



US Army Corps
of Engineers®
Seattle District

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Flagship

**SCOPE:
GLOBAL
ENGAGED:
SEATTLE
DISTRICT**

**SCOPE:
GLOBAL
ENGAGED:
WAR ON
TERRORISM
WAR ON
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(TO BE CONTINUED)**

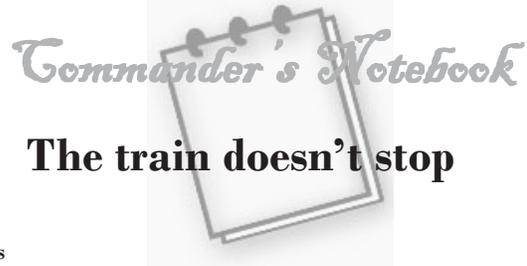
**SCOPE:
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Contents

Commander's Notebook: The train doesn't stop	2
Commentary: Hopeless crock of baloney	3
Col. Graves reflects	4
District supports Joint Personnel Recovery	7
Plugging leaks in dam security	8
Working toward a world class workplace	10
Street chat	11
Fort Lewis at forefront of technology	12
Seattle District security officers speak out	13
Rangers take hit... of pepper spray	14
Emergency Management drawn into war on terrorism mission spin-offs	16
Pentagon in flames: Leslie Malek's memorable awakening	17
Lessons learned from deployment	18
Around the District	19
Kudos Kiosk	20



Col. Ralph H. Graves



The train doesn't stop

The liberation of Iraq marks the next step in America's War on Terrorism and another opportunity for the Corps of Engineers to serve the nation. Corps employees in Southwest Asia are providing infrastructure for our forces, repairing war damage and helping societies and governments in Afghanistan and Iraq make a fresh start. Seattle District is called to send volunteers to deploy and to provide backup technical support from our home office.

The essence of the Corps is our ability to respond to emerging national priorities. New missions can develop over years, as did our traditional navigation, flood control and hydropower responsibilities and our more recent environmental cleanup and restoration ones. Some, like the wartime support in Southwest Asia, or two generations earlier our effort in World War II, emerge in months. Others are disasters such as floods, earthquakes and terrorist attacks which require action in the space of days or hours.

In order to respond quickly and to leverage the full capabilities of the agency, the Corps has developed a world-class Emergency Management system. The National Response Plan (Stafford Act) and Flood Control and Coastal Emergencies processes (PL 84-99) provide funding and procedures for many classes of emergencies. A few years ago, Readiness 2000 (R2K) reorganized our system in order better to prepare and deploy trained teams of Corps employees. Recently we have used Emergency Management to plan for and manage support to military operations. We continue to refine our processes and to figure out how to address new missions.

Emergency response is not just the responsibility of Paul Komoroske and his branch. It's a mission of every Corps employee, one you should welcome as an inherent element of your job and an exciting opportunity to meet pressing local and national requirements. Whether it's a typhoon in Guam, a flood on the Skagit or a runway repair in Kandahar, Emergency Management brings Corps employees to where they are most urgently needed.

You might think it concerns me to be leaving Seattle District and the Army with so many urgent and complex tasks under way, but this train doesn't stop for anyone to get off. Certainly I'll miss the challenges and satisfactions of my military service. It's been a pleasure and an honor to be part of Seattle District and to work with each of you. Yet our system is designed for individuals, especially commanders, to come and go. Col. Debra Lewis brings energy, enthusiasm and experience to the job of Seattle District Commander, and I'm confident that under her leadership you will maintain the special Seattle reputation for innovation, teamwork and success.

(Please see bottom of page 3)

Hopeless crock of baloney

By Dave Harris

One of my co-workers was told, “We’re living in a hopeless generation.”

While I’d like to ask a lot of questions of the person who told her that, I already know the answer: that’s the biggest crock of baloney I’ve ever heard.

One, I suppose, could bring about hopelessness by means of inactivity or listening to misguided voices. The drift of a purposeless and hopeless life, however, is a choice. It is a choice to focus on “me”—me alone. Once one shifts attention to the betterment of even one other person, one finds meaning and a bright tomorrow.

Edith Brown appeared ordinary in every way when I was in high school. Ordinary, except for her eyes. At once soft, moist and piercing with her eyes, she’d look deep into my soul.

In college, I worked at the Post Office during the holidays. Edith and Jimmy, her husband, lived on my route. Usually a handful of greeting cards lasted a whole block of house-to-house delivery. But there was always one fat handful just for Edith

each day. I didn’t know why. She was, after all, so “ordinary.”

A few years later, Edith suffered from cancer with dignity and a quiet spirit. She died without popular notoriety. The newspapers barely mentioned her death.

Edith’s funeral was extraordinary, however. Hundreds of poor and homeless people attended from everywhere. Strangers stood up and told how Edith secretly brought them blankets, food and clothing.

Silly slogans inundate our culture—“show random acts of kindness.” Not Edith. Her acts were full of purpose, and they brought abundant hope to these grateful unknowns.

Yes, violence, disease, war and hunger linger in the world. But hope will never wither, because the likes of Edith live on. Chances are you will pick up Edith’s standard.

Paul Harvey, in his mid-eighties, is still the most popular broadcaster in America. He continues to document evidence of hope in his daily broadcasts.

He’s old enough to understand: “Tomorrow,” he knows, “is always...better...than today.”

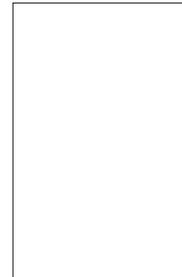
(Commander’s Notebook, continued from page 2)

My family and I plan to stay here in Seattle, so we’ll be able to follow the continuing and evolving work of the District in the future.

We thank you for our time as part of the District family and wish you all the best in the years ahead.



**US Army Corps
of Engineers**®
Seattle District



Cover story:
War on
terrorism



This issue was especially prepared for Melinda Marquis and the Seattle District family.

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and Senior Editor
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Distinguished Career

Colonel Graves reflects

By Patricia Graesser

Col. Ralph H. Graves will relinquish command of the Seattle District July 30 after more than 29 years in the active Army and another four as a cadet at the U.S. Military Academy at West Point, where he was first in his class. He comes from a multigenerational military family of distinguished officers. Considered unflappable, even in front of vocal pressure groups, Col. Graves is articulate and easy to work with—he is comfortable with technology. He wrote most of his own remarks or if he asked for remarks, used the text as a mere jumping off point. He was quick on his feet and calm in front of a hostile crowd—evident throughout the 3rd runway permitting process.



Q What do you consider your greatest legacy at Seattle District, Honolulu and Baltimore?

A It has been wonderful to spend 10 years doing this. It is rare for a military officer to be able to serve in districts this long. This is the most fun level—I'm lucky.

