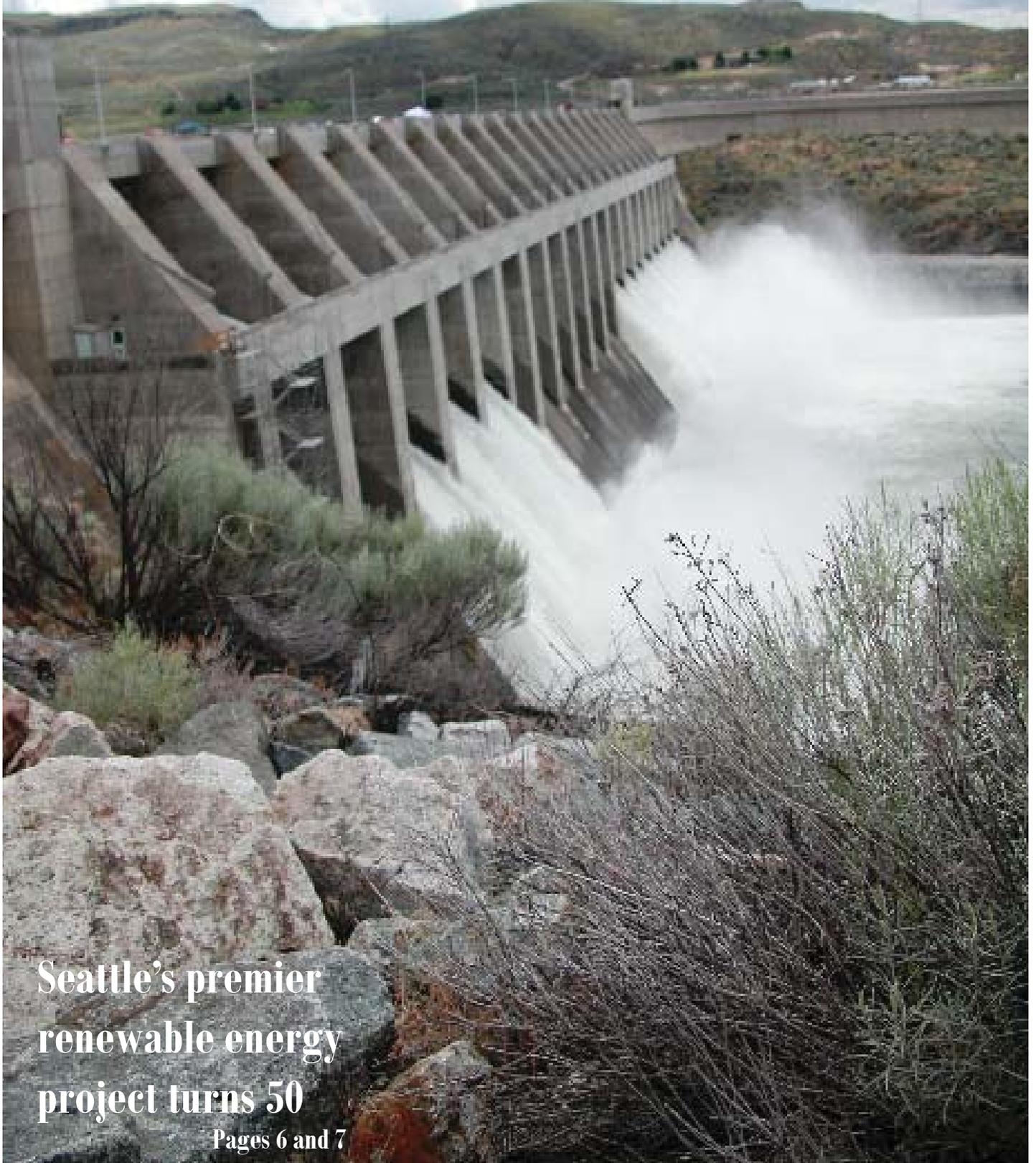




Volume XVII No. 4
July - August 2006

Flagship

SEATTLE DISTRICT



Seattle's premier
renewable energy
project turns 50

Pages 6 and 7

Inside this issue:

Commander's Column 2

Viewpoint: Civilian Corps 3

Corps family pays ultimate sacrifice in GWOT 4

Safety First — A ban on kite tubing in federal waters 5

Chief Joseph Dam turns 50 years old 6 and 7

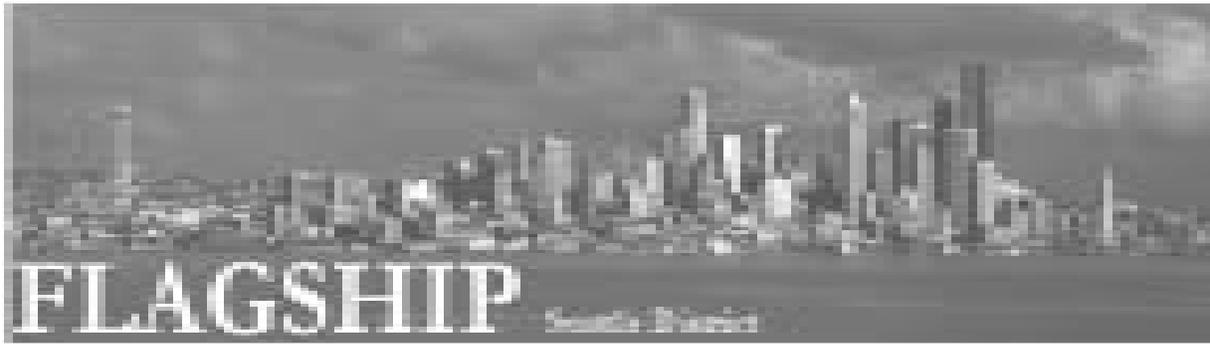
Lean Sigma Six improves regulatory process 8

Civilians earn corps designation 9

McCormick brings new era to Seattle District 10

Around the district 11

Welcome to the district 12



U.S. Army Corps of Engineers

Vol. XVII

No. 4

New commander focuses on mission

Seattle District Team Members,
 Thank-you very much for the very warm reception welcoming me to the Seattle District and the Pacific Northwest – it says a great deal about the people who are the Seattle District. I want to especially highlight the hard work that went into the change of command ceremony and the maintenance efforts associated with kitchen upgrades to the Cavanaugh House. I am indeed honored and privileged to be living in such a unique house and location.

