



The Seattle District

Vol. XII, No. 3
July-September 2002

Flagship



SEATTLE DISTRICT
CORPS OF ENGINEERS
REMEMBERS

THEY WILL WATCH US
REBUILD
RECOVER
PREVAIL

THE ONES STILL
STANDING
CARRY ON



In this issue

- Telework—2 points of view
- Civil Works highlights
- Deadly serious game of earthquake readiness
- Cy Jones' Arctic trek
- Flood fighters ready to respond
- Exploding relics aren't small potatoes
- Who are you—disaffected victim, live to work...?
- Algebra on Trial

In commemoration of those who lost their lives Sept. 11, 2001, after attacks on New York, the Pentagon, and all of America. Cover design by Maria Or.

Col. Ralph H. Graves, Commander
Dave Harris, Chief, Public Affairs and Editor
Patricia Graesser, Contributor
Steve Cosgrove, Contributor
Leslie Kaye, Contributor
Maria Or, Contributor
Shannon Chenoweth, Editorial Assistant and Photographer
Kim Carlson, Photographer



US Army Corps of Engineers
 Seattle District

Flagship is your news and feature magazine, published quarterly. If you have news, suggestions for articles or ideas you think would be useful for *Flagship*, we'd like to hear from you. Send your ideas to the editor at the address below or call the Public Affairs Office at (206) 764-3750.

Flagship is an unofficial publication authorized under AR 360-1, published by the Public Affairs Office, Seattle District, U. S. Army Corps of Engineers, P. O. Box 3755, Seattle, WA 98124-3755. The views and opinions expressed are not necessarily those of the Department of the Army. Questions may be sent to the above address or by e-mail to:

david.g.harris@usace.army.mil
 Check out the full edition of *Flagship* or a shorter *Flagship Express* online at www.nws.usace.army.mil

This issue was especially prepared for Sonya Lira and the Seattle District family.



Col. Ralph H. Graves

Commander's Notebook

Why PMBP?

For 14 years the Corps has been working to implement Project Management (PM). In July we in Seattle started the latest push, called the Project Management Business Process (PMBP). We conducted a Town Hall meeting that was also broadcast to computer screens across the district. You can review the briefing slides or the Town Hall video at our intranet Strategic Teams website. Still, I want to address again a question that keeps coming up, "Why are we doing this?"

The PMBP campaign aims to consolidate past progress toward PM, strengthen and standardize processes across the Corps, and introduce a new computer program (or more correctly a linked family of programs) called P2. As a result we anticipate being able to manage our work more efficiently, better control time, cost and quality, and better communicate project information among project team members, customers and other parts of USACE. The improved standardization and communication will in turn enable us more easily to form project teams across multiple districts, better employing the talent of the Corps.

In the coming 18 months or so the three major activities of PMBP will touch every member of the district. The first activity is the Curriculum. Every employee should have the first two compact disks and will receive more disks later. The cd's are based on the Corps PM regulation, ER 5-1-11, August 2001, and the PMBP Manual, now in final draft. Individuals will review material on the cd's and linked websites and then discuss in groups what they have seen. The first two disks are pretty basic, but they raise important questions. For example, "Do we consider customers to be part of the team and do we know what they want in terms of time, cost and quality?" We in Seattle District do well in many PMBP areas, but I believe the Curriculum will help us identify directions for further improvement.

The second major activity is adjusting our processes to mesh with those described in the PMBP Manual. For all our strengths and undoubted success in delivering projects, many Seattle District processes are poorly defined. So our PMs and teams often spend time figuring out how to accomplish routine tasks. The Manual defines broad processes that will be consistent across all of USACE, but that still leaves a lot of room for individual districts to determine details that will mesh. We'll take full advantage of this opportunity to

(Please see bottom of page 3)

Limited value

By Dave Harris

I was an early advocate of telework—the concept of working at home or at an alternate worksite. I worked on a prototype of the Internet called PLATO when I was a journalism instructor at the Defense Information School. I graded a lot of papers and donated time to stay at the office until midnight every Tuesday to publish a newspaper that a fellow instructor and I established.

Why couldn't I grade and edit at home while students put their stories on PLATO?

I told my idea to another fellow instructor, a dull PhD who, I thought, would relish the chance to work quietly at home. Not so. He reminded me that interaction with students and faculty was the most enjoyable part of the job. He, like me, loved to do lunch. He went into a long dissertation about how eating was just an excuse for people to get together to socialize and enjoy fellowship. He convinced me. I've tried working at home since I've worked at the Corps. It's lonely. Mike Deering, Hydrology & Hydraulics Section, says his wife, Lori, has been teleworking for 10 years and gets tired of talking just to Boomer, their dog. Not only that, but I found that missing meetings or trying to schedule around them is a nightmare. The notion of working on email at home for maybe an hour a day is the most attractive part of telework for me.

What I'm reading, however, is that many employees in the private sector, eager to sign a telework agreement a few years ago, are now asking to return to the workplace. Besides the reasons I mentoned, home is not the distraction-free utopia people think it is.

Personality type has a lot to do with whether it would be good for someone. And, I've found, someone else gets stuck with the walk-in traffic. Not only that, but someone may think one gets the short end of the deal because his or her job isn't suitable for telework. Is this equal opportunity?

I know. Someone who teleworks must be trustworthy and all that. How do I tell someone she's trustworthy but you're not?

You may think telework is catching up with the rest of the world, saving rent and contributing to retention. I don't see it. Instead, I see folks with more than one desk. Show me the data—the Seattle District savings.

I think telework may be five years behind those who are coming back to the office to look their co-workers in the eye.

Unlimited value

By Steve Cosgrove

Working from home isn't exactly a new concept. Until the Industrial Revolution, many worked at home – as farmers, butchers, bakers and candlestick makers. In the Industrial Age, mass production and economies of scale mandated a centralized workplace. Workers had to be at the factories and mills to function. The commute was born. This old industrial workplace paradigm has migrated into the Information Age. But the central resources are now electronic, with high-speed, worldwide access. While much work still requires a human body in a particular location, other work doesn't. There is an emerging workplace paradigm – telework.

