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Flagship

SEATTLE DISTRICT

Fleming Retires

A Tribute to 30 years of service to the
Carl S. English Jr. Botanical Garden



FLAGSHIP Seattle District

U.S. Army Corps of Engineers

Volume IX, No.3

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The Power of Key Messages, Appropriate Standards and Effective Feedback

Despite an increasingly challenging world, **our actions are making a positive difference each and every day in many, many ways.** I could not be prouder of your dedicated and caring efforts as many of you deploy to support the nation in our time of need or stay here to carry on important work and shoulder more than your share so that others can deploy. You are truly an inspiration to us all!

In my initial articles, I selected **key messages with potential to improve the quality of our lives** if consistently lived. Sadly, numerous reminders reveal just how hard it is to communicate effectively with anyone, and that even our **most important messages may not be well understood or consistently practiced.** I struggled mightily to clarify and simplify the messages I want to share this time with you. But before I continue, I find it necessary to remind myself-- despite the many things outside our control, we have far more control over our future than others support or give us credit for. We can always **better prepare and respond to the challenging situations we face in ways that benefit us all in the long term.**

Many opportunities exist to improve personal and organizational effectiveness, especially on a one-to-one basis. In your personal and professional lives, **what key**

messages would you say **guide your daily actions?** What would others say about your answer to this question and how well would their perceptions match your beliefs? As an example, I'd like to examine one **foundational message** that applies to any organization or family where people deal with other people in potentially stressful situations.

One recent District policy memorandum clarified our Consideration of Others (CO2) standards (see also this Flagship). It reinforced a key message the U.S. Government reasonably expects all employees to comply with... that we **treat each other fairly, and with dignity and respect.** Clearly, CO2 success **depends on every one of us** acting in certain ways.

In practice, how many people does it take to undermine this key CO2 message that everyone supposedly has heard many times before?... Exactly-- one!!! So why is it that we frequently hear responses that discourage further action or feedback when transgressions do occur? You may have heard better ones, but here's a sample of what others have told me... "Oh, she is always like that!" ... "He's much better now, you should have seen him last year!" ... "You can't change her, we've already tried." ... "Just ignore him." ... "It's not you, it's her problem!" ... "He may be impossible to



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

deal with, but he means well!"... "He did that to me too. Welcome to the Club!" (comes with free membership to the club of being harassed by the same person).

Although we may not consistently achieve it, **most people** I've met **maintain extremely high standards** on what they expect from others regarding CO2. Just ask them! Even with these high standards, **what do we lose when transgressions** violate such standards essential to support our key messages, or worse, when they **go unchallenged?** Trust? Open Communication? Valuable ideas? Motivation? Synergy? Personal health? With such high risks, **what specifically might we do** to bring out the best in ourselves, those around us and especially the impor-



Cover story: Seattle District's horticulturist Mike Fleming retired in July after caring for the Carl S. English, Jr. Botanical Garden for 30 years. The flower on the cover is a Rudbeckia Herbstsonne, better known as a Black-eyed Susan. In the background is a glimpse of the Hiram M. Chittenden Locks administration building. The locks and garden were built and are managed by the U.S. Army Corps of Engineers. Visitors are welcome every day from 7 a.m. to 9 p.m. (Cover photo by Maria Or. Col. Lewis, Seattle skyline and watermark are file photos)

Welcome Melanie Reeder, Chief of Public Affairs

I have been at the Seattle District as the new Chief of Public Affairs for almost two months now and I am excited to be a part of the team. I find the work fascinating and important and the people consummate professionals who really make an impact. Until coming to work here I had no idea just how much the Corps does. The breadth of responsibility and the technical expertise required is incredible. In many respects, those that make up the Corps of Engineers are unsung heroes. It is the tough, behind the scenes work that the public rarely sees. Whether it be building a levy to prevent flooding, responding to the hurricanes, storms, and floods that ravage communities, nation building in Afghanistan and Iraq, maintaining crucial navigation ways, or constructing homes and facilities that improve the quality of life, the work the District performs really makes a difference.

My learning curve has been steep but with everyone's help I am rapidly learning the organizational structure, mission, technical areas of expertise, and yes, even the engineer specific acronyms. Like it is in most large

organizations, communication can be a challenge but the work environment and command climate are collegial and collaborative. It's great to be a part of a value-based organization.

I have been amazed by the knowledge and pride demonstrated by all those I have met and I'm convinced the strength of the District is truly this diversity of talent and expertise.

I'm beginning to think there isn't much we can't do if we put our resources, experience, and diligence to work! From biology and engineering to regulatory permitting and emergency management – everyone is an integral part of the mission. Thanks for making me feel so welcome and helping me get on board!

-Melanie Reeder



Melanie Reeder (center) accompanied Diane Lake and Les Soule in a photo after touring the Snoqualmie Flood Reduction Project. Reeder has been traveling to many projects to get acquainted with the District.

continued...Key Messages

tant teams we rely on to accomplish our goals? It may be as simple or as hard as... improving our skills at providing effective feedback and asking effective questions. While some are gifted at these skills already, most of us still have much to learn.

Instead of trying to change a person immediately, how might you encourage appropriate behavior in others while upholding the standards yourself? If we want others to remain open to learning, instead of resorting to automatic defense mechanisms, then consider **applying the Golden Rule**: "Do unto others as you would have them do unto you." Assuming the best of a situa-

tion may allow more helpful options to emerge. Instead of telling someone how they failed to live up to your expectation, determine how you might **ask effective questions** to help clarify your main points using their perspective. Other methods exist, but **consider** the benefits of incorporating the following **five characteristics of effective feedback** I recently heard:

1) **Timely.** Still able to do something about it and not be too emotional.

