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Flagship

SEATTLE DISTRICT

**Rainiest November ever
brings on flood fight**

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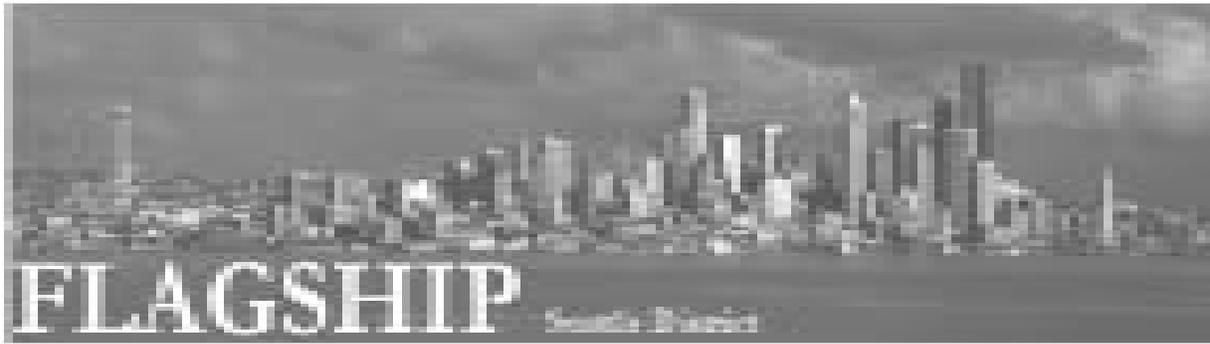
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U.S. Army Corps of Engineers

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Being a leader means sacrificing for the group

Leaders use any combination of persuasion, intellect, magic spells, free cookies, humor, political acumen, and surprising forms of generosity.

But regardless of how they do it, leaders must get their people to understand the reasons they should contribute their own energy. It's rarely by means of force or authority driven. Good leaders make people want to contribute and work hard.

In the early years of my career, I was fortunate enough to work on a variety of projects large and small, beginning with an opportunity to lead activities for design and construction of projects ranging from irrigation conservation for small dams to major civil works, such as Richard B. Russell dam and Tybee Island beach erosion projects. In my mid and late career I was challenged, by those who led me, to travel to foreign lands for the purpose of completing our mission abroad, both in Europe and the Middle East. Each of these assignments required different styles of leadership, adjusted for customs, customers, and language.

The one common thing for all of these assignments was the requirement that I shape my opinions and decisions around the greater good for the responsibility to the project.

Often this requires sacrificing your own interests and wants in favor of the needs for the project or program. You can only lead if you understand how you are being perceived by those who follow. Reality is the perception of those who follow you, and those perceptions drive the behavior of the followers or staff. You must be or become aware of these factors.

To me being a leader means you shape your opinions and decisions around the greater good of your project. This requires sacrificing your own interests and wants in favor of the needs of the project and the people working on it. It's possible to find ways to match your interests with the needs of the project, but it's the project which comes first.

You must have awareness of what you know or what you don't know. Knowing yourself, I believe, is more important than education/experience. Through self-awareness you are enlightened. Be aware of your abilities, your predictable strengths and weak-

nesses, and intuition. I see myself as an intuitive leader, meaning I must read the environment and be willing to act when appropriate. You must be humble and balance your personal life and your position of power for the greater good. A skill of reading the "Silent Language" is a major component necessary for the intuitive leader.

Over the years I have learned the "unspoken" communication will tell the true story about an issue or problem and is paramount to a leader's success. You must listen to fully understand what is spoken or not. Intuitive skills can be applied to practical situations and is a prominent factor involving the art of communication. Granted not all leaders share my views; but, they do understand

the reality and importance of shared values and embracing the idea of leadership.

Throughout my career I was blessed with several leaders who possessed these leadership talents. These mentors in my life understood the necessity of providing opportunities for those they lead to become skilled in problem solving and decision making. All of us must be given the ability to learn from doing. We, as leaders, must delegate and be willing to stand behind our staff even when faced with difficult decisions or possible failure. Throughout my career I have been very patient and have learned that to succeed as a leader you must choose your battles wisely.

It has been important to me to be a "turnaround" artist willing to take on projects which were seen as "projects from hell." If leaders take on these projects, others will follow in different assignments throughout the Corps, realizing all of our efforts matter.

Within our Corps family, we have many formally identified leaders. The Corps needs them all. However, I believe the "backbone" will continue to be the support these leaders have from their followers or the informal and unidentified leaders who walk among us on a daily basis. They step forward to meet the challenges and lead from the trenches for mission accomplishment. They may be followers, but are truly leaders and the backbone holds the heads of our Corps family. I give you my thanks for your years of support and assistance in reaching my goal and our Corps mission. - Mike Bevens



Mike Bevens, deputy for project management



Cover: Severe erosion on the Carbon River South of Bridget Street in Orting was discovered early on Nov. 7. If this had not been repaired promptly, flood waters would have spilled into downtown Orting. More photos and story, see pages 5 - 7. (Cover photo by Steve Miller)



This issue was especially prepared for Lisajoy Lazo, an emergency management specialist with the emergency operations office. She coordinates deployments and rental equipment. During the recent flooding she logged in an extra 100 hours. "I didn't do as much time as some of the flood team members; I was lucky enough to get to go home."