If work can be successfully accomplished from home or an alternative location – why not? Or more to the point – why? What exactly is the value of telework? A few known benefits:

It reduces traffic congestion, stress on road and bridges, energy consumption, and parking requirements. It improves air quality, saves office space and expands the location and availability of employees, increasing customer access. It extends employment opportunities to people with disabilities and accommodates employees with health problems who might otherwise retire on disability. It provides services when the office is closed after a natural disaster, inclement weather, etc. Telework played a large role in the aftermath of 9/11/2001.

Telework improves the quality of work and increases productivity, according to 70 percent of surveyed managers. It improves morale and reduces stress by giving employees more options to balance work and family demands. Finally, it reduces frustration, tension and fatigue by reducing commute time.

No one is forced to telework. If you're more comfortable in the cubicle beehive, involuntarily socializing with everyone within 10 meters, listening to their collective telephone buzz, hearing them sneeze and catching their colds, and emailing someone who sits six feet away, then don't rush off to telework.

But if you have a job that doesn't require your physical presence, try telework, even one day a week. In 2001, the number of teleworkers in the United States jumped 17 percent over the previous year to 28.8 million workers.

Futurist Alvin Toffler's prediction: "Work is not necessarily going to take place in offices or factories. It's going to take place everywhere, anytime."

(Commander's Notebook, continued from page 2)

improve the structure for work by documenting our processes in a conveniently referenced system.

The third major PMBP activity is fielding the P2 automated information system (AIS). Disappointments with CEFMS and PROMIS have left many people skeptical about new AISs, and the objectives for P2 are very ambitious. It's a tough challenge, but everyone involved, including Lt. Gen. Flowers, knows how important it is that we succeed. Basing the system on off-the-shelf Oracle products should help. P2 fielding is on an aggressive schedule that includes a demonstration for the

Chief in October, pilot testing in Ft. Worth District in December and Corps-wide fielding starting in May 2003. Our job is to ensure that our computer hardware, our business processes and our attitudes are ready when P2 arrives in Seattle.

If we do it right, implementing PMBP will help our teams deliver timely products and services to our customers even better than before. That's well worth the investment.



Going Strong—Highlight of Seattle District Civil Works

Compiled by Maria Or

Study Phases

Puyallup River Basin Study

A reconnaissance study is underway in the Puyallup watershed to investigate opportunities for ecosystem restoration and flood damage reduction.

The non-federal sponsor for this project is Pierce County. Other participating entities include the Puyallup tribe, King County and cities in the basin.

The feasibility phase is scheduled to initiate June 2003. The study will cover the historic Puyallup River Delta and the Puyallup, Carbon and White rivers.

Chehalis River Basin Ecosystem Restoration

Sponsored by Grays Harbor County, this feasibility study is evaluating the water resource needs of the entire Chehalis River Basin.

Environmental restoration and flood damage reduction opportunities are being studied to both recover the degraded ecosystem, primarily for salmonid recovery, and provide ancillary flood damage reduction benefits to the basin. Feasibility study completion is anticipated by December 2005.

Lake Washington Ship Canal Basin Restoration Study

The Lake Washington Basin Restoration Study team is evaluating two

water-related issues in the greater Lake Washington basin.

The team is studying improved salmon migration and survival through water conservation and changes at the Hiram M. Chittenden Locks. They are also researching the creation of specific habitat improvements throughout the basin and estuary for fish and wildlife. The listing of Puget Sound Chinook as a threatened species has strengthened the need for specific habitat projects in the basin.

Sponsored by the city of Seattle and King County, phase one of this study is scheduled for completion by September 2004. Phase two completion is anticipated by 2006.

Puget Sound Nearshore Ecosystem Restoration

A General Investigation Reconnaissance study conducted in 2000 found that major human modifications along the Puget Sound shoreline have resulted in a significant loss in estuarine and nearshore habitats.

The purpose of this feasibility study is to identify the fundamental causes of ecosystem degradation within the Puget Sound Basin and evaluate potential solutions to restore and preserve critical nearshore habitat.

Sponsored by the Washington Department of Fish and Wildlife, this study is anticipated to be completed within six

years, followed by preliminary engineering and design to be completed within two years. Restoration and preservation construction is projected to begin in 2008.

Skagit River Flood Damage Reduction

The area considered for flood damage reduction in this feasibility study begins downstream of Sedro Woolley. Sponsored by Skagit County, it continues south through the cities of Burlington and Mount Vernon and on to Skagit Bay.

A complex computer hydraulic model of the Skagit Basin has just been completed, and average annual flood damages are being computed. Principal alternatives currently being evaluated in detail include a diversion of flood flows to the northern Swinomish channel, setback levees, and urban ring dikes.

The goal is to develop a plan that fits federal law and policy within the capability of the local sponsor. The completion of the feasibility study phase is anticipated for September 2004.

Engineering Design and Construction Phases

Green-Duwamish River Basin Restoration

This \$113 million project, consisting of 45 individual projects to be implemented over a 10-year construction period, addresses ecosystem degradation problems in the Green-Duwamish basin. The first phase of engineering and design work for habitat restoration projects is in progress now. Ten projects under consideration are anticipated for construction in 2004.

Sponsored by King County and supported by cities within the basin, this project emphasizes the restoration of critical habitat within the basin with full coordination of project design with interested federal, state and local agencies and tribes. Project features include reconnecting oxbows, levee removals and setbacks, placement of woody debris and culvert removal.



Chehalis River—Environmental restoration and flood damage reduction opportunities are both being studied.

Centralia Flood Damage Reduction

Located in the upper Chehalis River basin near the cities of Centralia and Chehalis in southwestern Washington, this project focuses on flood damage reduction. The draft General Reevaluation Report and draft Environmental Impact Statement have been completed. The recommended alternative plan includes setback levees, modifications to the Skookumchuck Dam and nonstructural actions.