I hope I was able to communicate how a district should work. Each of the districts is a full-service district (Military, Civil, HTRW). In the Executive office you get to see how all the parts work together. If I've been able to project that idea of how a district should work, then that's a benefit.

Q What are your greatest frustrations or unrealized goals?

A A challenge in the districts is organizational improvement. In the war fighting Army, if you're not fighting, you're working on improving the organization. The Corps districts are production organizations, putting out products and services all the time. How much time do you devote to organizational improvement? In Baltimore, organizational improvement lagged. In Honolulu, we were restructuring, and I felt like I hadn't done enough organizational improvement. Seattle District has great energy for improvement—you don't have to persuade people. The weight of the culture is open to change. I might have pressed that harder.

Q What did you gain, what lessons did you take away from working for the Army Chief of Staff and Assistant Secretary of the Army?

A It is really different at that level. Today with information so readily available, every person on the street has an opinion about what they should be doing. Jobs at that level are so different than average jobs. They have broad responsibility for policy, yet making things happen from that level through so many layers—you have to get things done indirectly. I understand why they have to do highly visible symbolic things and hope they carry more substantive change.

The perspective you have to bear in mind is that the Corps is a federal agency. All our rules and money come from Washington. You have to be aware of the constraints within which people in Washington work. I've got an awareness of that, and it's part of my job as a District Engineer to communicate that to the district.

Q You have said that your father is your mentor. What were his greatest lessons?

A My grandfather had an idea that if you were smart enough, technically and in the knowledge of people, you could run an enterprise of any size. A leader doesn't do all the work—an organized manager facilitates everybody else's work. A leader is just another guy, but his

role is keeping all the other parts moving. They found it rewarding and fun to do. My father thought of his duty in the Army as fun—something he liked to do.

Q You come from a long line of military leaders. How did each influence you in your career?

A My father's father, Ernest, was the son of Ralph Henry Graves, who was a math professor at University of North Carolina. Grandfather went to UNC but joined the Army afterward. He went to West Point and became an Army officer. My father's mother's father, Rogers Birnie, was an 1872 graduate—first in his class. He joined the infantry and ended up as an ordnance officer—introduced precision to U.S. gun making. My great grandfather was a colonel. He became acting chief of ordnance. Back around 1900 Army advancement was stagnating and you could get promoted by legislation. He was opposed to that, so his highest rank was colonel.

My grandfather retired as a result of deafness after World War II in 1920. He came back into the Army in the late 1920s and was promoted by legislation to brigadier general, although he never wore the rank nor was paid at that grade.

My father retired as a lieutenant general in 1981. He had served as Deputy Chief of Engineers as a two-star and then retired as the Director of the Defense Security Assistance Agency.

What that lineage provides is a sense that there are things that change, but there are constants. Having family ties over the years puts some depth to thinking about aspects of the job.



Lt. Gen. Flowers and Col. Graves discuss important issues for Seattle District.

Q What paths will you pursue after you retire from the Army?

A My dream is to find something as rewarding as my career in the Army has been.

Q How would you compare what the Army offered you as a career and what it offers a young person coming in today?

A I made the decision to join in the context of Vietnam. My father served in Vietnam. It was not a popular war. Going to a military academy was not a popular thing when I went. Now there are many more qualified applicants. The military and academies are held in higher regard. I saw what my father had done—the range of things he did was fascinating. That range of missions and opportunities exists today. The Corps' future is bright. The glory days of the Corps of Engineers are not over. A young engineering officer has a bright future.

Q What is your secret in working with a civilian workforce, and how

does it compare with working with the troops?

A In general, people want to know what's expected of them, have the resources they need, clear direction, be recognized for the job they do, and be treated like adults. It differs in the specifics, but in general the needs are the same. With both military and civilian you don't have to play some rabble-raising game to get people to do the work—they're already motivated. People are here because they want to be. We're doing good work. You facilitate folks doing the stuff they want to do.

Q What was your dream assignment—or did you ever get it?

A Variety of assignments attracted me. Different assignments have been rewarding in different ways. Being District Engineer in Seattle, although it's so good, it's not like I had to come in and fix anything. I felt qualified for the job and enjoyed it.

(Continued on page 6)



Col. Graves speaks to reporters at the 3rd Runway news conference.

Q What would you do differently in your career if you had it to do all over again?

A I was at times a troublesome subordinate and gave my bosses a hard time. I wouldn't detract from their ability to get the job done. I watch my kids and I think it's genetic.

Q You have a reputation for honest, straightforward talk regardless of to whom you are speaking. Do you think that played a role in this being your concluding assignment?

A I don't think so. There's a lot of talent in the Army. There are more people than positions. Those who become general officers need a strong sense of ambition. Maybe I was having too much fun doing what I was doing. There are a series of sieves to go through for pro-



Jim Noyes with Skandia Kapell teaches Col. Graves how to play bass.

motion, and if you fall too far behind, they can't pull you up. Some of it was bad luck and some not doing as well as I might have in some positions.

Q How do you stay on top of the myriad happenings in the district, Army and Corps? Is it the spiral notebook we see you carrying around?

A A big part of that is delegation. We have the Project Delivery Management Team. They manage aspects of performance, and I delegate to them. I have a discipline to get on stuff fast. I work fast, read fast. But there are things in that notebook that I haven't done—that are pretty old. Some of it is knowing your strengths.

Q What was your part in Desert Storm? Insights?

A I was a battalion executive officer for the 16th Engineer Battalion for the 1st Armored Division. It was ideal for me. Our unit had been together and I had been in that job for a year prior. We were at the peak of readiness. It was rewarding to see a unit function as it was supposed to. We brought everyone home alive—more than 1,000 troops. We were successful. We did all we were supposed to do.

Q What were you most proud of during your tours in Korea and Germany?

A I started as a platoon leader in the 1970s. What the Army did from the 1970s on was rebuild itself after Vietnam. I had an opportunity to contribute to that effort. I got to be part of the day-to-day rebuilding. The difference in the Army I found in Korea and in Desert Storm was worlds apart.

Q What do you think you left behind in your teaching assignments?

A You should probably ask my former students. I was a good student. What I found was that being a good teacher is motivation. The key is motivating people. I discovered that engineering is fun to practice, but it can be dull in the classroom. I hope I motivated some students to be engineers. I hope they maintained an interest in engineering and made some use of it. We tried to convey not just the mechanics of it, but we tried to convey the idea of what it means to think like an engineer. I tried to communicate that. If I did that, then I was successful.

