An aerial photograph showing a large-scale highway interchange under construction. The main road is a multi-lane highway that curves through a dense forest. A new interchange structure is being built, with concrete and steel visible. The surrounding area includes a parking lot with many white vehicles, several buildings, and more forested land. The sky is clear and blue.

# Flagship

SEATTLE DISTRICT

Making  
connections at  
Joint Base  
Lewis-McChord

inside

## U.S. Army Corps of Engineers Volume XXX No. 4

3 commentary

4-5 Reconnecting Cumberland Creek

6-7 Erosion Threat Assessment Reduction Team

8-9 Triple Nickel Partnership

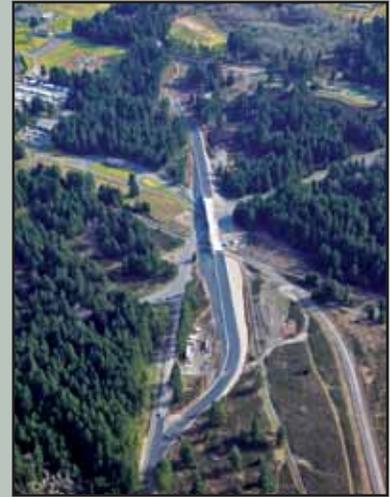
10-11 Masterplanning at JBLM

12-13 Construction Report

14 Pedestrian Safety

15 Around the District

16 Take Our Daughters and Sons to Work Day



Cover:

Here is the latest aerial photo of the Joint Base Lewis-McChord connector road project, taken March 15. It shows the extent of paving completed including the concrete bridge deck. Also, visible is the footprint of the Barnes Ave. roundabout that was cleared and rough graded. The Barnes Ave. roundabout is the final major element of work to be constructed, with the project tracking for May 1 completion.

### ***Flagship***

**Col. John G. Buck,**  
Commander

**Patricia Graesser,** Chief,  
Public Affairs

**Tanya King,** Editor

**Elizabeth Townsell,** Editorial  
Assistant

**Bill Dowell,** Contributor

**Scott Lawrence,** Contributor

*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.

### ***Ron Hortillosa: This Flagship is for you***



**Ron Hortillosa** is a project controls specialist with Planning, Programs and Project Management Division, Project Support Branch. In just over three years, he's improved and updated project schedules for the Civil Works and Military Construction programs. As the recent building move project manager, he assured a successful transition of personnel in the district's efforts to consolidate offices and save money on rent. Ron's hard work, his positive attitude, and considerate manner is greatly appreciated by everyone he supports.

**Ron Hortillosa,** this Flagship is for you.

# Shaping our future

commentary

Now that I've settled in as your commander, I am focused on a better future for the Seattle District.

In the last fiscal year we made changes to our workforce and workplace to better match our forecasted workload. We combined sections and offices, offered early retirement to employees in some positions and shrunk our footprint in the Oxbow Building to cut our future rent expenses as well as streamline district operations. These difficult actions we undertook have meant that today we sit in a position where we can continue to make some adjustments in the workforce, but I don't foresee a need for reductions in force. Your combined actions, along with continuous re-evaluation from leadership, have set us up for a strong future.

As we turn to face that future, I have asked the Corporate Board to come together and begin the hard work of renewing the long-term strategic plan for the district. Specifically, we are looking at ways to prepare the district for the volatile and uncertain environment we will continue to experience as we move forward. We want to establish (regain) our ability to execute missions in a flexible, relevant, and sustainable manner no matter what external conditions we face.

I realize the perception of how things are from my position and that of Corporate Board members can be very different from others, regardless of your level in the organization. Therefore, we looked at Command Climate Survey responses and sought input from focus groups of employees across the district to provide insight, suggestions, and information that will be incorporated into the development of our strategic plan. I asked the board and focus groups questions such as what the district will look like in the future (next five or more years), what core competencies are needed to meet those goals and what internal change is required to execute future missions.

At the end of November, the Corporate Board held a planning meeting that focused on big picture strategy as well as tangible steps we can take now and over time to be successful. We are developing a framework with a focused vision, strategy and measures to achieve a vision

reflecting our shared values and district mission. Two areas we felt required immediate attention were the need for improved communications and transparency. That said, we have begun incorporating Corporate Board, Project Delivery Management Team and deputy meeting minutes and decisions into the Command and Staff Notes as first

steps in a longer process to develop a more transparent environment and improve communication across all levels.

We have also re-initiated a PDMT of district branch chiefs charged with providing leadership, taking actions and making decisions that solve execution problems. The group will initially work on making sure project schedule templates exist for the major programs, improving the use of the WorkFlow Tracker Tool for work requests and updating the Change Management standard process. The group will also work on being more involved on line item reviews and using these meetings to focus on assuring Project Deliver Teams are working within the agreed upon scope, schedule and budget.

As we create a renewed vision for our district, you can look forward to a unified focus on achieving our best possible future, both in the short and long term. There may be changes in how we conduct business and relationships as we move forward, and there will be more communication from me as we move out.

I am excited about our path forward and look forward to taking it with you.



