

# Flagship

SEATTLE DISTRICT



**Happy New Year!**

Volume XXXV  
No. 4

# Flagship

SEATTLE DISTRICT

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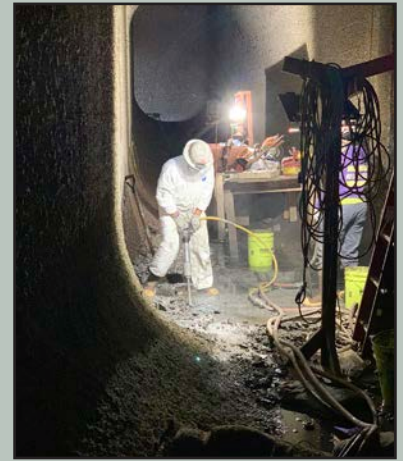
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## Tony Campo:

### *This Flagship is for you*

Tony goes out of his way to ensure district travel operations run smoothly and issues are resolved in a timely and effective manner. Tony demonstrates superior customer service every time he was called upon to assist someone by remaining flexible, providing tailored responses and following through on transactions. He demonstrates a strong desire to help others and Seattle District to succeed and excel. His countless efforts for the team, willingly sharing his knowledge and wisdom with others and his can-do attitude sets an example for others to follow. Thank you Tony!



#### Cover:

A construction worker works on the Stoney Gate Valve Replacement project at the Hiram M. Chittenden Locks. The first of the Hiram M. Chittenden Locks six Stoney gate valves was replaced during an extended outage October 12 through December 3. The contract to replace the original large chamber's 102-year-old gate valves, named after their inventor Irish engineer Bindon Blood Stoney (1828-1909), was awarded by Seattle District officials September 10, 2018.

Photo by Bill Dowell

#### Flagship

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# Consolidating Gains on the Objective

Our Seattle District vision is, “Excelling in a dynamic environment – mission first, people always, team of teams.” Each fiscal year we establish goals to advance our district toward our vision, and develop annual district OPLAN action items to help achieve our goals – this year’s action items are enhance safety culture, workplace enhancement, increase budget understanding and implement the Program Delivery Business Process.

In Northwestern Division, Brig. Gen. D. Peter-Helminger frames his priorities in terms of Programs, People, and Partners.

The elements of our district vision conceptually nest very closely with these NWD priorities: Deliver programs (mission first), care of people (people always) and supporting partners (team of teams). Over the past two years, our district has made substantive gains across all fronts.

Some major ways we’ve delivered programs include Selah Airfield completion, Mud Mountain Dam Fish Passage design and construction, Grays Harbor deepening, Military Construction funded project awards, and more.

We’ve been taking care of people: we decreased time for hiring actions (from ~180 days down to ~90 days) and filled critical vacancies, made information technology infrastructure and facility upgrades at operating projects and field offices, developed \$400+ million in our contracting toolbox, and implemented dozens of workplace enhancements identified by you in the Federal Employee Viewpoint Survey and climate surveys.

We’ve also supported partners, coordinating with stakeholders and verifying 900+ Nationwide Permit 48 aquaculture permits, working with resource agencies to get a Howard Hanson Dam Biological Opinion, supported local communities with extended spring 2018 Eastside snowmelt response, brought restored power in Aguadilla, Puerto Rico, supported Task Force Barrier and overseas operations and more.

A key phase after any operation is to “consolidate gains on the objective,” whether that objective is a bridgehead, beachhead, drop zone or district program. As such, the focus of my final year in command is to sustain our momentum across all three focus areas. To enable this focus, new initiatives have been kept at a minimum.

Key tasks for this year in the three areas are:

## Deliver PROGRAMS:

- Aggressive and disciplined planning and execution of on-going projects to include operating projects and navigation mission, with special emphasis on high-visibility projects as identified in District Top 10.
- Sustained program execution: timely contract awards, levee rehabilitation program realignment, completion of remaining program management plans, and sustainable fiscal execution to include achieving financial targets.

