



Volume XV, No. 5  
October - November 2005

# Flagship

SEATTLE DISTRICT



**Seattle District  
employees aid in the  
relief efforts after  
Hurricane Katrina**

**Inside this issue:**

Commander's Column

2

Commentary —  
Paying it forward

3

Green River salmon get a  
new hotel in Kent, Wash.

4 and 5

Fort Lewis Battle Command  
Training Center opens

5

Lewis and Clark at Lake  
Washington Ship Canal

6 and 7

Strike a pose

8

Seafair honors Ernie Sabo

9

Terri Taylor

10

Around the district

11

Welcome  
to the district

12



**Cover: Nola Leyde, Seattle District Public Affairs, and Mark Davidson, St. Paul District Public Affairs, tour the destruction in Mississippi after Hurricane Katrina. Read more about the district's efforts in Louisiana and Mississippi on Page 3.** (Cover photo by Alicia Embrey, Tulsa District Public Affairs)



# FLAGSHIP

Seattle District

U.S. Army Corps of Engineers

Vol. XV

No. 5

## Silence the public blame game

*“Good judgment comes from experience; experience usually comes from bad judgment.” - Unknown*

Recently, Hurricane Katrina dealt an unprecedented blow to the people of the Gulf Coast, effecting many Americans in some way. Powerful scenes of extraordinary human suffering unfolded shortly thereafter, spurring many people throughout the world to take action.

**Appearances can be deceiving.** While this event seductively appeared similar to many hurricanes each of us has grown familiar with on the gulf and east coasts, we as a nation were far less equipped to respond to conditions this hurricane created — before, during, and immediately after the event. However, rather than engaging in the “Blame Game”— popular today in so many situations, often with the benefit of “crystal-clear” hindsight— we might instead be wiser to consider better options to focus our limited time, resources, and energy. For example, my review of the enduring, powerful unseen forces in this same timeframe made me truly angry; not with those being publicly skewered by the press, but with the same players who are successfully shoving us down a path that will greatly inhibit our ability to effectively respond to future events potentially far more devastating than what happened on the gulf coast.

**“Gravity Forces” at work.** While there is still plenty of incomplete information and unknowns to go around, there are also many things we do know or can easily verify. Very important are those I call “gravity forces.” Similar to gravity, these forces are ones we cannot touch or put our arms around, yet— like gravity— these forces or dynamics affect what happens to us. We can learn to skillfully identify and harness our understanding of these forces, leveraging them to achieve our goals. Conversely, we may also choose to ignore them as we make decisions about our actions, doing so at our own peril. Here is just a sample of mine you might consider:

**Failures come at a cost, yet also offer real opportunities — look for them!** At business school, I learned about a number of extraordinarily successful people in business who earlier in their lives and careers

experienced spectacular failures. Their example shows that those who learn best the lessons that failures teach may well provide key insights to any proposed solution. However, the strong “force” to blame public officials or others when things do not work out as desired or expected, especially when human suffering occurs, often serves to undermine or banish the very organizations or people best able to define a better way ahead. The judicial system and other investigation means exist to capably deal with potential criminal actions. Real tragedies occur when we allow messages that stir our anger prematurely as we speculate on whom to blame, to divert our attention from helpful messages that clarify what we and others can do to assist others.



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

**One-time situation or problem you say? Think again!** What if every major problem today had powerful implications for other things we do in life? Upon closer examination, individual problems often reveal incredibly strong “forces” or dynamics at play that are rarely unique. Potential similarities demand a greater understanding of the key “forces” leading to past disasters and may also explain key systemic processes capable of mitigating potential harm and, most importantly, translate them into opportunities. For example, the 2000 presidential election zeroed in on the limitations of the election process in Florida. Regionally, in 2004 Washington state had the closest ever Governor’s race. Candidates and others in both cases became embroiled in a situation of high emotions and angry words contesting the voting process. Under the right conditions, how many other

Continued on the bottom of Page 11



This issue was especially prepared for the staff of Emergency Management. (File photo)

# Paying it forward

Trees snapped and broken, filled with debris. Homes and businesses destroyed or severely damaged. The Mississippi gulf coast took a beating from Hurricane Katrina. The damage from the storm surge left nothing more than a foundation in some places and great mounds of debris in others. A large house, just the roof, lay across twisted railroad tracks as a testament to the fury and power of the storm.

