

WASHINGTON STATE

SUMMER 2023

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OF THE YEAR**  
*Awards*

Spring Conference Recap | Sustainable Transportation in a Small City



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Water Tanks	1,100 gallons	1,000 gallons	1,300 gallons	1,100 gallons	1,000 gallons	1,300 gallons
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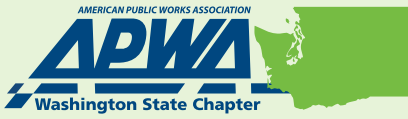
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On the cover:  
 John Lewis Memorial Bridge in Seattle, WA.



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Lauren Behm, 2023 Chapter President



# Our Collective Power

What inspires you? What gets you pumped up and ready to give it your best effort? Conferences are often a large source of inspiration and motivation for me, but our spring conference was especially rousing! I was moved by the energy of so many young people, the potential for growth through mentorship, the hope for the future in technology and innovation, and the collective power of our APWA family. I am so excited to see us all striving to Rise Up! Reach Out! To quote Hamilton, "This is not a moment. It's the movement."

To kick off the conference, students from the Tacoma School of the Arts shared their musical talents with us – a song about how our children will "tell the story of tonight." We are doing so many great things for public works now, but it is also our responsibility to teach the next generation and to encourage them to share the stories and pick up the torch.

Gitanjali Rao amazed us all with her creations as a young inventor and her insights into the power of empathy. Her passion and dedication gave me hope for the future and I appreciated her straightforward advice for engaging the next generation by giving them a seat at the table and truly listening to their input. I believe this is what all people want, but it is particularly important to young people who are trying to establish their place in the world.

The Chapter's new Mentorship Committee kicked off their program at the conference with the "Won't You Be My Mentor?" social where members networked speed-dating-style. Mentors have been invaluable for my career and my personal and professional development. I encourage you to sign up as a mentor or a mentee when program applications open this summer.

High school students and members of Utility2 and the Duwamish Valley Sustainability Association shared their ideas about an infrastructure evolution where humans are at the center of our decision-making process. These students' passion for sustainable innovation and making improvements in their own community was incredible! If you want to be "in the room where it happens," I highly recommend you look them up and get involved – join the evolution!

Alyssa Ardourel, Brenna Harrington, and the Chapter's Emerging Professionals Committee hosted the second annual technical session track targeting emerging professionals. With sessions ranging from leadership to an introduction to Division 1 specifications, members of all ages are benefiting from the questions and curiosities of our next generation of leaders. "Look around, look around, at how lucky we are to be alive right now!"

Through several fundraising efforts, our Scholarship Committee was able to raise over \$6,000 for the scholarship fund! The Chapter's Scholarship Program gives two scholarships annually to students interested in a career in public works from both community/technical colleges and universities. Your support of the fund means that we can really make a difference in the lives of these students. Thank you for your generous support!

The Washington Chapter membership shows up in a big way every year supporting our communities, our industry, and each other. Many thanks to everyone who gives their time and effort to make our Chapter so amazing! "We are not throwing away our shot!" And I encourage you to keep it up – find new ways to get involved, join a committee, go out and talk to students in your community, share a positive public works story with #iampublicworks, submit an award nomination for an individual doing awesome things in your organization – Rise Up! ▀

Lauren Behm, MPA  
APWA-WA President,  
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# New and Returning Members

February 15, 2023 to May 3, 2023

**Everette Adams**, CEO,  
Systems Consulting LLC

**Gretchen Adams**, President,  
Systems Consulting LLC

**Layne Alfonso**, Business Development  
Associate, GeoEngineers, Inc.

**Wade Antle**, Operations Manager,  
City of College Place

**Timothy Barrett**, Interim Parks & Streets  
Supervisor, City of Snoqualmie

**Nick Barry**, Maintenance Technician,  
City of Redmond

**Robert Bellefeuille**, Construction  
Operations Manager, City of Bellevue

**Philip Benett**, Urban Forestry &  
Stormwater Superintendent,  
City of Snoqualmie

**Adam Benton**, Storm & Wastewater  
Utility Manager, City of Marysville

**Lisa Bona**, Associate Geologist,  
GeoEngineers, Inc.

**Evan Bovard**, Blueline

**Elizabeth Brinkman**, Associate SWM  
Engineer, City of Maple Valley

**Kim Bryant**, Water Utility Manager,  
City of Marysville

**Rochelle Burke**, St. Cleaning Supervisor,  
City of Seattle Transportation Dept.

**Dan Carmody**, Sr. Water Resources  
Project Manager, Otak

**Sean Cool**, Associate Geotechnical  
Engineer, GeoEngineers, Inc.

**Jason Dahlstrom**, DJ Dean,  
Sr. Associate, BCRA

**Danielle Dedmon**, Administrative Support  
Assistant, City of Shelton

**Travis Denham**, City of Chelan

**Cara Donovan**, Water Resources Project  
Manager, Otak

**Jarode Duncan**, Crew Chief,  
**Lori Erickson**, City of Lake Stevens

**Justin Evans**, Streets Supervisor,  
City of Lake Stevens

**Siesia Fainga**, Crew Chief,  
City of Seattle Transportation Dept.

**Jingsong Feng**

**Scott Flodin**

**Lamarcus Ford**, Crew Chief,  
City of Seattle Transportation Dept.

**Jonathan Garner**, Maintenance Technician,  
City of Redmond

**Christopher Gettert**, Engineer III,  
Clark County WA-Public Works

**Maxwell Goins**, Project Manager,  
Asotin County Public Works

**Mike Gribner**, Assistant Secretary  
for Regional Operations,  
Washington State DOT

**Pat Gruenhagen**, Senior Project Manager,  
City of Marysville

**Ken Haman**, Deputy Director of Light  
Operations, City of Port Angeles

**Brent Hambert**, Crew Chief,  
City of Seattle Transportation Dept.

**Robert Hanlon**, King County DNRP WTD  
Zach Harvey, Crew Chief, City of Seattle  
Transportation Dept.

**Brian Hazzard**, Maintenance Worker II,  
Benton County WA

**M. Brandon Henson**, GIS Analyst,  
Lake Stevens Sewer District

**James Hester**, Benton County WA

**Clint Hopke**, Maintenance Technician,  
City of Redmond

**Megan Hoyt**, Project Manager,  
City of Seattle - SDOT

**Ryan Jeffries**, Engineer III,  
City of Port Angeles

**Tyler Johnson**, City of Port Townsend

**Scot Keith**, Communications Supervisor,  
Thurston County WA

**Alexandra Kirk**, Parametrix

**Kim Klinkers**, City Engineer,  
City of Lake Stevens

**Robert Klug**, SW Region Local Programs  
Engineer, Washington State DOT

**Skip Knutsen**, Public Works Services  
Manager, City of Marysville

**Jason Kuch**, Maintenance Worker II,  
Benton County WA

**Kyle Kurth**, Engineering Tech III,  
City of Richland

**Christopher LaBonte**, Principal,  
Commonstreet Consulting LLC

**Joseph Malloy**, Engineer in Training,  
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**Jeff Marty**, National Precast LLC  
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**Dylan McDaniel**, Maintenance Worker II, Benton County WA  
**Colin McFeron**, Senior Grounds Maintenance, City of Shoreline  
**Ken McIntyre**, Assistant City Engineer, City of Marysville  
**Billy McNabb**  
**Kimberly Merritt**, Regional Director, Contract Land Staff LLC  
**Steve Miller**, Senior Project Manager, City of Marysville  
**Ron Moore**, Roads Operations Supervisor, Thurston County WA  
**Matthew Mosebach**, Main & Ops Supervisor, City of Redmond  
**Royce Napolitano**, City of Edmonds  
**John Niedfeldt**, OTT HydroMet  
**Kenny Oberg**, Stormwater Technician, City of Shelton  
**Whitney Ojalehto**, Engineering Technician, City of Lake Stevens  
**Matthew Oxford**, City of Bainbridge Island  
**Sonia Palma**, Management Systems Analyst, City of Seattle