With whirlwind stops on my cross-country drive at Libby, Albeni Falls and Chief Joseph dams, along with visits to Malmstrom and Fairchild Air Force bases, I was able to get some early appreciation of the many great accomplishments the district has achieved over the years, along with some of the challenges we face.

I have much work ahead of me in getting to know the many programs and projects within the district, but with your help, I'm confident I'll get up to running speed in short order.

The U.S. Army Corps of Engineers has a long and proud tradition of service to the armed forces and the nation. Indeed our organization ties to the Army are of such significance – one needs to look no farther than the words in the *Army Song*. The second line of verse resolutely talks of "building the nation's might."

At first glance, a nation's might is primarily measured in the capability of its armed forces. The armed forces of our nation are the objective standard throughout the world. And while, the centerpiece of any military formation are the Soldiers, sailors, Airmen, Marines and Coast Guard who fill the ranks, it is the design, construction and maintenance of living, working and training facilities that greatly enable the United States armed forces to recruit, train, project and employ combat power throughout the world like no other nation in history.

It is in this capacity that the Seattle District, with its supported military installations in the Pacific Northwest and voluntary deployments in support of Operations Enduring and Iraqi Freedom, assists in building the nation's military might.

A fundamental portion of our nation's might is also economic – fueled in part by its land and water infrastructure. Helping to build the water infrastructure integral to the economic might of this nation has been a 200-plus year mission for the both U.S. Army Corps of Engineers, and since 1896, the Seattle District.

It is a mission area we must continue to take very

seriously. However, we can no longer provide purely structural solutions for civil works projects that tend to be environmentally unsustainable.

The nation and the world have learned that environmentally sustainable infrastructure is good for the nation's long-term economic might and a responsibility we owe to future generations. You, the members of the Seattle District and the many equally dedicated area sponsors and partners here in the Pacific Northwest, have long embraced this necessary balance between economic development and environmental sustainability.

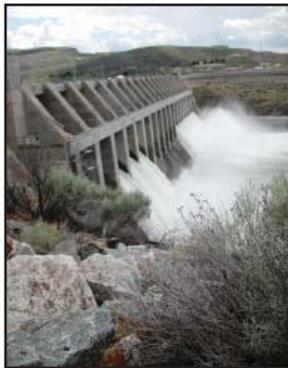


Col. Michael McCormick
District Commander

I want to also personally thank Lt. Col. John Leighow for his nearly two months of exceptional service as district commander. In addition to his performance during recent spring flooding in northern Montana and Idaho, he filled a critical under lap and enabled Col. Deb Lewis to deploy in support of Operation Iraqi Freedom.

A final thanks to Col. Lewis for her exemplary leadership of the District and in particular her unequalled efforts in enhancing both internal and external relationships. As she returns to service in Iraq, I know you join me in wishing her good luck and safe return to her family and friends from that extremely important assignment.

In closing, I very much look forward to serving as the 47th District Commander for the Seattle District, U.S. Army Corps of Engineers, and I pledge my best efforts in this capacity. You, the district's magnificent employees, will continue the legacy of service to the armed forces and the nation by designing, building, operating and permitting projects that continue to build the nation's military and long-term economic might in an environmentally sustainable way.



Cover: Chief Joseph Dam project is 50 years old. See more photos and story on celebration of this engineering marvel pages 6 - 7. (Cover photo by Dick Devlin)



This issue was especially prepared for Beatriz Jimenez, customer service representative, Resource Management. She dutifully and without complaint ensures folks are paid correctly and on time. If you're in processing or out processing, you'll likely see her smiling face.

Flagship

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

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Check out the online edition of **Flagship** at

www.nws.usace.army.mil

Viewpoint

Civilian Corps forms Army's foundation

Those in the Army family have always appreciated the contributions of the officer corps and the noncommissioned officer corps. Now there is a third "corps" — let's hope the appreciation is there, as well.

The Army's officers are admired worldwide for their level of training, professionalism and ability. They are the leaders who guide the most effective fighting force our country has ever had.

The Army's NCOs are the envy of all other militaries. They are the men and women who get things done — the backbone of the Army. But another group has held a vital place in building today's Army and keeping it at a high state of readiness. Those are the Department of the Army Civilian workers who build, maintain, manage and direct the resources other "corps" make use of.

Last week, the Army announced the official recognition of a "Civilian Corps," complete with its own creed. Perhaps this action will highlight Civilian contributions that might otherwise go unnoticed.

The Army is a lot smaller than it was just a couple of decades ago — yet its combat power is proportionately much greater. That is largely due to the increased reliance on civilians to run the facilities on which Soldiers live and train.