A cadre of U.S. Army Corps of Engineers employees, more than 1,000, have deployed to the magnolia state to assist with recovery. Many more are serving in Louisiana, Alabama and Texas in recovery efforts from Katrina, followed by Hurricane Rita.

More than 70 have deployed from Seattle District — some even before the hurricane hit.

The width, depth and breadth of the destruction are beyond description. Despite the loss of lives and properties in this area, it is the spirit of the people here that has been so impressive. As our Corps employees responded, I think all will agree the days are long, the challenges many, and the workload is tremendous. Together with the people of Mississippi, we can do it.

We hear their stories of survival more than loss. Tremendous stories of riding out or recovering from one of the largest hurricanes to hit this country. As the people of the south pull together, so does the Corps team, with a mission that has included saving lives and now sustaining lives.

I have so many stories to tell — but will share one. Kate Steff, a civil engineer tech in Seattle District's Water Management section, is at a bicycle shop in Gulfport, Miss., assisting residents with filling out forms for temporary roofs. A gentleman she had assisted was thanking her for coming to help the people of Mississippi. She smiled at him and told him all she was doing was paying it forward.

She told him the story of when she was 5 and her family home was hit by a tornado. She has



Seattle District's Dave Spicer (far back) and Arill Berg (left shoulder of Dan Ackroyd) received the opportunity to meet actor Ackroyd during their deployment in support of relief efforts after Hurricane Katrina. (File photo)

never forgotten the help and kindness they received. "All I am doing is paying it forward," she told him.

That alone says what many here are doing — working hard, long hours, away from family and friends, paying it forward like Kate. I am proud to be a member of this team.

- Nola Leyde



Kate Steff, Seattle District's Water Management section, explains the blue roof process to a citizen of Gulfport, Miss. (Photo by Nola Leyde)

## Flagship

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

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Dee Flowers of Albeni Falls Dam (to the right of First Lady Laura Bush) met the first lady during her deployment to Mississippi. (File photo)

## Green River salmon get a new hotel in Kent, Wash.

Coho salmon and native trout, which travel along Meridian Valley Creek, anxiously await their new five-star resort, which includes first-class amenities, such as pools and resting areas to relax in during their vacation.

The City of Kent partnered with the U.S. Army Corps of Engineers to build the Meridian Valley Creek Realignment Project, which is the first project in the Corps' Green/Duamish River Ecosystem Restoration Program.

The Green/Duamish River Ecosystem Restoration Program emphasizes the restoration of critical habitat throughout the entire river basin. So, the Meridian Valley Creek project involves several habitat restoration techniques aimed at benefiting Coho salmon, native trout and other species.

"Meridian Valley Creek was rerouted into a concrete flume over 30 years ago," said Beth Tan, City of Kent project manager. "The existing flume does not provide resting areas for salmon or mimic a natural stream system."

The City of Kent, the Corps and several other partners worked together on the design to improve the habitat of this area of the Green River.

"During the design phase, the technical review committee, staffed by the Corps and

other agencies, gave insightful input into the design. The Corps' expertise in enhancement of wetland ecosystems and stream modifications improved on the initial design and developed a product that both the Corps and the City of Kent can be proud of," Tan said.

After the agencies completed the final design and signed a project cooperation agreement, construction started in August.

"Construction involves excavating a new channel that will meander through open land and existing wetlands before entering Big Soos Creek. This alignment will be approximately 1,150 feet and will incorporate large woody debris, spawning gravel and scour pools used as resting areas for the resident and anadromous fish," Tan said.

"The primary species that will use this site is coho salmon, with some native trout and other species also benefiting," said Noel Gilbrough, the district's project manager for this project. "Construction also includes a buffer on both sides of the stream that would also have significant benefits for land mammals and invertebrates."

Partners from across the region came together Aug. 26 to mark the ground breaking of the project.



**Col. Debra Lewis, district commander, and Ardis Dumett, from the office of U.S. Senator Patty Murray, tour the project site and learn about the benefits of the realignment.** (Photo by Andrea Takash)



**Noel Gilbrough, Seattle District project manager, gives high praise to Beth Tan, City of Kent project manager, for her work on the project.** (Photo by Ashlee Richie)

"Removing the flume and restoring Meridian Valley Creek was a top priority of ours with the annexation of the area. This will be a lasting impact for the improvement of the stream, wildlife habitat, and water quality for Coho salmon and all who live and visit Kent," said Mayor Jim White.

Ron Sims, King County Executive, shared several words of praise for the Corps and Col. Debra Lewis.

