



US Army Corps  
of Engineers  
Pittsburgh District

# Headwaters Highlights



Vol 27 No 1

Winter 2003

## Up Front

with District Engineer  
COL Raymond Scrocco



### Reflecting on where we've been, where we're going

As we enter into a new year, it is time to reflect on where we have been and where we are going. Throughout my first year of command I have tried hard to make my way around the district and open up as many avenues of communication into my office as possible. Having said that, I have heard a number of your concerns and have diligently tried to address each and every one of them. I have initiated a number of actions throughout the past year and plan to leave no stone unturned as I strive to make the Pittsburgh District a better and more efficient organization for both the customer and the district employees.

Below I have listed several things that I have initiated as a result of your feedback to me as your commander.

I know we have a long way to go but I want you to know that I am continually impressed with the professionalism and loyalty of the members of this district. I am proud of what we have done and look forward to the challenges that face us in the coming year.

Essayons!

### District Commander's Top 10 List of Initiatives

#### #1 Automation Upgrades

- Implement a district standard of 1:3 - computer to employee ratio minimum.
- Execution of district-wide computer bandwidth upgrades.
- 100% employee e-mail box assignment.
- Update of the Pittsburgh District website to be more user friendly.

After I analyzed the bandwidth utilization study conducted by the Information Management Office, I have concluded that the Pittsburgh District should upgrade the field data circuits in FY03. The upgrades will facilitate:

- a) Business process improvements, such as CEFMS, file sharing, web-based training, etc;
- b) Improve remote computer systems support; and
- c) Pave the way for new technology and security enhancements at our field sites.

I have also directed IM to establish e-mail accounts for all district employees. This initiative, which primarily affects the field sites, is underway and is expected to be completed by Jan. 13. Additionally I have directed that during this fiscal year, all field offices will have a sufficient number of computers (1:3 ratio) to allow employees to access their e-mail and the various web-based personnel systems.

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## #2 Awards restructuring

- Less focus on performance awards, more on incentive awards.
- Establishment of a district organization awards program.

Based on comments from the Command Climate Survey and in general from talking with you, I've directed the overhaul of our district awards program. The amount allocated to an organization's award budget remains the same, i.e. 2% of the total base labor within an organizational element; however, the amount of money available for specific types of awards is specifically identified as follows:

- 1.0% of an organization's award budget allocated for performance awards.
- .5% of organization's award budget allocated for on-the-spot or special act awards.
- .5% of organization's award budget allocated for organizational awards, which is for branch level or higher recognition.

The change in the awards program is designed to provide increased emphasis in recognition of excellence throughout the district. Both monetary and honorary recognition are available for individuals and organizations.

An additional change in the awards program is that I, as commander, have assumed approving authority for all Quality Step Increases.

## #3 TAPES standards

- Enforcement of quantifiable standards with clear and concise performance measures.
- Teaching, Coaching, Mentoring, Counseling.
- Timely, well-written performance appraisals.

I firmly believe that all employees should know what is expected of him/her to successfully perform the duties of his/her job. Therefore, I have placed command focus on the district's performance appraisal process. All managers/supervisors will be held accountable for the following:

*Initial, mid-point, and end-of-year counseling:*

- Monthly counseling sessions using a district developed form for the purpose of providing mentoring and coaching to employees.
- Well-written performance standards which are understandable, measurable, i.e. clearly identifying what is expected of the employee to meet/ exceed the standard and are within the employee's control.

Performance standards and the performance evaluation process will be an item of review during the Command Assistance Visits.

## #4 Training

- Execution of the Automated Training Program.
- Appointment of a District Training officer to conduct quality control on training requests.

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- The right people to the right training at the right time.

A capable, skilled workforce is necessary for successful mission accomplishment. To ensure our employees receive not only mandatory training but also technical training required to maintain proficiencies or acquire new skills, I have put command emphasis on the execution of the district's training forecasting and execution program.

In addition, the implementation of the Automated Training Management Program (ATMP) monitors money spent for tuition, travel and per diem, as well as labor. This information enables us to look at the overall district training program and make wise, cost-effective decisions in identifying training needs for current and future years.

#### **#5 Command Assistance Visit**

- Abolishment of the Command Inspection Program.
- Establishment of a program to provide assistance across the entire district in those areas of interest to the commander — TAPES, performance evaluations, training management and awards.

I have re-looked at the command inspection program and realized it was not meeting my intent of helping the district be more efficient and employee-focused, therefore I have directed a new program be established to meet this intent. The Command Assessment Program has been initiated to focus command interest on areas identified as important to me, as well as, by employees from the Command Climate Survey results. The program will focus on specific command interest areas that are reviewed by a team of individuals to determine compliance with mission requirements. District offices as well as field offices will both be included in the program. The feedback from these visits will allow me to determine compliance with command directives, identify interest focus areas deemed important by the employees within the district and focus command attention on specific

areas for possible change. My intent is to have the systemic trends reported in *Headwaters Highlights* as lessons learned so the rest of the district can benefit.

#### **#6 Headwaters Highlights / Headwaters Update**

- Initiated a monthly *Headwaters Update* publication.
- Re-establish of the quarterly *Headwater Highlights* publication.

I have heard the call from employees that communication across the district needs to be improved and I have tasked the Public Affairs Office to re-institute a quarterly *Headwaters Highlights* as a full-up district publication that gives information about the happenings across the wide range of district operations. Additionally, I understand that a publication once a quarter will tend to have outdated information so I have instituted a monthly two-page color publication that focuses on the current events and actions in the district. I challenge each and every employee to submit articles or pictures so that the entire district can share in each others experiences.

#### **#7 Senior Leaders Group vs. Commander Advisory Council**

- Abolishment of the SLG.

I have established an advisory council that better represents all entities of the district employees and have called this the District Command Advisory Council. I have chartered this group to provide me guidance and proposed direction on district-level strategic initiatives.

#### **#8 LDP Focus Sessions**

- Execution of employee sensing and feedback sessions.

