



Volume XV, NO. 4
August - September 2005

Flagship

SEATTLE DISTRICT

Restoring Puget Sound one net at a time

Pages 6–7





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U.S.Army Corps of Engineers

Vol. XV No. 4

When someone does a good deed, don't pay it back, pay it forward!

"The smallest good deed is better than the grandest good intention." -Duguet

The quote above was one in my room as a child. Reflecting on it when it again recently came to my attention, I immediately thought of the movie "Pay It Forward." I so hope many of you have seen it too. Added to these multiple impressions were my own similar experiences... the reality of so much goodness in our lives that is possible should we seek ways to be kind or assist others in their endeavors. But results may not be immediate, and others may not always appreciate your desire to "help" them. On the contrary, the opposite can easily be true, especially on the surface. Yet, if my past is any indication of the future, those who persevere and believe in the ultimate goodness of their actions can be richly rewarded. Why might I dwell on this concept here?

Recent bombings throughout the world by terrorists can create an environment of fear, mistrust and blame among the very people we need to trust and work with to address these ongoing challenges. It is easy to lose sight of "possibility thinking" or how we can bring out the best in those around us, including ourselves, to ultimately succeed against such powerful negative forces.

Further, this summer has been marked with many personnel changes in our USACE leadership and throughout our organizations. Not only is it clear that change is constant, it also appears to be occurring at an ever-increasing rate. Normally, change is known to encompass a spectrum of emotions and high energy, some positive and some not. Personally, I have grown to appreciate the goodness of these changes even while I may feel sadness for the loss of the old ways. Without new perspectives driving us, how easy would it be to become complacent, not verify our priorities or direction in a changing world, and perhaps learn far less?

Plenty of opportunities exist for us to perform good deeds, small acts of kindness or just give support to others. In my last *Flagship* article, Dave Garton emphasized just how much of a difference we make in the lives of others while in the district. We can demonstrate what we have learned, such as the importance of going out of our way to welcome those joining the USACE team, to bid a fond farewell to those departing USACE to begin a new chapter in their lives, and to look for every opportunity to assist others, including ourselves. By doing so, we can best prepare for the ongoing changes in the federal government, U.S. Army,

the USACE family and our own district.

Make no mistake, potential changes in how we do every aspect of our business, including the personnel rules that govern us, the people we work with, and the choices made by those around us, either derail us or empower us to discover the best people, tools and



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

techniques to lead us into a future that is better than when we started. For that to happen, we need faith in ourselves and those around us, and a whole lot of perseverance.

Are you ready for this?

"To succeed you have to believe in something with such passion that it becomes reality." -Anita Roddick

Debra M. Lewis



Cover: During the open-water portion of the training program, Seattle District's snag boat, *Puget*, traveled two nautical miles offshore of Blaine, Wash., to provide a platform for the derelict gear retrieved by the divers during the open water dive training. For the story and more photos, see page 6 and 7. (Cover photo by Andrea Takash)

New faces in high places

Col. Gregg F. Martin assumed command of Northwestern Division on July 22.

Col. Colonel Randall L. Fofi, took over as Deputy Division Engineer.

Brig. Gen. William T. Grissoli, former NWD commander, assumed command of North Atlantic Division in August.

Brig. Gen. (P) Thomas P. Bostick, Deputy Commanding General, USACE.

Brig. Gen. Meredith W. B. (Bo) Temple, Director, Military Programs, USACE.



This issue was especially prepared for **Melanie Reeder**, chief of Public Affairs. Melanie takes 20 years plus of experience of working for the Army as a Soldier and a Civilian as she departs for a job closer to her home and family. A proud member of the Army and Corps, she will continue to tell our story. We wish Melanie the best of luck, with warm thoughts of her and her family.

Flagship

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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 nola.r.leyde@usace.army.mil Check out the online edition of **Flagship** at www.nws.usace.army.mil

Proud of their service — Soldiers and Civilians

COMMENTARY

In the vast, barren Iraqi desert an American hero was gently lifted by his angel and returned home. I heard the despair in my husband's voice as he called from Iraq to say he loved and missed me. But, there was something in his voice that told me there was more. He told the tale of a hero — one that most Americans will never hear.

He lost one of his Soldiers, and he felt hopeless. He just needed to hear my voice. I felt helpless. I wasn't there to hold him and dry his tears.

As I flew home to the Soldier's memorial service, I realized the people around me were unaware that a brave and courageous man was taken from this earth defending their freedom and saving the lives of his comrades.

Images of the Soldier's young, beautiful wife haunted my dreams. She could be me. Widowed at the age of 26, she prepared to bury her husband.