Flagship

- Col. Michael McCormick, Commander**
- Patricia Graesser, Chief, Public Affairs**
- Casondra Brewster, Editor**
- Nola Leyde, Contributor**
- Steve Cosgrove, Contributor**
- Dick Devlin, Contributor**
- Kayla Overton, Contributor**
- Elizabeth Townsell, Admin. Contributor**

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Viewpoint

The Gales of November – Pacific Northwest style

The phrase the 'Gales of November,' has special meaning for those of us from the Great Lakes Region.

These winds in my beloved home area are legendary. The Gales of November, or sometimes called the November Witch by maritime folks, are winds – normally accompanied by rain or snow – which can go from nothing to hurricane force in a matter of minutes. Many know the song called *The Wreck of the Edmund Fitzgerald*. It tells of the fate of one of the world's largest ocean-going freighters, snapped in half and sent to the bottom of Lake Superior Nov. 10, 1975.

During the fall in the Great Lakes, cold, dry air moves south from Canada and meets with warm, moist air moving north from the Gulf of Mexico, forming these intense storm systems. When the cold air from these storms moves over the waters of the Great Lakes, it is warmed by the water. This added heat postpones cold temperatures in the region. However, often times in November, two additional storm tracks will also meet over the Great Lakes. One travels southeast from Alberta (often referred to as an Alberta Clipper); the other moves rapidly from the central Rocky Mountains.

The meeting of all these storm system creates the weather pattern known as the November Gales. The winds move in a circle over the lakes maintaining hurricane-force winds up to 100 mph and producing waves more than 50 feet and dumping several feet of snow or rain. Because the lake water is warm, these storms can remain over the region for days.

The November Gales have been a constant cause of death and destruction historically in the Great Lakes Region with at least 25 killer storms since 1847.

However, in the Seattle area and all over Western Washington, the 'Gales of November' mean another thing, but with just as great an impact. It's the Pineapple Express.

The Pineapple Express is so dubbed because it comes from Hawaii – where pineapples are grown. It is a subtropical jet stream that brings warm moist air from the Pacific Ocean to not only those of us in Washington, but also our neighbors in California, Oregon, Alaska and the Canadian province of British Columbia.

If you speak to weather persons in the know, like Seattle District's Meteorologist Larry Schick, these conditions are often created by the Madden-Julian oscillation, an equatorial rainfall configuration which feeds its moisture into this weather system.

The combination of moisture-laden air, atmospheric dynamics, and the crescendo effect that results from the passage of weather over the mountain ranges, causes some of the most torrential rains – at least that this motor city maiden has ever seen. But this year, it's even made native Seattleites stand up and take notice.

"This isn't a normal rain," my spouse – a Seattle native – told me when I was watching our Snoqualmie Valley neighborhood street turn into a bit of a canoe trail.

The Puget Sound region from Olympia, Wash., to Vancouver, British Columbia, received several inches of rain per day this past November from such a Pineapple Express. It caused significant



The 'north bend' of the south fork of the Snoqualmie River is shown here Nov. 6, just before its crest at 61.17 feet. For the valley it is the second worst flood on record; the 1990 flood was greater. (Casondra Brewster Photo)

flooding in all major river basins in Western Washington and caused mudslides which closed our mountain passes.

District projects at Howard Hanson Dam and Mud Mountain Dam had to open their spillways to prevent reaching full capacity and in preparation of more wet weather to come. Officials have referred to the storm system as "the worst in a decade" as of Nov. 8.

In fact, the first few days of November were the wettest on record in district's history. Before hitting mid-month, we had already reached what would be the cumulative rainfall for the month, which was also nearly 20 percent of our annual rainfall for the region.

Through it all it was clear to me that the Corps, partnering with other federal, state and local agencies, had one goal in mind: keeping everyone safe and preventing damage wherever possible. That's a very comforting feeling.

See the article on pages five to seven for further proof of the efforts by our proud Seattle District.

Mother Nature – whether in the Great Lakes or the Puget Sound – can be pretty powerful. She can also be pretty unpredictable. You have to be prepared for anything.

However, what does seem predictable is that the Corps – especially my Seattle District team members – is on point, at the ready and very capable of providing flood damage reduction efforts throughout its area of responsibility.

So as the November Gales blow, or fall, as the case may be here in the Puget Sound area, people can feel confident that the Corps is ready, reliable and responsive – Casondra Brewster

Pay for performance is here...

National Security Personnel System changes become a reality for many Seattle District employees

Seattle District, along with the rest of the Corps, Army and Department of Defense (DoD) is moving towards a new personnel system, and sooner than you think.

The National Security Personnel System (NSPS) is fast becoming a reality in Seattle District. NSPS is a dramatic change from our current system and is designed to streamline many personnel practices, transfer numerous authorities from the Office of Personnel Management to DoD, replace the current general schedule structure with broad pay bands, align employee pay and pay adjustments with performance (using a new performance management process), and much, much more.

In short, it will change a great deal of what we have come to accept as normal in the personnel world.