**Seattle District Commander  
Col. John G. Buck**



in water

# Cumberland Creek

**By Scott Lawrence**  
*Public Affairs Office*

In an effort to improve habitat for listed species, U.S. Army Corps of Engineers representatives recently reconnected Cumberland Creek to its historic channel which flows into the Skagit River about one mile west of Hamilton, Washington.

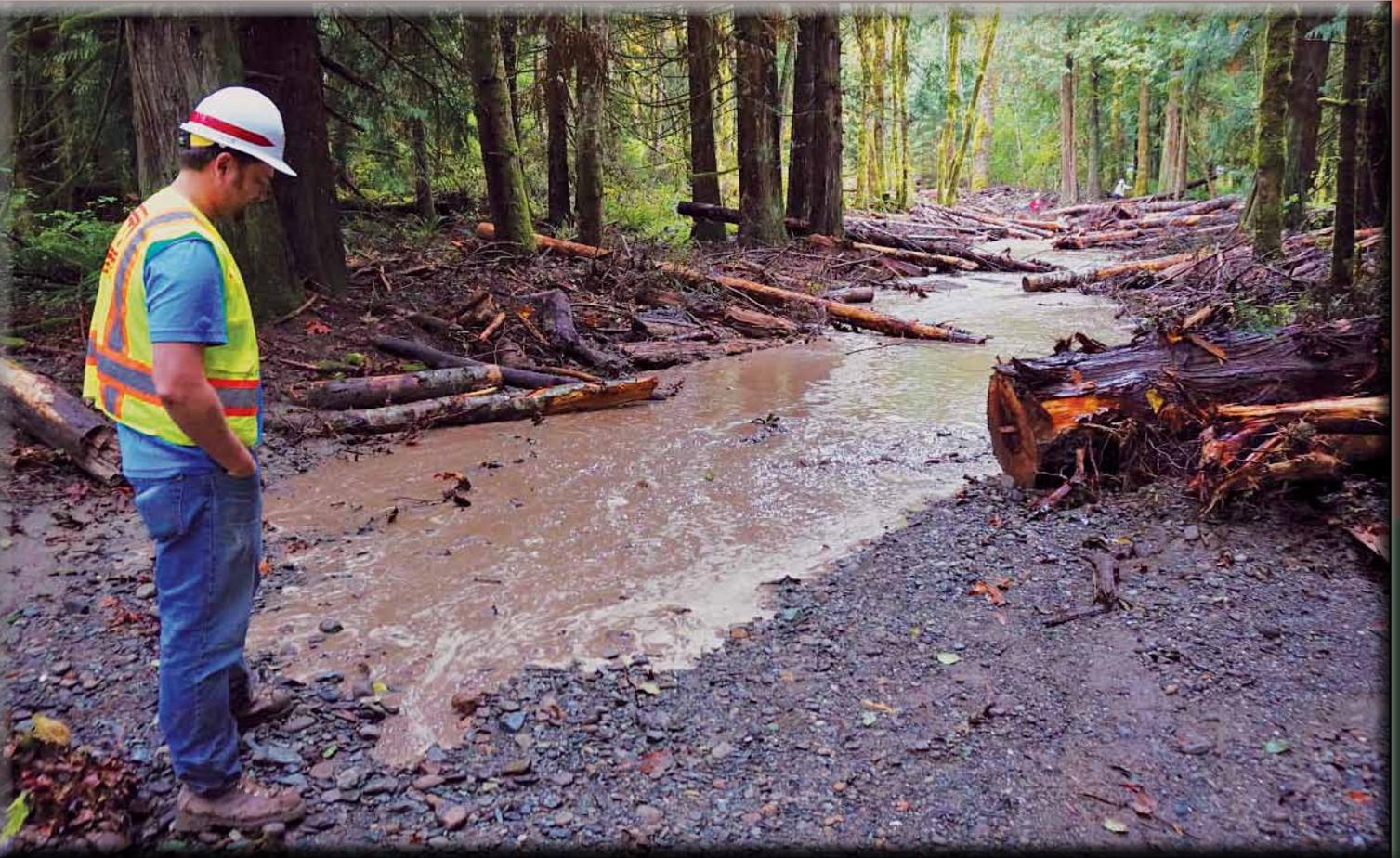
The project restored about 4,400 feet of tributary channel and habitat for listed species once it was diverted back to its historic 1937 channel.

For decades the creek was diverted from its historic channel by the South Skagit Highway Bridge it flows under

and a massive logjam built up from years of woody debris flowing down the channel and pushing the creek into a direct route to the Skagit River.

The short and steep path to the river was a departure from the meandering creek that flowed through the peninsula decades ago before the highway and bridge were constructed.

“Reconnecting Cumberland to its old creek bed is reducing stream velocities, increasing habitat and making the area more conducive to spawning,” said Brian Nelson, the



Corps courtesy photo

Seattle District Hydraulic Engineer Travis Ball observes Cumberland Creek immediately after the cofferdam was breached. The water is following its new channel for the first time and will travel about 4,000 linear feet through the forest to reach the Skagit River.

# reconnects with its past



Corps courtesy photo

A fish rescue team member displays a juvenile salmonid captured at Cumberland Creek before the area was dewatered for construction. The fish rescue team consisted of the Corps, Skagit County, National Marine Fisheries Service and Upper Skagit Tribe.

