

**ORAL HISTORY INTERVIEWS**

**Gary Bryant**



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OPEN FOR RESEARCH**



Interviews Conducted and Edited by:  
Brit Allan Storey  
Senior Historian  
Bureau of Reclamation



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have materials ordered, needs to have  
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I’m going to a good old 40,000-people  
state college.’ You know, ‘ . . . All they  
want to do is they’ll set the classes for  
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and I actually ended up doing ... the  
*technical* writing, but I was also  
overseeing the contracts, and doing the  
public involvement meetings, and stuff.  
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coordinating all of this stuff. ...” ... 76

“I never actually got back out into the field ...  
And ... I was an officer in the Army for  
almost three years. So ... I was used to  
delegating, coordinating, having  
meetings. And, it wasn’t like I, you  
know, I hadn’t done this stuff before. ...  
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military, but when you get out in civilian  
life you have to sort of start all over. So  
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Somebody’s got to do the organizing up  
front. Somebody’s got to lay the plan  
out so that your crews aren’t looking  
around for materials. I mean, it’s a lot  
more organized. It’s almost like the  
military. You know, everybody has got  
their job to do, and it falls down if

- somebody doesn't do it. . . ." . . . . . 94
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- " . . . I'd say sixty days after I got there we started cleaning that plant, and we worked for a year and a half to get that thing back up. . . . I guess I had a feeling that if, if you're going to have a centennial celebrating the Bureau of Reclamation, you're probably going to have Hoover involved in some way. . . ." . . . . . 96
- " . . . we had a mailroom that the mail would come in. We got this huge mailroom with two or three people in it, and the area manager's, Tim and my secretary, was the one that had to sort it out and distribute it because the mailroom was basically sitting in there playing cards or stuff. . . ." . . . . . 98
- " . . . we ran into stuff where . . . the self-directed crews were (Laugh) figuring that there wasn't enough to do that day so we'll go down to the Hacienda, which was about five miles down the road, and we'll spend the last part of the afternoon planning out the next day. . . ." . . . . . 98



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scheduling and making sure that the  
*parts* were *on the floor* so that the  
craftsman didn’t have to spend most of  
his time looking for parts and stuff. . . .”  
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“One of the problems we had, we always got  
kudos on how good our operation was.  
Well, it was good because it was cheap,  
but it wasn’t good because they were  
good. . . .” ..... 110

“We needed to make sure that we weren’t  
getting call-ins for sick so that they  
could help their buddies out . . . because  
of the union contract . . . once that  
schedule is set, any changes within that  
week, week and a half’s time, ends up  
being double time on whoever you call  
out. So, they would play that game a  
little bit. So, we *really* leaned on that.  
And, we were able to drop our costs for  
overtime, and sick-leave call-out. I  
mean, it almost went to half. It was

amazing. . . .” . . . . . 111

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that don’t pay. . . . school groups, . . .  
senators, or Chinese diplomats, or  
international symposiums. . . . that’s  
almost \$350,000 we lose. . . . and it’s  
really good will. And so I think we put  
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probably put in an hour and a half a day.  
. . .” . . . . . 115

“. . . that’s kind of basically where we are with  
Hoover now. . . . We were overhauling  
one unit at a time, and we decided to go  
ahead and give it a try, and see if we  
couldn’t overhaul two units during a  
year. . . .” . . . . . 116

“We couldn’t get the units . . . all up and  
running. They’re supposed to be all up  
and running during the summertime.  
That’s when we really need it. . . .”  
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“We did two units that year, *and* we had  
everything online by the first of May. . .  
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went through and they overhauled the  
generators. . . . So, . . . because of . . .  
modern technology, the insulations and  
stuff, they were able to put more wire in  
the same area. So, they were able to get  
more megawatts out of those units. . . .  
it takes a little bit more power to move  
those units around now, because you’re  
able to put out more power. So, they put  
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- “As a matter of fact, they made the decision to go to the stainless steel gates, which were more expensive. . . .” . . . . . 131
- “The stainless steel gates, it’s not just that they’re prettier, it’s because they’re stronger. They can be thinner. . . . you can get a *little bit* more water through there. And if you can get more water through there, then you get more efficiency . . . So, we worked around it, economically, it gets them. . . capacity. . . they get another two or three percent in capacity for each unit . . . turns out to be . . . several hundreds of thousands of dollars in a year’s time.” . . . . . 131
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- “But, basically you’re getting more water, a little bit more money, a little bit more

capacity, and probably a little bit more  
time on the maintenance interval. . . .”  
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which I’m looking at . . . 2010, 2011.  
When that comes around, we’ve already  
made plans, and we are, in effect,  
dropping the size of the crews *slowly* so  
that we’ll get down to something where  
we can just maintain these units . . .  
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size of the crews because of the  
overhauls. . . . we’ll just do it through  
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nothing but paint . . . hundreds of miles  
of plumbing . . . And, it’s not just  
painting, like pretty. They call it coating  
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“ . . . that’s a problem we’re having at Hoover . .  
. the way that the GS pay scale works,  
compared to the . . . bargaining board  
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year’s time, with overtime and  
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work ethic or get the production up

higher, or keep your costs down, you're really not running into the union in those areas. . . ." . . . . . 149

" . . . our union . . . feels that it has to represent every employee that kind of runs across, or against, management. . . ." . . . . . 149

" . . . it's always the same employees. It's not like I get a good cross-section of the employees. It's always the same one that was asleep on the job, the same one that didn't follow the procedures, the same one that was, you know, caught doing something or other. It's kind of amazing. And, they keep coming back. . . ." . . . . . 151

"So that's, it's more of a kind of a gnat thing. It's a paperwork mill that is kind of a distraction more than an awful situation. . . ." . . . . . 151

"By and large, you know, ninety-seven, ninety-eight percent of the employees are great employees. So, you just end up spending thirty percent of your time on some of these little nitty issues that . . . some of them shouldn't come up. Some of them, you know, they got a legitimate gripe. . . ." . . . . . 152

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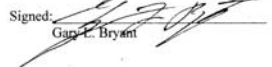
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**STATEMENT OF DONATION  
ORAL HISTORY INTERVIEWS  
Gary L. Bryant**

1. In accordance with the provisions of Chapter 21 of Title 44, United States Code, and subject to the terms, conditions, and restrictions set forth in this instrument, I, Gary L. Bryant, (hereinafter referred to as "the Donor"), of Henderson, Nevada, do hereby give, donate, and convey to the Bureau of Reclamation and the National Archives and Records Administration (hereinafter referred to as "the National Archives"), acting for and on behalf of the United States of America, all of my rights and title to, and interest in the information and responses (hereinafter referred to as "the Donated Materials") provided during the interviews conducted on June 16, and December 15, 2004, at the Bureau of Reclamation's regional office in Boulder City, Nevada, and prepared for deposit with the National Archives and Records Administration in the following format: cassette tapes and transcripts. This donation includes, but is not limited to, all copyright interests I now possess in the Donated Materials.
2.
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Date: 2 Aug 2010

Signed:   
Gary L. Bryant

INTERVIEWER: Brit Allan Storey

Having determined that the materials donated above by Gary L. Bryant are appropriate for preservation as evidence of the United States Government's organization, functions, policies, decisions, procedures, and transactions, and considering it to be in the public interest to accept these materials for deposit with the National Archives and Records Administration, I accept this gift on behalf of the United States of America, subject to the terms, conditions, and restrictions set forth in the above instrument.

Date: \_\_\_\_\_

Signed: \_\_\_\_\_  
Archivist of the United States

## Introduction

In 1988, Reclamation began to create a history program. While headquartered in Denver, the history program was developed as a bureau-wide program.

One component of Reclamation's history program is its oral history activity. The primary objectives of Reclamation's oral history activities are: preservation of historical data not normally available through Reclamation records (supplementing already available data on the whole range of Reclamation's history); making the preserved data available to researchers inside and outside Reclamation.

The senior historian of the Bureau of Reclamation developed and directs the oral history program. Questions, comments, and suggestions may be addressed to the senior historian.

Brit Allan Storey  
Senior Historian  
Land Resources Office (84-53000)  
Policy and Administration  
Bureau of Reclamation  
P. O. Box 25007  
Denver, Colorado 80225-0007  
(303) 445-2918  
FAX: (720) 544-0639  
E-mail: [bstorey@usbr.gov](mailto:bstorey@usbr.gov)

For additional information about Reclamation's  
history program see:

[www.usbr.gov/history](http://www.usbr.gov/history)

## **Oral History Interviews**

Gary Bryant

Storey: This is Brit Allan Storey, senior historian of the Bureau of Reclamation, interviewing Gary Bryant on June the 16<sup>th</sup>, 2004, at about eleven o'clock in the morning. This is tape one.

Well, Mr. Bryant, let me ask ~~let me find out why my monitors are not showing. I guess they're okay.~~ where you were born, and raised, and educated, and how you ended up at the Bureau of Reclamation?

### **Born in Stockton, California, on December 10, 1943, and Raised Mostly near Edwards Air Force Base in Southern California**

Bryant: Well, I was born in Stockton, California in 1943, December 10<sup>th</sup>, 1943, and was raised, although we bounced around a little bit, was raised primarily in the Antelope Valley/Lancaster, California area.

### **Father Worked on Edwards Air Force Base as an Airplane Mechanic**

And, my father worked out at Edwards Air Force Base, which at that time was where Chuck Yeager was, and the sound barrier, and all of the century-series fighters were being

tested. And, so my father was involved in all of that.

### **At One Time Thought He Wanted to Be an Aircraft Mechanic and Test Pilot**

And, so naturally, I initially went to my father when I was just a young guy and said, “Boy. I’d sure like to,” he was an aircraft mechanic. I said, “I’d sure like to be an aircraft mechanic.” (Laugh) He says, “Well, son, I think maybe you want to do a little bit better than that.” (Laugh) (Storey: Um-hmm.) “Being out on the flight line all the time.” So anyway, being raised around that, most of the heroes that I had were the pilots, and stuff. I really wanted to do that, but my eyes weren’t good enough to do that. I graduated from, went to grammar school.

### **Raised on an Alfalfa Farm**

We had a farm. We lived on a farm for a number of years, on and off, alfalfa farm. So, I was raised on a farm, like I said, on and off. And then, when my father couldn’t make it he’d go back into the aircraft industry. I was, by the time I was in high school, and stuff, he was working out there full-time, and I went to a junior college out there for two years, and really wanted to be a medical

doctor.

### **Went to Junior College, Then San Diego State and Then Pacific Union College**

So, I took primarily biological, chemistry type of courses. I went into, I went to San Diego State after the junior college, and then I went to Pacific Union College, which is an Adventist college.<sup>1</sup>

### **Volunteered to Be an Artillery Officer in the U.S. Army and Served in Germany During the Vietnam Conflict**

And, it was 1968, '67, when I *graduated* from college, which was right when the Vietnam War was really taking off. And, my deferment for college had run out. You had a deferment during those times. So. And, I wanted to, I mean, I figured I had a duty so I wanted to go into the service, so I volunteered to go into the service and became an artillery officer, and spent three years over in Germany. I never did get over to Vietnam, not that that was a bad thing, (Laugh) (Storey: Um-hmm.) in my mind, but I spent all my years over there.

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1. Pacific Union College is in Healdsburg in California's Napa Valley.

**“ . . . it was kind of funny, the military, I had a degree in biology, they trained me as an artillery officer, and I ended up in a maintenance unit. . . .”**

And, it was kind of funny, the military, I had a degree in biology, they trained me as an artillery officer, and I ended up in a maintenance unit. (Laugh) So, I was sort of a cat out of water, but, you know, you do your best.

#### **Hired by Reclamation as a Biologist in June 1972**

And, when I got out I was still interested in biology, and so I went back and worked at a mine for a while, just trying to get a job, and I had the veterans preference. And, at that time it was 1970 when I got out, and the, what's it called? The Environmental, NEPA, National Environmental Policy Act, was passed in '69. (Storey: Um-hmm.) So, about that time Reclamation was sort of thrashing about for, and I think what, they didn't know *who* could do this, but they figured that biologists were probably the closest that could do NEPA-type of work. So, they hired me as I was in my first true year of graduate school. As a matter of fact, that summer, after one year in graduate school,



they hired me. And so, I came up to work at Tracy, California, doing fishery work, and *some* NEPA work. And, I was one of, I don't know that I was necessarily the first, because I came in as GS-5, but I think that Phil Sharpe, I can't remember who the other fellow was, but there was about four or five biologists in the Bureau, maybe a half a dozen.

Storey: Maybe Wayne Deason?

Bryant: I don't think Wayne was quite there. He might have been. I came into Reclamation in June of '72, (Storey: Yeah.) and I was out in the field. So, I don't know if Wayne was in yet.

Storey: Jim LaBounty was one of the early ones.

Bryant: Yeah. LaBounty was around. And, there was another guy that came from down here that went up to Washington, that was up there for a long time, kind of the head NEPA guy, (Storey: Hmm.) and he had come from the Lower Colorado Region. I forget what his name is.

### **Stationed at Tracy Pumping Plant to Do Field Work**

But anyway, they hired me and I was

the only, really the only biologist out in this field station, the Tracy Pumping Plant.

### **Worked with Steinhart Aquarium**

So, I worked up and down the canals, worked with the Steinhart Aquarium out at Golden Gate Park, in San Francisco. We had hired Steinhart, so I supported them.

**“ . . . while I was there . . . they weren’t sure what to do with a biologist at that time . . . so in my off time . . . I worked on finishing up my thesis on my masters degree. . . . ”**

And, while I was there, they, like I said, they didn’t, they weren’t sure what to do with a biologist at that time, (Storey: Um-hmm.) so in my off time, and I think I did a good job for them, but in my off time I worked on finishing up my thesis on my masters degree. So, I finally finished up my thesis, and got my masters degree.

**“ . . . all of the engineers . . . were on this accelerated schedule. . . . I went to my boss and I said, ‘You know, I’m doing as much this guy, and doing it as well, you know. Why aren’t I being promoted?’ So, they sort of gave me the, ‘It’s the Bureau of Reclamation, not the Bureau of Biology’ speech. . . . ”**

And, all of the engineers at that time were, if you were out, if you came in as an engineer at a five, then you went, within a year, to a seven, you went to a nine. You were on this accelerated schedule. I remember I went to my boss and I said, “You know, I’m doing as much this guy, and doing it as well, you know. Why aren’t I being promoted?” So, they sort of gave me the, “It’s the Bureau of Reclamation, not the Bureau of Biology” (Laugh) speech. (Storey: Um-hmm.)

**“So, I finally, after much adieu, did get my seven down there. . . .”**

So, I finally, after much adieu, did get my seven down there. And then, I worked, and then to get the nine I actually had to move, and the project was kind of winding down, although there was a lot of stuff to do. And, years later they actually had to go back into the Tracy Pumping Plant and do some of the stuff that, at the time, I thought was worth doing. But, years later they went back in there, but it was a little bit before they really needed to do it. So, they weren’t doing some of these fishery studies that I thought would benefit the Bureau.

**“So, . . . after that, I went up to Salt Lake City**

**as a GS-9, and I worked for Deborah Linke . . .”**

So, I went up, after that, I went up to Salt Lake City as a GS-9, and I worked for Deborah Linke, who is now up in the Denver Office. She was in the 400 Division at that time. And, there was a couple of other folks that I don't remember, remember their names. The only thing I really remember is our, the division head at that time. And, like I said, I don't remember his name, Debbie probably would, but he had just, he was a Mormon fellow I think, and he had just lost his son in an accident, and I guess the only thing I remember about him is he never said much after that. He was always kind of just in the corner office looking out the window. I always felt kind of sorry for him.

Anyway, Debbie and I worked on the Four Corners Powerplant [the Navajo Generating Station]<sup>2,3</sup>, the San [Juan] Luis

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2. Authorized by the Colorado River Basin Project Act of 1968, the Secretary of the Interior entered into an agreement with the Salt River Project and other power producers to acquire the right to 24.3 percent of the power produced at the non-Federal Navajo Generating Station. Reclamation's share is held in trust by the Salt River project.

3. Note that in the text of these interviews, as opposed to headings, information in parentheses, ( ), is actually on the tape. Information in brackets, [ ], has been added to the tape either by  
(continued...)

Powerplant, the Navajo Mine. And, at that time, cogeneration was a big deal so we also worked on a cogeneration plant. That's where you take coal and turn it into, it was actually a coal gasification plant, I guess it was called, where you turned the coal into gas. So, we worked on the environmental impact statements from all those. The Four Corners Powerplant, and Navajo Mine, was actually the first Environmental Impact Statement that I had had, that I was really in charge of, that I'd written and stuff. It was quite an experience, pretty long and involved. And, but, I enjoyed it just because of the technology and stuff.

**When the Four Corners Powerplant  
Environmental Statement Was Completed the  
Region in Salt Lake City Assigned Him to Be a  
Technical Writer**

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3. (...continued)  
the editor to clarify meaning or at the request of the interviewee in order to correct, enlarge, or clarify the interview as it was originally spoken. Words have sometimes been struck out by editor or interviewee in order to clarify meaning or eliminate repetition. In the case of strikeouts, that material has been printed at 50% density to aid in reading the interviews but assuring that the struckout material is readable.

The transcriber and editor also have removed some extraneous words such as false starts and repetitions without indicating their removal. The meaning of the interview has not been changed by this editing.

And that, when that ran out, which was about a year and a half later, the, and this was just a very short period, they ran out of work and they put me as a technical writer.

I did not want to be a technical writer. I went over there and I worked for the lady over in the technical writing area for about two or three months, but I told her that I, I really didn't want to do that. My education was geared, and just the way I felt about things were geared a little bit different from technical writing.

### **Moved to the Lower Colorado Region to Work on the Central Arizona Project**

So. Phil Sharpe and Wayne Deason picked me up down in the *Lower* Colorado Region. I was, Debbie Linke and all of this was happening in Salt Lake City in the Upper Colorado Region. So, I went down to the Lower Colorado Region and worked with Herb Gunther, Wayne Deason, Gary Rice I think his name was, and Phil Sharpe. And, I was trying to think of who else was around that's down in that, that office. Anyway, I worked for those guys on almost everything. And, I worked a lot with Herb. Herb is now the head of the, I think, Arizona Department of Water Resources. Phil has retired. And,

Wayne Deason, I guess, just retired, here. But, we worked on Central Arizona Project, a lot of field work, but Herb Gunther was really a good guy to work for. And, Bill Rinne was involved in that too, only Bill was down in Yuma, at that time.

### **Worked on the Yuma Desalting Plant with Bill Rinne**

So, we worked on the desalting plant, the environmental impacts as far as the desalting plant running water down into Mexico.

### **Worked on Hooker Dam in New Mexico**

We worked on Hooker Dam in New Mexico.<sup>4</sup> It came up again a couple of times, and then so we did, we did, environmental impact statements, and kind of freshened them up, I guess I'd say, on those projects.

### **Worked on Bass Studies at Lake Mead**

And, then I also worked a lot on Lake Mead, the bass studies and stuff out on Lake Mead.

### **Asked to Move to the Planning Office**

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4. Hooker Dam was proposed as part of the Central Arizona Project. It was dropped from the proposed project.

About that time they came and asked me if, I was an eleven at that time, they asked me if I'd be interested in heading up a job in the planning office. They didn't, planning at that time *did not* have an environmental branch, at least down in the Lower Colorado Region. So, I got the opportunity to do that, and I actually started the branch up. It was me, and then I got a couple of biologists, Gordon Mueller, and one other. I'll think of his name in a little bit. He's out in the Mid-Pacific Region now. And, we worked on all of the planning activities.

### **Worked on Pump Storage Projects on Lake Mead**

We worked on, I'm trying to think of what they, they worked on pump-back storage on Lake Mead.

Storey: [That's] what? Spring Mountain?

Bryant: Yeah. Spring Mountain, Rifle Range, Pinto Valley. We supported them on all of that stuff. There was some other stuff that we worked on. It's just been so long I can't remember exactly, but it was kind of a tight knit little group. There were about five. It started out with me, and then we went up to about five, seven.



**“There I got a twelve, and then I got a thirteen, and became a regular branch chief. . . .”**

There I got a twelve [GS-12], and then I got a thirteen [GS-13], and became a regular branch chief.

**“. . . really, that turned out to be a pretty nice deal, but it’s also the point where I decided that I’d had just about enough of writing EIS’s. I enjoyed the management end of it, the supervisory end of it . . . .”**

And, so really, that turned out to be a pretty nice deal, but it’s also the point where I decided that I’d had just about enough of writing EIS’s. I enjoyed the management end of it, the supervisory end of it, but I had enough of EISs, and the environmental [end] of it.

### **Applied for and Was Accepted to the Departmental Manager Development Program**

So, I went to the division head, at that time, and asked him if I couldn’t just start doing some of the regular team-leader-planning types of activity just to get some experience in it. And, I also applied for the—Robert McCullough [spelling?] was the guy who was the division head at that time. I also

applied for the Departmental Manager's Development Program, back in Washington D.C.. And so, I applied for that a couple of times, and finally got it. At the same time, I was taking some of these team, I was doing some of this team leader stuff, and the particular one I was on was La Verkin Springs, up in Utah, working on La Verkin. And, I was the team leader. Martin Einert was my engineer, and we had a biologist. We had a regular team that we worked on, tried to work that out.

### **Looking at Using Virgin River Water in Las Vegas**

Also worked on another on the Virgin River, which was kind of interesting. It was supplying water to the Las Vegas Valley. Right now, you know, these things, all these projects seem to have a cycle, you know. They fall out of favor, and then they come back, and they fall out of favor. Right now they're still, they're looking again at that particular project of bringing water from the Virgin River directly into Las Vegas Valley, maybe fifteen years later than we studied it, twenty years later.

**“. . . I found out two things. One, I did like the management end of it . . . but I also found out**

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**that I didn't want to. . . be back in Washington.  
. . ."**

Anyway, after that I went, I got on the Departmental Manager Development Program, which was a year. I stayed up there and pretty much . . . well I think I found out two things. One, I did like the management end of it and stuff, but I also found out that I didn't want to, (Laugh) I didn't want to be back in Washington. (Storey: Um-hmm.)