"King County is excited to partner with the Corps because they understand our values — saving salmon and clean water. We never had a relationship with the Corps as good as we do now with Col. Lewis at the helm. One day we will call her Gen. Lewis."

Stay tuned for more projects under the Green/Duamish River Ecosystem Restoration Program.

**- Andrea Takash**

# Fort Lewis Battle Command Training Center officially opens

**A**fter two years of construction, the Fort Lewis Battle Command Training Center officially opened Aug. 17.

The building exceeds the environmental standards established for construction on Fort Lewis, achieving a silver standard under the Corps Sustainable Project Rating Tool guidelines. It uses the latest in green technologies to minimize impacts on the local environment.

“The success of this project is the result of great teamwork among the Corps, Battle Command Training Center team, Fort Lewis Public Works and Absher Construction,” said Col. Debra Lewis, Seattle District Commander. “This project reflects a 21 million dollar investment by the Army in the continuing effort to provide the best facilities for our troops.”

During the dedication ceremony, three Seattle District employees received awards for their work on the Battle Command Training Center.

Lt. Gen. James Dubik, Commanding General of I Corps and Fort Lewis, presented the Department of the Army Achievement Award for Civilian Service to Brent Dvorak, Fort Lewis project engineer. Dvorak received the award in recognition of his outstanding performance as the facility project coordinator for the Battle Command Training Center.

“Brent’s efforts to synchronize project delivery schedules with multiple agencies resulted in the completion of the project on time and within budget constraints. His outstanding planning and execution reflects distinct credit on him, the U.S. Army Corps of Engineers and the U.S. Army,” said Bruce Mulkey, deputy director of the Battle Command Training Center

Brad Gibbs and Johnathan Pang, Seattle District quality assurance representatives at Fort Lewis, also received the commanding general’s coin of excellence.

- Andrea Takash



Col. Debra Lewis presents a Seattle District, U.S. Army Corps of Engineers key plaque to Bobby Jolley, director of the Battle Command Training Center. (Photo by Andrea Takash)



Brent Dvorak receives the Department of the Army Achievement Award for Civilian Service for his work on the Battle Command Training Center.

From Left: Bobby Jolley, Battle Command Training Center director; Lt. Gen. James Dubik, Commanding General of I Corps and Fort Lewis; Brent Dvorak, Seattle District Project Engineer at Fort Lewis; Col. Debra Lewis, Seattle District Commander; Col. Gregg Martin, Northwestern Division Commander. (Photo by Andrea Takash)



Brad Gibbs and Johnathan Pang receive accolades from Fort Lewis leaders for their work on the Battle Command Training Center. (Photo by Andrea Takash)

# Seattle District celebrates a

The sights and sounds of discovery were in the air Aug. 19 through 21 as Seattle District hosted "A Taste of Lewis and Clark in the Northwest" at the Hiram M. Chittenden Locks in Ballard.

In celebration of the ongoing Lewis and Clark Bicentennial, Seattle District organized a weekend dedicated to educating the public about the famous expedition led by Capt. William Clark and Meriwether Lewis during 1803-1806.

The weekend was filled with music, movies and interactive living history presentations that highlighted many aspects of the important journey taken 200 years ago.

The Army National Guard fired the howitzer, a field artillery gun, whose modern version was first used after World War II. They also brought along replicas of military gear and other objects that were used during the expedition.

Re-enactors stepped back in time to bring a legendary story to life. Members of the Corps of Discovery who made appearances during the weekend included Capt. William Clark, Sacagawea, fiddler Pierre Cruzatte, African-American expedition member, York and other members of Capt. Lewis' company.

Each person brought with them a different perspective of the journey that woven together paint a picture of a journey to the Pacific Ocean through undiscovered lands.

Visitors had the opportunity to learn the story of York, Capt. Clark's slave, who accompanied the group. York's story is told by Hasan Davis, an attorney from Paint Lick, Ky.

Davis has committed the past three years to ensure people learn about the role that York played in the Corps of Discovery.

Although York could not voluntarily choose to be a part of the mission, he was a team player in all aspects, willing to pull more than his load to prove that he deserved to be there, Davis said.

"The most important aspect of York's story, for better or worse, hinges upon his skin," said Davis. "York's story, because of his uniqueness, is an opportunity to show us that in our history we have always been successful together. There has always been diversity, whether by force or volunteered, that's created the right combination to allow us to be successful in our endeavors. For York, this is an important part of his story: that he was there in all of his blackness among Lewis and Clark."

