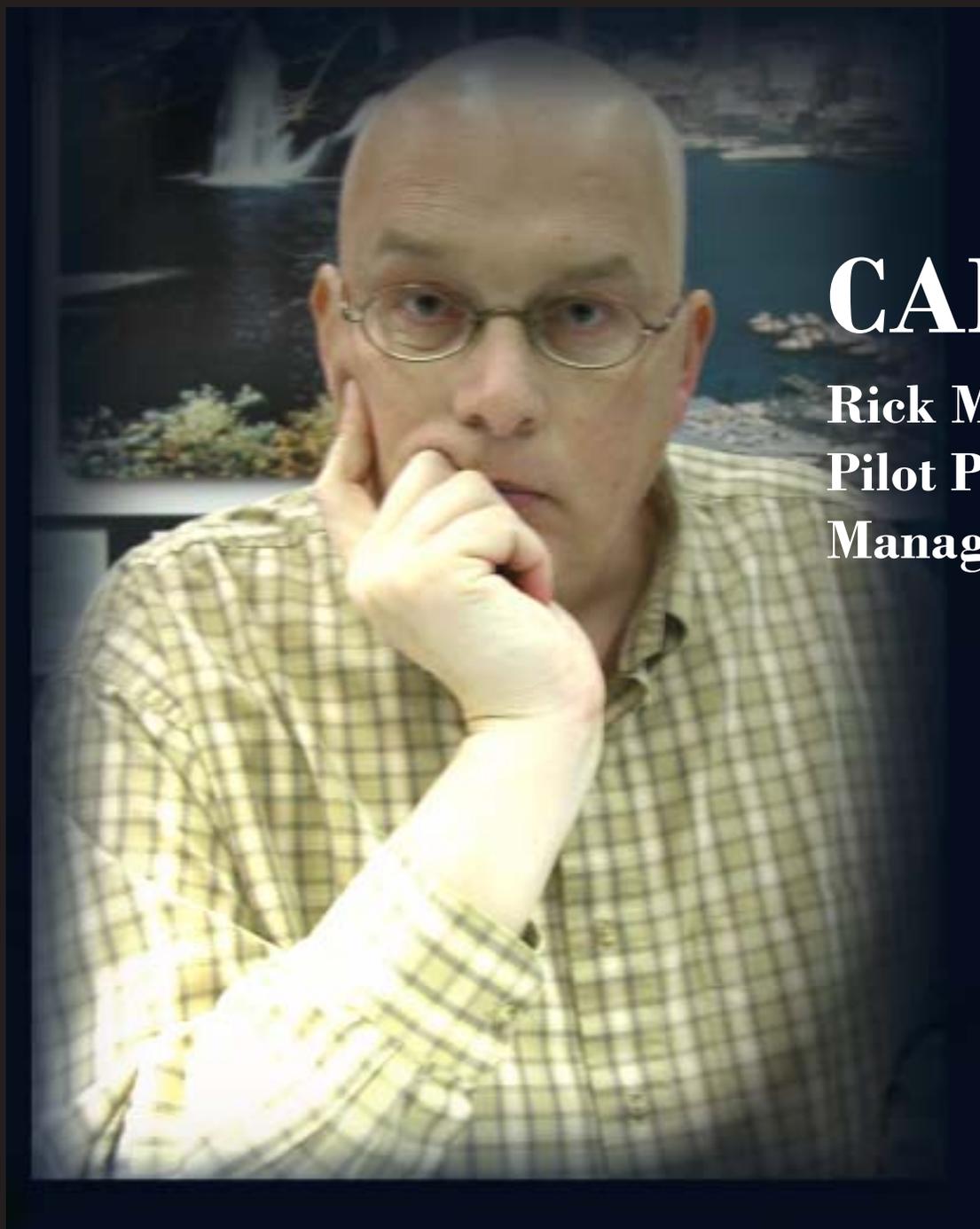




US Army Corps  
of Engineers®  
Seattle District

# Flagship

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## CANCER

**Rick Moshier's  
Pilot Project  
Management Plan**

# Contents

<b>Commander's Notebook: My Father's Corps</b>	2
<b>Commentary: Linking Character with Ethical Savvy</b>	3
<b>Commemorating the Lewis and Clark Journey</b>	4
<b>Elevators at Chief Joseph Dam Modernized</b>	6
<b>Two Decades of Partnership at the Chittenden Locks</b>	7
<b>Plans into Action</b>	8
<b>PMBP: Growing a New Crop of Army Corps Project Managers</b>	10
<b>PMBP: "The only thing I know about PMBP is that little blue Do-It Guy"</b>	12
<b>Cancer: Rick Moshier's Pilot Project Management Plan</b>	14
<b>Monica Malia's Dreams Come True</b>	16
<b>Brian Reflecting the Past Envisioning the Future</b>	17
<b>Paul Cooke's Spam for Weird AI !?***!?</b>	18
<b>Around the District</b>	19
<b>Kudos Kiosk</b>	20



## *Commander's Notebook*

### **My Father's Corps**

By Col. Ralph Graves

It's a paradox: if you are ignorant of history you risk repeating old mistakes, but if your thinking is stuck in the past you risk becoming obsolete. Is the Corps of Engineers' rich history an anchor or a springboard?

Certainly we can be proud of what the Corps and Seattle District have accomplished. Building the great navigation, flood control and hydropower projects of the past century took ingenuity, determination and courage. Those projects continue to deliver benefits today. What's interesting to know is that the Corps was initially reluctant to go beyond navigation and needed prodding from Congress in the 1920s and '30s to expand into other mission areas. Seattle District played a major role studying opportunities for water project development on the Columbia River. Similarly, today we are leading the way in determining how the Corps can help conserve and restore the natural environment.

On the other hand, we have to decide which past practices are strengths for saving and which should be left behind. At one time the Corps used spoil from dredging rivers to build levees and fill in wetlands for pasture. That was considered a beneficial use to help increase farmlands. Today we avoid filling wetlands - in fact, we protect them under the Clean Water Act and we look for opportunities to knock down the levees and let the water back in.

I react strongly when people say, "It's not your father's Corps." Part of that is pride in what my father and his compatriots did as Corps Officers, but also I believe it's not right to judge the work of the past by today's standards. We should ask how well they did by the standards of their day. Did they respond to direction from elected authorities? Did they make recommendations consistent with established priorities? Did they take advantage of the best science available? Were they open to changing circumstances?

Despite rhetoric about the current rate of change, people have had to react to changing circumstances before. Go to a meeting of the Seattle District Retirees Association and listen to them talk about how they dealt with the explosion of work in 1941 and 1942. Political controversy? Read about Hiram Chittenden and the arguments a hundred years ago over the best route for the Lake Washington Ship Canal. Certainly budget pressures and resource constraints are not new.