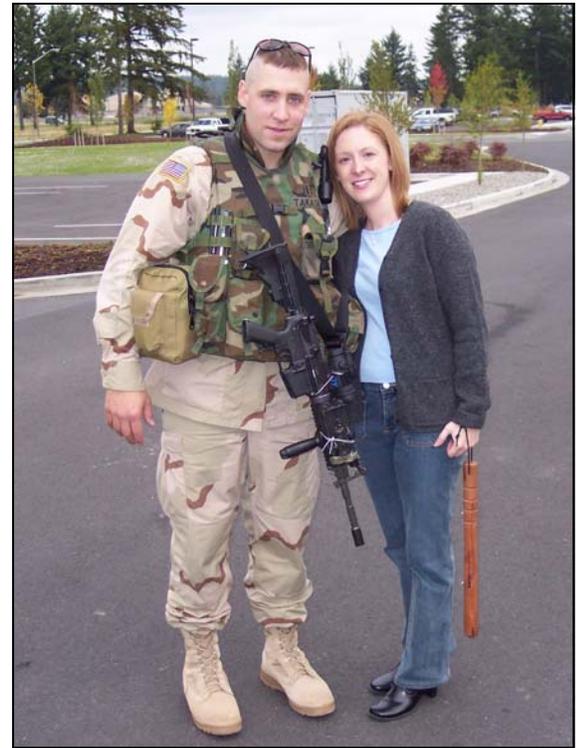
When I spoke with her, I was impressed with her calm demeanor. She explained her husband didn't die alone. I had to fight back tears when I told her that her husband was a hero.

At the memorial service, fellow Soldiers read stories and psalms to comfort the mourners. Tears streamed down the faces of both men and women. Wives of other Soldiers grieved at the thought that next time it might be them sitting in the front pew.

I sat there thinking back to the day my husband left for Iraq. I told him that I was so proud of what he was doing, and I loved him more than life itself.

I wonder if the widow told her husband the same thing. Did he die knowing his country was proud of him?

I will never get answers to my questions. The one thing I know is that I am proud of every Soldier and Civilian who



Andrea Takash, right, takes a moment to pose for a photo with her husband Capt. Elmer Takash at Fort Lewis, Wash., on the day of his deployment to Iraq with the Stryker Brigade. (Photo provided by Andrea Takash)

has paid the ultimate sacrifice for the United States of America.

-Andrea Takash



Heading home

Mike Greco, facilities manager for the North District in the Gulf Region Division, Mosul, Iraq, was presented the Commander's Award, by Col. Richard Jenkins, GRN commander, for his service there. Mike returned to Seattle in July after accepting a position at McNary Dam in Umatilla, Ore., with the Walla Walla District. His last position in Seattle was as a logistics specialist at Libby Dam. More than twenty members of the district are currently deployed in support of the Global War on Terror, in both military and civilian roles. (Photo by Lonnie Hansen, electrician, Libby Dam)

Shoreline reconstruction in Tacoma

Only 1 to 2 percent of the original intertidal salt, brackish and freshwater habitats that once comprised and surrounded Commencement Bay remain today.

The tidelands of Commencement Bay in Tacoma, Wash., have been subject to widespread destruction of estuarine wetlands and other near-shore habitats that support juvenile salmonids, including Chinook, chum, coho, pink and steelhead.

The U.S. Army Reserve, 70th Regional Readiness Command, which operates Pier 23 on Commencement Bay, knew something had to be done to their shoreline; so they partnered with Seattle District.

“The natural shoreline of Commencement Bay has been significantly modified,” said Nicolle Rutherford, Seattle District’s Environmental Coordinator for this project.

“Since the early 1920s, the eastern shoreline of Commencement Bay, including the area surrounding Pier 23, has been heavily industrialized. During this period, the waterfront has been altered by dredging several waterways to facilitate shipping and filling adjacent areas for industrial sites,” she said.

The purpose of the Pier 23 shoreline reconstruction project is to allow the 70th Regional Readiness Command to more effectively operate at their newly constructed upland facility, provide shoreline erosion protection, remove contaminated material along the shoreline and provide improved habitat for fish.

Seattle District and the 70th Regional Readiness Command did their part to clean up the area and prevent further erosion along the shoreline.

The project team completed construction in March 2005.

“We cleaned up the shoreline by removing buried pilings, concrete and steel debris, bricks, an old storage tank, and contaminated soils. We rebuilt the area with riprap, placed a cobble-gravel mix over the riprap to make it more fish friendly and planted native plants in a few areas along the shoreline.” Rutherford said.

“The end result is better intertidal habitat for estuarine organisms and a much nicer looking shoreline for the facility,” she said.

The project team dealt with some obstacles along the way, including Mother Nature.

“Even though we worked against the tide, the team came together to complete construction on time and within budget,” said Steve Rossignol, Seattle District’s project engineer and quality assurance representative on this project. “It was a great example of successful teamwork.”