Some things will not change under NSPS. Veterans will continue to have veterans' preference as they do today, and our leave benefits will not change. Our health and life insurance, TSP, CSRS and FERS retirement, opportunity to telework, flex-schedule, and credit hours, among other benefits, will remain as they are today.

Over the past several months, Seattle District has kicked off its transition to NSPS, along with much of the rest of the Corps, Army and DoD. We have formed a Project Delivery Team, drafted a Project Management Plan, communication strategy, milestone schedule, and executed NSPS classroom training for all of our current supervisors and managers. Seattle District supervisors and managers will be our first group, aka "spiral 1.2" converting to the NSPS system (on Jan. 21, 2007), so training until now has focused on these employees. In summer 2007, there will be a series of about 10-12 all day training sessions for more than 300 general schedule, non-bargaining unit employees.

Each employee will be required to participate in one day of training and complete the "NSPS 101" on-line training (available at <http://www.cpms.osd.mil/nsps/>) prior to the classroom training. This group, aka "spiral 2.0," is currently scheduled to convert to NSPS on Oct. 1, 2007. Wage grade and bargaining unit status employees will ultimately convert to NSPS at a future date. In the interim, our workforce will be covered under two separate personnel systems, the current, or "legacy system" as it's now being called, and NSPS.

There are a variety of players involved in our district transition to NSPS. The Commander and other members of the Corporate Board provide overall leadership and policy direction. Our Human Resources team will play a key role in educating and training the workforce and helping managers exercise their new roles and responsibilities. We also have a

Project Delivery Team composed of representatives from most of the major district offices; they include: Albert Candelaria, Lori Danielson, Patricia Graesser, Lt. Col. Leighow, Barbara Maciejewski, Mike McClellan, Siri Nelson, Larry Senechal, Judy Smith, Olton Swanson, Wayne Wagner, and Mark Ziminske. The team is led by Leighow, who is our designated transition manager for NSPS and Mark Ziminske, deputy NSPS transition manager. The team is beginning to formulate plans for next year and have identified several managers to support Civilian Human Resources Agency in delivering NSPS training to spiral 2.0 employees. Two of these, Richard Smith, chief, geotechnical and Albert Candelaria, chief, resource management, have undergone NSPS Training of Trainers and will participate, along with CHRA staff, on the training team in 2007.

Key to the performance management system under NSPS (we won't have TAPES anymore), will be developing new performance objectives which are aligned to our organizations mission and which represent the work done by all of the individuals represented in a given pay pool.

A pay pool is a group of approximately 50-150 employees with similar job functions. For instance, the majority of supervisors and managers at Seattle District will be in one "supervisory pay pool," and their performance evaluations will be conducted at the district level.

Many of these performance objectives are being developed by individual Communities of Practice (CoPs) around the Corps. For instance, the Engineering and Construction Division Chiefs, Operations managers, Planning group, Corps legal Counsels, Environmental Resources supervisors and Regulatory supervisors, to name a few, are all working on developing representative performance objectives which are applicable on a regional scale and allow for performance comparison across functional lines and, where applicable, on a regional or national level.

The new performance management system will include greater emphasis on individual employee performance, more rigorous accountability for interim employee performance reviews with supervisors and monitoring progress towards achieving performance objectives. Interim reviews and evaluations will be documented in a central, on-line automated information system that will be located in your MyBiz and/or MyWorkplace account.

The new evaluation process is somewhat more complex and includes not only performance objectives (similar to TAPES), but also measures multiple contributing factors including technical proficiency, critical thinking, cooperation/teamwork, communication, customer



focus, resource management and leadership, which can adjust a performance rating up or down. Furthermore, each objective will be "weighted," or given a certain percentage value by the supervisor depending on the importance of a particular objective to the job's performance. All of this makes for a somewhat more sophisticated performance management system than we currently enjoy and is designed to measure an employee's performance more comprehensively and more accurately.

Due in large part to the implementation of NSPS and the expected increase in supervisory responsibilities, particularly those associated with performance management, there may be a number of new supervisory positions created around the district to address those areas where we currently have high employee – supervisor ratios. These actions are still in the planning stage and are being coordinated through the various functional offices in conjunction with the Commander and our Human Resources staff.

So, change is in the air once again. And this time it is change with a capital "C," one in which we will not only have to learn the technical elements of an entirely new personnel system but also adjust to a new and profoundly different culture. There will be uncertainty and skepticism on the part of many, even fear of the unknown on the part of some. We all have lots of questions, and some will only be addressed over time as we transition, educate ourselves, convert and experience the NSPS for ourselves.

There is a lot of information available on the new system on-line. The DoD NSPS web site is a good place to start. There is also the Army site which can be found at <http://www.cpol.army.mil>. Both sites are frequently updated, and at the Army site individuals can sign up for email bulletin updates.

Moreover, our Human Resources team, NSPS transition PDT members and your supervisors who have already undergone NSPS training are also available. These are all resources that you should begin using now to address your questions and concerns about your own eventual conversion to NSPS.

Record November rains send district to fight floods in eight area basins

Record rains and roaring rivers tested the mettle of Seattle District in November. The region is known for wet weather, so the district has an experienced emergency management staff, with a cadre trained in flood response.