So as we try to determine direction from political and legal dialectics, adjust our technical processes and find more efficient ways to work, we can look to sources of past success. We respond to constitutional political processes. We leverage the capabilities of the private sector. We insist on honesty and professionalism.

We have a lot to learn from Corps of Engineers history, and not just about how we need to change or avoid past mistakes. Many of the problems we face are not new, nor are the answers. The values that underlie Corps integrity have not changed. The organization has always built success on the work of people of vision, dedication and imagination. That's a constant!

## Commentary

# Linking Character with Ethical Savvy

By Dave Harris

America's crisis of truth and ethics puts pressure on Seattle District's future. I'm not suggesting we become historical revisionists, and I want to be careful not to impugn the district's glorious past. But in light of the shortcomings of society, from which we will recruit future staff, is there reason to scrutinize standards and nail down ethical expectations for tomorrow's staffer? It isn't just an institutional consideration. The key lies in the individual.

Chuck Colson points out, "The major problem is in the academic institutions that should be teaching ethics. They say they are. But look at the curriculum; you'll find they ignore the real solution to business scandals, which is not public policy or social justice, but personal virtue. Christina Hoff Sommers published an article urging ethics teachers to teach private virtue—personal honesty, decency and responsibility. Sommers' colleague, an ethics professor, scoffed at her argument and insisted, 'You're not going to have moral people until you have moral institutions.' And she informed Sommers that she planned to continue talking about social justice—issues like keeping the world's poor from being exploited by greedy multi-national companies.

"But at the end of the semester, the colleague was singing a different tune. More than half of the students in her ethics course had cheated on a take-home final exam. She told Sommers, 'I'd like to borrow a copy of that article you wrote on ethics without virtue.'"

Dallas Willard tells of a situation at Harvard in suggesting, "The task of connecting intellect to character is daunting." He mentions a young woman of a Midwestern, working class background.

"People who were in classes with her treated her ungraciously because of her lower economic position, without simple courtesies and respect, and often were rude and sometimes crude to her. She was repeatedly propositioned by one young student as she went about her work. He was a man with whom she had had two 'moral reasoning' courses, in which he excelled and received the highest of grades.

"After going over not only the behavior of her fellow students, but also the long list of highly educated people who have perpetrated the atrocities for which the 20th century is famous, she concluded by saying, 'I've been taking all these philosophy courses, and we talk about what is true, what's important, what's good. Well, how do you teach people to be good?' And, she added, 'What's the point of knowing good if you don't try to become a good person?'"

We must ponder the implications for Seattle District's future. One may read and talk incessantly, looking for life's purpose in an information explosion of silly slogans and wearing meaningless ads on one's T-shirts. We solidify society's—and, therefore, the Corps'—future when we think seriously about our own personal behavior and exhibit individual character—even when no one is looking.



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Seattle District



Cover story:  
Rick Moshier,  
accustomed  
to the Corps'  
greatest  
challenges,  
encounters a  
personal one.



This issue was  
especially  
prepared for  
Lori Morris and  
the Seattle  
District Family.

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Dave Harris, Chief, Public Affairs  
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# Commemorating the Lewis and Clark Journey of Discovery

President Jefferson sent a confidential message on Jan. 18, 1803, to Congress proposing that an “intelligent officer with 10 or 12 chosen men . . . might explore . . . to the Western Ocean.” In 1803, two-thirds of the population lived within 50 miles of the Atlantic Ocean. The “Western Ocean” was a far away place.

A month later, Congress gave Jefferson \$2,500 to fund a small expeditionary group, which was later called the Corps of Discovery. Its leaders were Jefferson’s secretary, Meriwether Lewis, a Captain in the U.S. Army, and Lewis’ friend, William Clark, a retired U.S. Army Captain who reenlisted for the expedition. Clark was titled “Captain, Corps of Volunteers of North Western Discovery,” but this was not a commissioned title. No one on the mission knew this except Lewis and Clark, so troops referred to both as “Captain.” This Army expedition served as a model for future expeditions by the U.S. Army Corps of Topographical Engineers.

On July 5, 1803, Lewis left Washington to meet Clark and begin a journey that over the next four years would traverse thousands of miles. The Lewis and Clark Expedition has come to grip the American imagination like few other events in American history, fueled by Ken Burns’ PBS documentary “Lewis and Clark - The Journey of the Corps of Discovery” and the nationwide best-selling book “Undaunted Courage” by Stephen E. Ambrose.

Though the Corps of Discovery was not a Corps of Engineers’ effort, the route Lewis and Clark followed lies within eight Corps districts, and the Corps manages over 1,100 miles of the expedition’s water route. Thus, the Corps is playing a significant role in working with

federal, tribal, state, local and private organizations through the National Council of the Lewis and Clark Bicentennial to observe this event, which continues through 2006.

As a prelude to the national commemoration at Jefferson’s home in Monticello, the Corps sponsored a staffed Lewis and Clark exhibition at the Pentagon’s A-ring in January. Re-enactors wore uniforms like those worn by the soldiers of the expedition. Their display included replicas and representations of many of the tools and scientific instruments carried by expedition members.

Jan. 18, Monticello hosted the launch of the official observance. It was on this day, 200 years ago, that President Jefferson asked Congress for the money to proceed. The U.S. Army 1802 Color Guard presented the colors at the commencement ceremony in front of a capacity audience, which included two cabinet secretaries and several congressional representatives.

Seattle District joins in as the Army and the country commemorate the Corps of Discovery’s journey over the next several years. Jerry Gray, the district’s Lewis and Clark point of contact, said that although the expedition stopped well short of Seattle, the district has several active Lewis and Clark programs.

In May, the Lake Washington Ship Canal and Hiram M. Chittenden Locks is planning a Lewis and Clark encampment for two days with Lewis and Clark re-enactors from Corps’ national bicentennial staff. Part of the day will be reserved for school groups, with the remainder open to the public.

At Chief Joseph Dam, park ranger Doug Helman is in charge of Lewis and Clark activities. He will provide an off-site program to local schools throughout the year

as well as Saturday night campfire presentations at Bridgeport State Park.

Albeni Falls is planning a Lewis and Clark theme float for local parades and will be performing a drama called "Lewis and Clark Meet David Thompson." Park ranger Dee Flower said, "Albeni Falls natural resources staff members continue to conduct Lewis and Clark and programs in the campgrounds, with the Boy and Girl Scouts and at the Bonner County Watershed Festival."

