award to Les. (Photos by Nola Leyde)



Future past comes to Howard Hanson Dam

Fish facilities constructed at flood control dam

Jon Olson, Equipment Maintenance Leader at Howard A. Hanson Dam, has a saying. "It's just one dam project after another." Said in all seriousness, construction is under way in earnest on a state-of-the-art fish passage facility at the dam. Contemplated decades ago, formulated years ago, the future is now here at this flood control facility.

When construction began on the dam in the 1950s, fish passage on the Green River had already been cut off by a diversion dam built downriver by the City of Tacoma early in the 1900s. The first construction of Howard A. Hanson Dam was completed in 1962.

"Before a shovel was turned for dam construction, over 13 miles of railroad that followed the river downstream from Stampede Pass, had to be relocated," said Olson. "The completion of Howard Hanson Dam fostered the start of industrial development from the lower Green River Valley to the Duwamish Waterway."

Howard A. Hanson Dam, located in the City of Tacoma watershed, is not open to the public and not very well known. The project serves a dual purpose by providing both flood control and water storage for fish flow enhancement.

Longtime residents talk of the massive flooding in the Kent Valley before the construction of the dam. Flood damages prevented by the dam totals more than half a billion dollars. In 1996 alone, the last large flood event, the dam prevented more than \$265 million dollars in damage. According to Olson, flood control in the Green-Duwamish River Basin is accomplished by impounding excessive water runoff from the upper drainage area of the river and releasing the water under controlled conditions after downstream flooding has passed.

"If you don't hear about Hanson Dam or the Green River on the news during flood season, it pretty much shows we're doing our job."

"After the end of the annual winter flood season early in April, water is stored in a reservoir to augment the low natural summer river flow for the benefit of fisheries and other downstream water users," said Olson.

When the City of Tacoma began planning for the development of water supply to meet the needs of the growing regional population, it came to the Corps. Under the congressional authority entitled "Review of Completed Projects," the Seattle District evaluated the dam for the purposes of water supply storage, improved fish passage through the dam, and improvements to habitat. The review led to a feasibility study conducted in cooperation with Tacoma Public Utilities, concluding it was feasible and in the federal interest to construct a project with ecosystem restoration and water supply features. The project was authorized by Congress for three new purposes: water supply, ecosystem restoration, and Endangered Species Act compliance, purposes that compliment the dam's primary purpose, flood control.

A key component of the Howard A. Hanson Dam Additional Water Storage Project is improved fish passage, says Mike Padilla, project manager. Tacoma Public Utilities Water Division is the local sponsor for the project.

"The long-term goal is the reintroduction and survival of self sustaining runs of various anadromous fish – Chinook, coho, and steelhead — in the upper Green River watershed area," said Padilla.

This means there must be fish passage around the dam. This is being accomplished in two ways. For adult fish returning to the watershed from the sea, a trap and haul facility at Tacoma's headworks dam will transport the fish around both dams into the upper watershed.

For downstream passage, a state-of-the-art fish passage facility is being built for migrating juveniles and steelhead adults that have



Bill Boyle, Dam Equipment Operator, views the Hydrological Monitoring Computer to assure the auto-sensors are matching with the manual readings taken daily. This is to assure the regulators in Water Management are getting the correct information for their decisions on regulating flows in the river. (Photo by Nola Leyde)

David Wright, lead quality assurance for construction management, Seattle District, stands in front of the precast sections that are 20 feet high and weigh 150,000 pounds. The monoliths will be placed as part of the fish passage facility at Howard Hanson Dam, currently under construction. (Photo by Ashlee Richie)

spawned and are returning downstream.

The fish passage features include a new intake tower with new fish collection and transport facilities, a wet-well, fish screens, fish well, discharge conduit, fish hoisting and hauling facilities, and a new monitoring station. The design of the facilities is incorporating the latest technology and biological data. Currently, the intake tower portion of the facility is under construction. The entire fish passage structure is scheduled to be completed by 2009.