There used to be a great many Soldiers who dedicated their careers to running the Army's infrastructure. If a toilet in the barracks clogged up, you called the plumbing section at public works and a couple of privates first class would show up to fix the problem. Everything from mowing lawns to handing out towels in the gym was done by Soldiers. But that meant that tens of thousands of men and women in uniform were unavailable to conduct military operations.

In the dramatic decrease in the size of the Army following the fall of communism, planners saw that one way to maximize capabilities while holding down the numbers of troops in uniform, was to get Soldiers doing things that had to be done by Soldiers. Those uniforms were pulled out of garrison operations and replaced by Civilians — usually in far smaller numbers.

Now, many old Soldiers probably thought that replacing hundreds of Soldiers with dozens of Civilians would lead to a serious drop off in the level and quality of support. But the opposite has been the case. Any

rational observer would have to say that Army installations are better run, with better facilities, than they have ever been.

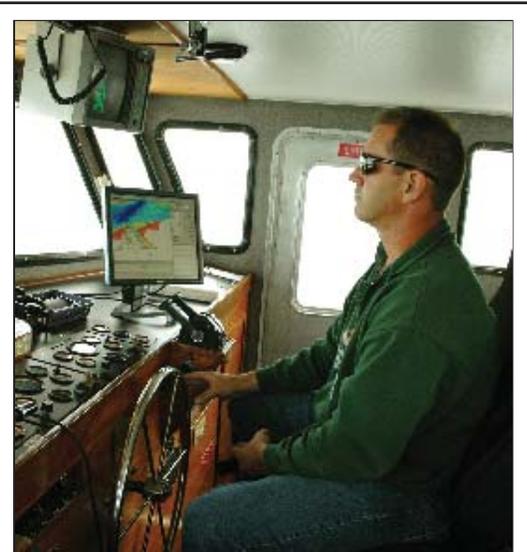
There is still a bit of distrust in some Soldiers' minds toward Civilian workers. I have seen it from both sides. My decades in uniform included several incidents when I thought Civilians on post had not done all they could to serve the needs of my Soldiers. It was easy to stereotype from those few who let me down.

Then I retired and came back to work as a Civilian. Now I see every day the same professionalism and dedication to accomplishing the mission in my Civilian peers that I saw in the Soldiers around me when I was still in uniform. Today, all over the globe, Army Civilians are supporting Soldiers in every way imaginable. Whether they are maintaining a firing range at Fort Lewis, or analyzing information in the Green Zone in Baghdad, they are performing duties vital to Army success.

I don't know that recognizing our Civilian workforce as an official "corps" is going to have much effect on them. I doubt that anyone will work harder or do more than they did before the announcement. But I hope the creation of this third "corps" opens the eyes of some of the other members of the Army team. For just as sure as the officer corps is the brains of the Army guiding what it does, and the NCO corps is the backbone of the Army and makes things happens, the Civilian Corps is the foundation on which both the others stand. -- David W. Kuhns Sr.

*Editor's Note: Kuhns is the editor of the **Northwest Guardian**, the official newspaper of Fort Lewis, Wash.*

We want your thoughts, stories, ideas, successes and all-around input. Our Flagship is only as good as the input we can get. So, don't be shy! Send us an Email for something to appear. Know an employee that the Flagship should be dedicated? Doing something in a new and better way? Tell us about it! Email casondra.brewster@usace.army.mil.



On the job

Shoalhunter skipper, Tom Garity, of Seattle District's Navigation Section, holds the survey vessel on a steady course which is depicted on his computer monitor in real time. The vessel was recently conducting an annual update of existing channel-depth data. Photo by Dick Devlin

Corps Family sacrifices continue in Global War on Terror

Fort Lewis area office employee's grandson killed in action in Baghdad

His grandson's and his own life were parallels. The two loved movies and books. They both loved the Pacific Northwest. Mostly, they both loved being a Soldier.

The parallels between U.S. Army Corps of Engineers, Seattle District employee, Steve Rossingol and his grandson, Sgt. Justin Dean Norton were remarkable, according to Rossingol.

"We were even wounded on the same day in battle – only three decades apart," Rossingol said. A Vietnam Veteran, Rossingol, assigned as a combat medic with the 25th Infantry Division, was wounded on June 24, 1970. For his bravery, Rossingol received a Bronze Star, a Purple



Steve Rossingol, contract specialist, Fort Lewis area office, reflects on the parallels between his and his grandson's lives. Photo by Casandra Brewster

Heart, an Army Commendation Medal, a Good Conduct Medal and a Combat Medic's Badge. Then he returned home to his family and eventually went to work for the Corps.

That's where his grandson's life took a different path.

Norton, a Calvary scout assigned with 4th Infantry Division, was killed in action on June 24, 2006, near Baghdad when an improvised explosive device detonated. For his service, Norton received the same awards and medals as his grandfather, with the exception that Norton was given the

Combat Infantryman's Badge. But when Norton returned home, it was in a flag-draped casket.

The family held memorial services over the 4th of July holiday weekend, remembering their son and brother.

"As far as Justin's memorial service my thought at the time and still is that, some of us look at the 4th of July as barbecues with the family and friends and fire works," Rossingol said. "We sometimes forget

what it has taken to become and stay independent. Our young men and women have given a lot, sometimes it's a limb, sometimes it is more than a limb, then there is the ultimate sacrifice that one can give: Life. Justin was one that gave his all, in everything he did, unfortunately he was one that gave his life. I am very honored to be Justin's Grandfather.

"Everyone here (at the Corps) is sorry to hear of his passing and they've been very supportive of my loss, my family's loss," Rossingol said. "I have my good days and bad days. But the mission comes first. Just like Justin and his Soldier's creed."

Norton signed up for the Army before even graduating from Rainier High School, as he'd planned since he was in kindergarten.

