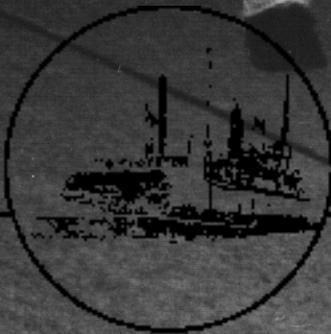


Artfully
Celebrating
Salmon
Waves
at the Locks



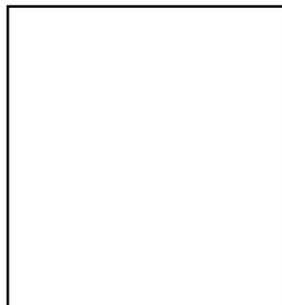
The Seattle District

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Flagship
Flagship

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Salmon Waves visually marks the complex (and often invisible) system designed to ensure safe passage for the juvenile salmon.

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US Army Corps of Engineers
 Seattle District

Flagship is your news and feature magazine, published quarterly. If you have news, suggestions for articles or ideas you think would be useful for *Flagship*, we'd like to hear from you. Send your ideas to the editor at the address below or call the Public Affairs Office at (206) 764-3750.

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The views and opinions expressed are not necessarily those of the Department of the Army. Questions may be sent to the above address or by e-mail to: david.g.harris@usace.army.mil

This issue was especially prepared for Vicky Didenhover and all other employees of Seattle District.



Col. Ralph H. Graves

Commander's Notebook

Agile, flexible and responsive

The terrorist attacks this fall remind us that the United States Army Corps of Engineers is a unique organization. We are more than an engineering firm, a construction management company, a natural resources planner, a regulatory agency, a public utility or even a combination of the above. We have an obligation to respond to national emergencies and to have the agility to meet emerging needs.

The federal government came to the aid of New York City in the immediate aftermath of the destruction of the World Trade Center towers. Seattle District members Gretchen Martinsen, Pam Gumaer, Larry Zirkle, Monte Kaiser, Anna Daggett, Sara Young and Eric Winters went as part of Northwestern Division's Logistics Planning and Response Team - LPRT - while Norm Skjelbreia provided search and urban rescue expertise. We can be proud of their work and that of other Corps emergency response people at the Pentagon and Lower Manhattan.

We also have organized a team to assess the security of our operating projects. Once established and trained, they may also support our military installation customers or others seeking to protect important infrastructure. In order to form this team we have had to pull people from tightly scheduled design projects. That's a cost of organizational agility and responsiveness. We'll establish the security team and also get the designs done on time, not by asking people to be in two places at once, but by employing additional contractor or in-house resources as needed. In fact, our whole military construction program, particularly at Fort Lewis, will be much bigger in Fiscal Year '02 than it was last year. It's up to us to figure out how to get it all done, and we shall.

Another Seattle District team, including Mike Bevens, Karen Northup, Cheryl Anderson, Mona King, Joe Duncan, Mark Ziminske, Barbara Maciejewski, John Maciejewski, Jim Waller, Terry Conover, Ron Marsh, Tom Mueller and me together with members of Wilmington District taught a two-week orientation course to incoming District Commanders and Deputies in October at Fort Belvoir, Va. It's a challenge to summarize in a relatively short time all the features and functions of a Corps district, but we were honored to get the assignment and pleased to be able to tell this group of new Corps leaders how we do it in Seattle.

At the Commander's Course several guest speakers addressed the Corps' next steps along its Project Management Business Process - PMBP - journey. Chief of Engineers Lt. Gen. Bob Flowers emphasized the importance of improving
(Please see bottom of page 3)



Connie Courageous

By Dave Harris

After the other heroes offered outdoor assistance to rescue workers in New York and Washington, one more hero quietly sorts our mail. The mailroom's Connie Krutsinger's heroism emerges inside, serving busy people at Federal Center South.

Her husband deals with health problems and faced a recent layoff. About the same time a suspicious letter triggered a lock-down in the mailroom and an inspection by the Seattle Police bomb squad. Information Management Chief Bobby Harnage asked her how he could help.

"Just make sure I stay employed," Connie said, defiantly facing down the ever-present danger of the mails. In the days after that suspicious letter appeared, Connie now adds a specially fitted mask to her simple armor, protective gloves.

As for the notorious letter, a message went out quickly to employees, resulting not so much in physical alarm, but multiple responses of people upset at the choice of words. Early information described the letter as showing a "Middle Eastern name."

Mindful of the unfortunate World War II internment of Japanese Americans, no one should suspect someone on the basis of name alone.

Employees inquired of racism in the message. But in this case, it was simply a matter of sketchy information. Later, the messenger examined the envelope, which indicated a yellow stain and clearly exhibited an Iraqi postmark, the sender addressed the letter to "Seetle, Wag 8124."

Elsewhere, in July 2000, an Arabic-Anglo-Norwegian American woman married an African American. On Oct. 19, 2001, their multiracial child, Emma Lee, was born.



Connie Krutsinger

"Pappy Daze" proudly displayed pictures of Emma Lee, his sixth granddaughter. Racism? No, thank you. And I, "Pappy Daze," was the messenger of the news of the suspicious letter. Don't shoot Messenger Pappy Daze! Emma needs him.