I have instituted a policy to conduct quarterly meetings between my advisory committee and randomly selected district employees. The intent of

## Leadership Development Program

# Last year's program grads tell it like it is

**M**embers of previous district Leadership Development Programs were recently asked to share their insights in what they learned and achieved from the 12-month course. What did they get out of the class? What are their biggest challenges in their current job? What are the biggest challenges facing the district? Here's some of the things they had to say. To read their entire comments, go to Public Affairs on the Intranet at <https://intranet.lrp.usace.army.mil/pao/pg1.htm>.



**Mike DeStefano, procurement analyst, Contracting Division**

*"Even though I'm not a supervisor, I believe that leadership skills are necessary for all employees as they interact with others in the workplace, whether it be serving on a team or dealing with external customers," he said.*



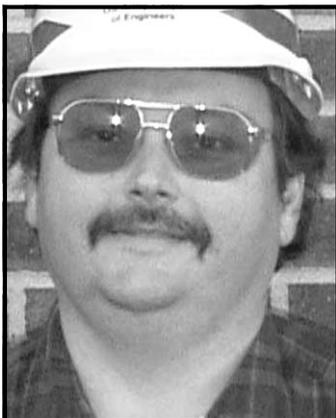
**John Kolodziejski, ranger, Kinzua Dam**

*"I adamantly believe we should never lose sight of our most important asset - our people. Our organization has talented, dedicated people in all levels of our ranks that strive for the very best in all they do," he said. "A great leader tries to catch their people - doing something right!"*



**Rene K. Berberich, ranger, Beaver Area Office**

*"The biggest challenge is the transition of leadership from "stovepipe" to "team building." It is the willingness to break the chain of "We've done it this way for years!" to "How can we do it better?" she said.*



**John Pontus, field engineer, Engineering/Construction Division**

*"The LDP helped me to become more aware that each situation may require different types of leadership styles to maintain control," he noted. "I think a good leader is a leader that is a good communicator, is considerate of his subordinates and sets good examples to follow."*

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**Donald Fogel, plant manager, PEWARS “**

*I believe the biggest leadership challenge currently facing the district is the imminent loss of a large portion of its in-house expertise and knowledge,” he said. “Our workforce is aging and there is a need to be proactive to retain qualified individuals while training and recruiting for the future.”*



**John Tankosh, engineer technician, Engineering/Construction Division**

*“A good leader is confident in their capabilities, can make decisions and is not afraid to stand up to confrontation,” he said.*



**Cynthia Papuga, chief, Contract Operations Branch, Contracting Division**

*“LDP was a rewarding opportunity for me to develop and transition from a contract specialist to branch chief,” she said. “My goal is to be a leader who supports and coaches everyone to be the best they can be.”*



**Beth Thorman, civil engineer, Engineering/Construction Division**

*“I hope that my LDP experience will give me a better understanding of what issues our leaders consider when making decisions that affect the district,” she said.*



**Janet S. Laukaitis, deputy for Small Business**

*“The biggest leadership challenge the district faces is retention and recruitment issues of a changing workforce,” she said. “A good leader is one that is an effective communicator, a credible source, a person whom provides direction, support and synergy toward the accomplishment of a shared goal.”*

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## Airborne deer attracts attention

# It's a bird! It's a plane! It's a Whaaat?

Story and Photos By Liane Freedman

Public Affairs Office

The *thump-thump-thump* of the helicopter could be heard before the aircraft was seen soaring above the tree tops on its way to the landing zone. Attached to the bottom of the copter by a long heavy blue rope was a blindfolded, tethered deer buckled securely into a canvas sack.

The helicopter pilot lowered the deer to the ground where two biologists unclipped the rope from the sack. The young male deer, captured in the woods of Crooked Creek Lake with a 12-foot by 12-foot net shot from the helicopter, is a participant in the Game Commission, Penn State University and the U.S. Geological Survey's latest series of deer research studies.

The biologists quickly attached a radio collar to the animal. Then just as swiftly as it arrived, the deer was again bundled up into the sack and whisked away by the helicopter to return to the place where it was captured. The helicopter pilot reported that when it was released, the young buck ran back to its mother.

The deer was brought to this spot near the Crooked Creek Lake dam to demonstrate to the media how deer are captured and radio-collared in a three-year study to monitor bucks in a two-county study area in Pennsylvania. Deer will be captured using a variety of methods to include drop nets, walk-in traps and dart guns.

"Pennsylvania's deer management program is evolving," said Gary Alt, Game Commission Deer Management Section supervisor. "Knowledge gained from this three-year study, which will monitor 600 bucks in two study areas, will not only further scientific understanding of deer behavior, but also will provide a credible foundation for Pennsylvania's deer management regulations."

Increasing the number of older bucks in the population via regulations that specify a minimum antler size for legal hunting is being proposed in Pennsylvania.

"By using radio telemetry, the Game Commission and Penn State will be able to learn what percentage of

these bucks protected by an antler restriction will actually survive, or make it, to the next hunting season, and document how large their antlers grow," Alt said.

This study will have no effect on hunters. "In fact, radio-tagged deer are legal to harvest, and we encourage hunters to take the opportunity to do so. All we ask is that they call the toll-free number on the transmitter or ear tag so that we can gain further valuable information about that deer," said Duane R. Diefenbach, of the U.S. Geological Survey.

Crooked Creek Lake is just one of many wooded areas that the Game Commission and the university researchers will be radio-tagging bucks in Armstrong and Centre counties in Pennsylvania.



*As the helicopter lowers the deer to the ground (r), biologists wait to place a radio collar around its neck before its return to the woods.*

## Workers reassured: Jobs secure

# Fiscal Year 2003 budget still unresolved

By Richard Dowling

Chief, Public Affairs Office

As the district enters the new year without a Congressionally-approved spending plan for 2003, workers throughout Pittsburgh District's network of administrative and technical offices and field sites in parts of five states have been reassured that their jobs will be secure, though there could be changes in the future for some activities.