Libby Dam's natural resources staff has also been conducting Lewis and Clark programs based on different aspects of the expedition. "Blood, Sweat, and Fears" focuses on the hardships and struggles of the expedition. Other programs cover the importance of journals and journaling, and mapping exercises. Last summer's "Kids for College" used the Lewis and Clark theme.

In addition, park ranger Alana Kirkpatrick said that Libby Dam has installed a new three-panel exhibit - with a touch screen display - on the Lewis and Clark Expedition and David Thompson's explorations. They've ordered two Corps Discovery trunks - one to be used with the display and the other for programming.

"We're currently working on a partnership with the Montana Historical Society to bring speakers off the trail for campfire programs and speaking engagements in Libby. Libby will have a special event day during summer 2004 focusing on the Lewis and Clark expedition," said Alana, who went to Washington, D.C., for Engineers Week, Feb. 17-21, for the Corps bicentennial kick-off.

For more information on the Corps' Lewis and Clark activities, visit the Natural Resources Management Gateway at <http://corpslakes.usace.army.mil/employees/lewisandclark/lewis.html>

*However our present interests may restrain us within our own limits, it is impossible not to look forward to distant times, when our rapid multiplication will expand itself beyond those limits and cover the whole...continent.* Thomas Jefferson

By Steven Cosgrove



At the Corps' Lewis and Clark kickoff event in the Pentagon's A-ring are Maj. Meredith Bucher of Army Headquarters Public Affairs Office; Ken Wilk, Assistant National Lewis and Clark Coordinator from Kansas City District; and Tim Bischoff, park ranger from St. Louis District Rend Lake.

*"However our present interests may restrain us within our own limits, it is impossible not to look forward to distant times, when our rapid multiplication will expand itself beyond those limits and cover the whole...continent."*

Thomas Jefferson

and Clark

# Elevators at Chief Joseph Dam *Modernized*

By Steven Cosgrove



Going down? Ron Bertram and Terry Mikkelson ride an elevator slated for renewal.

Powerhouse and intake elevators at Chief Joseph Dam are getting a lift. Starting early this year, work begins to renew and modernize the elevators to meet current and future requirements. When completed, Chief Joseph Dam staff will have reliable, computer-controlled powerhouse and intake elevators to transit from the inner workings of the electric generating plant to the generating facility control room and upper level of the dam.

This modernization project will upgrade the elevators to comply with current codes and seismic criteria. Elevator specialists are replacing controllers with solid state control and drive technology. They are also replacing car door operators, as well as selectors, smoke detectors and elevator lighting. Included in the work will be refurbishment of hoist machinery, hoist-way equipment and roller guides. The contract will replace motor generators, and the cab will be renovated and upgraded to comply with requirements of the Americans with Disabilities Act

The Corps awarded the contract for the elevator modernization to Armstrong Elevator Company of St. Petersburg, Fla., which submitted a proposal that offered the best value to the Corps in meeting its evaluation factors. Design engineers are from HNTB of Bellevue, Wash., and Lerch, Bates and Associates of Snohomish, Wash.

The Corps management team consists of Dennis Scalf, Resident Engineer; Mark Howard, Program Manager; and Bill Garrott, Project Manager. On the Project Delivery Team are Terry Mikkelson, Ron Bertram, Gerald Day, Mark Howard, Robert Stoaks, Rob Petrone, Anil Nisargand, Sven Lie, Sandra Thomson, Anna Ruddell, Catherine Schmitz-Robinson, Hugh Markey, Art Brown, Steve Dodroe, Dave Walton, Gary Trovich, Dannel Fillius, Jon Lee, Jim Kluge, Laura Wilson, Sharon Gonzalez, Bonilie Lackey, Kim Calhoun, Flossie McQueen, Tim Sullivan, Karl Pankaskie (Walla Walla District), and Greg Westmoreland.

# Two Decades of Partnership at the Chittenden Locks

By Patricia Graesser

Upon entering the foyer and seeing cakes laid out and a group gathered, crew member Emilee Swanson literally jumped for joy.

Delight was a common emotion when eight custodial crew members, two crew supervisors and several agency directors came together Dec. 11 at the Hiram M. Chittenden Locks to celebrate a 20-year partnership between the Army Corps of Engineers and Northwest Center, a nonprofit business with a mission to expand the skills of persons with disabilities through education, rehabilitation and job opportunities.

There are varying degrees of abilities and independence among the crew, men and women, who range in age from the mid-20s to early 50s. Some have worked at the Locks for a number of years—one more than a decade. At the ceremony, each crew member received a certificate to commemorate the 20-year partnership and in appreciation for the job he or she does.

“The staff does the tough work, keeping the bathrooms clean for one and a half million people,” said John Post, the project manager at the Locks. Post said he had been there since the partnership was initiated and was pleased with its results.

District Commander Col. Ralph Graves received an Award of



**Work crew at Locks from left: NW Center Supported Work Teams Program Manager Craig Johnson, Emilee Swanson, Paul Gilly, Bill Kelley, Mischu Cowan, Richard Hout, Judi Davis and Steve Legrand.**

Appreciation from NISH to celebrate the partnership. NISH is a non-profit agency that provides assistance to companies, like Northwest Center, that are interested in obtaining federal contracts under the federal Javits-Wagner-O’Day program.

“The crew does the work that keeps this facility beautiful. I know because I live here, and I’m pleased to support the program,” Graves said.

The 20-year contract at the Locks is Northwest Center’s longest continuous agreement, part of a federal program that provides work opportunities for people who are disabled.

Susan Milstein, Executive Director of the Northwest region of NISH, likewise thanked the Corps “for your support throughout the years.”

“Coming together with the Corps has meant a great deal to the community,” said Craig Johnston,

Program Manager for Supported Work Teams for Northwest Center. Johnston’s long history with the crew started in 1981, when he began as their first custodial supervisor.

Sarah Anne Wright, a reporter for the Seattle Times who attended the event, later reported on the partnership, writing, “Most mentally disabled workers earn less than minimum wage through the Fair Labor Standards Act, which pays on a percentage of productivity. At a site such as the Locks, workers may make \$2 to \$6 per hour, plus an additional \$2.15 for health and welfare benefits.”

For both Northwest Center and the Corps, the partnership has been beneficial. Judging from the smiles on everyone’s faces at the celebration, the administrative agreement has also meant personal satisfaction for all involved.

Learning Team Focused and Dynamic

# Plans into Action

By Patricia Graesser

Cheryl Anderson, Rose Espinoza, Ron Bush strategize Seattle District's future.