It's another reminder of the need to communicate. I, and others, are humbled by the communication failure. Author Gary L. Thomas says, "Humility means we become open to considering the fact that there is almost always another angle we're missing."

As our friend, Maj. Glen Reed, shared with us, "Always assume positive intent."

We find ourselves involved in an unprecedented war. Each of us became a soldier and sentry in that war. Since the pen is often more powerful than the sword, conflicts sometimes evolve into a war of words.

But while we're talking about it, it is Connie Krutsinger who awakes daily to march bravely and alone to the front. Every day she stays alert, searching for signs of invisible, odorless, tasteless, lethal weapons from an unknown enemy.

In the course of media relations for 35 years, I have covered murders, scandals and fatal aircraft accidents. The Air Force strapped me into a KC-135 Stratotanker at Fairchild Air Force Base and deployed me to Saudi Arabia while Saddam Hussein's forces occupied Kuwait. What I went through I could see.

Connie's job deals with the more sinister. I hope discussions succeed to get her some form of hazardous duty pay. I spent some scary days with no such pay. Yet, I would not care to trade places with her.

We can and do name a number of Seattle District heroes.

Everyone has his or her hero. For me, it's an insider: Connie Krutsinger.

(Commander's Notebook, continued from page 2)

our business processes and information systems. Dan Duncan, the Headquarters USACE coordinator for implementing the Business Process, outlined the schedule for reviewing and revising the PMBP Manual. Col. Harry Spear, Commander of Huntsville Center, updated us on the effort to produce P2, the Corps' new Oracle-based business management software.

I was impressed with the commitment and sense of urgency these leaders feel about the PMBP/P2 project. The project goals and timeline are ambitious, but we count on it to improve organizing, optimizing and analyzing our work. Some of you may be concerned, along with me, over the risks and the relationship of costs to benefits. We at the course expressed such concerns to General Flowers, Mr. Duncan and Colonel Spear. We all commit-

ted to ensuring that the revised processes and the new automated systems succeed at the district level.

Agility and flexibility imply short and long-term change. In the Corps and in Seattle District we're responding to the terrorist attacks and shifting workload, helping orient new Corps leaders and developing and fielding new business processes and software. As the old Corps bumper sticker said, we're changing today to meet tomorrow's challenges. Be part of it!



A visitor examines "Salmon Waves" at the Locks.

Salmon Waves sculpture debuts at Ballard Locks

By Renee Tanner, King County Public Art Program

King County Public Art Program and the Seattle Arts Commission debuted their newest joint project at the Hiram M. Chittenden Locks in Ballard. *Salmon Waves* by artist Paul Sorey was commissioned to reveal the significance of the smolt slide addition to the Locks spillway.

This new artwork consists of seven stainless steel wavelike sculptures, with light-emitting diodes that create the illusion of juvenile salmon in motion. The sculpture's form references the man-made precision and engineering qualities of the Locks' structures and the area's natural cycles of flowing water, spiraling shapes and fleeting passage of the salmon. *Salmon Waves* visually marks the complex (and often invisible) system designed to ensure safe

passage for the juvenile salmon.

The public was invited to view the artwork and meet the artist Paul Sorey on Oct. 13 at the Chittenden Locks' south plaza, next to the fish ladder. Guest speakers included King County Councilmember Larry Phillips and Col. Ralph Graves, Commander, Seattle District. Col. Graves thanked the study team and the individuals who worked tenaciously to get the sculpture installed at the fish ladder plaza.

The Army Corps of Engineers served as lead for the salmon recovery project in partnership with a complex interagency "team" that includes City of Seattle Public Utilities, King County Department of Natural Resources Regional Watershed Team and the Muckleshoot Tribe.

The Chittenden Locks are the third highest draw for visitors in the Seattle area; the locks also function as the mouth of the entire Lake Washington watershed. The Corps of Engineers developed an ecological restoration project that

increases the safe passage of juvenile salmon through the Locks. The project includes three elements: a removable smolt slide installed in the spillway, a series of strobe lights mounted underwater to discourage smolts from entering the large locks and a controlled fill rate in the large lock chamber.

Both King County and The City of Seattle have identified salmon recovery as a priority issue. The city and county arts agencies have been actively commissioning artists to address this regional priority, using art to tell the story. The *Salmon Waves* project has the potential to affect 1.5 million visitors per year, helping them to understand, and to care about, regional salmon recovery plans.

Heritage Tree

Celebrating: majestic 58-year-old resident of Lake Washington Ship Canal honored at last

Story and photos by Patricia Graesser

For more than half a century, since 1943, a majestic Canyon Live Oak has graced the Carl S. English Garden at the Chittenden Locks, admired by many for its sprawling limbs and inviting shade.

Plant Amnesty and the Army Corps of Engineers Oct. 13 officially recognized the long-time resident oak as a Seattle Heritage Tree.

The celebration included a plaque unveiling and brief remarks by Seattle City Councilwoman Jan Drago, Plant Amnesty's Cass Turnbull, and Seattle District Engineer Col. Ralph Graves. Following the ceremony, attendees were

invited to participate in a rare guided tour of the Carl S. English Jr. Botanical Garden led by Alan Hernandez.