Funding for Corps of Engineers districts nationwide comes from the annual Energy and Water Resources Appropriations Bill usually passed near the beginning of the fiscal year. This year's bill has been delayed due to other pressing matters before Congress and also by adjournments for the November election campaign and for the holiday season. Political disagreements between individual members of Congress may further delay final action on spending plans, leaving government agencies in doubt about spending levels.

What is known is that the President's proposed budget, given to Congress last February as a blueprint for FY03 spending, contained a reduction in the Operations and Maintenance account for the Allegheny River navigation system and recommended only a slight increase in funds for the locks and dams on the Ohio and Monongahela. The district's premier construction

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*"Not only will there be no VSIP's or VERA's, but we will not be undergoing any involuntary reduction in force, based on what we see for this fiscal year."*

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project, the reconstruction of Locks and Dams 2, 3 and 4 on the Mon River, is also in the president's budget for slightly less money than was spent last year.

Reassuring workers concerned about the potential for a tight budget, Col. Raymond Scrocco, district engineer, stressed in the fall that there would be no need to use either the Voluntary Separation Incentive Program (VSIP) or Voluntary Early Retirement Authority (VERA) this year. Speaking to a meeting of the Commander's Advisory Council, he said: "Not only will there be no VSIP's or VERA's, but we will not be undergoing any involuntary reduction in force, based on what we see for this fiscal year."

Throughout the district, other leaders and project managers are also looking towards Washington for word on the year's spending plans.

The Lower Monongahela Improvement Project is in the proposed budget at \$36 million, an amount that could make it necessary to reschedule some of the construction that was originally planned for the coming year, especially at the river's Lock 4, Charleroi. In the past, Congressional action has resulted in more money eventually being appropriated for this project than was originally proposed, but the outcome is always subject to doubt

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## Two Pittsburgh rangers selected for USACE Lewis & Clark kick-off

Pittsburgh District Rangers John Derby, Crooked Creek Lake, and Pat Kline, M. J. Kirwan Dam and Reservoir, were recently selected to participate in the Lewis and Clark Corps of Discovery Bicentennial Kick-off at Headquarters, USACE, in Washington, DC, Feb. 17-21. The event coincides with *National Engineers Week*.

"I feel extremely fortunate. I've always been a history geek, and I've been on the fringes of the Corps' involvement in the 200-year commemoration since the Eastern Legacy started gearing up in 1999," Kline said.

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this meeting is to foster and encourage two-way communication throughout our entire organization as suggested in the command climate survey. All employees, regardless of title, series or grade are vital to our future success and as such must be directly linked to our district's goals and objectives.

The first meeting was held on Tuesday, 29 October, in the district's Command Conference Room. Future meeting dates have not been determined; locations may vary to include selected field sites.

The meeting format is designed to introduce the senior management of the Pittsburgh District to 15 randomly selected field/office employees. I will present an update on current issues, programs and activities. Invitees will have the opportunity to exchange suggestions and ideas with the district leadership. Participants may also query our leaders on any number of relevant district topics and issues. The intent of the discussions shall be to further open communications between all district levels, strengthen working relationships, build trust, improve morale and provide a forum for team-building. The resulting information exchange will provide greater insight on our mission, direction and future through constructive dialogue. A cross-section of employees will result in introducing employees to others they might not otherwise have contact with.

We, as a district, have identified communications as an area that can use improvement. This initiative is an attempt to improve communications within the district. It has, and will continue to have, a high level of command emphasis.

### **#9 Telework and MaxiFlex Work Programs**

The district has had in place for many years an Alternate Work Schedule Program but Telework and Maxiflex are new. I encourage all eligible employees to participate in a Telework arrangement. This program allows the employee to request an alternate worksite for

his/her daily work in accordance with criteria outlined in the district regulation on Telework, CELRPR 690-1-17.

Maxiflex is available to IFPTE bargaining unit members only and was recently established on an one-year trial basis. The Maxiflex circular, CELRPC 690-1-1, outlines the procedures for participation in the Maxiflex program.

I encourage all eligible employees to take advantage of these family-friendly programs in an effort to balance their home/personal life with work requirements.

### **#10 District quality assurance programs**

Pittsburgh District personnel are our greatest resource. To ensure that all employees are provided opportunities for success and career growth, I have instituted the following local programs as a way of insuring adequate internal controls and consistency across the district:

- Establishment of a recruitment board to review manager/supervisor requests for recruitment through merit promotion and/or external hire.
- Issuance of Developmental Assignments Regulation, CELRPR 690-1-19, which clarifies personnel procedures and terminology.
- Issuance of Recruitment and Selection Process Regulation, CELRPR 690-1-16, which outlines specific criteria to follow when recruiting GS-13 and below supervisory or local intern positions.
- Issuance of Commander's Policy #15 *Unauthorized Commitments*, which clearly outlines purchasing procedures and impact of a ratification.
- Establishment of a District Training Officer located in the Civilian Personnel Advisory Center to conduct quality control and monitor the execution of the district training plan.

# Graduates rate Army course “top of its class”

**By John Reed**

**Retiree**

Most of us would not think to compare ourselves or our jobs to a bayonet.

Six district team members now understand that analogy. They are graduates of the 12-week Sustaining Base Leadership and Management (SBLM) resident program at the Army Management Staff College (AMSC) located at Fort Belvoir, Va.

The management program was created to educate future leaders of the Army’s sustaining base which AMSC’s commandant compares to the handle for a bayonet. The handle represents those agencies and programs that support the blade which of course represents those soldiers on point for the nation.

Roscoe Bright, from Operations and Readiness Division, and Patience Nwanna and Curt Meeder, from Planning, Programs and Project Management Division, are part of the Corps CP-18 Leadership Development Program. As part of this program they were required to attend SBLM to meet a training requirement.

Adrienne Kelley and Dave Heidish, both of Engineering and Construction Division, and Carmen Rozzi, from Planning, Programs and Project Management Division, applied for their own self-development.

Many facets of leadership, human relations, national security, military and international issues are examined during the course. The curriculum also covers critical thinking, problem solving/decision making skills and how to handle ethical and human resource issues that may come up in any job situation while working for the Corps.

The 12-week residency is preceded by two weeks of pre-course work.