This project is one of several that the Army Reserve is taking to upgrade its facilities at Pier 23.

“Construction of three new buildings has been completed on the upland portion of the site. Also, the 70th is planning to remove contaminated sediments from the intertidal and subtidal areas adjacent and beneath the pier, as well as conduct extensive repairs to the existing pier,” said Dan Roper, Seattle District’s project manager for this project.

— **Andrea Takash**



Before and after — The progress is evident at the Pier 23 Shoreline Reconstruction project in Tacoma, Wash. Shown top is the start of the project and below shows where it is nearing completion. (Before photo by Dan Roper; after photo by Nicolle Rutherford.)



Corps Day awards

The annual Corps Day picnic was held at the Federal Center South Building on July 15. The following awards were presented:

Civilian Service Award - Lester Soule, David Spicer and Susan Weber

Leadership Award - Kymberly Takasaki

Support Team Awards

Bidder Inquiry Team - John Zabukovec, Lou Feller, Dean Schmidt, Hugh Markey, Florence McQueen, Anil Nisargand, Susan Sherrell and Doug Ramsey.

IMO Network/Help/Field - Mark Hennings, Brenda Moriarty, Marilyn Watson, Grant Lee, James Bleau, Cathy Burns, Johnny Crespo, James Drexler, Yvonne Kaiser, John Morelli, Frank Welter, Gail McDowell, Julie Bowlin, James Felty, Houtan Nourai, Lisa Babcock, Tim Spiro, Blaine Brost, Robb Stotts, Kirk Hilsabeck and Eric Johnson.

Welcome team - Bonnie Ecker, Kristine Sanders, Judy Smith, Christie Sjostrom, Kristin Sullivan, Shelly Trulson and Gayle Richards.

Project Delivery Team Award

Modularity Team -Debbie Alexander, Charlot Barney, Marilyn Eleno, Susan Fink, Ken Forbes, John Herem, Kevin Mulvihill, Siri Nelson, Kathy Ogershok, Rose Olds, Tom Olsen, Dan Pearson, Karen Peterson, Thomas Poole, Jodie Ramsey, John Reid, David Schmidt, Gene Scott, Susan Sherrell, Carl Steiger, Chris Thompson and Claudia Webb.

See CORPS DAY Page 12

Injured at work—what do I do?

If you are a civilian employee, injured at work, you may be entitled to injury compensation benefits provided under the Federal Employees' Compensation Act —FECA. Federal employees also have certain rights and responsibilities in filing for these benefits.

If you get injured at work, you need to immediately report it to your supervisor. If you sustain a traumatic injury, and require medical treatment, you can obtain form CA-16, authorizing treatment from your supervisor or the program administrator in Human Resources.

An employee has the right to choose the treating physician as long as they accept claims from the Office of Workers' Compensation Programs — OWCP. Supervisors must be notified about the preferred choice prior to scheduling an appointment.

To protect your rights to certain benefits, a Form CA-1 or CA-2 should be filed electronically with your supervisor as soon as possible. For traumatic injuries — work related incidents that occur during one work shift — you should file the Notice of Traumatic Injury and Claim for Continuation of Pay/ Compensation — CA-1— within 30 days after the injury.

A Notice of Occupational Disease and Claim for Compensation — CA-2 — is filed if the individual develops a condition due to prolonged exposure or illness that lasts more than one day or shift. These forms are to be completed by the injured employee and supervisor and then electronically transmitted to the district injury compensation program administra-



tor. You may be asked to provide additional information throughout the claims process. It is the primary responsibility of the employee to obtain the requested information in a timely manner and forward it to the requestor.

If you are temporarily unable to work because of your injury, you need to keep your supervisor informed about the medical condition and return to work as soon as your physician allows you to do so. Light duty assignments may be available if you are not able to perform your regular job. In that case, you must advise your physician.

If you experience a work-related injury, your supervisor will tell you who to contact for assistance. Protect your rights and receive benefits as quickly as possible by filing the claim for compensation.

- Chinky Diwan

Dam tour

Governor Ted Kulongoski, Oregon, requested a tour of dams in the Federal Columbia River Power System this spring. The one-day tour went from the Corps' Ice Harbor Dam in southwestern Washington to the Bureau of Reclamation's Grand Coulee Dam in northern Washington, to the Corps' Libby Dam in Montana. Fish passage, power generation, navigation, irrigation and recreation were all discussed, as the group flew over other dams in the system. The group consisted of members of National Oceanic and Atmospheric Administration Fisheries, Bureau of Reclamation, U.S. Army Corps of Engineers, political staffers, and various state members. Shown below is a group photo, left, at Libby Dam in Montana, and right, Col. Debra Lewis, district commander, briefs Hal Harper, representing Montana Governor Brian Schweitzer, while touring Ice Harbor Dam. (Photos by Alana Mesenbrink, Libby Dam, and Joe Saxon, Walla Walla District)



Restoring Puget Sound one net at a

Home to the world's largest clams and octopi, Puget Sound is considered an "Estuary of National Significance," but people continue to desecrate this national treasure.