The Heritage Tree program is a cooperative program between the City of Seattle and Plant Amnesty to celebrate Seattle's special trees. Heritage trees are the oldest and largest public trees, contributing to the character of communities and worthy of preservation. Naming a tree is permanent recognition of a tree's intrinsic worth and value to the community.

More information about Seattle's Heritage Tree program can be found online at <http://www.ci.seattle.wa.us/td/planamne.asp>



Locks' Canyon Live Oak recognized as Heritage Tree.

Seattle District weaves a strategic web

By Steve Cosgrove

Not long ago, the first thing “web” brought to mind might have been a spider’s dining room. And for centuries, the connotations of a “web” were to snare or entangle. “Oh what a tangled web we weave,” wrote Sir Walter Scott.

In 1989, the World Wide Web – WWW – was created to provide a virtual meeting place for physicists around the world. But its universal ease of use spread the WWW like wildfire.

Within little more than a decade, WWW and the Internet changed the way the world communicates and does business. The Web is now an integral part of business and government. That includes the Seattle District, here in the land of dot-com. The district’s web became strategic when it became part of the district’s operations plans – a versatile and effective tool for internal and external communications.

Take a look at how the district is weaving its strategic web.



Definitions

The **Internet** is a worldwide electronic communications network. An **intranet** is a network that is restricted to a group of authorized users. An **extranet** is an intranet that is partially accessible to authorized outsiders.

Internet - for everyone

The district web site, with over 4,000 pages, is available worldwide. Its strategic goal is to communicate with the district’s stakeholders. The format is kept simple, direct and easy to navigate.

On the front page, Hot Issues link the viewer with such topics as the Corps’ response to Sept. 11 events or third runway questions. Next, Newest News features district news releases, as well as a link to the news release archive. The site also offers events, links, a site search engine and contact information. The navigation menu links to district offices and divisions. Here is a vast amount of information covering every aspect of the district’s mission. Regulatory. Construction. Civil Works. Contracting. Emergency management. Environmental. Employment. Telephone numbers. Briefings. Timber sales. Water management. It’s all there, along with contact information.

Intranet – district employees only

A key strategic web goal is internal communications, moving information within the district’s boundaries. The district’s intranet has grown quickly, with well over 10,000 pages that are visited an average of 557 times each day.

eNeWS – named for Northwestern Division Seattle - is the intranet home page for internal news, events and information. Every district employee can publish directly to both eNeWs and to Quickread, which is delivered daily by email. At first district employees were reluctant to jump in and publish directly to the intranet. That’s changed.

“The major obstacle was going from a static system where the webmaster did everything to a dynamic site where the users are empowered to publish information themselves,” says Chris Nütt, district webmaster. “We’ve gone from publishing five documents a month to an average of 200 a month.”

The intranet is also an onramp to Corps and district resources, such as forms, job announcements, library services or records management. You can find out who’s having a garage sale, who has Sonics tickets for sale, and where to find anything in the building, from a stamp machine to a restroom to a moose head. There’s also a link to the district’s extranet.

Extranet – working with our partners

The extranet expands the internal system to create an organization beyond district boundaries – an organization that can include customers, suppliers and trusted partners. The district’s extranet has been used “very successfully,” Nütt says, to pull teams together from all over the United States.

The future – here, now

Inter, intra or extra, the net is accelerating at warp speed. Advances in technology, such as fiber optic backbones, satellite communications, fast processors and almost unlimited storage will spawn advances in collaborative projects. Expect innovations, such as Internet2 – transmitting at up to 2.4 gigabytes per second, to make 3-D videoconferencing and virtual environments part of your toolbox someday.

In the near future, Nütt sees the district’s public site as becoming more interactive, much like eNeWS. Offices and individuals will have direct control over publishing and content on their web pages. Says Chris: “Most areas will be updated and maintained by the responsible offices.”

There are no cobwebs growing on Seattle District’s strategic web.

Ominous Reckoning: Seattle District

By Leslie Kaye

For the New York and Washington, D.C., missions, eight employees deployed from Seattle District to assist in the rescue and recovery effort. Their stories range from smorgasbord to scary.

The expertise of the Army Corps of Engineers is often called on to assist in times of distress and disaster. It is one of the more recognized and visible tasks carried out by this public service agency. Seattle District has organized and ready-trained groups of individuals available for support missions.

The Logistics Planning and Response Team is one such group. Doug Weber, former acting chief of Emergency Operations, explains the way it works: “The LPRT is a functional Division PRT set up to deploy to disasters to handle logistics operations. About four years ago the Corps tried to standardize the way we respond to disasters by creating teams for the typical missions – Planning and Response Teams. Each division has one of each mission team – Ice, Water, Power, Temporary Housing, Temporary Roofing and Structural Safety Assessment.” The teams rotate as to who will deploy, and Northwestern Division’s LPRT was at the top of the list. The team stays intact throughout the year and has training for the team members at least once a year.”

Gretchen Martinsen leads the NWD Seattle LPRT. Other Logistics team members deployed to New York: Eric Winters, Pam Gumaer, Anna Daggett, Larry Zirkle, Monte Kaiser and Sara Young. Northwestern Division’s LPRT deployed to provide support for the DTOS – Deployable Tactical Operation System – units that Lt. General Flowers offered to assist FEMA and New York City in their response efforts. Norm Skjelbreia went as part of the Urban Search and Rescue - US&R - Structural Specialists Cadre.