Capt. William Clark also made an appearance. Retired Brig. Gen. Hal Stearns has studied William Clark and the expedition extensively and brought Clark to life.



**Capt. William Clark, left, portrayed by Retired Brig. Gen. Hal Stearns, stops to consult with one of the members of the expedition encamped at the Carl S. English Gardens. (Photo by Ashlee Richie)**

"I am greatly impressed with William Clark," Stearns said. "He was an outstanding military officer, bright and enthusiastic, mission-oriented, possessed great outdoor skills, and is one of the best cartographer's in human history."

Stearns love for history and telling the Lewis and Clark story are evident.

"This is a story that belongs to all of us, cutting across time and reflective of the great diversity of the American people. It has tough guys heading into unknown territory with a multi-faceted mission," Stearns said.

"They were given their assignment and after two-plus years of magical moments, including meeting over 50 tribes, noting 122 new animals and 178 new plants, meeting endless plains, rugged mountains and treacherous rivers, the Corps of Discovery pulls off the assignment. This is a military story that reflects the best of the heritage that all Soldiers appreciate," Stearns said.

However, Lewis and Clark would not have had the success they did without the one female member of the Corps.

Amy Mossett, of the Mandan/Hidatsa tribe, gave the audience background essential to the accurate story of Sacagawea. One misconception is that her name is correctly



**Michael Graesser, son of Seattle District's Patricia Graesser, looks through a telescope. (Photo by Ashlee Richie)**

# a taste of Lewis and Clark



A U.S. Army Corps of Engineers employee goes about his daily routine as a member of Capt. Lewis' company. (Photo by Ashlee Richie)

National Guard who recently served in Iraq or Afghanistan. Seattle District's own Su-Chen Chen was recognized for her service in Iraq. Avril Jones was recognized for her service in Afghanistan.

Stearns presented each person with an award and expressed his thankfulness and admiration for their service to their country.

"The young men and women in today's military, in harm's way in the Middle East, personify this expedition. They take on the mission, however difficult, adapt and tailor as necessary, work together and get it done," Stearns said. "I love to say thanks to today's Soldiers for all that they do for all of us. They remind me of the greatness that was the Lewis and Clark saga, our greatest land expedition."

-Ashlee Richie



...sser, explores the replicas from the expedition provided

spelled and pronounced Sacajawea. Mossett informed the crowd that the name was originally recorded in the journals of Lewis and Clark as Sacagawea, but it was changed in the late 1800s by a man who was editing the journals. For some reason he added a "J," but this was not accurate. The correct name for the famous American Indian is Sacagawea.

Mossett, who has spent over 15 years researching Sacagawea, passionately spoke of her as an essential asset to the expedition.

Sacagawea helped influence the many tribes the group encountered along the way to understand that the expedition was peaceful and meant them no harm, Mossett said.

Another American Indian presence during the weekend was Jack Gladstone, of the Blackfeet Indian Tribe, who entertained guests with his music and stories of Native American culture in the Northwest.

This group, along with Amy Mossett and Hasan Davis, are part of many bicentennial signature events that are taking place through 2006. The group of Soldiers made camp in the Carl S. English Gardens at the Locks and welcomed young and old to explore their campsite and ask questions about the expedition.

The weekend was also an opportunity to recognize the Soldiers and Civilians who have served in response to the Global War on Terror. Operation Tribute to Freedom honored several members of the Army and Army



Amy Mossett of the Mandan/Hidatsa tribe educates the crowd on the life and legacy of Sacagawea. (Photo by Ashlee Richie)

# Strike a pose

Yoga is in the 2000s what aerobics was in the 1980s—everyone seems to be doing it, even Madonna. What would compel an action-loving nation to embrace such a tranquil practice?

Maybe the fact that Madonna is a yoga practitioner motivated some, but health concerns by aging baby boomers may have a lot more to do with it. Yoga has been shown to have benefits for weight loss, stress reduction and even asthma relief.

According to an article in the Seattle Post-Intelligencer, “middle-aged men and women who practiced yoga for 30 minutes once a week for at least four years weighed less than their peers,” according to a study by the Fred Hutchinson Cancer Research Center. Those who were overweight to start had the most to show for practicing yoga. “Between the ages of 45 and 55, they lost an average of 5 pounds, compared with a gain of 14 pounds among those who didn’t do yoga regularly.”