**". . . the place was exciting, but . . . I thought that the way . . . [you] had to jump through so many hoops to actually . . . get a decision made was just a little bit too frustrating for me.  
. . ."**

There was just, you know, the place was exciting, but the, I thought that the way that the managers and supervisors, and the, had to jump through so many hoops to actually manage something, to *move* something from Point A to Point B, to get a decision made was just a little bit too frustrating for me.

### **Ran the Region's Small Loan Program after Returning from D.C.**

So, when I came back they made me the small loans, it used to be called the small

loans engineer. Since I wasn't an engineer, my degree, I had a masters, I ended up with a masters degree in marine biology. They just called it the small loans officer. (Storey: Um-hmm.) Changed the name for me. So, I ran a small loans program for a number of years.

And, I initially didn't, you know, I did it because I, it was a, it was kind of an interesting job, but I initially didn't take sort of self-pride in it, because I, you know, I didn't really want to be a banker or a loan officer.

**“ . . . I found out that it was really one of the more dynamic programs in Reclamation. . . . you put money out and within . . . years, . . . there was something *on the ground built*. . . .”**

But, I found out that it was really one of the more dynamic programs in Reclamation. If you were, if you wanted to look at a program in Reclamation where you put money out and within five years, or eight years, once the, or three years, once the loan was approved, there was something *on the ground built*. And, it was because they had a partnership with the districts, or private industry, or whatever it was. It had to be some sort of state-sanctioned organization. But, there was a lot of ways that these irrigation district tied in

other folks. So, you could come up with a small loan, and we built Pomona Dam, we built a complete, almost a complete, irrigation, not an irrigation but a water-transfer system within the San Bernardino Valley to link all of these communities together. We did a lot of water protection work out in Arizona. It was, there was, at one time we *were* the largest small loan dealer in Reclamation, and at one time we had about sixteen loans on.

**“The very first thing I did when I came in was clear up all of the old ones that were just kind of hanging out there, so we could really focus in on the really good ones, and . . . work on some new opportunities. . . .”**

The very first thing I did when I came in was clear up all of the old ones that were just kind of hanging out there, so we could really focus in on the really good ones, and be prepared to work on some new opportunities.

#### **Development of Title XVI<sup>5</sup>**

But, out of that came the Title XVI,

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5. The Bureau of Reclamation's water reclamation and reuse program is authorized by the Reclamation Wastewater and Groundwater Study and Facilities Act of 1992 which is Title XVI of Public Law 102-575—the Central Valley Project Improvement Act approved October 30, 1992.

which is the, kind of our Water Reclamation and Reuse Program. And, that, the way that came about was pretty interesting. I had spent so much time out there on these small loans that I actually saw that if you could, and I had done planning before and so I, you know, it was sort of kind of fell in together. But, I saw that if we could move some of the reclaimed water, the discharged water that their, you know, they treated in a sewage plant, but still fairly decent, if you could take that water and move it to other areas of the local state, clean it up a little bit, and reuse that, say you created it in San Bernardino, and you reuse it down in the San Diego orchards and stuff. But, there was really a, that might be a pretty good thing to do.

### **Supported Use of Reclaimed Water**

So, I went up and down the state of California touting the backbone system, which was this system where you took water from A to point B, this reclaimed water, and touting the idea, and told them that, you know, if I could get enough interest in it, and get a cost-sharing partners that Reclamation, you know, would be interested in going out there and seeing if this was feasible. At the same time, they felt, the districts that I worked for, that we should probably get some legislation put

together.

### **Developed Legislation for Reuse of Reclaimed Water, but Reclamation Support Wasn't Strong**

So, I wrote up this legislation. Martin Einert and I wrote up this legislation, and we're doing this down at the regional, divisional level, and every time we ran it up the tree we got really a lukewarm response. At that time Dennis Underwood was there, and Dennis was, you know, he's a pretty much by-the-numbers kind of guy. And, some of the others, I got a pretty lukewarm response. The regional director at that time was, who was our regional director there? It was Ed. . . ? Ed. What the hell's Ed's last name? Anyway . . .

Storey: The guy who built Palmetto Bend [Robert J. Towles].

Bryant: Well, there was Bill Plummer.

Storey: Oh. Hallenback, is who you're thinking of.<sup>6</sup>

### **Bryant and Regional Director Ed Hallenback Decided to Give the Legislation to the**

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6. Regional directors in this period in the Lower Colorado Region were Nelson W. Plummer 1981-1985; Edward M. Hallenback 1986-1991; and Robert J. Towles 1991-1994.

### **Supporters and Let Them Run with it**

Bryant: Ed Hallenback. Yeah. And Ed Hallenback was kind of a, I wouldn't call him a "free spirit," but he was a good thinker. He was a, you know, he was a sort of an outside-the-box type of guy. He'd take a chance on stuff. So, I went to Ed and I said, "You know, this is really," you know I had briefed him on it several times. I said, and the irrigation districts had come in and said, "this is, you know, this is really a pretty good idea."

**“. . . Ed said, ‘Well, you know, the guys up above, you know, are just sort of lukewarm. So, it’s not going to happen through Reclamation.’ . . .”**

So, Ed said, "Well, you know, the guys up above, you know, are just sort of lukewarm. So, it's not going to happen through Reclamation." So I says, "Well, so what do you want me to," you know, "Shall I sort of slip this thing under the table to the irrigation districts and let them carry this forward, or you know, just sort of back off completely?" And he said, "Why don't you just hand it to them, and tell them to do what they think that they ought to do with it." The original Title XVI, and they took it and they ran, and you finally come up with Title XVI,



which I think if you step back, although there's a lot of money that Reclamation has sent over there and stuff, it's done a lot of good.

**“ . . . the Title XVI that we have today . . . is not the Title XVI that we handed to these guys. When we handed Title XVI to the folks, it was set up like a loan program. . . . And, Reclamation would help subsidize it . . . and then they would have to pay it back, like all Reclamation projects. That's what was presented. What finally came out is . . . The repayment portion of it had been removed, and then when Dan Beard came in , he looked at it and he just made it a completely a grant program. . . . ”**

But, the Title XVI that we have today, which is Water Reclamation and Reuse, is not the Title XVI that we handed to these guys. When we handed Title XVI to the folks, it was set up like a loan program. In other words, you would pay, the district had to come in with twenty-five percent, or thirty percent, whatever the loan requirements were, and they would carry—or maybe even more than that. Maybe they had to come up with fifty or sixty percent. And, Reclamation would help subsidize it, almost like the loan program, and then they would have to pay it back, like all

Reclamation projects. That's what was presented. What finally came out is it came out, and it was, Title, there was, it was Title XVI, but there are also subsections to it, and we worked all of that out. Anyway, some of that got changed when it actually finally came out, and oh it still came out a little bit different. The repayment portion of it had been removed, and then when Dan Beard came in , he looked at it and he just made it a completely a grant program.

**“ . . . in Reclamation, I think, that it left kind of a bad taste in the mouth about the grant program, but the overall concept was a good concept . . . But, it had a twisted path of going up the chain. And, I actually caught a little bit of flack from that. I think that there's still a few hard feelings. . . .”**

And so, in Reclamation, I think, that it left kind of a bad taste in the mouth about the grant program, but the overall concept was a good concept, and I think that it really did help the folks in the, in a lot of areas to kind of link up and use that reclaimed water, and kind of make sure that those systems were interconnected. But, it had a twisted path of going up the chain. And, I actually caught a little bit of flack from that. I think that there's still a few hard feelings. Maybe not anymore.

Most of them have probably retired, but there's still a little hard feeling that we just sort of laid that out there and said, you know, "Here it is. Take it on up the line." I think that they would have preferred that we kept it within Reclamation.

**“. . . Reclamation just gets real shortsighted sometimes, real blinded by, you know, what they think their purview is. And, these are my *personal* opinions, naturally, but I just think that sometimes that shortsightedness has hindered us. . . .”**

But, I'll tell you, Reclamation just gets real shortsighted sometimes, real blinded by, you know, what they think their purview is. And, these are my *personal* opinions, naturally, but I just think that sometimes that shortsightedness has hindered us. And, the reason I say that, and I'll mention, I'll go on a little bit further.

**After He Left the Small Loans Program,  
Became the Planning Officer for the Lower  
Colorado Region**

When we got into, after that I became the planning officer. I applied for the planning job, and they gave me the planning job, and I was promoted from a thirteen to a

fourteen, at that time. And, this is about '86, '87.

### **Reclamation's Rethinking of its Mission in 1986 to 1988**

So, I was the regional planning officer, and I had the loans underneath me, and about that time Reclamation was regrouping, you know, "What do we want to do? How do we want to proceed? Do we want to, you know, are we, we're kind of out of the construction agency. Or gees, are we out of the construction age . . . ? I wonder if there's something else out there we could do? How about if we work for the Department of the Interior and be the, the Interior's engineering organization?" and stuff. So, we went out there and our Planners and myself, I mean we gave presentations clear up to Joe Hall and stuff, about things that we thought we could do. And some of them were sort of pie-in-the-sky, but you know, we had talked about, you know, "What are good at? We're good at canals. We're good at plumbing big projects and stuff." And, there's plenty of that infrastructure sitting out there that's old. New York, you know, has got 100-150 year old water systems and stuff. And, so a lot of this stuff was put out. Also we went to the Bureau of Indian Affairs. We went to National Park Service

and suggested some things that we might do. And, you know, maybe some of it was taken forward. I wasn't privy to those things that happened above me, but we at least made those presentations. But we kind of regrouped and just ended up as a water management agency. And, by doing that, even though we've espoused that we, you know, we're trying to keep our engineering expertise, really the only place that you're going to keep the engineering expertise is right out at the field offices, because that's where the, at the powerplants, and in Yuma, and maybe the one over in, over in Texas or New Mexico. Most of that engineering is, the real hands-on engineering is pretty close to the actual projects themselves.

**“ . . . Reclamation lost, I thought, the need for the Engineering and Research Center. . . . ”**

It didn't, Reclamation lost, I thought, the need for the Engineering and Research Center. Those big overviews, the guy who was the greatest guy in the U.S., or in the world, on pipes, or the guy that was the greatest on valves, and stuff. You just didn't have that, those kinds of *needs* anymore. And, since you sort of forego, forewent the opportunity—and I'm not sure the opportunity was out there.

**“ . . . we didn’t really go out there as aggressively as we could have. . . . and we kind of slipped back into where we are now, which is this water management agency that wished that it had more of a core engineering group. . . .”**

But, it looked, it always appeared to me that we didn’t really go out there as aggressively as we could have. We didn’t go after the hazardous waste stuff as aggressively as we could have. We didn’t go after the Park Service as aggressive. We didn’t go after the BIA [Bureau of Indian Affairs] in a good uniform manner, where we said, “We’ll take on your engineering.” And, because we didn’t do that, then a lot of those projects went elsewhere, and we kind of slipped back into where we are now, which is this water management agency that wished that it had more of a core engineering group.

**“ . . . we did have a lot of neat planning things that we did . . . a lot of studies that were, that right now are actually going on. Although at that time they seemed like pie-in-the-sky. . . .”**

And so anyway, that’s, that’s kind of what I saw happening all of those years when I was in the planning arena. (Storey: Um-hmm.) But, we did have a lot of neat planning

things that we did, did do over the years, and we came up with a lot of studies that were, that right now are actually going on. Although at that time they seemed like pie-in-the-sky. Like when the rivers, the Los Angeles rivers, and some of those over in California, flood, “Is there a way of capturing that water before it goes to the sea so that we can slow it down and use it later? Is there stuff in the Owens Valley that we can do to help revegetate those areas up there?” We did a lot of stuff out in the China Lake area, where we put in a whole well system.

### **Set up the Area Office in Temecula**

The six-year study that’s going on, and now it’s almost an eight- or a ten-year study, that’s going on at the Temecula Area Office, which I set up years ago. They asked me to set up an office, so I decided on Temecula. Anyway, that study is still ongoing, and that’s part of this Reclamation reclaiming the water and reusing it in different areas. Some of those studies are still going on. So, there’s some, you know, pretty positive impacts that we’ve had, just in looking at different ways of doing things. And some of them actually have been implemented.

**“I got tired of doing the planning work too. . . .**

**planning seemed to be going downhill . . . And so, I decided that I'd like to try my hand at operation and maintenance activities. . . ."**

So, that was kind of a neat era. I was, after a while I guess I got tired of doing the planning work too. I saw that Reclamation was, planning seemed to be going downhill for all of the things[, reasons,] that I've talked about. And so, I decided that I'd like to try my hand at operation and maintenance activities.

**Asked Regional Director Larry Hancock If He Could Be Appointed Acting Manager in the Area Office in Yuma**

So, when Dave Gudgel left down at Yuma, I asked the current regional director, which was Hancock, Larry Hancock, and Bob Johnson was the assistant regional director then. I asked them if I couldn't go down there and, for a stint, and kind of work as the acting area manager, or acting manager. I'm not sure if the area managers came in, they came in all about the same time.

**". . . I worked for about six months, and . . . they just sort of blessed me after six months . . . And, I stayed down there for five years. . . ."**



But anyway, so I started working down there, and I worked for about six months, and the grade was the same at that time, so they just shift, they just sort of blessed me after six months and I stayed down there. And, I stayed down there for five years. And, at that time, that was about the time that Beard came in, and then after Beard, who was the next? Eluid?

Storey: After Dan was Eluid [Martinez].

Bryant: Was that Dan, well somewhere in there was that guy who was the accountant.

END SIDE 1, TAPE 1. JUNE 16, 2004.

BEGIN SIDE 2, TAPE 1. JUNE 16, 2004.

Bryant: Yeah. There was [Dennis] Underwood, there was [Bob] Broadbent, and then there was a guy in between there someplace, I think.

Storey: Oh.

Bryant: After Underwood.

Storey: Oh, you're talking Dale Duvall.

Bryant: Yeah. Dale. Yeah. So anyway I, I kind of

got them out of sequence here,<sup>7</sup> but when I was down at Yuma it was, I think it was Dan Beard mostly, (Storey: Um-hmm.) and then whoever, who came after Dan? Was that . . .?

Storey: Eluid Martinez.

Bryant: Was that Eluid? Yeah.

Storey: Now, the acting person was, not Joe Hall.

Bryant: Oh. That was a guy from the . . .

Storey: It was Steve Magnussen wasn't it?

Bryant: Yeah. Steve acted for a while. Yeah. That's right.

**“ . . . Dan wanted to really lean on the farmers. . . I liked Dan Beard. I thought that he was pretty courageous . . . I think the [creation of the position of] area manager really helped the organization, although we've backpedaled a little bit . . . but I thought, as far as a manager went, where he held his people accountable,**

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7. Commissioners and acting commissioners in this time period were Robert N. Broadbent–1981-1984; Robert A. Olson, acting, December 1984-August 1985; Clifford I. Barrett, acting, 1985; C. Dale Duvall, 1985-1989; Joe D. Hall, acting, 1989; Dennis B. Underwood, 1989-1993; Lawrence T. Hancock, acting, April 10-May 3, 1993; and Daniel P. Beard May 4, 1993-September 9, 1995.

**where he stood up and said, you know, ‘This is the way we want to go, and this is the way we *don’t* want to go.’”**

Storey: So, I was down there when Yuma, and down in Yuma when Beard was down there. And, Dan wanted to really lean on the farmers. And, I, you know, I can honestly say that I liked Dan Beard. I thought that he was pretty courageous, some of the things that he did. I think the [creation of the position of] area manager really helped the organization, although we’ve backpedaled a little bit on that, but I thought that that helped the organization out. But, there are a lot of things that he did that some of the folks didn’t care for, and I’m, I’m just learning about it. And, they were probably destructive to the organization, but I thought, as far as a manager went, where he held his people accountable, where he stood up and said, you know, “This is the way we want to go, and this is the way we *don’t* want to go.” I think he did a very good job. He was the best manager I thought that we had had since Broadbent. I thought Broadbent was a very stand-up guy. Out of both of them I would think that Broadbent was the best. I really liked Bob. I thought that he had a very good management style. He didn’t get too deep into it. He really, he was, he had a good

common sense, and he wouldn't let you get away with anything, but he'd listen to you and stuff. I really liked him.

**“ . . . Dan . . . really wanted to lean on those farmers, and I, so I leaned on them pretty hard. When he left, I found out that he was the *only* one that wanted to (Laugh) lean on them, and so, (Storey: Um-hmm.) (Laugh) so I kind of got caught out there . . . ”**

But Dan, I thought, brought something to the organization, but he really wanted to lean on those farmers, and I, so I leaned on them pretty hard. When he left, I found out that he was the *only* one that wanted to (Laugh) lean on them, and so, (Storey: Um-hmm.) (Laugh) so I kind of got caught out there with the farmers disliking the way that some of the policies were implemented.

**“ . . . that *office* was really in disarray. They were writing and phoning the secretary of the interior . . . So, we had a lot of work to do when we got down there, or when I got down there. . . ”**

On the other side of that, though, we, that *office* was really in disarray. They were writing and phoning the secretary of the interior, sending e-mails up there,

complaining about the management, the leadership, etc., of my predecessor Dave. And, I don't know if it was his fault or not, but I mean it was really quite a mess. So, we had a lot of work to do when we got down there, or when *I* got down there. And, we shifted a lot of positions and stuff. A lot of folks retired. But, I think that we, we ended up with really a pretty good organization, at the end, pretty high morale.

The whole five years I was down there there was not one EEO [Equal Employment Opportunity] complaint. There was one letter that went up, I think, a few months after I got there, complaining about something that I had done. But, after that, it completely quieted down.

**“ . . . we did a lot of work on getting the river squared away . . . ”**

And, we did a lot of work on getting the river squared away, getting it dredged. We even changed the path of the river at mile thirty-one. It was banging up against the levy. So, we actually kicked the, dug a new channel and moved the river over.

**“I tried very hard to get the Yuma Desalting Plant working, or get the powers that be to**

**agree that having the Yuma Desalting Plant working was a good idea. . . .”**

I tried very hard to get the Yuma Desalting Plant working, or get the powers that be to agree that having the Yuma Desalting Plant working was a good idea. And, that was kind of going against the grain of Reclamation too. So, there was some hard feelings there. But, it was, it was a great job, and Yuma is a, although it always had sort of this backwoods reputation, like you, you know, [you’d] been thrown into the briar patch, I kind of thrived down there. You know, I liked the people. ~~I thought the~~ A lot of them were Mexican, second and third generation Mexican-Americans. They had a, kind of, they had a good work ethic. They were very respectful. And, if you treated them right, it was really a nice place to work. Hotter than living hell, but during the winter times it was great.

**“ . . . Bob [Johnson] called me up . . . and asked me if I’d like to work at Hoover. . . . So, when he offered me the job working for Tim [Ulrich]. . . . Tim let me become the manager at Hoover Dam, which I thought was a pretty darn big deal . . . for a biologist to be able to take on that job. . . . and I also jumped at it because I’d been down there for five years without my**

**family. So, Jim Cherry and I switched. . . .”**

And then I got called up, Bob [Johnson] called me up one time and asked me if I'd like to work at Hoover. During this whole time that I was down in Yuma, I had left, my wife and my family were still up here in Las Vegas area. So, when he offered me the job ~~up at Yuma~~ working for Tim [Ulrich]. I wasn't an area manager any more, but Tim let me become the manager at Hoover Dam, which I thought was a pretty darn big deal, in my mind, for a biologist to (Laugh) be able to take on that job. Anyway I, and I also jumped at it because I'd been down there for five years without my family. So, Jim Cherry and I switched. He went down there, and I went up to Hoover.

And, I thought that Hoover needed a, there was just some things. I like to think that I'm a, you know, a fairly good manager, but I'm also a, you know, I don't think of myself as a disciplinarian but I do expect the folks to have a standard of, you know, work ethic. A good standard and stuff.

**Dealing with the Issues Caused by  
Implementation of Self-directed Work Teams at  
Hoover Dam**

So, we spent a lot of, the first three years or so kind of clearing up all of those problems that were created, not by Tim but I think by Blaine Hamann who was the, kind of the area manager, project manager before Tim. Blaine, for some reason his last two years, decided that Hoover could be run as a self-directed team. He just pretty much wiped out all of the supervisors, including the foremen and managers, and formed these teams and they were all supposed to be self-directed.

**“ . . . a organization like Hoover, which is really kind of an industrial organization, needs to have planning done out front, needs to have materials ordered, needs to have directions on which way you’re going, . . . when you’re trying to keep electricity flowing out, plants available, and crews working steadily, you have to put a little bit more into it. . . .”**

And, you know, it was, a organization like Hoover, which is really kind of an industrial organization, needs to have planning done out front, needs to have materials ordered, needs to have directions on which way you’re going, and it needs to be a fairly tight-line organization. Maybe you can do self-direction if you’re working for, you know, Microsoft where you’re sitting in a



room and you're trying to brainstorm how that new software ought to look. But, when you're trying to keep electricity flowing out, plants available, and crews working steadily, you have to put a little bit more into it. And so, a lot of the stuff that Tim did, and a lot of the stuff that I did, particularly, dealt with trying to turn that around. So, we went back to the supervisors, went back to the line organization.

When I got there we had a mailroom, we had two people in the mailroom, and the head secretary is the one who is distributing mail. And, if you want the mail you have to come to her. The mailroom actually went once a day to go get it, and came back, and I guess sat around for the rest of the day.

**“ . . . our equipment was [on] unscheduled maintenance, we had a *high* percentage of that, which means that the equipment just broke down unexpectedly. You'd be running it during the summertime, and boom, something would break. And, we've gotten it to the point now that we run it all, all summer long and we have, hardly have any unscheduled maintenance. . . . ”**

So, anyway, all of that has been, had been changed out, and there's a lot of, a lot of

things that are going on that are really, I think, are pretty positive. We had, our equipment was [on] unscheduled maintenance ~~was~~, we had a *high* percentage of that, which means that the equipment just broke down unexpectedly. You'd be running it during the summertime, and boom, something would break. And, we've gotten it to the point now that we run it all, all summer long and we have, hardly have any unscheduled maintenance. Like, I think, out of 8,000 hours we had twenty-four hours last, last summer.