The Learning Team is currently planning its next set of actions as well as how to sustain momentum on the actions undertaken so far. Employees interested in participating should contact Lori Danielson at (206) 764-6177. For more information about any of the Strategic Teams' action and plans, go to: <http://intranet/cfweb/OfficeOfficeShow.cfm?ofcsym=SPT>

**Other Team Leaders are: Facilities Team - Barbara Maciejewski, Recruiting & Retention Team - Cheryl Anderson, Telework Team - Terry Conover, Business Process Team - Steve Miller.**

Along with a major earthquake, still etched in our minds, another movement was launched February 28, 2001.

A gathering of district leaders at all levels gathered to plot out a strategy for the district's future. From that initial strategy, five strategic teams formed with each focused on a different aspect of improving the district. The current teams include the Process Team, Recruitment and Retention Team, Learning Team, Facilities Team, and the Telework Team.

All teams welcome involvement from interested employees and all post their information on the intranet (just click on "Strategic Planning Team" on the left hand side of eNeWS).

As part of a periodic update on the teams' actions, this article will focus on the Learning Team's actions and direction.

The Learning Team formed as part of the implementation of Seattle District's Strategic Plan, generated February 2001. In the People category of that broad plan, one of the strategic objectives is "To revitalize our program for development of our people." The Learning Team, a standing committee, is focused on setting a direction and working to support that objective.

The Learning Team's mission is to develop recommendations that focus on improving skills training, access to information and organizational learning. The Learning Team seeks to create a dynamic learning environment, matching the right tools to current and evolving circumstances.

The team developed three initial actions in 2002: build mentoring, strengthen the Individual Development Planning process, and create a single training website portal for the district.

The goal of building the district's mentoring program is being pursued on a variety of levels:

- ◆ Peer mentors/field mentors – existing employees that are available to each other for sharing knowledge, expertise, experience, etc.
- ◆ Professional development/growth mentors – people seek out mentors (either inside or outside the Corps) for professional and/or personal development.
- ◆ Sponsor/Mentor for new employees that come into the district – someone assigned to a new employee that will spend time/effort getting the new employee acquainted with the district.

An initial group of 20 employees will go through a training session this spring designed to give them the skills and tools to be effective mentors to their peers.

The second action the team pursued was to promote the use of IDPs and the supervisor's active role in the IDP process.

The expected outcome from this effort will be to establish a foundation upon which a learning environment can be built, sustained and improved. The team will support making meaningful use of the existing IDP process to promote a learning culture. Their objective products include a meaningful and useful IDP process improved employee-supervisor communication and broad familiarity with the IDP process and its potential beneficial outcomes.

The IDP issues were addressed from the first-line supervisor's perspective – what should they know and pass on to their staff – through training sessions conducted Jan. 23, Feb. 4 and Feb. 27 by Steven Soltar Organization Development Services.

The team felt it was equally important to address the role and responsibilities of the employee in the evaluation/IDP process. To support the goal of informing and providing tools for employees, the team coordinated mailing resources to each employee and held two one-hour sessions to provide additional clarification for employees about their roles and responsibilities in planning for their own individual development.

The third action of the Learning Team was to create a searchable database of training opportunities available to all employees via the eNeWS intranet. Now available through eNeWS, "Training Opportunities" stores data about many types of opportunities: classroom training, training vendors, in-house experts, online classes, local college classes, brownbag seminars, conferences, mentoring and cross-training possibilities. The knowledge manager, district librarian or individual employees can add training events and opportunities.

Information can be held in the database even after the training event date passes, because it still has value for employees searching for sources of training or evaluation by students. Information is deleted only after the vendor or instructor/expert is no longer available. Evaluations of training that an employee has taken can also reside in the database.



# PMBP: Growing a New Crop of Army Corps Project Managers

By Leslie Kaye

**T**he current levee at Old Soldiers' Home in Orting, Wash. The photographed area represents where the levee will be moved. By restoring this site, essential habitat will open up for spawning and rearing of fish.



**A** small part of the two-project team stops briefly to illustrate the overgrown existing Orting levees. From left: Sarah Bates, Claudia Webb, Mike Min, Project Manager; Laura Orr and Dave Lenger.



**O**rting, Wash., is said to be the most dangerous city in the nation. Tacoma is no stranger to danger either and both are calling in the Army for help. But the work of one new project manager will make at least a small part of each of these places a little more environmentally friendly.

Two ecosystem restoration projects in the Puyallup River Basin pose as examples of how the Corps' new business process can make a difference in creating scenic, serene rivers.

Orting Old Soldiers' Home, Section 206, and the Lower Puyallup River, Section 1135, both exemplify PMBP—Project Management Business Process. Each project is funded under WRDA 1986—Water Resources Development Act.

“WRDA 1986 is the act under the Public Law 99-662 that allows us to do restoration such as the Old Soldiers Home,” says project manager, Laura Orr. “Although it may seem old, this is actually a fairly new authorization which allows for ecosystem restoration. Many other authorizations, such as Section 205 for flood control date, as far back as the Flood Control Act of 1948, as amended.”

She considers the restoration project on the Lower Puyallup River a win-win situation. The Puyallup Tribe asked the Army Corps to do the restoration work and they will fund 25 percent. The Tribe also agreed to maintain what is restored after the work is done. The Lower Puyallup project is therefore of benefit to all with no negative effects. One of the proposed solutions to the ecosystem problem is to build a sea wall. The project team also will consider setting back the existing levee so there is more near shore environment. The work will be highly visible to the public.

The Orting project is not nearly as visible to the public. The main

problem as described by Orr will be to provide a connection from the existing riparian area to the river. The primary solution the team will look at for this project focuses on setting back the existing levees. This will allow the river to create side channels that are essential for fish spawning and rearing. The construction part will be “basically setting back the current levee to open up approximately 51 acres to the Puyallup River,” Orr says.

Taking a cue from some new processes in PMBP, she handled the project descriptions in a fresh, effective way. Orr made sure that *every person* involved in the project actually *saw* the site. She made sure the team all met each other. She informed Public Affairs about the project early in the planning process. She asked for input on the Communications Plan. She discussed potential community problems or community benefits during the site visit.

Additionally, the inclusion of state and local environmental agencies on the site visit provided much-needed elements of how to best engineer the restoration. Orr handled general questions about Army Corps process right then and there. The site visit also gave everyone ample lead time to think about design possibilities. Early research has shown that while this approach may take more time, the benefits far outweigh the disadvantages.

Pierce County, the local sponsor on both projects, indicated their satisfaction during the November site visit with the level of communication and the planning work done thus far on these restoration opportunities.

While PMBP may still be at the grass roots level, the project team says it is showing itself as a successful tool in making the environment a little less hostile for plants and animals.



**W**hether in a dense forest or in the middle of a heavy industrial area, one environmentally-friendly solution to the ecosystem restoration is to place existing levees back from the river. The Puyallup Tribe will maintain the project after construction.



