

12 July 2024
Graduate Admissions
Environmental Science
Evergreen State College

Dear Madam or Sir,

I have known Michelle Sadlier since Fall 2021, when I was hired as the supervisor for the Environmental Management Section at Naval Base Kitsap in Bremerton, in which Michelle worked. I was asked to provide evidence of her ability to do excellent graduate-level work and her strength in three areas, which I believe are provided below. Michelle is an outstanding employee and team member. It has been a pleasure to work with her these past three years, seeking her guidance on critical historic preservation issues and getting to know her better.

Michelle is very well spoken, and does an excellent job of conveying information to all levels, including senior managers. Her knowledge of historic preservation and science are supplemented by her ability to know what and how to speak to individuals and groups to help them understand and garner their support. She and I worked closely together to preserve a historic officer's home on the base that had been neglected and allowed to degrade by the Public-Private Venture (PPV), which had decided to demolish the home to save money. At our Installation Commander's request for support, I asked Michelle to help me prepare a presentation for the next day. Michelle quickly pulled together research on preservation methods for similar structures at lower costs, provided the data on how older homes actually cost less over time, and much more. She and I worked back and forth to hone the presentation. Her presentation, which included building science data, history and common sense, persuaded the Regional Admiral that the PPV should retain the home and correct the deficiencies. This was considered a major success after several years of no decision; it was thanks in large part to Michelle's knowledge, critical thinking, data analysis and ability to communicate facts.

Michelle must also evaluate hundreds of construction projects for Naval Base Kitsap each year for Section 106 (Historic Preservation - HP) and cultural resource protection (CR) best-practices. Her extensive background in HP and CR management and their regulations allow her to critically examine each project plan to quickly determine if it will require agency and tribal consultation. In her review, she must evaluate the project's potential effects on cultural resources and prepare the Navy's formal finding-of-effect. She must be cognizant of and balance the needs of the Navy mission with the needs of the cultural resources. She works directly with project proponents to identify to avoid adverse effects, often using her own experience to guide them. If adverse effects are unavoidable, she then develops appropriate mitigation in consultation with regional tribes, the SHPO, and other stakeholders.

Michelle acts as a liaison between the CR/HP requirements and construction managers and engineering technicians, whose primary goal is to accomplish construction in a timely manner. Michelle conducted training for them that was well received, and resulted in several of the staff seeking her counsel for additional information, or issues on other projects. Michelle is a practical thinker, and understands what is needed to help others embrace the requirements. Her communication skills enable her to get their buy-in without being heavy-handed.

Michelle has several degrees, has been an educator, and enjoys learning. She has worked in areas that incorporate natural and social sciences and public policy. She is considered a cultural and tribal resources expert, but wishes to expand her expertise more directly into the environmental arena. I believe she would be an excellent candidate for, and addition to, the Evergreen State College Environmental Sciences program.

Sincerely,

Lynn A. Daniels, P.E.
Supervisor, Construction Management
Naval Air Station Sigonella
(formerly of Naval Base Kitsap)

PSC 812 Box 933/FPO AE 09627