So, there's a lot of things that turned around, and that was over the last five, five years or so, and we've gotten a lot of good managers in there. The whole success of any project, I think, is the management.

**“ . . . you've got four or five people in any, maybe half a dozen people in any organization are a pain in the butt, but I'll tell you, if you got two or three managers that aren't willing to do what they're supposed to do it can just ruin that whole organization. . . . ”**

Very seldom, you've got four or five people in any, maybe half a dozen people in any organization are a pain in the butt, but I'll tell you, if you got two or three managers that aren't willing to do what they're supposed to

do it can just ruin that whole organization. The people aren't usually, the actual workers aren't ever much of a problem. Anyway, that was kind of the problem in Yuma, and that was kind of the problem in Hoover. Once you establish your expectations, once you got some good leaders in there, managers, supervisors that had, and the people knew what the expectations are, these organizations they run, I think they run pretty good. I think they're a credit to Reclamation, and to the government itself.

Anyway, that's kind of where we ended up. That's where I am today. (Laugh)

Storey: That's where we are.

Bryant: That's where we are.

Storey: You did it in almost exactly an hour.

Bryant: Yeah.

Storey: I remember when I did Dan Beard he took two hours *exactly*.

Bryant: Did he?

Storey: (Laugh) And, said, "Well, I guess we're done." And, I said, "Well, I have a few

questions.” (Laugh)

Bryant: Sure.

Storey: Tell me about your dad and Edwards Air Force Base. Did you meet these people?

**Met a Lot of People at Edwards Air Force Base Who Were Test Pilots or Worked in the Testing Program**

Bryant: Yeah. I actually *did*. We went to church with Joe Walker. Joe Walker got killed the, he was a test pilot, pretty famous test pilot, X-15 pilot. He got killed flying just chase, which is the plane that flies behind the plane that’s actually being tested. It was a B-70, if I remember, and he was chasing it in an F-104 and got caught in [one of] the vortices that comes off the end of the wings, and it spun him in and he got killed. But, yeah, we, I met Joe Walker, Chuck Yeager.

**“ . . . you’d go out to Poncho Barnes’s place . . . and I’d go out on the flight line when I was a kid and watch them fly some of these test airplanes. I’ve seen planes crash. . . .”**

When my dad was out there, you know, you’d go out to Poncho Barnes’s place, which if you ever saw *The Right Stuff*, the

movie, Pancho Barnes has this little, it's really, it looks like a bar in the movie, but it was really a cathouse. And so the pilots used to go out there. And, it was pretty informal. I mean, it was truly the, you know, kind of the scarf-around-the-neck attitude. And, we'd go out there, and I'd go out on the flight line when I was a kid and watch them fly some of these test airplanes. I've seen planes crash.

**“ . . . I lived about fourteen miles out of town, and then dad said, “Well, we’re moving into town,” and so we moved three miles out of town. . . .”**

One day I went out there. We lived out, quite a ways out of town because my dad wanted to get out to Edwards Air Force a little easier than the other folks. So, I lived about fourteen miles out of town, and then dad said, “Well, we’re moving into town,” and so we moved three miles out of town. (Laugh) (Storey: Uh huh.) You know, anyway, this place was down by Rosamond Dry Lake, and one day I had a horse so I was out there riding in kind of twilight and I see all these lights out there. It's not very far. You just had to ride across the last road before you got to this dry lake, and it was probably another half a mile of just desert. I saw these lights out there, so I rode on out there, and here's maybe ten APs,

air policemen, sitting around the X-15 that had slid in with, I was trying to think who the pilot was. Anyway, it had slid in and broken its back right behind the thing. So, it was sitting out there, and we sat there and looked at it, and the APs, the air police, kind of looked at us. We just went on back to my house. But, it was pretty low key at that time. But, yeah, you did meet a lot of, a lot of those folks.

### **Met Scott Crossfield During the Departmental Manager Development Program**

And I can't remember all their, their names right now, but, well [Albert] Scott Crossfield was flying it. I met Scott Crossfield when I went up, that Departmental Manager Development Program. I was, I had to go over to the Department of Commerce, or something. Anyway, I went over there and then they sent me over to Congress. You know how you kind of get scurried around (Storey: Yeah.) "Go here. Go there." So, I went there, and they say, "Well, go over and see Scott. He might be able to, Scott Crossfield, he might be able to do it." I'm saying, "Scott Crossfield? Gees. I wonder if that's the guy?" And, bigger than hell, here's my, like this, my old, you know, when I'm a young man, sort of one of my heroes, X-15

pilot, here's this old guy. (Laugh) And, he gave me his autograph of the old X-15, and stuff. And, he's in this little cubicle that's about the size of a, like a 8 x 8 behind a desk. And you're thinking, "Gees. Here's a guy that was, you know, went into the outer atmosphere before the first seven astronauts ever hit the atmosphere. He actually piloted a plane up there, *bounced* off the atmosphere, and came back in before these guys even went up, and now we got him in a cubicle in Congress." (Laugh) (Storey: Yeah.) It seemed so incongruous. But, yeah, it was really quite a time. We actually lived out at Edwards Air Force Base for a few years, and then they shooed all the civilians off into Lancaster, or in my case, fourteen miles out of Lancaster. And . . .

Storey: To that alfalfa farm?

### **Living on an Alfalfa Farm**

Bryant: Yeah. There was bunch of alfalfa farms in the Lancaster area. Matter of fact that was a, besides aviation, there was all of the alfalfa farms. So, we lived out on an alfalfa farm, seventy acres, if I remember right, or forty acres. It wasn't very big. And, couldn't make a living at it though.

Storey: But it was irrigated, I imagine?

Bryant: Irrigated with three to six-hundred foot wells. So, the electrical prices, no matter what they were back in those days, you know percentage-wise they were still a pretty big deal, and then prices of alfalfa, you know, fluctuates all over the place.

### **Father Was in the Air Force During World War II in the China-Burma-India Theater**

So, my dad, when he was in the Air Force, flew gasoline over the Himalayas, during the second World War. That was, he was in the China-Burma-India Theater. And so, when he came back, you know, he was an old farm boy from South Dakota. Everybody in Reclamation has a tie to South Dakota, Nebraska. (Laugh) So, when he came back, you know, he wanted to get in the, kind of the farming business. So, he always tried farming, but he was never a good enough (Laugh) farmer to get completely out of aviation. And so, he would work at both for a while, and then he finally just went into aviation and worked out there as a GS [General Schedule] employee, mechanic, out on the flight line. But, he worked with some really, pretty, pretty interesting folks that were test pilots back then.



Storey: Tell me about irrigating the alfalfa. Did you do any of that, or did your dad do it?

Bryant: He did most of it. It was all flood irrigation. I was, you know, four or five years old at that time, but it was still, you know, even at four and five years old I can remember driving the tractor, at that young, you know, putting me on the tractor and driving away, and picking up the bales, and you know, whatever the little dinky jobs were. But, I'd get to drive as soon as I was like five or six, whatever that age was. But it was all flood irrigation. Then the sheep would, you know, they'd get their two or three cuttings. Lancaster actually, it's desert, but it's not desert like Imperial Valley or stuff. It gets, it cools off at night there, *every night*. And, during the winter it actually gets cold. The wind blows like crazy. I think that's why they like, stuck Edwards Air Forces out there because they had these two *huge* flat dry lakes, and the wind blew so much that you didn't have to go very far to get your aircraft off the ground, (Storey: Uh huh.) because you had a ready-made air, air coming at you.

Anyway, we, it was all irrigation. We had, got about three cuttings, if I remember correctly, and it was all, my dad would hook the tractor up to the baler. And, when we first

started, there actually had to be a third guy sitting out there doing the wiring. I never did that portion of it. And, a Chinaman. They called it a Chinaman, that thing that shoved the alfalfa down in there to pack it in. And, I guess, I asked my dad why they called it a "Chinaman," and they said that, I guess back in the old day you actually had a Chinaman sitting there pushing this guy down, or somebody that was, I imagine there's, probably in California they thought Chinamen and Mexicans were disposable. They probably had one of those guys in there, but I can remember him doing the bales. Then he'd pick up the bales, and hope that the market was good. (Storey: Um-hmm.) It was quite a task.

Storey: Now, when you moved closer to town, was that also a farm of some sort?

Bryant: No. When we, all of the stuff, when I was out at 140<sup>th</sup>, most of that farming was behind me. We did the farming right before I went to school, and we moved over to the other side of Lancaster, and leased a place, and did that for probably a year and a half, two years. And then dad went to work, and back out at Edwards. When we went to work out at Edwards, we went out at 140<sup>th</sup> Street East, and Avenue G-8, something like that. Everything

was ten, twenty, thirty, forty, A, B, C, D, E, F, in the Antelope Valley. So, we went out there and there was no farming that we did. And, when we moved into town, which was this three miles out of town, it was, that was not a farm either, but it was out on this old dirt road. And, he actually sort of had, built this house himself, and then, you know, we would, we were moved into it, and then we would, and then we would actually put the tile down on the floor, (Laugh) and paint the walls. I mean we, I don't know, I guess there weren't any real permit processes, other than you can build the place. (Storey: Uh huh.) So, we ended up doing all of that. So, that was, kind of an interesting time. And, I stayed in that house until I was in, I actually stayed in that house until I was out of high school. And then I left for college after two years at the junior college. So . . .

Storey: Which junior college was that.

### **Attended Antelope Valley Junior College**

Bryant: It was Antelope Valley Junior College.

~~Storey: Which?~~

~~Bryant: Antelope Valley. Antelope Valley.~~

Storey: ~~Antelope Valley?~~

Bryant: Yeah. Lancaster and Palmdale, I don't know if you're familiar with the area, (Storey: No.) but Lancaster and Palmdale are both about seventy miles above L.A. And, it's really the hub of where aircraft testing and manufacturing goes on as far as sort of these exotics. The F-117, that stealth fighter that you see, was, well that one, that was made out in, they did all that testing out at Area 51. But, the B-2, the stealth bomber that went over there and bombed Iraq and then flew all the way back to Missouri, that was built over there and tested. Almost *all* of the aircraft that you see in the Air Force's inventory, including the [space] shuttle, and the lift, and all of the predecessors to the shuttle, are all tested out at Lancaster. So, you have two industries out there, at least when I was growing up, agriculture and aircraft. (Storey: Um-hmm.) And so . . .

Storey: And then you went to San Diego State? Why San Diego State?

### **Went to San Diego State for a Year**

Bryant: Well I was interested in the marine work, and I just, I had gone down to San Diego State before, and it's, it's really quite a nice college,

and had a great chemistry and biology department, and stuff. And, I don't know, I just, and some of my friends were going down there, so I went down there. I only stayed there one year, and then I fell in love, and my, we met at the junior college.

### **Followed Girlfriend to Pacific Union, a Seventh Day Adventist School**

She went one direction. I went the other. She went to the Seventh Day Adventist college called Pacific Union. (Storey: Uh huh.) So, I say, "Well, I'll give that a go," you now, because I wanted to be by her. (Laugh)

### **"Boy that was a, that was a mistake. Although I . . . did very well at the college, and I finally graduated, but the Adventists and I were on two different wave lengths. . . ."**

Boy that was a, that was a mistake. Although I, you know, I did very well at the college, and I finally graduated, but the Adventists and I were on two different wave lengths. (Laugh) As a matter of fact, I got, towards my senior year, it was my senior year, and at the very end the college president invites me in and says, you know, "We're just not going to let you come back." And I say, "Well, how come?" And he says, "Well you just, you

know, you just, you know you're not Adventist quality," I guess is what he was trying to say, because I, although I'd go to a lot of their church services, you know, a lot of them I just, I just didn't go. We would go to church on Saturday. We'd go to church *every* night. And we'd go to vespers Tuesdays and Thursdays. (Laugh) So, by the time Saturday came around I pretty [much] had my fill with church, and so I would let those, I just wouldn't go. And so they were a little irritated about that. But, I talked the guy into it. I said, "Now wait a minute." I says, you know, "My grades are good." I had like a, four-point was the best, and I had a 3.8, or a 3.9 at the college. I mean, I really did well there because there wasn't anything else to do but study. And, you couldn't go, the women's dorm was clear across campus, and you couldn't be over there after dark. So, you couldn't be out fooling around with your girlfriend or anything. So I'm, I go in there and I tell him, I said, "Wait a minute." I said, you know, "I've got to have," oh what's the term called in college when you get, residency I guess, or whatever that term is. I said, "I'm about fourteen units away," I says, "I need to take a chemistry course, and I need to take two biology courses out at your station out at Albion," which is right on the coast. They had a coast marine station there. And, I says,

“You let me do that, I’ll be a good church-going guy for that three month period. Let me graduate, and you’ll be out of your hair.” And so, the guy said, “All right. I’ll let you do that.” (Laugh) So that’s how, that’s how I got my degree from a Seventh Day Adventist college. (Laugh)

**“Once I got out of the service I said, ‘All right. I’m going to a good old 40,000-people state college.’ You know, ‘. . . All they want to do is they’ll set the classes for you, you go to classes, and you make your own grades, and stuff.’ Private schools, they only have about 1,000 kids there, so, . . . they got to know you way too well, as far as I was concerned. . . .”**

So, then I decided once I, then I went into the service, like I said. Once I got out of the service I said, “All right. I’m going to a good old 40,000-people state college.” You know, “If you, nobody’s going to be too worried about the individual. All they want to do is they’ll set the classes for you, you go to classes, and you make your own grades, and stuff.” Private schools, they only have about 1,000 kids there, so, you know, they got to know you way too well, as far as I was concerned. (Storey: Uh huh.) (Laugh)

**Worked on a Master’s Degree in Marine**

## Biology

So, anyway, so I went back to the, got my masters degree, and did very well at it, and I enjoyed it a lot.

### Reclamation Offered Him a Job at Tracy Pumping Plant

And, I got this call from Reclamation, because I had put in the applications, when I got out of the service, put in the 171s, and got on the lists, and stuff. I got this call from Reclamation and they, you know, this Bob, Bob Prouty [spelling?], I think it was. Anyway he called me up and said, you know, "I'm with the Bureau of Reclamation, how would you like to come up and work for us?" And, you know, I, you know, my first thing was, "Sure, it's great. What's Reclamation?" (Storey: Um-hmm.) (Laugh) "What do you guys do? Why do you call it, why are you called that?" It actually took me a few years to actually figure out why they called you that. And, it's not because I wasn't completely uninterested, you know, you had other things to do. And then I started getting interested in the *history* of Reclamation. And, you know, the more you read about it, then you kind of figure out, that's where that term came from. But, when I first went up there, they sort of

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## Bureau of Reclamation History Program



gave me the little ten-minute ABCs of Reclamation, and stuff.

**“ . . . I had no idea, at that time, what a prestigious *engineering* organization it was, through the ‘40s, ‘50s, and ‘60s. . . .”**

But, I had no idea, at that time, what a prestigious *engineering* organization it was, through the ‘40s, ‘50s, and ‘60s. I mean, just some of the things that it did I thought were tremendous. And, it really fitted in with what I enjoyed, you know. I was raised in the aircraft, watching these machine, you know. I liked the sciences. I liked the biology. And, Reclamation, for all of their warts, and all of the little problems, and spits, and fits, and arguments I’ve had with all of the folks, you know, I really walk away thinking that they were really fair to their biologists, and gave them a chance and stuff. It’ll take them, it took them a time to kind of get used to it, but they were by-in-large really pretty fair to you, and they were fair to me, and they gave me the chance of, you know, combining *big* works. I mean, *big* canals, *big* dams, *big* motors, and generators, with what I like, you know, the biology, the science, and stuff.

**Reclamation Gave Him a Chance to Manage Programs and Supervise People**

And so, it gave me a chance at the management, and the supervision and stuff, which I really enjoy. As a matter of fact I probably, you know, I know a lot of folks kind of do it just to get up in the grades, which is great. I mean, I certainly did the same thing. But, I think sometimes they feel a little uncomfortable once they get some of the management requirements on you. But, I've, you know, I've just enjoyed it from day one. And, it was really mostly the people, and some of the funny things that you see.

Like, you know, I've had two people that turned out to be transsexuals. You know, how do you *deal* with those kinds of problems? And, just the, you know, all of the things that surround problems like that. I've had a police force under me. I've had dredgers under me, and people to work at desalting plants. You know, very highly qualified engineers working beside people that are, you know, running bulldozers, and stuff, and sort of the interactions and the problems they have.

**“ . . . one guy on the dredge crew was just . . . an awful driver, but he always wanted to drive. . . . they'd get irritated with this guy always running toward the driver's side so he could**

**drive the pickup. And, they finally pulled him out of the cab and start to beat on him. ‘. . . They can’t beat on people.’ Well, no you can’t, but by the same token they didn’t want to get killed riding in the truck with this guy. . . .”**

You know, one guy on the dredge crew was just a goof, and but he was an awful driver, but he always wanted to drive. And so, you have to handle this thing where they, you know, they’d get irritated with this guy always running toward the driver’s side so he could drive the pickup. And, they finally pulled him out of the cab and start to beat on him. (Laugh) Well, you know, what do you, you know, you think about that thing and you think, “Aw gees. They can’t beat on people.” Well, no you can’t, but by the same token they didn’t want to get killed riding in the truck with this guy. So, you have to kind of weigh all of those things. So, I thought that the management end of it was really, really pretty exciting most of the time, really interesting. You know, it was an enjoyable experience.

Storey: Um-hmm. I would have thought you would have gone into the Air Force?

### **Why He Chose to Go into the U.S. Army**

Bryant: You know, it’s funny. Being around the Air

Force, the Air Force is a, is a very technical organization, but unless you're a pilot you're sort of--there's the pilots, and then there's the *rest* of the Air Force, and the rest of the--and I always thought that they were also not kind of not quite as squared away, even though I was around them all the time, as like the Marines, or the Army, and stuff. I didn't want to go in the Marines, because I always thought that they used those guys for *fodder*. I mean, they were shock troops. I didn't want to do that. I mean, I didn't mind serving my country, but I didn't want to serve it at the point where they threw me away. I, and I did want to go into the combat arms, so I had a choice of infantry, artillery, and armor.

### **Chose to Become an Artillery Office**

And, so I chose artillery because I thought that it took a smidge more thinking, that you could at least *ride* to war, you didn't have to walk. And, I didn't want to get stuck in a tank, because somebody could kill you in a tank. Anyway, it just seemed like you were a little bit further back. It seemed a little safer thing to do. So anyway, that was the reasoning I went through. (Storey: Um-hmm.) You know, I'm doing all of this when I'm about twenty-one years old. So, I don't know that there's any really astute thinking going

on, but that was what I, (Storey: Yeah.) that's how I kind of thought.

Storey: You were in for three years?

### **Sent to Europe and Took His New Wife with Him**

Bryant: I was in for almost four. I was actually in for three and a half. At that time, there was an officer, kind of a fast track for those that had a degree. So, you could go in as a degreed person, and they would put you on this fast track. And, you'd go, everybody went to basic. Everybody went to advanced infantry training, and then from there you went to OCS. And so, all of that from basic to OCS was almost a year. And then you had a two, two-year, obligation after that. So, I thought I was going to Vietnam. When I found out I wasn't, I asked my wife to, she wasn't my wife then, but I asked my present wife, or my *only* wife, to marry me, because I found out I was going to Europe. So, I figured, "Well, you know, we'll make a big vacation out of this." (Storey: Um-hmm.) And it actually turned out . . .

END SIDE 2, TAPE 1. JUNE 16, 2004.

BEGIN SIDE 1, TAPE 2. JUNE 16, 2004.

Storey: This is tape two of an interview by Brit Storey, with Gary Bryant, on June 16, 2004.

Two years with your wife over in Europe?

**Stayed an Extra Six Months in the Army So He Could Take an Overseas Out in the Summertime in Europe**

Bryant: Spent two years with the wife, and then I re-upped because I didn't want to get out, and I wanted to take an overseas out. So, I didn't want to do it in, I didn't want to take an overseas out in the wintertime in Europe. So, I just re-upped for about six more months.

**Spent Two and a Half Months Traveling in Europe**

And, so they let me out in the summertime. And, then I spent another, Leah and I traveled around in a Volkswagen for another two months-, two and half months, just-not exactly hippies. I was never the hippie type, but it was sort of a free-spirited (Laugh) (Storey: Uh huh.) you know, "Let's travel around Europe." And, we'd been over there. We lived over there for, you know, two years prior to that. So, we pretty much knew our way around.

Storey: Which parts of Europe did you travel in?

Bryant: Well, when I was in Germany, everything's about two, two hours away. You couldn't go to the East, because I was an officer. So, you couldn't go over to the Eastern Bloc, but everything else, I've been to everyplace in Europe except for Finland and Greece. Everyplace else we did just on little weekend or holiday tours. And then when we got out, I went into Spain, which was the Spain, Portugal, and then we went over to Ireland, and Scotland, and England. So we, we spent about a month in each one of those places. (Storey: Hmm.) It was really quite nice. And then we came back, and I had to get a real job again.

Storey: And you went to school where, when you came back for your M.A.?

### **Took His Master's Degree at Long Beach State University**

Bryant: Long Beach State. Long Beach State University. And, it was right at the time, I think, that the environmental stuff was going up, and all of the guys were getting out of the service, so you had a lot of this veterans benefits. I had a, I had a tremendous selection of classes. I mean, today when somebody

shows me the selection that they've got, you know, biological classes and stuff that they've got, I'm, sometimes they're a little puny, particularly at the graduate level. (Storey: Um-hmm.) But I, I don't know, I just had a tremendous selection of classes. I really liked Long Beach State. And, like I said, it was a *big* school. So, I liked that.

Storey: And, you were studying . . . ?

Bryant: Just marine biology.

Storey: Marine biology?

Bryant: Yeah. (Storey: Hmm.) And, I got the call.

Storey: Tell me . . .

**“ . . . all they wanted was a warm body. . . . ”**

Bryant: See, that's what I think on Reclamation, all they wanted was a warm body. They didn't care if it was marine biology, or microbiology.

Storey: They wanted biologists.

Bryant: They just wanted a warm biologist.