Heidish, the most recent graduate, considers the AMSC experience one that he will remember for the rest of his life.

“The course has taught me to be more proactive and to stretch myself in order to reach higher goals. It has better prepared me to handle increased responsibilities and challenges thrown at me while performing my work duties, to become a more effective leader and how to

develop myself for a potential future supervisory position,” he said.

“By participating in AMSC, it has enhanced my oral and written presentation skills that I often use in my current job duties.

“The value for the district in sending people to AMSC is to learn what roles the Corps of Engineers and the other Army agencies have as a part of the sustaining base, which is to support the warfighting effort,” he said. “I got the opportunity to look at the whole picture of what the Army is capable of doing and why the Army is currently undergoing the transformation to become a more strategically deployable force that is dominant across all spectrums of operations.

Kelley thinks students will benefit from the program as much as they permit themselves to benefit.

“The program is demanding and requires a total commitment, but the benefits of completing SBLM are numerous,” she said.

“I have benefited tremendously from attending SBLM. My knowledge of the Army has been greatly enhanced; I now have a better understanding of the organizational structure and its operations,” noted Kelley. “I am more situationally aware of national security and international issues. Bright found the course valuable and challenging.

“It allowed me to see how my job (and others) fits in to the Corps, the Army and all the way down to the soldier that is behind enemy lines,” he said. “Every dollar I can save at my job is a dollar that can be used to develop better equipment for the soldier.”

Meeder sees the course as a tremendous opportunity to better understand how an individual’s job contributes to meeting critical mission requirements.

“It was professionally and personally very rewarding to better understand how the soldiers and civilians of the Army team all work together to deliver mission requirements and to embrace the Army values that sustain the organization, he said.”

Rozzi agrees on the value of the course for individuals and the district.

“The greatest benefit I obtained from attending the AMSC was an appreciation for the ‘big picture’ of the Army,” he said.

*Editor’s Note: This article was compiled by John Reed, retired Public Affairs specialist.*

# District hosts Real Estate Career Program Workshop

**By Mark A. Catullo**

**Real Estate Division**

All the participants to the fiscal year 2002 Real Estate Career Program Managers Workshop in July were thrilled and impressed with the city and hospitality of the Pittsburgh District. It was the first time the conference, hosted by Linda Garvin, USACE, Real Estate Division, was held in Pittsburgh.

Participants, real estate division chiefs from throughout the nation, were welcomed to the conference with a hospitality social at a local restaurant, hosted by Donna Goldstrom, chief, Pittsburgh District's Real Estate Division. Everyone had a chance to meet and interact with each other in a friendly setting.

On a Wednesday morning the actual conference kicked off with a warm welcome speech from Pittsburgh District Engineer Col. Raymond Scrocco. He welcomed everyone to Pittsburgh and shared several highlights of the district. He also encouraged the attendees to tour Pittsburgh and take advantage of all the opportunities offered by the city.

The conference was a mixture of speakers and classroom projects. Several guest speakers gave excellent presentations, such as Dr. Susan Duncan on human resources, Susan Lauffer on partnerships with Department of Transportation, Larry Robinson on logistics management and Bill Brown on real estate career opportunities.

The highlight of the conference was a luncheon with Chief of Engineers Lt. Gen. Bob Flowers as the guest speaker. He gave an insightful presentation on real estate contributions to the Corps and Army. Garvin presented Flowers with several special "Builder Bob" momentos as our thanks.

Each night Pittsburgh District Real Estate Division employees guided conference participants to many different parts of the city including the Strip District, the South Side, Green Tree and Station Square, along with going to a baseball game at PNC Park and climbing the Incline.

The conference was a huge success.

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until the process is complete. In the fiscal year 2002 proposed budget, for instance, a figure of \$34.5 million was recommended, but the final Congressionally-approved total was \$36.7 million. With prior year's carryover, a total of \$37.4 was spent last year.

Overall, the district continues to operate under Continuing Resolution Authorities (CRA's) which generally allow government agencies to continue existing programs at the same levels as in the past, pending final budget action. The latest CRA passed in mid-January will carry the district through the end of the month.

For the fiscal year as a whole, the district plans to operate with a workforce of approximately 810 Full Time Equivalent positions (FTE). This number is down slightly from last year's 824 FTE figure, according to John Messina, chief, Resource Management Office. Normal attrition, such as employees retiring or taking other jobs, is expected to cover this level of reductions, he added.

The district leadership is expanding its efforts to help the workforce understand the implications of the budget and other legislative proposals. Col. Scrocco

has added an expanded "Commander's Corner" to the district's intranet page to reinforce his commitment to open communication within the district. Also on the district's intranet page is a new section entitled Competitive Sourcing, which includes the latest information on efforts to enforce efficiencies on government operations across the board through increased competition with the private sector.

To further the goal of open communication, the District Engineer plans to host a Town Hall

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meeting in Pittsburgh Feb. 25, beginning at 12:30 in the Westin Hotel, formerly the Doubletree, across Liberty Ave. from the District Headquarters. This session is intended to cover the latest information available on budgets and other job-related information in the district.

Outside of the Corps, navigation partners and recreational boaters have been expressing their fears that tight budgets would inevitably lead to reductions in services, such as lock hours. However, according to James Edinger, chief of the district's Operations and Readiness Division, there have been no firm decisions made on any changes in operations, nor can there be, at least until a

budget is approved. "Until we know how much money we'll have to work with, we can't make any final decisions on service levels," he said, adding "but we are committed to continuing to providing the best possible service to the commercial navigation industry and the boating public."

Meanwhile, efforts are underway to make district operations more efficient. For instance, video cameras and remote gate operating equipment for controlling dam releases – but not lock operations – are being moved from Morgantown Lock and Dam to Point Marion on the Monongahela River. This could eventually mean reduced demands on manpower on overnight shifts

when there is little, if any, traffic on the upper reaches of the river, according to Edinger.