Pam Gumaer, left and Gretchen Martinsen deliver supplies to Church Street enroute to Liberty Sector.

Mission tasks describe individual experiences. “If you took a picture of hell, that’s what it would look like,” said Eric Winters, one of the first to be deployed.

“NWD Logistics Planning and Response Team members established a data base system to assist the New York Fire Department in documenting everything found at the site – cash, jewelry, credit cards, even body parts,” Gretchen said. “The fire department was deeply appreciative of this effort.”

The trip for the first four deployed happened quickly. The NWD LPRT Assessment Team (Team Leader, Staging Operations, Property Book Officer and Organizational Support Lead) deployed enroute via the NWD plane within 48 hours. Commercial airplanes were grounded. From Seattle, they drove to Portland. Then they traveled to Omaha before arriving in D.C. at the Pentagon. It took almost 24 hours on the 10-person Northwestern Division plane. Space was so tight they weren’t able to take all of the needed gear. “When we were flying it was like in the movie ‘The Langoliers’; we were the only plane in the sky,” Eric said.

Sara Young - this was her first mission - deployed via commercial airplane, despite erratic flight schedules. “There were about six people on the plane; everyone got moved to first class to even out the plane, to distribute the weight,” she said.

She was needed at the Fire Station Department Ops Center, which was damaged during the attacks. “We used a locker room turned into a command post,” she said. They were right at Ground Zero. At the time she was deployed (approximately Sept. 21, gone a total of two weeks), “a few things had been set up but still a lot of organizing had to be done. The firemen were really nice.”

Her first impressions remain vivid. “It was very scary the first few days,” she said. “Five stories tall of twisted steel and rubble about ready to fall. The smell was horrible the first two or three days, smoke ... decomposing bodies ... I could hardly breathe ... really awful. Then it didn’t bother me; I don’t know if I just got used to it or if the smell just got better.”

Norm Skjelbreia went to New York the week of Sept. 24 as part of the Corps US&R. “The city and county are there first by design – they have a problem. But what all local government plans have is a way to call in reinforcements from the state and then the federal government,” he said. “If it is big enough, like this one, the president declares a federal disaster and sends FEMA in to help, which kicks the Federal Response Plan into gear.” Action included contracted debris removal.

“The fires are still burning,” said Monte Kaiser, shaking his head. “Twenty-eight acres of damage.” He looks down, concentrating. “Four contractors hired by the city of New York to handle this thing from each corner of the 28-acre disaster area. The contractors excavate and - it doesn’t even have to

“If you took a picture of hell, that’s what it would look like.” - Eric Winters

8 to Ground Zero

be a void - but when they remove the debris and find a pocket, the fire flares up again.”

He continued, “The Fire Department comes in and puts water on it and then you have the smoke. Then the police send dogs in if the pocket is big enough, and that’s how they do it again and again. It begins with the excavation, removing the debris. As soon as air is introduced into the pocket of space made by the removal of debris, the fire flares up again.”

While on assignment, the average workday for the team ran 12 to 14 hours, with limited access to the necessities.

“I worked on the day shift, and we left the hotel at 6 a.m. in a mini-van,” said Anna Daggett. “The Disaster Field Office and the Corps ERRO – Emergency Response and Recovery Office – were located at Piers 90 and 92, which were on the way to Ground Zero. The Navy Hospital ship ‘Comfort’ was moored there also. The ship had food, laundry and cots; there was a second ship though I didn’t ever go on it. The food there sucked.”

“A sense of humor is critical to succeeding in this type of mission,”

Gretchen said. “Be it the New York City drivers, being asked for ID one half block further than the last time, the miles of portapotties, or whatever, we were able to find something to laugh about as a means of stress release.”

Sometimes getting to Ground Zero proved to be a mission in itself. “We drove in coned-off emergency lanes to get to the site and had to show our badges about six times to get in there,” Anna said. “When we got there, we did a shift change, which took one to two hours, because people had to go out to all of the command posts, and the night shift had to come in. Then the night shift returned to the hotel in the van we had arrived in.”

They were challenged to work between agencies and meet all needs and requests. “As in any large-scale disaster, coordination between agencies is critical to successful response. We’re



No task too menial: Anna Daggett, left, pitches in to help.

Flagship - October-December 2001



Eric Winters - ready to respond outside a Corps Rapid Response Vehicle on loan to the Fire Department of New York.

all in there to help each other out,” Eric said. “What one agency can’t provide, another can. We worked closely with FEMA, the Forest Service Incident Command Teams, GSA, EPA, US&R and even the Coast Guard to get the job done.”

Much of a rescue and recovery operation is about meeting basic needs. Anna, whose job was to write all of the documentation - safety plans, evacuation plans, management plans – described how some needs were met.

“Often, someone would come around with sausage and cheese sandwiches on hamburger buns from McDonalds, or we could go to the Red Cross, the Salvation Army or the Green Tarp cafe for breakfast. It’s called the Green Tarp,” Anna said, “because they have a tarp over the open front to keep the dust and stuff out. It is also called ‘Hot Food’ because there is a spray-painted big sign outside that says ‘Hot Food’ with an arrow.”