Corps' Cumberland Creek reconnection project manager. "Our work includes some large wood engineering features and earthwork that divert the creek toward the peninsula, promoting a channel rehabilitation and floodplain restoration strategy that relies on long-term natural processes."

During the project very little material was imported or exported. Before the creek could be diverted to its historic channel, workers cleared the old creek bed of trees and other woody vegetation which was stockpiled for use in other project features. Next, engineers matched the slope of the channel through the diversion reach by excavating the first few hundred feet of the channel bed.

The channel-spanning natural logjam was enhanced with large tree stems and root wads, while the pre-project channel between the highway bridge and logjam was aggraded with on-site soil and cobbles, in an effort to discourage the creek from reclaiming its steep route during high flows.

Additional channel work included replacing an earthen bridge and box culvert with a converted railcar bridge to maintain peninsula access and allow for more natural creek flows by opening up the entire channel, providing more natural flow and better habitat. Downstream from the bridge site, workers also installed two large-woody debris flow deflectors to direct flows away from the South Skagit Highway and provide habitat.

"The channel hugs the highway as it approaches its exit into the Skagit River," Nelson said. "Channel velocity is expected to be low in this reach due to Skagit backwater, but we installed flow deflectors to discourage channel migration and erosion of the highway bank," Nelson said.

Under a cost-sharing agreement, the Corps paid 80 percent of project costs with Skagit County picking up 20 percent of the \$290,000 environmental and habitat improvement project.

Throughout the planning process the Corps coordinated and worked with a number of state, local and federal agencies, including: Skagit County, the Upper Skagit Tribe, Skagit River System Cooperative, Skagit Land Trust, Seattle City Light, Washington State Historic Preservation Office, Washington State Recreation and Conservation Office, National Marine Fisheries Service and the U.S. Fish and Wildlife Service.

"The Cumberland Creek project has helped move Skagit Land Trust forward in achieving our primary management objective for the property – restoring fish habitat," said Michael Kirshenbaum, Stewardship Director for the Skagit Land Trust. "The creek reconnection has captured the imagination of our members and the public, representing a genuine effort to improve ecological functioning and habitat restoration."

# Corps teams with many erosion threat after su

**By Seattle District and  
FEMA Region 10  
Public Affairs Offices**

After the largest wildfire in Washington state history, the tragic 2014 Carlton Complex Fire, many people were focused on recovering and mourning losses from the devastation this massive fire caused.

At the same time forest and emergency management experts knew if they didn't act quickly a secondary threat would arrive with the next rainstorm. Where a once lush landscape blanketed the earth, absorbing sheets of water from summer rainstorms, now stood trees charred to brittle pieces of carbon. Soft soils were reduced to hard earth and were unable to soak up rainwater, creating a severe risk of flash floods, mudslides, debris flows and other erosion on the scorched ground. This danger can persist for many years after a major wildfire.

With a critical need to collaborate across multiple jurisdictions and take coordinated, collective action, the Federal Emergency Management Agency and Washington State formed the Erosion Threat Assessment Reduction Team, or ETART.

As a result, FEMA put in a request for advance support to the U.S. Army Corps of Engineers, Seattle District, under Corps Public Law 84-99 authority, which enables the Corps to assist state and local authorities in flood fight activities to prevent loss of life and minimize property damage associated with severe weather.

"The part unique to this effort was the coordination," said Seattle District Emergency Operations Branch Chief Doug Weber. "We typically don't work with wildfires, though we do assess flood vulnerabilities, but because of how closely we worked together with FEMA during the Oso Landslide, we had that existing relationship. We also have many important relationships built with other agencies, tribes and counties—that's what they wanted and needed."

Weber strongly advocated for Daryl Downing, Seattle District Project Manager, to lead the Corps' coordination efforts after working with him during other emergency situations.

"Though he's fairly new as a project manager, he just has a passion to get done whatever you give him," Weber said. "Much of the success of this project was because of his attitude to get this done."