Engineered log jams, gravel nourishment facilities, and other fish habitat improvements on the Green River have already been constructed above and below the dam as part of the Additional Water Storage Project. Some of the new fish habitat construction is considered mitigation for the additional water storage. The new project will provide up to 20,000 acre-feet of additional water for the City of Tacoma and their project partners. Partial additional storage is expected to begin this year. -- Nola Leyde





A large crane is being used to place the monoliths, shown to left, as part of the fish facilities under construction at Howard Hanson Dam on the Green River. (Photo by Ashlee Richie)



John Cantlon, far right, and Mike Wolleat, contractor field superintendents for Traylor Bros., discuss work at Howard Hanson Dam on the construction of the fish facilities. (Photo by Nola Leyde)

Corps employee has soulful experience in Iraq

Solely because he cares, Dennis Graham, an Interpretive Park Ranger at Lake Washington Ship Canal Hiram M. Chittenden Locks, deployed in support of the U.S. Army Corps of Engineers mission in Iraq.

Though he left some big shoes to fill behind him — Graham has a busy job at the popular Western Washington attraction — his team supported his decision to deploy. His supervisor, Dru Butterfield, park manager, is currently filling in for Graham.

So when the call went out from Graham to the Corps team back home that he needed shoes for the Iraqi workers, the team quickly went to work to support his efforts. Why shoes? Graham thought it was the right thing to do after seeing worker after worker being turned away because of safety issues at a worksite in Baghdad, Iraq.

"The shoe idea came from an apartment renovation project. We had over 350 workers a day at the site. Most of them came from Sadar City, a six-by-six square kilometer area of Baghdad that Saddam put two million Shiites to live in absolute poverty. They are poor there, so poor that until we got here in 2003 they didn't have running water, sewers or electricity. And with the Corps involvement, they do now, but there is still no money," Graham said.

"These kids would show up to work with sandals or no shoes at all. We were turning them away because of safety, and they were so disappointed because they needed the \$10 a day the contractor was paying," he said.

When the district heard Graham's call for help, they were off and running, lacing together volunteers that could support the effort. The Seattle District headquarters became the drop-off point and point of contact for the program.

Col. Debra M. Lewis, district commander, never got the chance to put out a donation box for Graham at the district headquarters. After explaining the need at a Society of American Military Engineers meeting in September, a volunteer stepped forward. Retired colonel Howard Weber socked every bit of effort into it and before she knew it, more than 500 pairs of shoes and socks had been donated to the effort.

At the same time Pam Gumaer, executive assistant for the district, stepped into action. "Pam took the reins at the district and things started to follow smoothly from there," said Graham. She enlisted the help of two volunteers from the district, Jeri Moshier and Thomas Pitcher in the Logistics Office. Moshier and Pitcher jumped at the idea of helping and sorted the shoes into boxes that showed gender and shoe size.

"The work they performed behind the scenes deserves a tremendous round of applause," said Graham. "And because the shoes show sizes, all I have to do is hand them out!"

Getting the shoes to Iraq was not an easy task. It was tough going, especially since a lot of resources were being devoted to hurricane recovery in the south. Finding the right fit for the job was difficult, until Fort Lewis came to the rescue by providing Gumaer the name and number of a local shipping company. Without the help and assistance of two key individuals located at Fort Lewis, it is Gumaer's opinion that the shoes would not be where they are today. "This effort clearly demonstrates the 'power' of networking and the willingness of Americans to work together in order to assist one man in his dream to make a difference for those in Iraq," Gumaer said.

Pilot Air Freight, Kent, Wash., volunteered to ship the shoes. The company has a track record of donated air shipments in support of our men and women in Iraq, as well as those affected by Hurricane Katrina and the Tsunami.

"This company is absolutely amazing in what they are doing in support of our men and women around the world," said Lewis, who also lauded the efforts of Jerry Reed, transportation officer, and Alberta Banks, of Fort Lewis. "These two individuals are to be commended for

assisting us in finalizing this effort and doing the leg work in identifying the air freight company."