District supports Joint Personnel Recovery

By Patricia Graesser

A Memorandum of Agreement signed this spring established Seattle District as the door to the Corps for Joint Personnel Recovery Agency work. The agreement establishes roles, responsibilities and procedures for Seattle District to formally manage the continental U.S. program and execute the planning, design and construction. The agreement provides for other technical services to support JPRA through geographic Corps districts.

In a letter to the JPRA commander, Brig. Gen. David Fastabend said that the agreement “should streamline our efforts together in the future to accomplish infrastructure improvements.”

The Joint Personnel Recovery Agency has global recovery operational and training missions. JPRA headquarters is at Fort Belvoir, Va., with primary facilities including Fairchild Air Force Base and White Bluff, both in eastern Washington.

Seattle District has built facilities and supported JPRA for several years. The 2003 agreement establishes a 10-year technical and non-technical Corps support agreement with JPRA, formally identifies Seattle District as one door to the Corps for Program Management support, and invites geographic district participation in specific projects.

The agreement was finalized in May with JPRA Commander, Col. John Moulton’s signature.

Ongoing work includes master planning and facility construction at White Bluff and Fairchild Air Force Base.



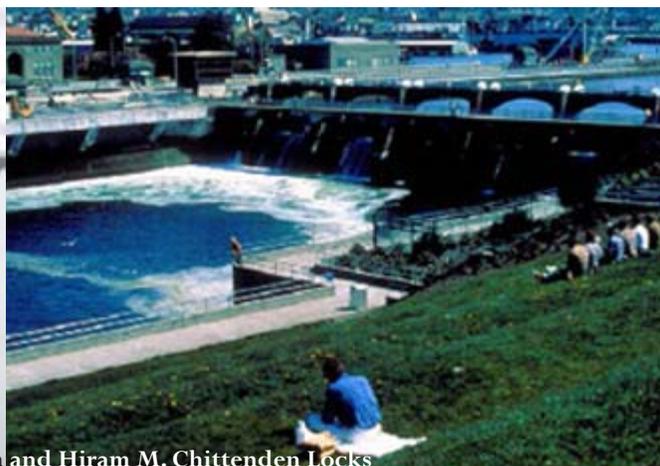
The new 25,000-square-foot training and administration facility built for JPRA by Seattle District contractor, Wade Perrow Construction Inc., at White Bluff is nearly complete.

JPRA has five core missions:

- Joint Combat Search and Rescue
- Non-conventional Assisted Recovery
- Code of Conduct Training (includes Survival, Evasion, Resistance and Escape —SERE)
- Operational POW/MIA Affairs (includes repatriation, debriefing and SERE Psychology program)
- Personnel Recovery Research, Development, Testing and Evaluation

Plugging leaks in dam security

Chief Joseph Dam and Hiram M. Chittenden Locks



Assessing the risk of terrorist attacks at Seattle District operating projects

By Steve Cosgrove

A fateful September day in 2001 caused the nation to look into the face of terrorism. Within days of the 9/11 terrorist attacks, Army Corps of Engineers headquarters directed its divisions to sharply focus on how Corps operating projects would face terrorist threats, or worse – terrorist attacks.

Corps projects provide critical links in the nation's infrastructure: hydropower, navigation, water supply and flood control. How would they fare against a terrorist attack? By virtue of their design and composition, navigation locks and dams are tough. That is in their favor. Yet, terrorists might discover weaknesses and exploit them. The Corps was not going to give them that opportunity.

The first step in providing antiterrorism and force protection to critical Corps facilities is to identify vulnerabilities and needs using RAM-D. No, that's not a new model Dodge diesel pickup truck. RAM-D means Risk Assessment Methodology for Dams.

RAM-D is a tool to assess the security level and determine corrective measures to make the nation's dams, navigation locks, water supply, hydroelectric facilities and power transmission systems less attractive terrorist targets. This tool was developed by the Interagency Forum on Infrastructure Protection, a team of government dam operators, power suppliers and antiterrorism experts. Members of the team include the Corps, U.S. Bureau of Reclamation, Sandia National Laboratories, Bonneville Power Administration, Lawrence Livermore National Laboratory and others.

Who would terrorists attack and how? RAM-D, RAM-W and RAM-T – Risk Assessment

Methodology for Dams, Water Supply, and Transmission, respectively – lead project operators and security managers through a magnifying-glass examination of each project's distinctive characteristics. The analysis asks tough questions. What would be the object of an attack? What weapons could be used? What are we protecting – people, buildings, functions, or information? What are the possible consequences of a successful attack? Where are our potential weaknesses in security? The budget is finite – what are the cost-benefit analyses of a range of security upgrades?

To execute this process, the Corps' Northwestern Division swiftly assembled the Northwestern Division Critical Project Security Program Management Team and established District Project Delivery Teams. Led by a single program manager, the Program Management Team includes members from various technical and support elements, as well as members from Corps Centers of Expertise in electronic security systems, protective design and cost engineering. Northwestern Division was the first in the Corps to receive the RAM-D training. In just over five months, the Corps analyzed operating projects and identified 112 as high-priority projects, many of which were funded for security upgrades in fiscal years 2002 and 2003.

Seattle District assembled a team of motivated, highly competent engineers and planners to accomplish this fast-track assignment. Larry Scudder was the district's Project Manager and team leader for the Chief Joseph Dam and Howard Hanson Dam team. Patty Robinson was team leader for the Locks and Howard Hanson Dam. District team members included Ken Brownell (Engineering/Construction), Mike Deering (Hydrology & Hydraulics), Bill Garrott

(Operations), Jim Kluge (Specs), Sonny Neumiller (Contract Administration), Anil Nisargand (Specs), Jim Ryan (Architectural Services), James Sydnor (Security), and Maj. Steve Ward (Military Branch). Team members from the operating projects are Laura Beauregard (Chief Joseph Dam), Dru Butterfield (Locks), Charlie Comer (Libby Dam), and Jon Olson (Howard Hanson Dam).

“After four days training in the RAM-D process, during which the team did an initial screening analysis of the district’s operating projects, we began work in earnest,” said Scudder.

The first product, a tabletop assessment and cost estimate for five projects, was due in just 30 days. The team analyzed the Hiram M. Chittenden Locks, Chief Joseph Dam, Libby Dam, Howard Hanson Dam and Albeni Falls Dam, although Albeni Falls was dropped after the table top assessment.

“In less than three months, the team completed and submitted detailed RAM-D analysis and recommendations for the Locks and Chief Joseph Dam,” said Scudder. “In the following three months, the team finished the remaining two project reports, answered questions from Northwestern Division and Corps headquarters, and made minor revisions. Division and Corps headquarters provided valuable criteria and guidance right up to the day the reports were due. The district team’s work was a complete success, with all four reports reviewed and approved for implementation by Corps headquarters. Chief Joseph Dam and the Locks were among the first projects funded for implementation, and design is underway at this time.”