**Mellisa Paulus**, Paving Manager, City of Seattle Transportation Dept.  
**Russell Pelleberg**, Regional Stormwater Coordinator, Asotin County Public Works  
**Leigh Ramsey**, Municipal Services Accountant, City of Moses Lake  
**Dan Ross**, City of Bellevue  
**David Sacamano**, Business Unit Leader, PLA, Otak  
**Tom Sage**, Engineer, City of Redmond  
**Glenn Scharnhorst**, Road Supervisor, Asotin County Public Works  
**Brad Schifferl**, Senior Public Works Maintenance Worker, City of Shoreline  
**Jason Schmid**, Engineering Construction Inspector, City of Moses Lake  
**Wiley Schwartz**, Maintenance Worker II, Benton County WA  
**Roth Seng**, Civil Engineer II, City of Mountlake Terrace  
**Michael Spears**, City of Port Townsend  
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**Scott Studeman**, Public Works Inspector, City of Port Townsend

**John Mark Swidecki**, Capital Project Engineer, City of Lacey  
**Danny Thomas**, Engineering Tech III, City of Richland  
**Shane Thomas**, Crew Chief, City of Seattle Transportation Dept.  
**Luke Thornton**, CIP Project Manager, City of Mukilteo  
**Cami Thronson**, Administrative Assistant, Port of Anacortes  
**Michael Todd**, City of Port Townsend  
**Robert Toy**, Construction Inspector, City of Lakewood  
**Scott Treber**, Civil Engineer 1, Pierce County Planning and PW  
**Matt Unzelman**, Interim County Engineer, Thurston County WA  
**Jacob Wetzel**, Streets Supervisor, City of Marysville  
**Brad Wheeler**, Sr. Construction Project Manager, City of Bellevue  
**Joe Woodbury**, Crew Chief, City of Seattle Transportation Dept.  
**Royce Young**, Stormwater Specialist, City of Lacey  
**Jake Youngren**, City of Chelan

## Congratulations Lifetime Members!

The following new APWA Lifetime Members were recognized at the Spring Conference:  
 Dan McReynolds, PE • Martin Hoppe, PE • Douglas Bear

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SPRING CONFERENCE

APWA WA ★ 2023



RISE UP!  
REACH OUT!  
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BY THE NUMBERS

# RECAP

On April 26 and 27, attendees gathered for the WA Chapter Spring Conference held at the Greater Tacoma Convention Center in Tacoma, Washington. The keynote, 17-year old international inventor and innovator, Gitanjali Rao inspired attendees with her charge to Reach Out! to youth at younger ages. Her specific charge: to give your phone number to one student in the next month.

This year in addition to the robust 41 educational sessions, the conference also offered a new afternoon format of mini sessions on a wide array of topics. The popular pilot Emerging Professionals (EP) track from 2022 continued this year, organized by the EP Committee. Making a comeback this year in reincarnated iterations were events designed to assist folks with getting acquainted, including: the session “Committees: What’s in it for Me” which paired new members with seasoned APWA-ers, the “Won’t you be my Mentor? Social” that kicked off the new Mentoring Program, as well as the hands-on Virtual Reality Experience hosted by the Technology Committee. Also kicking off at the conference was the new offering by the NWPWI (Northwest Public Works Institute) – the Executive Leadership Forum designed for aspiring execs to level up.

## Scholarship Fundraising

This conference raised over \$6,000 for Chapter scholarships benefiting students going into public works related fields. Contributing to this goal were golfers that raised half the total through golf registration fees with the rest coming from the fundraiser by the Scholarship Committee at the Wednesday Roaring '20s Social, lunch donations, exhibitor donations, and attendees donating at the time of their registration. A huge thank you to everyone who donated!

## BY THE NUMBERS

In terms of participation and registration the Chapter can finally say that we are at pre-pandemic numbers! The exhibit hall was sold out with 116 exhibitors.

**426** 116 80 41  
ATTENDEES EXHIBITORS SPEAKERS SESSIONS

**7** CHAPTER PROJECT OF THE YEAR WINNERS **\$6K+** RAISED FOR SCHOLARSHIPS

**108** 3 3 2  
GOLFERS GOLF WINNERS COSTUME CONTEST WINNERS EXHIBITOR CONTEST WINNERS

## CONTEST WINNERS

### Wednesday Night 1920s Social

Winners of the costume contest put on the ritz for the first raffle-style costume contest, where those with more glitz received additional entries into the costume contest raffle.

- Alyssa Ardourel, Huitt-Zollars – \$500 Ticketmaster gift certificate
- Alain Calle, Reid Middleton – \$500 Kenmore Air scenic flight
- Grace Richardson, David Evans and Associates – \$500 Ticketmaster gift certificate

### Golf Winners

The golf tournament winning team was made up of Shane Miller, Rick Powell, and Mike Helgeson. The raffle winners took their shot at a hole-in-one but sadly came up empty for the grand prize of \$25,000.

### Exhibitor Winners

Exhibitor winners took home bragging rights and free booth registration at the next Chapter conference.

- Most Creative: Reid Middleton
- Most Interactive: David Evans and Associates



# RECAP

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# The PROJECT OF THE YEAR Awards



To view the winning submittals and photos, visit:  
<http://washington.apwa.net/PageDetails/10593>

The 2023 Project of the Year Awards, coveted awards for public works excellence, were handed out this year at the Chapter's Spring Conference, on Thursday, April 27, 2023 at the Greater Tacoma Center in Tacoma, WA. The award ceremony, with Lauren Behm, Chapter President, and Tina Nelson, Award Committee Co-Chair, as hosts, also featured the talented dueling pianos duo of Jeffrey Coleron and Rhiannon Kruse. Seven awards were handed out in the categories of Emergency Repair, Environment, Structures, and Transportation. While all the award winners are evaluated on sustainability as one of the award criteria, for the first time this year, an award category dedicated solely to Sustainability was launched by the Sustainability Committee. Committee representatives DJ Dean and Jesse Williams were on hand to deliver the new award. All category award submittals competed with other projects of the same budget size (division).

"The WA Chapter is honored to be able to recognize high-quality projects across the spectrum of public works and showcase the value that public works provides to our everyday lives," said Tina Nelson, APWA-WA Award Committee Chair.