## Taking Care of PEOPLE:

- Sustained leader and employee development: Sustaining the Leadership Development Program 1 and LDP2, including mentoring LDP2 project execution; fully leveraging frequent DPMAP performance reviews as vehicle for meaningful employee dialogue/engagement; and continuing brown bags, book club discussions and town hall meetings.
- Focused execution on FY20 OPLAN Action Items: Safety and Workplace Enhancement are identified as preeminent, prioritized as #1 and #2 respectively, as they directly enable keeping our teammates safe and our ability to retain a quality workforce.

## Support PARTNERS:

- Supporting our expanded team of teams, including consistent regulatory out-reach and interagency engagement to enable timely regulatory processing, as well as enabling delivery of easily operable and maintainable facilities for our military stakeholders. My desired end state in my final year in command is for Seattle District to have cultivated fully empowered supervisors and employees, throughout the breadth and depth of our District, who foster all teammates to achieve their fullest potential and enable continued growth of our program delivery. Together we will set conditions for an orderly and seamless transition from the 51st to the 52nd District Engineer and Commander this July, with no loss in momentum across our District.



Seattle District Commander  
Col. Mark A. Gerald



Aerial view of Mud Mountain Dam Fish Passage Facility construction on the White River. The new facility dwarfs the 1941-built facility, the gray tower on the right bank. (Courtesy Photo)

# Mud Mountain Dam Fish Passage Facility

Seattle District’s massive project continues making great progress under Senior Project Manager Leah Hauenstein’s watchful eye.

“The team is amazing,” said Hauenstein. “Construction, contracting, environmental, everyone. They’re all working extremely hard and we’re on track to complete this project within the year and on time.”

In 2019, the project returned the White River to its historical width when gates three and four were completed. The river was flipped at that time and the gates put into operation so work could begin on the left bank, where the main trap and haul facility is being built. The river was widened at this point by a diversion dam built in 1912 by Puget Sound Energy to provide water diversion to operate its now defunct White River Hydropower Project.

The district awarded the contract to build the largest trap and haul facility in the nation March 14, 2018. In 10 months, when operational, it will transport Endangered Species Act-listed and other fish around Mud Mountain Dam near Buckley, Washington.

The aggressive schedule was needed to minimize risk to ESA-listed species. The past four years have seen the best returns in 75 years of the White River Chinook run records. The 2016 count was 9,347, 2017 was 16,271 and 2018 was 8,361 and 2019 came in at 8,803.

With historical lows of only a few dozen Chinook 20 years ago, officials believe recent rebounds are results of collaborative efforts in managing ESA-listed fish and designated critical

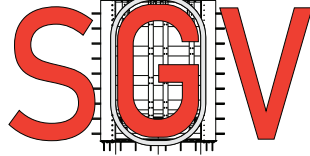
habitat by officials from the Corps, NOAA Fisheries, Muckleshoot and Puyallup Indian Tribes, and Washington Department of Fish and Wildlife.

The Corps’ regional design team included more than 150 employees from three Corps districts and two architecture and engineering firms. Several regional stakeholders also collaborated in the design, including the Muckleshoot Indian Tribe, Cascade Water Alliance and National Marine Fisheries Service.

<b>PROJECT INFORMATION:</b>	
<b>Name</b>	<b>Mud Mountain Dam Fish Passage Facility</b>
<b>Location:</b>	<b>Buckley, Washington</b>
<b>Project Cost:</b>	<b>\$112 million</b>
<b>Corps PM:</b>	<b>Leah Hauenstein</b>
<b>Contractor:</b>	<b>Kiewit Infrastructure West Co.</b>

# Stoney Gate Valve Replacement Project

(Top left) The original gate being removed. (Bottom left) Contractors work on the bulkhead port pipe, an expansion device. (Center top) Workers fit the new gate guides into place before pouring concrete. (Center bottom) The new hydraulic cylinder ready for installation. (Right) A view from the filling culvert up 30 feet and ready for installation of the new guides. (Photos by Carey Mellott)



The first of the Hiram M. Chittenden Locks six Stoney gate valves was replaced during an extended outage October 12 through December 3.