According to an on-line article by the BBC, two studies carried out at the University of Exeter found that after four months, asthma patients, who had failed to respond to conventional drug treatment, showed distinct differences with yoga.

Dr. John Harvey, from the British Thoracic Society, said, “Simple relaxation techniques and exercise can help regulate breathing patterns and also improve lung function...As a result,

some asthmatics may find yoga helps them to manage their condition by easing symptoms.”

Yoga is a system that works on developing and balancing strength and flexibility, stamina, focus and endurance.

According to many sources, yoga has its origin from the Sanskrit character meaning: “Yoking,” or “Union.” It is one of the six orthodox systems of Indian philosophy.

In around 200 B.C., it was organized into a system in The Yoga Sutras of Patanjali, according to eamg-med.com. In the 20th century, the philosophy and practice of yoga became popular in the West. The first major organization for practitioners in the United States was founded in 1920. By the 1970s, yoga was everywhere—organizations, classes, and even television fitness shows.

I became more aware of yoga a few years ago when my husband, diagnosed with borderline high blood pressure, was compelled to try something beyond his regular exercise regime in hopes of staying off medication.

As an engineer comfortable with fixed formulas and structural analysis, he seemed to me an unlikely practitioner of the apparently mystical yoga. However, after six months of Bikram yoga twice a week, his blood pressure was down, as was his weight, and he was a convert.

Although I was a hold-out, I knew it was only a matter of time before I too had to try it.

However, the vision of sweating in a room full of strangers was not a selling point. As luck would have it, yoga is offered twice per week at Federal Center South—Tuesdays and Thursdays at noon. This is so convenient as to disallow my avoiding it forever.

One bright Thursday, a kindly co-worker guided me downstairs to an unfurnished, carpeted room with gentle music, familiar faces and a kind leader. How bad could it be?

Although some of the unfamiliar poses we held left my empty stomach queasy at first, after the session I felt more clear-headed and ready to face the rest of the workday. The next day, the sides of my body felt as though they’d been stretched in new ways as did my mid-section—something a routine of sit-ups hadn’t done for years. Considering how low impact and low stress the session is, there are strengthening benefits—reason enough for this hold-out baby boomer to want to give it another try.

Maybe 47-year-old Madonna isn’t a motivating force for you to try yoga. Nonetheless, if you are looking for something to replace more high impact exercises or want to add a twist to your fitness routine, you too may want to give it a try.

The yoga sessions are led by Debbie Solis, Engineering-Construction, during her lunch time. Employees attend when they can with no formal sign-up or fees. If you’re interested give Solis or Andrea Takash a call or e-mail.

- Patricia Graesser



Stacy Johnson, Office of Counsel, and Allie Pak, Logistics Management Office, demonstrate the Warrior II pose. (Photo by Patricia Graesser)

# Seafair honors Ernie Sabo

**A**ugust in Seattle can usually be summed up in one word — Seafair. Hydroplane races on Lake Washington and the Blue Angels storming through the sky draw locals and tourists out to the annual event that many say is uniquely Seattle.

This year was like many before, everything was in place for the start of a great weekend, but something was missing. Rather, someone was missing. Ernie Sabo, longtime Seafair volunteer and former Seattle District employee, passed away this spring. This year was the first time he wasn't there helping prepare the race course and keeping everyone in good spirits.

On Aug. 4, volunteers, family and friends stopped to remember Ernie and dedicate a permanent buoy in his name. A ceremony was held at the Seafair pit area, where for a brief time all of the volunteers' radios were silent in honor of Ernie. Speakers took time to reflect on what he meant to Seafair and its many volunteers throughout the years.

Ernie began his volunteer work with Seafair in 1953, and throughout the years he influenced many young people who have gone on to hold leadership roles for Seafair and are staunch advocates of the event.

Diana Ehli, Seafair assistant safety chairman, remembers first meeting Ernie when she was a student in college.

"It was the summer of 1982 when I first met Ernie. I had been brought in as a diver to help set up the temporary course, and I'll

never forget Ernie's first words right after he met me. He jokingly said, 'Hmm, a girl diver. I haven't had one of those before,'" Ehli said.

Diana and Ernie worked side by side over the years to ensure that the race course was intact and in top condition. "Ernie was always available to answer questions and educate me on the things I needed to learn. He was a very lovable and patient man who always had a smile on his face," Ehli said.

Jim Fry, 2005 Seafair race chairman, spoke of Ernie's fight for a permanent Seafair race course.