## CHAPTER AWARD WINNERS:

- Kitsap County Public Works for the Washington Boulevard Landslide Stabilization in the Emergency Repair category, less than \$5M division.
- Whatcom County Public Works for the Birch Bay Drive and Pedestrian Facility, in the Environment category, \$5M–25M division.
- City of Pasco for Peanuts Park Restoration, in the Structures category, \$5M–25M division.
- City of Olympia for the Franklin Street Improvements, in the Transportation category, less than \$5M division.
- Snohomish County Public Works for the 180th St SE Phase 1 Improvements (SR 527 to 23rd Ave SE) in the Transportation category, \$5M–25M division.
- Seattle Department of Transportation for The John Lewis Memorial Bridge in the Transportation category, \$25M–75M division.
- City of Tacoma for the Tacoma Renewable Energy Plant (RNG) in the Sustainability category, \$5M–25M division.



## Disaster/Emergency Repair | Less than \$5M

# WASHINGTON BOULEVARD LANDSLIDE STABILIZATION

**AGENCY:** Kitsap County Public Works  
**PRIMARY CONTRACTOR:** Sound Pacific Construction  
**PRIMARY CONSULTANT:** Aspect Consulting, LLC

Washington Boulevard traverses a steep coastal bluff on eastern shoreline of Puget Sound in Kingston, Washington, as it leads into the town center and regional ferry terminal. Part of the road crosses a large deep-seated landslide complex that periodically reactivated after heavy rains, creating road closures, requiring emergency repairs, and frequently cutting off 22 homes from access to the town and emergency services.

In the winter of 2006, a period of extreme rainfall triggered significant landslide movement and damage to the roadway. Kitsap County engaged Aspect Consulting, LLC to complete detailed geologic investigations to characterize the

nature of the landslide, conduct emergency monitoring, help the County decision-makers understand the risks the landslide posed to the roadway, and to develop viable stabilization alternatives. After years of active monitoring and management, the increasing frequent road closures and need for repairs due to landslide movement prompted County decision-makers to start design and construction of the preferred stabilization alternative.

The preferred alternative included a horizontal drain system to dewater the body of the landslide, roadway stormwater improvements to enhance collection and conveyance of stormwater on/near the roadway, and a mechanically stabilized

earth slope to achieve grade transitions at the landslide headscarp and support the roadway embankment. This solution struck an elegant balance between effective stabilization targeting the root cause of instability (elevated groundwater), an environmentally permissible, sustainable, and beneficial design, and cost.

Aspect Consulting led the stabilization design in collaboration with Parametrix for civil design and Struck Environmental for environmental permitting, delivering a pragmatic design meeting the project objectives, schedule, and budget. The project was successfully constructed by Sound Pacific Construction with key support from Jensen Drilling, Inc.

*Photos by Andrew Holmson*





Environment | \$5M–25M

# BIRCH BAY DRIVE AND PEDESTRIAN FACILITY

**AGENCY:** Whatcom County Public Works  
**PRIMARY CONTRACTOR:** Granite Construction  
**PRIMARY CONSULTANT:** Environmental Science Associates

In 1975, renowned coastal hydrogeologic engineer Wolf Bauer recommended beach reconstruction along Birch Bay Drive to protect the roadway and adjacent businesses from storm damage. Whatcom County constructed a portion of Mr. Bauer’s design for an improved shoreline in 1986. The continuation of the project was a priority for the community. That request was formalized in the 2004 Birch Bay Subarea Plan and incorporated into the Whatcom County Comprehensive Plan. From there, the County worked diligently to secure funding and make this project a reality, ultimately procuring over \$6 million in funding.

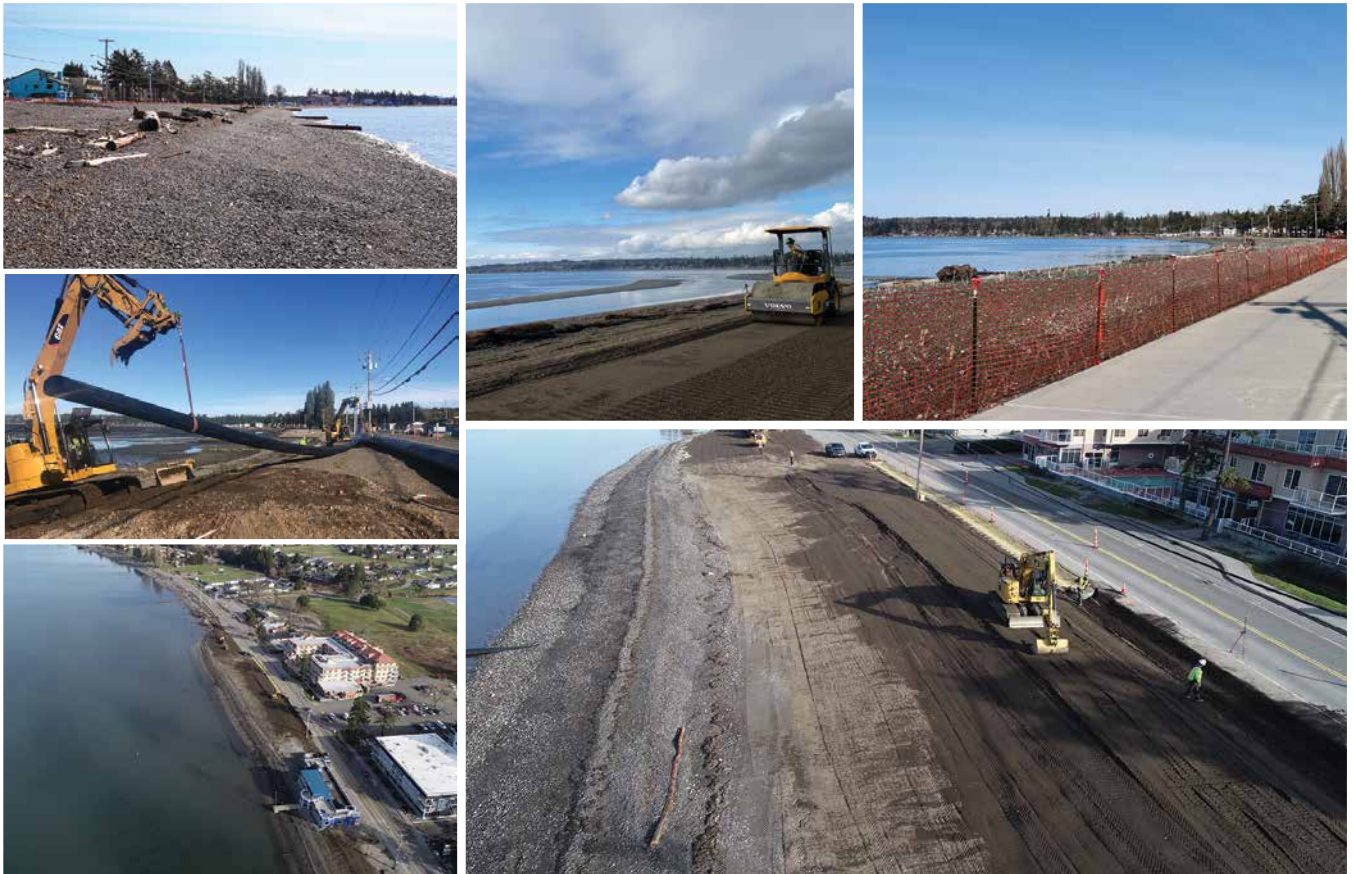
By late 2014, the Birch Bay Drive & Pedestrian Facility Project, coined “The Berm,” secured the consulting firm Environmental Science Associates, Inc. to begin the project’s design phase. Over the next five years, the County coordinated with many stakeholders including the Birch Bay community, the Birch Bay Chamber of Commerce, Lummi Nation, multiple utilities, and several permitting and funding agencies. This coordination helped the County obtain over 40 property rights, proper permitting, and the necessary funding.