Already, employees at the least-used locks on the Mon and Allegheny rivers handle middle of the night lockages for commercial vessels on an on-call basis. Even with the overtime premium, this arrangement saves having a fully-staffed lock open all night, in places such as Hildebrand and Opekiska locks, and on Allegheny Locks 6 to 9. Edinger said there are no plans in place to expand this on-call arrangement further or to make any other changes in the services available to the boating public.



*Welder at Montgomery Lock.*

# Yough study backs change in release schedule

**P**ittsburgh District has concluded that a portion of the storage space behind Youghiogheny River Dam, now dedicated to water quality, can be reallocated to allow the additional withdrawal of up to 17 million gallons per day of municipal and industrial water supply by downstream communities. In addition, the Corps proposes a change in reservoir release schedules to provide enhanced support to public recreation both above and below the dam.

The findings are included in a Draft Feasibility Report for the Youghiogheny Lake Water Management and Reallocation Study released in December for public comment. The report concludes the proposed changes are in the “overall public interest without significant adverse effects.”

The new release schedule could be started in 2003 if the report is adopted in its current form, but increased water withdrawals by downstream users are not expected to begin until 2007, according to the Municipal Authority of Westmoreland County, a co-sponsor of the study. The authority had sought the review of release schedules as a requirement of its Commonwealth of Pennsylvania permit to withdraw water from the river at Connellsville, Pa. As a co-sponsor, the authority paid half of the \$489,700 cost of the study.

Copies of the Draft Feasibility Report were mailed to local libraries and government offices. The entire report can be read on the Pittsburgh District website.

The report looked at the possibility of reallocating water storage above the dam totaling 10,000 acre-feet, a unit of volume that would support the 17 mgd additional withdrawals at Connellsville. Due to concerns raised

water will be available later in the year.

By making the changes in the release schedule, the Corps would be able to offer a longer boating season above the dam during most years, which is cited in the report as an additional public benefit.

Whitewater rafting would also be enhanced in the section of the Yough River between the dam at Confluence, Pa., and the water plant at Connellsville, according to the report. The Pennsylvania Fish and Boat Commission has reviewed the studies and concluded that there is no significant adverse impact on the Yough River fishery.

The Youghiogheny River Dam was completed in 1943 at a cost of \$9.7 million and has been credited with flood damaged reductions of over \$440 million. There will be no change in the flood control capacity of the dam. The dam also was designed to improve water quality in the basin by diluting acid mine drainage, primarily from the Casselman River, which joins the Yough just downriver of the dam. However, over the years, acid mine drainage has become less of a problem, due to closure of abandoned mines and the adoption of improved modern mining practices. The 10,000 acre-feet of storage represents a small percentage of the amount of water available in the lake to dilute acid mine drainage that still exists in the watershed.



during the study process by other potential water users, the report concludes that the 10,000 acre-feet of storage should be made available to any downstream user who demonstrates a need for it and a willingness to repay the Corps for a portion of its costs in constructing and operating the dam.

The revised release schedules insure that there will be no additional reductions in the low downstream water levels currently seen in the late summer and early fall, even if the full 17 mgd is eventually withdrawn for public use. There will be slight reductions in the highest flows usually seen in the spring, so that the

# New finds reveal Leetsdale's ancient secrets

By Liane Freedman

Public Affairs

Archaeologists at Leetsdale, Pennsylvania, are continuing to learn the secrets of what happened in this region of the world 8,000 years ago. Through slow, meticulous work they continue to dig down to a time just after North America warmed up from the last Ice Age; A time almost 10,000 years ago that has mystified scientists. What archaeologists find at Leetsdale will make the textbooks, according to Lori Frye, contract archaeologist for the Pittsburgh District.

An unexpected find this pass year, which totally surprised archaeologists, was finding an ancient peat bog under the area where the Braddock Dam segments were being constructed.

Through further analysis, the bog will show how long it took the weather to change in Western Pennsylvania from a glacial age to a time when the land could be inhabited again by man and beast. They have also found stone implements from a long-lost people who's name has been forgotten in the mists of time.

For a second year, the archaeologists continue to dig at the Ohio River site a few miles downriver from Pittsburgh. They have dug passed the brickworks of the early 20<sup>th</sup> century; dug passed the numerous floods that inundated, through the millennium, a sandbar, turning it into an island and then into part of the mainland. Each time the land was flooded, items were covered up by mud, somewhat like what Mount Vesuvius did to Pompeii. But instead of molten lava and ash, the mighty Ohio left its mark in mud. Like an archaic, soggy layer cake, each flood layer holds its own little secrets of a by-gone time. Like time travelers, the archaeologists dig even deeper into the sandy-clay soil to find out what happened in this portion of the Ohio River valley

to fill in the blank pages of text books. Each bucketful of soil brings the expectation of unknown relics.

"Archaeologists found a variety of stone tools at the Leetsdale site this fall," said Frye. "For archaeologists these items, other evidence of human activity, and the placement of these objects provide important clues to the past. Information uncovered at the site has provided some insights into the little understood Transitional Archaic period (1,800 BC – 800 BC) in the Upper Ohio Valley.

"In the Susquehanna river valley in the eastern part of Pennsylvania inhabitants were making what archaeologists call 'broad spear points,' carving bowls out of a soft stone, called steatite or soapstone (the original 'stoneware'!), and choosing rhyolite, a specific type of stone found in the

Piedmont region to the east, to make chipped stone tools, such as spear points and knives. In this region bowls carved from sandstone are found on rare occasions," stated Frye.

According to Frye, archaeologists are trying to determine if the people of ancient Leetsdale traveled to eastern Pennsylvania or Maryland and Ohio or traded with people from those areas.

"We uncovered steatite bowl fragments indicating that the people that occupied 36AL480 (the Leetsdale site) either traveled to eastern Pennsylvania or Maryland where this type of rock is found or if they traded with people from the east. There was also a steatite disc found," she said.

"We also found many little arrowheads, which are sometimes referred to as 'bird points' because of their small size (less than one inch in length)," she noted.