Sponsored by Lewis County, the project is currently seeking Water Resources Development Act 2002 approval from Congress which means construction could begin as early as spring 2005.

Mud Mountain Dam Right Bank Stability

Mud Mountain Dam currently has the "Right Bank Stability" construction project ongoing. Its scheduled completion is September of this year. The work involves removal of 200,000 cubic yards of material on the right bank of the reservoir above the gate control structure. The work will reduce the likelihood of a slide impacting the reservoir operation as a result of earthquake. The dam is located about six miles east of Enumclaw, Wash., on the White River. The work is fully funded by the federal government. The construction project was designed by INCA Inc.

Puget Sound & Adjacent Waters Restoration

The Puget Sound and Adjacent Waters Restoration project provides a comprehensive program authority to construct individual restoration projects at various sites throughout the Puget Sound.

The project, or more accurately program, is currently being discussed in congressional appropriation subcommittees with the first year funding as early as Fiscal Year 2003.

The geographical scope reaches all watersheds within the Puget sound basin, including rivers, creeks, lakes, bogs, estuaries, and marine waters.



Col. Ralph H. Graves, Seattle District Commander, discusses earthquake preparedness at the Cascadia Conference.

Focus on deadly serious game of earthquake readiness

Next to a pile of rubble, motionless under a span of the most traveled road in the city, stood one lone engineer studying cracks, gaps and dust. It had all happened suddenly even though years had passed since the last one. As he surveyed the evidence that told the tale, he wondered just how prepared we would be for "the big one."

By Leslie Kaye

The same question on the minds of more than 150 state, federal and local Emergency Management experts from the Pacific Northwest region became the focus of a three-day disaster emergency training conference held in July at the SeaTac Airport Hilton.

The Cascadia Regional Earthquake Readiness Workshop is an exercise that helps prepare the preparers. The game-type scenario featured a large magnitude Cascadia Subduction Zone earthquake impacting coastal and interior areas of the entire Pacific Northwest. Damage is extensive. Participants from Russia, British Columbia, Oregon, Idaho and Washington broke in to caucuses that dealt with each catastrophic aspect of the emergency.

Even though earthquake preparedness is a bit of an oxymoron, the game scenario creates a situation that exceeds the capability of local and state agencies to respond and therefore "exercises" the state and federal roles requesting assistance and mission assignment procedures. The event helps all entities to be better prepared.

The Corps has participated in and hosted earthquake training exercises in the past. This exercise is an outgrowth of the ongoing planning and coordinating efforts within the Corps and among a wide variety of federal and state agencies.

Emergency Management's Dave Spicer, awarded for the successful event, led this year's conference organizing.



Cy Jones gives a “thumbs up” embarking on his eight-week adventure.

Cy Jones survives Arctic trek

By Dave Harris

Cy Jones has returned home from hundreds of miles on a kayak trip to the north country—seven weeks going up to Alaska and another harrowing week coming back.

He’s a retired Chief Joseph Dam “boss,” and before, Libby Dam. Now they call the boss “Project Manager.” When Cy was boss, he was “Project Engineer.”

Cy and his wife drove up to Inuvik, Northwest Territories, arriving on June 12. He waited until the 15th for the wind to change to downriver and then took off, Bob Schloss, Albeni Falls Dam Project Manager, reports. Cy’s plan was to kayak to Prudhoe Bay and possibly on to Pt. Barrow. He had about 80 miles of the McKenzie River for a shakedown cruise and perhaps about another 320 miles along the Northern Coast of Alaska.

“I think it’s another 600 miles to Pt. Barrow,” Bob says. “He is doing this solo. Cy is 69 years old and is a great guy and a good friend.”

Cy said he encountered shallow river outlets along the Arctic Ocean. “I wanted to stay close to shore, but sometimes I’d have to go three-quarters to a mile further

out to get around the delta. The weather changes so fast and the waves were bigger than I liked.”

He encountered a big storm his third or fourth week out. He put ashore where he found tundra and four terraces. He set up his tent, but kept having to move it higher. As the winds increased he tried to rest in the tent when it was on the third terrace. He noticed the side of his tent giving way. Driftwood was pushing it.

“I was cold and shivering in the rain and snow—I was kind of scared and concerned about hypothermia. I tried moving the tent, but the poles bent. I released them from the grommets. I hauled the tent up a gully, found the door and crawled in with my wet clothes, without setting the tent up.”

Finally, he said, the storm calmed down and he re-erected his tent. By that time he saw scattered ice blocks “the size of cars.”

Cy loaded his boat. “I ran into extensive ice fields, 60-80 feet high. I worked my way through channels as narrow as 5 feet. I finally found channels that connected to the shore and I felt better.”

At Prudhoe Bay he shipped most equipment home and hitchhiked to Fairbanks.

“I looked like a homeless person,” he said. “My clothes were not washed.” Along the way he bought a bicycle at a garage sale. Pedaling 35-60 miles a day, he reached Skagway and ferried back to Bellingham, after eight weeks, where his wife picked him up. But getting to the ferry was an adventure. He had warmed his britches earlier in an attempt to dry them out and the campfire burned holes in the seat. That, along with bunched skivvies,

he said, made him “sore and raw.”

Would he do it again?

“Yes, I had some good times,” Cy said, but said next time he’ll likely pass on going up the north coast.

Cy, the laugh king

Cy Jones is known for his dry humor and stand-up comedy routines. At the farewell party of then-Col. Milt Hunter, Cy said the colonel called managers to Western Washington to talk about the Strategic Plan.

“I didn’t think it was important enough to mention to the dam employees. The colonel visited us about three months later and called us all together. He asked, ‘How many have heard about the Strategic Plan?’ I was the only one with my hand up. He said, ‘Next time I come, you’d all better know about the Strategic Plan.’”