In 2019, “The Berm” began construction with Granite Construction as the prime contractor. The final design was a 1.58-mile-long soft shore berm running

parallel to Birch Bay Drive. This design provided mitigation for both beach erosion and roadway protection. In addition, it reduced coastal flooding impacts, improved pedestrian safety, and restored the beach and marine habitat.

Project construction continued for two winter seasons and was carefully sequenced during low tide and around Birch Bay’s busy summer tourism season. The project imported over 210,000 tons of beach gravel, added 1.5 miles of beach frontage, upgraded 14 stormwater outfalls, installed treatment swales, and planted over 123,000 native plants. Ultimately, “The Berm” was completed 55 days earlier than the contract’s allowable 300 days.

*Photos by Elizabeth Novy*



City of Pasco, Peanuts Park Restoration  
2023 Project of the Year, Structures, <\$5M



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City of Olympia, Franklin Street Improvements  
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Transportation | Less than \$5M

# FRANKLIN STREET IMPROVEMENTS

**AGENCY:** City of Olympia

**PRIMARY CONTRACTOR:** Sound Pacific Construction, Inc.

**PRIMARY CONSULTANT:** KPG Psomas

Olympia’s downtown core is one of Washington’s most historic and unique areas – supporting over 450 independently owned businesses and home to nearly 2,000 residents. While it remains a vibrant part of the City, the historic downtown core today faces many commonplace challenges, including the need for inclusive residential and transit opportunities and addressing solutions to homelessness while balancing the need to grow a healthy business and retail environment. As part of the 2017 Downtown Strategy, the City identified a clear set of commitments to sustain and improve their downtown that would benefit all, from residents to workers and businesses to visitors.

As a result, Franklin Street was the second of four project phases within downtown; the project’s overarching goals focused on improving walkability, maintaining and improving mobility for cars and freight, and supporting transit.

In response to these goals, the Franklin Street Project rebuilt the existing asphalt roadway with a 40-year lifespan cement concrete pavement road, improved access to the InterCity Transit Center, created more accessible pedestrian/shopper access to storefronts, improved on-street parking, upgraded lighting conditions with new street and pedestrian-scaled lighting, introduced curb bulbs which encouraged traffic calming and shorter pedestrian

crossing lengths, and developed a stronger commercial identity with urban design features such as pavers that celebrate the history of the region among other pedestrian amenities.

Additional project improvements included new HMA overlay from Legion Way to 5th Avenue, cement concrete roadway rebuild from 5th Avenue to State Avenue, new sidewalks, upgraded ADA-compliant curb ramps, traffic signal upgrades at 4th and Franklin and State and Franklin, appropriate landscaping for downtown corridors, and colored concrete crosswalk treatments. Utility improvements included the installation of a new water main and services, a new and upgraded storm drainage system, irrigation, and LED illumination.

*Photos by Sessyle Asato*



## Structures | \$5M–25M

# PEANUTS PARK RESTORATION

**AGENCY:** City of Pasco

**PRIMARY CONTRACTOR:** Booth & Sons Construction, Inc.

**PRIMARY CONSULTANTS:** KPG Psomas and MacKay Sposito

Peanuts Park is the heart of the City of Pasco's downtown, and for decades this urban plaza has served as the community's primary public open space and is home to events including the Farmers Market, Food Truck Friday, Cinco De Mayo Festival, and the Fiery Foods Festival.

The park is named after the former railroad worker Noburo "peanuts" Fukuda, a retired railroad worker of Japanese descent. He was community-minded and spent his retirement keeping the streets of his city clean. Peanuts is probably best remembered for giving peanuts, or full-sized candy bars to the children of Pasco; a multitude of generations remember him.

He was seen all over Pasco, with his tricycle, helping improve the community.

The Peanuts Park project is the first effort in a comprehensive redevelopment focused on transforming the public's perception of both the park and downtown Pasco. The park's infrastructure was originally constructed in the 1970s.

One of the primary drivers of the project was to add social value to Pasco residents and business owners, and the entire revitalization effort aims to embrace and celebrate the diversity of Pasco's community, which has a Hispanic and Latino population greater than 50%. The culture and community are reflected in colors and pattern chosen for

the park elements taking inspiration from celebratory papel picado flags.

Project features include: Expanded Farmers Market Pavilion, new restroom, shade structures, upgraded utilities, decorative lighting, custom seating, public art sculptures, and decorative pavement. Project construction began in 2021 and was completed in March 2022, on schedule and on budget at \$5.8 million, despite the hurdles that Covid imposed on the project. The project became a reality thanks to the unwavering support and vision of the City council, City leadership, a hard working project team, and state and federal funding agencies.

*Photos by Maria Serra*



Transportation | \$5M–25M

# 180TH ST SE PHASE 1 IMPROVEMENTS (SR 527 TO 23RD AVE SE)

**AGENCY:** Snohomish County Public Works  
**PRIMARY CONTRACTOR:** Rodarte Construction, Inc.  
**PRIMARY CONSULTANT:** Otak

The 180th Street SE corridor connects the growing eastern portion of the unincorporated Urban Growth Area with the City of Mill Creek. The Phase I project improved the first half mile at a cost of \$7.8 million dollars between SR 527 and 23rd Ave SE and included:

- Improved capacity by adding one lane in each direction
- Increased multi-modal use by adding bike lanes in each direction
- Enhanced pedestrian accessibility by adding sidewalks on both sides of the road and improving ADA facilities
- Rebuilt the traffic signal at 180th Street SE and Brook Blvd
- Added curbs, gutters, planter strips, and new stormwater detention and treatment facilities

- Realigned Thompson Creek to eliminate a 90-degree bend
- Installed new fish-passable culverts on Thompson Creek and Silver Creek
- Relocated underground and overhead utilities to accommodate improvements in coordination with utility partners

While meeting the transportation needs for pedestrians, bikes, and vehicles in the area, the project also benefited the environment. Much of the project work occurred at the confluence of two fish-bearing streams: Thompson Creek and Silver Creek. Significant changes to the existing stream system were needed to accommodate roadway widening work. Thompson Creek was realigned and removed from a roadside ditch to create a more natural channel and habitat.

The project eliminated an undesirable five-culvert system by constructing two separate precast concrete box culverts. The two culverts represent nearly 300 linear feet of fish-passable stream channel south of 180th St SE, opening additional spawning habitat in the upstream watershed.

The work was challenging due to the many constraints presented. Between the demanding underground utility work, Covid pandemic, stream restoration and fish barrier removals, the widening and paving was nearly an afterthought. The effort and commitment of all parties involved contributed to a project that was completed successfully on time for the benefit of Snohomish County drivers and the environment.





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Renewable Natural Gas

**2023 APWA Project of the Year**



## Sustainability | \$5M–25M

# TACOMA RNG

**AGENCY:** City of Tacoma; Environmental Services  
**PRIMARY CONTRACTOR:** McKinstry Essention, LLC  
**PRIMARY CONSULTANT:** Kennedy/Jenks Consultants, Inc.