"For over 50 years Ernie helped design and set up the course. Before the days of GPS technology, Ernie would personally locate the position of the buoys year after year. He fought for the permanent race course that we have now," Fry said.

Ernie showed enthusiasm and dedication in everything that he did and had an impact on everyone who knew him. Known to colleagues at Seattle District as "Dr. Sandbag," Ernie was famous for his expertise as a flood fighter during his five-plus decades of working for the Corps. He applied the same work ethic to his volunteer efforts that he did to his job as an engineer and flood fighter.

Mark Ohlstrom, Seattle District's chief of Engineering and Construction Division, remembers working alongside Ernie at Seafair when he was just in high school. They first met in July of 1972, between Ohlstrom's freshman and sophomore year of high school. Throughout the years they developed a relationship, and Ohlstrom was influenced by Ernie to become an engineer and go to work for Seattle District.



**A temporary buoy marker and memorial wreath float in the water atop the permanent Ernie Sabo Memorial Buoy. The permanent buoy is located in the center of the race course on Lake Washington. (Photo by Ashlee Richie)**

"Ernie always had such an outgoing attitude and an overwhelmingly gracious smile. I think it's very fitting that the dedicated buoy is underwater because he never wanted to be out in the spotlight," Ohlstrom said. "He was happy with always being in the background. He was a great man who continues to have a great legacy."

Before the ceremony friends and family were given the chance to sign a temporary buoy marker that was placed on the permanent buoy along with a memorial wreath by family and a few close friends in a private ceremony later that afternoon. The Ernie Sabo Memorial Buoy is the only buoy on the course to be permanently named.

**- Ashlee Richie**



**James Sabo, Ernie's grandson, writes a note on the temporary buoy marker that was later placed on the permanent Ernie Sabo Memorial Buoy. (Photo by Ashlee Richie)**



**Friends and family gather to remember and honor Ernie Sabo. From left: Paula Sabo, Ernie's wife; Diana Ehli, Seafair assistant safety chairman; Beth Knox, Seafair president and CEO; Mark Ohlstrom, Seattle District chief of Engineering and Construction Division; Col. Debra Lewis, district commander; and Jim Fry, 2005 Seafair race chairman. (Photo by Ashlee Richie)**

# Family and friends search for words and thoughts

## Terri Ann Taylor

Historical Landscape Architect  
Design Branch, Engineering  
Aug. 30, 1957 – Aug. 15, 2005

Our dearly loved Terri passed on following a brief but intense battle with lung cancer and related complications. Through it all, her first concern was not to worry anyone else.

Terri was born in San Antonio, Texas, where her father served in the Air Force.

She and her family moved around as she was growing up, living in Texas, Kansas, Ohio, New Mexico, Portugal, Oklahoma, and finally Orlando, Fla., where she graduated high school.

She attended college at the University of the South, Sewanee, Tenn., graduating in May 1979 with a bachelor of science degree in natural resources.

Following college she spent a year working at a youth hostel at Coventry Cathedral in England, where a high point was singing in a production of Handel's Messiah.

Next she came to Seattle, Wash., to work for National Oceanic and Atmospheric Administration on the hydrographic survey ship *Rainier*. She spent another season with NOAA, landlocked in Michigan, and Key West, Fla., before deciding to go back to school.

She attended the University of Washington, receiving a master's degree in landscape architecture. Upon graduation, she joined the National Park Service, working as a historic landscape architect in Washington and Rocky Mountain National Park in Colorado. After leaving the Park Service she joined the U.S. Army Corps of Engineers as a historical landscape architect, working in Seattle, where she found her passion for feeding and rescuing feral cats at the industrial container yard next to the Federal Center South.

She was the best daughter, sister, and wife; a true friend to all who knew her. She loved to travel, read, garden, bike, hike, sing, sail and cook. Many of us were recipients of her most beautiful hand-made Christmas cards.

She is survived by her husband, Marshall Peabody, mother Bess Taylor, sisters, Carol Worsham, and Janette Wojciak, as well as extended family in Florida, Canada, Washington, Pennsylvania, Texas and Minnesota. She is predeceased by her father Lt. Col. Roger Taylor, U.S. Air Force.

We would like to express our sincere gratitude to our family and friends for all the loving support, both to Terri and us. Although we miss her very much, through our shared memories we'll keep her alive in our hearts.