The large chamber actually reopened to half lockages November 30 while the contractor, IMCO, finished work above the water line.

The contract to replace the original large chamber's 102-year-old gate valves, named after their inventor Irish engineer Bindon Blood Stoney (1828-1909), was awarded by Seattle District officials September 10, 2018.

Engineer officials weren't sure what they would encounter during demolition of the century-old system.

"Removal of the operating machinery, motor, gate and other components

went as scheduled, and in some cases faster than anticipated," said Project Manager Peter Gibson.

The contractor did run into some issues during the gate guide removal, but were able to get back on schedule and even complete installation early.

"There are three additional closures scheduled to complete replacement of the remaining five gates," said Gibson. "We're working with the contractor to possibly eliminate one of the outages and complete the other five gates within a year at no additional cost."

The next scheduled closure to replace the second Stoney gate valve is Febru-

ary 12 through April 5.

The current extended outage schedule is:

2020 – February 12 through April 2, and October 12 through November 30

The 2021 scheduled outage for February 12 through April 2 could be eliminated if a contract modification can be agreed upon.

## PROJECT INFORMATION:

<b>Name</b>	<b>Stoney Gate Valve Replacement</b>
<b>Location:</b>	<b>Seattle, Washington</b>
<b>Project Cost:</b>	<b>\$10.5 million</b>
<b>Corps PM:</b>	<b>Peter Gibson</b>
<b>Contractor:</b>	<b>IMCO</b>

# Levee Rehabilitation Program



The District's levee rehabilitation program works to restore these structures' designed level of protection ahead of winter flood season. Seattle District, U.S. Army Corps of Engineers, recently wrapped up another successful construction season.

The district rehabilitated 10 levee projects at a cost of nearly \$4 million during the year.

Levee repairs are focused on providing reliable flood protection for local communities at risk by restoring levees to their pre-damage levels of protection. Repairs at many of the sites included reconstructing levee slopes, replacing or increasing riprap armor for erosion and scour protection, and making levee slopes more gradual at several of the sites.



"The levee rehabilitation project delivery team worked very hard to expedite the project schedules to assure these levee repairs were executed prior to the fall flood season," said Emergency Management Branch Chief Doug Weber.

The Corps worked closely with a number of federal, state, tribal and local representatives during the planning process for this year's levee construction projects, most of which are under cost-share agreements where the Corps and local sponsors split costs.



**(Top)** The construction team installs riprap in damaged locations along the Sande-Williams levee.

**(Left)** Jess Jordan oversees construction on the Ferndale levee.

**(Right)** Jess Jordan, Mike Wevodau, and Bill Plucker conduct fish rescue prior to the construction team installing the riprap toe at the Sande-Williams levee. (Corps photos)

# Yakima River Ecosystem Restoration Project



(Top, Left, Right) Corps and Yakima County officials will work to restore critical floodplain habitat zones along the Yakima River. (Courtesy Photos)



**T**he Yakima River Continuing Authorities Program 1135 project is located along the Yakima River in Eastern Washington between the cities of Yakima and Union Gap. The project will restore critical floodplain habitat zones used by Endangered Species Act listed species for rearing, spawning and forage impacted by construction of the federally authorized Yakima Levee system.

The non-federal sponsor of this project is Yakima County.

“The project delivery team continues to work closely with our non-federal sponsor on refining the design for this ecosystem restoration project,” said project manager Stephanie McKenna. “Continued support from our non-federal sponsor, and within the community, helps to streamline our processes as much as is possible.”

Under Section 1135, USACE may cost share in projects that modify existing projects or improve the environment of sites negatively impacted by prior Federal projects. The Federal project tied to this study is the Yakima River at Yakima, Washington Flood Control Works (Yakima Authorized) levee project originally constructed in 1947-1949.