"Justin was really officer material," Rossingol said. "But he had a strong calling to enlist and be a Soldier now."

Before leaving for basic training, Norton spent the summer working at the Mills and Mills Cemetery in Tumwater, Wash., as a groundskeeper.

"He would make an extra effort to ensure that the Veterans' Memorial at the cemetery was specially maintained," Rossingol said.

It's in that Veterans' Memorial where Norton's ashes will be interred on July 22.

Rossingol, a Corps employee with 32 years of service, said all of the arrangements are what Norton wanted. Before he left, he had spoken to his mother about the possibility of being killed and what his wishes were. He wanted to be cremated, and he wanted a scholarship fund to be set up.

"Justin was a really aware young man; his commanding officer said as much, too. He was very sensitive and had the needs and feelings of others always in the forefront of his mind. He saw a need to help the youth of Rainier, Yelm and Tenino," Rossingol said. "Had he not been killed, he and his brother, Dean, would have attended college together."

The scholarship fund information can be found at: <http://www.justinorton.net/scholarship.htm>.



**Sgt. Justin Dean Norton
1984 - 2006**

Family Photo



Soldiers from the 4th Infantry Division pay final respects during a memorial service held for Norton in Iraq. He was the 2,521st soldier killed in the Global War on Terror. Family Photo

The funeral had a high attendance not only from the Rainier community, but from high-ranking military officers from Fort Lewis and even Gov. Christine Gregoire.

"It was important for everyone to be there and show support," Rossingol said. "It was nice that these folks came out. I especially appreciated the Patriot Guard (Riders), who came out to show support. I thought that was very cool."

The Patriot Guard Riders is a motorcycling club that has organized to show respect to fallen servicemembers, their families and their communities while also shielding the mourners from interruptions created by any protestors.

Continued on page 5

Safety note

Kite tubing grounded on many federal lands

Extreme water sport enthusiasts who were looking for some wild rides on federal lands are grounded indefinitely, especially if they were planning on kite-tubing.

Kite tubing is fresh twist on traditional tubing where a person rides on an inner tube towed behind a boat. In kite tubing, an up to 10-foot diameter inflatable device forms a disk-shaped 'kite' and becomes airborne. While the boat travels at speeds between 25 and 35 miles per hour, the kite-tube rider can fly at heights of up to 60 feet, changing altitude by pulling on the tow rope, and steering by shifting his or her weight.

The most popular brand bears winged skulls and the statement: "Never kite higher than you're willing to fall." In April, the Sporting Goods Manufacturers Association named the kite tube its 2006 Product of the Year.

But it wasn't the banner year sports enthusiasts or the manufacturers were hoping for with federal agencies questioning the safety and outright banning the sport on its real estate.

In mid-June the National Parks Service moved to prohibit the sport in its Glen Canyon recreational area to include Lake Powell. The restriction also applies to parasailing and kite boarding, according to a NPS news release. The move to stop allowing the activity was in the wake of several injuries requiring medical airlifts from the park.

By the end of June, the U.S. Consumer Product Safety Commission had issued a national warning about the dangers of kite tubing. In their warning the CPSC that two deaths with the use of such water sport products since April of 2006 and more than 12 serious injuries associated with the kite tubing, including a broken neck, punctured lung, broken ribs, broken femur, and chest and back injuries.

Before the Independence Day holiday and shortly thereafter, Corps districts in Little Rock, Sacramento and Tulsa had banned kite tubing at all the lakes it controls. Portland District followed suit in early August.

P.J. Spaul, Little Rock District, recently told reporters that in their area the kite tubes were becoming increasingly popular and that the inflatable platforms aren't cheap entertainment.

"These kite tubes are expensive -- \$600 or \$700," Spaul said. "We hope to keep people from going out and spending money on them before we tell them they're not allowed."

But before consumers could rush out to see what all the fuss was about, the manufacturer, Sportsstuff, Inc., of Omaha, Neb., initiated a voluntary recall of about 19,000 Wego kite tubes sold in the face of the safety investigation by the CPSC. By July 13, reports of serious injuries had climbed to 39.

In a letter posted on the company's Web site addressed to people who purchased kite tubes, Sportsstuff CEO Leroy Peterson said the company has been unable to determine the causes of the serious injuries and deaths of kite tube users that have been reported.

"While Sportsstuff does not believe that the products are defective or unreasonably dangerous, in an abundance of caution, Sportsstuff is cooperating with the U.S. Consumer Product Safety Commission to

withdraw the kite tubes from the market and undertake a voluntary recall to replace those in the possession of consumers with products of comparable value."



Kite tubing is a relatively new extreme water sport where an inflatable 'kite' is attached to a motorized boat and dragged along much like a water ski or traditional inner tube. With the boat's speed between 25 to 35 miles an hour, the kite tube will take a person beyond 30 feet in the air. Illustration from Wego kite tube container.

In the Puget Sound area, park rangers and safety officers within the Seattle District have not observed any such activity on its recreational waters. However, safety officials within the entire Northwest Division and the entire Corps are taking looking at this activity with careful consideration. Lynda Nutt, manager, National Operations Center for Water Safety, located within the Walla Walla District, is participating in a headquarters task force to review the use of kite tubes on Corps lakes. Nutt and the others on her team are scheduled to then make a recommendation to the Director of Civil Works. — *Casondra Brewster*

Sacrifice

Continued from page 4

The protestors remind Rossignol of his time returning from the jungles of Vietnam.

"I don't want to see any of our young women and men spit on like we were," he said. "Our government asked us to do a job and we did the best we could. They're doing the same."