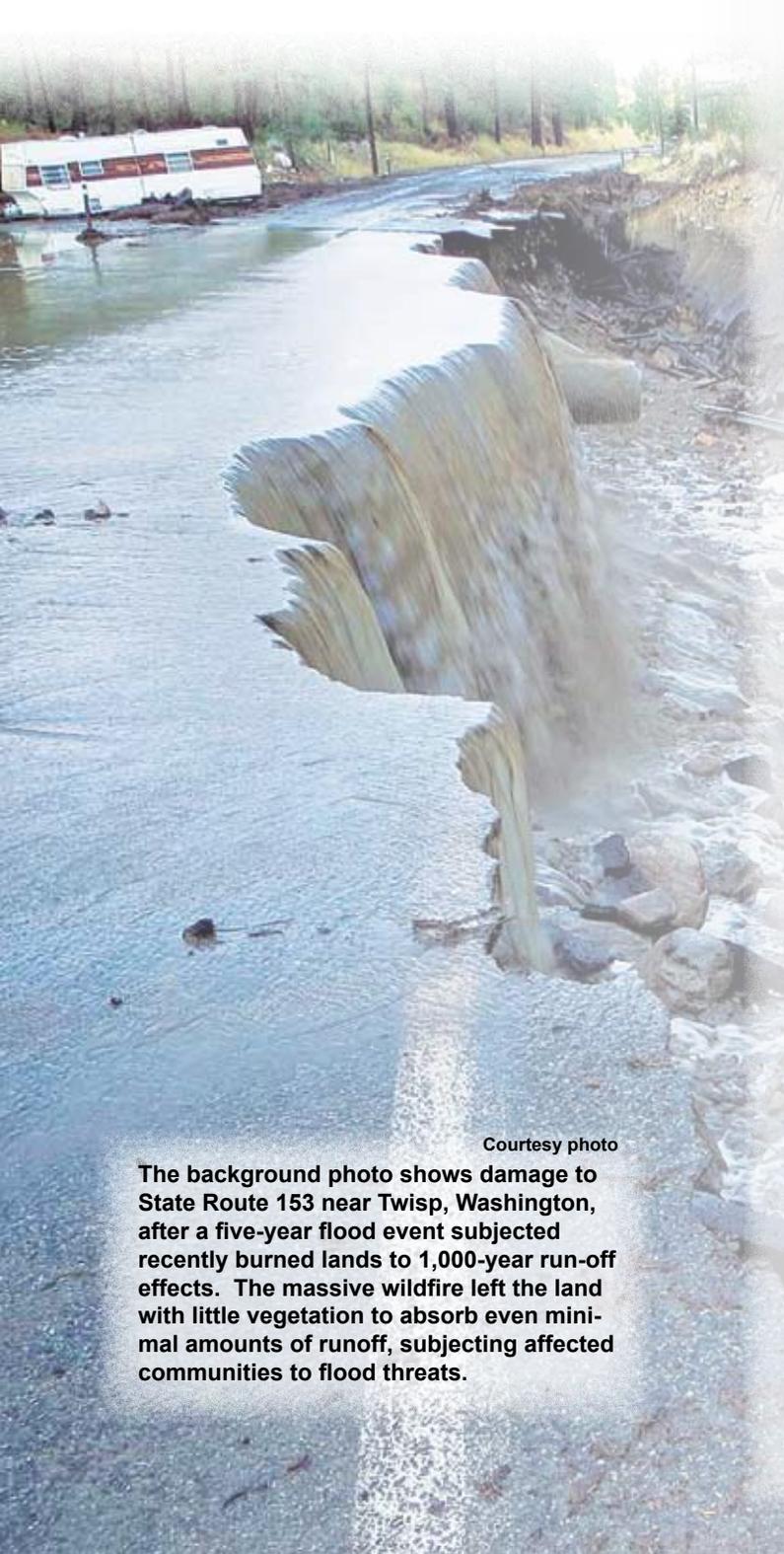
Downing attributed much of the team's success to the commitment and rapid response of the agencies accommodating the ETART's many requests for help.

In addition to Downing, Seattle District also sent a team of engineers, project managers, project engineers, architects and emergency managers including Maj. David Stalker, Capts. Kyle Wagner and Rex Broderick, 1st Lt. Brian Mosecicki, Sergeant 1st Class Michael Bamba, Paul Anderson, Brent Dvorak, Scott Brown, Richard McCullough and William Barker.

The Forest Service, which typically works alone in these kinds of situations, deployed its Burn Area Emergency Response, or BAER, team to measure soil quality, assess watershed changes, identify downstream risks and develop recommendations to treat burned federal lands. They also lead data gathering for multiple reports and provided burn area response training.

Courtesy photo

The background photo shows damage to State Route 153 near Twisp, Washington, after a five-year flood event subjected recently burned lands to 1,000-year run-off effects. The massive wildfire left the land with little vegetation to absorb even minimal amounts of runoff, subjecting affected communities to flood threats.



# Agencies to address summer wildfires

“We understood that the Okanogan County Conservation District needed support, not someone telling them what to do,” Downing said. “They needed help coordinating all the short-term projects and ensuring all the agencies were talking to each other.”

ETART brought together biologists, engineers, hydrologists, mapping experts, range specialists, soil scientists and support staff from more than 17 organizations. Together, the teams provided detailed assessments of changes in the landscape, identified risks and developed recommendations for action across the entire burned area, spanning 255,000 acres.

The Okanogan Conservation District, Forest Service and local partners, proved to be vital to ETART’s success, with up-to-the-minute information on road conditions, knowledge about seed mixtures that work best for specific areas and existing partnerships, according to Downing.

The team quickly found ways to share geographic information system data to comprehensively map land ownership, wildlife habitats, watersheds and ongoing projects. It was able to identify potential emergency treatments and begin planning for short- and long-term recovery.

Potential erosion control treatments were evaluated on practical and technical feasibility, including seeding and other ground treatments, debris racks, ditch protection, temporary berms, low-water crossings and sediment retention basins.

Other ETART recommendations included better early warning systems, more warning signs on county roads and electronic message signs to aid residents evacuating via highways.

Even a short period of moderate rainfall on burned areas can lead to destructive and life-threatening flash floods. In response, a team from the National Weather Service, Okanogan County Conservation District and the Ecology Department installed 15 gauges to monitor rainfall in and around the Carlton Complex Fire area.