Though the entire team did an exceptional job, Scudder pointed out that the accomplishments of two district team members received wide recognition. He said, “Sonny Neumiller, the district’s Cost Engineering Section lead, automated the RAM-D forms, which are the backbone of the analysis. Neumiller’s automated product quickly spread through the Northwestern Division and greatly reduced the tedium of the work.”

The Army Engineering and Support Center at Huntsville requested Neumiller’s automated forms, made some minor refinements and distributed the package throughout the Corps for future use. The center also sent the automated forms to Sandia Laboratory, the analyses designer. For his outstanding contribution, Neumiller received the Division Commander’s Award for Civilian Service.

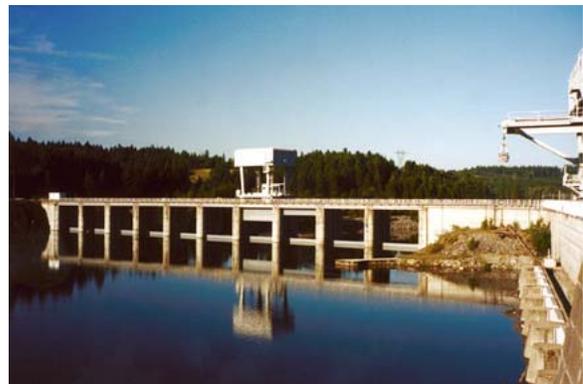
Scudder continued, “Jim Ryan in the Structural Design Section also greatly contributed to the team

effort by building the fault trees in MicroStation. These fault trees provide a structured approach to determining the probability of failure of a complex system. Ryan’s work was instrumental in completing the analysis and was widely distributed throughout Northwestern Division and beyond.”

Thanks to exacting risk assessment tools and a dedicated team, Corps operating projects are now a safer place. That doesn’t mean they can let down their guard. Keeping these projects secure requires ongoing vigilance, along with implementation of the recommended security upgrades.



Howard Hanson Dam, located on the Green River, was one of the five dams analyzed by the team.



Albeni Falls Dam, located in Oldtown, Idaho, was dropped from the list after the table top assessment.

Facility Planning Team: Working toward a w

By Patricia Graesser

Shaken by the Nisqually earthquake in February 2001, many Federal Center South employees were left concerned about their safety should another bigger quake occur.

The earthquake heightened the district's interest in designating a group to look into safety and comfort issues at FCS. In the spring of 2001 the Worldclass Workplace Team, one of five strategic teams, first gathered to discuss issues at FCS.

The team is now known as the Facility Planning Team. Led by Barbara Maciejewski, it includes representatives from Logistics, Construction, Real Estate, the local union and other concerned parties.

The team developed both short-term and long term goals.

Short-term goals

- Work with General Services Administration to improve personal safety of FCS
- Develop, evaluate and implement projects to improve aesthetics and use of space in FCS
- Determine if our use of existing space is fair and reasonable
- Communicate to the district staff via the Intranet website

Long-term goals

- Create a world class working environment
- Create a new safe space (here or elsewhere)
- Track GSA's actions on the feasibility study, and Congressional approval for the joint partnership development of FCS.

The Seattle District team also addresses building maintenance,

renovations and how space is used. Additionally, the team makes recommendations to the District Executive Team on all actions that cross organizational lines, affect changes to common areas or increase the building lease cost by \$10,000. Past projects for which the team provided input include the proposed locations of additional attorney office space and location of the secure communications room.

The group works frequently with the building's owner, the General Services Administration, to get information to the district about ongoing or planned projects and activities at the building, posting meeting notes on the Intranet and announcing tenant meetings in Quickread. (The website is found through the Strategic Planning Team link on the intranet site on the left-hand side of the page.)

The most significant project undertaken by GSA since the earthquake is the life safety improvement project, expected to be complete in June. The nearly \$2 million project, contracted to Marpac Construction, included work above the dropped ceilings to strap down and secure objects that could have fallen in another earthquake. As a result of urging from the Facility Team, GSA tasked Marpac with replacing all the ceiling tiles as they went. Additional work includes securing the parapet above exit doors and securing interior walls that had the potential to fall and block exiting occupants.

Once the interior work is complete and walls are repainted, the district will address additional building improvements.



Life, safety and clutter in need of a world class workplace.

World class workplace

While the life safety project answers an immediate concern, the Facility Team has also followed GSA's interest in creating a new space either on or near the current Federal Center South location. Faced with an aging structure that is documented not to meet seismic standards (even with the life safety project improvements), GSA is pursuing other options.

As a government agency, GSA would need specific authority and appropriation from Congress to relocate, trade, purchase or make major renovations over a certain cost threshold. If the district requests to have GSA relocate the district headquarters, the district would have to fund the move, and it is likely GSA would move the Corps to the central Seattle business district or another government-owned property. Both agencies face a tight economy in which to pursue any of these options. The team will continue to follow any progress on these actions, reporting out to the district when news occurs.

Through a program called workplace 20-20, GSA is providing a team to study and analyze Corps business and how best to set up the workplace in an effort to intersect place, work and people. The district's interest is to make better use of the space and system units that now exist. The district's resource managers are in the process of reviewing current and future space needs to ensure that sufficient work units are available for all employees.

Real Estate Division negotiates actions that change the leased footprint, rent or other lease contract. Real Estate representatives continue to work with GSA to understand and confirm GSA's space measurement and classification figures to validate or reduce the annual rent, and notes from these meetings are available on the Facility Team website.

To follow all of the team's activities, read Quickread and eNEWS. If you are interested in participating on this team, contact Barbara Maciejewski.

Corps Chat

By Andrea Takash

In your opinion, what was Col. Graves' greatest impact to the district?



Lori Danielson

Knowledge Manager

"His proponenty of the strategic teams will always be remembered. Due to his support, the teams are making a collective effort to produce positive changes for the Seattle District."



Sylvester (Tee) Thornton

Property Book Officer

"His ability to empower and trust was a great impact for me. From his first day here, he entrusted me and never doubted that I could get the job done. He even asked what he could personally do to help me."



Connie Burris

Budget Analyst

"He has been a people person commander. He has always had an open door policy. He always believed in taking this district to a higher level of achievement."



Mamie Brouwer

Project Manager
Civil Projects Branch

"I admire him for his ability to talk to people; he is very down to earth. When a situation became heated, he always intervened and re-focused the energy. He is soft spoken, but people always stop to listen to him. He doesn't need the eagles to be heard."

Fort Lewis at forefront of technology

By Andrea Takash

Thunder crashed, rain pounded on the ground, and the thick fog rolled in at Fort Lewis. With no warning, the electricity went out. It seemed like a perfect night for an attack, the terrorist group believed. But, they didn't know Fort Lewis prepared for a night just like this.