“So, after that, every time we had a safety meeting, we practiced. I said, ‘Everytime you hear the words STRATEGIC PLAN raise your hand! We did it again and again.’”

“Then, Colonel Hunter came back three months later. He called everyone together and asked them, ‘How many of you STILL haven’t heard about the Strategic Plan?’”

From quality efforts behind the scenes come showcase events



Seafair Parade of Tall Ships drew 30,000 people to the Locks.



PUGET crew members Tony Doersam, center; Ed Benton, right; and Seafair volunteer Cathi Sears carefully place a course marker for the Seafair festival's General Motors Cup hydroplane race. It is one of more than 100 needed to make Seafair's headline event happen. Buoys also mark the flight line for the Navy's Blue Angels who plunge, roll and soar above the hundreds of thousands of race day spectators. Each year Seattle District's snag boat PUGET and survey team members work to confirm locations, reset buoys and occasionally drop new anchors where none can be found. All year the buoys, which mark the racecourse, flight line and spectator log boom, lurk 35 feet below Lake Washington's surface. About 10 days before race day, the PUGET and surveyors are out on the water locating buoys using satellite GPS coordinates so that volunteer scuba divers can attach the surface buoys.



The Family Library and Continuing Education Center at Fairchild Air Force Base, built by the Seattle District, received the Air Force's merit award for its design. Project manager Andy Maser was in Washington, D.C., in August to receive the certificate of award. The District won a design award from the Air Mobility Command, which advanced the project for Air Force-wide consideration. The project was designed and built by Mooney and Pugh and dedicated June 10, 2000.
Flagship - July-September 2002

Photos by Patricia Graesser

Cold & wet, or hot & dry, flood-fighting

By Leslie Kaye

Flood forecasting can be a stormy business unless you talk to the scientists and experts at the Army Corps of Engineers.

At the Seattle District, amazing solutions to large-scale engineering problems occur everyday. Complex scientific formulas and data are compiled to arrive at the best possible design solutions. While these actions are commonplace in the day-to-day work at the Corps, much of what is physically accomplished is done working in cooperation with the Grand Dame of Engineering herself, Mother Nature.

Such is the case for this fall's flood forecast.

Emergency Management is gearing up for the season by planning team exercises for the flood fighting teams in October. Hydrology and Hydraulics is dusting off the Reservoir Control Center equipment and assigning flood engineers to specific river basins. Weather reports and trends are being analyzed to get a fix on the course of the weather this fall. It's all part of a tried-and-true preparedness process that makes for smooth sailing during the blustery times of flood season.

Even though flood and/or weather forecasting is a bit like looking in to a crystal ball, recent meteorological reports indicate that it will be a dryer final quarter 2002 than last year. The question begs: Keep the T-shirts, halter-tops and sunscreen unpacked from storage or visit the local safety supply store and buy a pair of hip-waders?

According to Kate Steff, Civil Engineering Technician from H&H, "We are in a weak El Niño this year which tends to point to dryer and warmer conditions than normal. The National Climate Prediction Center is saying for October through March, temperatures should be average to slightly—five to 10 percent—above average (late winter), and precipitation outlook is for slightly below average rainfall, five to 10 percent."

Hydrology and Hydraulics dam regulators work hand-in-hand with Emergency Management flood engineers. Current, accessible information at the critical moment can save lives.

Flood bulletins are sent out immediately as they come across the wire from the National Weather Service. In some cases the Corps information precedes the Service and the Reservoir Control Center actually updates the service on a flood warning for a particular river.

Last spring, snowmelt calculations or run-off data about the heavy snow pack in the mountains was known ahead of time. At the beginning of the season, Marian Valentine, Senior Water Manager for H&H, sent out one of the first public warnings about local recreation rivers running swift and high. This was published on the Corps website.

Through an informal mentoring system teams tap into the Corps knowledge base via



Bridgeport High School students learn sandbag technique during summer training.



Okanogan Flood Team members, Norm Skjelbreia, Reita Kauzlarich and Neil Jacobsen lead the sandbag training lineup of Bridgeport High School.

planned on-site flood exercises. With the advance notice of a heavy snow pack in the mountains, staff knew that the Okanogan River Basin—a mere 9,000 square acres of terrain—might be dramatically affected if a sudden blast of summer heat melted the white mass. So for the first time in five years a team led by Reita Kauzlarich and Norm Skjelbreia assembled in May and surveyed potential flood sites near the towns of Omak, Okanogan and Mazama.

“There has been flooding as late in the season as the Fourth of July in this area,” says Norm. “The last flooding occurred in 1997. We need to stay on alert until mid-July.”

During the May visit and as part of general preparedness and community outreach, a sandbag training session was held at Bridgeport High School. Both towns of Brewster and Bridgeport were hit hard by the 1997 flooding. It was even worse in 1989. The Bridgeport town Mayor, Steve Jenkins, came out to join in the training. After viewing a Corps-produced sandbag-training video and listening to instruction by both Reita and Norm, the teens enthusiastically built a wall of sandbags in the 90-degree heat.

Meanwhile at Libby Dam on the Kootenai River, a planned spill test for unrelated reasons was about to occur. “One complication,” explains Steve Cosgrove, public affairs spokesperson for the project, “was that due to the warm weather there was faster run-off at higher elevations so the spill test turned into a flood control exercise.”

“Originally the spill test,” Steve says, “was planned to test the effects of higher flows through the spillway gates.”

Barring any interference from Mother Nature, there is some level of certainty about forecasting floodwaters when weather

trends are known. However, reports can be conflicting.

“But then we are also in a last phase PDO—Pacific Decadal Oscillation—like an El Nino type weather system that goes through phases ... it’s now in a cold, wet phase,” Kate says.

Calm before the storm?

Doug Weber, Emergency Management’s Natural Disaster Manager says, “Flood fighting is not an exact science but we can engineer solutions for local communities that others may not be able to.”