**C**lose-up of area next to the Lower Puyallup river shows the current lack of environment. Help is needed!



**I**n discussion and deep thought about best possible solutions: Phil Hoffman (right) and Lisa Sievers (left) from the Corps and Dennis Dixon (center), Pierce County Public Works and Utilities, Environmental Services.

# PMBP



**“The only thing that I know about PMBP is that little blue Do-It guy...”**

By Andrea Takash

Put on your goggles and headset and listen closely to pilot buzzings, good and bad, and maybe even hear something positive about the Project Management Business Process, better known as PMBP.

Steve Miller, something of an air boss, has launched the PMBP Pilot Initiative up, up and away through bumpy air turbulence.

“The only thing that I know about PMBP is that little blue Do-It guy.”

“PMBP will help involve all parts of the organization to improve projects.”

“PMBP is redundant.”

“I am not a fan of it.”

“It takes away from time I need to do my job.”

“It gives me ways to interact with other people.”

This is just some of the static you commonly hear. Although you can hear those who have a negative attitude about PMBP, “it is time to jump on board and learn to use it,” says Steve Miller, implementation project manager for PMBP.

Some have a tough time switching from ground-school lesson theory on CDs to hands-on “simulator” application. If you are one of those, you are not alone. In order to address this important question, the PMBP Pilot Project Initiative took off.

Miller signaled the test pilot initiative at the October project review board. He identified 16 projects in the military, civil works, environmental and operations areas. Miller believes that everybody will learn from these project development teams as they fly their project according to the PMBP.

The hope of everyone involved with the pilot project initiative is “to make the PMBP real and tactile,” Miller says, “to gain a working understanding of the BP manual and PMBP doctrine, identify areas where we need help, identify process improvements we need, and flush out any flaws in the doctrine early.”

“Wing Commander” Col. Ralph Graves strongly supports the fledgling program. “The Pilot Project teams are our scouts into unknown territory,” he says. “I’m convinced that Seattle District and our customers will benefit from full PMBP implementation, and the Pilot Projects will help us discover where both the benefits and the obstacles lie so we can prepare the way for the rest of our project teams to follow.”

Miller echoes the lead pilot’s assessment and looks for added lift and thrust from his gleaming craft.

“In order for the Corps to survive, we must implement PMBP across the board. It is time for the Corps to evolve from the 19th century business practices that are currently in use,” Miller explains.

At the Project Review Board meeting in October, Miller asked the project managers of the pilot projects to “assess their project management plans against PMBP requirements, provide a cost/risk assessment of whether compliance with PMBP made sense, and recommend whether their projects should continue to be studied.” The Project Managers will update their self-assessments on a monthly basis.

One of these PMs, Linda Smith, enlisted the Lake Washington Ship Canal General Investigation in the Pilot Project Initiative. Even though Smith and her team applied the general strategies behind PMBP before PMBP formally surfaced, Smith believes that the initiative has been a positive learning experience. Smith explains, “My biggest benefit has been to formalize my processes, which has increased the comfort level for my sponsors and team.”

Patty Robinson, the project manager for the Puyallup/White River GI, also joined the initiative. She says, “The initiative is a good communication tool between PMs, Project Delivery Teams, and senior management.

Miller says that this is a “joint learning process that allows project delivery teams to come together in a relaxed forum to speak on the progress of their project in relation to PMBP compliance, good and bad.” Miller explained right from the start that it is okay to share non-compliance. In order for the initiative to work, the pilot project teams must learn from their own and their peers’ crashes in order to make improvements.

Even though Miller has encountered challenges in changing people’s biases against PMBP and getting people to report bad news, he says he is happy with the progression. “At our January meeting, I finally saw project managers open up. They were sharing and providing feedback. So far, it has been a valuable learning process.”

Those involved with this initiative will continue to meet on a monthly basis. Each month, three of the now 15 pilot projects will provide an assessment on the status of their project in relation to PMBP compliance.

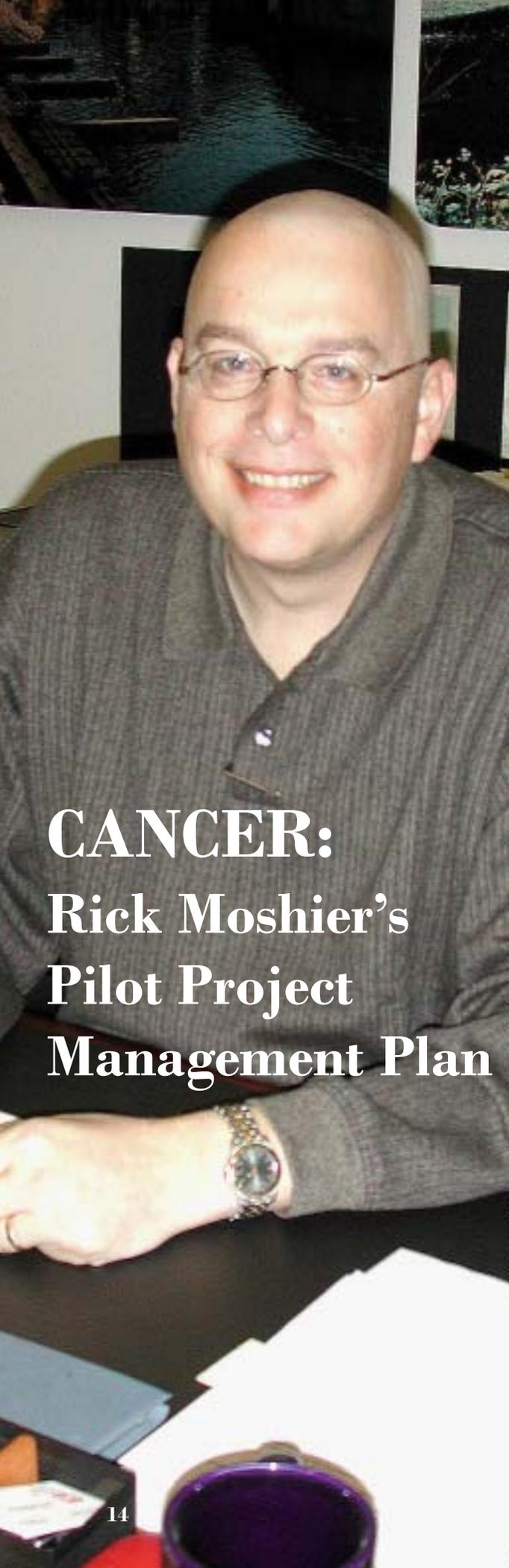
No deadline exists for this initiative. As everyone involved learns more about real-world applications of PMBP, Miller hopes that the Pilot Project Delivery Teams will teach others and the initiative will be on going.