Primarily through removal of fill and replacement of a headgate, hydrologic and habitat connectivity is restored along a stretch of the Yakima River in the Gap to Gap Reach and over 320 acres of its historic floodplain.

“Our feasibility study informed several locally preferred projects that the county is executing in tandem with our work to achieve basin wide eco-

system impacts,” said McKenna.

Yakima County, is responsible for all lands, easements, right-of-ways, relocations, and/or disposal areas which are controlled by the sponsor.

“The epitome of a good partner, our Yakima County peers are reasonable and experienced in the tasks necessary to execute this type of project,” said McKenna. “It feels good knowing we can help them achieve their vision and realize the larger scale plan they have for the Gap to Gap reach of the Yakima River.”

## PROJECT INFORMATION:

<b>Name</b>	<b>Yakima River at Union Gap Ecosystem Restoration Project</b>
<b>Location:</b>	<b>Yakima, Washington</b>
<b>Corps PM:</b>	<b>Stephanie McKenna</b>

# 2019 in Review



A clamshell dredge works on the Snohomish River.



January 16

A ground breaking ceremony was held at Fairchild Air Force Base with officials from the 92nd Air Refueling Wing, Survival/Evasion/Resistance/Escapes (SERE) School, Air Force Civil Engineer Center, Garco Construction and Seattle District for the new SERE Pipeline Dormitory project.



May 9

District employees have a group photo taken in front of the Oxbow on Corps Day.



Michael Hand and Santa (John Hicks) pose for a photograph at the Hiram M. Chittenden Locks.

Steve Kelley is photographed at the Mosul Dam Project in Iraq. A mission completion ceremony was held to commemorate the completion of the three-year partnership started in 2016 as a joint venture among the Iraq Ministry of Water Resources, the U.S. Army Corps of Engineers, and Italian company Trevi S.p.A.



June 19

July 26



December 10

March 29



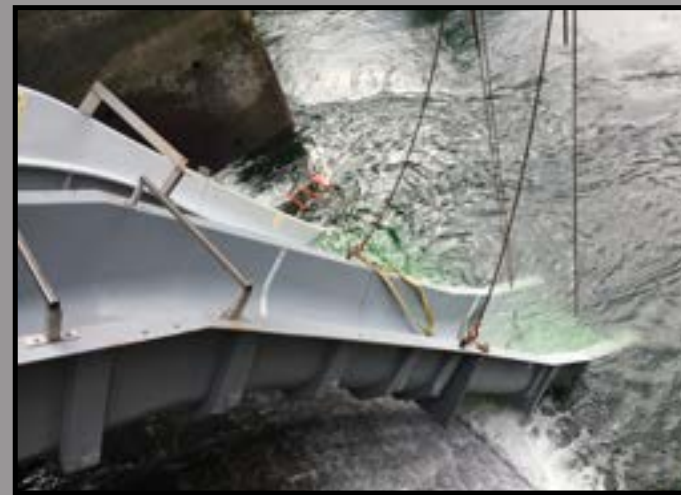
To prepare for the upcoming flood season, the Corps trains flood responders annually on flood fighting techniques. This hands-on training, held in Yakima, Washington, this year, included sand bagging exercises, tips for identifying levee weaknesses, engineering solutions and much more.

May 15



A bear visited Chief Joseph Dam. Dam personnel monitored the visitor until it was safely out of the area.

June 11



The district installed smolt slides in two spillway gates to help juvenile salmon traverse the Hiram M. Chittenden Locks in Ballard.

June 20



Whooshh Innovations demonstrated its fish sorting and passage system at Chief Joseph Dam.

Crews work on construction of barracks building for the Washington Army National Guard at Yakima Training Center.