The City of Tacoma’s Renewable Energy Plant is a groundbreaking project that represents a major step forward in the city’s efforts to become more sustainable and reduce its carbon footprint. The plant, which processes wastewater digester gas into renewable natural gas (RNG) for use as vehicle fuel, promises to deliver significant greenhouse gas reductions while generating new revenues for the city.

The key environmental benefit of the Renewable Energy Plant is that it produces RNG from organic waste, making it a renewable resource that can be produced indefinitely and is cleaner and a more

sustainable fuel than gasoline or diesel.

In terms of greenhouse gas reduction, the Renewable Energy Plant is anticipated to eliminate more than 900 tons of greenhouse gas emissions per year, which is equivalent to removing 150 diesel trucks from the road. This is a significant reduction that will make a real impact in Tacoma’s efforts to become more sustainable and reach carbon neutrality by 2050.

Beyond the environmental benefits, the Renewable Energy Plant is also expected to generate new revenues for the city. By producing RNG, the city can sell this clean fuel to other municipalities and private

companies, providing a new source of income that can help fund other sustainability projects in the city. This is a win-win situation, as it not only supports the city’s sustainability goals, but also strengthens the local economy.

Finally, the City of Tacoma would like to extend its sincere gratitude to the project participants who made the Renewable Energy Plant possible. This includes McKinstry-Essention, LLC, Kennedy/Jenks Consultants, Inc., Puget Sound Energy, Inc., and many others who contributed to the project’s success. Their hard work and dedication have helped to create a cleaner, more sustainable future for the City of Tacoma and beyond.

*Photos by City of Tacoma and McKinstry Essention*



Transportation | \$25M-75M

# THE JOHN LEWIS MEMORIAL BRIDGE

**AGENCY:** Seattle Department of Transportation  
**PRIMARY CONTRACTOR:** Kraemer North America  
**PRIMARY CONSULTANT:** David Evans and Associates, Inc.

For over a half-century, Interstate-5 (I-5) divided Seattle Northgate community by separating residential areas, medical facility, and North Seattle College located west of I-5 from shopping districts, business parks, residential areas, and major transit stations for bus, light rail, and park-and-ride facilities east of I-5. For those traveling locally by foot, travel times upward of 22 minutes to cross I-5 were not uncommon with only two crossings that were spaced approximately one mile apart and did not directly connect the major points of interest.

Building from an earlier design effort that was over budget and not fundable,

the project was restarted in 2016 with a new team led by the City of Seattle Department of Transportation (SDOT). Through this effort using small businesses along with David Evans and Associates, Inc. (DEA) as the lead structural design firm, the team developed a new concept through a value engineering approach to redesign the original alignment and simplify construction that satisfied budget constraints while meeting both design and pragmatic goals set by the community. The project was constructed by Kraemer North America for a total of \$44 million.

SDOT and its team of consultants/contractors delivered a new 1,900-foot-long

pedestrian and bicycle bridge that spans over I-5, WSDOT park-and-ride lots, 1st Avenue NE, and wetlands, improving non-motorized access within the Northgate community, connecting the bike trail located east and west of the bridge, and to the new Northgate Sound Transit station. The John Lewis Memorial Bridge creates a direct east-west connection for 1,500 projected daily users, reducing local travel to 10 minutes on average for non-motorized users to safely cross I-5.

The John Lewis Memorial Bridge was named to honor John Lewis, an African American civil rights leader and U.S. Congressman who symbolizes unity and progress in our region. ▀

*Photos by Elizabeth Geiger*





# Connecting People and Nature in the Built Environment

## The 5 Biophilic Design Principles and How to Implement Them

By Jasmine Aryana



The incorporation of Biophilia is paramount in designing a space that will enhance user experience. Biophilic design promotes improved health and wellbeing by creating connections between people and nature in the built environment. The concept was pioneered in the 1980s by the late Dr. Stephen R. Kellert, Professor of Social Ecology at the Yale School of Forestry & Environmental Studies. The biophilic value proposition is based on five principles.

These principles emphasize early engagement, collaboration, maximizing appreciation of the surroundings, sustainability at its core, and a holistic design approach.

Applying these principles to public works projects fosters an approach where the natural settings and the built environment harmonize and complement each other. Diverse and inclusive project goals and concerns are recognized at the onset through visioning exercises. Project success is based upon a mutual understanding by all stakeholders of

these clearly defined goals and processes, creating an impetus for regenerative and sustainable spaces. This approach ensures that critical steps are not overlooked and that decisions are supported with essential, fitting, and accurate technical and design data for a compelling design. Stakeholder engagement is routine in public works project development, and incorporating biophilic exploration early in the process benefits agencies and the communities they serve.

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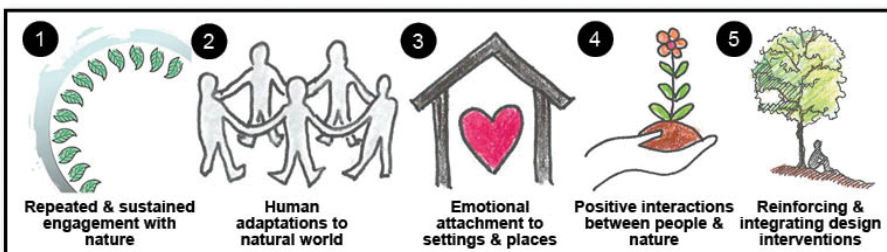
## How do we create a holistic mindset that helps the public works community look at project design through a biophilic lens at early planning stages?

By understanding common hurdles, basing your design strategy on desired outcomes, you can implement a biophilic visioning process to coincide with budget planning.

This preemptive approach – understanding and anticipating concerns from stakeholders unfamiliar with biophilic design – encourages greater participation and opportunities for building consensus, which results in a successful project that benefits the community.

## How do you implement biophilic design into your approach?

**Start small.** Bite-size goals can be met by starting with a small cohort that dives into this approach and envisions the benefits and outcomes of biophilic design.



Source: Kellert, S.R. & Calabrese, E. F., The Practice of Biophilic Design

Illustration courtesy of Jasmine Aryana

Common Hurdles	Outcome-Based Strategy	Implementation
<b>Unfamiliarity with the Approach.</b> Biophilic design is sometimes viewed as not conformant with existing standards.	Understand the benefits of the biophilic design approach and how it supports existing standards.	<b>Biophilic design:</b> a different way of looking at the principles.
<b>Desirability, but risks pushback from Management.</b>	Comprehend, acknowledge, and address Management concerns.	Create positive interaction and connections to move forward.
<b>Viability unknowns.</b>	Answer questions of viability from the outset with holistic design approach.	Conduct Visioning session(s) to address constraints.
<b>Cost and maintenance.</b>	Reinforce and integrate design standards.	Create design standards to assess the requirements and test their feasibility. Outward-facing standards

**Create a test site.** Identify an example location that demonstrates how natural settings and the built environment consciously harmonize and complement each other,

or a built environment that incorporates natural elements.

**Assess standards that can be updated.** Understand the existing standards that drive the design of a public works project and envision the changes or updates that could be made to accommodate the project’s visioning goals. A “design standards” sub-section could be created to assess the requirements and test the feasibility.

**Get feedback at various stages.** Be your own critic. Assess every scenario and get input from team members and stakeholders throughout the process. Document each stage of development. This document will serve as a living framework that addresses all the changes and successes.

**Implement lessons learned.** The living framework document will be your guide to understand the nuances and make the needed changes. Though no two projects are the same, implementing lessons learned will aid in the success of every design project.