2) **Descriptive.** Specific enough (they know what you mean), focused on observable behavior and information-based.

3) **Helpful and Constructive.**

4) **Encourages choice in the other person** (suggestions that expand options).

5) **Builds relationships and self-esteem.**

Change is rarely simple or easy, but the power of key messages, appropriate standards and effective feedback is there to assist us when necessary.

Debra M. Lewis

-Debra M. Lewis



This issue was especially prepared for Manuel Bejarano who is currently deployed to Mosul, Iraq. This is also a tribute to all of our brave volunteers and Soldiers who have supported Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan. (Photo provided by Manuel Bejarano)

Flagship

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

www.nws.usace.army.mil

Logistic support Iraq:

Libby Dam staffer answers call for volunteers

Coming from the tree-lined foothills of the Rocky Mountains in northern Montana, to the rock-lined hills of northern Iraq, the month of May was quite a change for Mike Greco, a materials handler at Libby Dam.

There was still snow at home when he left, and, even though he is an avid snowmobiler, and it has snowed in northern Iraq, there's not a snowmobile to be found here.

He didn't have much time to think about that after deciding to throw his hat in the ring for assignments in northern Iraq. Greco said he no sooner volunteered for a logistics position at the North District, Gulf Region Division, that he heard that he had been selected and had two weeks to get ready.

Operation Iraqi Freedom has provided an unprecedented opportunity for the U.S. Army Corps of Engineers to show how its wartime mission — providing full-spectrum engineering and contingency support to American forces by using its peacetime capabilities related to water resources development, the environment, infrastructure and disaster response. Volunteers for Forward Engineering Support Teams (FESTS) resulted in several military and civilian members deployed to Afghanistan and Iraq in support of the rebuilding efforts.

As the Corps continues on with the Operation Iraqi Freedom mission, hundreds of civilians have deployed to Iraq, working closely with the Coalition Provisional Authority and the ministries on oil and other infrastructure, electricity restoration, destruction of captured enemy ammunition, and field force engineering.

In January, the Corps stood up a new division with three districts — north, central and south. The Gulf Regional Division is located in Baghdad and has the mission of supporting the Project Management Office construction directorate, plus administering some of the other contract work

"I knew they needed people over there, but didn't know it was going to be that fast."

Within a couple of weeks he was at the CONUS (Continental United States) Replacement Center at Fort Bliss, Texas, for a week of training, then on his way overseas.

It took a lot of preparation for Greco, who is single and was renting at the time.

"I gave up my rental, put my personal items in storage, and if it weren't for the help of family and friends, I would have never gotten it all done," he said.

Greco grew up in Spokane, Wash., and served for 10 years in the active Navy and Reserves as a medical corpsman. For the same reason as he did his stint in the Navy, he volunteered to serve in Operation Iraqi Freedom—for the adventure.

"At first I was in it for the adventure, but now what keeps me here are the great people on the ground. If you want to see real teamwork, this is the place," said Greco.

Greco is responsible for all of the logistical support of a district. That includes managing the Corps' trailer pad at Camp Freedom Forward Operating Base in Mosul, Iraq, where the North District's headquarters offices are located and where the staff lives. He also orders, purchases and provides supplies, and maintains a fleet of vehicles for an area that takes in everything north of Baghdad. It is quite an undertaking and one he will soon get assistance with as more volunteers come on board. Though he has time in the service, working in a combat environment is a first for him.

"Things are better than I expected, as far as living conditions," said Greco, who was prepared to live in a tent instead of a trailer.

"The daily stresses have been very taxing, but the people around keep me going. We all need each other more here than back in the states, so everyone seem to try to work together," said Greco, who typically works 12 hours a day, seven days a week.

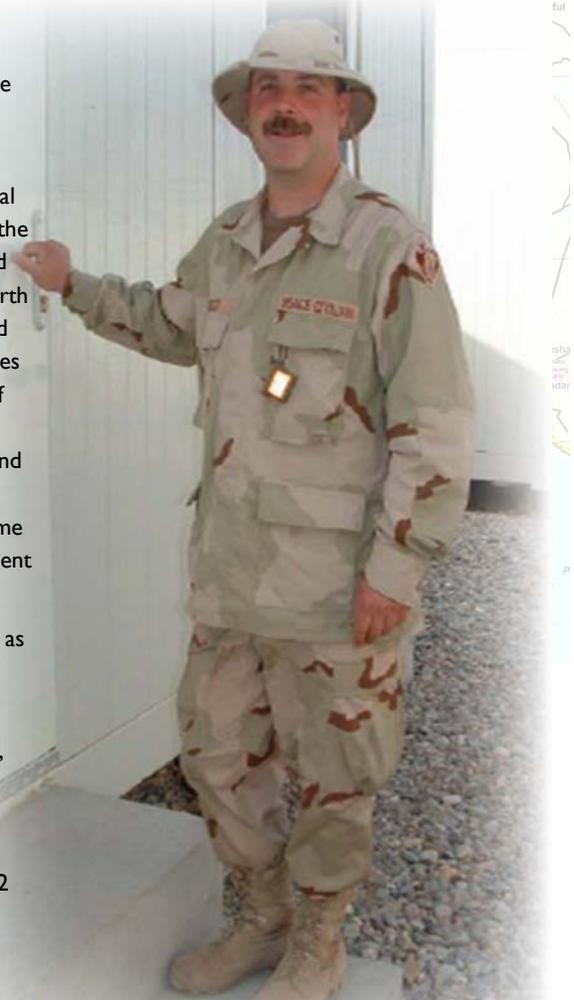
Describing himself as a diehard snowmobiler, he also enjoys fishing, hunting, hiking and listening to all kinds of music. The latter comes in very handy while deployed. "I didn't bring enough music with me, but

everyone shares, so it helps to like a little bit of everything," smiled Greco.