December 22



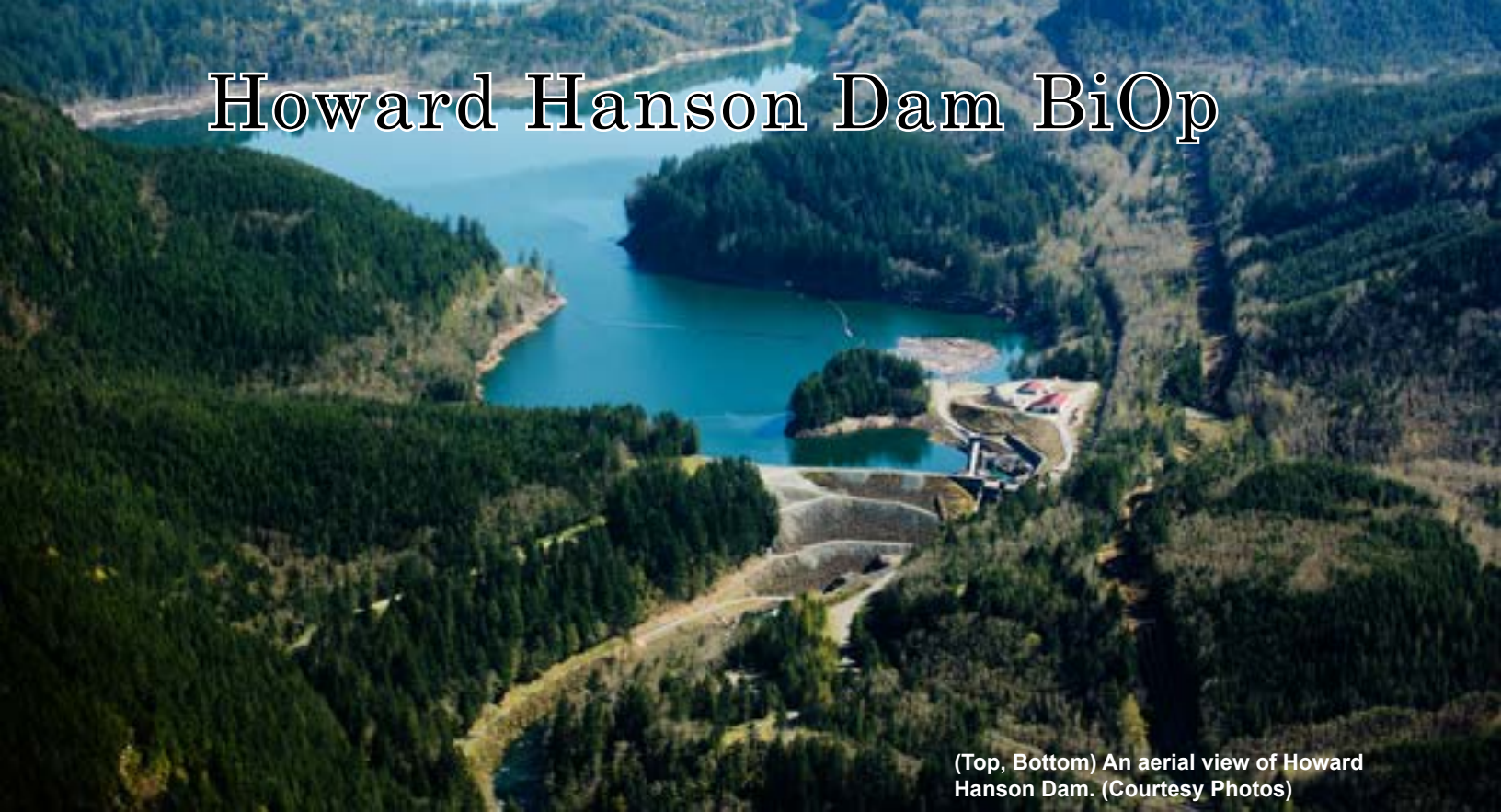
Crews reinforce the Shoalwater Bay dune barrier in response to an emergency declaration to protect the town of Tokeland.