"The small size of these points once lead people to conclude they were used to hunt birds. Bird points are frequently found in Ohio and the Midwest and are not



*This sandstone bowl was a major find for the archaeologists at the Leetsdale dig.*

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commonly found in Pennsylvania. This would indicate that the inhabitants had traveled west into Ohio or traded with people from that region. These points typically date sometime between 1600 BC - 1000BC. The presence of so many of these points in one relatively small area indicates that they probably were used for a special activity," she concluded.



*This contract archaeologist searches for ancient artifacts at the Leetsdale site.*

One extremely exciting find for the archaeologists was unearthing an unbroken sandstone bowl. This was the first and only pottery item found unscathed. Every other pottery item that has been found to date has been broken into tiny pieces.

"In addition to the steatite bowl fragment," said Frye, "we found a complete sandstone bowl that still exhibits the gouge marks used to carve the depression into this stone. It does not appear to be completely finished so they were probably making this bowl while camped at the site," she said.

"Since steatite is not found in this region, they were trying to create a bowl with the local material. This sandstone bowl was found next to a broken portion of a fired clay pot. This helps us date the time of this activity to about 1000 BC-800 BC," she said.

Each day, archaeologists carefully wrap each find, catalog them and deliver them to the laboratory where the remains will be thoroughly cleaned and then studied under a microscope.

"As we conduct laboratory analysis on these remains, we are hopeful that they will reveal more information for us," said Frye. "Residue on the inside of

## Archaeology volunteers really dig Leetsdale

Pittsburgh District asked for volunteers to help for five weeks in October and November 2002 at the Leetsdale, Pa., archaeology dig and 153 volunteers answered the call, including four school groups. Another 449 people took the opportunity to tour the site. Participants joined in the discovery of what Native Americans were doing 8,000 years ago at that site along the Ohio River.

Although the volunteers were digging at a different location on the site than the professional archaeologists, they were still coming up with treasure. Not gold, mind you, but relics that are just as valuable to archaeologists. Among the varied items found by volunteers were projectile points, arrow heads, fire cracked rock and much more that will help tell a portion of an 8,000 year old story.

The Leetsdale site has been worked by archaeologists for the past two years while contractors constructed the two segments of the new Braddock Dam. This is the second time volunteers have been asked to work the site.

Although the dam segments are now at Braddock, Pennsylvania, archaeological studies at this site along the Ohio River continue.



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# Questions to ask in managing your career

By Lisa Eberly

Chief, CPAC

**H**ave you ever been asked the question: “What is your career field?” When you explain to someone what you do at work do you define it as “My job is . . .” or do you say: “My career field is . . .” What do you have a career or a job?

*Career* is defined by Webster’s dictionary as: “A field for or pursuit of consecutive progressive achievement especially in public, professional, or business life, or a profession for which one trains and which is undertaken as a permanent calling.” *Job* is defined as: “Applying to a piece of work voluntarily performed; it may sometimes suggest difficulty or importance or something that has to be done.”

It is up to you how you choose to define what you do. Is it your career or your job?

Most likely you will be a member of the workforce for at least 20 years, possibly longer. If you are new to the workforce a question you might ask yourself is: “Where do I want to be in my career or job five, 10, or 15 years from now and how do I get there?”

An evaluation of the existing opportunities in your current career field within the Pittsburgh District may not match your career goals, which then require you to ask the question: “Am I mobile?”

To achieve the grade level, type of work desired as an end state may require several moves throughout your working years. If possible seek temporary duty assignments outside of the district to gain diversified work experience. If you are not mobile, which is a personal choice made by you, seek out local opportunities to enhance your marketability in the workforce. What does this mean? Pursue self-development opportunities such as volunteering for “extra” assignments to assist with a temporary increase in workload; educational/training initiatives on your own such as college/vo-tech courses or the multitude of free correspondence courses available on the internet, ask for short term developmental opportunities to gain experience/knowledge in an area outside of your current

position, apply for the locally sponsored Leadership Development Program (LDP).

The Individual Development Plan (IDP) is an excellent tool to use for identifying your short and long-term goals. Take advantage of the district’s Mentor Program, which is available to all employees, by seeking out a higher graded individual to provide you guidance, coaching and mentoring in making decisions about your future direction in the workforce. Don’t sit back and ask “What can you do for me?” but rather change it around and ask, “How can I improve myself or my opportunities?”

Career management is crucial for any employee. Knowing where you fit in the workplace now and where you want to be in the future enables you to have a clearly defined plan to achieve your goal. Ask yourself: “Am I satisfied in the position I currently occupy? Do I actively wish to seek a different job or position?” Whether you answer that you want to be a division chief in five to 10 years or that you are happy in the position you currently occupy, neither answer is the wrong. The choice is yours! If you decide to *plan* a career or have a job, whichever choice you make, it is a personal choice and it is up to you to take the initiative to succeed.

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the steatite bowl fragments may provide clues about what was cooked in it. The type of chert stone used to make the bird points may indicate whether they were made in the local region or were made somewhere else, perhaps in Ohio. The charcoal remains in some of the fire pits or hearths will help us narrow down the date for these two Transitional Archaic occupations. Microscopic use wear analysis of the bird points may help us identify what these points were really used for,” she said.

Each day brings the possibility of new and more exciting finds at Leetsdale. What will the next sifted shovelful of dirt reveal about the past?