Advice he has for those volunteering—make sure your regular life is in order before coming to Iraq. This is a great experience, but you must be 100 percent committed—mentally and physically—to endure the long, taxing hours that are required.

"The self satisfaction for providing support to a unit that truly needs you and appreciates what you do for them is overwhelming," he said.

- Nola Conway, WallaWalla District, former Gulf Region Division Public Affairs Specialist



Mike Greco is currently deployed to Gulf Region North District in Iraq. (Photos by Nola Conway)

2004 Best Dressed Wetland Scientists

Seattle District scientists played key roles in the national Society of Wetland Scientists meeting July 18-23 at the Convention Center in Seattle. The 25th anniversary international meeting examined the wetland profession's growth in the areas of science, policy, and recognizing wetland resource values.

Environmental analyst T.J. Stetz had strongly encouraged Corps wetland scientists to get involved in the international meeting this year. While T.J. and other wetland scientists in the district participate in the local chapter, he said he saw the opportunity to learn and share with an international gathering of experts as a great opportunity.

"It's a chance to show what the Corps is doing," said Stetz. "This year the Corps was well represented – Mark Sudol [the Corps' regulatory chief] spoke, and there were many presentations from Corps scientists."

The Corps even helped sponsor the conference, where more than 800 scientists from around the world attended.

At the conference, presenters shared approaches and tools for analyzing and evaluating wetlands, co-managing fisheries, studying insects

and other wildlife, educating the public and the next generation of wetland professionals, and identifying uses of wetlands by cultures in different regions of the world.

District regulatory chief Tom Mueller sat on an agency panel discussing regulatory issues in the Northwest (mitigation guidance, mitigation banking and in-lieu fees, recent lawsuits and their impact on Seattle District and Endangered Species Act impacts on the Seattle District).

Environmental analyst Gail Terzi co-presented a session called, "Restoring Urban Systems: The Sno-King Mitigation Bank," and presented an all day workshop/field visit on mitigation banking with Lauren Driscoll from the Washington State Department of Ecology and Jennifer Thomas of Thomas and Associates.

And on the lighter side, Stetz participated along with Kathy Kunz as part of

the evening's entertainment one night.

"There were some very good presentations and displays; it was important that the Corps participate and show our involvement to this international community," said Stetz.

- Patricia Graesser



Kathy Kunz introduces a model in the Wetland Scientist Fashion Show. Watermark of TJ Stetz at podium. (Photos by Gail Terzi)

Grand opening of the "Gallery" new employee lounge

Sit back and enjoy the art, read some magazines or just have a cup of coffee in the Gallery, the new employee lounge located in the northeast corner of the building.

Artists from the district (*your co-workers!*) have displayed their talents for your viewing pleasure. "The plan is to rotate the art with pieces from different employees," said Jim Jacobson, one of the four masterminds behind the grand opening of the Gallery.

The idea of the Gallery came from a Leadership Development Pro-

ject Team, which included Vicky Silcox, Kathryn Carpenter, Jim Jacobson and Alan Hernandez.

They surveyed employees and also tapped into a professional designer's expertise to create the new employee lounge which is an inviting and enjoyable gallery and a relaxing space for employees.

New carpet, paint and furnishings were added to update the room's features.

-Maria Or (Photos by Maria Or)



The Gallery opening, Sept. 10, was well received and attended.



Painting by Sallie Zydek.



Jim Jacobson and Kathryn Carpenter toast to kick off the grand opening of the Gallery.



Jeff Laufle and Steve Babcock appreciate the art displayed in the Gallery.



Fuchsia (*Fuchsia Cardinal*)

Flowers are in full bloom at the Gardens even in the fall and are free for public viewing.



Goldsturm (*Rudbeckia fulgida*)

A new way of doing business at the Locks

This year the Natural Resources staff at the Chittenden Locks faced a thorny problem. They did not have enough funding to hire two seasonal employees normally brought aboard to assist full-time staff with garden upkeep. Rather than throw up their hands, the staff propagated a unique solution.

Lack of funding is particularly difficult at a federal facility because the government can't accept any other than congressionally authorized and appropriated funds—the government cannot collect donations from the public to fund federal employees or federal property items. That leaves out the car wash and bake sales.

However, the option of having just two gardeners manage the 17-acre grounds of the Locks plus the Corps-managed property along the Lake Washington Ship Canal was not a viable option, according to ranger Dennis Graham.

Given that the Corps cannot directly fund positions with donated money but can have agreement with a non-profit partner, Graham contacted the Northwest Interpretive Association, a non-profit partner. The goal was for NWIA to hire two summer employees for their organization to support the summer garden program. NWIA readily agreed.

Graham did some research to find charitable organizations that had funds available to support this type of project and that had historic ties to the garden and Corps. Any funding would be provided to NWIA for distribution.

The garden staff provided an exact cost estimate for two positions for the support grant, and Dennis wrote a grant request justifying the need for positions and the specific dollar amount with a job description. NWIA received funds in the amount of \$22,000 for equipment, uniforms and wages for two positions.