Rossignol is quick to say that Norton's sacrifice is not the only one. "We all make sacrifices," he said. "And we will continue to do so — whether those sacrifices are great or small. But we need to support the men and women — Soldiers and Civilians — just not in Iraq and Afghanistan, but throughout the whole world. It's important to let them know we care."

A contract administrator specialist with the Fort Lewis area office, Rossignol would deploy to Iraq himself, he said.

But his combat injuries during his service in Vietnam prevent him from doing so. He said he really admires his colleagues who do volunteer to go.

Rossignol recalls times when Norton was younger and they would have movie marathons, staying up late into the night just watching movie after movie together.

He said Norton and he shared a love of the movie *Lethal Weapon* and its sequels.

"I think it was our favorite because it was the good guys after the bad guys and making things right in the world." He pauses and then said, "That's what Justin gave his life doing." — *Casondra Brewster*

Chief Joseph Dam Project turns 50

A mix of then, now comes together for celebration

All of the original construction veterans who came to the party are now retired.

All of the highly-polished, vintage automobiles on hand for the celebration are now "classics" and are treated with kid gloves by their owners.

None of them is doing what they were doing 50 years ago.

Yet the fact that the Chief Joseph Dam turned 50 in June doesn't prevent it from carrying out its original purpose: produce electricity – lots of it.

At today's prices, the project still turns out more than \$1.2 million worth of clean, renewable hydroelectric power each day, every day.

That makes it the largest-producing, Corps-operated hydroelectric dam in the nation. Only "that other dam" a few miles up the Columbia River turns out more...the Bureau of Reclamation-operated Grand Coulee.

To recognize the engineering achievement, more than 200 interested people gathered at the project known by locals as "Chief Joe" or, simply, CJD on June 12 to commemorate the dam's coming on line for the first time in 1956.

After a great picnic and under bright sunshine, with nine of 19 spillway gates teeming with water as his backdrop, Mark Jenson made welcoming comments noting the most important element of the CJD project has always been the dedicated people who built it and those who continue to operate it to this day.

"They are what have always made this project such a success...day to day, every day. It's been our people," he said.

Speaking for the Colville Confederated Tribes, John Sirios, tribal cultural preservation administrator applauded the project's 50 years of service and made special note of the continuing, good faith efforts made by the Corps over the years to ensure that the Colville's fishing, cultural and religious interests are factored into decisions made concerning operations at the dam.

In closing the program, Lt. Col. John Leighow, acting district commander, told the audience what a marvel of engineering CJD was and still is, saying that projects like Chief Joe help cut our dependence on offshore oil.

He highlighted the facts that hydro-power is domestic and that hydropower is



John Sirios, Cultural Preservation Administrator for the Confederated Tribes of the Colville Reservation, recalls some of the positive experiences his people have had with the dam over the years since its construction.

efficient, converting 90 percent of available energy into electricity.

"Here in the areas serviced by this dam, we are not dependent upon foreign fuel supplies and their possible interruption in order to generate electricity," he said.

The project, through the Bonneville Power Administration, delivers electricity for use in Oregon, Montana, Idaho, California, Wyoming, Utah and Nevada in addition to the bulk of the supply which goes to the Everett, Wash., area north of Seattle.

He labeled the cost of the original project, \$145 million, as "An unbelievable bargain even in 2006 dollars."

He also recognized, by name, the 20 veteran construction workers who were able to make the trip to the site and personally presented each with the Seattle District Commander's Coin for what he called "extraordinary service to the Corps and to the Nation" and passed one to each veteran as part of a hearty handshake.

By the way, should anyone ask the question "How much reinforced concrete was used in the building of CJD," the answer is 2.2 billion cubic yards: enough to build a two lane highway from the dam site all the way to Salt Lake City. – Dick Devlin



Ranger Laura Beauregard provides packets of information to N... items, each packet containing... BELOW: Washington state... the safety briefing provided... the powerhouse for an hour...



s 50



...prepares to present one of the construction veterans' Mr. and Mrs. Bill Stinchfield. Among other unique ... ed a commemorative "booney hat." ... 's First Gentleman, Mike Gregoire, listens intently to ... l before he and the rest of the VIP tour-group entered ... r-long walkabout.



ABOVETOP: In the highlight event of the day for the construction veterans, Lt. Col. John Leighow, acting Seattle District Commander, presented each with a Seattle District Commander's Coin. Last on the list was Roy McCulley who examines his while shaking hands with Leighow. **ABOVE BOTTOM:** A part of the Coulee Cruisers' car show atop the dam's spillway, this classic 1947 Chevrolet B3100 pickup sports license plates from 1947, the same year in which construction on the dam was started. *Photos by Dick Devlin*

Lean Six Sigma probes regulatory process in Seattle

Some critics complain about the Corps' permitting process; some ask for improved simplicity and consistency.

At the end of May, a Corpswide team came together to evaluate the way in which Seattle District processed Individual Permit applications to improve process efficiency.

The team included Northwestern Divisionwide participants, headquarters staff, consultants, and Regulatory customers (such as Port of Seattle, and the Washington Department of Transportation) and used a method called a value stream analysis, a part of the Six Sigma process improvement analysis.

Six Sigma is a method for eliminating defects (driving towards six standard deviations between the mean and the nearest specification limit) in any process.

The value stream analysis of process-flows separates steps that add value from steps that do not. Steps that do not add value are identified for either elimination, in the case of unnecessary work, or minimization.

Seattle District Regulatory Branch Chief Muffy Walker admitted she was skeptical about the plan initially. "Six Sigma, from what we'd read, applied to manufacturing. We aren't making widgets in Regulatory, and we are a service agency."