McDonalds? Anna said she saw Bill Clinton, and Gretchen shook his hand. Many other famous faces appeared in the area.

“There were many other places to get snacks such as candy bars, granola bars, chips and drinks,” she said. During the day I ordered supplies for all of the command posts and checked on them regularly. We delivered supplies to the command post on little all-terrain vehicles ... and a couple of six-seater passenger golf carts.” She usually went to the Red Cross “because it was close and the only place that had real bathrooms and warm running water.”

“We were visited twice by a Corps chaplain, twice by the Command Sergeant Major of the Corps, twice by the Chief of Engineers, once by the Command Sergeant Major for the Army,” said Anna, “and once by the Vice Chief of Staff of the Army, a four-star general.”

“One of the scenes that most sticks out in my mind,” said Gretchen, “is watching the changing of shifts of fire department and search and rescue workers. It was an awesome scene. There were literally hundreds of weary and tired responders walking down the street in front of our units every eight hours or so.”

“Everything they say about the New York Fire Department is true,” Monte said.

Investment scramble

How do you trap a Wall Street bear who poached your nest egg?

By Dave Harris

You went for broke. When you set up your federal Thrift Savings Plan you put it all in common stocks – the “C” Fund. You rode it to the top in March 2000, and then you watched it slide down again. And that was even before Sept. 11, 2001.

On the financial networks, analysts told you that nothing could stop the Dow from reaching 25,000. The “New Age” emerged; we’d have no more bear markets, because Baby Boomers had to catch up by investing in droves.

They were wrong. “F” Fund (fixed-income bonds) beat “C” over the last three years.

A Seattle District investment seminar in the spring of 2000 included one lone voice warning you to “get out of stocks.” You didn’t listen. Then, the market perched 30 percent higher than now.

The lone voice parroted ABC Radio’s “Money Talk.” Host Bob Brinker’s advice to get out was rated Number One by a well-known service that compares peer financial advisors. “Money Talk” urged listeners to get out of the stock market in January 2000.

So now what do you do?

Too many people do something dumb. They buy high and sell low. It may be too late to sell at such a low level. You’ve already bet on “buy and hold.” You may have to see it through. Problem: If you’ve lost 30 percent, you have to make 60 percent just to break even.

Retirement and Planning Report - R&P - advises that you stay the course, but that depends on how long you have before retirement.

“It is possible that stocks will hit a long dry spell. Stock market averages went nowhere during 1929-53 and 1966-82.” Brinker says that it is possible that we concluded a “secular bull market” that ran from 1982 to 2000. He says secular bears and bulls alternate every 16-18 years. He won’t predict it yet, but it is possible we have begun another 16-18-year secular bear market. “Cyclical bull markets” throughout a secular bear could frequent such a period. He predicts such a cyclical (short-term) bull starting within the next four quarters.

But if the secular bear has started, that means your stock gains *could* be peanuts over the next 16-18 years. Some options:

Bet on the comeback – As R&P suggests, “Investing \$100 per month [in stocks], from 1966 to 1982, would have turned \$19,800 into \$41,944. From 1929 through 1953, monthly \$100 investments would have grown from \$30,300 to \$233,018! These impressive gains were made possible by the market’s long plunge, which gave investors the chance to buy at bear market prices. You won’t get the same results today, just from reinvesting dividends, which are at low levels. Nevertheless, periodic investing at current market lows will pay off down the line.

“Looking at the two flat periods mentioned above, the 1929-53 period turned into a bull market (the 1950s were the best decade on record, better than the 1990s); and the 1966-1982 period led to an 18-year bull run, with the Dow Jones Industrial Average

going from under 800 to nearly 11,000.”

So, stay the course, urges at least one of the Seattle District investment seminar speakers. If you’ve cast your lot with buy-and-hold, you can hope the market will recover in time. The “C” Fund yielded 9.77 percent average annual return from the beginning. That kept up with all of the stock market’s history. Keep investing at regular intervals - dollar cost averaging. That way, you automatically buy more shares when prices are low and fewer as prices rise. This is diversifying over time.

Seminar speaker Terry Conover likes dollar-cost-averaging and adds, “Everyone’s financial situation is different—retirement, kids in college, tax obligations, elder care or employees just starting out in their careers. You need to remember to monitor your investment plan on a regular basis to fit your own personal situation, e.g., rebalancing your portfolio, going to cash or sticking to more conservative funds.”

Be cautious and extend your working years –

Allocate among historically smaller returns. Don’t try to invest too aggressively to make up for lost time. Consider investing a larger part of your future TSP contributions into the Fixed Income - “F” Fund or the super-safe Government Securities – “G” Fund.

Money not in tax-deferred accounts can help secure your future. Pay off debt. It’s a guaranteed way to earn a return as high as the interest rate. Ladder your money over various lengths of certificates of deposits, starting with the six-month variety. Then as each CD matures, reinvest it in a

five-year CD. Or claim a bad investment as a loss against other gains on your tax return.

Consider a form of market timing - Most historical gains came from Nov. 1 - April 30. Or watch for Brinker’s next long-range “buy” signal in the next year or so. Jim Nakamoto said, “I took quick action to liquidate as early as I was able” and went to cash positions for awhile. He often dumps stocks if they lose 7 percent.