The pilots will help modernize the checklists and discard the old props. The crews can spin their CDs and cluster in small group discussions.

The Corps’ leading-edge PMBP flies high.

## Pilot Projects and their PMs

- ◆ **Howard Hanson Dam: Corrosion Control of Emergency Stop Log; Bill Garrott**
- ◆ **Lake Washington Ship Canal: Guard Gate Installation; Maj. John Buck**
- ◆ **Albeni Falls: Prototype Governor Design and Installation; Mark Howard**
- ◆ **Chief Joseph Dam: Operator Console Replacement; Pam Yorozu**
- ◆ **Libby Dam: Replace Snow Cat used for Microwave Relay Maintenance; Jeff Regh**
- ◆ **Navigation: Repair Breakwater at Neah Bay; Patty Miller**
- ◆ **Pacific Sound Resources; Miriam Gilmer-Bogh**
- ◆ **Bunker Hill Miscellaneous Capping; Ginny Dierich**
- ◆ **Immigration and Naturalization Service/Border Patrol Facilities; Steve Saepoff**
- ◆ **Howard Hanson Dam Fish Passage Facility and/or Environmental Restoration; Mike Padilla**
- ◆ **Lake Washington Ship Canal General Investigation; Linda Smith**
- ◆ **Tokul Creek 206; George Hart**
- ◆ **Puyallup/White River General Investigation; Patty Robinson**
- ◆ **FY04 Shoothouse, Fort Lewis; Emman Alvarez**
- ◆ **FY04 Barracks, Fort Lewis; Thomas Poole**



# CANCER: Rick Moshier's Pilot Project Management Plan



**H**is teeth chattered, and he told his hospital visitors he couldn't talk; he'd bite his tongue. Time to bear down and clench his teeth while he shook uncontrollably with the chills.

Rick Moshier, Chief of Engineering and Construction Division, endured his first nine-hour session of chemotherapy Dec. 10 "like a long plane ride," he recalls, as he watched an 825-milliliter cocktail of four drugs slowly drip into his veins.

When the session was over, almost instantly the discomfort stopped.

"The chemo does not make me sick," he says, unlike stories he's heard about others. It's just during the actual session: "My temperature went way up, and my blood pressure went way down." The oncology technicians control that by extending the agonizing sessions—dripping the drugs in slower.

Rick first noticed a small lump on the side of his face on an Oct. 20, 2002, red-eye flight to the Commander's Course in Washington, D.C. He often has sinus and ear pressure, so he took some Tylenol.

"I never really felt bad," he says. "After Commander's Course, I went hunting for a week."

After a couple weeks, his doctor gave him antibiotics. The lump got bigger. The doctor boosted the dosage while referring Rick to a specialist, who then took a needle biopsy and found fluid, common with lymphoma cell structure, but the results were "not very conclusive."

Then Rick describes how he began to feel as the cancer symptoms began. He says he perceives it as “about as close as I could come” to how a person might feel during menopause.

“I had hot flashes for 20 minutes max. I’d wake up with cold sweats and I started taking a beach towel to bed. I was irritable.”

Then, a day before Thanksgiving, his specialist planned to make a 1-inch incision for a better biopsy. He ended up taking a tonsil, part of the throat and tongue. Rick says he “felt really sore for about a month; when you don’t swallow, your mouth feels like cotton.” So much for Thanksgiving dinner.

Dec. 2, Rick’s birthday, yielded the results: non-Hodgkin’s lymphoma, large “B” cells.

“I knew I had cancer, but I didn’t know how bad,” he says.

Next came procedures like blood draws and a full-body CAT scan. “I had one heck of a time drinking 45 ounces of barium needed for the CAT scan, because I hadn’t been eating following the tonsillectomy,” Rick says. They found cancer in multiple places, including the bone marrow—stage 4 cancer.

He says the “crudest” and most painful procedure was using an auger to bore into his hip. “Our geotech folks would have been proud,” he says. The technician missed and had to do it again.

Decision time: With six days left in the Open Season, should he switch medical plans so he could visit renowned University of Washington physicians?

“I have confidence in my doctors,” he says. My doctor predicted the exact day I’d start losing my hair, and he said my lump would be gone in a week, and he was right. The doctor used the same three national labs as the UW Cancer Center, and Rick’s wife, Ann; daughter, Kelly; and son, Robert, had their doctors, so he decided to stay



with what he had. While non-Hodgkin’s lymphoma is not as serious as others, he says it tends to come back. He and his doctors will keep a close watch, and he advises employees to get in early to check out problems. He feels like he caught his illness early.

“I was ready to go bald,” Rick says. “I could buy some good-looking hats. I might keep it this way!”

What he wasn’t prepared for was a “yucky shower” with clumps of hair falling out. First he had a crew cut; then he had his daughter shave his head “Jan. 1 at 1 a.m.”

Ever the PM, he applies PMBP—Project Management Business Process—to his illness. He follows the project management plan, he says, which predicts remission by May or June after his now weekly chemo treatments.

Rick says the illness is easy to handle—no restrictions on eating or exercise. He belongs to a small group of employees, called the Chub Club, trying to lose 10 to 15 pounds. In going through his treatment he lost nine pounds.

“I’ll have to lose a total of 24 pounds to meet my goal,” he says, since the club’s starting point was after he lost his weight from his tonsillectomy.

Chances are you may see him a bit more irritable these days, even though he’s feeling good. He’s not particularly happy over rumors that his cancer is inoperable.

“If you have cancer throughout your body, surgery is not an option;

that’s meaningless when you have other treatment options. Just take care of the problem.”

And rather than spreading rumors, if you want to know how he’s feeling or about anything, “Just ask—like anything else we do around here.”

He continues to get up every day looking forward to going to work, “influencing the direction, executing and balancing resources, staff size and customer needs,” he says. “It’s always fun, and more so when we make some forward progress.”

He considered lifestyle changes, he says. “I didn’t beat myself up about it.” He made a New Year’s resolution—not to internalize things. Rick says his family and those close to him are already feeling the brunt of his new approach to life. When he’s upset, he won’t keep it inside, he vows. Additionally he says he is studying better nutrition and sleeping habits.

He says he found it rather pleasant and surprising when people have met him in the hall and told about their own family or something as intimate as the death of a spouse. “Thank everyone for well wishes and concern, and the CWC for the potted plant,” he says.

“When people who aren’t as close to me share their feelings, it’s even more meaningful. I’m not sick enough to deserve the attention. Others have it worse than I do.”