Seattle District teamed up with the Navy, Northwest Straits Commission, National Oceanic and Atmospheric Administration, Washington State Department of Natural Resources, U.S. Fish and Wildlife Service and Coastal America to address the problem of derelict fishing gear in the Puget Sound.

In June, the Navy held their first ever Diver Derelict Fishing Gear Removal Training Program. The training included classroom instruction, in-water lake demonstration of removal methods and two days of open water removal in the Puget Sound.

"Northwest Straits Commission has been removing derelict gear for over a decade," said Andrea Copping, Associate Director, Washington Sea Grant Program, University of Washington, and an appointee of the Governor on the Northwest Straits Commission.

"We have completed 14 removals since early 2002. During these removals, we collected 263 derelict nets, 741 crab pots, 4 dead mammals, 320 fish and a tremendous amount of sea life. There are 2,500 derelict nets known of in the Puget Sound," said Copping.

"Derelict fishing gear can be nets, lines, crab and shrimp traps or other equipment that is abandoned or lost from fishing vessels and left unattended in the marine environment. Since modern nets and fishing line are made of a monofilament plastic, much of the derelict fishing gear doesn't decompose in the water for many years, even dec-

ades," according to the Northwest Straits Commission.

"This important training program grabbed the attention of many high level individuals from all of the agencies," said Bernie Hargrave, Seattle District program manager for the Puget Sound and Adjacent Waters Restoration Program.

Tim Keeney, Deputy Assistant Secretary for oceans and atmosphere at NOAA, took the opportunity to dive with the Navy divers during the in-water lake demonstration at the NOAA dive center in Seattle.

"This is the perfect example of shared knowledge and skills benefiting everyone involved," Keeney said. "Our nation benefits in two ways by having the Navy get valuable expertise that will be useful in security and navigation, and in the process, our ecosystems are safeguarded."

During the open-water portion of the training program, Seattle District's snag boat, *Puget*, traveled two nautical miles offshore of Blaine, Wash., to provide a platform for the derelict gear retrieved by the divers during the open-water dive training. After the divers recovered the 600-foot net from the submerged rocky reef, the *Puget's* crew pulled it on board. The net continued to capture animals, including a live dog shark and crab.

This training effort will help the Northwest Straits Commission, Department of Natural Resources and Corps design future projects for the Corps' Puget Sound and Adjacent Waters Restoration program. This program focuses on implementing critical projects for the preservation, protection and restoration of critical ecosystem processes, habitats, and functions within the Puget Sound basin.

"During our support to this collaborative train-

ing exercise we learned how to safely gear. This will help us prepare to remove gear in the future with regional stakeholders in the Puget Sound and Adjacent Water Restoration Program," said George Hart, Seattle District project manager for the Derelict Gear project.

"After this pilot exercise, we will document and sign a Project Cooperation Agreement with regional sponsors to tackle more traps that continue to kill marine birds and marine life," said Hart.

Photos—Far left, Col. Debra L. ... serves training at the NOAA di ... Keeney, Deputy Assistant Sec ... and center photos, took the op ... vers at the center. Top right, a ... nets recovered, as is a crab in t ... (Photos by Andrea Takash)



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-Andrea Takash

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Albeni Falls Dam celebrates 50th

From the first blast from the trumpets of the community band to the final fireworks off the spillway, the Albeni Falls Dam 50th Anniversary celebration entertained hundreds of families from around the region.

Hoping to re-create the 1955 dedication ceremony as accurately as possible, a committee led by ranger Dee Flower got to work in the winter gathering lists of the men who built the dam, recruiting chambers of commerce to sponsor festivities, sprucing up the project grounds and powerhouse, and booking special entertainers.

On June 24, community organizations, dam employees and volunteers came together to enjoy what they'd been planning since the beginning of the year.

While the community band wrapped up its morning performance a low fly-over from a Thorp T-18 plane harkened back the dedication when a B-52 flew low over the opening day's events. The time capsule then made a dramatic entrance secured to a long line trailing from a Bonneville Power Administration helicopter with Corps and American flags streaming above it. Employees Ashley Jones and John Morelli and retiree John Coyle placed the time capsule in the ground next to the visitor center later in the day.

"I thought the event was a huge success," said Jones. "It was a combined effort from the staff and the local communities. Their contributions and staff involvement made the event possible."

A local bagpipe band, including Albeni Falls employee Bill Prater, led spectators from the hazy sunshine into the glistening powerhouse for the formal anniversary program, which began on a patriotic note with local Amanda Campbell singing the national anthem.