Unwittingly, the terrorists slowly drove up to the gate. A military police officer stopped them and requested identification. Confused and scared, the terrorists tried to force their car through. Suddenly, the hydraulic wedge barriers shot up and the terrorists became immobilized. The MPs saved the day. The video cameras captured the electrifying events on tape.

After Sept. 11, 2001, the Department of Defense knew that they needed to take action to ensure the safety of military installations from attack. In April 2002, U.S. Army Forces Command (FORSCOM) mandated that installations construct new access control points, commonly called gates. FORSCOM chose the Corps of Engineers to handle the projects. FORSCOM hired Omaha District to prepare a standard design, but Seattle District used design-build based on the standard design to fit the project to Fort Lewis's specific needs.

FORSCOM gave Fort Lewis \$9.9 million for this project. The funds will cover construction for the Main Gate, New Visitor Control Center and Logistics Center

Gate. However, that amount will not allow for the construction of North Fort Gate, Transmission Line Gate and Scout Out Gate. Project Manager Eddie Peña says he remains optimistic that "funds for those gates will be released soon."

Construction started at Dupont, Madigan and East Gate in late 2002. Centennial Contractors Enterprises Inc., the main contractor on the gates project, remains ahead of schedule, according to Peña. Fort Lewis holds the position of second in the Army with work completed.

Construction at the Dupont Gate, East Gate and Madigan Gate is almost finished, and they are opened to traffic.

All of the gates will have a gate house. Inside the gate house you will find video surveillance, computers, an uninterruptible power supply and some will even have a restroom. The uninterruptible power supply will provide one hour of power until a generator arrives. From the gatehouse, MPs will monitor the comings and goings of each car. In an emergency, they can activate the hydraulic wedge barriers. These barriers hide below ground. They will shoot up at the push of a button, preventing anyone from getting through.

Peña explains that traffic poses the biggest challenge. However, he says he has received "good cooperation from everybody involved." He attributes the cooperation to the fact that he works hand-in-hand with his customer. "I have developed good relationships with the MPs and coordinated with the housing department, local schools and the state patrol."

Radio Frequency Tags

In the very near future, the vehicle registration stickers for cars authorized to enter military installations will be replaced with a radio frequency—RF—tag. RF readers will be placed at the gates. The readers will electronically provide data on the vehicle and driver to the MPs. Then, a stoplight will either turn red or green, granting or restricting access.

This technology provides many benefits, according to FORSCOM. Some of the benefits include the following: "Uses technology to replace manpower-intensive security measures. Creates ability to deactivate a tag when the vehicle is stolen, sold, etc. Can enhance identification of personnel (facial recognition tie-in)."

With their new capabilities, MPs will also be given handheld readers, which they can use throughout the installation to "interrogate vehicles."

With occupants' photos appearing on MP-TV, the question arises as to what the system will do if Aunt Sadie comes along for the ride, a stranger to military cyberspace.

Picture this: An Army of lawyers descends on the Army of One challenging the whole idea through the privacy lens.

The Army of One lawyers have thought about this. In asking for access to the installation, passengers subject themselves to search.

If computers can identify a driver and a vehicle from a single scan, what's next?

Heightened Vigil?

Seattle District security officers speak out

By Andrea Takash

The traumatic events of Sept. 11, 2001 sneaked up on Americans like a thief in the night. Few if any expected it. Not only did the terrorist acts put the nation in shock but they also made most people ask, "Could anything have been done to prevent this?"

With the two-year anniversary fast approaching, people now ask, "What can we do to prevent Sept. 11 from happening again?"

Security officers here at the Seattle District are no different. Sallie Zydek and Craig Lykins, temporarily filling in for James Sydnor, both agreed that they have questions and anxieties just like everyone.

However, Sallie said, "We have to remain calm, so others will follow our lead."

Both Sallie and Craig said they hope that is exactly what people will do in the case of an emergency at Federal Center South. Even though GSA and Federal Protective Services hold the main responsibilities for security here at FCS, Seattle District has established steps for their employees, in case of an emergency.

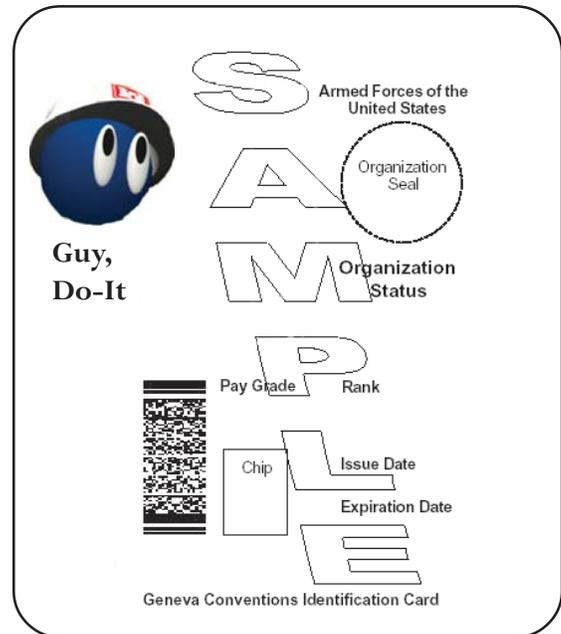
The Corps' Red Hat program designates one person in each area to be responsible for the safety of the people in their area during an emergency. Red hatters receive classroom training and materials on their responsibilities. Two-way radios allow them to stay in communication during a disaster.

Twice a year, the Seattle District holds a fire drill to ensure that employees know the safest and quickest way out of the building.

Furthermore, Federal Center South has an intercom system. Craig said, "We test the intercom system on a regular basis, and it is functional."

According to Sallie and Craig, many security training tools exist. "Everyone should at least take Operational Security training (OPSEC), annually. Look for it online soon," Craig said. Army Knowledge Online also offers online security training.

Sallie said "situational awareness" is key in security. "Be aware of everything around you both at work and at home."



Speaking of "situational awareness," the new identification cards, known as Common Access Cards, have arrived and are causing quite a stir. People ask, "Why do we need new identification cards?"

Sallie explained, "The Common Access Card opens a new door for us. These cards will be everything in the end. Eventually, everyone will have a card reader at their computer, and your CAC will be the only way to get on to your computer."

But why does everybody have to wear their CAC?

"For our own protection," Craig said.

Sallie added, "So many new people are working here; it is always good to know who belongs here and who doesn't."

All Seattle District employees, including those in the field offices, must obtain their CAC by June 30.

After June 30, if I see someone not wearing a CAC, what should I do?

"Nicely challenge them. Ask them if you can help them. However, if they look suspicious contact either the security guards, our security office, or GSA," Craig explained.