The shoes were sent out Dec. 16 and arrived Dec. 20. In an excited email, Graham proclaimed, "The shoes are here, the shoes are here, happy days, the shoes are here!"

Dennis Graham, right, poses with a guard who received a much needed pair of boots. Below, Iraqi workers sort through the shoes, looking for the right style and fit. (Photos provided by Dennis Graham)



In the email, he also sent the following message. "Thanks so much to all of you for all your help on this project. We are almost to the end of what has been a very long road, a road nevertheless with a very happy ending. Everyone please remember, none of this could have happened without you! From the bottom of my heart and the bottom of all the feet these shoes will be cradling soon, thank you. You are truly the best!"

Currently Graham is working to distribute the shoes at three different construction sites. He labels the experience a soulful one. The only other event that tops it so far has been Father's Day of last year when he was joined by his soulmate, his wife Caryn, who arrived in Baghdad to work with the Corps in the International Zone Resident Office.

"She is our administrative assistant here in our office. We have been all around the world together so we thought Baghdad would be another story we can tell the grandkids. It's tough at times working together; I worry about her safety when the rockets and mortars start to fall from the sky," he said.

"Caryn is the mainstay of the office; she keeps us all in line," Graham said. "Trust me, those are tough shoes to fill." -- Nola Leyde

Volunteer helps to build a program that makes a difference

Joe Marsh decided to volunteer to serve in Afghanistan because he wanted a challenge. He wanted to be a part of something unique that was making a difference.

Initially, Marsh thought that he would be overseeing construction contractors, but he ended up helping Afghan government employees obtain the skills they needed to build schools and hospitals for their country's future.

Marsh, who works as an environmental protection specialist at Seattle District, arrived in Kabul in May of 2005 and learned that he was being tasked with developing a new program focusing on capacity building for the Afghan ministries of Health and Education.

Capacity building's main goal is to give government employees the skills and training that they need to successfully build buildings and infrastructure to international standards. Afghans desperately need the tools and skills to be able to build schools and hospitals that will last.

Marsh represented the U.S. Army Corps

of Engineers and worked alongside the U.S. Agency for International Development (USAID). USAID and the Afghan Engineer District work closely together on several projects in Afghanistan.

From the beginning it was clear that the commanding officer had confidence in Marsh's ability to take on the task of coming up with a strategic program; however, Marsh wasn't so sure that he was the right man for the job.

"I remember expressing my concerns to the colonel in charge about not being able to do the job. His words for me were pretty clear. He told me I could either do the job or they could send me home," said Marsh.

"It was after that conversation that I realized I was the first person to undertake this task and that I could write my own plan. I realized that it had taken so much time and effort to get there and this was really the challenge I had been looking for," he said.

With his mission clear, Marsh set out to research other governments around the world who have developed capacity building programs to get a clear picture of the

strategic program that he needed to develop. His suggestion was a four-phase program that would help identify the problems, determine what training the workers needed, provide adequate training and finally, get feedback from the workers to see what else they might need to be able to build effectively.

He spent the first three months talking to employees and section chiefs to see what training they wanted and needed. After those questions were answered, they were able to have a good point to start from.

The next step was to organize the much needed training workshops. Topics covered in the workshops focused on basic construction techniques. Workshops included topics like how to build a wall properly and how to install plumbing and electrical to modern standards.

"If we teach them right the first time, then you'll have good, safe structures that will last," emphasized Marsh.

While Joe's deployment only lasted for four months, he is optimistic about the progress that will continue because of the program he developed.

He expressed that he would consider deploying again because of the rewards that came from helping the Afghan people obtain the skills they need to successfully rebuild their infrastructure.

"I don't think that there's anything that you can do at home that can match the experience of serving overseas. It's exciting to know that what I started will continue. I am really glad to be the first one after all," said Marsh. — Ashlee Richie



Joe Marsh, left, and contractor James Hayden, center, watches as an Afghan foreman prepares to teach a class on modern plumbing techniques.