They advertised job openings,

received more than 20 applicants for positions and selected two women, who will work at the Locks from June 21 until the end of September.

Thanks to some creative thinking, the garden will be in capable hands this summer, and the staff at the Locks has rekindled relationships with local charitable organizations.

After this summer, the Natural Resources staff hopes to fund support for the garden through the fall months.

Mike Fleming retires

Mike Fleming retired July 2 as horticulturist at the Hiram M. Chittenden Locks after celebrating 34 years of federal service.

Fleming's prestigious career began Oct 13, 1966, as a Heavy Equipment Mechanic in the U.S. Army. He served in the Army, including in Viet-



Fleming dedicated three decades to maintaining the integrity of the English style garden.

Carl S. English, Jr. Botanica

This Garden is a tribute to the devotion of Carl S. English, Jr. Mr. English spent 43 years working for the Corps of Engineers and transformed the barren lawn left after the construction of the Locks into a garden worthy of serious study. The

lovely grounds are a masterpiece of horticultural splendor, combining the elegant lines and vistas of the romantic English landscape style with the original character of more than 500 species and 1,500 varieties from around the world. One of Seattle's best kept secrets is yours to enjoy. The gardens offer color, fragrance and open space to awaken your senses all year long.

Carl S. English, Jr.

In 1931, Carl S. English, Jr. began his career designing, planting, and maintaining the garden surrounding the Chittenden Locks as a gardener for the U.S. Army Corps of Engineers. When he retired in 1974, he was one of the Northwest's leading horticulturists. He left behind a world-renowned botanical garden, and a

nam, until March 13, 1971. His service with the Corps began on July 16, 1974, at the Hiram M. Chittenden Locks, Seattle District, where he worked until his retirement.

Michael Fleming's career with the Corps not only included work as an horticulturist, but also reflected his energy and love for the Corps family and his contribution to the community.

He contributed significantly to the local community and the study of botany and horticulture in the region. He formed partnerships, which have benefited the community and the Corps, with the Seattle Garden Club, Fuchsia Society and other local groups.

At the Locks he oversaw operation and maintenance not only of the world famous Carl S. English Garden, but also the Corps-managed grounds along the Lake Washington Ship Canal.

- Patricia Graesser



Mike Fleming standing before the Heritage Tree at the Locks. (Photo by Kim Carlson)



Princess Flower
(*Tibouchina Urvilleana*)

Michael Fleming's career with the Corps not only included work as an horticulturist, but also reflected his energy and love for the Corps family and his contribution to the community.



Climbing Rose—Joseph's Coat (*Rosa C l'Joseph's Coat*)

Gardens

long list of other contributions. English was especially fond of oaks, and spent many hours researching this genus. He is also credited with the discovery and naming of three rare plants. They are *Talinum okanoganense* (fameflower), *Lewisia rupicola* (bitter root), and *Claytonia nivalis* (spring beauty). English helped to develop waterside plantings along the Fremont and Montlake Cuts.

Recycling the soil

During construction of the Locks, the surrounding land was first scraped bare of vegetation and topsoil, then covered with material dredged from the work site. This material became the base for much of the garden.

But the material by itself was not enough to create this splendid landscape. English's diverse plant collection required many different soil

types, so he experimented with soil amendments to create the ideal environment for each plant.

This garden represents a blending of art and nature, the result of a lifetime's work by a gifted gardener and botanist.

- USACE, Seattle District Website excerpt

Watermark photo: Black-eyed Susan (*Rudbeckia Herbstonne*)

(Photos of flowers and plaque by Maria Or)



Autumn Joy (*Sedum Telephium*)

Seattle District Explores Workplace 20.20

In the year 2020, your workplace and workspace will likely be radically different.

Changing economic forces, coupled with accelerating technology, are restructuring how we work. Dramatic population growth and changing demographics are blurring the distinction between home and office as telecommuting and virtual office momentum accelerates. Rather than a physical container for work, the central office of the future will be a technological warehouse serving portable teams around the world, with many team members never physically meeting each other. They may work for several organizations, perhaps simultaneously. Earbuds, i-glasses, virtual display walls and as yet unthought-of technologies could link them wirelessly to deliver information instantly

Scary? Unlikely? Or happening now and incredibly exciting? The Public Building Service of the U.S. General Services Administration – GSA – thinks it's happening now and is promoting its WorkPlace 20.20 program as a new way to look at how, where and why people work. Many federal agencies are currently working to align organizational structures and policies with new conditions. Seattle District is an early participant in the GSA WorkPlace 20.20 program.

"We are the first military organization to test WorkPlace 20.20," says Barbara Maciejewski, chief of the district's logistics management office. "Because we're part of a pilot GSA

program, this project comes at no cost to the district."

WorkPlace 20.20 views a new or renovated workplace as an opportunity to design physical space to reinforce and support business strategy and work processes. It begins by identifying what is driving change, defining how work is accomplished now, and determining how the organization would like to see it done in the future. This is the Discovery Process. During the next phase, Scenario Development, alternative concepts are considered. Design Translation makes sure that the project moves smoothly through consulting, design and construction. The Measurement Phase evaluates whether criteria have been achieved.

There are four key components in the WorkPlace 20.20 toolkit. Planning, design and post-occupancy performance are evaluated by the Balanced Scorecard component that divides business goals into four domains: financial, business process, customer and human capital. Change Management identifies cultural and organizational components can either inhibit or facilitate change. Life Cycle Management provides long-term analytic tools to evaluate a project, tracking costs and values between the new space and the old space. Finally, Integration of Research determines what works and what doesn't work to provide clear and testable hypotheses and performance.