The three ways the Corps can help during a flood emergency: 1) offer federal assistance because of a catastrophic declaration, 2) provide technical assistance at the zero damage line which equals flood stage, and 3) empower locals on sandbagging efforts during an actual flood emergency.

Ultimately the information used in flood forecasting, the readiness planning of operation centers, and the experience of a tight crew all come together to prevent loss of life, protect people, and preserve both private and public lands.

Deputy's time with horses is 'great for our peace of mind and soul'

By Dave Harris

If his assignment as Seattle District's new Deputy Commander doesn't keep him busy enough, Lt. Col. Ed Lefler and his wife, Maj. Diane Cummins-Lefler, have one child, Victoria Chevonne Lefler, 15 months old, not to mention a few horses.

The family bought a horse farm near Graham, south of Tacoma.

"As with the baby, the horses are like family," Lefler says. "I have had two of them for six or seven generations; we currently have four, and we primarily trail ride and ride western style. As we have progressed in our careers, and with the baby as a time consideration, we have found that the horses don't get as much attention (sometimes they think they are retired already), but the time we do get with them is great for our peace of mind and soul."

He said he chose Seattle District, in part, because of the "reputation of the district, the Commander and it is one the few places where both my wife and I could be assigned in a 50-mile radius of each other, and both of us have tough rewarding jobs.

"So far we love the people and the area, though we could do without the traffic," he says. He looks forward to getting out and around the district—Federal Center South and projects—and meeting each employee. "I'll most enjoy the teamwork and the camaraderie that I have already seen and experienced here."

No two deputies are alike. As for his management style, Lefler says, "I like to be involved in a hands-on fashion but hate to micromanage and like it when everyone does their job without having to be coached every step of the way—which is exactly what I have seen in my first weeks here—that everyone knows



Lt. Col. Ed Lefler

their job and is very competent in their execution of their duties without having to be told what to do."

Prior to his Seattle assignment, he was assigned to Fort Leavenworth, Kan., where he served as an instructor, engineer subject matter expert and course author in the Center for Army Tactics, United States Army Command and General Staff College.

Lefler has been assigned to a variety of command and staff positions. He deployed in support of the XVIII Airborne Corps for Operations Desert Shield and Storm, the National Training Center and deployed platoons to Guantanamo Bay, Cuba, and to Somalia. He served with the Corps' Omaha District from 1993-1995 as an Environmental Program Manager and an Hazardous Toxic and Radioactive Waste Project Manager. He was Assistant Division Engineer, 1st Cavalry Division, and then Executive Officer of the 91st Engineer Battalion (Mech), 1st Cavalry Division, Engineer Brigade. During this time he

deployed for 12 months to Bosnia-Herzegovina.

The deputy was born in Springfield, Mo., and raised in Mountain Grove, Mo. He attended the University of Kansas in Lawrence, Kan., where he graduated in 1984 with a bachelor's of environmental design degree in architecture. He was commissioned through ROTC, and in May 1984, a second lieutenant in the Corps of Engineers. His civilian education also includes a master of arts in management from Bellevue University, Bellevue, Neb. He is a graduate of the Airborne and Air Assault schools as well as the Ranger Course.

He concluded by saying that his goals are "to make this a rewarding professionally developing experience where I add value to the good works that this district performs every day."

Corps' Forest Resources provides environmentally sustainable forest

Environmentally "green" certified forests at Fort Lewis—you may have heard something about it in the media.

And while the Corps doesn't get credit for the certification, the Corps employees do what the rest of Seattle District does. Others talk and write about the environment. The Corps is down in the dirt making it happen. In this case, Fort Lewis people identify what trees should be harvested to manage the integrated plan, and the Corps carries out the selected harvesting. Result: the forest and critters breathe easier in a healthier environment. According to the Northwest Guardian, "The certification is the culmination of more than two years of work by the Fort Lewis Forestry Department and the Northwest Natural Resource Group, a local certifying organization.

"The assessment of the forestland and the management systems on post determined their ecological, economic and social sustainability."

Seattle District's Forest Resources Section works hard at Fort Lewis. Did they bring this about? No, says section chief Ken Proctor. The post's Forestry Department is proud of their own program to provide a "forest cover" for troop training, through an integrated forest management plan. This plan considers the

overall ecological health of the trees, water, birds and other wildlife.

The Corps team is responsible for earning from \$3 to \$5 million annually. The program is entirely reimbursable and pays for the Forest Resources Section and installation forestry staff salaries and associated expenses. After all costs are deducted from the gross revenues, 40 percent of the remaining net goes to support schools in Pierce and Thurston Counties.

And environmental groups love the way the forests are managed on post. In fact, because of the "green" certification, mills can harvest timber and sell it at a higher price for those who include "green" timber in their homebuilding lifestyle, much like buying organic food at the grocery store. "Can" is a key word. Customers who buy Fort Lewis timber to resell "can" sell it as green, or as plain, old cheaper timber, Ken says.

"Clear-cut, burn and pave"? No way. Environmental groups are pleased as they can be with the responsible stewardship, and the Corps' hands-on role.



Exploding relics aren't small potatoes

By Maria Or

Boise is famous for its potatoes, but don't dig too deep in the foothills of Idaho because you just might find an old exploding relic instead.

Although much of what has been found has turned out to be harmless scrap metal, the remains on the former Boise Army Barracks are still potentially dangerous.

Nevertheless, locals hike and bike the hills. The Boise front trails are highly popular for recreational use. The vast rolling hills and rugged terrain make it a haven for dirt bikers. And others love it for jogging, hiking, horseback riding, and the serene view of the valley.

But the love is only surface soil deep. Local concern for unexploded ordnance is high and many in the community can hardly wait for the hills to be finally relieved of all potential dangers.