Joe Marsh stands on a hill above the future Chil Dhuktaran refugee housing project to be constructed by Afghanistan Engineer District contractors and the local residents. (Photos provided by Joe Marsh)

Focus on Office of Counsel

Legal services regionalize, add new tools to track, serve

Under the impetus of USACE 2012, the U.S. Army Corps of Engineers Legal Services jumped aboard the regionalization train through the implementation of the USACE Legal Services Community of Practice (LS-COP).

The organizational goal is to operate the LS-COP as a unified and integrated system that ensures sound, timely and responsive advice and representation for its commanders and program clients. In the spirit of coordinated action, division and district counsel are kept in the loop of decisions and issues involving their divisions and districts.

The relationships between commanders/program clients and their legal counsel/advisors, at all levels, remain unchanged and are protected under the law as attorney-client privileged.

One key component of the LS-COP is the online USACE Legal Services Portal. This website offers links to the Chief Counsel's web site and seven practice groups as well as a link to a "community at large" site.

Each of these link destinations hosts topic-specific news, dedicated discussion forums, a virtually infinite document collection and a broad-based search capability.

Through the portal, Corps attorneys worldwide can post questions to tap the expertise of others, share breaking news stories, see recent court decisions and new legislation. Attorneys are encouraged to post documents to the collection to be used as models for other attorneys working on similar issues.

The portal provides a high speed highway for knowledge sharing amongst all Corps legal practitioners and it leads the way in helping us



Office of Counsel staff includes, left to right, Anna Dudek, Siri Nelson (chief), Ann Gerner, Stacy Johnson, Sue Leong, Richard Hynes, Craig Juckniess, and Mary Kellogg. Not pictured: Bruce Rohde and Susan Fink. (File Photo)

become a more functional "Learning Organization."

Additionally, Corps attorneys across the board help maintain the computer database Matter Tracking System (MTS) to catalog significant legal matters in a shared repository.

MTS provides substantial historical and contemporaneous data to Division and Headquarters regarding types of matter and volume of such items being handled at different offices.

So, in the spirit of good communication, if you have a question or need some advice, come on down to the O.C. (Office of Counsel) or give us a call! -- Anna Dudek

District recognizes heroes at deployee ceremony

Seattle District employees that deployed in support of the Global War on Terror were honored at a ceremony held Feb. 6 at Federal Center South. There have been 88 deployments of Seattle District team members in support of the Global War on Terror. This includes 58 civilians, some who have gone more than once, and eight who have deployed as active military or citizen soldiers. Currently there are 15 to 20 District employees deployed overseas in support of GWOT – meaning they are serving in Iraq and Afghanistan.

At the ceremony, deployees who served and returned over the past year were honored with medal presentations. LTC Kris Peterson, chief of the Department of Psychiatry at Madigan Army Medical Center, addressed the group on the stress of serving in a combat zone. Peterson served in 2003 as the executive officer in the 98th Combat Stress Control Detachment in Mosul, Iraq.

Pins for service in Iraq and Afghanistan, certificates for support at home, and a special presentation to a group that assisted with a shoe drive, were presented at the ceremony.

Awards included:



Col. Debra Lewis, District commander, presents Avril Jones, with a commander's medal for her service in Afghanistan. (Photo by Patricia Graesser)

Continued on Page 12

Around the district

Speaking Outreach

Gail Terzi, Regulatory Branch Environmental Analyst was invited to participate in a symposium at the Kogod School of Business at American University in Washington DC. The symposium, "Environmental Responsibility and Opportunities for Revenue Generation," was held on Dec. 8-9, 2005, and was an invitation-only event. Gail was selected as a Corps of Engineers regulator and invited to the symposium and presented on a panel, with Corps Headquarters Regulatory Chief, **Mark Sudol**, on the topic "Making Money Selling Environmental Credits - O.K. With the Government?" This was an innovative, thinking-outside-the-box symposium that brought together business school associates, regulators, big business, and wetland mitigation bankers to facilitate an exchange on how to bring an interdisciplinary approach/program to the Kogod School of Business.