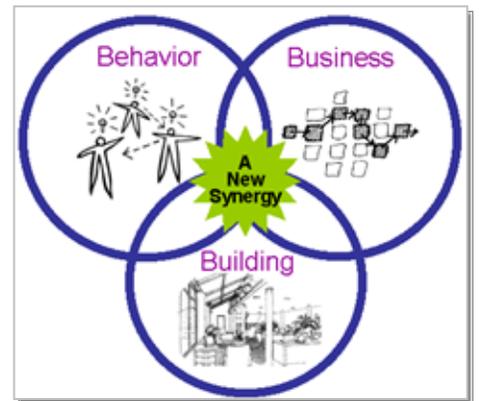
"Right now, Seattle District is in the Dis-

covery Process phase," says Maciejewski. "We're working with a consultant from HOK Advanced Strategies to identify internal and external drivers for change, as well as define existing and desired ways of working. We're doing this through surveys and group meetings. The results are analyzed and followed by Scenario Development, which includes programming and development of alternative concepts and solutions. This will translate to a final design."

"The product we're expecting will give us concrete techniques we can use to improve or revamp physical space characteristics like traffic flow and lighting. We expect to see the final GSA report within about two months," according to Maciejewski,

Visit www.gsa.gov to see GSA's vision of the future of your workplace.

-Steven Cosgrove



2004 Corps Day Awards - Recognizing Excellence

Commander's Teamwork Award
Base Camp Development Team
Pacific Sound Resources

Commander's Awards
Northwestern Division's Commander Safety Team
FEST-A Team
"World Flyer Tour" Team

Commander's Teamwork Award
Support Team
Chief Financial Officer Team
Information Assurance Compliance

Employees of the year
Up to GS-09:

Sylvester L. Thornton
GS-11 and above:
Patricia Graesser

Contract employee of the year
Luisa C. Sheppard

New employee of the year
Su-Chen Chen

Support employees of the year
Up to GS-09:
Mary A. Smith

GS-11 and above:
Shawna M. Westhoff

Project manager of the year
Thomas N. Poole

Outpost Award
Charles A. (Tony) Fegert

Engineer of the year
Steve Dodroe

Scientist of the year
Richard E. Smith

Commander's Leadership Award
Thomas F. Mueller

Commander's Award for Civilian Service

Bruce Chadwick
Anil L. Nisargand
Susan K. Sherrell
Marian L. Valentine

Distinguished Civilian Service
Dr. Steven F. Dice

Meritorious Civilian Service
Jim Dahlen

Order of the de Fleury
Maj. Stephen J. Ward

Meritorious Service Medal
Lt. Col. Edward Lefler
Maj. Sephen J. Ward

(Watermarked photos from file and by Andrea Takash)

Snoqualmie Flood Relief: First time in city's history

Snoqualmie wasn't even a city when community leaders started looking for flood relief to protect this historical section of Washington.

Now after four decades, one of the most flood prone areas in the state should have relief during this year's flood season.

Seattle District started construction of the Snoqualmie 205 flood damage reduction project in June. The prime contractor, Goodfellow Bros., Inc. of Wenatchee, Wash., will complete channel widening by mid-September and landscaping on the banks in November, said Tim Shaw, project manager.

A three-element plan, the project consists of left and right bank channel widening 300 hundred feet upstream of Snoqualmie Falls, and the removal of an abandoned railroad bridge, which is also upstream, Shaw said.

The cost for the channel widening was \$3.3 million and approximately \$400,000 for the bridge removal.

Seattle District awarded the bridge removal contract to American Civil Construction West Coast, Inc. This part of the project will start in mid-September.

Goodfellow Bros., Inc., excavated 62 feet on the left bank and 80 feet on the right bank, said Steve Rossignol, senior construction representative. All distances are from the original shoreline to the toe of excavation.

During the excavation, the contractor removed more than 11,500 cubic yards of rock and 29,435 cubic yards of dirt from the left and right bank using a hoeram, rippershank and track hoe, Rossignol said.

"The contractor proved that we didn't have to use explosives for channel widening. Instead, they created a fissure in the rock and pulled it out," Rossignol said.

Before the contractor removed the dirt, it had been 14 to 15,000

years since the dirt had been touched in this particular location, according to Rossignol.

The goal of the project is to relieve upstream flooding to the historical portion of the city of Snoqualmie, Rossignol said.

"The citizens of Snoqualmie will experience structured flood relief for the first time in the city's history," said Kirk Holmes, city of Snoqualmie Public Works director.

Seattle District and the sponsors, city of Snoqualmie and King County, learned many lessons from start to finish in this project.

"We can take the lessons learned from in-water construction from this project and apply them to other projects," said Mike Scuderi, environmental protection specialist.

The success of this project is the result of great teamwork among the Corps, city of Snoqualmie, King County, Goodfellow Bros Inc., Puget Sound Energy and the Salish Lodge, Shaw said.

"A good example of the teamwork was the contractor agreeing not to run their machines during a wedding at the lodge," Rossignol explained.

Goodfellow Bros. Inc. is also pleased with the outstanding teamwork on this project.

"The Corps has been very helpful," said Lane Shinnick, Goodfellow Bros. Inc. senior project manager. "Everybody involved had a common goal. It was a fun project to be a part of."

King County is also pleased with the outcome of this project.