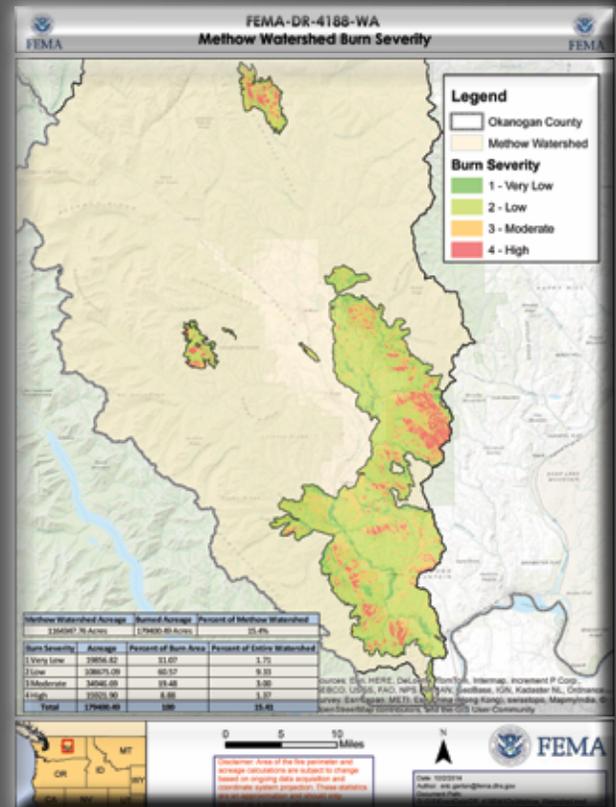
The U.S. Geological Survey estimated the five-year rain event that occurred in the months following the fire created a 1,000-year runoff event.

The successful ETART provided greater coordination of restoration and recovery activities following the Carlton Complex Fire. Future ETARTs may help to formalize interagency memorandums of understanding and encourage more comprehensive community wildfire protection plans. This team approach may also be seen as a model adaptable to any disaster event requiring a coordinated, collective and rapid response.

Apart from all the research they did to address immediate threats, the team compiled a “best practices” document, including maps, analyses, photos and procedures to archive their work.

For Downing, however, it wasn’t the recommendations and documents they created that was the most significant thing to come out of this partnership—instead it was the team that created them.

“In the end, we developed a network of about 40 federal, state, local and tribal agencies,” said Downing. “Without the successful partnership, we would not have been able to make such great progress.”



The graphic above shows the burn area in the Methow Watershed. Red areas highlight the most severely burned places while dark green illustrates the least burned areas. The graphic below compares the size of the burned areas in relation to Rhode Island and Washington D.C. for perspective.



in learning

# Penny saved is penny

## Army wins with district, Triple Nickel

**By Tanya King**

*Public Affairs Office*

Even amidst shrinking budgets and reduced manning the Army is still finding ways to accomplish the mission.

One such example is when the 555th Engineer Brigade, Joint Base Lewis-McChord, Washington, teamed together in March with the U.S. Army Corps of Engineers, Seattle District, to help build a recreational vehicle camping pad for a volunteer park host at Mud Mountain Dam, Enumclaw, Washington.

The construction project, which was completed March 27, features a 40-by-14 concrete pad outfitted with fresh water hook ups and electrical outlets for the RV. There's also a 10-by-17 covered picnic area.

One might wonder why the Army would spend money on recreation when money is so tight, which originally left the project on the chopping block. Since the project had far greater benefits than just recreation, the Corps looked for other ways to make it happen.

The opportunity came to work with soldiers from a vertical construction company within the 555th EN BDE, or the Triple Nickel as they are sometimes called. The 585th Engineer Company is home to carpenters who do masonry work, plumbers and electricians; having their labor meant only the cost of materials was needed.

"We originally requested money for the project in 2014 in hopes of having it built in 2016, but that money is no longer in the budget—recreation dollars are so limited," said Dan Johnson, Mud Mountain Dam operations project manager. "It's difficult to get a project like this built, but the project benefits everyone—the soldiers get a chance to focus on construction, the community gets a safe place to come enjoy with family and friends and we can put more money back into Mud Mountain Dam's maintenance budget by having a volunteer host reside here during our peak tourist season."

The idea of having a volunteer camp host, Johnson said, is that in exchange for a free place to camp for the summer, the host might cut grass, clean restrooms, answer visitors' questions and conduct tours. The park host saves the Army labor dollars, which would often be paid at a much higher rate from a skilled laborer, such as a dam operator. Hosts also provide a way for Johnson to fill critical manning shortages and save on paying costly overtime by having someone to keep the park open during the evening and weekend hours, which is when he said the park gets the



Corps photo by Tanya King

(Above photo) Sgt. Kevin Moran (bottom), carpenter/mason and team leader, supervises a team of carpenters/masons Spcs. (from left) Marques Williams, Felix Mercedes, Kodi Erving, along with a plumber, Spc. Francisco Villarreal, as they level and square the formwork for a 14-by-40 concrete RV pad at Mud Mountain Dam, Enumclaw, Washington, for the U.S. Army Corps of Engineers, Seattle District. The team gets hands-on training while the Corps gets a campsite for a future park host, who will provide volunteer labor in exchange for free camping. (Top right photo) 1 Lt. Paul Winfield (left), engineer project manager and platoon leader, and Sgt. Harry Cruz, electrician and construction section leader, supervise Spc. Timothy Klesick, electrician, in the trench as he installs the electrical conduit for an RV electrical panel hook-up. (Bottom right) The host campsite construction was completed March 27 and features electrical and water hookups for recreational vehicles.