October 19





# Howard Hanson Dam BiOp



(Top, Bottom) An aerial view of Howard Hanson Dam. (Courtesy Photos)

**NOAA** Fisheries officials issued a Biological Opinion (BiOp) February 15, requiring the U.S. Army Corps of Engineers to complete a downstream fish passage facility at Howard A. Hanson Dam (HAHD) on the Green River, 21 miles east of Auburn, Washington.

Completing the project will provide critical habitat for Endangered Species Act (ESA)-listed Puget Sound Chinook salmon and steelhead. The BiOp also addresses ESA-listed southern resident killer whales, the only endangered killer whale population in the United States. Chinook salmon are their primary food source, and reduced spawning and rearing habitat is a limiting factor for Puget Sound Chinook salmon.

Almost half of the Green River's suitable and historical Chinook salmon spawning and rearing habitat, about 100 river and stream miles, is above Tacoma Water's Headworks diversion dam and HAHD in the Upper Green River basin. Tacoma's diversion dam was built 50 years before HAHD.

A downstream fish passage and additional water storage project for Tacoma Water were congressionally authorized

in 1999. The Green River serves as Tacoma Water's primary water supply. Construction began in 2003 on the fish passage which is authorized as an ecosystem restoration feature. Work stopped on the passage project in 2011 because costs were projected to exceed congressionally authorized funding limits and require reauthorization to attain more funding.

"Improving fish passage at Howard Hanson Dam is a priority for the Corps," said Seattle District Commander Col. Mark Gerald. "This is a project we've been working on. NOAA Fisheries' BiOp provides us crucial guidance and design criteria to follow as we forge ahead."

A graphic with a blue background. At the top, the text "Killer Whale" is written in a large, white, serif font, with "Orcinus orca" in a smaller, white, italicized serif font below it. In the center is a realistic illustration of a killer whale (orca) swimming to the left. Below the illustration, the text "Protected Status" is written in a bold, white, sans-serif font, followed by "ESA Endangered - Southern Resident" in a smaller, white, sans-serif font. At the bottom, the URL "https://www.fisheries.noaa.gov/species/killer-whale" is written in a small, white, sans-serif font. A small "NOAA Fisheries" logo is visible in the bottom right corner of the graphic.



# Alki Seawall Project



The Alki Seawall is in West Seattle.  
(Photo by Dallas Edwards)



(Left and Right) Damage to the Alki Seawall is seen as coastal storms and erosion continue to threaten public infrastructure located in and around the project footprint. (Photos by Dallas Edwards)

The U.S Army Corps of Engineers, Seattle District, has partnered with Seattle Parks and Recreation to design and implement a coastal storm damage reduction project under Section 103 of the Rivers and Harbors Act of 1962, as amended. The design will provide protection that addresses damages caused by coastal storm events in Puget Sound.

Coastal storms and erosion continue to threaten public infrastructure located in and around the project footprint, including a 54 inch King County sewer main, a main public arterial, City park property, and other underground utilities. The project site is the Emma Schmitz Memorial Overlook in West Seattle.

## PROJECT INFORMATION:

<b>Name</b>	<b>Alki Seawall Project</b>
<b>Location:</b>	<b>Seattle</b>
<b>Project Cost:</b>	<b>\$3 million</b>
<b>Corps PM:</b>	<b>Jeff Dillon</b>
<b>Contractor:</b>	<b>Redside Construction</b>

# Tacoma Harbor



Top: (Left to Right) David Cook, Don Kramer, Tony Warfield, Kristen Kerns and Kristine Ceragioli conduct a site visit at Tacoma Harbor. (Photo by Laura Boerner)

Right: A ship is docked at the Port of Tacoma. (Courtesy photo)



The U.S. Army Corps of Engineers and Port of Tacoma are rapidly moving through the planning process, evaluating potential navigation improvements to the Blair Waterway to provide transportation cost savings for larger vessels calling at the Port of Tacoma.

The Port and Corps signed a feasibility cost-share study agreement in August 2018. This was a first step to deepen the federal channels serving the Port of Tacoma, allowing them to handle the largest ships calling ports in North America.