Storey: Yeah. As far as they're concerned, a biologist is a biologist.



**“They didn’t even interview me. . . . they just asked me if I could come. . . .”**

Bryant: Yeah. Yeah. And I took (Storey: But . . . ) the vet’s preference, too. You know, I had that three-point vet’s preference. So, they said, “You know, this guy ought to be able to do the job.” They didn’t even ~~really, they didn’t~~ interview me. They didn’t, they just asked me if I could come.

Storey: But, you were on a register somewhere?

Bryant: Yeah. Yeah. You know, when you’re on the outside you can, at least you used to be able to but I haven’t looked at it since I got in, but into government, but you used to be able to write your 171, and then you’d put it into the biological and technical fields, or you’d go into law enforcement. I mean, there were certain areas.

Storey: Yeah. That’s the way I got mine too.

Bryant: Yeah. I just threw my hat, and that way it took them about two years for my name to come up towards the top. And, you know, I was just lucky.

Storey: What did you do your thesis on?

**Wrote His Thesis on a Livebearing Perch–Tule Perch, Scientific Name *Hysteroecarpus traskii***

Bryant: On a livebearing perch. And, in the, I was going to, I was going to work on sharks, when I was down in Long Beach, before I had the job. But then, I went up and in the Sacramento-San Joaquin Delta there's a livebearing perch scientific—it's tule perch it's called, scientifically *Hysteroecarpus traskii*. And, what I did was I did my thesis on the fecundity or the livebearing properties of that perch when it becomes, you know, when it becomes pregnant, how long it keeps them inside of its little sack. And, I did all of that, matter of fact I kiddingly say that I got a Reclamation scholarship to do my masters degree, because again, I'll repeat, they were actually pretty good to me. They're just like all folks, you know, do your job, and if you don't have anything to do, then figure out something to do. Well, I did my job, and I still had time left over, so they gave, I ordered a couple of microscopes, and some aquariums, and some other stuff. It was all combined with the other stuff that I had to do, but so in the time that I wasn't working on the stuff that they needed me to do, I did all of my thesis work and finished that. And, then I, I happened to have some leg problems, or knee problems, at that time, and so I had to have

the right knee operated on, and I had, and was doing a lot of field work at that time, so I *arranged* to have this other guy take my field job, and I took leave without pay for one semester and just went back to school, hobbling around, and took the two classes that I needed to finish up my masters degree. I wanted to finish it up. I didn't, I don't now. Some of these guys, you know, they get to the point where, even when they just, all they have to do is write their thesis, and even they've already done the work, and for some reason they never get around to it. I didn't want to do that. I wanted to make sure that I got it. (Storey: Um-hmm.) So, I did.

Storey: So, let's see. You were, I believe, at Tracy, you said?

**Worked as a Field Biologist at Tracy Pumping Plant from 1972 to 1974**

Bryant: Um-hmm. From '72 to '74.

Storey: And, were you actually doing NEPA work at Tracy?

Bryant: No. I was actually a field biologist then. We were looking, you know that, have you been to Tracy?

Storey: No. I've been around it.

Bryant: Okay. Well, you know, Tracy has, you've probably heard, they've got this, they've got the Delta-Mendota Canal, the Tracy Pumping Plant?

Storey: Yeah. I've been, you know (Bryant: Right.) down that canal and (Bryant: And they got all the . . .) San Luis.

### **The Issue of Clams in the Delta-Mendota Canal**

Bryant: And, they got all those clams. I don't know if you heard about the clam problem, but they've got clams that come in, within a two-year period, this, three feet off the ground for fifteen miles, and it lowers the capacity, the carrying capacity of the canal. (Storey: Yeah.) So, they were trying to figure out, biologically, how could they control that?

### **Worked with the Steinhart Aquarium**

And so they had hired the, the Sacramento Office had hired Steinhart Aquarium to actually do the studies, and they hired me as sort of the technician slash liaison for that contract. So, I supported Steinhart, who did all of these other kind of miscellaneous studies and stuff.

### **Started Looking at Other Possible Projects**

And, at the same time, that's when I started sort of poking my nose into, you know, "Why don't we do some additional work? We've got this big fish-moving facility at the front of the pumps, and stuff? There's other things we could be doing."

**"That's about the time that the maintenance manager told me that, 'Your job is the Delta-Mendota Canal not the pumps or the fish works at the Tracy Pumping Plant. So, why don't you *not* come down here, and stay up there.'"**

That's about the time that the maintenance manager told me that, "Your job is the Delta-Mendota Canal not the pumps or the fish works at the Tracy Pumping Plant. So, why don't you *not* come down here, and stay up there." (Laugh) So, I said, "Okay." But, it was, so there was some, there was some getting along.

**". . . they weren't quite sure at a field office what to do with a biologist. . . ."**

I got along with all the people, but I mean there was just, there's just some, they weren't quite sure at a field office what to do with a

biologist.

Storey: What was the problem there? What were they concerned about?

Bryant: Oh, you know, I'm not 100 percent sure. I used to go down there quite a bit, and when they'd pull the fish out of the, they physically moved the fish into these big tanks or containers, and then they pulled the fish out and dump it into a truck, and then they'd haul it out to the canals. And, I used to like to go down there and actually fiddle through the fish and stuff. So, maybe I was slowing down their production a little bit. I don't know what it was. I mean it wasn't, it wasn't like, even today when I look back, it was, you know, it wasn't like I was doing anything that *I* thought was particularly awful, it was just sort of territorially, you know, "Your job is at the Delta-Mendota Canal. It's not, it's not down here." And, I had some, oh you know, I had suggested that you could probably perform a lot more studies, get a little bit better idea of what was coming through the pumping plant if you spent a little bit more time on these things. And so, they just weren't at the point where they wanted to talk about that, yet. (Laugh) So.

Storey: I'll bet they're talking about that now?

Bryant: Well, I would imagine that if, like I said, you know, ten-, fifteen years later things change, and they did a lot of, they've done a *lot* of studies now about capturing fish and that. It might have been worth their while to have, started it back when I was there, to get some of that data. And, maybe it wasn't. But I was doing enough that I learned quite a bit about what the fish in the delta were, and what they looked like, and kind of what some of their patterns were. But, at that time, they were just interested in fulfilling whatever requirement the state had then, made them ~~append to, or to~~ take care of. (Storey: Um-hmm.) So, they just wanted to get that fish from Point A to Point B and they didn't want to be fooling around with them very much. So.

Storey: So, how did the study on the clams work out?

### **Conclusions about the Clam Issue**

Bryant: You know, I'm not sure if they ever implemented it or not. It turned out that we at least had an idea that you might, the idea was—we studied them for two or three years, and it turns out that clams grow, you know, because of the nutrients coming in. There's no predators, really, in that canal and stuff. So, they can grow pretty fast. But, it also turns out that they have what they call a veliger

stage, which is they let off, cast off babies which are first microscopic, and then they, they look almost like crabs, little, I mean, miniature crabs, like *real* miniature, like microscopic crabs. And, they go through several stages, called veliger stages. While those guys are doing that they're pelagic, but that only lasts a couple of days, meaning that they're in the water column. And that only lasts for a couple of days. So, after a couple of days they then flop down and start becoming clams, digging in, putting roots down. And so one of the suggestions that we had, which we thought would work, and this was, you know, we *thought* it would work. Now, the Bureau is thinking, "You *think* it would work, but for us to implement it, it's going to be pretty pricey. What we thought was, the Delta-Mendota Canal, and the state's aqueduct that goes all the way down to southern California are right beside each other. The Delta-Mendota Canal came off one of the side canals on the San Joaquin-Sacramento Delta area there was a lot of sloughs and stuff. So, it took it took its water from a slough. The state project had a *big* forebay that it took its, it took it off of a slough but it had a huge forebay that was set aside for its operation. So, we thought that if we could connect into that forebay that the timing across from when the water came in,



you know, from when the clams released their veligers to the time that it would get to our actual intake, might be a two-day period. And so that by that time they would have dropped to the bottom and resettled in this forebay, and you can go out there and dredge that forebay out, but you would reduce the amount of clams coming in. So, that was kind of the, one of the suggestions, conclusions, but it was about that time that I decided that, you know, it was time for me to move on. And, it was, I could have probably stayed there and just fooled around as a technician, but I was, you know, always interested in doing a little bit more than just technical work. So. (Storey: Um-hmm.) So, I, that's when I went up to Salt Lake.

Storey: How did you, how did you make that transition to go to Salt Lake?

### **Moved to Salt Lake City to Work on Environmental Documents**

Bryant: You mean from the field work to the EIS work?

Storey: Yeah.

### **Didn't Want to Spend a Lot of Time in Field Work**

Bryant: I don't know. It wasn't that much of a transition for me. I'm, I like the sciences and stuff, but I was never a real terrific *field* man, (Laugh) you know. Good field guys are like Tom Burke [spelling?] and Gordon Muller [spelling?] and some of those guys that just like sitting out there squeezing fish, measuring them, doing that kind of stuff. And, you know, they thrive on it. I was more of a bookish kind of a technical guy. I, you know, I enjoyed the science. I enjoyed learning it, and I enjoyed understanding the difference between the book and what was really on the ground. But, after I figured out that this is how you measure a fish, I didn't want to do it for six more months, or even ten more minutes. (Laugh) I was, as far as I was concerned, I was done.

So, it wasn't hard for me to go to writing the EISs, and stuff, because I got a chance to go out in the field. I learned about scrubbers on powerplants, which was sort of a science. I learned how they did, there was, it was Navajo Mine, also, which was a big strip mine. So, I learned about mining and that stuff. You know, I was able to bring that back.

I'm not a bad writer. You know,

you're not going to read one of my books, and it's not going to be like Harry Potter, but it's pretty straight forward. It's clear. You understand how I got from Point A to Point B. I mean, I can write fairly well. And so, I enjoyed that. I enjoyed looking at the different ways of turning it.

And, EISs are actually pretty challenging, because you'll get comments like, "Well, did you think about what will happen if the hydrogen in the . . .", or "Did you think about, instead of using coal energy, using hydrogen energy?" Well you, or, "Did you think about how much dust and CO<sub>2</sub> and nitrates are put into the atmosphere by this thing?" So, it, it makes you do two things. One is, you figure out, "Gees. How can I get that information? Where can I get that information from?" And the other third thing it [makes you think] ~~thinks you~~ of, "How can I brush this guy off without . . ." (Laugh) you know, "and still make him feel like I at least tried?" and so it was pretty challenging, and I enjoyed it there for a while. (Storey: Um-hmm.) I mean, for several years I did it, and I was in EIS, the environmental field. But, like I said, my mind sort of got to the point, after that, that I said, "Well, you know, I've done this for a while, and I enjoyed it, but, you know, what else is out there?"

Storey: But, how did you get the job?

Bryant: I think this was another one of those things where it's, this is '74. Now, you know, we're still looking for people that have some experience, have been around with the Bureau. And, the Bureau's pretty good about, you know, looking inside before they look outside. And so, I had had all of this field experience. I had the masters degree. And, they were looking for people that had some good practical experience.

**Partially the Job Offer in Salt Lake City Was Because of His Experience Monitoring Smokestacks and in Strip Mining**

And, oh I had also worked, between when I first got out of the service the only job I could get was in a, at U.S. Borax, at Boron, California, in a big strip mine there. So, I had worked in a strip mine, and I had also worked as an engineering tech climbing up these smoke stacks taking air pollution [readings], and doing air pollution studies. So all of that, they wanted people that knew about smoke stacks, air pollution, and that's where this was going, and I had some practical experience in the field. And so I got it.

Storey: So, did you apply for this job?

Bryant: Yeah.

Storey: Did somebody come to you?

Bryant: No. No. I applied for it. No, I applied for it. Just like one of the Joe Blows, I just put my 171 in. That's the same thing that I did when I, after Salt Lake City, to come down to this job with Phil Sharpe and Wayne Deason and stuff like that. (Storey: Uh huh.) No. I haven't been handed very many jobs in my career. Almost all of them I've had to (Laugh) either apply for or go up there and convince somebody that I could do it.

Storey: What was Deborah Linke doing at that time?

### **Worked with Deborah Linke in Salt Lake City**

Bryant: Deborah, I think, had just graduated from Stanford, probably a couple years before I got there. She was sort of one of their up-and-comers, I guess that I would call it, at the time. She was a civil engineer, and they had her in the 400 Division, and so they gave her this was kind of a special project, doing these EISs on these. She might have graduated as an environmental engineer, or maybe they didn't have environmental engineering at that time, but she had emphasis on environmental engineering and became a civil engineer. But,

somehow she was pretty much interested in this.

### **Also Worked with Harold Sersland**

And, the environmental guy that was up there, Harold Sersland was also sort of caught up in this, in this stuff. So, he might have initially hired me, and then I got shipped to Deborah. I really don't, don't remember, but the (Storey: Um-hmm.) first day I showed up I pretty much worked for (Storey: Yeah.) Deborah. Did you, have you met Harold Sersland.

Storey: I used to work with him a lot when I was with the Advisory Council on Historic Preservation.

Bryant: Oh did you? Well, Harold had a way about him. (Laugh) He was a pretty, he was a pretty good hand. He was a good looking guy, you know, and he was, he always seemed to be able to irritate these folks to a point. (Laugh) Anyway, I worked with him in [Salt Lake City] ~~Denver~~ for a number of years. At least, I guess, not number of years. I worked for him about eighteen months, but I kept in touch with him, you know, most of my career.

Storey: Uh huh. Where did he go after Reclamation?

Bryant: You know he, he was a fourteen like almost, *boom*, he ends up being a fourteen. And, he stayed at that level for a long time. And then I gather, he either, when all of those outs, when they were giving those out, you know, retirement incentives, I don't know if he had the age, or if he had the time or what, but somehow he went out with that. And, it was the same time that we lost the Central Utah Project. You remember we, Congress actually took, I think, the Central Utah . . .

Storey: When it was transferred over to (Bryant: Right.) the . . .

Bryant: Well, when he did that . . .

Storey: Central Utah (Bryant: Right.) Water Authority, or whatever?

Bryant: Right. When they did that, they picked him up. So, he retired from there. And then, I assume that he was getting more money, or he thought that there was a better deal or something. So, he went down and he was in Provo, or isn't it right above Provo's Orem?

Storey: It's in Orem, yeah.

Bryant: Yeah. So, anyway, he went to work for those guys, doing their environmental stuff. So,

that's what, and as far as I know that's where he still is. I haven't seen him for about three years, but that's where he was the last time I saw him.

Storey: Hmm. Interesting.

Bryant: Yeah.

Storey: So, were you doing field work? Were you doing writing? Combination?

### **Used Contractors for Field Work While Working in Salt Lake City**

Bryant: I was, I didn't do any real fieldwork like I was doing at Tracy, where you'd go out there and, you know, run a study and come back, and measure, and weigh, and do that kind of stuff. What I did was, I had several contractors that I was working with that were actually doing the, all of those kind of technical field work and stuff.

**“ . . . I took all of their studies that they gave me, and I actually ended up doing . . . the *technical* writing, but I was also overseeing the contracts, and doing the public involvement meetings, and stuff. So, you're like a little team leader, coordinating all of this stuff. . . . ”**



So, I took all of their studies that they gave me, and I actually ended up doing the writing. So, I guess, in a way I was kind of doing the *technical* writing, but I was also overseeing the contracts, and doing the public involvement meetings, and stuff. So, you're like a little team leader, coordinating all of this stuff. But, there was a lot of writing associated with it. And, I did a lot of stuff out in the field. I mean, there were other jobs that I did. It wasn't just all, you know, Four Corners Powerplant. There were other small jobs that I did.

**“I never actually got back out into the field . . . And . . . I was an officer in the Army for almost three years. So . . . I was used to delegating, coordinating, having meetings. And, it wasn't like I, you know, I hadn't done this stuff before. . . .”**

But, I never actually got back out into the field, and did that kind of, kind of work. Most of it was the writing, the coordinating, and stuff. And it's stuff, you know like I said, I was an officer in the Army for almost three years. So, you know, I was used to delegating, coordinating, having meetings. And, it wasn't like I, you know, I hadn't done this stuff before.

**“ . . . they give you plenty of responsibility in the military, but when you get out in civilian life you have to sort of start all over. So I was, just starting all over. . . .”**

It's just when you get out into civilian life. (Storey: Um-hmm.) they give you plenty of responsibility in the military, but when you get out in civilian life you have to sort of start all over. So I was, just starting all over. But I, and that's primarily what I did.

Storey: What kind of interesting stuff did you come up with on the Navajo Mine and the Four Corners Powerplant?

**“ . . . I think the most memorable things were the relationships with the Indian tribes. . . .”**

Bryant: You know, I don't know. . . . It was, I think the things, well there was the technical stuff that was interesting, just the way they did it. But, I think the most memorable things were the relationships with the Indian tribes. The tribes, you know they called it the Navajo Mine, and the tribes consistently said, “We don't even like that thing out there, you know. Why would you name it after us?” (Laugh) And, it turns out, and this is the Navajo Tribe, it turns out that, I think the guy was [Peter] MacDonald [he served four terms beginning

in 1970, 1974, 1978, and 1987] at that time, was their tribal president, and he was giving, and he was around there for a while, and he kind of went in and out of jail if I remember, a couple of terms later, but he was giving these leases and he would provide the leases. Everything they did was pretty much legit, but the local folks, like out at Shiprock, which is where, the mine's kind of west of Farmington, New Mexico. Shiprock is in Arizona, I think, but Farmington's right on the border. But, it turns out they didn't, they really didn't want this. And so, when you would go to the hearings, you would have to have one in Salt Lake. You'd have one in L.A. You'd have one right in Farmington. And then you'd have one out at Shiprock. And, you really got a good feeling for how the tribes *felt* about the land, how the tribal government was much different than the people that were on the land, and you got kind of these big companies in the middle. And, they're certainly not caught in the middle like their hands are completely clean. But, you just saw some of that dynamics and stuff. And, I guess that's one of the things that I remember being, kind of interesting, just the way that that all worked.

The other thing I, you always hear about how the Indians were treated. And, this was in 1960, no this is 1970, '74, '75. Even

as late as that, you know, you'd get these awful stories where a kid would have a finger in his hand, a white kid would have a finger in his hand, or in his pocket. And they, you'd ask, "What's, you know, what's going here?" And they had held down some little Indian kid and cut off his finger, or something. You know, it's still, and you'd see, and when I was in Farmington I would stay there, and you would see tribal members, Indians, just drunker than a skunk out in the middle of a highway with a, either a knife in their teeth, or a knife, you know, jumping out at traffic. I mean it was just, you saw all of those things that you might have seen, or read about in a book, or seen in a sort of—you were in this one area that seemed to be kind of isolated from society. (Laugh) (Storey: Yeah.) So, that was, I guess those are things that, other than just seeing big equipment and stuff, those are the kind of things that I thought were pretty interesting.

Storey: Hmm. You mentioned San Luis [Juan Powerplant]?

Bryant: San [Juan] Luis was a, yeah. It's a plant that's out there right now. They're putting in, they had two units, and I think they're putting in their third. And so we were doing some, just the environmental stuff. The reason

Reclamation was involved was not because of air pollution. We just had to, we had to *do* all of that because of the EIS process. But, Reclamation was just providing them water for their cooling towers. And so, that's why Reclamation was involved. But the whole EIS process was being, we were handling the whole EIS process just because of the fact that we were a federal agency and we were providing them somehow with federal water.

Storey: Where is that plant?

Bryant: The plant is, you know where the Four Corners area is? If you're standing right at the Four Corners area, and there's a little plaque there, and just look to the west, it's probably about twenty miles, just straight into Arizona. (Storey: Um-hmm.) It might not even be that far. It's right on the San Juan River.

Storey: How about . . . ?

Bryant: Matter of fact, maybe, I'm sorry. I keep calling it the San Luis. I think it's called the San Juan Powerplant.

Storey: Oh Okay.

Bryant: It's on the San Juan River. Yeah.

Storey: There was the Kaiparowits Project, at that time. Wasn't Reclamation involved in that also?

### **Kaiparowits Project**

Bryant: Yeah, I wasn't personally involved in it. We were involved sort of off to the side. I think BLM [Bureau of Land Management] actually had the lead on the Kaiparowits, but it was, they were going to put a, it was a big powerplant, I guess, if I remember.

Storey: Yeah. I think it was another coal-fired.

Bryant: Yeah. Up on that plateau. The Kaiparowits Plateau. And, I don't know if we were involved because we would potentially have some water that we were giving them, or whatever. But, there was a Kaiparowits Project, some other big projects that, now that you mention that. Do you remember the MX Missile Project down here in Nevada, where we were going to have these missiles that would play sort of a shell game with these rockets, that we would hit . . .?

Storey: They were going to move around?

Bryant: Yeah. And, these were going to have the huge tracks and everything. We were marginally

involved in that because of, I think, probably some of the water issues. We were involved in the, oh man what was that, Walt Fite were involved in that. Coal train? Is that what it was called? Kind of a coal train project where we were going to, like you were going to put coal in like big sausages and move them through a pipe of liquified something or other, helium, or even water, maybe, maybe that again is why we were involved in it, where you would move this coal from Page, Arizona, or somewhere around there, through these pipes, down to the California, or the Nevada area, and water would be the medium floating these sausages full of coal. And then we'd take the water out and treat that. So, there's a lot of these kind of little, cool, pie-in-the-sky projects that never went anywhere. (Laugh)

Storey: Yeah. The coal slurry pipeline?

Bryant: Yeah. Coal slurry pipeline.

Storey: And that sort of fun?

Bryant: That was it. Coal. Well, the coal slurry was, and I think this thing was a Coal Train, is what they called it. (Storey: Uh huh.) Something like that.

Storey: Yeah.

Bryant: It was pretty neat.

Storey: You talked about a gasification plant, briefly?

### **El Paso Coal Gasification Plant**

Bryant: Yeah. It was called the El Paso Coal Gasification Plant. Again, that was right in that Navajo Powerplant, San Juan Powerplant, and then right, right in the same area, because that Navajo Mine was right there so you'd have all these powerplants around it. And, it was about the same time that they were doing all the shale oil business up in Wyoming, so they were looking for all kinds of alternative energy, in '73, '74, '75, when we had the big (Storey: Um-hmm.) energy crisis. And so, El Paso Natural Gas again, I guess, wanted water from us and . . .