Can’t decide which investment approach will win? Try this:

Make it a horse race - Pick two or more approaches and participate in each. Example: a third of your present or future investments continues to dollar-cost-average into the buy-and hold philosophy; a third takes a timer approach a la someone like Brinker (he hedges his bets with up to half in fixed income, depending on age); and a third is totally defensive in laddered CDs, money market (“G” Fund), a Ginnie Mae fund (or “F” Fund) or state general obligation tax-free bonds. Some or all of your portfolio will win.

Decide on your choices based on your risk tolerance - how your investments affect the quality of a night’s sleep.

Disclaimer: This article discusses opinions only. They could be wrong, and are not endorsed by the government. For more information, see www.tsp.gov, www.bobbrinker.com or http://usaweekend.com/01_issues/011125/011125finance.htm. For someone at least five years from retirement, Brinker might divide every \$100 in one’s total nest egg (using TSP as an example) like this: \$33 - “F” Fund; the other \$67 would stand by awaiting his buy signal. Meanwhile, he would invest 65 percent of that money in the “G” Fund, 18 percent in the “C” Fund, 7 percent in the “S” Fund, and 10 percent in the “I” Fund. However, he wouldn’t reallocate to “F” or “G” money that rode “C” Fund all the way down. Flagship’s author recommends no purchases. References provided for education purposes only.



Environmental impact statement weighs flow variables for fish

By Steve Cosgrove

*These mighty men labored by day
and by night*

*Matching their strength 'gainst the river's
wild flight*

*Through rapids and falls, they won
the hard fight*

So roll on, Columbia, roll on.

Woody Guthrie

Those empire builders won the hard fight – for flood control, for power generation, and for irrigation to turn the dusty fields green. But in this last stanza of “Roll on, Columbia, Roll on,” Woody didn’t foresee the next fight: to save the Columbia’s endangered fish.

The newest front in the assault on this complex and widely argued topic is the Upper Columbia Basin Alternative Flood Control and Fish Operations Environmental Impact Statement. The Corps of Engineers’ Seattle District and the Bureau of Reclamation are working together to address operational alternatives at Libby, Hungry Horse and Grand Coulee Dams to conserve threatened and endangered species of fish in the Columbia River basin that are listed for protection under the Endangered Species Act.

In December 2000, the National Marine Fisheries Service and the U.S. Fish and Wildlife Service issued biological opinions calling on both agencies to take actions at their 14 main Federal Columbia River Power System dams to assist in recovery of these ESA-listed fish. These “BiOps” contain scores of such measures. Among them is the requirement to implement alternative flood control operations at Libby and Hungry Horse Dams. This requirement, plus the ongoing flow augmentation for fish, is the focus of this EIS.

An EIS must contain alternative actions. One required option is to do nothing – the no-action alternative, which is the existing flood control operation. The fisheries and wildlife services have put forward another option under study: an alternative flood control strategy at the Corps’ Libby Dam and at the Bureau’s Hungry Horse Dam called “variable discharge” - variable Q, or VARQ.

In addition, the fisheries service has called for summer flow augmentation from

all three dams to assist juvenile salmon and steelhead in downriver migration, as well as provisions for flows in the fall to benefit the spawning and incubation of lower Columbia chum salmon. The wildlife service has also called for increased spring flows for Kootenai River sturgeon and to maintain minimum year-round flows for bull trout. These measures are not new, but not all their impacts had previously been fully known or documented. Both flood control alternatives – no-action and VARQ – will include this flow augmentation for fish.

The variable discharge option – VARQ – reduces winter reservoir drawdown at Libby and Hungry Horse dams for floodwater storage and provides more assurance of reservoir refill in summer.

This considered change in the flood control operation would occur in lower and medium runoff-forecast years to come closer to natural snowmelt runoff conditions. It increases the likelihood of achieving the desired flow releases from Libby and Hungry Horse in spring and summer, and also refilling the reservoirs, while maintaining downstream flood control. This operational change will benefit ESA-listed fish stocks, including Kootenai River white sturgeon; Columbia basin bull trout; various stocks of chinook,

chum and sockeye salmon; and steelhead.

This strategy will impact other parts of the Columbia system, resulting in altered operations at the Bureau’s Grand Coulee Dam. All three reservoirs are storage reservoirs, with Libby and Hungry Horse Dams on headwater tributaries to the Columbia – the Kootenai and South Fork Flathead Rivers. Grand Coulee Dam is on the main stem of the Columbia River.

Dam builders set out to control floods. Now, scientists would like to come closer to natural snowmelt run-off conditions. How will this affect downstream communities and river users? Will the ravaging spring floods return? What effect will this have on aquatic ecosystems and fisheries? Will the levees hold? What happens to recreation at the reservoirs? Will this affect power generation?

The EIS will address these and other issues that emerge during the scoping sessions in the communities near the dams. Study results so far indicate that VARQ will not cause flooding downstream. Higher runoff years would result in operations similar to current operations, and flood risk would not be increased. More detail will be developed during the EIS studies.