However, once the consultants started the process of the value stream analysis, the benefits of the methodology became clear.

"We tracked the individual permit process from the second an application comes in the door to the second when an applicant leaves with a decision," said Walker.

The Individual Permit process analysis team sought to "conduct a factual, scientific, defensible review of regulated activities to ensure compliance with applicable laws and regulations, provide appropriate environmental stewardship and protect the public interest; while allowing for the reasonable use of public or private property."

The team determined that the metrics by which they would

measure future success included flow time (measured in days), touch time (measured in hours), percentage of no turn backs, and percentage of on-time delivery to 120 days.

The team agreed it was important to change to meet 120-day delivery objective, reduce downtime, react quickly to changing regulations and make the best use of limited resources.

"The consultants [Simpler, Inc.] did a great job of leading us though and showing us to apply the analysis to our process," said Walker. "Our customers were very supportive too, offering to continue to participate if needed. And the other Corps participants were really looking to help Seattle District and also to apply what we learned more broadly."

The team developed a "future state" map that reduced time and wasted effort, and developed a corresponding action plan. In addition, what the group learned in Seattle District will be combined with what has been learned at their sites and best practices shared Corpswide.

"We came up with a lot of actions to improve the process — 22 within Seattle District—and have already taken action on several of them."

What they found was that simple actions such as offering applicants the opportunity to come in to the office to sign permits can save 10 to 15 days over mailing the permit back and forth for signatures, according to Walker.

Another idea they are pursuing is to establish a "triage group" to take in new applications, check them for completeness and send out letters to applicants.

The evaluation focused on internal Corps procedures, while acknowledging that key elements of the permitting process are not Corps-led, such as other agencies' processing time for consultations under the Endangered Species Act and the amount of comments generated during a comment period. Endangered Species Act compliance consumes 250 days of the 300+ days of the Individual permit process.

There is a hope that the same type of analysis done on the Corps' process might be conducted on the service agencies' process for evaluating biological assessments and completing coordination. — Patricia Graesser

The value stream analysis yielded the following results:

Measurement	Before	After	% Change
Total steps	52	32	-38%
Flow time	336 days	287	-15%
Manual Cycle time	144 hours	123	-15%

Army centralizes Lean Six Sigma curriculum with course at Army Management Staff College

FORT BELVOIR, Va. — The first Lean Six Sigma course using a curriculum approved by the Department of Army turned out 18 graduates June 21 at the Army Management Staff College at Fort Belvoir, Va.

Before HQDA's initiative was proposed last October, individual commands were responsible for teaching their own Lean Six Sigma course, according to Diane Gilbert, lead instructor and senior consultant with George Group, which was selected by the Army to teach the course.

"What HQDA did is make a centralized curriculum so everyone throughout the Army gets the same training," she said.

The two-week course began late June when the students spent a week learning the basics of Lean Six Sigma, which is a merger of two processes: Lean, which aims to identify

and eliminate waste in order to increase speed and flow; and Six Sigma, which uses statistical controls to improve a process' quality and effectiveness.

The course focused on the define, measure, analyze, improve and control processes, said instructor Tony Swain, of George Group.

"Instructors also pointed out the waste that occurs between such steps as waiting for a response, travel and other aspects that could be streamlined to make the overall process more efficient in regards to time, money or resources used," Swain said.

"Lean Six Sigma focuses on organizing process steps, not people," he added.

The course was taught through lectures, computer work, hands-on exercises and group work.

"The instructors were very good and

experienced in Lean Six Sigma," said Kathryn James, who works for Headquarters, Department of the Army.

The main group exercise was a simulated budget process that the class had to streamline. The students also had to pass a 50-question final exam before receiving their certificates.

"The exam was tough," said Sam Bertling, an analyst with the U.S. Army Space and Missile Command. "It was open book and note, but we only had an hour to take the test so you could only look up a couple of things."

Graduating the course is the first step students must go through to get their LSS greenbelt designation. The second phase is leading a group project that will streamline one

Continued on page 9

Civilian workforce earns Army's corps designation

Dedicated individuals seen as increasingly important, at home and overseas, in global war on terrorism

Civil servants have reason to hold their heads a little higher thanks to recent recognition from Army leadership.

A joint memorandum last month from the Chief of Staff and the Secretary of the Army created the Army Civilian Corps to acknowledge ongoing contributions from the Civilian workforce.

The designation as a corps is intended to unify Civilians, according to the June 19 memo. It "embodies the commitment of these dedicated individuals who serve as an integral part of our Army team," said Francis J. Harvey, Army Secretary, and Gen. Peter J. Schoomaker, Army Chief of Staff.

The senior Civilian on Fort Lewis, Garrison Deputy Commander William Crane, said the timing of the formation of the corps was no accident. The challenges of the Global War on Terrorism have brought the civilian force more into focus and led to formation of the ACC.

"I don't know if Civilians are so much

overlooked," Crane said. "The media focus on what Soldiers are doing and rightfully so. They are the ones engaging the enemy."

In the current conflict, however, Civilians find themselves playing increasingly more complex roles in more world-wide assignments.

"Army Civilians...have been a key part of the Army structure," Crane said. "Many in garrison are volunteering to take assignments in theater. With the complexity of today's equipment and technology... more and more civilians are deploying."

The Civilian force left behind in garrison also assumes an increasingly important role, according to the deputy commander. They also prepare Soldiers for combat and safeguard their loved ones while they are away, providing stability and continuity at home. "(Their jobs are) to make sure the

Soldiers have the best facilities, equipment and training to...prepare for deployment, as well as maintain quality of life for the families remaining behind."