# ...earned: Nickel partnership

most use.

“That’s the most valuable service our park provides—just being open, so people can come spend time together at the end of a work day, have an evening picnic with their family or go hiking at a clean and safe place,” said Johnson. “One of the things people tell us they appreciate most is that we stay open late into the evening.”

Recreation aside, soldiers from the Triple Nickel echoed the importance of the project for the opportunity to train.

“The Triple Nickel has soldiers with a mix of skills and experience ranging from those who are fresh out of technical training to those who are specialists and provide quality control over the work,” said 1st Lt. Paul Winfield, 585th EC project officer. “The more experienced soldiers teach the younger soldiers on this kind of project and in deployed environments.”

One soldier, Spc. Francisco Villareal, a 585th EC plumber and pipefitter, said he benefitted from this kind of training because his experience in a deployed environment meant removing infrastructure as the U.S. was deconstructing the military footprint, not building one.

“I prefer stepping back and seeing what we built as a team,” said Villareal, who said it gives him a sense of accomplishment. “It teaches not just me, but everyone, how to work together as a team and we all learn each other’s job. That’s important because no one can do a job like this alone.”

Other soldiers said they learned a lot from the mentorship from the on-the-job training.

“The Army taught me essentials such as building panel boxes and wir-



Corps photo by Tanya King

ing lights, but we got just enough information to get us in the door in our unit,” said Spc. Jacob Heuls Kemp, 585th EC interior electrician. “Once we got to our unit, we learned a lot through on the job training. I’d be pretty lost right now without projects like this one.”

The soldiers need to know how to do things like dig ditches for tanks, learn wiring for munitions, build protective positions, clear routes and install concertina wire, and this job helped hone the skills and teamwork they need to execute those missions, said Winfield.

“This is huge, often we build things like this downrange, but we lack the money to buy the materials to build something like this at home in addition to having a place to build it,” said Winfield. “We don’t have the ability to do this level of training, except within this partnership.”



Corps courtesy photo

in planning

# IMPLEMENTING MASTER ENHANCED BUILDING

**By Nathan Gregory**  
*Design Branch Architect*

**H**ow can an installation's Public Works staff ensure quality design and unified aesthetic principles for all projects, when multiple designers, contracts, and delivery methods are spread out over several years?

In addition to the various neighborhood scale plans and standards required in an Installation Real Property Master Plan, it must also set standards for buildings. Once these standards are established, the real challenge is implementation.

Joint Base Lewis-McChord, Washington, PW master planning staff took a new approach by engaging U.S. Army Corps of Engineers, Seattle District, designers to produce "Architectural Theme" documents. These were attached to the Requests-for-Proposals for every facility in each neighborhood and provided the Designer of Record with coordinated materials, massing and architectural language for the area. They also provided the installation better control over the final design and a sense of pride in the end product, according to Tom Tolman, Architect and Master Planner with JBLM-PW.

While master planning is primarily concerned with

urban form and placemaking at the neighborhood scale, the perception of a place is also affected by the proportion, detailing, materials and scale of the individual buildings that define the neighborhood. In the past, PW staff would insert written requirements into the RFP for a particular project (commonly referred to as "Chapter 6") to outline the materials, form and detailing, and other local requirements necessary in the offeror's design. Prior experience, however, demonstrated that written standards were subject to broad interpretation and allowed too much variability, causing frequent disagreements about aesthetics during the design and construction phase. This often resulted in schedule slippage and increased costs when designs needed to be changed.

When JBLM was on the verge of substantial redevelopment of the East Division Drive and Miller Hill neighborhoods, PW decided to try a different tactic. With dozens of old buildings being demolished and new battalion headquarters, barracks, company operations facilities and tactical equipment maintenance facilities planned, they needed to be ahead of the game.

Much like a planning or building charrette, NWS architects and designers Tyler Bush, Nathan Gregory, Jennifer Ramirez, and Kyle Shaw initially met with Tolman and



Corps rendering by Nathan Gregory and Jennifer Ramirez

(left) This close-up rendering of a portion of a barracks facility, produced by NWS designers, was one of the images included in the Miller Hill Architectural Theme to show the materials and detailing required for the facilities in the neighborhood. Similar images were created for every other major facility type in the area. The document also included material call-outs and dimensions as appropriate.

# TER PLANNING STANDARDS: G DESIGN GUIDELINES

fellow PW master planner Leah Anderson to look at precedents from both on-post and other locations, brainstorm design concepts and discuss goals and lessons from previous projects.

For the East Division Drive neighborhood, a combination of brick with cast stone details, metal panel and hipped roofs began to emerge as a theme. For Miller Hill, a different color palette of brick and metal was employed, offset by exposed wood struts supporting entry canopies, and gable roofs. For each neighborhood, the designs sought to convey formality, order and permanence, and walk the fine line between historic and modern massing and details. Over the course of a few weeks, the NWS design team developed alternatives and met again with PW to reach consensus. After further refinement, the final document was prepared.