In November, the parties identified the alternatives to evaluate and moved forward to the alternatives evaluation and identification of a Tentatively Selected Plan for this massive project in-

cluded more than 150 employees from three Corps districts and two architecture and engineering firms. Several regional stakeholders also collaborated in the design, including the Muckleshoot Indian Tribe, Cascade Water Alliance and National Marine Fisheries Service.

The Blair Waterway is authorized to 51 feet below sea level. Larger vessels have draft requirements deeper than 51 feet below sea level when fully laden, and face tidal delays and other transportation inefficiencies when arriving and departing. By accommodating more

fully loaded vessels, transportation costs could decrease, ultimately leading to a more cost-efficient and competitive transportation system.

The Corps-Port general investigation feasibility study will determine whether there is a federal interest in participating in a cost-shared improvement of the existing Blair Waterway in the interest of navigation improvements and water resource development opportunities.

## PROJECT INFORMATION:

Name	Tacoma Harbor Navigation Improvement
Location:	Tacoma, Washington
Corps PM:	Kristine Ceragioli

# Malmstrom Tactical Response Force Alert Facility



(Top) Progress on MAFB TRAF Project as seen January 2020. (Photo by Scott Long)  
(Right, Left) Construction crews from Swank Enterprises work in early 2019. (Courtesy photos)



The main 41,312 square foot facility will support planning, briefing, administration, alert response, life support, maintenance and crew equipment storage and issue tasks. A 8,708 square foot flight simulator facility will also be constructed with the TRF to provide proper training for the new helicopters that will replace the current UH-1. The simulator will support a single flight simulator bay with administrative and equipment maintenance support functions.

Helicopter operations, to minimize crew response times for a 24-hour-a-day/7-day-per-week/365-day-per-year readiness. The facility will support planning, briefing, administration, alert

response, life support, maintenance, and crew equipment storage and issue tasks. The flight simulator will provide proper training for the new helicopters that will replace the current UH-1.

“The Tactical Response Force Alert Facility at Malmstrom, despite Montana’s notorious rough winter weather, is on schedule and within budget,” said project manager Scott Long. “Keeping things moving, especially concrete, in sub-zero temperatures has been extremely difficult but the facility partnering sessions, along with a strong resident office, has paid off. “

Long also was proud of the partnership the Corps has with the contractor.

“The strong relationships built between USACE and SWANK Enterprises has allowed for a collaborative approach in identifying creative ways to keep the project on its positive trajectory,” said Long.

## PROJECT INFORMATION:

<b>Name</b>	<b>MAFB TRAF Project</b>
<b>Location:</b>	<b>Malmstrom AFB, Montana</b>
<b>Project Cost:</b>	<b>\$17.3 million</b>
<b>Corps PM:</b>	<b>Scott Long</b>
<b>Contractor:</b>	<b>Swank Enterprises</b>

# VA American Lake



(Top) A view of Building 18 which was renovated as part of Phase 1 of the VA American Lake project. (Courtesy Photos) Crews from Advanced Technology Construction work on the VA American Lake project. (Courtesy Photos)



The VA American Lake Seismic Corrections project provides a renovation and seismic upgrade to existing facilities on the Department of Veterans Affairs American Lake campus near Tacoma, Washington.

Phase 1 building 18 renovations were completed and turned over to the medical center ahead of schedule.

It also consists of building a new 76,000 square foot outpatient facility, improving traffic circulation, expanding parking capacity, and demolishing ancillary buildings.

The project will help the VA better serve their patients and ensure their facilities are better prepared for future seismic events.

“Almost 90 percent of patients visiting the American Lake campus receive

primary and specialty care services in Building 81 and 81AC,” said Alan Manville, USACE project manager. “In its current condition Building 81 would be rendered non-occupiable in a major earthquake.”