Pineapple Express. The storms started with a classic Pineapple Express, a chain of tropical weather stretching from Hawaii to the Pacific Northwest. A series of storms followed every few days, adding more water to saturated levees and rivers, and damaging roads, homes, farms, bridges, and water and sewage treatment plants.

In Washington State, Gov. Christine Gregoire declared a state of emergency in 24 counties. She then asked 11 counties be declared federal disaster areas. Two deaths were attributed to the massive storm, and more than 100 homes were destroyed.

"We saw extraordinary rainfall with the weather patterns giving us one storm system after another," said Larry Schick, district meteorologist. "The Pineapple Express was a big event, and likely the biggest for most of Western Washington since the historic floods of 1996 or even the epic 1990 floods. In some basins, all-time record high flows were seen. This was the wettest month ever recorded at Howard Hanson Dam, receiving more than 27 inches in November."

November is usually wet, but November 2006 will go down in



A view of downtown Sultan, Wash. as flood waters diluged the town Northeast of Seattle. (Snohomish County Photo)



Flood waters rush over Bendigo Blvd. right outside a major shopping area of North Bend, Wash., just east of Seattle. The Factory Outlet Mall and other businesses had to close due to the flooding. The Corps provided more than 15,000 sand bags and two truck loads of sand to the city of North Bend alone during the nearly two weeks of flood fighting. (Casandra Brewster Photo)

the history books as the wettest month ever for Seattle, with more than a foot of rain in as many days, and a total rainfall of more than 15 inches.

Flood fight. For Doug Weber, natural disaster manager, the yearly training and coordinating flood-fight teams for 17 river basins paid off.

The flood fight started on Nov. 5 and ended Nov. 17. The critical next step was to check the condition of the levees. Even with the flood waters receding, the fall flood season was in full swing and time was of the essence. Twenty-six flood engineers spent Nov. 18-19 assessing more than 120 levees in eight river basins on the Nooksack, Skagit, Snohomish, Puyallup, Chehalis, Olympic Peninsula, Cedar-Green, and Yakima-Naches rivers.

The teams, working with county emergency management officials, assessed levee damages, prioritized work, and identified structures needing repair, including temporary repairs. They found that nearly \$13 million dollars in repairs were needed.

At Mud Mountain Dam on the White River and Howard A. Hanson flood damage reduction dam on the Green River, more than a million dollars is needed to clean up damaged roads and the tons of debris that came into the reservoirs after the storm. At Mud Mountain, a mile-and-a-half of woody debris stretched up the reservoir.

Diane Parks, chief of operations division, learned a lesson from a flood earlier this year. The lesson was to communicate early and often with local officials and the public when the operation of a Corps project could affect them. With flood waters filling Mud Mountain Dam to 70 percent and more rain coming, the Corps needed to aggressively release water. The high flows were a concern to residents below the dam, and Parks spent several evenings and the weekend in Pacific, Wash., providing reassurance and information about the water releases.

Flooding

Continued from page 5



The two photos above show Mud Mountain Dam outflow area. The inset photo shows the outflow on Nov. 11 following record November rains over much of Western Washington. (Yvonne Kaiser Photo)



Ed Benton, left, and Vicky Silcox, compare load ticket information on the Carbon River near Orting, Wash. Several non-federal levees washed out in the area, inundating homes and farms. (Nola

Reservoir Control Center.

“The Reservoir Control Center (RCC) is the hub and first line of communication during flood fighting efforts to monitor, inform, and assess data,” said hydrologist Lynn Melder. The RCC coordinates and regulates the Corps’ dams, reservoirs, and other projects during floods.

With predictions calling for flooding throughout western Washington, the RCC began 24-hour operation Nov. 5 and continued through Nov. 8.

“The RCC reduces flood damage by storing the peak flood waters behind the dam during a flood, then safely releasing the water in a controlled and regulated way after the event,” said Schick. The Corps works in coordination with local cities, counties, and state governments to notify the public when they release water.

During floods, Seattle District regulates not only its own flood reduction dams (Howard Hanson and Mud Mountain dams), but also assumes control of Upper Baker and Ross dams on the Skagit River, and Wynoochee Dam on the Wynoochee River.

In the Skagit River basin, the Corps held flows to Upper Baker and Ross dams to minimum outflows until the Skagit peaked, reducing the flood stage downstream at Concrete, Wash., by about five feet.

When inflows peaked at Wynoochee Dam at 13,000 cubic feet per second (cfs), the Corps held back outflow, reducing the river stage downstream by about six feet.

Howard Hanson Dam on the Green River received peak inflows of 24,000 cfs, and the Corps held back outflow to 5,000 cfs, reducing the flood stage by seven feet.

Mud Mountain Dam held back inflows to the dam held outflow to 10,000 cfs.

The RCC staff returned control of the Mud Mountain dams to local control after they continue to operate. The Corps held back 100,000 tons of debris washed into the reservoir.

Debris removal. Working through the Mud Mountain Dam at 12,000 cfs, Seattle District crews of three arrived in Tacoma in mid-November.

Earlier in the month, a record in the Puget Sound region, Port of Tacoma officials cast, Port of Tacoma officials to keep the port’s major navigation.