“It’s difficult to put an abstract design idea like ‘horizontal’ or ‘permanence’ into enforceable RFP language,” said Ramirez. “The real advantage of this approach was that we could provide concrete ways to implement these ideas, whether it’s by using linear cast stone elements to imply horizontality or a certain proportion of brick to imply permanence. By clearly delineating those ideas visually in the designs included in the RFP we were able to take a lot of the guesswork out of the process for the firms bidding on

the project.”

The final “Architectural Theme” document synthesized PW’s goals and ideas into designs that employed similar aesthetic approaches across the various facility types. Rendered elevations and perspective views communicate the design intent; showing materials and colors, but also sizes, proportions, window patterns, unique details and how the all the elements related to become a cohesive design, consistent with the original vision in the Master Plan.

Now, with many of the buildings in the neighborhoods complete or nearing completion, the architectural themes worked as intended, according to Tolman.

“We’ve had great results with these ‘Architectural Themes’ in terms of clearly defining what the installation expects from design teams,” said Tolman. “The end result is what I think are the best buildings on the installation since the original historic core structures. It’s resulted in a much smoother interaction between us and the design teams doing work at JBLM, and a consistently higher quality overall. With clear expectations from the beginning, everyone gets along much better.”

(right) A view of the completed barracks facility in the Miller Hill neighborhood of JBLM illustrates the contractor’s execution of the required architectural theme. Materials and colors match those specified in the RFP. Additionally, roof forms, wall articulation, window patterns and spacing, and architectural details such as the wood struts mimic those shown in the RFP.



Corps photo by Nathan Gregory

on base

# UNDER CON

Contractors work on the \$37 million airfield project at Mountain Home Air Force Base, Idaho, which replaces the runway and taxiway there. It is being conducted in three phases so the airmen can continue flying the F-15s until the third phase begins. At that time, the aircraft and personnel will deploy to a nearby location for 45 days until construction is complete. The runway was built in 1943 and has undergone repairs over the years, but weather and time have worn away the pavement. The project is a joint venture with contractors Knife River Corporation and Southwest Concrete Paving Company. Knife River is out of Boise, Idaho and Southwest is out of Phoenix. Knife River is in charge of asphalt and civil work and Southwest is mainly responsible for concrete paving on the taxiways.



Corps photo by Tanya King



Corps courtesy photo

This Operational Readiness Training Complex on north Joint Base Lewis-McChord is a \$16 million project and will provide 62,338 sq. ft. of transient training and living facilities to accommodate units involved in training exercises and foreign armies. Supporting facilities include electric service, water, sewer, gas, paving, walks, curb and gutters, storm drainage, minimal site improvement and information systems. The current mobilization/demobilization and annual training are housed in temporary wooden World War II buildings, which were constructed in 1941.



# CONSTRUCTION

The first Tactical Equipment Maintenance Facility building was turned over to JBLM officials March 24. The second TEMF is scheduled to be complete May 15. The \$38 million project will be Leadership in Energy and Environmental Design certified Gold and will feature rainwater harvesting, underfloor air distribution and innovative lighting control sensors. These sustainable design efforts will result in a 50 percent energy savings from the baseline design. They addressed the design challenge of the buildings massive size by incorporating an alternating roofline, translucent bay doors, and other architectural features to provide an aesthetically pleasing building.



Corps courtesy photo



Corps courtesy photo

Although it looks like several swimming pools, the contractor CDM-Smith leak tests their concrete work for the JBLM Waste Water Treatment Plant. Once complete, the \$78 million treatment plant and ancillary facilities will accommodate future population growth and operating conditions 50 years or more into the future. Unlike most military construction projects at JBLM, which consist of constructing mission facilities on a project site, the WWTP is also a process facility. That means in addition to the challenges of constructing a 15-acre complex of interconnected facilities and infrastructure, Seattle District and the contractor are also designing and initiating an entirely new wastewater treatment process to comply with current operating permit criteria.



# How street smart are you?

By Seattle District  
Public Affairs Office

**D**river's need to recognize the special safety needs of pedestrians, especially children. Young, elderly, disabled and intoxicated pedestrians are the most frequent victims in auto-pedestrian collisions. Generally, pedestrians have the right-of-way at all intersections; however, regardless of right-of-way, drivers must exercise great care and extreme caution to avoid striking pedestrians.

## How can drivers safely share the road with pedestrians?

- Look out for pedestrians. Don't let yourself be distracted. You can encounter pedestrians anytime and anywhere. They can be very hard to see - especially in bad weather or at night.
- Respect crosswalks. When entering a crosswalk area, drive slowly and be prepared to stop. Don't block the crosswalk when stopped at a red light or waiting to make a turn. Stop for pedestrians who are in a crosswalk.
- Always watch for children. Children are the least predictable pedestrians and the most difficult to see. Take extra care to look out for children not only in school zones, but also in residential areas, playgrounds, and parks.
- Be extra cautious in school zones. Where a warning flasher or flashers are blinking, you must stop to yield the right-of-way to a pedestrian crossing the roadway within a marked crosswalk or at an intersection with no marked crosswalk. Always stop when directed to do so by a school crossing guard.