“The new building and renovation of the existing facilities will provide a safe, modern facilities that addresses the seismic concerns, and 20% projected increase in demand for specialty care, primary care, mental health care, pathology, radiology and audiology services.”

This ongoing, multi-phased project requires

extensive cooperation between the VA, contractor and the Corps.

“This close working environment was instrumental in developing good lines of communication and fostering the partnership with VA,” said Manville.

Phase 2, new building 201 is scheduled for construction award in FY21 and Phase 3 will follow closely behind with a scheduled construction award in FY24.

## PROJECT INFORMATION:

<b>Name</b>	<b>VA American Lake Seismic Corrections</b>
<b>Location:</b>	<b>Tacoma, Washington</b>
<b>Corps PM:</b>	<b>Alan Manville</b>
<b>Contractor (Phase 1):</b>	<b>Advanced Technology Construction</b>

# Skokomish River Basin General Investigation



(Top) A view of the Skokomish River in Mason County.  
(Left) An aerial view of the Skokomish River basin. (Courtesy Photos)



The Skokomish River Ecosystem Restoration Project met a major milestone when the Project Partnership Agreement was signed by representatives from the U.S. Army Corps of Engineers, the Skokomish Indian Tribe, Mason County and the Washington Department of Natural Resources.

The Project Partnership Agreement was signed September 17, 2019, representing the next step toward constructing the project and signifying the transition from design phase into the construction phase. It is a legally binding agreement between the Corps and its non-federal sponsors that serves

to define responsibilities, cost-sharing and execution of work.

The project aims to restore a total of 277 acres in the Skokomish River Basin including habitat critical for Endangered Species Act (ESA)-listed Chinook and chum salmon, key food sources for southern resident orca whales.

In addition to Chinook and chum salmon, the project will improve habitat for ESA-listed steelhead and bull trout, and over 100 additional wildlife species known to use the Skokomish River for some part of their life cycles.

The project includes channel realignment near the confluence of the North and South Fork Skokomish River to allow for year-round fish passage, installation of large woody debris and engineered log jams, the reconnection of a historic side channel and wetland restoration at two sites. When complete, it's ex-

pected to benefit an estimated 40 miles of habitat in the river that is periodically inaccessible to ESA-listed species due to lack of water.

The Skokomish Indian Tribe and Mason County are cost-sharing, non-federal sponsors working with the Corps on the approximately \$22.1 million restoration effort.

The Skokomish River is the largest and most diverse tributary to Hood Canal, a 70-mile long natural fjord-like arm of Puget Sound that supports vital natural resources. The project is a critical element of an integrated restoration effort in the entire Skokomish River Basin and complements restoration efforts being completed by others throughout the watershed.

Construction is scheduled to commence in summer 2020 and is expected to last about two years.

## PROJECT INFORMATION:

<b>Name</b>	<b>Skokomish River Basin GI Study</b>
<b>Location:</b>	<b>Mason County, Washington</b>
<b>Corps PM:</b>	<b>Kristine Ceragioli</b>

# Better Know a Section

# Contracting Operations & Civil (Branch C)



**The Contracting Division's Operations & Civil Branch (Branch C)** provides full service contracting expertise and trained resources to support the project delivery business processes and sustain Seattle District dams, navigation mission and civil works projects within the Seattle District Civil Works boundary. Contracting professionals complete approximately 400 actions per year for supplies, services, construction, and architect-engineering requirements. The team plans, develops, executes, and oversees all phases of pre-award contracting for actions in support of these missions. Additionally, C Branch performs post-award contract management through

monthly reports, modifications, termination, or closeout in coordination with the Contract Performance Specialist, Contracting Officer Representative, Administrative Contracting Officers, and Program Managers.

**The Contracting C Branch includes:** Camilla Allen, Elaina Audette, Scott Britt, Gregory Cook, Vincent Daniels, Rodolfo Forde, John Haygood, Tam Huynh, CPT Charles Idle, Alex Marcinkiewicz, Ellie McNeely, Monique Paano and Jeannette Patton.