Some people speculate that in the near future security levels will be reduced and we will go on with our lives as if the events of Sept. 11, 2001 never occurred.

However, Sallie and Craig both believe "we will never be back to normal."



Rangers take hit...of pepper spray

By Bonnie Ecker

Its make-up is a bitter, strongly irritating, white crystalline alkaloid extracted from cayenne peppers in an oily mixture, tightly sealed in a two- or four-ounce canister to be worn on a ranger's belt, ready to spray if a ranger is put in danger.

The countdown was on...one more month until the 2003 Ranger Conference...and pepper spray! "Do I really want to go through it, do I have to?" "My fear is I won't be able to breathe." "I worry about the burning since I'm so fair skinned." "Ah, it won't be that bad, I'm not worried about it." These were some of the many thoughts going through our rangers' heads before gathering at Grouse Mountain Lodge in Whitefish, Mont., in March.

For the past several years, Seattle District has held an annual three-day ranger conference to retrain and update all park rangers, park managers, outdoor recreation planners—and anyone else from the field that wears a uniform—in a variety of topics, such as self-defense, verbal judo, visitor assistance (Title 36 rules and regulations for the parks), what's what with the national sign program, the latest from headquarters, division, and the district. This year "appreciative supervision" and the dreaded pepper spray were added.

"It's fun to reunite with colleagues from around the district, including Alaska District rangers and managers, to hear from our headquarters, division, and district counterparts," said Bonnie Ecker, former park ranger at Albeni Falls Dam. "We get practical hands-on experience in self-defense; we get to shout at each other in verbal judo; we usually fall asleep in visitor assistance."

But this year was different. For the first two days it was hard to get those little voices out of your

head... "I haven't decided if I'm going to get sprayed or not." On the last day of the conference it was cold outside with on-again off-again rain and snow. Participants were given four hours of indoor training using inert gas followed by the actual experience outside.

Staff at the lodge were extremely cooperative in working with rangers Kevin Reeves (Chief Joseph Dam) and Dave Heimann (Albeni Falls Dam) to find a suitable outside area that wouldn't be affected by the pepper spray—technically known as Oleoresin Capsicum, an organically based aerosol designed to incapacitate an attacker with no long-lasting after effects.



Rangers Lynann DeJarnett and Kevin Reeves (CJD) won't be letting a threatening visitor touch them!

A law enforcement image has been a hot topic in the Corps of Engineers for years. Direction has always been, and still is, to take the least amount of action necessary to gain cooperation from a visitor. After all, the Corps is a "peaceful" agency—rangers don't carry clubs, six-celled flashlights, or guns. Rangers are not police officers—although some are sheriff deputies in their local county—but rangers do not practice law enforcement.

Unfortunately, people aren't static. Changes over time are dynamic. Campers aren't as friendly as they use to be, and what better place to hide out until police activity dies down but in a campground. Supposedly, everyone using these areas are families, nice people, unsuspecting people. Who would think something could happen in a park? Wrong, dead wrong.

In 2003, 28-year-old National Park Service ranger Kris Eggle was shot and killed by a man crossing the Mexican border into the United States. In 2001, 20-year-old Minnesota State Park ranger Carrie Nelson was killed. Two Oregon State Park rangers in the wrong place at the wrong time in 1999 resulted in one ranger's death. Danny Blumentham and partner Jack Kerwin were performing routine maintenance. They were confronted and robbed by an



Park manager Dick Wernham (LI) and outdoor recreation planner Jerry Gray (district office), practice defense moves.

armed man who walked them through the park and shot them both, killing Blumentham and wounding Kerwin who had been shot twice in the head, feigned death and waited until his assailant drove off in their rangers' truck.

In 1998, 36-year-old National Park Service ranger Joe Kolodski was gunned down by a man aiming at visitors at an overlook in the Blue Ridge Parkway. The agency reporting the most assaults on employees in 2001 was the Department of Interior's National Park Service with 104 ranger assaults. The second highest was the U.S. Customs Service, reporting 52.

U.S. Army Corps of Engineers rangers have been fortunate—so far—but that's not to say the district hasn't had its share of potential violent incidences. Long before rangers received training in verbal judo and self-defense, ranger Linda Lamb (AFD) was making campground rounds late in the season in another Corps district park. She stopped to say "hi" to a camper she knew well from the many times he camped there. A perfect model of a camper... a clean site, litter always picked up, and quiet. Never a problem. But this time, this visitor got a bit too close to Linda. With no backup ranger, away from her vehicle, and getting late in the day, Linda shudders to think what could have happened if she had not been able to talk her way out of the situation.

A visitor attending a reunion at Mud Mountain Dam accosted park ranger Laura Robinson, then a gardener, but very much in uniform. A bit too much

beer, too many people partying, and a young woman ranger in uniform was too much for this man to resist, in what he thought was teasing play. Laura, too, talked her way out of that incident.

Bonnie Ecker once was put in harm's way when entering a campsite at night to request removal of a railroad spike from a tree not there earlier in the day. Again, too much beer, a gas lantern hanging from the spike, and a wrench in his hand made for a nervous exchange of talk between ranger and camper.

Wild and domestic animal threats are probably a larger concern for district rangers. Serious injuries can result if a pit bull charges a ranger while leading a tour, or to be stalked by a cougar while on night patrol. Pepper spray is another ranger's defense mechanism.

Too many close calls and uproars from rangers across the nation finally woke up headquarters to the fact that Corps rangers were put in as much danger from the public as are Forest Service and National Park Service rangers who already wear body armor and carry guns. "Safety vests," aka bulletproof vests or body armor, and pepper spray were approved for Corps rangers two years ago.

A total of 18 Seattle District park rangers and managers, outdoor recreation planners, horticulturists and instructors have been certified to use pepper spray.

During the conference, rangers gathered outside the lodge. Lodge employees looked on. An earlier video showed three police officers going to their knees after being sprayed. Eyes clamping shut, breathing immediately becoming difficult and the burning sensation on the skin all made time enough for each officer to get out of danger quickly. Seattle District's brave rangers were handed garbage bags to slip on to minimize contamination. Co-workers stood by to lead them back to their rooms to take a shower and get the spray off quickly.

"Figure 30 minutes to recovery," instructors informed them.



Ranger Laura Robinson (MMD) uses a decontaminate cloth.

Emergency Management drawn into war on terrorism mission spin-offs

By Dave Harris

It was the cold war. Jim Addison, formerly with Seattle District, returned from a nuclear response exercise shaking his head in disbelief. “They told me to be sure to find my way to work after a hydrogen bomb vaporizes the city!”

While some past scenarios in Emergency Management were somewhat of a stretch, 9/11 has built realism into the kinds of activities EM focuses on today. Paul Komoroske, Chief, and his crew have their hands full.