District Commander Col. Debra Lewis served as keynote speaker for a full program of remembrances and recognition. Emceed by local television news anchor Richard Brown, the program included a poem about explorer David Thompson, remembrances by William Zimmer, the grandson of Albeni Poirier (for whom the falls and dam were named), readings by historian Jack Nesbitt, and remarks by a Bonneville Power Administration representative and project manager Joe Summers.

"I am extremely proud of what all the employees, engineers and builders, and this community have done and will continue to do to make this dam a benefit to the region and the nation," said Col. Debra Lewis.

Lewis presented certificates of appreciation to a dozen men who had built the dam 50 years earlier. Concrete workers to carpenters were all represented.

Campbell then closed the ceremony by leading the audience in *America the Beautiful*.

With the formal program over, the crowd could pursue the rest of the day's activities. Visitors kept busy all afternoon with an exhibit of historic regional photographs, a video on the history of the dam, classic 1950s cars, a birds of prey show on the visitor center lawn and tasty food from local vendors.

One of the highlights for the children was the log shoot duck race. The Spirit Lake Chamber of Commerce sponsored a duck race for which people could buy a numbered rubber yellow duck. In the afternoon all the ducks were dumped into the log shoot and sent hurtling through the shoot downstream to the river below. The first few to pass under the power lines beyond the dam won prizes.

After the duck race, local pyrotechnics experts sent fireworks blasting from the top of the spillway, bringing the day to a resounding close.

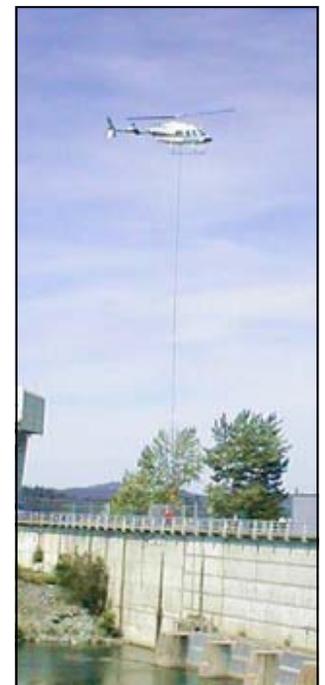
With all the bleacher seats and crowds gone, the staff went back to today's business with an eye toward the future.



Albeni Falls, top photo shows before and the bottom photo shows after dam construction. (File photos)

"I am looking forward to celebrating 100 years of service from Albeni Falls," said Jones.

-Patricia Graesser



Park Ranger Ashley Jones and John Coyle prepare the time capsule for burial. Right, the BPA helicopter lowers the time capsule to Coyle on the dam to be placed. (Photos by Patricia Graesser)

Corps' A-76 competition update

Throughout the government, agencies are looking at how to meet the President's Management Agenda. The agenda outlines specific programs to improve government performance and service to the American public. Competitive sourcing is a key component of the agenda, and the Corps is fully committed to its implementation.



The Corps developed a plan to compete approximately 7,500 positions by 2008. The Corps has five competitions involving 3,500 positions scheduled for completion through fiscal year 2007. Of these competitions, three directly impact Seattle District. Information about the other competitions can be found at the Corps' main competitive sourcing Website. Another 3,500 positions will be identified for competition in 2007 and 2008.

Information Management/Technology

The government issued its solicitation for bids for Information Management/Information Technology services June 28 with a deadline of Aug. 23. A decision regarding the IM/IT competition is anticipated Nov. 23, and many people wonder what happens after that.

Whether the performance decision is to remain in-house or to go contract, there will be an impact on employees.

Some assume they may be part of a Continuing Government Organization or the government's Most Efficient Organization.

A CGO is required regardless of whether the government's MEO or contracted service provider wins the competition. The CGO consists of inherently governmental or exempt work and the related positions required to perform that work.

Typically the number of CGO positions is smaller than the pre-competition functional management and oversight responsibility required by public laws or regulations. The government may choose to abolish all the positions that are inherently governmental and exempted from competition.

Employees are generally placed in the MEO or CGO based on the results of a reduction in force. Sometimes employees don't have RIF rights to MEO/CGO positions. In such cases, positions would be filled through competitive procedures or a noncompetitive process.

According to Corps headquarters, if the service provider is the MEO, all current positions will be abolished and a new Field Operating Activity will be established. This FOA will consist of the CGO and the MEO.

If the service provider is a contractor, all current positions will be abolished and a new FOA will be established. The FOA would consist of the CGO only.

Operation and Maintenance of Navigation Locks & Dams

Efforts are under way to collect preliminary planning data and information related to the performance of Corpwide O&M of navigation locks and dams. The study is scheduled for 2006, and includes approxi-

mately 3,400 positions.