“This won’t be the biggest EIS I’ve ever worked on,” said project manager Jeff Laufle of the Environmental Resources Section, “but the spectrum of issues makes it, let’s say, interesting.” One issue, he indicated, is that the BiOps call for implementing VARQ much sooner than EIS schedule will allow. “We’re working intensively with the services to resolve that, because it looks like a tradeoff between NEPA and ESA compliance.”

Fall 2001 is the scoping phase of the EIS – agencies and contractors are collecting information from the public on the issues and concerns to be addressed in the EIS. Those affected by operations at these three dams can raise their concerns, propose alternatives, discuss environmental impacts, and provide more information or documentation. The Corps and the Bureau expect to complete a draft EIS by the fall of 2003, when it will be reviewed and commented on by the public. The final EIS should be completed by the spring or summer of 2004. Four years from now, winter of 2005, implementation of a preferred alternative could occur.

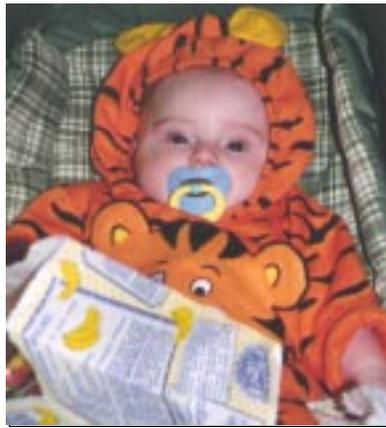
Until then - *Your power is turning our darkness to dawn, So roll on, Columbia, roll on.*



Hydrology & Hydraulics’ Carolyn Fitzgerald confers with Steve Martin, Environmental Resources Section, at a public meeting in Bonners Ferry, Idaho.



Kathy Kunz and Paul Cooke: Happy New Year!



Engineer-in-Training



Linda Herman & Patricia Fatherree

Holiday Spirit Warm-up



Bob Schloss at Bonners Ferry



Bee all you can bee.



New Year's Steve and Lisa Babcock



Brenda Williams and Scott Britt



From left, retirees Norm Arno, Jim Dahlen, Ray Fauss, Don Thuring and George Ploudre trade stories at the Retirees Association luncheon.

*Contract, temp, term,
reemployed annuitant...*

Changing face of the workforce

By Dave Harris

Your best clerk just quit. You need a replacement. Tomorrow. *Voila!* The next day your new clerk reports for duty.

You were quick-thinking enough to call Phyllis Nicholas, who manages FedSource, a Franchise Business Activity of the Department of Treasury. FedSource supplies temporary workers – some as long as four years – as well as supplying copiers and the Employee Assistance Program – all through an interagency agreement.

FedSource placed some 10 copiers, and Seattle District pays only cents-per-copy with no additional maintenance costs. Phyllis administers the program for 14 contract employees for the district office, Eastern Environmental Resident Office and Libby Dam. These contractors often suffer the label of “CASU,” the former name, which stood for Cooperative Administrative Support Unit.

“We can bulk our needs with many other federal agencies to reduce overhead costs,” Phyllis says. “It’s a clearinghouse that enables better use of public funds in time of need. FedSource acts as a Contracting Officer’s Representative.

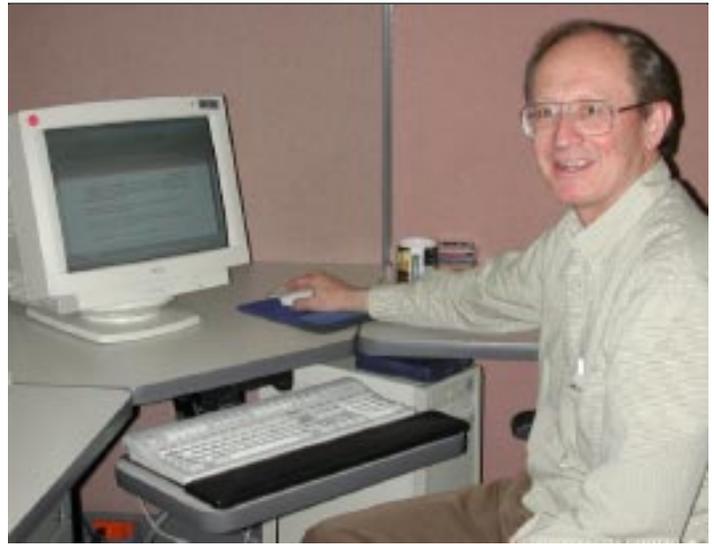
Last millennium, experts told us Workforce 2000 would take on a whole new look. They were right. As the Baby Boomers age and retire, managers, looking different themselves, staff up with a changing variety of candidates.

A source of 11 contract employees for the Information Management Office is Information Systems Support. Both FedSource and ISS offer a medical-dental plan and paid vacation.

The Contracting Division awards contracts for professional services. One such contractor is Larry Merkle, who retired several years ago as Chief, Hydrology and Hydraulics. “I make about the same per hour as I made when I was a federal employee,” Larry



Becky Henning



Larry Merkle

says. “But it doesn’t cost the government as much, because they don’t have to pay the extra overhead burden for benefits.”

Temporary federal employees, term employees and reemployed annuitants help round out the workforce.

What is the upside and downside of being a contractor?