**By Dave Harris**

# Warm Welcomes

## Monica Malia's Dreams Come True



By Andrea Takash

Sept. 11, 2001, affected everyone, some more than others. Monica Malia, the new Chief, Resource Management, will never forget that day and its impact on her strategies for her future.

It started like any other normal Tuesday in Washington, D.C. As Security Assistance Financial Advisor to the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, she frequently attended meetings at the Pentagon.

While running late for her meeting, she learned of the tragic events taking place in New York City. She recalls saying, "Thank goodness nothing like that could ever happen at the Pentagon."

Moments later an airplane struck the Pentagon. Monica learned later that 33 people, including two of her friends, died in the same place where her meeting was being held. Reflecting back, she counts her blessings that she is alive today. She also says, "It made me realize what is important in life."

After the tragedy of Sept. 11 and other events in her life, Monica took a step back to determine strategies for her future. She knew for sure that the time had come for her to leave Washington, D.C. So she says she eagerly applied for the position as Chief, Resource Management because it was always her dream to be an RM chief.

Monica says she didn't think she stood a chance in obtaining her dream job. Much to her surprise, Col. Ralph Graves called to offer her the position. She accepted.

Coming to work for the Corps seems like second nature, Monica says. She worked for the Army Corps of Engineers, Pacific Ocean Division, for 20 years before switching gears to work for the Department of the Army for the past eight years.

With her variety of experience both at Army and the Corps of Engineers, Monica brings to the table dedication to the Corps mission and many fresh ideas. Although she believes that "Seattle District is at the forefront," she says that there are necessary changes that need to be made. But she adds, "The people here

at the Seattle District are amenable to change."

In order to progress, Monica plans on "marrying up new

processes with legacy systems (i.e. CEFMS)." She feels that a lot can be learned from legacy systems, but it is time to adapt to new processes.

In five years, Monica envisions a positive outlook for Seattle District. "It will be a more fun place to work. P2 will be running smoothly. We will have a more diverse workforce."

Monica's staff has recognized her positive attitude.

Millie Boyle, Revolving Fund Accountant, says, "Monica is a very caring person. It is obvious that she has an extensive background and is very knowledgeable."

Chuck Wilson, Chief, Finance and Accounting Branch, adds, "She has been a pleasure to work with, and she has a lot of new and exciting ideas."

*"... she eagerly applied for the position as Chief, Resource Management, because it was always her dream to be an RM chief."*



# *Happy Trails* **Brian Reflecting the Past Envisioning the Future**



By Andrea Takash

**H**e slipped in almost unnoticed in 1968, a year that captured the world's worries and fascinations. The Vietnam War went through its most intensive year. The Boeing 747 took its first flight. The first Kodak instamatic camera went on the market. It was such a year that Brian Applebury joined the Seattle District in the Engineer Intern Program.

It has been 35 years since Brian walked through the doors of Seattle District. As Brian plans his retirement for this spring, he reflects on his past years with the district and envisions what it will look like in the future.

Brian says he has fulfilled his career goal to always have a job that he enjoyed. "From day one I enjoyed my job at the Corps; so I have stayed."

After working at the district for seven years as an engineer, Brian accepted the position of Natural Disaster Manager. He became Chief, Emergency Management Branch in 1979. But Brian didn't stop there. In 1987, he served as Assistant Chief, Operations Division. Brian's hard work paid off. In 1991, he stepped up as Chief, Operations Division, where he remains today.

Brian says he has seen many changes during his time here. When he first started, emergency management had a different title, "flood control." He witnessed the military mission being turned over to

the Sacramento District and then returned to Seattle.

"The biggest change that I remember was the switch from building big projects to environmental restoration and protection," Brian says. However, through all of these changes, Brian affirms that the district's employees remained flexible and diligent.

However, Nancy Eckerlin, Secretary, Operations Division, says that Brian's dedication and support allowed the district to adjust to changes. "During the years we have seen many changes and Brian has helped us all to adjust quickly. Brian has always been supportive to me, and I wish him and his family the very best."

Even though Brian observed many changes, two crucial factors have stayed constant "The Corps attitude to serving the nation has remained strong. Furthermore, we have maintained a high level of exceeding our customers' expectations."

How does he envision the district in five years?

He predicts that the district will continue to grow. Brian says he strongly believes "the Corps and the Seattle District's future are bright. The Corps will survive."

"Keep an eye on the pulse of the public," he tells newcomers and seasoned employees. "They are key to keeping a sense of environmental values."

Kelly Gustafson, Operations and Maintenance Appropriation Manager, says she values Brian's advice. "He is very dedicated to Operations Division and truly puts his heart in this organization. I always feel that he looks out for all of us and wants the best for the division and projects."

After 35 years of getting up every morning to come to work at Seattle District, Brian admits that retiring will be difficult.

He says he will address that challenge—and the ball—on the golf course.



# *Happy Trails* Paul Cooke's Spam for Weird Al ?!\*?!?

By Dave Harris

You can probably attribute retiring Paul Cooke's cheery disposition to four imprints on his life: Weird Al Yankovich, Steve Foster, Steve Dice and fancy quarters.

He wears Hawaiian shirts to look like Weird Al.

He says he tries to emulate former Planning Branch Chief Foster's people skills—"his general friendliness, and he was never afraid to say 'I'm sorry—I made a mistake.'"

Before Dr. Dice was Chief, Information Management Office, he was Chief, Environmental Resources Section.

"Steve really took it seriously," Paul says. "He lived it. It was more than a job. It was something he believed in. Like Steve, I try to steer my projects into something I can believe in."

Fancy quarters?

Paul says his most embarrassing moment was when he leaned on an old-style, rickety cubicle wall, and it fell into a meeting of Col. Phil Hall, the Commander, who jokingly told

him he was an accident waiting to happen.

Even those times, with orange, gray and mismatched furniture and partitions in Federal Center South, were far better than the early days when the Corps occupied quarters at Pier 36.

"Anything you give me will be better than I have now," he would say before the move. "It was always too hot, too cold, or too noisy. Even the rats were afraid. They didn't stay around long." Everything's relative.

Paul started out working for the Army Maps Service in Washington, D.C., some 33 years ago. He was laid off and took a job as a clerk with Corps Headquarters. He wanted to get back to the West Coast, and so Seattle District hired Paul in a cadastral (maps) job.

"It was an incredibly boring job, and I was really bad at it," Paul confesses.

Before long, though, he found his niche as a project manager and grooved on working things out with the customer.

His best times: Seeing projects completed, Paul says, leaving the sponsor happy. He spels off successes including Long Road Levee Project, Elwha Levee Project and the Lummi Shore Section 103.

"They really made me feel good, and the sponsors were seemingly very happy," he says.