The scope of the data sought is limited to O&M of navigation locks and dams, associated centralized/fixed maintenance facilities and the mobile maintenance fleets. It includes the staff, functions, facilities, equipment, material and supplies, and contracts/reimbursable sources that currently support operation and maintenance of Corps navigation locks and dams. At Seattle District, it appears only the Chittenden Locks is included in this competition action.

The deadline for submitting the data to the headquarters Strategic Sourcing Program Office was July 21.

Logistics Management Office

The Corps received official word June 8 that the Logistics Management function was approved as the Army's High Performing Organization — HPO — pilot.

Approval is due in large part to the work of the Preliminary Planning Team, according to Karen McKenna, Northwestern Division Logistics Chief.

"We will stand up an HPO in accordance with the A-76 competitive sourcing process, minus the actual competition with the private sector," said Headquarters Competitive Sourcing Program Manager Ray Navidi.

The National Defense Authorization Act, Section 337, only allows eight pilots. Selected HPOs are exempt from competition for a five-year period after their implementation. Each Service Component and Defense Agency received one space. The Corps is the Army's nominee.

Navidi said that Office of the Secretary of Defense, Director of Competitive Sourcing and Privatization Joe Sikes stated, "Because of our performance to date, and the fact that we have proven USACE can make it happen, our proposal is approved."

Work began the week of June 13, with representatives from each division/center in Washington, DC, to start working on the performance work statement and developing the HPO. Northwestern Division representatives are Tim Brennan, Omaha District, and Gaye Gandia, Portland District.

Effort will shift to development of a Most Efficient Organization with an implementation milestone of the end of this fiscal year.

- Patricia Graesser

What is A-76?

The term comes from the President's Office of Management and Budget Circular that was distributed to government agencies in 1966 — Circular No. A-76.

This circular establishes federal policy regarding the performance of commercial activities and implements the statutory requirements of the Federal Activities Inventory Reform Act of 1998, Public Law 105-270.

The Supplement to this circular sets forth the procedures for determining whether commercial activities should be performed under contract with commercial sources or in-house using government facilities and personnel.

It says, "In the process of governing, the Government should not compete with its citizens. The competitive enterprise system, characterized by individual freedom and initiative, is the primary source of national economic strength. In recognition of this principle, it has been and continues to be the general policy of the Government to rely on commercial sources to supply the products and services the Government needs."

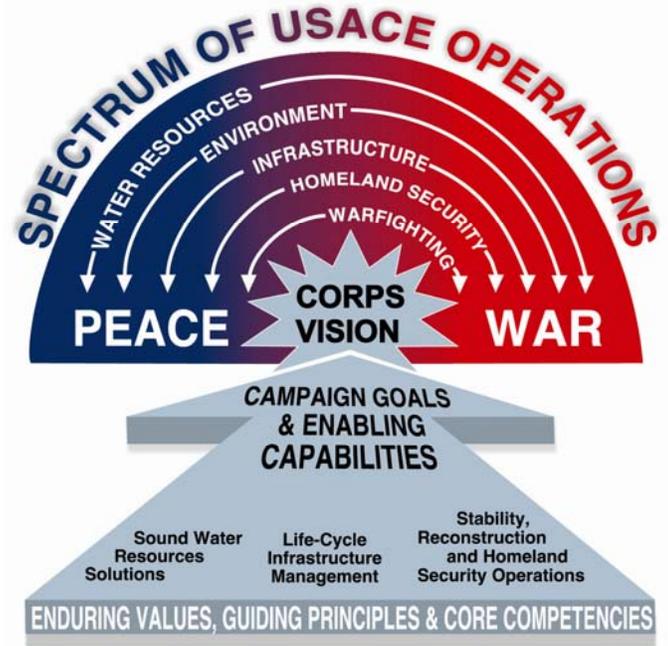
More information is available on the web at www.whitehouse.gov/omb/circulars/a076/a076.html

Corps rolls out new Strategic Vision

For more than 200 years, the U.S. Army Corps of Engineers has served our Nation in peace and war. As the needs and priorities of the Nation have evolved, the Corps has adapted to keep pace. In recent years, the Corps has made organizational and process changes to improve our service to the Armed Forces and the Nation. On June 16, the Commander released the new Strategic Vision to guide the Corps into the future.

“Join us in making our vision a reality. For the Corps to continue our proud legacy of service to our nation, we need every team member’s effort and energy. With your help, we will be ... One Team: Relevant, Ready, Responsive and Reliable, proudly serving the Armed Forces and the Nation, now and in the future.”

LTG Carl A. Strock, Chief, U.S. Army Corps of Engineers



District’s Information Management Office puts PM process to work

In the beginning was the project, but the project never ended, and Seattle District’s Information Management Office — IMO — was stuck in the middle.