On Jan 27, Feb 3 and Feb 10, 2006 **Gail Terzi** and **Tina Tong** participated in a panel discussion on Environmental Law for Washington State Park Rangers.

Departures

Andrea Takash, public affairs specialist, took a position at Huntsville, Ala., at the Corps Huntsville Center in January.

Pam Yorozu accepted a position at the Federal Aviation Administration (FAA) after 27 years with Seattle District.

Retirements

Mike Cristler retired in January, after spending more than five years as a negotiator in Construction Branch at Fort Lewis.

Gregg Takamura, Chief of Construction Branch, retired from the Corps in February with 34 years under his belt.

Phyllis Nichols, 36 years of federal service. Gosh, that sounds like a long time, but according to Phyllis, it seems like just yesterday. Like many others, she started her federal career as a student hire just out of high school back in 1969. She came to work for the Seattle District in July 1971 as a clerk-stenographer in Planning Branch. She worked in the Office of the Chief, Planning Branch; Basin Planning Section; and Environmental Resources Section. She jumped to Design Branch in September of 1976 and then to Construction Division out at the Ft Lewis Area Office in December 1982. She moved back into the district HQ building into Resource Management, Management Analysis Branch, initially on a 120-day developmental detail in October 1989 and has been in RMO ever since, ending her career as the district management analysis officer.

"Through my career, I feel very lucky I was allowed to take on additional duties beyond the scope of my job descriptions and make lateral career moves to obtain a variety of experience and background in the district," said Phyllis. "I also took advantage of many volunteer committee opportunities like the Youth Opportunity Council (yes, way back in the early 70s there was such a thing), Civilian Welfare Council, District Centennial Celebration Committee, Change of Command Committee, Toastmasters, plus the Management Intern Program. I figured that since I chose not to be geographically mobile, I needed to take advantage of every opportunity available to learn more about the District and show case my skills. Be All You Can Be – that was the Army's motto and I took it to



Phyllis Nichols, right, spends a light hearted moment with Col. Debra Lewis, commander, at a district event. (File photo)

heart.

"Sharing and caring are the hallmark traits of the people I've worked with in Seattle District —always willing to share their knowledge and experience to help me learn and improve and always caring about me as fellow human being. It's the people I will miss the most. I hope your life is as blessed as mine has been and will continue to be. And if in your travels you happen to see two people on a silver 1800 Goldwing, wave – it just might be Nic and me!"

Bob Kaiser, captain of the Puget, retired in January.

In Memory

Minor Muter Freed, a veteran of World War II, the Korean War and spent 30 years with the Corps' Seattle District, passed away Dec. 4, 2005 at the age of 97.

Bill Eng, former chief of Construction, passed away on Jan. 9, 2006.

Donald J. Nelson, retired district employee of 32 years, passed away Dec. 5, 2005.

Ethel North, retired district employee, passed away on Dec. 13, 2005.



Holiday cheer

Col. Debra Lewis, district commander, left, wishes Seattle District employees and guests happy holidays at the annual party held at Lake Washington Ship Canal. This year's party coincided with the annual locking through of the Argosy Christmas Ships. (Photos by Ashlee Richie)

Welcome to the district family



Savanna Noelle Jesse
Gaven's sister and daughter
of Stephen and Torrey Jesse
Information Management



Noah Bell
Grandson, 8 lbs, 14 oz
Sarah Rahman
Regulatory



Steve Thompson
Natural Resources
Operations Division



Rodney Furby
Financial Management Analyst
Resource Management Office



Leibnitz Watts
Computer Assistant
Information Management

Honoring those who serve

GWOT Deployees

January 2005 - January 2006

Michael Atwell
Teresa Blondin
Connie Burris
David Calhoun
Su-Chen Chen
Charlie Comer
Jacob Davis
Donna Decker
Mahlon Good
William Graney
Michael Greco
Lonnie Hansen

