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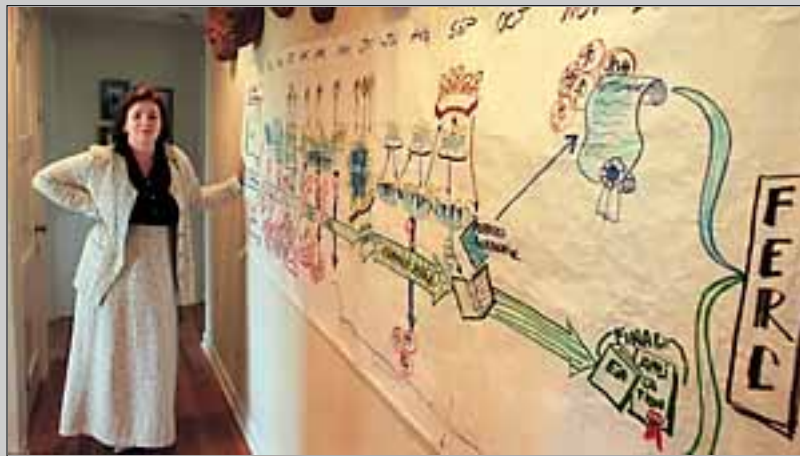
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THE NEWS TRIBUNE  
**BUSINESS**

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Martha Bean shows the 'process map' she used to help 30 different organizations through the maze of negotiations involved in the relicensing of Tacoma Power's hydropower facilities on the Cowlitz River. Letters on right represent Federal Energy Regulatory Commission. Her work helped keep negotiators from blowing fuses over the relicensing.



Peter Haley/The News Tribune

10/02/2000

## [The power broker](#)

Almost nobody who buys electricity from Tacoma Power has ever heard of Martha Bean. But she's been pretty important to them.

## [Retooled Amazon ready for rush](#)

On Dec. 24 last year, Amazon.com Inc. filled its last pre-Christmas order, a shipment to a customer in Hawaii. With a mixture of exhaustion and exhilaration, company executives declared Amazon "clean," meaning that every order for a book, toy, compact disc or other item that Amazon had in stock was packed and shipped.

## [New look one door away for KeyBank](#)

The move from 1119 to 1101 Pacific Ave., KeyBank leaders believe, gives the bank's district headquarters more space, opportunity and visibility.

## [Managers learn new tricks to survive](#)

It doesn't matter whether you head up an established business, run the online division of a company or spearhead a start-up. Experts say the need for speed, the scarcity of information technology workers and the shift to customer-centric business require top management to alter the way it leads.

## [Who will win the battle in Congress - SEC or the accounting firms?](#)

Major memo to all investors! A firefight is raging in Washington, on a matter that deeply affects your interests. By the time Congress adjourns, a preliminary winner will have been declared.

## **How do you plan to deal with the inevitable loss of your hard drive?**

In my 15 years with personal computers, I've heard countless stories about the devastation caused by broken hard drives. And though a thousand disks fell to the left and the right, none came near me.

## **A college degree isn't required for success in all areas**

This time of year, on college campuses everywhere, spring's high school graduates are becoming fall-semester freshmen.

## **Think twice before dumping that 'only average' fund from portfolio**

It's quarterly fund review time, and the papers and financial magazines are filled with tables showing the big winners.

## **People in business**

Kim Newberry has been named manager of ROLINC Staffing, a Denver-based firm opening an office in the Fife Business Park. The company specializes in providing employees to contractors that are installing or maintaining voice and data connections in commercial buildings. Newberry has more than 15 years of Puget Sound staffing experience.

## **MONEY WATCH**

The state has millions of unclaimed dollars; some of it may be yours.

## **Duo hope site becomes hot spot for firefighters**

Local firefighters who find themselves with some down time will soon have a Web site to turn to if they want to pick up a few moonlighting jobs, as will local residents who want to hire them.