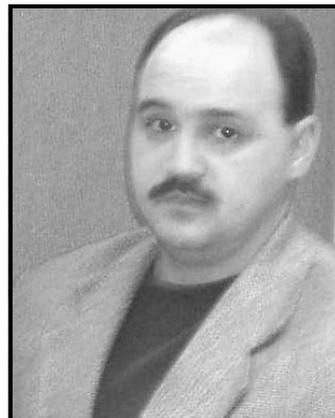
**Sandra Spence, ranger,  
Stonewall Jackson Lake**

*"The new technological age is here, and becoming involved, supportive and allowing staff to embrace this change will prepare the Corps for a much stronger future of success," she said.*



**Patti Hawk,  
management/program analyst,  
Engineering/Construction  
Division**

*"The LDP helped me to be more proactive than reactive. I tend to think more than react," she said. A good leader is "someone who listens to their employees and is upfront with them with the good and the bad."*



**Thomas Fichera,  
Engineering/Construction Division**

*"The biggest challenge in my current job is actually practicing what I preach and what has been preached," he said. "It's walking the walk, expecting to be ridiculed, expecting to fall, but ultimately, knowing that the overall outcome is worth the journey. A win-win for the individual and the organization."*



**Dianne Ruszkiewicz, ranger,  
Mosquito Creek Lake**

*"Today's challenges center on doing more with less," she said. "Good leaders are those who truly communicate, have vision and selflessly put the needs and the future of their organization before their own goals and aspirations."*



**Mary Ann Crawford-Kaufman,  
ranger, Upper Allegheny Area**

*"A good leader has a vision of the future for his organization and is able to motivate others to work toward that goal," she said.*

**Rick Miller, resource manager, Tygart Lake** (Photo not available)

*"A good leader is someone who uses effective communication and listening skills to motivate, encourage and aspire individuals (or groups) to accomplish great things," he said.*

## EEO Views

# Nation celebrates legacy of Martin Luther King, Jr.

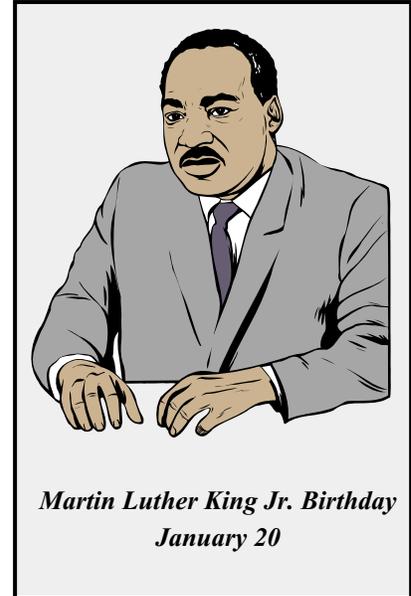
*“The strong man is the man who can stand up for his rights and not hit back.”*

**T**his statement, made by Dr. Martin Luther King, Jr., captures the essence of the philosophy of the man who is well known and celebrated today for his actions in the civil rights movement.

Dr. King advocated non-violent techniques to lead blacks and supporters in effecting change of segregationist policies. He was elected president of the Montgomery Improvement Association — an organization that orchestrated the

381-day long Montgomery, Alabama, bus boycott that ultimately led to the desegregation of the city’s buses. Dr. King was arrested 30 times for his participation in civil rights activities. He also received several hundred awards including the Nobel Peace Prize in 1964. At age 35, he was the youngest man, the second American and the third black man awarded this prize.

Dr. King’s work was tragically interrupted by his assassination in 1968 in Memphis, Tennessee, where he had been helping sanitation workers protest low wages and poor working conditions.



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## Black History Month: Honoring a proud heritage

**T**hese are some famous African-American women and men.

**Dr. Maya Angelou** (1928 -) is America’s poet, educator, historian, best-selling author, actress, playwright, civil-rights activist, producer and director, Angelou is a Renaissance woman.

Secretary of State **Colin L. Powell** (1937 -) The days of his secretariat have been fast-paced as the nation experienced both tragedy and triumph. He was sworn in as the 65th Secretary of State on Jan. 20, 2001. Powell was a professional soldier for 35 years and rose to the rank of 4-star general. His last assignment was Chairman, Joint Chiefs of Staff during Operation Desert Storm.

**Thurgood Marshall** (1908-93) As head of the NAACP’s Legal Defense Fund, he won the *Brown v. Board of Education* case which desegregated schools in 1954. He was the first African American appointed to serve as a Supreme Court Justice. He served on the court for 24 years.

**Oprah Winfrey** (1954 -) An actress, Winfrey became the first black woman to host her own nationally syndicated weekday talk show on television. She owns a television and movie production studio and has one of the highest earnings of any woman in the entertainment industry.

**Marian Wright Edelman** (1939 -) A Yale graduate, Edelman was the first African American to

pass the bar exam in Mississippi. She founded the Children’s Defense Fund to lobby for laws in areas such as child health, childcare and child welfare.

**Ella Fitzgerald** (1917-1996) Recording over 2000 songs and selling more than 40 million albums, Fitzgerald is called the *First Lady of Song*. She was discovered during an amateur contest at the Apollo Theater in New York. Her career spanned six decades and earned her numerous Grammy Awards including the Lifetime Achievement Award in 1967.

*District events sponsored by the Special Emphasis Program Committee will be announced on Public Folders.*



## Rhonda's Bearcat

**R**honda drove her new Bearcat sports car to Al's Park and Lock Lot. She paid the amount requested, \$4, drove to an open space, where she parked it and took the keys. Upon her return later that day, she discovered that her left rear fender was badly scratched. She immediately went to see the lot attendant who said that he did not know how the damage could have occurred. Rhonda left in a huff. The next day, she got a repair estimate of \$550. She then sued Al, the owner of the lot, charging him with negligence in the care of her car while it was in his lot.

Al's attorney argued that when Rhonda locked her car and took the keys with her, the \$4 she paid constituted the fee only for the rental of a parking space. While Al had custody of the car, Rhonda, who kept the

keys, had control of it. As such, Al would only be responsible for gross or wanton negligence or intentional misconduct by his employees.

This is in contrast with the situation where the keys are left in the car or given to the lot attendant so that he can move the car when needed. In that situation, a bailment is created since he has both custody and control of the vehicles left in his lot. While he is not an insurer of those vehicles, he is generally responsible for any damages sustained to them while they are in his care.

The Magistrate considered the evidence and the arguments of Rhonda and Al's attorney. In his ruling for Al, he said that Al's standard care was to refrain from gross or wanton negligence or intentional misconduct, and that there was no evidence of any such conduct by Al or any of his employees.

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## Do's and don'ts of supporting political candidates

**By Bill Lubick**

**Office of Counsel**

**A**s politicians around the country begin the new year looking ahead to 2004 elections, federal workers may wonder what they are allowed to do to support their favorite candidates. The Hatch Act, 5 U.S.C. 7321-7326, provides the answers.