“IMO found it increasingly difficult to distinguish the implementation phase from the operations and maintenance phase, while the scope changed over time. This was especially true for local development efforts like local Corps Electronic Funds Management System reports, web development, and implementing new technologies,” according to James Tyree, IMO project manager.

As a result, IMO’s planning resources were tied up in providing continuous maintenance, without sufficient breathing room to plan and implement. Michael McClellan, James Tyree and Bill Twomey are now leading IMO in using a disciplined project management process to handle changing technology, increased security requirements, regionalization and funding.

For starters, staff members get training in the Corps’ Project Management Business Process — PMBP. IMO now develops an annual business plan and annually surveys its customers. The Information Technology Steering Committee provides a forum for key customers to discuss changing requirements. And this year, when the regional IM leadership established regional teams for various functional areas like Document Management, Geographic Information Systems, Web, and Active Directory, Seattle District IMO made sure to incorporate the Project Management Business Process.

IMO’s Planning and Implementation Branch strengthened the team by hiring planner Jack Walworth, who has a background in government information technology project management. Walworth received his Project Management Professional certification this year and mentors IMO staff on project management discipline. Recently, IMO also hired David McCormack, who also has an information technology management background.

“Currently, IMO is focusing project management efforts on larger projects that affect the entire district or region,” Tyree said. “We use input from higher headquarters, along with feedback from our annual customer surveys, to form a business plan. Then, we select several key

“Employing PBMB has allowed IMO to focus our limited resources on key projects that provide improved services”

James Tyree, IMO Project Manager

projects and place a higher priority on completing them within the fiscal year. The Information Technology Steering Committee reviews the business plan and the District Executive Team approves it. IMO applies PMBP to these projects, formally stepping through the project management life cycle: initiation, planning, execution, monitoring and closure.”

Seattle District has benefited from IMO’s project management success stories. Mark Elkin is the regional project manager for Active Directory, a Corps initiative, which helped IMO learn to work virtually as a regional team to implement a complex system while limiting downtime and opening up network resources to all users within the division.

In the area of server planning, McCormack led a local effort to prioritize and manage server resources more effectively. With Walworth as project manager, using PMBP, the timekeeping project is on the road to success. McCormack is the project manager for deploying wireless technology — an example of an emerging technology that will be implemented this fiscal year.

“Employing PBMB has allowed IMO to focus our limited resources on key projects that provide improved services,” Tyree said.

“We now place more emphasis on managing scope and closure. We also emphasize the planning phase and complete risk analysis, following improved change management plans to reduce the effects of technology changes on end users,” said Tyree.

- Steve Cosgrove

Around the district

Speaking Outreach

George Henry, Small Projects Section, provided a briefing regarding "Job Order Contracting, A Federal Perspective," at the Northwest Construction Consumer Council Seminar on Job Order Contracting in Washington.

Col. Debra Lewis, district commander, taped a 30 minute show with Eric Holdeman, director of King County Office of Emergency Management on the Corps mission, support of the Global War and Terror and support to the region. The show is scheduled to air in the future.

Kudos

Tom Mueller, Regulatory Branch chief, was presented with the Cross Agency Wetlands award by the Environmental Protection Agency. This national award recognizes high standards, personal dedication to wetlands protection, and contributions to an effective partnership.

Muffy Walker was selected as the new Regulatory Branch Chief. She replaces Tom Mueller who retired in August. Muffy came to the district's Regulatory Branch as a summer hire in 1988 and eventually advanced to a permanent PM in Regulatory.

Rebecca Jahns, is the district nominee for the Planning Associates Program. Becky's demonstrated experience in civil works planning and project management.

Capt. Darren LeMaster, Project Management, has been selected for promotion to Major.

Farewells

Rosarita M. Espinoza, Equal Employment Opportunity Manager, retired July 27 with 34 years of government service.

Rose began her federal career by joining the U.S. Army in 1968. She received basic training at Fort McClellan, Ala., and was assigned to Fort Benjamin Harrison, Ind., for training in Stenography. She was then assigned to Fort Lewis, Wash. Rose completed the Noncommissioned Officers Academy and then was assigned to Zweibrücken, Germany as a personnel staffing NCO and was honorably discharged as a Staff Sergeant, E-6. Rose remained in Germany as a civilian and returned to the U.S. in 1979.



She then was hired on at the Rocky Mountain Arsenal as a clerk typist and later promoted as a records manager. She was selected for the Equal Employment Opportunity Specialist intern position. During her internship she served at Corpus Christi Army Depot and Tobyhanna Army Depot and then became the EEO Specialist for the Seattle District in 1987. In 1992, she became the district's EEO Manager.

Rose has been very instrumental in getting management involved with the Affirmative Employment Program and encouraging EEO complaint resolutions at the lowest level. Rose and her husband Doug will be moving to Pueblo, Colo. Her plans include visiting grandchildren, participating in family activities that have been missed over the years, working with at risk students. She also will be volunteering time to read to seniors.