Reginold Haywood
Carol Hewes
S. Jim Hilario
Avril Jones
James Jones
Stephen Marchand
Joseph Marsh
Jay Morgan
Mary Morgan
Maria Or
Daniel Pearson

Michael Peterson
William Prater
Rodney Ralston
Mark Ross
Robert Smith
Dawn Sonju
Mark Springer
Norman Storro
James Valk
Rod Wittinger
Sara Young

GWOT AWARDS

Michael Atwell, Superior Civilian Service Award/Certificate Of Service, Gulf Region Division (GRD)
David Calhoun, Commander's Award For Civilian Service, Afghanistan Engineer District (AED)
Su-Chen Chen, Commander's Award For Civilian Service/Certificate Of Appreciation Gulf Region North (GRN)
Charlie Comer, Commanders Award For Civilian Service (GRD)
Lonnie Hansen, Commander's Award For Civilian Service/Certificate Of Service (GRD)
Avril Jones, Commander's Award For Civilian Service (AED)
James Jones, Achievement Medal For Civilian Service (GRD)
Michael Peterson, Commander's Award For Civilian Service/Achievement Medal for Civilian Service (AED)
Mark Ross, Achievement Medal For Civilian Service/Certificate of Service (GRD)
Norman Storro, Achievement Medal For Civilian Service/Certificate of Service (GRD)
James Valk, The Joint Civilian Service Commendation Award/ Commander's Award For Civilian Service (AED)

SUPPORT AT HOME

Annette Best
Dru Butterfield
Bruce Chadwick
Norm Clark
John Craver
Bonnie Ecker
Reginold Haywood
John Holmes

Dave James
James Jones
Lisajoy Lazo
Corey Loveland
John McAvoyn
Carey Mellott
Dean Mesenbrink
Dave Mills

Paula Mills
Rod Nixon
Mark Ortner
Jodie Ramsey
Ben Riddel
Aaron Throop
Frank Welter
Brent Williams

GULF REGION DIVISION PINS

Michael Atwell
Manuel Bejarano
Ronald Bertram
Teresa Blondin
Nancy Camp
Su-Chen Chen
Charlie Comer
Jacob Davis
Gerald Frazier
Mahlon Good
William Graney
Lonnie Hansen

Reginold Haywood
Neil Jacobson
James Jones
Sidney Jones
Jeanalle Klingman
Nola Leyde
Steven Marchand
Hugh Markey
M. Sue Morgan
William Prater
Jeff Qunell

Rodney Rolston
Christopher Schreiber
Roland Shumate
Norman Skjelbreia
Dawn Sonju
Norman Storro
Gregg Takamura
Bob VanMeer
Claudia Webb
Rod Whittinger
Steven Wright

AFGHANISTAN ENGINEERING PINS

Connie Burris
Matt Caesar
David Calhoun
William Graney

Jim Hilario
Avril Jones
Joseph Marsh

Daniel Pearson
Michael Peterson
James Valk



Shoe recognition

Col. Debra Lewis, right, presents a commander's coin and a certificate to Marty Boivin of the Society of American Military Engineers, a project organizer with retired Col. Howard Weber, to his right, in the collection of shoes to send to Iraq. Together, they delivered a half of ton of shoes that were shipped to Iraq. Standing next to Col. Weber is Jeri Moshier and Pam Gumaer. District support included Pam Gumaer, Jeri Moshier and Tom Pitcher. Not shown is Patrick Allen and Karla Reese-Beltrand of Pilot Air Freight, who provided the shipping to Iraq. Dennis Graham, a district employee serving in Iraq, made the plea for shoes for Iraqi workers. See story on page 8. (Photo by Patricia Graesser)

Flagship is published bi-monthly. Let us know when you're retiring so we can feature you in our next Flagship. We also want to know about professional accomplishments, speaking engagements, wedding engagements, marriages, births and memorials. Guest features are welcome, or if you just like to write, we want to hear from you. Please contact the editor, nola.r.leyde@usace.army.mil or (206) 764-6896.