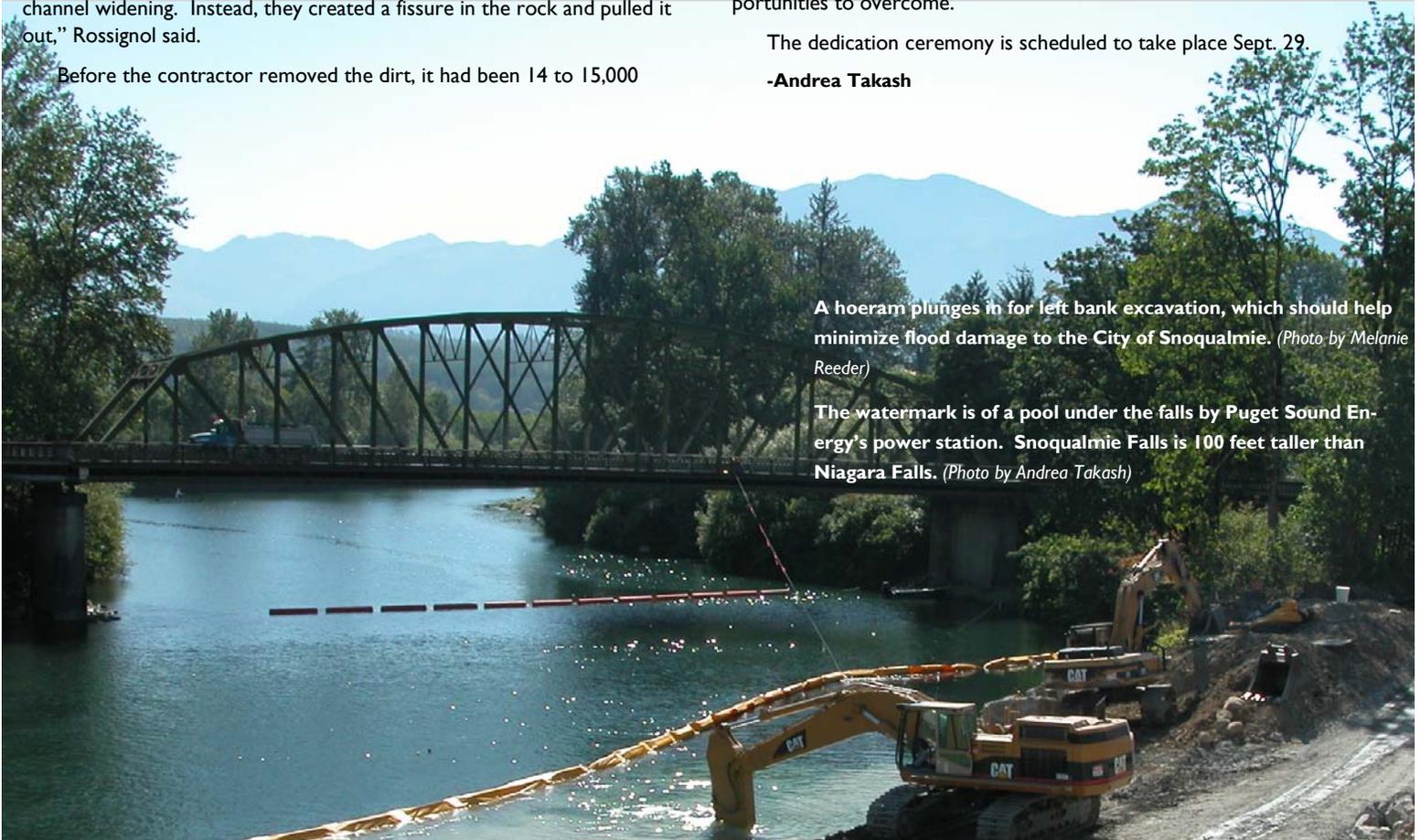
"I am amazed how well it came together," said Tom Bean, King County project manager. "The contractor approached challenges as opportunities to overcome."

The dedication ceremony is scheduled to take place Sept. 29.

-Andrea Takash

A hoeram plunges in for left bank excavation, which should help minimize flood damage to the City of Snoqualmie. (Photo by Melanie Reeder)

The watermark is of a pool under the falls by Puget Sound Energy's power station. Snoqualmie Falls is 100 feet taller than Niagara Falls. (Photo by Andrea Takash)



Brother Cosgrove finishes strong

Over the past 23 years, Richard Cosgrove has worked for every branch of the military, except for the Marines.

After four years as Seattle District's Internal Review Chief, Cosgrove said he plans to "quit laboring on Labor Day."

During his career with Department of Defense he has worked in a variety of jobs and places. After graduating from high school in Auburn, Wash., he joined the Air Force. After leaving the Air Force, with his GI Bill in hand, he seized the opportunity to earn a degree in international studies with an emphasis on South Asia and philosophy from the University of Washington.

After graduation from the University of Washington, he decided to travel to India to compare book learning with reality. He said it was a great learning experience.

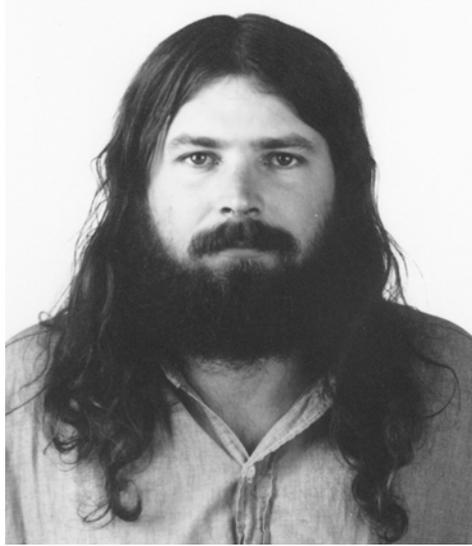
"The degree of poverty was very shocking. However, the depth and diversity of the culture was astonishing," he said. "It also taught me to appreciate how lucky I was to be born in an affluent county."