END SIDE 1, TAPE 2. JUNE 16, 2004.

BEGIN SIDE 2, TAPE 2. JUNE 16, 2004.

Storey: . . . EIS but didn't file it?

Bryant: Yeah. I think we actually did the El Paso Natural Gas, El Paso Coal Gasification study, but for some reason it was never filed. I don't know, El Paso Natural Gas probably decided that it wasn't worth, worth doing, or that tax incentives went to the wayside.



Storey: Well, like coal train, (Bryant: Um-hmm.) that moves water from, what, Arizona to California?

Bryant: Yeah. It's been a while, but I think that was it. And, that was part of the, you know, anytime you're shipping water from one state to the other state, you got a problem.

Storey: Yeah. Do you remember anything about that? Those issues?

Bryant: No. I really don't. You know, Walt Fite was the Project Manager at that time. And, I don't know if John Keys was involved. It was, all came out of the Salinity Office. So, John Keys was in that Salinity Office, and Mike. What was Mike's last name? He was in the, he was the, he was in the senior executive service, and he retired and went down there to Imperial Valley and ran that district for a while.

Storey: Oh, Mike Clinton?

Bryant: Mike Clinton. He and, it was either Keys, Clinton, or Fite. They were all kind of in there at that time, and they'd know more about it. Mine was kind of just at this end, and I just remember them having these, and I was a coordinator from down here, but it went

like crazy, and then it kind of fell into the sea. But, I don't remember what all the problems were, but they would. (Storey: Um-hmm.) It was interesting. It was kind of interesting just the way that they were going to move, fill those sausages full of coal, you know, figure out a way to get them into the mainstream, and then travel across 400 miles of pipe, and then take the coal out, separate the water. I'm sure that there were cross-basin water issues all over the place. And, that might have been one of (Storey: Yeah.) reasons it died.

Storey: Hmm. So, they just transferred you to technical writing, is that what happened?

### **Region Transferred Him to Technical Writing**

Bryant: Yeah. It was a sort of a mini-RIF [reduction-in-force], you know, I guess, where you just move on over there. They basically said, you know, "San Juan Powerplant. We're done. Coal Gasification's gone. You've written the Four Corners EIS. That's done. Thank you very much. We got a job for you (Storey: Over here?) over in the technical writing, if you'd like to stay." And, I think, you know, I think that they valued me enough that they were trying to do a good job. I was, I mean I really *loved* Salt Lake City. I liked the office and stuff. And, I liked where I lived, but I *just*

did not, I *didn't* want to do that all the time, you know, just sit in an office grinding away writing stuff.

Storey: Um-hmm. So, did you apply for a job down here in . . . ?

Bryant: Yes. I did.

Storey: . . . LC [Lower Colorado]?

Bryant: And, it was at the GS-11. It was an eleven.

Storey: It was a promotion then?

Bryant: Yeah.

Storey: Is that right?

### **Landed a Job with the Region in Boulder City**

Bryant: It was a promotion, right. And, I'll tell you, coming down to—I'd applied for a bunch of jobs, and this turned out to be, and I've been here for twenty-five years.

**“It turned out to be a terrific job, but my wife and I, this was the *last* place we wanted to live, is *Las Vegas*. . . .”**

It turned out to be a terrific job, but my

wife and I, this was the *last* place we wanted to live, is *Las Vegas*. Las Vegas is, from a biological point of view, is really one of the starkest deserts, unless you'd go to something like the Gobi, you know, where, or Saudi Arabia where it's nothing but sand dunes, but it's, you know, it's really got these burro bush, creosote is the dominate species. And, even in Salt Lake, up in the Salt Lake area you have the big sagebrush, and some other things, which were pretty, you know, they were nice. And, if you go down further south you get into the palo verde and the saguaro. So you're kind of (Storey: Yeah.) at the, if you want to go to a– it's, even the Mohave Desert where I was raised, over in Lancaster and that area, has the Yucca trees and stuff like that. This is one stark, *hot* desert. (Laugh)

**“ . . my wife really got a terrific job. She's a president of, for several years, Lewis Homes and KB Homes. . . . ”**

So, we weren't too pleased about actually coming here, but the job was terrific, and at that time Las Vegas was booming. And, my wife really got a terrific job. She's a president of, for several years, Lewis Homes and KB Homes. I don't know if you're familiar with those? But . . .

Storey: I've heard of KB.

Bryant: KB's, the division that she ran was the largest division in the United States. She built, last year she built 3,300 houses. I mean, and this is from, she worked her way up in that organization. My wife's actually probably a more interesting story than I am. She worked her way up that organization from somebody who processes loans to actually running the organization, and she did it in about five years. So, her job was, after a while, her job was just surpassing mine in salary. (Storey: Um-hmm.) So, we got to the point where, that's why *I* went down to Yuma. I mean, normally your wife would accompany you down there, but you know, she's making several times what I'm making. So, (Laugh) she stays up here and I commute. (Storey: Uh huh.) So anyway, that's affected a lot of the things that we've done. And, you know, you kind of hunker in and make the best of it. My daughter was born here. And so, we've been here for years.

**Really Liked the Job in Las Vegas, Liked His Supervisors, and Was Given Some Freedom to Do His Job**

But, when I first got this job as a GS-11, if the job hadn't been pretty neat, you

know, I would have tried to get out again just because of the climate, and the area. But it was just a terrific job. Phil Sharpe was a, was a great boss. Wayne Deason was a great boss. They gave me my head. I mean, that was, that's really all I wanted to do, you know. "I'll do a good job for you, but, you know, let me have a little freedom." And, those guys were really good about that. And, Ed Hallenback was really really good about that. (Storey: Um-hmm.) So, and I even, I liked [Lawrence (Larry)] Hancock. I thought Hancock was really good. Bob's [Johnson] a little more, little more cautious, so we've always had, Bob Johnson is, so we've always had a little bit of friction the way we manage, the way we do things, and the way we have customer relationships. He's a great one for customer relationships. I mean, I 'll give him that. Mine was a little bit more, you know, I don't, I'll make sure you get good service but, you know, as a rich farmer there *are* certain things that you ought to be able (Laugh) to do. (Storey: Uh huh.) So, we've, over the years, we've had our, our trying periods between us, but ~~it was, it was always been a~~, it's always been a good job. I haven't had a job down here that I didn't enjoy.

Storey: Uh huh. Let me ask you, if the information on these tapes and the resulting transcripts can be

used by researchers?

Bryant: Sure.

Storey: Okay. Good.

Bryant: Yeah. No. That'd be fine.

Storey: And, we'll take up with your career here in Lower Colorado next time.

Bryant: Oh sure.

Storey: Okay. Thanks.

Bryant: Yeah.

END SIDE 2, TAPE 2. JUNE 16, 2004.

BEGIN SIDE 1, TAPE 1. DECEMBER 15, 2004.

Storey: This is tape one of an interview by Brit Allan Storey, senior historian for the Bureau of Reclamation, with Gary Bryant, the deputy manager at Hoover Dam, on December the 15<sup>th</sup>, 2004, at about eight o'clock in the morning.

I think last time we were talking about your move to Hoover, and what you found here, and how you approached it, maybe.

Bryant: Okay. I'm not sure where I left off, but let me  
...

Storey: Why don't we just start at the beginning of Hoover?

### **Moving Back up from Yuma to Work at Hoover**

Bryant: Okay. (Laugh) I had a chance to come back to Hoover. My family had stayed up here when I'd gone down to Yuma. So, I had been down there for five years and had been commuting. So, it was an opportunity to get back with my family. And when I, I talked to Tim [Ulrich]. Since I had been the area manager down in Yuma, and I really do enjoy managing. I didn't necessarily want to be just a deputy, you know, have Tim run everything and then I get to do all the gopher work. (Laugh) (Storey: Uh huh.) So, that didn't appeal to me too much. But, Tim made me the manager of Hoover Dam, and he had two other managers, Doug Inman [spelling?] was at Parker, and George Craft [spelling?] was at Davis. And then, Tim just sort of, since Parker-Davis Project, the Parker Dam and Davis Dam, were going through some throes and trying to put together an up-front funding plan and stuff, he almost *exclusively* worked down at Parker and Davis. And, still to this day, just takes care of Parker and Davis.



### **Hoover Has Some Unique Features from a Management Perspective**

And, he gave me Hoover completely. And, so that really suited kind of the way I, my management style. And, he, the Boulder Canyon Project, which is Hoover Dam has its own funding, has its own place in *Treasury*, whereas there's the *Dam Fund* for the dam, so you don't have to go through the appropriations process. And, it was just a terrific job. I mean, it was like your own, it was like you were really running your own company, almost. We had visitors coming in. We were able to charge for the visitors. So, you know, you had to make sure that put on a good face in order to get revenues in. You had all of the problems, I guess, that would associate with having some sort of a, not an entertainment, but certainly a visitor's center/museum where people would come to. So, it was like running two separate organizations. One is kind of the tourist retail organization, and one is the dam maintenance organization. And, so I really found it to be a satisfying job. One of the things I did find when I first came in though—and Tim and Jim Cherry, who was his Deputy and acted like a deputy, (Laugh)—I'm not sure why Tim didn't have exactly the same deal.

### **Blaine Hamann Had Implemented Self-directed Teams in the Hoover Work Force**

But, what we found was that Blaine Hamann, who was our predecessor, had tried this experiment. And, I may have talked about this last time. But, the experiment was, you know we were in this kind of the flavor-of-the-year business where terms like “segue” were in for a while, and then they went out. And, I don’t know, there’s a bunch of terms. But, one of the terms that came in was this “self-directed teams.” And so Blaine Hamann, at that time, tried these self-directed teams.

**“ . . . that type of an organization just does not lend itself to self-directed. . . . when you’re really trying to do *production* work, somebody’s got to be responsible. Somebody’s got to do the organizing up front. Somebody’s got to lay the plan out so that your crews aren’t looking around for materials. I mean, it’s a lot more organized. It’s almost like the military. You know, everybody has got their job to do, and it falls down if somebody doesn’t do it. . . .”**

And, that type of an organization just does not lend itself to self-directed. You might be able to do that in, you know, where

you're trying to brainstorm and you're in academia and stuff. But, when you're really trying to do *production* work, somebody's got to be responsible. Somebody's got to do the organizing up front. Somebody's got to lay the plan out so ~~the, you know,~~ that your crews aren't looking around for materials. I mean, it's a lot more organized. It's almost like the military. You know, everybody has got their job to do, and it falls down if somebody doesn't do it. And, if you're all kind of saying, "Well, what are we going to do today?" sitting around in circle, that's a self-directed team, it falls apart. And so, we got in there, and there was a *lot* of hard feelings about that, just tremendous hard feelings, about those team days.

**“. . . all of the supervisors came in one day and they basically told them that they can just kind of sit over in a corner, that each one of the teams now were self-directed . . . and that they were going to hire or promote facilitators, and coaches”**

And, the reason there was, as my understanding is, and this is all I'm just hearing this from how the people told me about it, is that all of the supervisors came in one day and they basically told them that they can just kind of sit over in a corner, that each one of the teams now were self-directed, so

the trades people, the guides, whoever, wherever it was, were going to direct themselves and that they were going to hire or promote facilitators, and coaches, and those kinds of things. But, the supervisors were just sort of—I'm not exactly (Laugh) [sure] what the heck they were supposed to do. But, when I got there, there was really hard feelings about that, from the supervisors' level, and then from those people—well, let me step back.

What happened with those self-directed teams is they would come to work and, you know, the good guys would be out there working, and then they would get frustrated because they'd see that the bad guys weren't working, or the, you know, those two or three percent that weren't working and still getting paid. So, they got frustrated, and then finally the whole team and the whole dam just almost slumped down into like a frump. And, that's what Tim [Ulrich] and [Jim] Cherry had walked into.

**“ . . . I'd say sixty days after I got there we started cleaning that plant, and we worked for a year and a half to get that thing back up. . . . I guess I had a feeling that if, if you're going to have a centennial celebrating the Bureau of Reclamation, you're probably going to have Hoover involved in some way. . . . ”**

When I got here, it was about three years, three years later, but there was still that feeling. And, the thing that I like to do is I like to—I think that pride comes from having a clean plant, having pride in your work, making sure that everybody's doing their work and stuff. So, we really started working on that. And, it was two years—I got there in '99, and the Centennial was in '02? And so, we started working about, oh I'd say sixty days after I got there [we started] cleaning that plant, and we worked for a year and a half to get that thing back up. And we didn't even know we were going to be the, at the centennial. But, I guess I had a feeling that if, if you're going to have a centennial celebrating the Bureau of Reclamation, you're probably going to have Hoover involved in some way. And, we didn't know that it was going to be that large of a program at that time. And, it turned out to be quite a program. But, we started from that day working on getting the pride back, and part of that was just getting that place re-shined up, and stuff. I mean we, I don't know, I mean we had lockers all over the place, empty lockers. There was garbage all over the place. We had machines that, you know, just looked like, looked like crap. I don't know. It's hard to describe it.

**“ . . . we had a mailroom that the mail would come in. We got this huge mailroom with two or three people in it, and the area manager’s, Tim and my secretary, was the one that had to sort it out and distribute it because the mailroom was basically sitting in there playing cards or stuff. . . .”**

When I went in—we had a mailroom that the mail would come in. We got this huge mailroom with two or three people in it, and the area manager’s, Tim and my secretary, was the one that had to sort it out and distribute it because the mailroom was basically sitting in there playing cards or stuff.

**“ . . . we ran into stuff where . . . the self-directed crews were (Laugh) figuring that there wasn’t enough to do that day so we’ll go down to the Hacienda, which was about five miles down the road, and we’ll spend the last part of the afternoon planning out the next day. . . .”**

I mean, we ran into stuff where crews were figuring, the self-directed crews were (Laugh) figuring that there wasn’t enough to do that day so we’ll go down to the Hacienda, which was about five miles down the road, and we’ll spend the last part of the afternoon planning out the next day. (Laugh) So, you know, it was, Tim walked into quite a mess. And then

when I walked in there I just started leaning on them a lot more, cleaning it up. We changed some supervisors. Some of the supervisors were not doing the job that they were supposed to. We found two or three GS-13s that had been promoted into jobs that they really were not capable of doing. So we, through leaning on them and some other things, we got them into the right areas, so now they're productive. We ran into a lot of areas where we were trying to promote at that time, internally, and get the women and minorities up to different jobs, higher in the organization, and, which is certainly a reasonable goal. But, what we did is we ended up getting people that were potentially, you know, came in as secretaries, they had been promoted through the ranks as coaches. So, now they were GS-12s. You don't have coaches anymore, because when I came in there, and when Tim came in there, we rearranged it back to more of a line organization. So, you end up having all of these extra people. So, what do you do with them? So, we had to figure out how to take care of that problem. And, the real problem was, you'd get a secretary that was promoted up and they would be promoted to a high grade in a technical field and—I use the term “secretary” as just an example—but they get promoted into like an IRM [Information

Resource Management] Tech, GS-11, because you go from the coach back to, they been promoted through this, and they had been in the IRM field, so you tried to keep them in that field because I figured that's what they *kind* of knew about. But, they just didn't have the skills, because they didn't have the technical training. They didn't have the background. It was all OJT and coaching. And, you know coaching is . . .

Storey: OJT?

Bryant: On-the-job training.

Storey: Oh. (Laugh)

Bryant: Yeah. It was all on-the-job training and this coaching stuff. The coaching stuff is just being in a meeting and kind of saying, "You know, you know let's all get together. Let's all try to plan this out a little bit." That's just almost common sense. But, when you get into the technical field, you know, where you're having to troubleshoot a computer or a *system* and stuff, you really need to have a background, and stuff. So, we found a lot of people that were higher graded, and they just didn't know the technical information that they should have for that grade.



So, we had a long, that was, that was pretty troublesome. And, it was almost too bad for the people because we started holding them accountable for that. So, a lot of them left. Some of them retired. A couple of them actually adapted, and went back to school. But, when we looked at their training records, the past training records, you know, they had had a lot of training already. So, it just, you know, some people just aren't—you can't train people for some of these technical jobs by just getting dibbles and dabs. You have to actually go to some sort of university or college and just really, really have a structured training. Anyway, that was one of the biggest problems.

The other one, as I think I mentioned briefly, the supervisors weren't supervising. So, we had to get those guys in the right holes, and everything. And, we moved some of those folks two and three times to see if we couldn't get a right fit. And some of them we just had to, at least two of them, we just had to take out of the positions and stick them back in the technical field. They just weren't doing the job.

**“We fought with the union quite a bit. . . .”**

Anyway, that's what we did for about

three years. We fought with the union quite a bit. They were used to a pretty lackadaisical type of environment. So, when we started holding people's feet to the fire, "You come in at six-thirty. You leave at five. You got two twenty-minute breaks. You don't get to smoke inside the plant. You're expected to do your job. You know, you can't be AWOL and then come in and just take annual leave. You're actually, if you're not there when you're supposed to be, you're going to be charged for AWOL, and you're going to be disciplined for it." I mean, it was, there was a number of things that we seemed to always be fighting for. As a matter of fact, I think we still, unfortunately, kind of hold the record, I guess, for the, this region—I don't know how they do it in other regions—but we have a lot of disciplines that have gone on. On the other side of that, almost all of them have gone to arbitration, and we've never lost one. They've always been sustained. So, we feel pretty good about holding the people's feet to the fire.

### **Working on Morale Through Christmas Parties and Other Events**

One of the other things we did, which, well I—when I was in Yuma we really, we had the same problem there. We had these

Christmas parties. And, all of this stuff goes to morale. We had these Christmas parties, and the first one I went to in Yuma, we had it in this, kind of like the American Legion Hall, or something. I mean, you had foldout tables, and you had a bar over there, and honky tonk music over in the corner, like thirty people sitting around on benches like it's lunchtime, shooting the bull. Hoover was a little bit better than that. They went out to Railroad Pass, but it was smokey, the room was way too small, the food was, ah, mediocre, and they really didn't have any entertainment. And, my wife was in, my wife is in, works for KB Home, and so you know, I'd go to her parties, and so I know what a, you know, kind of an up-class, first-class outfit does for their folks. So, we started going out and getting nicer places for the Christmas parties. And, told them to hire a magician to come around and, you know, entertain the folks a little bit. Get better DJs. Do a little bit better a job of, you know, tell the smokers they're, if they want to smoke step outside and away from the door. I told them, "Put some tables out there. Put a couple of Christmas decorations on the tops so they don't feel like we're ostracizing them, but there's no reason why we have to smell their smoke." And so, we got that going. The reason I bring this up is I just, we just had the Christmas party, and it was, it was

absolutely terrific. I mean, it was just a, it was just a fun party. We had 125-, 130 people there, twice as much as we had the year before. And, we just had a great time. And, everybody says so. And, everybody dressed up. You know, it was good food. It was just, just terrific.

Storey: Where did you do it?

Bryant: We ended up, we went to Sam's Town the year before, which was good. And then we went to this one. We've started this about, oh about 2000, 2001, when I really started leaning on them to get these Christmas parties squared away.

Storey: This one?

Bryant: This one was at the Fiesta, I think it's called.

Storey: Yeah. Down there (Bryant: The Reserve . . .) at Lake Meade, in (Bryant: Reserve.) whatever the interstate is?

Bryant: Yeah. It's called the Reserve now, or the Fiesta. One or the other. Yeah.

Storey: Yeah. It was the Reserve, now it's the Fiesta.

Bryant: You go upstairs. You know where the buffet-

I don't know if you've been there. There's a buffet up on, go up an escalator and there's a buffet there. Off to the right is a big party room, though. (Storey: Uh huh.) And so, we really had a good time. Everybody, almost everybody dressed up, which isn't a, you know it doesn't seem like a *big* thing, but it turns out to be a *big* thing as far as the morale, because it gives a chance for the people to see all of their kind of compatriots in a little bit better light. You know, it's the one time that they can socialize, bring their families and stuff. And one thing that we did do, Brit, that was pretty neat. And, I saw it again, this, I saw it at my wife's places. Because KB Home has a lot of big bucks. I mean, they're the biggest builder in the country, and it's in Las Vegas, (Storey: Yeah.) and because they have the big bucks, they put up these big videos, for about two or three minutes, of just what happened during the past year. So, you see all of the KB—there's five hundred people. You see, you know, shots of parties that they went to, and things, selling, constructing, whatever else. So, we did the same thing at this one. We had about a two-minute vignette where we had Andy Pernick put music in the backgrounds. And we showed us—and we've been, over the last couple of years, we've been moving some *big* equipment. We've been pulling rotors out, and moving the big turbine

runners. And, but we had pictures of the guides. We went down to Davis and Parker dam and got pictures of the secretaries, and the work they're doing down there. So, it turned out to be real, real neat. And then all of the, all of the people in the, that were photographed were doing this "Hi Mom," thing. You know, so it was kind of neat. So everybody, just two or three minutes, just, you know, just kind of jack everybody up, and let their families know what they do for a living, (Storey: Um-hmm.) and why they should have some pride in them. Anyway, those are the kinds of things that we started doing, at least for the morale.

### **Worked on Scheduling to Make Sure Everybody Is Scheduled Well**

Then, we started working on the-kind of a monologue here but (Laugh)-then we started working in '99-, 2000, on just getting the scheduling right, getting everybody working. I told you about the mailroom. Well, we got those guys squared away.

### **Brought in Charlotte Romero and Dan Pellouschoud**

And so, we picked up people like Charlotte Romero that came, who was our office

director for administration. I got Charlotte out there to really get that area squared away. We picked up a guy named Dan Pellouschoud who used to be one of our big, biggest pains in the butt as far as the customer organization. He was one of our customers, but he was always questioning us. But, the guy is *really* a sharp mechanical engineer. So, we hired him to help us out.