The Puget and her crew



Skip Green, captain of the M/V Puget, had to disembark his command to direct pick up of debris which had hidden itself behind a pier in Tacoma’s Commencement Bay after the heaviest rains of November. The vessel’s crane operator, Roy Gonzalez was essentially “blind” from his position in the control cab on the ocean side of the pier and Green had to direct operations using a gaffe to steady the target and hand and arm signals to guide the hook onto the largest logs for pickup. (Dick Devlin photo)

Levees in S



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Snohomish County are overtopped by the rising waters, flooding farms and homes in the valley. (Photo by Norm Skjelbreia)

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task of removing unimaginable volumes of debris that had been scoured out upstream in the Cascade Range by the floods and carried into the federal channels at the Port of Tacoma by the Puyallup River.

The Puyallup empties runoff from the White and dozens of lesser streams and delivers it directly into Commencement Bay just south of the port's operations. The incoming tides pushed tons of debris back into the Hylebos, Blair, and Sitcum waterways, banging against container ships and threatening to foul their propellers, or worse.

The first day on station, Puget pulled 20 tons of organic debris from the waterways and bay, and kept up pace for several days.

For hours, the vessel's captain, Skip Green, maneuvered Puget from pickup to pickup while avoiding the much larger vessels – not always easy for a converted World War II seaplane tender. The maneuvering is to get crane operator Roy Gonzalez into position to make the snag, and then hand off the load to deckhand Brad Schultz to manhandle to the forward deck and trim off any excess length with a chainsaw.

One after another, they pulled trees, complete with root balls and leaves, some more than 90 feet long, from Commencement Bay. The crew is assigned to the district's Navigation Section, and normally works in the shipping lanes of Puget Sound

doing the same task. But this time they were in a "target-rich" environment created by major floods.

As the mission wore on, much of the debris had come ashore and littered the banks around the bay, or had been run under and behind docks by incoming tides. Tied off against a pier, Green helped guide Gonzalez to clear debris from the lee of the pier. Green used a pike, much as a logger would, to stabilize and position the wood for the crane to pick up. It's not every day workboat's captain disembarks to turn lumberjack.

With the day's take aboard, they headed back to a Corps-owned barge, which will hold the debris until The Puget tows it back to Seattle and turns it over to a contractor for disposal.

(Contributors to this story include Dick Devlin, Patricia Graesser, Nola Leyde, and Kayla Overton.)

Sustainable Removal of WWII Wooden Buildings moves ahead at Fort Lewis

Some 320 of Fort Lewis' World War II-era wooden buildings are scheduled for removal over the next four years.

What makes this project different is that the majority of the material generated from the demolition activities will be salvaged or recycled rather than ending up in a local landfill.

Fort Lewis expects to exceed the Army Chief of Staff for Installation Management's new mandate requiring a 50-percent diversion of non-hazardous construction and demolition debris generated by the removal of buildings, renovations, and construction on military installations.

"In fact, the contractor for this current project is well on its way to achieving above 95 percent diversion," said Elizabeth Chien, an environmental engineer for Seattle District.

The Corps contract for the removal of 12 buildings on North Fort Lewis, which include two-story barracks, classrooms and a gym, calls for a minimum 50-percent diversion rate with additional financial benefits to the contractor for achieving increasing diversion ranges.

"The concept, 15 years ago, was to look at an old building as something nobody wants, smash it to the ground, and send it to the landfill," said Matt Schultz, contractor project manager.

"Thankfully, the Army and the Corps of Engineers have recognized that, first of all, it costs us money to dispose of things in the landfill. Second, we're running out of real estate [for] landfills; and finally, we're sitting on a lot of (reusable) wood and other products that came from our old growth forests, so let's try to do deconstruction rather than demolition."

To be completely accurate, the work being done on North Fort Lewis is neither deconstruction nor demolition.

"A more balanced approach is to blend mechanical demolition with hand deconstruction. You want to find that sweet spot where you get maximum recovery without significant increase in cost," Chien said.

Contractors say reaching this new standard requires a change their approach to building removal. "Efficiency is the key," Schultz said. "We start off looking at a building and trying to understand what markets exist for what you're looking at. We only really get to discover what's in these buildings when we start peeling the outer shells off."

Markets for the majority of material have already been identified. Porcelain bathroom fixtures, aluminum, steel, clean wood, concrete, brick and painted wood are all segregated on-site for future transport to reuse markets. Additional items such as roofing material, plastic, carpet and window glass will go to recycling.

For example, two-by-fours, plywood, flooring materials, electrical power boxes and lights were donated to Camp Caisson, the detainee training facility on North Fort Lewis.

At least four guard shacks have been repaired so far and 100 additional two-by-fours have been stockpiled for future repairs and improvements.

Later, the contractor was approached by Sgt. Brett Miller, 82nd Cavalry, Oregon Army National Guard, who was looking for salvageable building materials. Miller was at nearby Madigan Army Medical Center for treatment of injuries sustained while serving in Iraq. While there, he wanted to find work for himself and other troops to do while they



Ken Smith, department of public works (DPW), Rebekah Barker, U.S. Army Corps of Engineers (USACE), Paul Steucke (DPW), Steve Perrenot (DPW), Matt Schultz, with the main contractor on this project, MCS Environmental, Elizabeth Chien (USACE) show off their sustainability work. (Brendalyn Carpenter Photo)

recovered.