He then went back to school and earned a degree in business and accounting.

Not only did he spend time in India but he also worked in Japan. "I accepted a position as an auditor intern with the Army at Camp Zama, Japan in 1983. I met my wife, Kiyoko, there," he said.

After five years in Japan, Cosgrove and his wife were transferred to Memphis, Tenn., where he worked as the Command Evaluation Officer for the Navy for 12 years before coming to Seattle District.

"I have greatly enjoyed working for the Corps. I really relate to its mission, especially in areas related to safe guarding and protecting



Richard Cosgrove then and now. (1970s photo provided by Cosgrove, recent photo by Andrea Takash)

natural resources and the environment," he said.

He said one of his most memorable experiences at Seattle District was winning two Easter baskets during the same drawing.

He said his worst experience here is unforgettable.

"I was sitting on the toilet when the Nisqually earthquake hit. I didn't know whether to *!%*@ or run. When the ceiling started falling, I ran for it," he said.

"I am glad Brother Richard decided to hang around the district after his traumatic experience during the Nisqually earthquake," said Steve—no known relation—Cosgrove, of the Public Affairs Office. "We have had great conversations over the past four years."

"But at least I won't keep getting his email when he retires. Richard and I never determined whether we were related or not, though both our grandfathers lived in the Seattle area at about the same time," Steve said. "We did manage to solve the rest of the world's prob-

lems, which is what happens when two Irishmen start talking."

Cosgrove said he is excited to retire because he has many plans for this next chapter of his life.

"I ran the mile in track at high school and learned to pace myself," he said. "If you don't pace yourself, you will burn out. I try to conserve enough energy to finish strong."

Cosgrove said he plans on fishing, gardening and maybe raising chickens.

"I also have some 'toys' that I have not yet had time to fully enjoy—travel trailer, Harley MC and a boat. The use and maintenance of these along with a jeep, truck, car and two houses should keep me fully occupied," he said.

He already owns a retirement house on the South Oregon coast on a river adjacent to the Siskiyou National Forest. "I might pick matsutake mushrooms in the Kalmiopsis Wilderness Area adjacent to my property if I need to supplement my income. It is a \$5 million a year industry," he said.

Cosgrove and his wife still plan on living in their current home in Des Moines, Wash. during the summer and fall months.

- **Andrea Takash**

We hope you enjoy our commemorative first full-color issue and new design. Flagship is now published bi-monthly. Let us know when you're retiring so we can feature you in our next Flagship! We also want to know about professional accom-

plishments, speaking engagements, babies and deaths. Guest features are welcome, or if you just like to write, we want to hear from you. Please contact the editor. maria.or@usace.army.mil or (206) 764-6896

Around the District

Speaking Outreach

Gail Terzi, regulatory branch, along with a representative from the Washington State Department of Ecology, gave a presentation and follow-up discussion on the subject of “New Developments in Mitigation and Permitting” to the Washington Public Ports Association’s Environmental Seminar in Ocean Shores June 28. Terzi, also presented an all day workshop and field visit on mitigation banking July 22 along with representatives from the Department of Ecology and Thomas and Associates.

Kudos

Kira Lynch, Chief of Environmental Engineering and Technology Section was appointed to be the Innovative Technology Advocate position in the Technical Services Branch. Recently, she was also selected by the Environmental Protection Agency, Office of Superfund Remediation and Technology Innovation, to receive a Bronze Medal in recognition of her outstanding efforts to improve the assessment, characterization,

remediation, and monitoring at contaminated sites using dynamic field activities and on-site decision making. Lynch was recognized at the EPA Office of Solid Waste and emergency Response award ceremony June 14 in Washington, D.C.

Cheryl A. Anderson, Chief of Contracting Division, along with other Northwestern Division representatives, was honored with an award on behalf of the transportation team at the Iraq Reconstruction Contracting Teams Recognition Ceremony, Aug. 24, in Washington, D.C. The Deputy Secretary of Defense, Paul Wolfowitz, presided and presented individual awards as well as several team awards. His remarks were positive and commended the teams for their part in awarding \$5.1 billion in contracts in 90 days. Each team received a trophy that will be circulated among the districts over the next several months.

Albeni Falls Dam would like to give special thanks to Food Fresh and Mitchell’s Harvest Foods for donating grocery bags for the Water

Safety Program presented by Albeni Falls park rangers at Idaho Hill Elementary and Priest River Elementary schools. After learning how to be safe around the water with Rangers Linda Lamb and Ashley Jones, the students were asked to creatively express on grocery bags what water safety meant to them. The bags are on display at the Albeni cove Recreation Area, Priest River Recreation Area, Food Fresh, and Mitchell’s Harvest Foods.

In Memory

Nadine Shannon, wife of Larry Shannon (Seattle District’s first Deputy District Engineer for Programs and Project Management).

Arthur A. Weis, who joined Seattle District in 1937 and came up through the ranks to retire as Executive Assistant after 33 years of service.

Arline Vasey, wife of Joe Vasey who formerly worked for Seattle District’s Foundations and Materials Branch.