Thomas Mueller, chief of Regulatory Branch, retired in August. Tom started his career with the Corps in the St. Louis District in 1971 as a deckhand on the *Dredge Kennedy*, where he rose to the position of head winchman. After a reduction in force, Tom landed in Seattle District working as a deck hand on the *Puget and Preston*.

Tom decided to put his oceanography degree to good use and joined the Regulatory Branch in 1976 as a compliance investigator. He rapidly advanced to be a project manager working on such large projects as the Everett Navy Home Port and Borax Molybdenum Refinery. In 1985 he became one of the section chiefs in Regulatory.

In 1991, he was selected as the temporary chief of Regulatory Branch and in 1995 his appointment was finally made permanent. For his 14 years as chief, he led the branch through many years of significant change and became the epitome of a leader in Seattle District. Tom's passion and belief in the regulatory mission of the Corps has made a difference to his staff, to the district, and to the public we serve.

Jonathan Maas, Project Management Military Program hazardous, toxic, or radiological waste, a long time Seattle District Formerly Used Defense Sites program administrator, retired June 30 with more than 27 years of federal service.

Linnea Norby, PM Military HTRW Program, accepted a job with Installation Management Agency in Germany and reported in June.

Chris Gluck, PM Military HTRW Program, has accepted a Program Management Analyst position in the Business Management Division at Northwestern Division in Portland, Ore.

Susan Sherrell, contracting specialist in Contracting Division, accepted a position with the



Playing of the pipes

Arthur Brown, electrical engineer, in Design Branch Engineering, played the bag pipes at the Memorial Day ceremony held at Vaughn Cemetery, Gig Harbor, Wash. (Photo by Lee Giles of the Peninsula Gateway newspaper, used by permission.)

National Oceanic and Atmospheric Administration in July.

Cynthia Diama, a contract specialist in Contracting Division, has accepted a promotion with the Department of Navy Contracting, in Silverdale, Wash., starting in August.

In Memory

John M. Saverud, 65, passed away June 17 in Kirkland, Wash. John's last position with the Corps before he retired was with the Fort Lewis Office as a construction inspector. He was a Portland District employee.

Philip Hemenway, 84, passed away June 27 in Seattle. A mechanical engineer, he worked for Boeing and the U.S. Army Corps of Engineers. Prior to leaving the Corps, he worked in Construction Division.

Welcome Home

Iraq

Mike Atwell
Mike Klingman
Mike Greco
Randy Ralston

Afghanistan

David Calhoon

Hurricane Dennis

Charles Ifft	Karen Morgan
Fran Gilbert	Monica Grosman
Elaine Ebert	Steve Wright
Koko Cronin	Gretchen Martinsen

Hurricane Emily

Karen Morgan	Theresa Blondin
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Welcome to the district family



Charlie Denman
Grandson: 7 lbs, 8 oz
Ann McKinstry Gerner
Office of Counsel



Tyler Bush
Engineering Aid
Operations Division



Hal Graff
Realty Specialist
Real Estate



Charles Nation
Chief, EEO
Equal Employment
Office



Nola Leyde
Public Affairs Specialist
Public Affairs



Christopher Borton
Realty Specialist
Real Estate



Harry Axcell
Realty Specialist
Real Estate



Joshua Rahman
Grandson: 6 lbs, 4 oz
Annie Rahlman, Regula-
tory



Ken Weaver
Project Engineer
Project Management



Steve Kelley
Project Manager
Project Management



Stephanie Smelson
Office Clerk
Engineering Records



Jessica "Ashlee" Richie
Public Affairs Intern
Public Affairs



Victor Ramos
Project Engineer
Project Management



SFC Ernestine Smith
Deployment Specialist
Emergency Management

Corps Day

Continued from page 5

Brad Ninnis, Engineer of the Year

Evan Lewis, Scientist of the Year

Kate Steff, Employee of the Year, up to GS-9

Kelly Gustafson, Employee of the Year, GS-11 and above

Stephanie Chavez, Contractor of the Year

Daniel Pearson, New Employee of the Year

Kim Carlson, Support Employee of the Year, up to GS-9

Raynette Obrero, Support Employee of the Year, GS-11 and above

Jack Walworth, Project Manager of the Year

Charlie Comer, Outpost Award



Photos: Top, smoke from the barbecue grills fill the picnic area as employees and family take time with each other on Corps Day. Bottom left, Doris Fritzen, LM, does a face painting for Seth Smith. Center bottom, Melanie Reed, chief, Public Affairs, and Col. Debra Lewis, commander, stop for a photo on the way to the dunk tank. Bottom right, Les Soule, chief Civil Projects Branch, exits the dunk tank after a successful dunking. (Photos by Chinky Diwan)



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