Visitors have been known to find historical artillery remnants dating back to 1919. Fortunately, no one has ever been hurt from unexploded ordnance at the former barracks. However, in the late 1990s, at least two semi-intact explosives were found. Airmen from Mountain Home Air Force Base swept part of the area in late 1996 following a devastating fire, which prompted intense surveying and cleanup actions.

That's why the Corps is currently clearing 1,000 acres of the Boise front according to EPA standards. In addition, 65 acres of trails within the 1,000 acres will be surveyed with geophysical subsurface equipment to determine the need for additional clearance work.

Since clearance started in late May, remains of 20 bombshells and 75-millimeter

rounds have been found on the former barracks—all of which has been harmless. Yet clearance work is a dangerous job. As Colin Kennedy, a geophysicist doing the fieldwork put it, the magnetometers used for survey detect anything that is metal.

The equipment will alarm and you never know what you'll dig up. It can be anything from a horseshoe to live munitions over 70 years old.

Alyson Outen, reporter from Idaho's News Channel 7 quickly noted, "One is lucky, and one is not."

Originally established to protect travelers from Indian attacks in 1863, the barracks also supported military activities through both world wars. The foothills were oftentimes used as an Army Cavalry, Infantry and Field Artillery military training reservation.

Occupied at different times by various units, the former barracks were also used

by the National Guard at times. Military operations ended in 1944 and the site was transferred to the state of Idaho in 1948.

In 1999 the Corps conducted an investigation of the former Boise Army Barracks. Nearly 7,300 acres on the Boise Front was studied to determine the presence of potential unexploded ordnance. Local, state regulatory agencies and the public reviewed the results of the investigation. And as part of this public process, a plan was developed to locate potential ordnance and remove it.

Clearance work will be completed before the end of this summer. Subsequently, the Corps will continue to help local agencies develop land use controls for the site so that locals can forevermore enjoy the hills at ease.



Sonny Neumiller cited for team contributions

Sonny Neumiller received the **Commander's Award for Civilian Service** for his outstanding contributions to the Northwestern Division Infrastructure Security Assessment team.

Following last year's Sept. 11 terrorist attack on the World Trade Center and the Pentagon, Seattle District formed an Infrastructure Security Assessment Team to evaluate vulnerable civil works facilities.

The assessment provided security improvement recommendations, and it identified operational and structural improvements critical to sustaining the integrity of these facilities. Because of Sonny's development of automated cost engineering documents, Seattle District and NWD provided meaningful and cost-effective analyses of various USACE facilities throughout the Pacific Northwest.

These documents were adopted USACE-wide, providing an estimated labor savings in excess of \$500,000.



Col. Ralph H. Graves presents Sonny Neumiller with the Commander's Award for Civilian Service, signed by Brig. Gen. David A. Fastabend, Northwestern Division Commander.



Quience Reeves and others unpack furniture for the new office space at Albeni Falls Dam. BearStar enterprises began office construction in February, and the staff moved in during July. The project provides a reception area on the entrance floor of the project office/powerhouse. Previously any visitors to the facility had to go downstairs on arrival to the admin

office. Now visitors are able to access reception area upon walking into facility. The facility provides eight offices, restrooms, mechanical room, kitchen and conference area. The new office space project team included Alan Coburn, Mark Howard, Bill Brooker, George Henry, Elaine Ebert, Emman Alvarez, Brandi Dennis-Peña, Marshall Fisher, Calvin Russell, Nilo Bonifacio, Bob Schloss, Joe Summers and Cathy Burns.

How best to communicate what to whom

Who are you—disaffected victim, live to work or work to live?

By Dave Harris

A small but vocal number of DUVs—disheartened, disaffected, disconnected, unconvinceable victims—make up every organization, along with “know-it-alls,” Live To Work and Work To Live, according to communication consultant Jim Lukaszewski at this summer’s Corps “Best Practices in Communication” Workshop at Providence, R.I.

The most important and effective technology in communication is the human voice, he said. “Most of what gets us into trouble is not what we write, but what comes out of our mouths.”

Lukaszewski presented his communication model:

■ **Openness** – willingness to talk, unconditionally and without reservation.

■ **Truthfulness** – recognize there are often a variety of perspectives regarding the same set of facts. Build in truths from other perspectives to be credible (point of reference). Attacked? This is truth from someone’s point of view. Manage all the truths, not just the ones you like.

■ **Responsiveness** – Get the attention of those whose lives we touch – not just the ones we like. KEY: We want all the questions. Forget about qualifications, position or politics of the questioner. When we get all sorts of questions, we can provide answers.

■ **Transparency** – no secrets. This kind of strategy reduces stupidity.

■ **Engagement** – Talk to people we don’t like, whom we “hate,” who make us angry.

“These should be the ground rules for communication. Leadership in the past often wanted the opposite,” he said.

The box below is what every organization deals with internally and is well-documented, he said. No matter what we do, or how people change, the percentages are always about the same. They don’t add up to 100 percent, he cautioned, because people are switch-hitters or members of more than one group.

Tell WTLs messages 5-10 times, he said. Tell LTWs 4-7 times. Communicating to DUVs is like speaking through a bad cell phone connection, he said. They hear: “Ga-la-ye-huh-ut-ree-say-ta.”

Lukaszewski described “victim” as a self-designated state. “Even if you’re beaten bloody, being a victim lasts as long as one chooses. The others pick up and move forward.” He said victims need three things: Public acknowledgement that they’ve been victimized, they need a platform, and they need assurances that it won’t happen again. [Here in Seattle District the platform is Communication Express. But, “We need all their questions.” By addressing them squarely and answering them positively, the WTLs relax, do their job and stop caring. “We want them to stop “caring” (worrying), Lukaszewski said.] “Victims operate 24/7.” Victim management is a strategic communication concept. The DUVs are an organization’s most important audience, again in order to get and answer those all-important questions.

Even though “we don’t want WTLs to care (worry), anyone can get their attention with negative information” such as calling DUVs names (not necessarily recommended), he said.