- *Eulogy for Terri Ann Taylor*



Terri Ann Taylor, landscape architect, passed away Aug. 15 after a brief battle with cancer. (File photo)

## Terri's Cats — Container kitties had dedicated caretaker

Each day, many of us pull into the employee north parking lot at Federal Center South, barely aware of the mundane stacks of shipping containers behind the chain link fence.

But Terri Taylor noticed and knew that within these stark metal canyons, where light rarely shows, a community of abandoned cats makes a home. She knew that these forgotten creatures survive day to day on little food, dodging fork lifts and semi-trucks, summer heat and winter rain.

But now Terri is gone after a short battle with lung cancer. As the Corps family struggles with her sudden death in August, we learn more of her quiet dedication to the container yard cats.

Beyond regular feedings, there were weekend vigils with husband Marshall and sister Carol to corral adult cats and kittens into gentle traps provided by the Feral Cat Spay/Neuter Project. A lifetime lover of cats, Terri faithfully practiced the program's mission to spay and neuter feral animals. She also donated personal resources toward veterinary care, tests and shots.

The Feral Cat Spay/Neuter Project, which began in 1997 by a group of concerned



These are the last four kittens Terri rescued, all of which have been adopted out. (Photo by Terri Taylor)

veterinarians and supporters, has a clinic that offers free spaying and neutering services.

Terri was a "regular" at the container yard and admired by employee and fellow cat advocate, Kurt Erickson. A more dramatic case involved two animals that nearly froze during an especially cold winter night. Taken in and temporarily housed by the yard workers, the cats were sped to the clinic the next day by Terri, who paid for their treatment and care.

Terri educated employees at the yard, as well as co-workers, about cat behavior and

their value in keeping down the rodent population. She even transformed some "non-cat" people into cat lovers.

One day co-workers flocked to Terri's cubicle to view her latest ward, a tiny black kitten resting in a cage, tucked under her desk. While Terri returned some of the treated cats to the yard, she fostered many kittens in her home, until finding them suitable families. She screened prospective parents with the rigor of an adoption agency, ensuring the kittens would only go to safe homes with quality providers.

Terri regretted the appearance of new kittens in the yard and the cycle of misery that implied. She sometimes despaired that her efforts weren't having an impact, that the problem was overwhelming and unsolvable.

But Terri's service to the cat colony sharpened our understanding that "it's the journey that's important, not the destination."

Whether Terri's overall goal was achievable or not, the passion and care she contributed to our neighbors at the container yard are what mattered. She set an example that many of us hope to follow.

- *Lauren McCroskey*

## Around the district

### Speaking Outreach

**David Martin**, Regulatory Branch, spoke to the staff of the National Marine Fisheries Service's Washington State Habitat Branch about mitigation banking in Washington state Aug. 17.

**Kristina Tong, Randel Perry, Koko Cronin, Maryann Baird, Suzanne Skadowski, Joe Brock, Tim Erkel, Joe Brock and Debbie Knaub**, Regulatory Branch, did public presentations throughout the region in September on regional permits and the regulatory program.

**Gary Bartlett, Bob Brown, Andrea Takash, Louie Read, Bill Spurlock and Larry Schick** demonstrated the district's flood plain model at the Puyallup Fair.



Col. Debra Lewis, district commander, was the guest speaker at the annual Seattle Federal Executive Board luncheon to celebrate Women's Equality Day, Aug. 18. (Photo by Nola Leyde)



Fred Goetz, biologist with Planning, Programs and Project Management, participates in the Government Career Fair held at the Commons Mall in Federal Way, Wash., on Aug. 20. (Photo by Nola Leyde)

### Welcome Home

#### Iraq

Norm Storro  
Lonnie Hansen

#### Afghanistan

Jim Hilario  
Joe Marsh

### Kudos

Elacie Carter-Webb, Engineering Construction, received \$600 for participating in the "Easy Rewards Program." She received the incentive for driving a 12-passenger vanpool for her commute

from Tacoma to Federal Center South. She received a bonus for convincing 11 coworkers to ride with her.

## Silence the public blame game, continued from page 2

areas might lead to excessive scrutiny? How might we best focus our efforts today?

**People and organizations want to succeed — include them!** While there may be exceptions... how many people or organizations do you know who set out to be failures, strive to manage incompetent processes or intentionally harm others? Almost everyone I know cares deeply about what they do and those around them, wants to make a difference in the world, and while not expert in every area, is quite talented in many of them. Just because you disagree with the means preferred by another person to approach an issue, could there be some information you do not have that makes both approaches reasonable? How would you know? What new insights might others offer from their experiences, values, and priorities? For those who judge others so harshly... how might their actions or inactions have contributed to the current undesirable situation?