Miller and the contractor made an agreement under which he and other troops could come to the site and take materials for small beautification projects around the installation. Some of their projects included picnic tables, BBQ pits, patios and storage shelves.

They also transplanted shrubbery from around the old buildings being demolished to new areas, such as into gardens and green space areas. The activity not only kept the troops active while recovering, but proved an extremely effective diversion tactic that also improves the appearance of the installation. One of the driving factors to finding alternative uses for some of the materials comes from people driving by this site who see something different from typical demolition.

"When you do traditional demolition and all you do is turn old buildings into toothpicks and shreds and throw it in the bin, people look at that and say, 'it's garbage.' But when you do something like this where you have intentionally segregated materials, rather than seeing a pile of trash, people driving by see a resource," Chien said.

In order to deconstruct these buildings the contract team devised a system that would be both cost effective and provide a high yield of reusable materials. They determined that the best way to remove the framing lumber was to cut large panels off the building and lower them to the ground with a long-reach forklift, a technique which proved to be a safe and very effective means of deconstruction.

A rough estimate of man hours and equipment times for building removal for the one story barracks is about seven days for a crew of seven at 10 hours a day. The two-story buildings take a little longer at 10 days for a crew of eight at 10 hours a day.

More important, perhaps, is the collaboration between soldiers and contractors to find ways to benefit both parties. The contractor has found a free waste diversion tactic, and the soldiers gain free building materials for mission training and to provide rehabilitation activities that also improve the aesthetics of the installation.

"The success of this project is based on a joint effort between Fort Lewis, the Seattle District and the contractors who all support a vision of recycling and reuse rather than disposal - in other words, sustainable building removal," Chien said. (Contributing to this article were Elizabeth Chien; Brendalyn Carpenter, Fort Lewis Sustainability Outreach Coordinator; Nathan Mowry, USACE, Engineer Research and Development Center and Dick Devlin)

Corps leader honored for life of civil rights activism



Oscar Eason speaks at a Seattle District function recently. (Patricia Graesser Photo)

Oscar Eason seems to know everyone there is to know in the Puget Sound area. Not only does he know them, he will introduce you. Oscar builds relationships, initiates dialogue and has a long tradition of advancing the cause of civil rights.

It is for advancing that cause that Eason was honored in November. The Pacific Northwest region of the American Jewish Congress honored Eason Nov. 29 with its 2006 Civil Rights Award for his efforts to advance civil rights in the region and the nation.

The American Jewish Congress presents this award to civic leaders whose stewardship has contributed significantly to the improvement of life in our community. "Oscar Eason certainly falls into that category," said Rick Harkavy, Executive Director of the AJC. "He is one of the most respected African-American leaders in our community."

Oscar Eason Jr. is a licensed professional engineer, assistant to the Chief, Engineering-Construction Division and value engineer at the Seattle District, U.S. Army Corps of Engineers. He is an Army veteran who served in both the Korean and Vietnam wars. As a civilian, he served in Operations Desert Shield and Desert Storm assisting the Kuwaiti government.

Formerly chief of mechanical and electrical-mechanical sections, he has 42 years of federal service. Most recently, Oscar Eason represented all employees of Seattle District in July's change of command ceremony, in which he assumed the role of sergeant major.

"His life mirrors the civil rights movement," said Harkavy. "What he went through when he arrived here in Seattle is what so many people went through."

In the community, Eason is legendary. He is area conference president of the NAACP (representing a four-state area), Chairman of the Washington State Commission on African American Affairs, and vice-president of the Seattle-King County Dispute Resolution Center. He is a past national president of Blacks in Government (BIG); and was also chairman, National Board of Directors, BIG; chairman, Board of Directors of Inner City Enterprises, Inc., San Antonio, Texas; and vice-president of the Northwest Coalition Against Malicious Harassment in Seattle.

The Council of Engineering Deans of the Historically Black Colleges and Universities selected

Eason as the 1996 recipient of the Black Engineer of the Year Award for Affirmative Action. He was also awarded the NAACP Benjamin L. Hooks Keeper of the Flame National Award in 1998 for his significant contributions to the promotion of civil rights and work in the area of equal opportunity.

"He's a man who creates bridges in this community," said Harkavy. "He is truly a unique person. When he had his surgery last year, we feared we might lose him. We wanted to share this joyous

event with Oscar and wish him many years of continued success."

Seattle city councilmember Richard McGiver has known Eason more than 30 years. "Over the years we've done a lot of different things together," said McGiver. "He's been a very enthusiastic civil rights champion through NAACP and BIG. He's a person who doesn't seem to lack for energy."

McGiver said Oscar is available when people call with an issue. He makes sure people's rights are reviewed. "He has pushed very hard for black people in business and in the public sector."

"Oscar is ever-present," said McGiver. "He has always been there for individuals who would contact him. He would help even with what may seem like simple problems – pointing out resources, processes, recommending actions – kudos to him for that."