Under the Hatch Act, the following is a list of activities that may be permitted, and a list of activities that are not permitted, for federal civilian employees acting in their **personal capacities**. These lists are not all-inclusive:

### Allowed

To be a candidate for public office in a **nonpartisan** election (one in which none of the candidates are affiliated with a political party.)

- Register and vote as you choose.
- Assist in voter registration drives.
- Act as a recorder, watcher, challenger, or similar officer at a polling place.
- Drive voters to polling places.
- Express opinions about candidates and issues.
- Contribute money to political organizations and attend political fundraising functions.
- Attend and be active in political rallies, meetings and nominating caucuses.
- Serve as an officer of a political party or other political group.
- Sign, initiate, or circulate nominating petitions.
- Campaign or make speeches for or against candidates, referendum questions, constitutional amendments or municipal ordinances.
- Distribute campaign literature.
- Endorse or oppose a political candidate in an advertisement, broadcast, literature or similar material.
- Display pictures, signs stickers, badges, or buttons associates with political parties, candidates for partisan political office, or partisan political groups, **as long as these items ARE NOT displayed:**
  - while on duty;
  - while wearing a uniform, badge, insignia, or other similar item that identifies the employing

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John Derby

“This program gives me the opportunity to share a fascinating story with diverse audiences in a manner that exemplifies what Corps’ rangers are all about,” he said.

“I am excited because this is a new challenge, something that will only happen once in my lifetime,” said Derby.

“I am going for everyone, not just John Derby, but for all the

rangers in the Pittsburgh District who have wished me well and god-speed on our journey,” he said.

Derby and Kline were chosen from approximately 40 rangers nationwide who applied to be a part of the Corps kick-off of the bicentennial, said Jeannine M. Nauss, National Lewis and Clark Bicentennial Coordinator. The bicentennial will be celebrated nationwide from 2003-2006.

“Essentially, we wanted someone who was a good interpreter, could think on their feet and that really had an interest in the Lewis and Clark Expedition. They needed to be able to talk to adult groups as well as school children as they will be doing both in DC.,” she said.

The kick-off will consist of an interpretive team of 12 park rangers participating in various activities during the week. The rangers will staff an information booth outside the Chief of Engineer’s office, participate in informational talks/ programs presented to Corps staff on a scheduled basis, media cover-age, DC area school programs and take part in a video with LTG Flowers, to be shown to all Corps employees.



Pat Kline

- agency or the position of the employee;
- while in any room or building occupied in the discharge of official duties; or
- while using a government-owned or leased vehicle or while using a privately-owned vehicle in the discharge of official duties.

**Not Allowed**

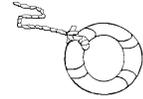
- Run for office in a partisan political election.
- Solicit, accept or receive political contributions or volunteer services from a subordinate.
- Engage in political activity while on duty.

- Engage in political activity while in any room or building occupied by federal employees during duty hours.
- Engage in political activity while wearing a uniform or official insignia.
- Engage in political activity using a U.S. government-owned or -leased vehicle.
- Wear political buttons while on duty.
- Intimidate, threaten, command or coerce a federal employee to engage in or not engage in political activity.
- Solicit political contributions from the general public.

- Personally solicit political contributions in a speech or keynote address given at a fundraiser.
- Allow your official title to be used in connection with fundraising activities.

Again, these lists are not all-inclusive. If you have any specific questions, please contact Bill Lubick (412-395-7495) or Neil Purcell (412-395-7490) in the Office of Counsel. The Hatch Act should not be taken lightly. Violations can result in severe penalties ranging from a **minimum** 30-day suspension to removal from federal service.

# SAFETY LINE



## Senior Safety: Falls main menace to elderly

Accidents are the third leading cause of death in persons over 65 years of age. The disabilities that result from accidents may end the independence of an older person who lives at home. Falls are the principal accident menace of later life.

Repeated surveys in the United States and Britain have shown that well over one-third of those over 65 fall at least once a year and the risk of falling increases markedly with advancing age. A hip fracture, for example, is a catastrophic event in old age. This type of fracture is fatal in up to 20 percent of cases and is the cause of long-term nursing-home care in half of those who survive.

It's well known that as men and women get older their hearing ability decreases, but a less well known fact is that so does their ability to taste sweet foods.

According to one extensive study, men and women over 50 exhibited a one-minute decrease in bleeding time for every additional 20 years in age. Even the very

elderly, those over 85, have systems that can effectively stem bleeding and repair extensive wounds.

An elderly person should especially eliminate dangerous habits like smoking in bed. The need to revise one's life-style in such small ways may sometimes, however, become a source of conflict within the family. When concerned relatives or friends notice that an older person is somewhat forgetful or has a tendency to nod off to sleep while smoking a cigarette, their cautions are not always well received. The older person may answer that he or she has always smoked in bed or while watching television and doesn't intend to stop now.

Usually, the person is truly unaware of the changes that others observe. It can often be a delicate matter to bridge such a communication gap before an accident actually does occur. But the seriousness of the matter is worth the effort to try to change the person's dangerous habit.

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## District leaders needed for observances

Pittsburgh District's Equal Employment Opportunity Office is looking for dedicated district leaders who are willing to be the proponent for special emphasis program observances in the coming year.

EEO Officer Linda Marino recently told members of the Commander's Advisory Council that while the Special Emphasis Committee is fully staffed with chairpersons and members, there is an opportunity for CAC members to

support the district's observances.

As in past years, designated office chiefs have been enlisted to offer their expertise and assist committees in setting up these valuable events.

In addition to Martin Luther King Jr.'s birthday in January, this year's Special Emphasis Program observances include:

February: Black History Month

March: Women's History Month

May: Asian American/ Pacific Islander Month

August: Women's Equality Day

September-October: Hispanic Heritage Month

October: Disabilities Awareness Month

November: Native American/ Alaskan Islander Month.

Anyone interested in assisting the committees for any of the special observances is urged to contact Patrick Kopriva, EEO, 412-395-7514 .