**Want to inspire others to action? Focus on what you want!** How many people does it take to disrupt a team effort? One? When someone yells at you, calls you bad names or publicly calls your conduct into question, personally or in writing, blaming you for an event that did not turn out as expected, what do you feel?... a greater need to expend energy to protect yourself or work to solve

the issue at hand? In this scenario, what likely happens to everyone's ability to work together and focus on how to get back on track, especially when real events may have derailed normally successful processes? When Stephen Covey talks about improving ourselves, he often speaks of creating a space between a stimulus and your response. Any surprise what happens when one responds negatively to a negative stimulus? Negative energy often feeds on itself, pulling us into its path, and compounds its effects with heightened emotions. Negative responses can suck the very life out of our ability to re-focus our energy to optimally address the most important, urgent and sustainable issues facing us. "Gravity forces" at work tell us that the more negative the stimulus, the greater our need to translate all negative, destructive energy of past or ongoing attacks into productive, creative energy capable of focusing squarely on optimally resolving complex issues at hand, including all direct and indirect impacts.

**Proof-positive: A better future is really up to us.** Recurring natural disasters and Weapons of Mass Destruction attacks have happened before and will again. Next time far greater harm and destruction may be the result. Accordingly, our ability to succeed may well depend on everyone's skill and passion to seize every opportunity to silence ongoing negative attacks, turning each one into

positive or productive outcomes. Newspaper headlines imply they reflect answers to the questions we seek. However, if these answers do not lead to successful outcomes, then what other options are there? Instead, how might we aggressively seek to identify and understand these powerful unseen "gravity forces" each day as we discover new ways to leverage them for good — just as the Egyptians did with gravity when constructing the great pyramids. Otherwise, every time we buy into others, including ourselves, "going negative" because we feel like it, we may wish to think again... as our time to get this right may be running out.

**"When everything is uncertain, anything is possible." – Billboard quote at DA Burns store**

*Debra M. Lewis*

## Welcome to the district family



Octavia Anne Smith  
Granddaughter: 6 lbs, 8 oz  
Judy Smith  
Equal Opportunity Office



Shannan Lewis  
Contracting Specialist  
Contracting



Jason Dent  
Office Automation Asst.  
Operations Division



Jason Lehto  
Environmental Engineer  
Engineering Division



Susan Newby  
Contracting Specialist  
Contracting

## Chief of Engineers recognizes Seattle District staffers



Lt. Gen. Carl A. Strock, Chief of Engineers, presents Dee Flower, Park Ranger at Albeni Falls Dam, with a coin during a Town Hall held at the district Aug. 26. (Photo by Patricia Graesser)

Lt. Gen. Carl A. Strock met with Seattle District employees at a Town Hall held Aug. 26 to discuss the Corps' strategic direction.

Strock stressed how important it is for us to remain prepared for what the future brings as we work on doing the right things and doing things right.

While here, he recognized the following district team members for their outstanding performance with the presentation of a commander's coin:

- Brenda Bachman** - Engineering/Construction
- Larry Mann** - Engineering/Construction
- Craig Juckniess** - Office of Counsel
- Pat Zimmerman** - Resource Management
- Judy Smith** - EEO
- Doris Fritzen** - Logistics Management Office
- Rick Werner** - Chief Joseph Project
- Dee Flower** - Albeni Falls Project
- Andrea Takash** - Public Affairs
- Steve Hanson** - Real Estate Division
- David Martin** - Regulatory Branch
- Gail Terzi** - Regulatory Branch
- Monica Grosman** - Planning, Programs and Project Management
- Charlot Barney** - Contracting Division
- Col. Debra Lewis** - District Commander

More information on the Corps' strategic plan is located at

[www.usace.army.mil](http://www.usace.army.mil).

## Potlatch gathering a learning experience

More than 100 employees visited Seattle District's Tribal Liaison Office for a Potlatch in the traditional way. The traditional American Indian way is for the host to provide a meal and gifts to invited guests. The Potlatch included food, a tour of the Tribal Liaison library, questions answered about the district Native American Indian Program and a drawing for an Indian Legend book, Sage and a feather. The event received many kudos and requests for future gatherings.



District employees enjoy food and information at the Potlatch held in August. (Photo by Mary Smith.)

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