## How can pedestrians prevent pedestrian accidents?

- Walk on the sidewalk. Stay on the sidewalk when available and use crosswalks. Avoid walking in traffic where

there are no sidewalks or crosswalks. If you have to walk on a road that does not have sidewalks, walk facing traffic.

- Walk defensively - Be prepared for the unexpected. Don't let cars surprise you even if a motorist does something wrong like running a stop sign or red light, or making a sudden turn.
- Cross streets at intersections whenever possible - Look in all directions before entering the street. Be especially alert to a vehicle that may be turning right on a red signal. If there are marked crosswalks, use them but do not assume that you are completely safe in a marked crosswalk. Make sure you always look in both directions and ensure the intersection is clear or the vehicles are stopping.
- Be careful in parking lots - Pedestrians are supposed to have the right-of-way in parking lots but many drivers don't wait for pedestrians. Parking lots can be more hazardous than streets. On streets the direction of traffic is usually known but in parking lots vehicles might be moving in all directions, including backwards.
- Avoid dangerous moves - Any movement a pedestrian makes that drivers are not expecting could be dangerous. When leaving a school bus, wait a second before crossing. Don't step into traffic from between parked cars since this is a sure way of surprising drivers.
- Keep your view of traffic clear at all times - A pedestrian needs to be able to see vehicles around him. Don't block your view with packages, umbrellas, or other objects.

Drivers, keep your mind on your driving and the traffic around you – including pedestrian traffic. Pedestrians, remember to make eye contact with drivers to ensure they see you. Crossing safely is up to both of you!



around the district

**Congratulations:**

**Shane Wallenda**, is the Information Products Services Division Visual Information Branch section chief; **Sara Marxen** is the Water Management Section chief; **Catherine Petroff** is the sediment transport specialist; **Dave Williams** is the Contracting Branch chief; **Amy Reese** is the Operations Support Branch Chief; **Jeff Regh** is Chief Joseph Dam's Technical Section chief.

**Wendy Liner-Arms** and **Jim Byrne** have been named Certified Building Commissioning Professionals by the Association of Energy Engineers.

**Jon Norquist** obtained his Level II Contracting certification.

**Leah Wickstrom** is a

senior project manager and Continuing Authorities Program/Puget Sound and the Adjacent Waters Program Manager.

**David Cook** is a senior project/program manager and the operations and maintenance client manager.

**Out and About:**

In honor of Veterans Day in November, **Lt. Col. Andrew Park** represented the Corps in the 49th annual Auburn Veterans Day parade in Auburn, Washington, while **Capt. Rex Broderick** spoke at the Finn Hill Middle School Veterans Day Assembly in Kirkland, Washington.

Park Ranger **Taylor Johnson** of Albeni Falls Dam worked with 600 middle and high school children Nov. 20 for the Kalis-

pel Career Training Center Career Fair. The fair was hosted by the Kalispel Tribe of Indians at the KCTC in Usk, Washington. The objective of the event was to get kids interested in opportunities with local businesses for both summer jobs and careers. Johnson educated the kids on what the Corps does in the community and how to work for the Corps.

Structural Engineer **Hien D. Duong** shared her Corps experience with the Vietnamese Buddhist Youth Group at Co-Lam Temple Nov. 22 with 30 attendees from 10 area high schools, eight middle schools and two elementary schools.

**Deployed:**

**Michael Baldaia**  
**Christopher Borton**  
**Mamie Brouwer**

**Cory Graham**  
**Ken Hiratsuka**  
**Deborah Johnston**

**Moving On:**

**Geoffrey Dorsey**  
**Nancy Gary**  
**Matthew Hubbard**  
**Kelly Lauseng**  
**Cynthia Le**  
**Alex Little**  
**Timothy Shugert**  
**Aaron Takahashi**

**Retirements:**

**Len Fuller**  
**Gary Gurule**  
**Gary Lehmann**  
**Jill Petrusha**  
**Alisa Ralph**  
**Joyce Rolstad**  
**Wayne Wagner**

**Condolences:**

**Eric Winters**  
**Anita Josephine Wilcox**  
**Erich O.E. Zinke**

**Welcome to the District:**



Brian Hooper  
Biologist  
Regulatory Branch



Kaitlyn White  
Biologist  
Regulatory Branch



Ben Puyleart  
Mechanical Engineer  
Albeni Falls Dam



Benjamin Rislov  
Power Plant Operator  
Chief Joseph Dam



Brent Wood  
Laborer  
Libby Dam



Robert Reeves  
Electrical Engineer  
Libby Dam



John Paul  
Biologist  
Regulatory Branch



Andrew Shuckhart  
Project Manager  
Regulatory Branch



Linda Powell  
Office Automation Assistant  
Libby Dam



Michael Brown  
Control Room Operator  
Libby Dam



Ron Niemeyer  
Engineering Technician  
Albeni Falls Dam



Tom Bloxton  
Project Manager  
Regulatory Branch



Frank Nichols  
Biologist  
Regulatory Branch



Jason McDaniel  
Power Plant Mechanic  
Chief Joseph Dam



Shad Moore  
Laborer  
Chief Joseph Dam



Cliff Johnston  
Engineering Technician  
Chief Joseph Dam



Edward Warwick  
Painter  
Chief Joseph Dam



Jeff Regh  
Technical Section Chief  
Chief Joseph Dam