For the Seattle District, Eason played an active role in establishing the Joint Executive Teams – a routine meeting of agency heads from the District and the City of Seattle, and the District and King County. The teams meet to discuss issues of common concern and to work together on local projects.

At Seattle District "Oscar has done a lot over the years to help individuals who thought they weren't treated fairly," said co-worker Horace Foxall. "Not just race issues, but basic human rights concerns – helping people to be treated fairly, like human beings. He has helped a lot of people." – Patricia Graesser



On the job

Patricia Bauccio staffs the Seattle District Emergency Operations Center overnight Nov. 7, recording important data from the eight different basins the Seattle District deployed tow during fall flooding in western Washington. (Photo by Nola Leyde)

Local architect achieves national honor



Horace Foxall addresses a group. (Patricia Graesser Photo)

Seattle District architect Horace Foxall recently returned from the Preserve America summit in New Orleans, where he met First Lady Laura Bush. Foxall was appointed this year to serve on the National Preservation Technology and Training Board of Directors, advancing the application of science and technology to historic preservation.

Foxall heads the Army Corps' Historic Preservation Center of Expertise, managing preservation projects across the country.

In addition, Foxall was reappointed by Governor Christine Gregoire this summer to the Washington State Advisory Council on Historic Preservation. The Council reviews nominations for

the state and national register of historic places and advises the governor on historic preservation matters.

One of the issues preservationists are grappling with at the national level, is how to keep the Preservation Act in step with modern demands. A big issue is meeting needs for security and accessibility while preserving the historic integrity of structures.

"The four points we need to look at are security requirements, risk assessment, consistent standards across government and public access," said Foxall.

After hurricane Katrina, Horace Foxall deployed to the Joint Field Office in Baton Rouge to support FEMA's environmental and cultural resources team. He and Lauren McCroskey served as liaisons and spokespersons with the Corps to ensure that FEMA's preservation responsibilities were satisfied.

Before he went down he said, "I get feelings about things, and when I saw the destruction there, I had a feeling I would need to go." Not long after, the phone rang and he and Lauren were down south for 90 days.

They served as liaisons between the Corps and FEMA, provided technical assistance and community outreach.

"FEMA needed technical assistance in carrying out our federal



Holy Cross home roof repair solution coordinated with FEMA, the Corps and the Park Service (Horace Foxall Photo)

responsibilities under Section 106 of the National Historic Preservation Act. I knew of Horace, and he came highly recommended by the Advisory Council on Historic Preservation," said John Ketchum, FEMA Federal Preservation Officer.

Ketchum said Horace proved especially effective as a liaison between the local community members and the agencies, learning about concerns for preservation that may have otherwise gone unheard. Horace was also instrumental in effecting a multi-agency and local government Programmatic Agreement for addressing Section 106 responsibilities, according to Ketchum.

"Horace worked with the Park Service to engineer a partnership to provide assistance for roofing repairs in the Lower 9th Ward's Holy Cross historic district," said Ketchum.

"There were a lot of challenges - there still are. However, recovery operations after Katrina and Rita brought together some of the best and brightest, and we were blessed to have technical experts like Horace and Lauren working with us."

In addition to his current assignments, Foxall has served on the City of Seattle's Planning Commission and Landmark Preservation Board and well as the Washington Governor's Art/Heritage/Preservation Task Force. — Patricia Graesser

Combined Federal Campaign hits goal with a little extra to spare

The Seattle District employees donated \$86,953 to the 2006 Combined Federal Campaign this fall.

The CFC Committee hosted a volleyball tournament, a charity fair and bake sales to raise donations for this year's campaign.

Corps employees had the opportunity to sponsor a volleyball team with donations going to their favorite charity or to the CFC general fund.

The Politically inCorrect Team raised \$910 and the won the double elimination volleyball tournament. The team, Phillip Castillo, real estate division; Rustin Director, planning branch; Glen Chihara, design branch; Jill Gough, design branch; and Sarah Mussach, government printing office received special recognition from Lt. Col. John Leighow with the presentations of CFC-logo embossed gym bags.

A three-on-three basketball tournament

was scheduled but was cancelled due to team members unavailability during the flooding.

Corps employees James Sydnor, security /law enforcement team) received \$1,667 in pledges and Isaiah Villafana, real estate division, raised \$608 in pledges for the Basketball Tournament. The sports tournaments raised a total of \$3,185 in donations.

Additionally, the CFC committee sponsored two baking events, a Halloween bake sale featuring awards for the spookiest baked treats, Eleacie Carter-Webb took first place with a "Spooky Kitty Litter Cake" and Sharlene Friel won first place in the silent auction bake sale with a wonderful carmel cake. The bake sales raised \$300 dollars in donations. — Patrice Arvie



Phil Castillo (left) and Rustin Director (right) received recognition in the form of a CFC-embossed gym bag from Lt. Col. John Leighow. The two were part of the 'Politically inCorrect' volleyball team that raised \$910 for the district's campaign. (Casandra Brewster Photo)