Creating a design that connects with our senses at all levels – not just visual – does not have to be a complex undertaking. By ensuring that the design does not “fight” the site constraints and enables a sense of belonging, can create

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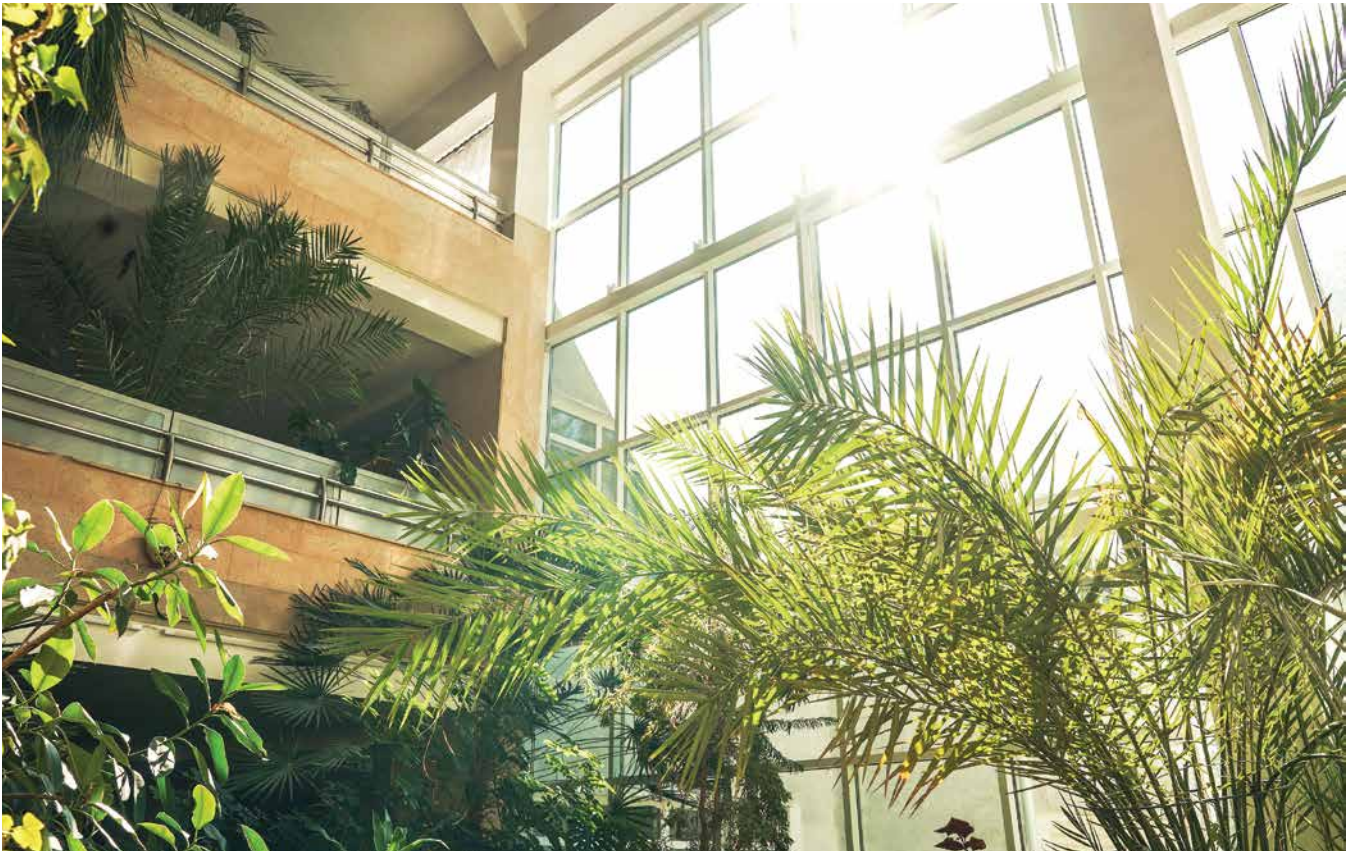



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a more welcoming space that enhances peoples' experience of the location.

Biophilic design is naturally organic in its outcome. It triggers a human reaction that cleverly suggests "we understand how this design fits into its environs." It doesn't feel foreign

to the location, as factors like sensitivity to the light, orientation, views, the weather in that locale – all of which can contribute to the experience without cost implications – have been considered and assessed through biophilic design and visioning. ▀

**About the Author:** Jasmine Aryana is the Senior Project Manager/Landscape Architect at Exeltech Consulting and the Chair of the Biophilic Design Committee. You can connect with Jasmine at [jaryana@xltech.com](mailto:jaryana@xltech.com).



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# Less Is More

## Sustainable Transportation in a Small City

By Jeff Kostechka

Sustainability is not limited to reducing carbon footprints. Our role as sustainable transportation system creators is to balance the 3Ps – *people, planet, and prosperity*, and prioritize *prosperity over profit* when building strong and resilient communities. Sustainable transportation empowers people to confidently and freely move without cars, minimizes environmental impacts, and reduces the street maintenance burden with fewer and narrower lane miles. This strategy has been proven to improve the quality of life for our communities through cleaner air and streams, and creates thriving local economies while saving city budgets. We are not only seeing this in the city of Port Townsend but many other small cities as well. In this article I encourage local policy makers to maintain their efforts to better our *planet*, AND also review city code and road standards to benefit *people and foster prosperity*.

### Narrower Roads within Cities Create Livable Environments

Many standard road sections require wide lanes for driver forgiveness, allowing cars to get from point A to point B quickly and play important roles in rural networks. However, cities should do the opposite to create livable environments where people can thrive. Unfortunately, many city street standards too closely resemble rural roads in an effort to minimize delay and maximize vehicle level of service. Adding bike lanes and sidewalks to streets that were built for moving vehicles quickly in urban environments, without changing the nature of the street, is not enough and fundamentally flawed.

According to a 2021 study by the Bureau of Statistics<sup>1</sup>, 52% of all trips in the US were under three miles, and 28% under one mile. Although walking as a means to complete these trips is possible for some, conventional bikes, e-bikes, e-scooters, and small neighborhood electric vehicles, allow people of all abilities to travel greater distances with ease. Proper design in concert with advancement in electric micro mobility options support equity and aging in place.

### Port Townsend – a 15 Minute City

Port Townsend is located on the Olympic Peninsula with a population just over 10,000. We aim to design our community for people and then accommodate cars. The city is a manageable seven square miles and much of town was planned in the late 1800s, well before cars, blanketing the city with a human-scaled road grid. However, like most cities, we are expected to do a lot with limited budgets, so we take a *less is more* approach.

In 1998, well before its time, the Port Townsend community and the city created a Non-Motorized Transportation Plan<sup>2</sup> to protect existing trails and to identify future connections. The network includes trails, sidewalks, paved multi-use paths and shared streets to not only provide recreation, but to create connections to desirable locations. The plan essentially describes a 15-minute city:

“Anywhere in town we are only a convenient bike ride or walk from work, classes, dining, entertainment, or home.

Parks, gateways, and walkways are rich with historical monuments and public art. Buses, trails, and bikeways provide useful transportation options for workers, shoppers, and visitors; and dependence upon the automobile is diminished.”