**“ . . . we *really* started concentrating on scheduling and making sure that the *parts* were *on the floor* so that the craftsman didn't have to spend most of his time looking for parts and stuff. . . . ”**

And, we moved some other people, and we started bringing in more ideas and we *really* started concentrating on scheduling and making sure that the *parts* were *on the floor* so that the craftsman didn't have to spend most of his time looking for parts and stuff. We went up to Glen Canyon Dam. They seemed to have been doing a pretty good job up there. So, we went up there and saw how they were doing it. We started using MAXIMO a lot more. Bringing in Dan Pellouschoud, he's one of those guys who is really a, likes to sit down and train his folks. So, he was, really did a good job. He was the head of the Engineering Division. He came from Salt

River Project. And, he isn't a federal employee. He's a—what is that thing where you get professors from the outside?

Storey: Oh.

Bryant: Person . . .

Storey: IG—IPA [Intergovernmental Personnel Act].

Bryant: IP?

Storey: Intergovernmental Personnel Act.

Bryant: Yeah. He was an IPA guy. And, he's still an IPA. We—I think he's coming on his fourth year, but anyway, he's IPA. He came up here and he really did a good job of training his folks. He was the head of the engineering. So, he was training his engineers, kind of looking at all of those problems that our folks were stepping over, or had seen so long that they had forget that they were really problems and stuff. And, what he did was, he started setting kind of a new standard in seeing new things, and questioning stuff, that, I think what he did was he really brought some of the other division heads *up*. And, I think what they did was they felt a little competition, because, like I said, he used to be a customer. And, he was a pain in the butt. (Laugh)



(Storey: Uh huh.) And, so, here they see this pain in the butt coming in here and really taking hold and saying, “You know, I see your problem. I understand it.” And you know, he’s not being critical, he’s just saying, “You know, I see it from *your* perspective now. But, I think we can do it a different way.” And, he’s made some mistakes, and I think that he has seen that we probably were doing it pretty darn well. But, what he really did was he set a little bit of a higher standard, I think, as far as the engineering group. And so, I’ve noticed that our chief of maintenance, Don Bader, Donnie Bader now is, I think he’s, is coming up to that level. I mean he, both of those guys, you got—so, now you’ve got a couple of horses that are helping you (Storey: Um-hmm.), you know, move this organization along. And, with Charlotte there, she’s really good. I moved Ken Yanni over into security to take care of that, that portion. I think he’s a pretty good fit. He’s an old Air Force Academy guy. And, so security. He was on bombers, B-52s, so he’d kind of gone, he kind of knew the crypto—you know, he’s certainly aware of that stuff. And, Tim Gaddis [spelling?] who came out of the nuclear industry, is the operations chief. And, he’s, he’s really doing a terrific job.

**“One of the problems we had, we always got**

**kudos on how good our operation was. Well, it was good because it was cheap, but it wasn't good because they were good. . . ."**

One of the problems we had, we always got kudos on how good our operation was. Well, it was good because it was cheap, but it wasn't good because they were good.  
(Laugh)

Storey: Uh huh. Customers like cheap.

Bryant: Yeah. Yeah.

Storey: As long as they get their electricity.

Bryant: Right. (Laugh) So, we were getting these, you know, we would go benchmarking and it would show, "Hoover Dam, Parker Dam, Davis Dam *good* in the operations field." And, (Laugh) the main thing was it was, it was good because we were cheap. (Laugh) And, you know, there's always some other things that go into it.

**"We needed to make sure that we weren't getting call-ins for sick so that they could help their buddies out . . . because of the union contract . . . once that schedule is set, any changes within that week, week and a half's time, ends up being double time on whoever**

**you call out. So, they would play that game a little bit. So, we *really* leaned on that. And, we were able to drop our costs for overtime, and sick-leave call-out. I mean, it almost went to half. It was amazing. . . .”**

But basically, our folks needed a *strict* training regimen. We needed to make sure that we weren't getting call-ins for sick so that they could help their buddies out, you know, and get double time and stuff, because there's, because of the union contract, once you set the schedule, which is set almost a week ahead, when a new shift comes on, once that schedule is set, any changes within that week, week and a half's time, ends up being double time on whoever you call out. So, they would play that game a little bit. So, we *really* leaned on that. And, we were able to drop our costs for overtime, and sick-leave call-out. I mean, it almost went to half. It was amazing. And, it was because Tim got in there and just basically started saying, "All right. You're on leave restriction. You're on leave restriction. You know. Tell me what's happening, and stuff." Once these guys, and it's always just a few, once these guys got the message, you know, everybody started to come up. And, our costs went down.

### **Issue Related to Training Staff**

But, the problem we *were* having is training. It's, it's just really difficult to train people when you've got them on there for twelve hours a day, and then their shifts rotate. And so, you either need to have some extra people, or complete separate shifts so that you can always train one shift. That's what the nuclear industry did. We're not quite there yet, but we have really upped the training. Tim will go out there, because these guys have a lot of time. A lot of times they have a lot of time on their hands, particularly the back shifts, because there's not a lot going on.

Storey: Back shift?

Bryant: Back shift is from seven o'clock until seven in the morning. It's the midnight. It's the night shift.

Storey: It's the overnight shift.

Bryant: Yeah. It's called a back shift. So, the back shift has a lot of time, and so they'd get out there and they'd take those guys out, and during the day shift we'd take them out and we'd run black-start exercises. We'd go through the SOPs [Standard Operating Procedures]. We'd go down there and sit down with the prints. "We," I'm talking about

Tim, not me, sitting down with them with the prints and going through and making sure they knew where all of the systems were. The operators were . . .

Storey: The print?

Bryant: They, you know, draw . . .

Storey: The blueprints?

Bryant: Yeah. The blueprints. The drawings.

Storey: Oh. Okay.

Bryant: Yeah. Those guys are really heavy into blueprints, and drawings, and following schedules and stuff. So, that's how we got that, that group. And, I think they're coming along pretty good. They're not 100 percent there yet, but they're doing a heck of a lot better job than in the past. So, the whole dam, I think, is really at a pretty good level right now. We get a lot of kudos. We get a lot of people that come in there and are amazed at just how, you know, we keep that dam real, real clean. And, that costs us a lot of money to do that. But, I think we all figure that it's kind of the—first of all it's a national treasure, and it's certainly the Bureau's kind of shining light. (Storey: Uh huh.) So, you know, you

don't want to have some dumpy—you don't want your tourists to come in and have a dumpy experience. And, you certainly don't want your other guests to have a bad experience.

**“We get about 35,000 people in there as guests, that don't pay. . . . school groups, . . . senators, or Chinese diplomats, or international symposiums. . . . that's almost \$350,000 we lose. . . . and it's really good will. And so I think we put out a pretty good message. . . .”**

We get about 35,000 people in there as guests, that don't pay. People, and school groups, that come in and—well, senators, or Chinese diplomats, or international symposiums. Whatever. I mean, it's amazing to me how much money—that's almost \$350,000 we lose. Now, as you can see, I'm always thinking about the dollars nowadays. (Storey: Uh-huh.) (Laugh) But, it's about \$350,000 we lose, but they also get to come inside the plant, and it's really good will. And so I think we put out a pretty good message.

### **Linda Limneos Took over Management of the Visitor's Center**

Linda Limneos, who is just retiring,

she's going to retire the third of January, she came down as an HR, human resources specialist, and they brought her down there to take over the Visitor's Center. And, they brought her down there primarily— she got there about the same time I did. Tim Ulrich brought her down. Brought her down because they needed somebody that was kind of a disciplinarian, a little bit tough.

**“The guides . . . had gotten into this self-directed team, only they had been self-directed since 1936 . . .”**

The guides were, had gotten into this self-directed team, only they had been self-directed since 1936, (Laugh) (Storey: Um-hmm.) and they really had a, they really had a time. You know, you'd have, I don't know, you'd have a guide—we worked it out one time.

**“With the work that they had to do, they probably put in an hour and a half a day. . . .”**

With the work that they had to do, they probably put in an hour and a half a day. And so, Linda came down there and we started reducing that a lot. She also came down just a couple of years after the visitor's center had opened. And, when it opened, we needed to

start getting enough money to actually pay back the center. That was part of the deal that we had cut with the customers, that we would try to maximize the revenue to help pay that visitor's center back. So, anyway she came back and really tried to, tried to get a hold of that group. And, ~~after, as she,~~ I think it was really wearing on her. And, I think that's one of the reasons she's retiring, because she had about a five and a half years of nothing but having to either remove people or disciplining them, or you know, before she could *finally* get to the point it was calming down. And, it has finally got to that point, I think. Boy, it was a real hassle, for a long time.

**“ . . . that's kind of basically where we are with Hoover now. . . . We were overhauling one unit at a time, and we decided to go ahead and give it a try, and see if we couldn't overhaul two units during a year. . . . ”**

Anyway, that's—I'm sure there's little anecdotes, and everything, in between all that, but that's kind of basically where we are with Hoover now. I think it's running pretty well. We were overhauling one unit at a time, and we decided to go ahead and give it a try, and see if we couldn't overhaul two units during a year. Here's one thing. Well, let me just back up one bit. And, I'm really pleased with our



folks about this.

We started out where we could not get all of our units online and back in shape after an overhaul and maintenance season until about July or August. We started working on the scheduling and everything, and we now have it—last year we got all of our units absolutely on board by the first of May. And, this unit, and this year we'll have it onboard by the first of April. [Cough] Man, you got me talking too much here, Brit. But, we were trying a couple of . . .

END SIDE 1, TAPE 1. DECEMBER 15, 2004.

BEGIN SIDE 2, TAPE 1. DECEMBER 15, 2004.

Storey: So, you were talking about doing the two units a year?

**“We couldn't get the units . . . all up and running. They're supposed to be all up and running during the summertime. That's when we really need it. . . .”**

Bryant: Yeah. We were experimenting, at that time to back up. We couldn't get the units going, and couldn't get them all up and running. They're supposed to be all up and running during the summertime. That's when we really need it. So, we were just having a heck of a time in

maintenance, even getting, we were shooting for June, the first of June, and we weren't hitting, we weren't hitting in July and August. We would always have a unit out, or waiting on parts, or something. It was always something. And, that happened in '99, and I think it happened in 2000. And, then we had unit N4, which had a bent shaft, and that was supposedly, somehow we had pulled the rotor out of there—and this was back in, according to kind of the powerhouse rumors, back in '92, somewhere around there—we were pulling this rotor out and the clamp slipped, or they didn't bolt them in right, and it bent the shaft a little bit. And, when I'm talking about bending the shaft, we bent it maybe a credit card worth, because they're such huge shafts. But, it's just enough so that you can't get it in between the bearings just right, and it'll wobble. You could run it, but, you know, you would always be working with it. So, anyway, on N4 we worked for almost six-, seven months getting people from Precision Engineer, and some of these other places, to rerun the shaft, try to get it straight at the top, try to compensate for it by tipping the thrust collar a little bit. I mean, we just worked on it like crazy. So we, that thing was out for months. The next year, we got a little bit better and we made it to, I think, the, we had everything on by the first of June. So now, you know, we're tickled pink. We

got, (Laugh) we've got it. The next year we decided, after a couple of years of just getting better, we went ahead and decided that we would try two units. And there was a lot of *reluctance* to try that. You know, they said, "Ah, gees. We don't know if we can do it." But, to the maintenance, the guy on the floor, to his credit, some of those guys says, "Well, you know, if you get us the parts on time we ought to be able to do it, because they're right, we'll do these two units that are right side by side. We only have one crane." There's a crane that's, you have to move around that's clear down in the powerhouse. It's kind of cumbersome. But he says, "We only have one crane, but if we can schedule that and move it around, you know, I think we can do it." So, we went ahead and gave it a shot. And, we got that thing done. Then, this is the neat part.

**"We did two units that year, *and* we had everything online by the first of May. . . ."**

We did two units that year, *and* we had everything online by the first of May. (Laugh) I mean, we were a month ahead. So, we've cut down—and this year we're going to go, we'll have, we're going to do just one unit, but we're having to take the top end off of three units because we found some oil, the oil was getting some steel in it from one of the

bearings and stuff. And, I mean, this is a big deal. You take that whole capsule on top off on three of these units. And then we found on one that we had some oil down in the turbines on A6 that we had been living with for years. Anyway, there's quite a bit of other work to, that took up the slack. I told them that, you know, now that we know that we can do two units, I don't want to go back to one unit and then just cruise along. You know, I want a good, tight schedule so that we keep *everybody* busy. So anyway, we're scheduled to come back the first of April. Right now, we're pretty much on schedule. We're having a little bit of trouble getting one of the units to balance up again. But, other than that, the maintenance crews are really coming along well.

### **Good Supervisors Are Essential**

The electricians, we put a new supervisor in charge of that, and after a little bit of encouraging and coaching, we got him holding his folks accountable. And so, I think that's really the main thing. It's, all organizations, at least that I've been associated with, never have a problem, very little problem with the actual people doing the work. I mean, once you get them up to a level they'll *do* the work. You know, there's

always two or three you've got to handle, but it's usually the supervisors that, you know, either want to be good guys, or they think that they're being good guys by not holding people accountable. Whatever it is. It's all, you know, if you can get the right supervisor, you can just end up with a terrific organization.

**“ . . . if there's some place that you can make a difference, it's in maintenance. Maintenance has more slop in it than any place else, in Reclamation anyway. . . . ”**

And, you know, if there's some place that you can make a difference, it's in maintenance. Maintenance has more slop in it than any place else, in Reclamation anyway. Well, maybe construction did, but I haven't been in the construction business. But, if you can run a tight organization in maintenance, you can do one of two things, either get a whole snootload of work done for the money that you been using, *or* reduce the amount of money that you need. And, what you usually do, because if you're running a sloppy organization you've usually got a lot of maintenance that needs to be caught up on. And so, you end up normally asking the customer for the same amount of money, but you just get a whole lot more done. So that's, that's pretty much where we are at Hoover

right now, I think.

Storey: The overhaul? (Bryant: Um-hmm.) The thing that this seems to rotate around is having the correct parts available when they're needed, if I, or at least that's a part of it. How do we know which parts we need? Is it always the same parts, or are there diagnostics that are telling us which—how does that work?

### **Planning the Overhaul of a Generator**

Bryant: Well, a regular overhaul—first of all we're, in the '90s—I forget exactly what year it was. I wasn't, I wasn't in there.

**“ . . . over about a five to seven year period they went through and they overhauled the generators. . . . So, . . . because of . . . modern technology, the insulations and stuff, they were able to put more wire in the same area. So, they were able to get more megawatts out of those units. . . . it takes a little bit more power to move those units around now, because you're able to put out more power. So, they put in a turbine, a different kind of turbine, down there, a stainless steel turbine. . . . ”**

But, over about a five to seven year period they went through and they overhauled the

generators. They came in and rewired them all. So, they put in, because of insulations, you know, modern technology, the insulations and stuff, they were able to put more wire in the same area. So, they were able to get more megawatts out of those units. When they did that, since they were able to get more megawatts, it takes a little bit more power to move those units around now, because you're able to put out more power. So, they put in a turbine, a different kind of turbine, down there, a stainless steel turbine. But, they didn't do anything else. They just put in that new turbine. With all of those turbines, there's all kinds of gates, and rubbing plates, and, it's kind of like your rings, you know, where you go in there, and if you have an engine you go in there and maybe you paint the head, but you don't go in there and actually change the piston rings, you know. So you have to go back in later and do that. Well, so what we're doing is we're overhauling the turbine runner and that whole turbine. So, the turbine runner is stainless steel. That was already in place. You go in there, and you can always assume that you're going to have to fix cavitation, which is the, you know, kind of the snowy rough areas that get on it from the water and the air bubbles exploding in there. So, you fix that, but you also have these plates above and below the,

what they call the wicket gates. And, the wicket gates are the way that you control the amount of water that comes into the turbine. And, when they're completely shut, you don't want any water passing through, because that makes it inefficient. You're putting water down, downstream, just be through leaking rather than getting any power. So, you want those things to close tight. And, to do that you need to make sure that the tolerances at the top and the tolerances at the bottom, and where they come together, are all as tight as you can get them. So, we go through and we pull this turbine out, and you redo what we call the curb and crown plates, which were these, it's a round, the turbine is a round, it's, the turbine runner fits in a round hole. So, you've got these plates that are on the bottom. You put the wicket gates in, and then you have plates on the top, and they all fit together to make a tight seal. So, you're redoing those. You're redoing the gates, the wicket gates themselves. And so you, and the bushings, where they turn. So, you know all of that stuff is going to have to be done. What you do run into is like this problem where I said—because the turbine's all down at the bottom of the shaft. The generator's sixty-five feet above the turbine, and there's a shaft in between the two. But what you do run into is you're down there and you're working on a turbine, but you



find that during the summertime you found oil that had this metal in it, like we did this time. So, now, while you're working on that down below, you're going to have to have another crew up on top and they're pulling this thing apart, and that's where you get into this, "Gee whiz, I'm not sure exactly what's going to happen here." And so, when you pull it apart, you, you're always surprised about that. So, what you try to do is pre-order, get ready, have it sitting on a pallet, for all of the stuff you know is going to happen on the overhaul. And, you don't get too many surprises there. Up on top. we pull it apart, we take a look at it, and most of those things are emergency requisitions, where we'll find something and then we have to go out there and get it. But, we do have two or three IDIQs [Indefinite Delivery Indefinite Quantity], Indefinite something or other, Indefinite Quantity. And so, it just means that you can go out there and buy from a vendor real quick, because you've already pre-qualified him. So, we're able to get our machining done and stuff on some of that, that stuff. Luckily, most of the time, the turbine overhaul takes longer than the problem that you might have up on top. So, the critical path is not what's happening up on top, it's something that's happening down on the turbine overall. So you, you have a little bit more time to react.

Now, right now, we do have, we have one penstock at Hoover supplies four generators. Five, in one case, but normally four, four generators. So, we're coating the penstock, the Upper Arizona Penstock we are coating inside of it. You have to do that every several years. And since we're doing that, we have four units that are sitting there anyway. So, those are the units that we're trying to work on. And, that's how we try to work it so that while we're coating the penstock, which has to be down anyway, and you can't run the units anyway, then we try to get in there and do most of the overhaul work on those units. And, we try to let the, so what you'll get, some units that have a problem, and you're kind of keeping your fingers crossed and letting them limp along until you can take a penstock out, and so that you're not taking any more units than you have to out, at one time. But it's, it's pretty interesting work. Actually, it's pretty exciting.

Storey: Does the overhaul process involve the—I don't know what its called—sort of a customer council?

### **Setting up a Ten Year Plan**

Bryant: Yes. We have to, we put together this ten-year plan. It's really one year that's pretty

accurate, next year is less accurate, and then by the time you get down to the tenth year, you're looking at some of these long-term things. And, the long-term things would be the overhauls, like you just mentioned. You've got seventeen units. If you're only take out one a year, or two a year, you've got between ten and seventeen years worth of work. (Laugh) So, on a ten-year plan you go ahead and put all of that out.

Now, just last year, well as a matter of fact this year, we're installing stainless steel gates in A1, for the very first time. So, putting stainless steel gates in A1, we had to go out and change the way that we cost these things out, because stainless steel is a little bit more than the cast steel that we were using previously. So, most of the time you have a pretty good idea of what that number looks like. After about the second or third overhaul, you start to get an idea of what's going to cause you problems, and we're in about the sixth or seventh right now. But then, we flick to stainless steel gates, so we got a little blip in here that we had to make, make some changes.

### **Explaining Reclamation's Activities at Hoover to the Power Customers**

But, to go back to your question, yeah, the customers look at what we're, what we're doing. ~~And, the customers look at what we're doing.~~ They're pretty understanding. I think that initially, [cough] excuse me, I was told that these meetings were fairly contentious, but since I've been there, and I can't say that I've, you know, it was me, I'm just saying that the very first meeting I went to I didn't think was very contentious. They asked us some pretty straightforward questions. They didn't get gripey or smart aleck or anything. They just wanted to know what the heck we were doing. And, they were good questions. I mean, they made us, as far as I was concerned, they made us think a little bit more and made us a little sharper.

**“ . . . the customers have been pretty good. As long as we lay out what we want, and how we do it. . . . ”**

So, they've been pretty, the customers have been pretty good. As long as we lay out what we want, and how we do it.

They've got some needs, like in March, Arizona Power Authority, ~~the Nevada,~~ the Arizona folks would like to have more units available just because they've got more pumping to do. They had some problems with

the way that we were calling our units out, meaning the way that we were pulling them off-line for maintenance. We were pulling them off, I think, rather than in the middle of the—I can't remember exactly what it was—but there was a three-day period there that if we would have, if we would called them unavailable a little bit differently then it would have kept these guys from having to pay so much. Because they have to go to the, if our units are [not] available, they have to go to the outside and get it off the market. So, we're selling our power to them for about \$13 a megawatt, and if they're getting it off the market they're buying at \$50 or \$60 a megawatt. So, it's a big deal to them. So anyway, you know, we try to accommodate those things. They've got, our customers also have customers. And so, they're getting it kind of from both sides, you know. We're telling them we need to do this, and their customers are saying, "How come that Bureau's spending money doing this?" So, we go and try to go out there and talk to, when they ask us to, we'll go down there and, we'll send a couple of our technical folks out there and we'll just lay out exactly why we need to do these things. Because one of the things is reliability. I mean, if they think it's a bad deal for three days, having a, you know, having a unit down, let's run that thing into the ground

and let it be out for six months and see what they think. So, that's kind of the discussions that we have, showing them these tradeoffs and stuff. So, yeah we do.

### **Tim Ulrich and Jim Cherry Established Good Relations with the Power Customers**

We have good, I think, pretty good frank discussions. Recently most of it has been, you know, we brief them, they ask some questions, and it has almost been a sign off. We really haven't had any contentious ones for several years now. (Storey: Hmm.) And that was due to, I think, Tim, and Jim Cherry, Tim Ulrich and Jim Cherry kind of getting that, that going.

**“There was a time there when we told the customers, ‘Basically the law says,’ (Laugh) ‘the law says, if we do it, you pay for it. Don’t worry about it, you know. You’re getting a good deal anyway.’”**

There was a time there when we told the customers, “Basically the law says,” (Laugh) “the law says, if we do it, you pay for it. Don’t worry about it, you know. You’re getting a good deal anyway.”