To accompany its new recognition, the

Army Civilian Corps arrives with its own creed — "a very concise, simple-to-understand message that conveys the values we believe in," Crane said.

The creed also serves to ground civilians in their roles as Army team members.

"I think it will be valuable," said Crane, "to look at it and say 'I am a valuable member of the team and this is why I'm here.'"

(The creed) will continue to remind (us) of our mission, our role and what we hold important." — *By Don Kramer*

Editor's Note: Kramer is a staffwriter for the Northwest Guardian, the official publication of Fort Lewis, Wash.

Civilian Corps Creed

- I am an Army civilian – a member of the Army team.
- I am dedicated to our Army, our soldiers and civilians.
- I will always support the mission
- I provide stability and continuity during war and peace
- I support and defend the constitution of the United States and consider it an honor to serve our nation and our Army.
- I live the Army values of loyalty, duty, selfless service, honor, integrity and personal courage.
- I am an Army civilian.

LSS

Continued from page 8

aspect of their organization.

For example, Lt. Col. Mike Strozier, who deals with force management for the Army, is working to make the force-validation committee process more efficient.

"We want to reduce the time it takes and possibly the number of times it has to be done," Strozier said. "The ultimate beneficiaries of this will be the combat commanders because they'll have ready units."

One challenge the graduates will have is making the lessons, which came mostly from the corporate world, relevant to the military environment, said Maj. Tom Davies who is a command analyst with the U.S. Army Special Operations Command, Fort Bragg, N.C.

"The major difference is that the corporate world is profit motivated and you get rewarded for saving money. In the military, you have to spend all of your money, usually in specific ways... but the lessons can be transferred with some creativity," Davies said.

Upon completion of their projects, the graduates will be responsible for helping the Army complete its institutional transformation, HQDA's Director for Business Transformation Clifton Dickey said.

"This is very important," Dickey told the class about their graduation. "The Army has transformed operationally, but we haven't fully grasped it institutionally. We are using Lean Six Sigma to do that." — *Army News Service*



Music at the Locks

The West Seattle Big Band entertains a crowd of about 200 people during one of its appearances during the 17th annual concert series at the Hiram M. Chittenden Locks in Ballard. The concert series runs every Saturday and Sunday during each July and August. The performances are free and open to the public. Photo by Casandra Brewster



Change of Command

July 27, 2006, Seattle District

Above: Park Ranger Brian Carter presents yellow flowers to the Col. Michael McCormick's sisters Maureen and Margaret, and sister-in-law Becky, as a symbol of welcome to the Seattle District family in the beginning of the traditional change of command ceremony held on the Hiram M. Chittendon Locks grounds in Ballard, Wash.

Right: McCormick passes the U.S. Army Corps of Engineers Colors to Acting Sergeant Major Oscar Eason, Jr. as outgoing commander, Col. Debra Lewis and Brig. Gen. Gregg Martin standfast. Symbolizing the key to the change of command is the passing of the unit's colors. The acceptance of the colors by the new commander from the old commander symbolize the transfer of the responsibility of command.

Below: The 56th U.S. Army Band, commonly known as the I Corps Band, from Fort Lewis, Wash. performed under the direction of Chief Warrant Officer David Downer throughout the ceremony. - Photos by Steven Cosgrove



Around the district

Speaking Outreach

Jeff Lauffle, PM-PL-ER, attended the American Water Resources Association's Summer Specialty Conference on Adaptive Management in Missoula, Mont., June 26-28, and spoke in two different sessions. He presented a paper, "Adaptive Management of an Endangered White Sturgeon Population: The 'Kitchen Sink' Approach." He also participated on a panel entitled "Integrating Adaptive Management in Ecosystem Restoration by the U.S. Army Corps of Engineers: Overcoming Institutional Challenges."

Co-panelists included representatives from Corps Hqtrs., the office of the Assistant Secretary of the Army (Civil Works), and the Chief of Engineer's Environmental Advisory Board. Audiences consisted of technical specialists and managers from a variety of organizations.

On July 13, **Jeanette Fiess** and **Elizabeth Chien** gave a brown bag presentation to both the Business Center (Karen Peterson and her group) and the Small Projects Group (George Henry and his group) on how the Corps and Seattle District are addressing sustainability and specifically the Army's and Ft. Lewis' sustainability goals within projects.

Discussions included how projects executed by the Business Center and the Small Projects group can incorporate Ft. Lewis/Army sustainability elements into their specific projects.

Departures

Ashlee Richie, Army Intern, Public Affairs Office, departed July 14 for her hometown of Chattanooga, Tenn. Ashlee plans to move to Chicago before March, when she will marry former Seattle District employee, Casey Ehorn.

Pam Graney, Logistics Management Office, was accepted into the Defense Intelligence Agency graduate program. She left Seattle July 21 for Washington, D.C., to attend this highly prestigious program.



Pam Graney

Congrats and farewell, Pam!

Bryce Jones, environmental engineer, departed the Seattle District on July 17 for Heidelberg, Germany, where he's accepted a position with the Department of Public Works for the Army there. He spent the majority of the last year deployed to operations in Afghanistan.

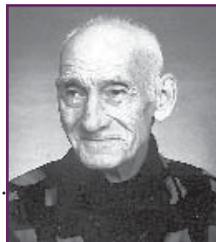
Capt. Matthew Bryant, Project Manager with the military branch departed July 12 to pursue life as a civilian.

In Memory

Nels Morrow passed away at home on the afternoon of July 4. Nels was the admin officer at the Libby Resident office.