Welcome to the district family



Glen Tauscher,
Power Plant Mechanic
Albeni Falls Dam



John Wilson Merriam
Son: 6 lbs 11 oz
Barb Merriam,
Fort Lewis Area Office



Madeline Franke
Granddaughter: 7 lbs 15
Richard Franke, Libby Dam



Joseph Smith
Chittenden Locks
Welder



Douglas Thompson
Budget Analyst
Tech Support



Mary Clayton
Regulatory Support
Regulatory



Anthony Randolph
Construction Rep
Fort Lewis Office



David Muellerleile
Civil Engineer
Construction



Kayla Overton
Army Intern
Public Affairs



Brad Bradley
Civil Engineer
Malstrom AFB



Sue Hookano
Project Support
Records Section



Rebecca Havens
Office Support
Fort Lewis Office

Around the district

Retirements

Dean Schmidt, Chief, Engineering and Review Section, will retire on Jan. 3, 2007, after 25 years with the Seattle District and nearly 34 years total Federal service. In 2003 he was the recipient of the Northwestern Division Construction Management Excellence award. He said that one of the highlights of his career was being present at the very beginning when Seattle District regained military construction from the Sacramento District in January 1982.

Kathy LeProwse retired Nov. 3, having served 36 years with the federal government, 34 of which were with the Seattle District. The highlight of her career was working as a project manager in the environmental management branch on the Wyckoff-Eagle Harbor Superfund Site for the past 13 years.

In Memory

Howard Blood was a man who found many ways to serve – at home, at church, at the office and in uniform. He died Nov. 19 in Bellevue, Wash.

Howard served in the Army until 1981, serving in the Engineer Branch as Platoon Leader for Company C, 2nd Engineer Battalion; Company Executive Officer and Logistics Officer for the 44th Engineer Battalion, and Branch Civil Engineer for the 802nd.

Following active duty, he went to work for



Howard Blood, far right, during a recent deployment to Afghanistan, Blood along with fellow deployees, Lt. Col. Scott E. Short (far left), and Ed Flint, Korea Engineer District.

the Corps of Engineers in Korea in 1981.

Howard served with the Corps in Korea until 1987. He worked his way from GS-11 civil engineer for Plans & Inspection to a GS-13, supervisory engineer in military branch. He transferred to Huntsville in 1986 and went to work for the private sector in June 1987.

Howard couldn't stay away from federal service and went back in 1991 with the EPA in the federal facilities superfund branch. He was the EPA half of the Corps-EPA team on Bunker Hill clean up work, and actually worked on a detail for the Corps in 1996.

In 1997, Howard permanently returned to the Corps in the Far East District, serving there until the Seattle District had the good fortune to hire him in 1999 as the environmental management branch chief.

While his permanent position remained environmental management branch chief, Howard served a year as chief of engineering-construction, and then served in 2 separate deployments in Afghanistan.

Howard was a program manager in Afghanistan in 2005 and 2006, serving his country and the Corps in support of the Global War on Terror.

Departures

Kim Calhoun, industrial hygienist with engineering and construction after nearly 14 years with the Seattle District has accepted a position as a registered nurse at Tacoma General. She said as part of her job the variety of projects and the friendships developed during her career will well be missed.

Kudos

Courtney Wright, formerly the security assistant to the district, has graduated from the Navy Training Center Great Lakes, Ill. and now is in school in Virginia Beach, Va. She will be attending both advanced training schools as an intelligence specialist until about May 2007.



Courtney Wright

Postcards from the front....

Hello Seattle Family,

I just want to take this moment to let you know how much I miss all of you at home. This is my second deployment to Iraq. I consider it short compared to my last stint in Afghanistan. I came in during the summer month with temperatures reaching 118 degrees! That is all changed now since winter is here. No snow on the ground, no dust storm but a perfect weather at 60 degrees being the lowest. I feel totally safe in this place dubbed the "Green Zone," a fortress of its own. Inside these walls, you still feel the western world but outside the confinement of this area is a different image. There is no denying there is danger outside. It takes getting used to all the happenings around you making your senses more in tune with your environment. My primary job for the past four months is Budget Analyst responsible for the Global War on Terrorism (GWOT) OMA funding to do projects for the reconstruction of this country. It is both challenging and rewarding at the same time. My time will come to a close soon. Partaking in this country's history is what will remain in my heart. I will have stories, pictures and experiences I can tell my future grandchildren. Travel is education after all.

With this short note, I bid you goodbye for now until I see you very soon.

*Yours truly,
Connie Burris*



Connie Burris, Seattle District

Who we miss ...

Deployed to Afghanistan...

- Yolanda Melchert
- Paul Anderson
- Nancy Camp
- Claudia Webb
- Steve Meyerholtz
- Mark Springer
- James Hilario

Deployed to Iraq...

- Connie Burris
- Al Gapasin
- Norma Gapasin
- Susan Newby
- Bruce Nester
- Dennis Graham
- Su-Chen Chen
- David Loi

Deployed to Katrina Operations

- William Daniels
- Tim Sullivan
- Teresa Gavin
- Jack Frisell
- John Morelli



Beth Coffey presents a medallion to Lt. Col. John Leighow Seattle District Deputy Commander for the District's support during her one-year deployment to Iraq with the National Guard. (Patricia Graesser Photo)

Stay safe and come home soon!

*From your Seattle District
Family & Friends*