**“As a matter of fact, they made the decision to**

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**go to the stainless steel gates, which were more expensive. . . .”**

But now we spend a lot more time really laying it out for them, and stuff, so that they know exactly what they're getting. And, they're actually getting a pretty darn good deal. As a matter of fact, they made the decision to go to the stainless steel gates, which were more expensive.

Storey: Why would they choose stainless instead of the, you said cast iron [steel]?

Bryant: Um-hmm.

Storey: Why would we choose that?

**“The stainless steel gates, it's not just that they're prettier, it's because they're stronger. They can be thinner. . . . you can get a *little bit* more water through there. And if you can get more water through there, then you get more efficiency . . . So, we worked around it, economically, it gets them. . . capacity. . . . they get another two or three percent in capacity for each unit . . . turns out to be . . . several hundreds of thousands of dollars in a year's time.”**

Bryant: The stainless steel gates, it's not just that

they're prettier, it's because they're stronger. They can be thinner. And so, if you can make them thinner you can get a *little bit* more water through there. And if you can get more water through there, then you get more efficiency for the water that you're putting through the gates. So, we worked around it, economically, it gets them, I think it's capacity. I think they get another two or three percent in capacity for each unit that we do, which is, turns out to be, you know, several hundreds of thousands of dollars in a year's time. So, it's just a money thing. We laid out what the costs were, and kind of our idea on what we thought would work. And, we laid it out kind of like, you know, "This is, the gates that we have in there work fine, and we can rebuild them, and everything will be just hunky-dory. But, if you want to squeeze a little bit more capacity out of these units, which might mean something to you now that the water's down, and it's probably going to be down for several years, we can put these gates in here and it'll give you a little extra." And so, they looked at those numbers, and we told them, we said, "Like I said, it doesn't make any difference to *us*. (Laugh) You know, we can do it either way. But, it might be worth your while to do this." Because we, you know, when we pull these units apart periodically, which may be every ten-, fifteen



years or so, it's not going to make any difference if we have to rebuild a stainless steel gate, or if we have to rebuild the other kind of gate, to us. It's almost a push. Anyway, they went to the stainless steel gates. So, it'll give them a little extra capacity. So, it was their decision.

Storey: So, we don't get extra life or anything by switching to just stainless steel?

#### **Installation of Stainless Steel Wicket Gates Might Give Those Parts Extra Life**

Bryant: Oh, we might get some extra, we're probably going to get some extra life too, which is to their benefit as well as ours. (Storey: Yeah.)

**“ . . . these machines are really robust. They last a long time. . . . ”**

But, something else might go wrong, and you're not sure—these machines are really robust. They last a long time. There's, I mean, I'm not even sure that we had to rebuild the turbines. We probably could have just, you know, just kept pushing them, letting them leak, letting them cavitate, and letting them bang real bad for probably another ten-, fifteen-, twenty years.

**“It just seemed like good maintenance to go in there and, you know, when you start to see a problem, rather than wait until it just destroys the unit, to go in there and fix it up. . . .”**

It just seemed like good maintenance to go in there and, you know, when you start to see a problem, rather than wait until it just destroys the unit, to go in there and fix it up. And, that’s basically what we’re doing. But, these things are so robust that if we have to go back in there on a unit in twenty or thirty years from now, probably on either cast or stainless steel, it would surprise me. Stainless steel might get you maybe five-, ten more years. I’m just guessing, but I’m just saying, yeah, there is an advantage maintenance wise, but it’s an advantage to the customer too. (Storey: Um-hmm.) And, there are other things that would break where you’d get, get in there. So, you know, you just, you’re not sure.

**“But, basically you’re getting more water, a little bit more money, a little bit more capacity, and probably a little bit more time on the maintenance interval. . . .”**

But, basically you’re getting more water, a little bit more money, a little bit more capacity, and probably a little bit more time on the maintenance interval.

Storey: But ~~in, let's~~, I'm not recalling exactly how many units there are, but it sounds like the cycle is less than ten years? If you do two units a year?

Bryant: Yeah, but we don't keep doing it. We don't just keep going around, and around, and around.

Storey: Oh.

Bryant: We're going, all we're going, yeah, we're doing this, this is a one time, and this is the first time in seventy years basically, other than we put new turbines in in the '90s. (Storey: Um-hmm.) But, as far as rebuilding these curb and crown plates, and redoing the wicket gates and stuff, it's my understanding that these haven't really been overhauled like this for, you know, sixty-, seventy years.

Storey: So, then what else needs to be done that occupies the O & M [operations and maintenance] crew?

**“ . . . last year we replaced the cableway, that big 150-ton cableway that goes across the canyon that we [use to] move materials down into the structure. . . . ”**

Bryant: Well, the plant's so, the plant's so old that

we're replacing—well, last year we replaced the cableway, that big 150-ton cableway that goes across the canyon that we [use to] move materials down into the structure. We had to go in there and replace the, I think they're called slack carriers. But, it's as you go further out you've got all of this, these other cables that are dropping behind you. You've got the big cables that hold the, hold the carriage up, but then you actually are hauling things up and down so you got all of this cable that goes, loops down, and then loops back. And so you have to have these carriers that drop off every hundred feet or so to keep this thing from just dropping down into the canyon making these big loops. (Storey: Yeah.) So, we had to go back in there, and the slack carrier just wasn't working right, and we couldn't control the darn thing. So, that was one thing we had to do. We had to replace several hundred feet of fire line. Because of the security and stuff we've had to install all kinds of security things. We had to, in the intake gates, we've had to recoat those and rebuild some of the intake gates. So, you're just constantly moving from one type of activity to another.

### **The Busiest Maintenance Season Is October to June**

The busiest season is from October to May or June. From June to July we do a lot of our training, our block training. We block the training rather than have it scattered throughout the year. We bring everybody in for Driver's Ed, EEO [Equal Employment Opportunity], and all of those things. We just do it at one time, because it's too hard to move the crews in and out, and it's too disruptive. So, we get those guys in. And, so we train them on the thing, the mandatory training. We train them on all of the technical stuff, and we also get out there and start doing all of the summer work.

**“You can't really work on the units themselves too much . . . so you start working on all of the compressors, and all of the oil pumps, and all of the electrical wiring, and the breakers, and all of those other things that surround those units, that keep them going. . . .”**

You can't really work on the units themselves too much, the actual turbine and generators, so you start working on all of the compressors, and all of the oil pumps, and all of the electrical wiring, and the breakers, and all of those other things that surround those units, that keep them going. So, you spend a lot of time during the summer months doing all of the ancillary equipment and stuff, keeping

those things going. So, it's quite a, we actually keep everybody pretty busy.

**“When we get at the end of these overhauls, which I’m looking at . . . 2010, 2011. When that comes around, we’ve already made plans, and we are, in effect, dropping the size of the crews *slowly* so that we’ll get down to something where we can just maintain these units . . . we’re probably fifty percent *over* on the size of the crews because of the overhauls. . . . we’ll just do it through attrition. . . .”**

When we get at the end of these overhauls, which I’m looking at—and will, incidently, not be here—2010, 2011. When that comes around, we’ve already made plans, and we are, in effect, dropping the size of the crews *slowly* so that we’ll get down to something where we can just maintain these units, because we don’t have the big overhauls anymore, or won’t have the big overhauls anymore. So, we’re already looking at where we’re going to be in, in a few years, and we won’t need the size of the crews that we have right now. As a matter of fact, we’re probably fifty percent *over* on the size of the crews because of the overhauls. We figure it’s, at the max, we ought to have a machine, or a Hydroelectric Mechanic, and, a Hydroelectric Mechanic *per* unit, which would be eighteen.

We have twenty-eight HEMs, Hydroelectric Mechanics. So, we're a little over. But, it's really helpful when you're doing these, you know, these break, these overhauls, at this time. But, we should be down to—oh, one thing. Let me just make one point here, which is kind of interesting, at least I think it's interesting.

**After Los Angeles Department of Water and Power and Southern California Edison Stopped Doing O&M on the Units, Total Staffing for Hoover Dropped Some Fifty to Seventy-five People, in Spite of a Substantial Increase in Guide Service Staff**

We had, when the, back in the, prior to '87, L.A. Department of Water and Power, and Southern California Edison did all the operation and maintenance on the units. We actually, Bureau of Reclamation, although we were the owner of the facility and stuff, we actually took care of all of the penstocks, the plumbing, and everything else other than the powerplant. And it, and we had a heck of a staff at that time. We are down, by the Bureau of Reclamation taking it all over, we're down probably fifty or sixty trades, fifty or sixty people that were trades folks. So, right now my FTE [full time equivalent] runs about 230. And, it was up, with Southern Cal Edison,

including Southern Cal Edison and our own folks, almost 330. So, we're doing this thing seventy . . . fifty to seventy people less, with the overhauls, and with all of the guides that we use for the tourists. We were, we were down to fifteen—we had fifteen people in the Guide Service. We're up to thirty-five or forty now. So, even with all of the additional tourists, and with all of the overhauls and stuff, I think we're still fifty people more efficient than we were fifteen years ago, ten years ago.

Storey: I guess, when you were talking about the overhauls, I was sort of presuming these were very specialized people. Yet, I'm, I think I'm also hearing that they go up and work on the cableway, and they work on the inlets, and they work in the penstocks, and so on, and so on? Could you give me an idea of how that works?

### **The Maintenance Division Has a Large Variety of Skills and Tasks**

Bryant: Sure. In the maintenance area which is, in the maintenance office, the Maintenance Division, we have about five different types of folks.

### **Hydroelectric Mechanics**



The biggest ones are the hydroelectric mechanics. And, those are the people that assemble and disassemble the units, run the cableway. They're what you think of as being a machinist, a pipe fitter, a mechanic. I mean, they do, they're really talented people. I, you know, my, kind of my hat is off to them. They really do a lot of different things. Plus, they have a pretty good feel for the electrical portion of the unit itself. So, you've got this cadre of about twenty-, twenty-five Hydroelectric Mechanics, pretty skilled stuff, you know. Calipers, machining to thousandths of an inch, putting the unit back together and the unit has to go back so its thirteen-thousandths, which is you know the, I think three-thousandths is the breadth of a paper. So, if you get thirteen-thousandths, you got like four papers put together. I mean they're, they're really skilled people putting 600-ton machinery back together with those kinds of tolerances. Welders, pipe fitters, it's all kind of blended in together, and machinists, but those are the trades. Most of them come out of the nuclear industry, ship building industry, although we make our own hydroelectric mechanics.

END SIDE 2, TAPE 1. DECEMBER 15, 2004.

BEGIN SIDE 1, TAPE 2. DECEMBER 15, 2004.

Storey: This is tape two of an interview by Brit Storey, with Gary Bryant, on December the 15<sup>th</sup>, 2004.

Okay.

Bryant: Okay. So, anyway we make our own hydroelectric mechanics through the Apprenticeship Program. The Apprenticeship Program started last year. We've got five apprentices going through. Anyway, back to, so that's the hydroelectric mechanics.

### **Electricians**

The next group is the electricians. And, they're the folks that, you know, pretty much take care of the breakers, take care of all of the electrical work, do all of the testing on the busses, the big cables coming out of the generators to make sure we don't have broken insulators or anything that would ground out. ~~So, those are the electric, the electric.~~ And, they take care of a lot of the instrumentation, making sure it's hooked up properly, and stuff.

### **Instrumentation and Communication Staff**

The next kind of what I consider the skilled group, and probably one of the highest

skilled groups are the instrumentation folks, instrumentation and communications folks. And, they actually, after you get the unit back together, and all of the electricians and all of the hydroelectric mechanics step away and say, "We've done our part," then these guys come in and they test it to make sure that all of the installation is correct. They make sure that all the relays on the unit are correct. They make sure that all of the *control* systems are going to work properly before they, all this is done before they turn it over to operations. And, that's kind of a small group. There's two, or three, or four guys that do that. And then, there's the communications side of it, and they're the guys that take care of all of our microwave systems, all of our telephones, all of our speakers, and stuff, so. Those are the three groups: hydroelectric mechanics, electricians, and then the test crew.

### **Building Repairmen**

We have another group, which is the building repairmen. And, the building repairmen are kind of like your plumbers, house plumbers, carpenters. They're the guys—kind of like the shipwrights. You know, the guy that, when you got a hole in your ship, somebody had to go out there (Laugh) and patch that hole up. That's what those guy do.

They, they're around the plant and they're doing the plumbing, and the painting, and the bathrooms, and all of those kinds of things. They do mostly the dam stuff. You've got these guys, the first three groups I did, they're mostly powerplant guys. But, these other guys, they work, they do the dam stuff to make sure that everything is running correctly downhill, and making those kind of changes.

### **Laborers/Painters**

And then, you've got the laborers, and the, slash, the painters.

**“ . . . we actually have a group of painters that do nothing but paint . . . hundreds of miles of plumbing . . . And, it's not just painting, like pretty. They call it coating . . . ”**

And, we actually have a group of painters that do nothing but paint, because when you've got, you know, hundreds of miles of plumbing that's, you just need to constantly keep. And, it's not just painting, like pretty. They call it coating, is probably a more appropriate. It gets damp down there. During the summertime particularly if you get high temperatures, and for some reason you get high humidity down there, the cold pipes will hit this high temperatures, and you know,

we'll just [have] water running off all of these cold pipes and stuff. So, you have to have somebody out there that keeps this stuff coated from rusting. And, that's a full-time job. And then the laborers are, they're just kind of the jack-of-all-trades. They take care of from about the third floor down in the plant, they take care of all of the housekeeping, and those kinds of things. And they're also moving furniture. But, when we do, during maintenance season, they're actually helping the other crews, wiping down stuff, and just, what you'd think that a laborer would get. All of them get paid pretty good. I think the laborers, I think the lowest is probably the laborers, and they're \$16 and \$18 an hour. I mean it's not, it's a living, I guess you'd say. And, the electricians, and the hydroelectric mechanics, test crews, which are about the highest paid, they're close to \$35 an hour. (Storey: Um-hmm.)

**“ . . . that's a problem we're having at Hoover . . .  
 . the way that the GS pay scale works,  
 compared to the . . . bargaining board pay  
 scale, most of the mechanics make more than  
 their supervisors, during a year's time, with  
 overtime and everything. . . . ”**

So, a lot of these guys—that's a problem we're having at Hoover, and we've

griped about it. It fell on deaf ears so far. Is that with the, the way that the GS pay scale works, compared to the wage board, or the bargaining board pay scale, most of the mechanics make more than their supervisors, during a year's time, with overtime and everything. And it's just, and on their base pay is pretty darn close. So, you get these supervisors that are thirteen, step ten, you know just barely, and most the time—if you look at a list of who gets the most pay, you'll see Tim Ulrich, you'll see, well I think you'll see Tim Ulrich, and sometimes Tim's not top. (Laugh) Maybe you'll see two or three hydroelectric mechanics that, you know, had a lot of overtime, and you'll see Tim, and you'll see me, or you'll see some hydroelectric mechanics, or electricians, between me. And then, finally, about the ten, eleventh, twelfth, you start getting into the office directors. So, there's this compression. Nobody's ever really griped about it too much, but they—I don't know. You always think that your supervisors ought to be at least sitting up there at the very top.

Storey: Um-hmm. How are you planning on doing the reductions you're planning on?

### **Hoover Has a Lot of Staff near Retirement So Finding Younger Staff Is Important to Running**

### the Plant Long Term

Bryant: Well, we'll just do it through attrition. You look at our workforce, and that's why we're getting the apprentices in, and we're trying to get in some of the younger, the younger folks. And, it's turning out that you, you know, you think about, "Gee whiz, isn't that sort of discriminatory?" Well, yeah, maybe, but I, I think that, you know, you got to look out for the longevity of your powerplant. And, you've got some guys out there, when they're equal, you know, I'll be honest I will look at, if I get two or three equal candidates, I will look at the guy that's going to be there longer for me, somebody that's going to have some longevity. And, we're pretty lucky. We're not having to make that decision very often. But, so we're trying to get the younger guys in. And most, well we've got a snootload of people that are close to retirement, fifty, fifty-five, and stuff, and a lot of good knowledge there. So, most of it will just go by attrition. And, we're slowly pulling it down every, every year it comes down just a *little* bit more. And, we're pretty careful about hiring and stuff. We're not Scrooges. I mean, I believe in running a plant like it ought to be run, you know, with a lot of good capability and, you know, not scrounging on administration or the mail room. Everything has got to run right so

that everybody feels good about it. But, you still, you know, if you, every time you look at a hydroelectric mechanic and you know seven years from now you're going to have to let this guy, potentially, go, you need to make sure that you also look at the other end to make sure that you got about five or six guys that are going to go about that time too. So, we're making those types of decisions, and that's how we look at it.

Anyway, that's Hoover, Brit.

Storey: Well, let's . . .

Bryant: Got some more?

Storey: Oh yeah. (Laugh) I've got a *lot* of questions.

Bryant: Yeah. Okay.

Storey: But, you mentioned earlier that the unions were a problem. Could you talk more about that, and the kinds of issues you run into in dealing with the unions?

### **Issues with the Unions at Hoover**

Bryant: You know, I say the unions are a problem, but they're not a problem from the perspective that, you know, most people think of unions.



**“They can’t go on strike, because they’re  
Federal. . . .”**

They can’t go on strike, because they’re  
Federal.

**“. . . you as a manager try to create more of a  
work ethic or get the production up higher, or  
keep your costs down, you’re really not  
running into the union in those areas. . . .”**

So, what they are is, you know, as you as a  
manager try to create more of a work ethic or  
get the production up higher, or keep your  
costs down, you’re really not running into the  
union in those areas. I guess I was going to  
say, you know, they’ll give you problems in  
that area, but they won’t.

**“. . . our union . . . feels that it has to represent  
every employee that kind of runs across, or  
against, management. . . .”**

What the union does, at least it depends on  
who the leadership is, but what the union does  
is it feels, our union anyway, feels that it has  
to represent every employee that kind of runs  
across, or against, management. And, you  
know, if we discipline some guy for being  
drunk on the job, you know, we will have the  
union come in and try to negotiate it, and say,

“Well, you know, this was the first time. (Laugh) Or, this is the third time, can’t we have a fourth time?” It’s more of a, it’s one of those things where you kind of sit back and you want to say, “Come on, you guys. You know that this guy is a bad worker. You know that you can’t be drunk on the job. He’s, you know, it’s hurting your safety as much as it’s hurting anybody else’s, you know. Work with us here a little bit.” And, it seems like it’s always at a little bit of cross-purpose, where they’re, they’re going to represent everybody no matter what it is. And, again, I say it’s just this particular group that I’ve been involved with for the last five or six years. I have had unions, and Parker-Davis has a pretty good union, and a pretty good union steward, from management’s perspective. The guy basically says, “Give us the money, and if anybody comes up there and doesn’t want to work, you know, or gripes about some snivelly thing, we’ll take care of it.” And, that’s the way they do it. Our union at Hoover is a little bit different. They, anybody comes up with almost anything they’ll take them on. So, we spend a lot of *time*, you know, having to sort of listen, and then go through arbitrations, and grievance procedures.

**“ . . . it’s always the same employees. It’s not**

**like I get a good cross-section of the employees. It's always the same one that was asleep on the job, the same one that didn't follow the procedures, the same one that was, you know, caught doing something or other. It's kind of amazing. And, they keep coming back. . . ."**

And, it's always the same people. I mean, it's always the same employees. It's not like I get a good cross-section of the employees. It's always the same one that was asleep on the job, the same one that didn't follow the procedures, the same one that was, you know, caught doing something or other. It's kind of amazing. And, they keep coming back. And, I've even had the union say, a couple of times, "You know, we know this guy's a screw-up, but we've got to represent him." (Laugh) You know, and I'm, you know, I keep saying to him, "Why? I mean you, you guys *don't* have to represent him. I mean, I've talked to your attorneys. You guys have got some discretion in this. Some people are just, you know, *obviously* deserve what they get."

**"So that's, it's more of a kind of a gnat thing. It's a paperwork mill that is kind of a distraction more than an awful situation. . . ."**

So that's, it's more of a kind of a gnat

thing. It's a paperwork mill that is kind of a distraction more than an awful situation.

**“By and large, you know, ninety-seven, ninety-eight percent of the employees are great employees. So, you just end up spending thirty percent of your time on some of these little nitty issues that . . . some of them shouldn't come up. Some of them, you know, they got a legitimate gripe. . . .”**

By and large, you know, ninety-seven, ninety-eight percent of the employees are great employees. So, you just end up spending thirty percent of your time on some of these little nitty issues that, from my perspective, some of them shouldn't come up. Some of them, you know, they got a legitimate gripe. Maybe we were too hard on them, or maybe there is a different solution. A lot of them there isn't, so it takes a lot of time.

Storey: Um-hmm. Have you been involved in salary negotiations with the unions?

### **Annual Salary Negotiations with the Unions**

Bryant: Yeah. Yeah, a lot. Every year we do that.

Storey: How does that go? How does it work?

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**“ . . . we’re one of the few places in government where we actually negotiate salaries. Most of them are wage board, which are set by Congress. We have a bargaining board, in which salaries are actually negotiated. . . . ”**

Bryant: Actually, not too bad. We, I did that at Yuma, and we also did it, do it at Hoover. You know, we’re one of the few places in government where we actually negotiate salaries. Most of them are wage board, which are set by Congress. We have a bargaining board, [in] which [salaries] are actually negotiated. We have a, there’s decisions out there that set a way of doing things. You know, you have to go to certain entities: Southern California Edison, L.A. Department of Water and Power, and there’s a couple more.