Not all streets have dedicated pedestrian or bike facilities, so street geometrics play an important role. Most of our neighborhood streets are 16 feet wide, close to half the width of similar streets in other communities. It is common to see people strolling down the middle of the street waving to neighbors. While some readers may think this is dangerous to combine pedestrians and cars, we embrace the village way of life and the resulting social benefits. Driver speeds are checked by narrow street widths, shoulder parking, and short block lengths. Simply, the form and function of the street matches the desired speed and driving any faster feels uncomfortable.

### Sustainable Communities Require City Staff to Work Together

With the support of council, city leadership and the community, we continue the legacy of human-scaled design and embrace common concepts that further human mobility including traffic calming and roundabouts. Our community supports more creative concepts and innovative projects like removing center line striping and installing paths to connect broken street grids. Using only paint, Edge Lane Roads (ELRs) reduce two-way traffic, to a single, shared lane flanked by newly created space for bikes and pedestrians. Drivers must yield to cyclists and walkers to pass oncoming traffic. The data demonstrates that these methods are effective in reducing vehicle speeds while maintaining safety.

Envisioning and implementing sustainable communities requires planners and engineers working together. Our city staff collaborates to develop code and standards that support city and community goals around cost of living, environmental stewardship, and responsible development.

We did not invent anything new here. In fact, many small communities can enact a similar plan. Even big cities can make walking more and driving less convenient. Do your typical road cross sections truly encourage multi-modal travel and desired vehicle speeds? How can your community improve walking and biking safety using a less is more approach? ▀



### About the Author:

Jeff Kostechka is Port Townsend's Assistant City Engineer and attends the University of Washington's Sustainable Transportation graduate program.

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1. Department of Energy, (2021, March 21). More than Half of all Daily Trips Were Less than Three Miles in 2021. FOTW #1230. [www.energy.gov/eere/vehicles/articles/fotw-1230](http://www.energy.gov/eere/vehicles/articles/fotw-1230)
2. Port Townsend, Non-Motorized Transportation Plan, (1998, June 1, Updated 2011, June 6.) <https://cityofpt.us/citycouncil/page/city-plans>



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## The Latest Questions

The following are some questions MRSC has received regarding a variety of topics.

**Q: Does MRSC have any information about regulating gas-powered leaf blowers?**

**A:** To our knowledge there is no state legislation related to gas-powered leaf blowers, however a jurisdiction can choose to regulate them locally. For example, the city of Seattle is phasing out gas blowers (see Seattle's Resolution No. 32064 from 2022).

Another angle is to approach this through the city noise ordinance. Clyde Hill Municipal Code Chapter 8.10 on Noise Regulations has a specific code provision – Sec. 8.10.030(G) – prohibits use of leaf blowers that exceed a 45dBA sound level prior to 7:00 a.m. and after 6:00 p.m. on weekdays and prior to 10:00 a.m. and 4:00 p.m. on the weekend and holidays.

**Q: Does the state's plastic bag ban apply to dog waste bags? If so, what should we use in pet waste dispensers at city parks?**

**A:** The plastic bag ban does not apply to pet waste bags. RCW 70A.530.020(3)(b) states that carryout bags provided by a retail establishment do not include "[n]ewspaper bags, mailing pouches, sealed envelopes, door hanger bags, laundry/dry cleaning bags, or bags sold in packages containing multiple bags for uses such as food storage, garbage, or pet waste," along with other listed types of plastic bags. Some cities use bags with recycled content or biodegradable bags in their pet waste dispensing stations, but it is not required per the plastic bag ban.

**Q: Does MRSC have guidance on contracting for design/fabrication/ installation of public artworks? Are contracts for the commission of public artworks considered "public works" subject to competitive contracting procedures? Are such contracts subject to prevailing wage requirements?**

**A:** MRSC has several examples of art policies on our Arts Commissions and Programs webpage. Those programs talk about the process of selecting art both as part of an agency construction project and as stand-alone acquisitions.

For the contracting piece, MRSC has historically said that the acquisition of public art, including its design, are not "public works." In response to a previous inquiry, we said:

Where artwork is fabricated and installed, if the artwork is not an integral, functional part of a building or structure it would not be subject to public works bidding requirements or prevailing wages if completed by the artist. Along those same lines, if there is a part of the installation that is clearly not art (such as installation of a foundation or construction related work to prepare for some artwork), that arguably should be treated as a public work and bid out.

Likewise, if the installation is a part of the building or structure the installation is probably subject to prevailing wage requirements, while a stand-alone installation may not be. But as always, we recommend checking with the Washington Department of Labor & Industries on prevailing wage questions.

**Q: What are the rules for burning an outdoor recreational fire in a city (e.g., a bonfire or campfire)?**

**A:** Sections 70A.15.5000 – 70A.15.5220 of the Revised Code of Washington (RCW) and Chapter 173-425 of the Washington Administrative Code (WAC) regulate outdoor burning. Both generally forbid outdoor burning unless specifically authorized.

WAC 173-425-050(4) says that:

It is unlawful for any person to cause or allow outdoor burning that causes an emission of smoke or any other air contaminant that is detrimental to the health, safety, or welfare of any person, that causes damage to property or business, or that causes a nuisance.

WAC 173-425-060(2)(i) requires a permit for any:

Recreational fires with a total fuel area that is greater than three feet in diameter and/or two feet in height (except in the nonurban areas of counties with an unincorporated population of less than fifty thousand...

WAC 173-425-060(5) establishes minimum recreational fire conditions. Those include whether a permit is required or just notification. Even for recreational fires, there are conditions. The regulations limit the materials that can be burned and the days and times burning is permitted. They require fifty-foot separation from structures and a maximum burn pile of four feet by four feet by three feet.

Enforcement also differs depending on each agency with overlapping jurisdictions (city police, fire department or fire district, and regional clean air agency) and so it would be useful to consult with your city's fire marshal, your local clean air agency, and your city attorney for any additional requirements. ▀



# The New Outlook 37

Being like me works for me.  
Being like you works for you.

I recently spent over a month in the hospital trying to recover from kidney failure. You would think that that would give me a lot of time to think about all sorts of important things, but really, I was too tired most of the time to expend the energy. Eventually I felt better and thought about some things that I may have already written about in one of my books, so, I thought I'd share here some brilliant ideas that I've had over the years

One of the things that applies to my confinement, because of the uncertainty of when I'd be able to get out of the hospital, is the overall philosophy that I've held for years, which is that my inherent pessimism makes me an optimist because things never turn out as badly as I think they will, and I know that, so I act accordingly. I must have said this many times in my Northwest Public Works Institute classes.

In teaching class, I always use stories to illustrate the management principle being discussed, but I think people see me as just telling stories, and they lose the connection. It's probably their fault for not paying attention, and I'd prefer to blame them than think that I wasn't making it perfectly clear. Therefore, I have the opportunity here to clarify several things, so let me give you an example of one of my stories and the principle that it covers.

When I worked for the city of Vancouver, I decided it would be a good idea to get all of my division heads in a van and drive around town seeking out problems we could all see at the same time and identify things that needed to be corrected. I never really did that because those tasks would probably all fall on the maintenance manager for follow up on, and that isn't quite fair. Somehow this thought morphed into a different program entirely where each month one of the division managers was responsible for arranging a tour. They could

take us to see anything – a project they're working on, a local business they're working with, or just about anything else.