“We go to our state and local government counterparts—it used to be to brief typical emergency operations such as flood fighting,” Paul says. “Now they ask, ‘What the heck can you do to help deal with a dirty bomb—messy radiation—or poison in the water supply?’”

Paul says the district is being “drawn into” the war on terrorism, challenging resources when the funding authorities don’t directly address terrorism. The district participated May 12-17 in the national FBI exercise, TOPOFF—Top Officials—simulating a dirty bomb in Seattle and a concurrent bio-attack scenario in Chicago.

“Headquarters will straighten out the funding stream,” Paul says, “but right now they are UFRs—unfunded requirements—at the district level for Emergency Management.” Headquarters now has a homeland security chief and staff, “but our role has

yet to be defined.” Auditors prod Paul to review and change emergency plans to adjust for 9/11. “It’s spinning in that direction.”

The war in Iraq has driven much of the antiterrorism support, Paul says. Emergency Management has taken on the mission of recruiting and deploying—a kind of mini-personnel shop. Training, power of attorney, passports, medical evaluations, wills and dealing with resource management are part of that equation.

Of course, natural disasters don’t stop, and EM has supported Typhoons Chataan and Pongsona in Guam, the recovery operations at the World Trade Center, hurricanes, and three or four flood events per year, Paul adds.

But for now, resources focus on building a secure room and base development team—BDT—in which engineers, scientists and technicians can provide support to deployed people working on projects to rebuild Iraq or other missions in the region. The room can accommodate secret communications and is situated adjacent to the emergency operations “war room” where the computer training room used to be. Lt. Col. Ed Lefler, Deputy Commander, and Design Chief Mark Ohlstrom head up BDT readiness.

So far, War on Terrorism Recruiter Paul has met mission requirements with many volunteers. He hasn’t had to trigger involuntary assignments.

“We haven’t jumped off that bridge just yet,” he says. “That may be coming.”



Fox 12’s *Good Day Oregon* captured live footage of the TOPOFF exercise.



Pentagon in Flames

Leslie Malek's memorable awakening

By Dave Harris

The huge blast caused Leslie Malek's hotel room bed to jump off the floor. She had gone back to bed into a deep sleep after earlier rolling out of bed on temporary duty in Washington, D.C., Sept. 11, 2001. She felt ill, but she got dressed and prepared to leave for Corps headquarters. Before she left her room it dawned on her she wouldn't make it, so she decided to rest that morning.

The blast confused her in the sleepy haze, she said, and then there was a "cacophony of sirens—more than I had ever heard before." Suddenly she heard a shout outside, and she knew something terrible had happened. She had heard the crash of an airliner into the Pentagon. She watched the TV for a while and then thought, "I can't stand it. I've got to be with people."

In the hotel lobby people crowded around TVs. "A Navy captain was pacing the floor," she said. "Did he know people there in the part of the Pentagon that was on fire?"

Leslie tried calling home. Only her personal card got her through—not to husband John, but to her parents in Vancouver, Wash., who then called John. She walked to a Fort Myer Drive overpass. "I saw the flames and a huge plume of smoke," Leslie recalled. "People were quiet and speaking in subdued voices, but I heard lots of anger."

Leslie, in conferring with John, decided to stay out the week. It took her three extra days to get home, flying from Dulles through Denver to Portland.

Since then, though she never felt fear, Leslie said she has had "a lot more anxiety," and she's more alert with a heightened awareness of things around her. She

compared Vietnam with 9/11, saying, "In Vietnam, we didn't understand why we were there; 9/11 was a direct attack—more like Pearl Harbor. But now we ask, 'Who's the enemy?'"

Leslie said her initial feelings were partly those of revenge. But now she thinks, "No, enough is enough—let's focus on winning hearts and minds."

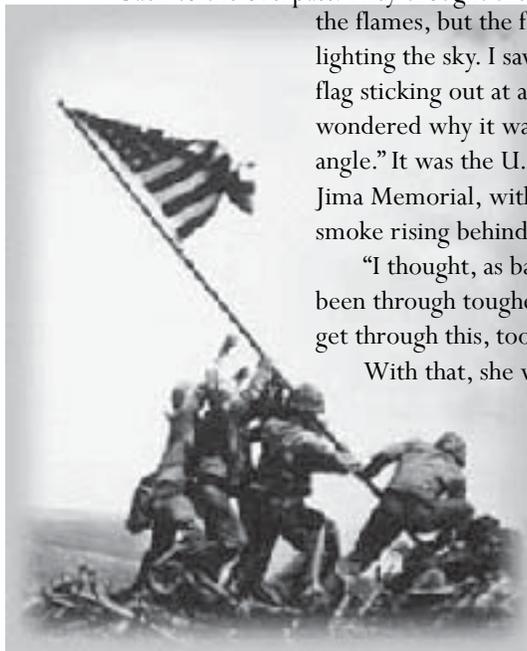
She copes through crying and laughter, she said. "Before getting on the plane home, I started writing a kind of last will and testament—more like thoughts about how I felt about my family, though there was no need to. We're very close, and they already know. But it was cathartic. They've never seen it, and never will. I started sobbing. When I morbidly thought about planning my own funeral, I said Eee-NOUGH!"

Today, her thoughts go back to the waning hours of that Sept. 11.

"That night, I couldn't sleep," she said. "I walked back to the overpass. They thought they had put out the flames, but the flames came back, lighting the sky. I saw a large lighted flag sticking out at an angle. I wondered why it was there and at that angle." It was the U.S. Marines Iwo Jima Memorial, with the plume of smoke rising behind it.

"I thought, as bad as this is, we've been through tougher times, and we'll get through this, too."

With that, she was able to sleep.



Lessons learned from deployment

Margaret Jones of the Transatlantic Program Center visits Seattle District

By Maria Or

A quaver came into her voice as she asked, “What happens if I die?” Margaret was completing a thought about her six children—she is a single mother. But she composed herself quickly and did not cry. Her confident and upbeat voice prevailed.

Margaret Jones came all the way from the Transatlantic Program Center to share what she described as her fond and vivid memories of deployment to the Middle East. Sharing her most personal thoughts and memories, she also brought a list of her lessons learned to pass along to those who may deploy from Seattle District in the coming months.

While she was realistic and candid about the conditions to be faced during deployment, such as bathrooms equipped with hoses instead of toilet paper, she also said deployment was one of life’s most wonderful and beautiful experiences.

Margaret brought many pictures of the vacations she took overseas while on deployment. Her children were all smiles as they posed in front of giant Egyptian statues and rode on the backs of camels. These children have seen and experienced things that no Discovery Channel could ever convey compared to real life, she said. Watching the movie *The Mummy* was a real treat for them, Margaret said, because they were able to say they were actually there.