**“ . . . we go out and do wage surveys . . . ”**

I don’t remember who they are. So, we go out and do [wage] surveys, and try to get a hydroelectric mechanic here [compared] to a hydroelectric mechanic at LADWP [Los Angeles Department of Water and Power]. Everybody has different—it’s probably more difficult on the human resources folks, labor relations folks, than it is on us, because a hydroelectric mechanic at L.A. Department of

Water and Power might be getting his base salary, which is what we give our folks, might be getting his retirement and stuff, just like we give our folks, but he also might get, I don't know, ten days off more than ours for some reason. Or, in some cases, if they're in remote sites, they get a house, you know, to live in, that's a company house. So, there's these little subtleties that you have to kind of work your way through. But, basically, HR, human resources, gets that, makes those decisions, and they do it normally with a union guy in there. They get the three salaries, and they just take an average. Now, it used to be, I haven't been in the salary negotiations for the last two or three years, because Charlotte Romero, our administrative officer, does most of that. But, it used to be that we would take a look at it, and we would do a little bit of weighting, and then so we would have some negotiation. But, there's still not much of a, you know, there's still caps on how high they can go and stuff, so. There's a little bit of give and take, but they're not as tough as you might think. Some of them actually go pretty fast. But, one of the problems you run into is, during the crises—not the crises, but you know California deregulated the power industry, and then they got into that big problem about two or three years ago where California was running out of power, and all that kind of

stuff.

Storey: Yeah. The Enron stuff.

Bryant: Yeah. All that Enron stuff. Well, the (Laugh) L.A. Department of Water and Power did not divest any of its powerplants. They basically said, “No. We don’t want to do that.” So, while everybody else was scrambling around, because they had moved the generation, like Hoover, separate from the people who have the transmission lines, like Western Area Power Authority does. When they done all that separating, L.A. Department of Water and Power says, “No. We feel real good about our generation, and our power lines.” (Laugh) (Storey: Yeah.) “We want to keep them.” So, while everybody else was out there buying this \$500 a megawatt power, L.A. was selling it to them for 500 [dollar] megawatts. I mean, they’re making money hand over fist. (Laugh) So, their union salaries, or their salaries of some of their tradespeople went up quite a bit. So, we, that’s when we got into this weighting, of weighting the amount of salaries. We’re, you know, management is coming back and saying, “Look at this, (Laugh) we’ve got Southern Cal Edison’s below, you know. Somebody else is right here. And L.A. Department of Water and Power is, pays way up here.”

Storey: Way high above?

Bryant: Yeah. And, we're not going to average that, because that's an aberration in our mind. And so, we'd get into little arguments over that.

Storey: And when you say "weighting," you mean W-E-I-G-H-T-I-N-G?

Bryant: Right.

Storey: Yeah.

Bryant: Yeah. Not "waiting" like waiting for somebody.

Storey: Waiting for it to change?

Bryant: Yeah.

Storey: Yeah.

Bryant: But anyway, salaries, I think, I think the reason we haven't had too much trouble in the last couple of years is, I'm gathering that the salaries sort of all even out now. So, when you take an average, you come out with pretty close to where everybody, what everybody's making. Everybody feels pretty comfortable with it, I think.



Storey: So, when you say it's an HR function, is it an HR function at the dam, or is it an HR function up here in the region?

**“It's in the region. That's where our labor relations folks are. They're the folks that take care of the bargaining board, and all of the union stuff. . . .”**

Bryant: It's in the region. That's where our labor relations folks are. They're the folks that take care of the bargaining board, and all of the union stuff. I had my own union person down in Yuma, but that's because we were remote, and we had two separate unions. And, there was a lot of paperwork going back and forth, at least at first. So, we just needed somebody to be down there so that we could, you know, “You write me a letter. I'll write you a letter back.” And, we could just kind of take care of that paper flurry that was being created. Up here we're so close, so the guys, they actually come—the people that come to our staff meetings, we have a staff meeting every Monday, and we have a maintenance meeting where just the maintenance guys are there every Tuesday so we can coordinate making sure everything is on schedule, but in the staff meeting the regional labor relations people come in. The water scheduling folks from the region come in, and the people that do our

hiring, up here at the region, the human resources—what do they call those guys that hire people? Anyway, they come in, and every once in a while the people that service our contracts, which are also up here in the region, they come in. So, most of our staff meetings are our own people down at the plant, but we also have these two or three ancillary folks that always show up too. So, we make sure that we got pretty good coordination.

Storey: From the region?

Bryant: From the region.

Storey: Yeah.

Bryant: So, that works out pretty, it actually works out pretty good. They're pretty service oriented. There's no question in their mind who pays their salary. I mean they, you know, they charge to us, we remind them (Laughter), you know.

Storey: Yeah. And then of course, that's reimbursable?

**Working with the Contracting Staff to Insure  
Hoover Dam Gets Exactly What it Needs**

Bryant: Yeah. And, so, anyway it's a, I think it's a pretty good relationship. We've had, we had to go a little bit, on contracting, we had to spend a little bit of time with those folks and kind of make sure that they understood our business. So, we took them, we've taken them down inside two or three times to make sure that they understand that, you know, we're not crying wolf all the time. We actually, sometimes we actually have a problem. And so, they do have to go out there noncompetitively and get this. We also had a thing that I wrote up on why, when they put down in a service contract where it says, "Hey, like a,"—and I'm just using Microsoft, but—"like a Microsoft Pentium V, or equivalent." Sometimes we need a Microsoft Pentium V, *period*. (Storey: Um-hmm.) We don't need an "or equivalent." And, I had actually a pretty good example of that came up. We had these, the eductor system is a system that cools the generator, and does some other things, but it actually brings water up out of the tail bay and cools the generator. And, you've got these, it's all kinds of valves all around it. So, we went in there and asked for this one type of valve, and the procurement people stuck in there, I think on the sly, "or equivalent." Instead of getting the valve that we wanted, we got this other valve back. Nobody realized it until we stuck the,

you know the name's on the side, but nobody really thought that much about it. So, we ordered them three months ahead. They sat there. When we're ready for them we bring them down, we get everything together, and we try to open the valve. And, the leaf, the little middle part (Storey: Um-hmm.) in the valve. . .

Storey: The part that turns?

Bryant: The part that turns.

Storey: And lets the water come out?

Bryant: Right. Let's the water through, was a, the one that we *bought* was a high efficiency valve, so it was a little bit bigger and a little smoother than the one that we wanted, which was a little bit smaller in diameter. The smaller in diameter one *cleared* the two different sizes of pipe. The bigger one, we had a schedule-forty pipe on one side and a schedule-eighty pipe on the other one. The one, the "or equivalent" (Laugh) one would only go half an inch and then it hit the other side, the schedule-eighty pipe. And so, we ran around trying to figure out—because it didn't occur to us that all valves—I guess we knew that all valves aren't the same, but it just didn't occur to us that we'd gotten different, a valve that was

different from what we had had previously. And, when we tried to open that valve, it would not open because of that difference in the leaf size. (Storey: Uh huh.) We had, out of seventeen valves, we had eight or nine of them that were this new type. We had a unit down for almost three weeks while we had to go and order the—well first of all we had to figure out what the heck went wrong—and then we had to wait the remainder of the time to get the right valve in, to pull all of those valves in, and put it out. Now, \$25,000 a day, which is the equivalent of what one of these units is [earning], (Laugh) . . .

Storey: Is generating?

Bryant: You, yeah, when it's generating, you can make a pretty damn good case that (Laugh) we'd like the right valve when we ask for it. (Laugh) (Storey: Yeah.) So, it's just stories like that are, you know, that you can kind of use, that helps the contracting people see why sometimes we just don't like to put that term in there. We actually need the right one. And, it also makes our life easier when we're all working on the same, (Storey: Yeah.) the same type of unit. We don't have to retrain our guys.

Storey: This office, as I understand it, well Tim

manages Parker-Davis, *and* Hoover?

Bryant: Right. He's the area manager.

Storey: Colorado River Dams Office, (Bryant: It's called the . . . ) or something like that?

### **Naming the Area Office at Hoover**

Bryant: Yeah it's, actually when I got there I renamed it. It was called the Lower Colorado Dams Facilities Office. And, for the life of me, I couldn't figure out why the hell we stuck "facilities" in there. (Laugh) (Storey: Uh huh.) So, I just called it, so I just took out the facilities, and it's called the Lower Colorado River Dams Office.

Storey: The union staff, are they *shared* between the different dams?

Bryant: No. We have American Federation of Government Employees at Hoover, and they are the same union that is at the regional office. So, the president of A-F-G-E, American Federation of Government Employees, is located at Hoover, but they take care of the regional office and Hoover. So, we got one president down, down at our way, and he's got stewards and stuff up here. At Parker and Davis, are both under the

electrical, what the heck . . .

Storey: IBWE.

Bryant: Yeah.

Storey: Or EW, or something?

Bryant: International Brotherhood of Electrical Workers, IBEW. Right. (Storey: Yeah.) So, they're under the IBEW. And IBEW is the guy that I was kind of giving you an example, basically says, "Do your work. I'll get you the pay. Don't come to me whining about management." (Laughter)

Storey: So, we never send an electrician or a hydroelectric mechanic, was it, down there to work?

Bryant: Oh yeah. No. We do.

Storey: Oh, you do?

### **Moving Workers Between Hoover, Parker-Davis, and Yuma**

Bryant: Yeah. Their wages are close enough. We just, usually if you send a trade-like, I've had, when I first got up here, I asked some of the guys from the, from Yuma to come up, the

laborers. They've got a lot of mechanics and commercial drivers down there. And so, I needed some, you know, bulldozer work done, and some masonry work, and stuff, and they had some guys that did that. So, they were under a different union than these two unions. They came up. We just paid them the union rate that they get down in Yuma, and we told our union that that's how we were going to do it. And, it wasn't a big enough deal for them to get involved in. When we send our folks down there, they sent their folks up here. They get whatever wage they're on. And, they're close enough that it's not worth griping over. (Storey: Uh huh.) At least, so far it hasn't been. (Storey: So.) I've heard it. You know, I've heard it a couple of times, you know, where they'd say, "Gees, I want to get the same pay that they get." And, but that works both ways, and I think they realize it, you know. "Great. We'll up-code you, are you willing to down-code the, you know, when we send you to this dam?" (Laugh) "Well no. We're not willing to do that." "Well, then, kind of suck it up. You know, you're getting what you're getting." (Storey: Yeah.) So, that's a (Laugh) . . .

Storey: Okay, but you do have that kind of flexibility?

### **Operations Office at Hoover Also Runs Parker**



**and Davis**

Bryant: You bet. And, we support Parker and Davis a *lot*. Operations runs Parker and Davis. Their, starting and stopping their units, and that kind of stuff. Parker and Davis does that.

Storey: When you say operations . . . ?

Bryant: Operations at Hoover.

Storey: Your operations office?

**Services Provided to Parker and Davis Are Charged to Them since They Are a Separate Project**

Bryant: Right. Runs Parker and Davis. But, they also charge a percentage of their time to doing that. So we, Parker and Davis, which is under a different authority, actually pays us to keep a guy up here to do that. And, when we send somebody down there to work on—well, we take care of all of their communications and stuff. So, when we send somebody down there, they charge off to that project. Our IRM folks, our computer folks, service their computers. When we do that, we charge it off to that project. But, so we, and administratively, when we hire people, we

take—yeah, so the Parker and Davis are just smaller dams that we service. They only have twenty people there. Administratively they've got the manager and the secretary. The rest are tradespeople. So, it's, they just don't have the capabilities. And, well, we take care of all of that for them.

Storey: Interesting.

Bryant: Yeah. It works out pretty good.

### **Benchmarking for All of Reclamation and for Hoover and Parker and Davis**

Storey: Let's talk about benchmarking. You know, right down the hall from me in operations is Deborah Linke's Power Office. To them benchmarking is a huge accomplishment, and so on. I'm hearing that benchmarking only deals with how much it costs? Does it also factor in things like the quality of the O&M?

Bryant: Yeah.

Storey: The quality of the plant, you know, all those kinds of things?

Bryant: But, they try to get objective indicators the best they can. So, you know, a lot of times when you get objective indicators, which is

great, you, you have to be able to measure things that, you know, can be put down on paper. So, you're measuring dollars. You're measuring—you're mostly measuring dollars. You're measuring the dollars that it takes you to work on a unit, dollars per megawatts to maintain the units, dollars capital investment, those types of things. So, yeah, it's a, I mean it's a tool, but I wouldn't live and die for it. There's a lot of things that are *unmeasurable*. For instance, one of the reasons that your mega, your dollars per megawatts might be down, which is the reason for Hoover, is that if I ran all my units, full bore, within four months I would run . . .

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Storey: And, have any more water for that year?

Bryant: Right, because you . . .

Storey: Or for that month, or whatever it was?

Bryant: Yeah, well for the year because you're, Hoover is the primary reason Hoover is—the principal reason that Hoover is there is for water supply. So, if a, and you can only, so you're only releasing for downstream demands.

**“ . . . we have a lot more capacity, meaning we have a lot more units than we have water available. So, in essence, we run at about thirty percent efficiency. . . .”**

Well, we have a lot more capacity, meaning we have a lot more units than we have water available. So, in essence, we run at about thirty percent efficiency. So, the power that we generate—we still have to maintain the units one hundred percent of the time, but the power we generate, when you look at the revenues and stuff, you know, it looks like you’re maybe running fairly, fairly low efficiency, which you are. I mean, you’re only running about thirty percent efficiency. But, it’s because, it’s because of the water that’s available to you. So, you know, benchmarking, right now Hoover, against other big hydro plants, lands right in the middle. You know a lot are worse, looks like a lot are better.

Storey: This is in Reclamation’s powerplants?

Bryant: No, we benchmark separate from—Deborah Linke benchmarks us within Reclamation, but we also have a separate benchmarking where we’re involved in where we’re against Canadian Hydro, BC Hydro.

Storey: And Corps?

Bryant: And Duke Energy, and stuff. Not coal. It's all hydro.

Storey: Corps, the Corps of Engineers?

Bryant: Oh, yeah. Corps of Engineers is in there. Grand Coulee, Glen Canyon, (Storey: Yeah.) Duke Energy, BC Hydro. Some of those other, whoever has—TVA [Tennessee Valley Authority] might be in there. I can't remember. So, anyway, we're right in the, right in the middle. But, I think that, you know, I know what a good organization looks like, and stuff. I think that if you could go in there and do some other—you know somebody actually came out there and said, you know, "How well are you doing, you know, just running your people, and making sure they're fully employed?" and stuff, I think that we would be a little closer to the top end. You know, some things just can't be measured, particularly when—I need the Columbia River behind me. I'd, you know, we'd look terrific. (Laugh) (Storey: Uh huh.) But, so you have to, you have to kind of pick and choose what you're going to do with that benchmarking and stuff. And so, you know, I mean it gives you some ideas, and it's probably worth doing. But, I think it's worth doing every four

or five years. I don't know that it's worth—it costs about \$35,000-, \$40,000 for us to do this other bench marking. I don't know what Deborah Linke is spending on bench marking. But, let's say we spend, if I'm spending \$35,000 and the Bureau of Reclamation is probably spending a million, a million and a half, I'm not sure if it gives you a million and a half return every year. I would say every three to five years, but (Storey: Um-hmm.) you know, it's such a, in our budget \$35,000 is pretty small potatoes. Everybody thinks it's a pretty slick deal, so I sort of shrug my shoulders and say, "That's great." (Laughter)

Storey: One of the topics that I'm sort of interested in, I met Terry [Terrance J.] Fulp, is it, (Bryant: Um-hmm.) yesterday. I thought Tim was the Area Manager. Could you talk about the difference between those two offices?

### **How River Operations Are Handled in the Lower Colorado Region**

Bryant: Yeah. Tim is the Area Manager. Yeah, I'll be glad to talk about that. As a matter of fact, I've always thought that that was a *funny* thing. What they did is, they've got, you remember in the old days you'd have a 400 Branch, 700 Branch? 400 was Operation and Maintenance. Seven Hundred was Planning.

Five hundred was usually Human Resources. Three hundred was Finance. And, that was pretty much standard throughout the Bureau of Reclamation. Well, they did away with that, did some reorganizing. I don't know if that was in the Dan Beard [period], but it was all around that same time, and I don't think Dan did all of that. So they, they started the area office business and stuff. Terry Fulp is really the 400 chief. Now, they call him an area manager, but he really, he doesn't have an area. He looks at all of the water operations on the Colorado River and controls that stuff, but Yuma feeds him the information. He doesn't actually have any facilities. Like Yuma, when you talk about an area, you're thinking of somebody like Yuma, at least I do, where they've got field offices, they've got crews that go out in the field.

Storey: They have physical facilities?

Bryant: Physical facilities, right. BCOO [Boulder Canyon Operations Office] has a paperwork facility, basically. They're all located over in the Date Street Building. They're the exact equivalent of the 400 office over there.

Storey: BCOO?

Bryant: It's called Boulder Canyon Operations Office,

BCOO. It's like the Central Valley Project. Doesn't the Central Valley Project Office, there's a Central Valley Project Office, I think, (Storey: Uh huh.) that's up in the Mid-Pacific that's sort of related to that. And, one of the reasons they did that, in my mind, is that when Dan Beard was here he always had the area managers, he would bring the area managers together—and he even excluded the assistant regional directors, and stuff. He had the area managers, he put them in charge, and he had the regional directors here. Well, then slowly the assistant regional directors started coming in. So, you had a thing here that was started up where you'd have a seminar of maybe twenty, thirty people every two or three months where you'd talk directly to the commissioner, or to the regional directors, and the area managers. Those are the three sort of line people. Well, the, pretty soon the assistant regional directors sort of got their nose bent out, so they formed another group, off to the side. (Laugh) I don't know what they were doing, but anyway that slowly got integrated. So, if you wanted to get somebody there that was an area manager, you had to go out there and kind of give him that blessing. So, here they wanted the 400 chief to come to these things, so they made that an area, and so he became the area manager. No physical facilities. Basically, a staff position.



Storey: Huh. Interesting.

Bryant: The, and Tim *truly* has three physical facilities. He truly *has* an area. The, but they call it the Lower Colorado Dams Office, and he's the area manager of that. But, if you, all of the other ones are called the Yuma *Area Office*. So we actually, although it's the Lower Colorado Dams Office, it doesn't really have an area. It has three huge facilities. It has Hoover, Parker, and Davis, but we don't have, other than the land immediately surrounding those, it's not like the Yuma Area Office. I mean, Yuma takes care of contracts over in the Imperial Valley. It takes care of Wellton-Mohawk. It goes up the river and does all the riprap on all of the river. I mean, it's truly and area.

Storey: And, I assume there's some RRA [Reclamation Reform Act] in there.

Bryant: Yeah—I mean we may, they pretty much were a true area. Our office, the Dams Office is kind of three facilities. They also have a, I think this region also has what's called a Southern California Area Office, which is sort of this nondescript . . .

Storey: That's the Temecula Office?

### **Started up the Temecula Office**

Bryant: Yeah. And, I think there's five people there. And, they just handle—it's almost—it used to be a planning office, and then they—as a matter of fact, I started it up. I think I told you that before. I started that office up. Years ago I was a planning chief. So, it actually answered to me. So, anyway, they made that into an area office. So this, so that guy can now come. But, they also had a, it wasn't Southern California Area Office.

### **Northern Arizona Area Office**

They also have a, or did have, a Northern Arizona Area Office. We did have it . . .

Storey: The one Laura Herbranson was in? [Grand Canyon Area Office.]

Bryant: Right. Right. That's the one. And, man that one was really a nothing one. (Laugh) It was, I mean, we didn't have anything over there. Flagstaff was, even though it's in our area, was—I think it's in our area—anyway that was (Storey: Yeah. It is.) run mostly out the Upper Colorado Region. We had some Indian things, kind of little Indian things going on, which were really planning activities. I mean, all of them, when I was a planning officer, we

got them all started and then they sort of took them off. So, really in this region we got two true Area Offices: Lower Colorado Dams Office, and the Yuma Area Office. The BCOO Office is really a staff position, but it's run like the Central Valley Project. It has got a lot more to do—it handles all of the water customers. It takes orders and stuff. So, it's sort of in between an area office, but it's truly staffed to the regional director. When he has a staff meeting, the guy sits there as the Operation and Maintenance Division head. You know, he's not, he doesn't not come to those meetings.

Storey: Yeah. What kind of staff do they have? Do you have any idea?

Bryant: Yeah. They've got about what they've always had, about forty-five-, fifty people over there. They take care of kind of the land-sat type of stuff, where we look at the crops from satellites, and stuff. They've got the, they've got a small Power Division, which is, oh it takes care of power contracts and stuff, maybe five-, seven people. They've got the water scheduling folks. The water scheduling folks take all of the water orders from Yuma, and then pass them on to Western, and Western passes them onto us. They go both ways, but basically that's the loop. And, they've got a

Contracts Branch that takes care of land contracts and water contracts. (Storey: And. . .) And, that's exactly that's the way it was when it was the 4000 division. It's not like there's some big eureka here. (Laugh)

Storey: And then, before 4000, 400?

Bryant: Yeah, 400, right.

Storey: Do you have any idea where, what Terry's background is?

Bryant: Jim Cherry?

Storey: No. Terry Fulp.

Bryant: Oh, excuse me. Terry. Yeah, Terry is—I'm not, you know, I'm not real knowledgeable about what Terry—Terry's a Ph D, and he's got a couple of degrees in, I think, hydrology and—I think they're both technical degrees. Yeah. He's a, he's a well-educated fellow. I'm not sure where he came from, but he ran that Water Operations Branch for three, or four, or five years. (Storey: Hmm.) And, but I'm not sure where he came from before that.

Storey: Interesting.

Bryant: Yeah.

Storey: Let's see. I think we've pretty much covered all my questions from today. However, I have a *lot* of questions that we haven't dealt with from your earlier career.

Bryant: Oh, is that right?

Storey: But, you know, we only have six or seven minutes, so I'm sort of reluctant to get started on this.

Bryant: Okay.

Storey: Maybe we could talk briefly about Senator Wash, and what's going on there? Or was going on there? As I understand it, that's an off, it's a pump-storage facility?

Bryant: Yeah. Yeah, let's talk about it next time. I'd have to think about what we did on Senator Wash.

Storey: Okay. Well, let me ask if it's all right with you with researchers use the information contained in these tapes, and the resulting transcripts?

Bryant: Sure. Isn't that the thing you had me sign the last time?

Storey: Yeah. But that's only for last time.

Bryant: Oh. Okay. Sure.

Storey: Thank you.

Bryant: Sure.

END SIDE 2, TAPE 2. DECEMBER 15, 2004.

END OF INTERVIEWS.