Steve Walls, civil engineer who worked in both Engineering and Construction divisions and transferred to Alaska District in the early 1990s.

Drowning is Preventable

The Center for Disease Control lists drowning as one of the leading causes of unintentional death among all ages and the second leading cause of accidental death among children ages 1 to 14.

Nationwide, the Corps reported 138 water-related deaths at Corps projects in 2003.

Statistically, Seattle District has fared well. No water related deaths have occurred at a district facility since 1999.



Corps life jackets modeled at the Locks. (Photo by Maria Or, watermarks from file)

Around water, drowning is a constant threat. There are a few things district employees can know and do on the job and off, which will reduce the risk.

Know your limits: Drowning often happens when someone swims and gets too tired. In order to prevent this people should take swim lessons, learn to float and tread water, swim in life-guarded areas, supervise children and avoid swimming while under the influence of alcohol or other drugs.

Know the water: The lakes and rivers in the Northwest are cold enough to cause hypothermia, even in the summer and among the strongest swimmers. To stay safe, please wear a lifejacket, avoid swimming or boating in high running water, check water conditions, never dive or jump into unfamiliar or shallow water, and swim in designated areas only.

Wear a lifejacket: People tend to drown in silence and without attracting attention. Their struggle to breathe and stay afloat rarely enables them to wave their arms or call for help. Also, 75 percent of boating fatalities could have been prevented if the victim was wearing a life-jacket.

Drowning is preventable! Restricting swimming areas, providing proper signage, fencing pool areas and waterways, having lifeguard supervision, wearing life jackets, and carefully watching children while they bathe can eliminate most drowning.

-Jerry Gray

WELCOME to the District Family



Matthew Allen
Environmental Eng.



Cynthia Diamo
Contract Specialist



Harry Ehlers
Environmental Eng.



LTC John Leighow
Deputy Commander



Mark Hennings
IT Network Spec.



Melanie Reeder
Chief, Public Affairs



Carolyn Coleman
Administrative Officer



Albert Candelaria
Chief, Resource Mgt.



Sol Williams
Son: 8lbs/15oz
Luisa Sheppard



Michael Randell
Grandbaby: 8lbs/4oz
Melinda Marquis



Joe Uzell
Husband: 30 July 04
Chiara Zaratkiewicz

Not Pictured:

William Bleau, Information Receptionist
Karen Brooks, Realty Specialist
Chad Crownover, Civil engineering Tech.
Misook Eichhorst, Administrative Sup. Asst.
Richard Franke, Maintenance Worker
Karlene Herron, Park Ranger
Roger Johns, Power Plant Operator
Craig Juckniess, Attorney
Kelli Kelsch, Park Ranger
Todd Kortus, Civil Engineering Tech.
Lawrence Lin, IT Specialist

Steven Moles, Maintenance Worker
Deborah Murphy, Park Ranger
Johanna Nelson, Program Support Asst.
Allie Pak, Office Automation Clerk
Thomas Paulson, Engineering Aid
Joshua Powers, Engineering Tech.
David Schmidt, Engineering Tech.
Jonathan Sewell, Engineering Tech.
Peggy Swanson, Program Analyst
Anthony Trevino, Contract Specialist
Tia Wilson, Office Automation Clerk
Christian Yaden, Interdisciplinary

Our apologies if we've missed anyone. Please send us your photos if you're new to the district, recently changed jobs, had a new baby, husband, or wife join your family. We can arrange to have your photo taken also. It's nice to put a name to a face. Please email the editor at maria.or@usace.army.mil or mail hardcopy photos to USACE, Seattle District/PAO, P.O. Box 3755, Seattle, WA 98124. They will be returned.

Consideration for Others—Memorandum dated 6 August 2004

General Policy. Every person in the Seattle District is required to understand and fully comply with this policy. Each one of us regularly deals with other people. Accordingly, "Consideration for Others" covers those actions that indicate sensitivity to and regard for the feelings and needs of others, and an awareness of the impact of one's own behavior on them. We must be fully committed to creating a workplace where all enjoy working together — free from any hostility, harassment, rudeness, and insensitivity. Additionally, treating every person with dignity and respect is consistent with the Army's values and existing regulations. Most importantly, it is the right thing to do.

Applicability. Implementation of this policy is a shared responsibility of all Seattle District employees and applies in every situation that involves people working with other people — our employees, our customers, our partners, and the public. You can easily verify that many interactions occur daily with at least two people, especially in team situations. Each time, you and everyone else make choices that determine our work environment. For example, common courtesies such as "please" and "thank you" are expected. Why is that? These words represent the

simple things or small acts of kindness most of us choose to say or do that helps bring us closer together as a part of the human race — no matter what your background, your race or your gender.

Responsibility. Each of us is responsible for ensuring everyone is treated fairly, with dignity and respect. This means that each of us is accountable for the decisions we make, our behaviors toward others and for taking appropriate action to ensure others do the same. Anything less undermines our reputation, our ability to perform, and the confidence and trust others have in us. Clearly, those who experience possible inappropriate behaviors are in the best position to ensure transgressions are made known to those who caused them and that they are not appreciated. They are also in the best position to deal with the situation swiftly and effectively at the lowest level possible. Successfully creating a positive work environment consistent with the Army and Corps values depend on the active participation of each and every one of you. Remember... "It takes each of us to make a difference for all of us." (*Jackie Mutcherson*)

-Col. Debra Lewis

Department of Army
Seattle District,
U.S. Army Corps of Engineers
P.O. Box 3755
Seattle, WA 98124-3755

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