James Monroe Harris passed away in the arms of his family on July 15 after a long and courageous battle of Chronic Obstructive Pulmonary Disease.

He joined the Corps in 1958 as a civil engineer and had a 20 year career that brought him many awards, accomplishments and friends around not only the continental United States, but Alaska as well.



James Harris

Neil H. Twelker, 85, died July 22 in Seattle. He graduated from Ballard High School and then attended the University of Washington where he graduated in 1942 with a Civil Engineering degree. After a short teaching career at UW, he went to work for the U.S. Army Corps of Engineers.

Several years later he formed Neil Twelker and Associates, the third oldest geotechnical engineering firm in Seattle; he retired in December 2005. He was the geotechnical engineer responsible for the "Imperious blanket structure" and interceptor relief tunnel on the right bank of the Chief Joseph Dam, which at the time saved \$6.5 million and is still one of the largest earthen structures ever built.



Neil H. Twelker

Twelker was also the principal consultant on the largest caisson ever sunk on the North American continent (in the St. Lawrence Seaway), as well as the consultant on the rerouting of the Puyallup River, which provided valuable flood control. More recently he was active as a principal member of the group of professional engineers trying to save millions of tax payer dollars by advocating the Alaskan Way Viaduct be saved by retrofit. His life-long engineering philosophy was to find cost-effective solutions to complex engineering problems.

James Fred Walsh, Jr. died on May

11. He was a veteran of World War II. Following his time in service, he obtained his Law Degree and moved his family to Seattle in 1952. It was then that he began his long career with the Corps of Engineers, retiring in 1982 after years of serving as the Chief Council of the Seattle District.

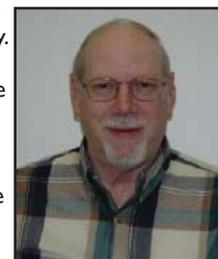


James F. Walsh, Jr.

Retirements

William G. Seibert, mail and file clerk with the District's Real Estate Division is retiring Aug. 31 after 42 years of federal service, 25 of which were spent in service to the U.S. Navy.

He's been with the Seattle District for more than 18 years, maintaining files and implementing several new improvements to ensure files were accurate and readily accessible. He said that he will miss the people he works with very much, but not the commute.



Bill Seibert

Kudos

DesSetta Smith, Environmental Resources, received her Bachelor of Science in Human Services from the University of Phoenix this month.

Alicia Austin-Johnson and **Lori Danielson** have both recently completed their Masters of Arts degrees at Antioch University's Center for Creative Change! Alicia has completed her degree in the Environment and Community Program with a thesis entitled "Improving the Sustainability of Ecological Restoration." Lori completed her degree in the Whole System Design Program with a thesis entitled "Organizational Change from the Bottom Up: A Team Approach." Theses and other relevant information can be found on the EOP/Sustainability Team Groove site.

Please contact Lori Danielson for access to the site.

Anna Dudek received the Corps E. Manning Seltzer Award in July. This prestigious annual award is given to a Corps attorney who has made special contributions to the Corps' legal services mission.

Dudek was recognized for her litigation support in the Moses Lake suit, a nationally significant case involving TCE contamination at the former Larsen Air Force Base near Moses Lake, Wash. Her efforts included a painstaking review of 750,000 pages of documents, attending numerous hearings and depositions, and drafting an affirmative cost recovery brief for the Department of Justice.



Anna Dudek

Dudek also served on the committee that planned and carried out the Worldwide USACE Legal Services conference in 2005, and she recently graduated from Seattle District's Leadership Development Program.

Welcome to the district family



Abran Soria
Seasonal Park Ranger
Mud Mountain Dam



Alicia Sutton
Seasonal Park Ranger
Libby Dam



Ben Simmons
Seasonal Laborer
Libby Dam



Brent Williams
Powerhouse Mechanic
Libby Dam



Cassondra Hughes
Seasonal Laborer
Libby Dam



Dan Creveling
NRM wildlife laborer
Chief Joseph Dam



Gary Downey
Laborer
Libby Dam



Faye Greenlee
Summer Gardener
Lake Washington Ship Canal



Crystal D. Decker
Seasonal Park Ranger
Libby Dam



Jacob Shaver
Seasonal Laborer
Libby Dam



Mike Hickey
Security
Chief Joseph Dam



Dallas Wamsley
Seasonal Park Ranger
Libby Dam



Jared Bleasdale
Seasonal
Mud Mountain Dam



Jason Nixon
Seasonal Laborer
Libby Dam



Jeffrey Zwang
Seasonal Laborer
Libby Dam



Jim Ellwood
Seasonal Park Ranger
Libby Dam



Jim Avila
Park Ranger
Libby Dam



Brian Pettitt
Compliance Coordinator
Operations - Tech Support



Ryan Bowe
Seasonal
Mud Mountain Dam



Lea Castor
Seasonal Laborer
Libby Dam



Larry Henson
Seasonal
Libby Dam



Krystal Murphy
Seasonal Park Ranger
Libby Dam



Korrin Kenck
Seasonal Park Ranger
Libby Dam



Kelsey Kenck
Seasonal Laborer
Libby Dam



Sam Staples
Equipment Operator
Mud Mountain Dam



Sarah Becker
Seasonal Park Ranger
Libby Dam



Shaun Masters
Dam Equipment Mechanic
Howard A. Hanson Dam



Dustin J.S. Lehman
Laborer
Albeni Falls Dam



Todd Byington
Powerhouse Mechanic
Libby Dam



Kyle D. Winterfield
Laborer
Libby Dam

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