LTWs are characterized by those who like to shut up. “You asked us that *last year*.” “Nobody knows or cares that I’m here.” “You’re the leader – you figure it out.” [We got these responses in regard to communication surveys and we get them now in Communication Express].

These internal categories translate to external. In the United States, the DUVs are glad that so many don’t care and that there are so many dysfunctional LTWs and WTLs, Lukaszewski said. Some 70 percent of the American population do not participate.

Why are the Corps opponents so good? Many are self-appointed victims (the only kind) who rehearse 24/7 and have but one ax to grind, one focus. DUVs (internal and external) “don’t let up until we’re cooked.” They say, “It’s worse than you thought.”

Some disengaged become re-engaged. Objective: Get people to come back as happy campers every day (LTW – so they don’t care—don’t worry). Organizations often approach WTLs this way: “It’s in the newsletter. Read your mail.”

Answer all the questions! Answer them positively. Wage Peace First. To become a verbal visionary, eliminate all negative language from speaking and writing. Turn all negative into a positive statement. “A negative statement is almost *always* wrong – often a lie,” Lukaszewski concluded.

<p>DUVs – Disheartened, disaffected, disconnected, unconvinceable victims—12.5% temporarily; 12.5% permanently—where most of the moaning and whining come. <i>We want their questions</i>; answer them to neutralize (calm) the WTL who are otherwise worried.</p>	<p>50 % WTL – Work to Live – hallmark: they don’t care (the best status for them is not care – neutral – if they worry about what the DUVs are saying, we must answer DUV questions so that WTL will go back to not caring (fretting), do their jobs, and go home every night at 4 p.m.</p> <p>20% Disengaged or dysfunctional WTL – excuses, untrained, no budget.</p> <p><i>(For more, see JimLukaszewski’s website: www.e911.com)</i></p>
<p>4 % SAINTTs – Self-appointed in or near the top – “know it alls” about the district – institutional memory – “we’ve always done it this way.”</p>	
<p>15% - LTW – Live to work – make things happen; innovators.</p>	
<p>7% - Dysfunctional LTW</p>	

Student power propels operating projects

By Patricia Graesser

When the snow melts and visitation escalates, the staff at Albeni Falls Dam calls in the reinforcements—student hires.

At Albeni, student employees work as rangers and on the maintenance crew, keeping the project humming during the hectic summer months.

Students are whom natural resources staff turn to when paths need re-laying, sheds need painting or groups of visitors need a tour guide. Students are there to get the job done.

Student rangers typically work at the GS-1 to 3 levels and student maintenance staff at WG-1 to WG-5, depending on education and experience.

“We’d really be hurting without them,” said Park Manager John Coyle. “We’ve learned how to more effectively take advantage of student hires’ enthusiasm, talents and willingness to learn, and we’ve have had some real success stories.”

At a project office operating campgrounds and hosting 250,000-plus visitors a year—most during the summer months—Albeni Falls can really use the boost in their staff. In a part of the country where jobs are somewhat limited and local statistics show an unemployment rate nearing 10 percent, local students can use the opportunity for practical job experience and to earn money for college.

The harsh Idaho winters leave a lot of preparation and maintenance work to be done come spring and summer. With a very limited full-time staff, the project office relies heavily on the student hires.

“They do everything from labor-intensive work like digging to painting, patching asphalt, and even welding,” said Dennis Dopps, who works closely with the summer hires.

This summer there were seven summer hires doing maintenance at Albeni Falls Dam—a mix of high school and college students, a couple of whom have worked at the project for more than five summers in a row.

“Without them, a lot less would get done,” said Dopps. “They’re smart and

can pick up on things quickly. They can fix a leaky faucet, build a fence, re-deck a dock on their own and every year there’s at least one I can teach how to weld.”

The summer hires are typically assigned to work with a member of the permanent crew when the job requires “journeyman” skills, such as electrical or water systems.

Summer-hired rangers can be a tremendous addition to the full-time staff. They typically take on individual projects that allow them to use their personal skills. Former summer-hired ranger Nicole Bronson created a pamphlet on local trees and shrubs and painted a Lewis and Clark mural, which is being enlarged for a wall covering for the Visitor Center and copied for use in park programs.

Summer hires helped create and then participated in the dam’s entry in local parades—winning top prize in all three local parades this summer with their “Camping with the Corps” float.

They also led tours, ran the evening programs for campers and locals at the campgrounds, including supporting guest speakers and this summer organized a talent show at Riley Creek.

This year’s summer hires included ranger crew members Tim Saunders, Peter Kobylarz, JoAnne Vogrig, Roger White, and Ashley Jones; and maintenance crew members Jay Zmuda, Devin Koontz, Suzi Woelk, Tyler Smith, Erin Likkell, Hope Tafuri, and Kelly Farmin.

By the end of September they’ll all be back in school, leaving the project office staff on their own again looking forward to next year’s reinforcements—talented summer help.



Summer rangers ride aboard the “Camping with the Corps” float they helped create. From left: Peter Kobylarz, Tim Saunders and JoAnne Vogrig.

Algebra on Trial

Evonne Hinson & Claudia Webb's outreach to kids fosters an interest in math before 'Judge Justice'

By Dave Harris

It's no easy task to reach a classroom of sleepy kids, especially when you talk about algebra, but Engineering and Construction Division's Evonne Hinson and Claudia Webb found a way to keep youthful minds engaged.

The two volunteered to participate in another "Gear Up" session for a bright, diverse group of youth in three days of classes Aug. 7-9 at Evergreen College.

The program partnered with the college to expose the young people to undergraduate courses, careers, speakers and college opportunities in such fields as English, mathematics and science.

Evonne and Claudia worked at extensive preparation and brought in a young math student "the kids could relate to," Evonne says.

The Corps women bought all their own posters and props from "Math 'n Stuff" and challenged the students to "feel math" and demonstrate math concepts and equations much as the Egyptians and Greeks did with rocks, sticks and bones and using various props.