“I get paid weekly—that’s always nice!” Contractor Becky Henning says she likes the arrangement. “Twice now, I’ve had a great experience working for the federal government through Westaff (my temp agency). One summer, I was hired as the office manager for a Federal Highway Administration project on Mt. Rainier. As things worked out, I became a part-time concrete inspector, too. And now, I find myself as a librarian. Neither is what one would expect of a history and classical studies double major! I never would have thought to search for jobs like these on my own, but Westaff has found two niches I’ve enjoyed very much.”

On the downside: “I’m finding that there are many situations in which it would be easier if I were a civil service employee,” she says. “For example, it’s difficult for me at times to get access to information I need as librarian because I’m not legally a civilian employee. On the one hand, I’ve avoided many hoops by being a contractor. On the other, I’ve created some new hoops to jump through.”

Becky has found that for those who have never worked for any of the armed services, it’s tough trying to get accustomed to a whole new world. “I didn’t even know what a ‘contractor’ was when I was hired. A contractor...don’t they build houses?! And after working for a small private business in Japan before coming here, it’s a big adjustment dealing with a much larger, slower moving government agency. I had become accustomed to quick decision-making and quite a bit of freedom in expenditures and that’s just not possible in many situations with the government.

“Since the actual contract is between the government and the temp agency,” she concludes, “I think the government, and the contractor for that matter, gain some flexibility. If the individual contractor is not a good fit for the job, the temp agency can look for a better fit. And I, as the contractor, have the freedom to ask for the better fit elsewhere if necessary.”

In memory

Bill Morgan died Nov. 18. He was the last first mate on the W.T. Preston when the ship was retired in 1981.

“Another Corps mariner slips beneath the water for the last time,” Eric Winters said. “Bill will be missed by family and friends.”

Steve Erland reports the following: On June 18 Al Miller’s wife, **Barbara**, died. And Al also reported **Howard Wigle**, a longtime district architect who retired from the old architectural/structural section in 1978, died about two years ago.

Retirees back to work?

Because of the number of federal retirees who want to serve their country again after Sept. 11, the OPM has a toll free number to call, 888-353-9447 and an e-mail address, Patriot@opm.gov. The OPM is using the “Federal Re-employment Readiness Sheet” at <https://apps.opm.gov/patriots/index.cfm> to collect information from federal and military retirees. Once the information is collected from an individual, it is entered into the OPM’s Patriot internet database.

Letter to the editor

I have been back in the Northwest since Oct. 8 after departing Seattle two days after the Sept. 11 attack. Our team was requested for deployment in assisting FEMA in the recovery efforts at the Pentagon and in New York City. I worked at “Ground Zero” at both locations. With the upcoming holiday season, the following is what I experienced and need to share:

When I returned back home to Seattle after working at Ground Zero, I was surprised at how much attention was being done for the Red Cross and **nothing** for the Salvation Army! I have expressed my concern and opinion to numerous individuals at work and away from work and each suggested that I write a letter to the editor due to the public

possibly not fully being aware of what the Salvation Army does and what they did do for all of us while working at the Pentagon and in New York City.

The Salvation Army had a major presence at both locations. It was my experience that they were the most visible and accessible to us on the ground. (I worked at Vessey and Liberty Sectors with the firemen).

Please don’t get me wrong; the Red Cross is a wonderful organization and I have given to them as well, but I want everyone to know that the Salvation Army is just as important to be giving to as well. The Salvation Army provided us anything and everything you can possibly imagine from food items, ice and water to personal items and clothing. I mean “everything” you can imagine. I even told close family and friends, “If I would have needed a bottle of hair color, they would have ensured that I had it!”

The situation that occurred on Sept. 11 will be with all of us for years to come. I hope that I can at least help the Salvation Army, in some small way for all the giving and caring that they provided to each one of us 24 hours per day, seven days per week.

Please remember this holiday season, when you see Santa standing outside that department store ringing his bell, add a few dimes, quarters, dollars or whatever you can spare to the pot because because “they” definitely provided everything that was needed and more than anyone could fully understand without being there. From the bottom of my heart...

“Thank You” to all the men and women who volunteered their time and efforts in supporting the recovery efforts both in New York and the Pentagon.

May God bless each and every one you!

Pam Gumaer

Patsy Hathaway to FAA

After the better part of three decades, Patsy Hathaway departed her customary surroundings in the Real Estate Division in October and transferred to Seattle District - South, sometimes known as the FAA.



Patsy Hathaway

“I’ve worked here longer than I’ve been married,” Patsy said on her last day. She says she won’t miss the work and travel to locate Navy Recruiting family housing, but she will miss the people. She leaves behind in the district husband Joe, sister Cindy Luciano and cousin Rick Moshier. She says she looks forward to different challenges, but “nothing is drawing me away.”

Her philosophy: “Everything happens for a reason,” she says. “Learn from it as an opportunity for growth, rather than the negative.”

She had a chance to practice that early in her career volunteering for evening overtime for the Engineering Division when the district resided at Pier 37. “The first night a pigeon dumped on my head,” she recalls. “I took that as a warning!”

A longtime mainstay in Real Estate, she says trying something different “keeps me active.”

She may be changing organizations, but with her many ties to her Corps family, she says her old organization hasn’t heard the last from her.

“I’ll keep an eye on the Corps.”

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