Sometime co-worker Ann Ulrich describes Paul as someone who "wants to do right by the public and the environment, with a strong dedication to being a civil servant—

he's got a wicked sense of humor, probably the funniest person in the building."

His dry wit may catch you flat-footed. Selected as co-emcee for a Happy Fiscal New Year celebration, he told the audience, "You're probably wondering what I'm doing here. Why didn't they get somebody better?" Paul and co-host Kathy Kunz gave out prizes for participation: first prize, one can of Spam; second prize, two cans; and three cans of Spam for third prize.

If he enjoys what he does, why did he decide to retire Feb. 28?

"Because I can. I have no regrets. I'm interested in the Path Not Taken." He says he has no plans, except not to work for awhile, and to continue his hiking, working out, visiting people and community service. Paul serves on the YMCA board, Mountains to Sound Greenway and the Park Board at Normandy Park, his hometown.

He says he can't think of anyone he couldn't get along with at the Corps, but things can get under his skin.

"The process seems more bureaucratic, with more red tape, documenting everything. I'm not sure that makes for a better, cheaper project for the sponsor," he blusters. "I don't think it will take the Corps too long to figure that out. Right now we track everything to the Nth degree. In a couple years it will be totally the other way."

As one can imagine, Paul prefers to get out and rub shoulders with sponsors. "I love doing that," he says. If the bureaucracy gets in the way, "you spend less time with the sponsor. Contact is a luxury. Some PMs may not even meet the sponsor."

Paul has a better way—look them in the eye.

"Return phone calls—people don't always know that," he says. "You can tick 'em off if you don't."



# Around the District Corps Family

## Speaking Outreach

**Alana Kirkpatrick** started an ongoing project with the Montana Heritage Project, a local high school group. She visits their classroom for question and answer sessions every two weeks.

In February, she spoke to the Kootenai Bird Club about partnership opportunities for special events at Libby Dam.

Alana was also selected to travel to Washington, D.C., for Engineers Week for the Corps kick-off to the Bicentennial commemoration in February.

**Cheryl Anderson** spoke to the West End Puget Sound Kiwanis Club of Tacoma Jan. 2. She gave an impromptu overview of the Corps Civil Works, Military Construction and Environmental missions and role in the Northwest.

**Judy Smith** conducted a presentation called CHOICES to an 8th Grade Class at Gray Middle School in Tacoma. The CHOICES program involves business people conducting two sessions where the importance of continuing education is stressed as well as making good choices. The choices they make now can affect their entire career.

**Marian Valentine** spoke at a Civil Engineering graduate school seminar Jan. 17. The topic was "Conflicts on the Kootenai."

**Ken Brettman**, hydraulic engineer, was the featured speaker at the January meeting of the Seattle chapter of the American Meteorological Society. His talk was titled "Western Washington Flooding and Flood Control."

**Richard E. Smith**, licensed geologist and hydrogeologist, spoke at the EPA In Situ Treatment of Groundwater Contaminated with Non-Aqueous Phase Liquids conference in Chicago last December. The title of his talk was "Chlorinated Solvent DNAPL Extent Characterization at the East Gate Disposal Yard, Fort Lewis, Washington."

**Debbie Knaub** spoke at the Chelan County Public Utility District office in Leavenworth to landowners who have property along tributary creeks March 4. She talked about the Corps regulatory program and Endangered Species Act.

## Look What the Stork Brought... Babies!

**Grayson Goodman**, to Mark and Layna Goodman (Planning Branch) Jan. 3.



**T.J. William Reynolds**, to Michelle and Timmy Reynolds (Materials Handler at Albeni Falls Project) Jan. 15.



**Lydia Joy England**, to Trent and Cheryl Enland, and Great Grandma Charlotte Jenks (EC-CO) Jan. 18.

**Aniya Janay Thomas**, to Genea Stone (Design Branch) and Jeff Thomas Jan. 20.

**Benjamin Ryder Robinson**, to Patricia (Planning Branch) and Ridge Robinson March 5.



## More Happy Trails...

**Ken Proctor** of Forest Resources retired after 30 years with the Corps. He and his wife are retiring simultaneously to enjoy

approximately a month of vacation in San Diego. After their vacation they plan to spend a year doing mission work in Salt Lake City for the Church of Latter-Day Saints.



## In Memoriam

**Garret Johnson**, former Chief of Structural Section for many years.

**Edward "Eddie" L. Pimentel**, began working here more than 40 years ago and eventually became Chief of Engineering Division's Drafting Section. He also later worked in the Electrical Engineering Section until his retirement in 1994.

# Kudos Kiosk



Contratulations to Amy Brandt (second to the left).



Intern Leadership Development Course participants.

**Bring us your story ideas. We're especially interested in Speaking Outreaches, Birth Announcements, Retirements, Memoriams and most importantly acknowledgments for our Kudos Kiosk. Please share with us your comments and suggestions. We love to hear from you.**

**We hope you enjoy our new design as we continue to strive to bring you excellent journalism and design ingenuity.**

Amy Brandt was named Air Force Civilian Project Manager of the Year for Design for 2003 for her extraordinary work as Project Manager Forward, supporting Mountain Home Air Force Base and the Corps' Resident Office there. This is in addition to having been honored earlier this month as Air Combat Command's Design Project Manager of the Year. "Amy also provides tremendous support on the construction end projects, for which we at the Resident Office are very appreciative," according to the Resident Office's Drasa Maciunas.

During the week of Jan. 27, Seattle District hosted the Intern Leadership Development Course – ILDC. The week consisted of classes on Understanding America's Army, Leadership Styles, Team Development and much more. Participants came from a variety of backgrounds and districts. The facilitators were Maria Slater and Priscilla McKinney from the Center for Army Leadership at Fort Leavenworth, Kansas.

Congratualtions to Alan Korslien and Jim Nakamoto for being named Space Command Civilian Project Managers of the Year for Design and Construction.

During the Shared Strategy Conference, Feb. 4-5, two awards were presented to Seattle District for Section 206 Aquatic Restoration projects: Goldsborough Dam Restoration and Deepwater Slough Restoration.

## Retirees' Semi-Annual Luncheon

The Seattle District Retirees' Association will hold its semi-annual Retiree Luncheon on Thursday, May 1, at the Lake City Elks Lodge #1800. Social hour is from 11 a.m. to noon. The lunch is from noon to 12:45. The program runs from 1 to 2 p.m. The luncheon is open to friends, family and any members of the Corps who want to attend. Cost of the lunch is \$13.50, which includes tax and gratuity. Make check payable to COE Retirees Association and mail to: Bob Parker, 2533 NE 83<sup>rd</sup> St., Seattle, WA 98115. Questions? Contact Bob Parker (206) 522-4116, rogersparker@attbi.com

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