"We played the 'Mission Impossible' theme, asked them to solve two problems and had them demonstrate inventions and unknowns—variables—with their hands and bodies," Claudia says.

The two say they encouraged the

students to think "out of the box," culminating with an "awesome" finale, Algebra on Trial.

The class set up a "real, live court hearing." Student attorneys and witnesses presented documented cases for and against the usefulness of algebra, after switching sides. Evonne was "Judge Justice."

"We were shocked at the results," Evonne says. "One quiet girl showed little interest until she was an attorney. She came alive and lined up expert witnesses. Another young man concluded his session with a masterful rap that included algebraic terms and formulas."

The many hours of weekend and evening preparation paid off, they say. The two women consulted teachers for ideas. They are already making plans for an upcoming career day, arranging to have Hydrology and Hydraulics Section's working flood model on display.

The mock trial got the attention of the program administrator, who intends to use it as part of a video promotion that will be seen all around the nation. With the kind of results produced by the Gear Up kids, no one knows the limits of the concept.

Now one of the problems to solve may be, "How long will it take for the exponential growth of Algebra on Trial to go global?"

Evonne Hinson, left, and Claudia Webb display T-shirts sporting their themes in inspiring young people to investigate the various opportunities in mathematics.



Speaking Outreach

Judy Smith spent an hour each day May 18 and 19 talking to a class of young people at Gray Middle School in Tacoma. As part of the EEO Outreach mission, Judy is participating in Tacoma Public School's pilot program of CHOICES. The CHOICES program targets young people at a time in their lives when they will be making critical choices that will impact their entire education and career. The program stresses the need for learning, education, and people skills to be successful in life.

Judy Smith also participated in Seattle Federal Executive Board's Conference Developing Today's Acquisition Professionals on June 6. She was on the panel that addressed the career development opportunities for folks working in federal contracting and, in particular, electronic resumes and the RESUMIX system.

Gail Terzi, Regulatory Branch, gave a presentation at the Law Seminars International, Critical Areas Workshop on the federal perspective on wetlands on July 10.

Retirees' luncheon Oct. 3

Sign up for the Retirees' Association luncheon scheduled for Thursday, Oct. 3, at the Elks Club, 14540 Bothell Way, Seattle. **This may be your only notice**, so call or email today, and tell your friends! Norm Arno, (206) 782-8385, norm@arno.com; or Bob Parker, (206) 522-4116, rogersparker@attbi.com

From I-5 take the N. 145th exit, drive east and part on the upper level.

The Association is looking for a volunteer secretary, so step up!

Got email? Let us know your address.

In Memory

Richard (Dick) M. Hayden, General Maintenance Crew Foreman at Chief Joseph Dam passed away at his home Tuesday morning Aug. 27. Dick started at the Project in 1985. Dick was a long-time resident of Bridgeport and had served in various positions at Chief Joseph Dam for many years. Dick's passing represents a great loss to his many friends and co-workers. His extensive knowledge of the plant and the equipment, and the leadership he provided, will be sorely missed.

Orville L. Shadduck, retired supervisory civil engineer, died May 28.

Bob Fielding kept people communicating

Bob Fielding retired in June with nearly 28 years of federal civil service.

In 1988, the Seattle District “stole” Fielding from the VA Hospital to be an electrical mechanic for the district’s communications system, first under the Information Management Office, working with Mahlon Good and Barry Premeaux, then to his job in Operations Division. Bob and Barry have provided operations and maintenance to the numerous towers and wires strung between here and there for the Seattle District’s communications systems.

From 1959 to 1973, Bob worked for Boeing on the Bomarc Missile, in the Boeing Calibration Laboratory, and on the Lunar Orbiter spacecraft and the AWACS.

After a trip with his wife to Island Park, Idaho, Fielding plans to do some consulting work, spend more time with his family—especially the grandkids—and take care of his estate in Milton, Wash. His interests include classical music and he’d like to try his hand at amateur radio.



Bob Fielding



Tom Landreth aboard the PUGET.

Tom Landreth retires

Well-known SHOALHUNTER captain Tom Landreth retired April 1 after 35 years

of service. Stationed out of the Grays Harbor area, Landreth spent countless hours surveying navigation channels and other areas of Corps interest.

Landreth served as captain of the SHOALHUNTER from the time it was delivered in 1993. Prior to that he captained the PUGET, and the survey boat MAMALA.

Landreth was also an emergency responder, serving as the Chehalis/Hoquiam basin flood engineer and finishing up his time with a final flood recovery operation at Bucoda, Wash., in January.

Retiree Jim Waller back for more

Jim Waller, who retired in July as Chief, Civil Projects, is a glutton for punishment.

It’s not because he came back to Seattle District as a contractor. Rather, he says he enjoys getting “crucified.”

“I loved it!”

He’s talking about the Army’s OLE training course—Organizational Leadership for Executives. Newly acquainted peers bluntly communicate the student’s strengths and weaknesses, honestly and fully.

“Some people hate it,” he says, but he found the feedback most helpful in shaping his future, and he says he “grew a lot personally” from OLE and the district’s Management Intern program—both coming at major decision points in his career.

Having worn two hats—as Chief, Civil Programs, and as project manager for the Grays Harbor Navigation Improvement Project—he says Civil Programs is getting harder and harder to do in light of tightening budget

constraints on “our strong Civil Works program.” And implementing the Project Management Business Process will require ever-increasing senior leadership and effective use of professional PM tools.

That said, he focuses now as a contractor on tasks he most enjoys: PM for the national Corps Command Course that Seattle District has the lead in, Grays Harbor PM, and “wherever else the Corps can use my assistance,” he says. “It feels great! I work only on the fun stuff on days that I choose.”



Jim and Linda Waller

Department of the Army
 Seattle District,
 Corps of Engineers
 P.O. Box 3755
 Seattle, WA 98124-3755
 Office: Public Affairs Office
Official Business

Address Service Requested