She also talked about experiencing other cultures first-hand. She answered concerns about safety as Americans overseas. Margaret urged visitors to respect the cultures as if they were their own and use common sense. “When you go overseas, you are truly



ambassadors of America,” she said. And in a quick cliché, she added, “When in Rome, do like the Romans and you’ll be fine.”

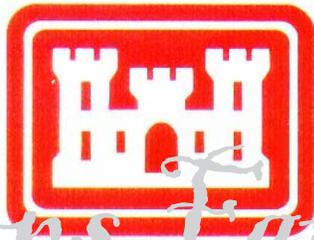
Among other observations, Margaret also said drink lots of bottled water, be situationally aware and prepared, try to learn to speak the language of the country you are deploying to, study the culture, and share your personal experiences when you come home. Also wear lots of sunscreen, never go anywhere alone, bring a lot of patience, handy wipes, and oh—“leave your career grade-level and ego behind.” While on deployment you may be asked to do things that are not in your realm of daily duties, like make your own copies and staple things, but be open minded and do them anyway.

This summer, Margaret may deploy again. This time will be little different, though. Her children won’t be able to accompany her because of the circumstances for deployment. In time of war, non-emergency essential civilians, meaning family members, are sent home.

She indicated her call of duty remains strong however; “If they call me, I will go,” she said. “If I can do it and if I can help, then I will.”

“If they call me, I will go,” she said. “If I can do it and if I can help, then I will.”

Around the District Corps Family



Speaking Outreach

Cheryl Anderson spoke at a workshop sponsored by the Seattle Society of American Military Engineers chapter on April 15. The topic was "Trends in Contracting"

Richard Smith (Geology and Instrumentation Section) and **Kira Lynch** (Environmental Technology Section) presented a talk titled "Chlorinated Solvent DNAPL Source Area Remediation at the East Gate Disposal Yard, Fort Lewis" at the EPA Technical Support Project meeting in Seattle April 23.

Richard Smith presented a talk entitled "Spatial and Temporal Optimization of Remedial Action Monitoring - Two Case Studies" at the USACE Environmental & Natural Resources Conference in Fort Worth, Texas, April 30.

Ted Perkins (Hydrology and Hydraulics Section) and **Steve Babcock** (Planning Branch) spoke at the March 3 meeting of the Skagit River Flood Control Committee at Mount Vernon. The subject was Skagit River hydrology investigations and status of the flood damage reduction study.

Tom Mueller spoke to about 100 attorneys, state agency personnel

and local planners at the Washington Land Use Law Seminar at the Renaissance Madison Hotel in Seattle on April 28. He spoke about the recent changes in Corps policy on isolated wetlands, the changing definition of fill and the nationwide permits that were changed last year.

Bob Rawson spoke to about 40 people May 15 concerning the working/funding relationship between the Corps and the Bonneville Power Administration. The event was a bi-monthly breakfast meeting hosted by the Snohomish County Public Utility District for their customers.

Look What the Stork Brought...Babies!

Michael Henry, to Michael and Christie Sjostrom (LMO) May 6.



Benjamin William, to Bill (OD) & Joanne Garrott Friday, April 4



Madison Shelby and Maizie Joe, to Joe Burns and Miranda Medici, and Grandma Cathy Burns (Albeni Falls) March 2.



In Memoriam

Harry Erickson, considered the "Father of Military Construction" at Seattle District

Bill Glen, former civil and safety engineer at Libby Dam

John Christian Sonnichsen, formerly of Operations Division

Roy Swanson, who was a mechanic at the Lake Washington Ship Canal

Sim Doss, Civilian Pay Technician, died unexpectedly May 15 during a hospital stay where he was undergoing surgery.



Sim was born Dec. 25, 1942, in Natchez, Miss. A friend and a co-worker, Sim worked for Seattle District from Feb. 14, 2000, until his death.

Sim retired from the Air Force after 26 years of service as a management analyst with a supply and finance background. He received a bachelor's degree in business administration/management from University of Maryland while overseas. Sim joined the Corps after transferring from the Finance Center at Heidelberg, Germany.

A memorial service was held in his honor on Tuesday, May 27, at Tahoma National Cemetery in Kent. Sim leaves behind his wife, Beverly, two sons and eight grandchildren.

Kudos Kiosk

'Warden' Mary Higley to retire

By Jackie Hopkins

"The Warden," a nickname Mary Higley, Chief, Purchasing Branch was dubbed by her office staff at last year's fiscal year end party, retires June 27 after 35 years of federal service.

Mary began as a temporary GS-3 in 1969 in Military Pay & Travel for the Naval Weapons Center at China Lake in California. After three months, she was picked up as mailroom clerk typist in the Contracts Division and soon promoted to purchasing agent. On the heels of that came another – that of supervisor, purchasing agents.

She left the supervisory position to become a contract specialist until she moved to Seattle in 1978 as a

contract specialist in the Contracting Branch in Seattle District. Her final promotion came in late 1981 when she was promoted to Chief, Purchasing Branch.

"As a manager in one of the most highly visible offices in the district, empowerment is essential," she says. "Independence is encouraged, yet teamwork plays a



Mary Higley

significant role in our success. I have tried to create an environment where people can take responsibility for their work and excel to the best of their ability."

Retirement plans include golf as a major focus, so is building a home on property in Sequim. Currently a homeowner in Auburn, plans-review continues, and she hopes to see dream-home construction begin soon.

You may find her doing volunteer work. "I want to do something to help the community and folks that are not as fortunate as they would like to be."

The poster that deemed her "The Warden" will be on display at Mary's retirement send-off and will also kick off this year's fiscal year end poster competition.

What is Mary's best memory? "The people. I have enjoyed working with and assisting the folks in the field offices as well as those in the district," she says. "Most people really care about their work and over the years, the district has had many success stories; you can see the pride in a job well done. I have particularly enjoyed the gang in Contracting Division; they are a truly professional group who always manage to have fun regardless of the heavy workload. The Seattle District holds many opportunities—it's a great place to work!"



The Rufus Woods Lake Patrol Boat debuts at the Apple Blossom Parade in Wenatchee.

Chief Joseph Dam shows off its new Rufus Woods Lake patrol boat at the Apple Blossom Parade in Wenatchee April 26 to promote the water safety program. On board are park ranger Lynann DeJarnett, water safety mascot Bobby Beaver, and enthusiastic young passengers Travis and Justin DeJarnett and Reyna and Paige Rodriguez.

Congratulations to Rod Zion for being named the 2002 Northwestern Division Construction Representative of the Year, and to John Herem for being named the 2002 NWD Construction Engineer of the Year.

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