What happened is we all learned a whole lot more about what our customers were up to. We had two major chip manufacturers in town: one made silicon chips and the other made potato chips. We got to see their facilities, learn how they manage things, and hear what they needed, and that was the same case with every customer site we toured.

We learned a lot about what was going on in our community at that level. The principle is this is a painless way to stay connected with your customers and learn more about their needs so that you can do a better job meeting them. It was never hard to get our customers to take us on site tours, in fact they were always happy to do it, and the division heads who had to arrange these tours didn't have to spend a lot of time lining them up.

When I first became a public works director I decided that I wanted to see what was going on in the real world. I told everyone that while I had done a lot of jobs in public works, I hadn't done them all, and so I offered to shadow any staff who was willing have me tag along. That way I got to see what kinds of things different staff encountered in their workday. It gave me a better appreciation of what was actually going on and helped me understand things better in later years.

This is not a new idea and people have been doing this for some time. I recently learned that the new head of Starbucks is offering this opportunity to his employees once a month as he starts his new job. The principle is that although this is a learning experience for the new director, it also allows frontline people to have direct access to the head of the department. Staff learn a little bit more about what is important to the director and what kind of a person they are after spending half-day or day

together. One of the things I learned is that when you're the new director and you want to drive the street sweeper, staff will park it on a cul-de-sac for you to start your drive. It was challenging but I got it done.

My last example is more of an instructive point than a story, but it starts with a story and shows the benefits of what can happen when someone actually listens to me. When I was running Clark County Public Transit (C-Tran) the City of Vancouver, the county, and my agency hired Doctor John Carver to talk to county-elected and appointed officials and address the roles and responsibilities of their respective duties. He's authored books on the subject and his Policy Governance Model is studied in graduate schools. He focuses on the board of directors, but I thought his approach could also be used in dealing with individual employees.

The issue he deals with is empowerment and decision-making: How do you know when you should or shouldn't be empowered to make a final decision? In presenting to us, he used the case of school boards and school superintendents to make his point. He drew a circle showing the three categories the duties of a school superintendent could be placed into and major responsibilities in each of those categories. Then he identified the responsibilities a superintendent was empowered to make final decisions on, and responsibilities that a superintendent would need school board approval on to reach a final decision. It should be easy to see how that same principle can be applied to an individual employee. It was easy for Toby Rickman. Toby took Dr. Carver's class and is now running the Advanced Leadership class for the Public Works Institute. He used this knowledge to identify the degree of empowerment for his direct reports. I know this because he used charts developed under the Policy Governance Model to teach in one of the classes.

When I started teaching management classes I thought that it would be a good idea to get people to be more like me since I thought I understood the right way to do public service. What I found over the years is that not everyone has my personality or my approach to life, and what I would try to impose on them would be something that just didn't fit, and they'd have to be phony in order to do it. There were several times that someone asked me for advice, and I told them what I thought they should do based on what I would do. Many times the reaction was, "Well, I tried that, but it didn't work." I didn't tell them that they were probably doing it wrong, but they probably were. Although by wrong I mean they didn't do it the way I would do it, and that's to

be expected because they're not me, but pontificating about how I would do things in class doesn't really help me meet my original goal in teaching those classes.

I've come to the conclusion that while my original idea was a fool's mission at least I learned that there are more ways for people to get the job done than the way I would do it. I've also spent a lot of time over the years working with and discussing these things with other instructors, and I've found that while their approach wouldn't work for me, it worked for them. If there's anything that I probably didn't stress enough in class, that is the single point: We all have to find the most effective way of dealing with other human beings – and since we're not clones, no single way is

practical, desirable or, even as it turns out, possible. The good news is that being like me works for me, and being like you works for you. Trying to imitate someone else can easily come off as phony. Perhaps the most important thing we all need to learn is that being genuine is critical when dealing with other human beings.

Remember that you can have your views printed with future articles by sending me an email at [ostrowj@pacifier.com](mailto:ostrowj@pacifier.com) and I'll put you on the mailing list for advance copies of future New Outlooks. In case you thought you were on the list but haven't been getting advance copies, perhaps I don't have your current email address. Now would be a good time to let me know you still want to read and perhaps contribute to future articles. ▀

## Reader Responses

### Jason Van Gilder, PE

I once took a defensive driver class – the kind insurance companies want employers to have all employees take. The instructors showed videos of drivers doing dumb things – reading a book, putting on makeup, texting, eating, etc. – and then getting into an accident and making a mess. It was mildly comical, incredibly cringeworthy, but probably more effective than lecturing.

Someone in the class asked how they got the videos. A great question. They just installed video cameras in people's cars, usually above the rearview mirror. Then another person asked if the people knew the cameras were there. I thought that was an even better question. They did know the cameras were there, and they didn't do dumb things after the cameras were installed, but only for about three days. I thought, if knowing a camera is recording my actions would impact my driving for only three days, that class was probably going to affect my driving behavior for 10 minutes.

Two more thoughts may be encouraging to you. First, changing adult behavior is hard: You have a challenging task. Worthwhile, but the odds are stacked against you. And second, the videos of people doing dumb things seemed more effective than the PowerPoint deck – I can even recall them vaguely after several years. It makes me think twice before doing something stupid. Short of a video of people doing dumb public works things, your stories might be the next best way to share the message in a way we will remember.

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**Dan Swensen**

I enjoyed your article. It brought back memories of some of the tours we got to go on many years ago. One thing I have found over the years, similar to "being you works for you," comes from being a stanch PC guy for many years, but then learning to use Apple products about a decade later than most others. What I found from the way Apple designs their products is that there are about 10 ways to accomplish the same task. One can use a variety of different Apple program paths to reach the same desired result. That, I found, is true in life as well. Even though what someone else is doing may seem "obviously wrong" to me, sometimes waiting to see what happens is a learning experience in itself when that "obviously wrong" path yields a successful result.

**Bob Moorhead, PE, Retired**

When I was growing up, my father worked for the New York City Public Works Department in the "boiler rooms" (heating equipment) of various public buildings. Over the course of 27+ years, he made his way up the career ladder as a laborer, fireman, stationary engineer, and chief engineer. In his last supervisory role, he had done every job his subordinates were doing. His ways were the "right" ways to do all those jobs.

During parts of my career, I supervised small town public works maintenance crews with absolutely no experience in running dump trucks, street sweepers, or backhoes. I had an inkling of what the final result was supposed to be but no skills in actually performing the tasks.

During another period, I was the Design Supervisor in a larger community. My employees turned out AutoCAD plan sheets for water, sewer, and street construction projects. I didn't know how to draw a straight line on a computer screen. Again, I kind of knew what the result was supposed to be but lacked the skills to make it happen.

Most recently, I've been volunteering at the Olympia-Lacey Centennial Amtrak Station for 21+ years, and I've been a volunteer National Park Service guide on Amtrak's Coast Starlight train between Seattle and Portland for 10+ years. In both settings I've been called on to be trainer or coach for new volunteers, and in these settings I've learned my most important lessons about supervising and managing people: THERE IS MORE THAN ONE WAY TO DO A JOB RIGHT!

**John Lisenko**

As someone who has pontificated more than once about what works as a management style, I finally settled on a Dilbert aphorism "...there's a fine line between managing and being completely useless..." It worked for me in the latter stages of my career, though I'm not sure it would have worked so well earlier.

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