## **Business Briefly**

The holiday travel season is just around the corner, but don't expect any gifts from the airlines. In the past two years, airline traffic has hit an all-time high, while frequent-flier mileage has jumped an estimated 30 percent to nearly 4 trillion miles.

## **Business Fact: Study finds losing job isn't all bad**

Those successful enough to become middle managers or senior executives apparently should not fret about the impact an involuntary career change could have on their financial and personal well-being. According to a study of professionals who lost jobs, the experience actually might improve things. More than 80 percent of those surveyed by career services firm Drake Beam Morin said their families served as an important support system, and 60 percent said positive feedback from their families made looking for a new job easier.

10/01/2000

## **A critical mass in businesses**

The view out the window of Chris Slaughter's office at SafeHarbor.com is blocked by a water cooling tower nearly 500 feet high. And that's the way he likes it.

## **Satsop's new beginning**

The massive twin towers that rise out of the green hills near the unincorporated town of Satsop have

been a constant reminder of failure to the residents of economically depressed Grays Harbor County for nearly 20 years.

## **Ambitious plan for 5 nuclear plants ended in financial disaster**

The Washington Public Power Supply System (WPPSS), which in the late 1970s began an ambitious plan to build five nuclear power plants at Hanford and Satsop and ultimately created what was then the nation's largest municipal bond default, will probably forever be called Whoops.

## **High-fives and e-mails**

SAN FRANCISCO - If sitting on the 50-yard line isn't enough, don't worry.

## **I've finally got e-mail; please keep calling me**

Here comes what could be a significant business story exemplifying the union of Tacoma's Old Economy and New Economy. Or, perhaps the most trivial piece of fluff this newspaper has ever run.

## **Time for baby boomers to make plans for retirement**

NEW YORK - With America's baby boomers entering the homestretch to retirement, a lot of people are starting to think seriously about what they're going to have to live on after they stop working.

## **Clone of award-winning cow to be auctioned**

WASHINGTON - Her chest is broad, her legs and back straight, and she has "an excellent mammary system," her owner says. Mandy may be one of a kind, but not for long.

09/30/2000

## **A bonanza in lost luggage**

Jason Strait; The Associated Press ; Reporter [Barbara Clements](#) contributed to this report.

## **Lost and Found fills a social need**

Chances are such that if you leave your suitcases in a Sea-Tac Airport restroom or drop your keys in the parking garage, they will end up at the airport's fledgling Lost and Found Department.

## **Carrier picks Airbus superjumbo**

SINGAPORE - Singapore Airlines said Friday it will buy 10 of Airbus Industrie's massive A3XX jetliners and take options for 15 more, giving a huge boost to the European aircraft maker in its bitter battle with American rival Boeing Co.

## **Reporter's Notebook: Port trying to lure new customers, appease old**

Keeping existing customers happy while ardently wooing new ones isn't exactly a revolutionary business model. But it's clearly the plan the Port of Tacoma intends to follow next year.

## **More tech education could close talent gap, leaders say**

Washington business and educators need to provide more technology education to produce the thousands of tech workers needed in the next decade.

## **Company that produced biotech corn will buy all this year's crop**

WASHINGTON - Under pressure from the government, the company that makes the biotech corn linked to a massive recall of taco shells agreed Friday to buy all of this year's crop of the grain to keep it from getting into the food supply.

## **Business Briefly: FWay Internet service provider lays off 90 employees**

Federal Way Internet service provider Freeinternet.com laid off 90 employees from a work force of some 300, a company spokeswoman said late Friday.

## **Business Briefly**

NEW YORK - Stocks fell sharply Friday, led by a slumping technology sector, after an earnings warning by Apple Computer revived anxiety about corporate earnings.

## **Business Briefly: Seattle Fire Department fined for worker safety violations**

The state Department of Labor and Industries has fined the Seattle Fire Department \$79,200 for violating worker safety regulations during a fire that injured two firefighters and destroyed a historic Ballard landmark last spring.

## **Business Fact: Critters cost United States billions**

To a national list populated by Formosan termites, Asian long-horned beetles and Zebra mussels, add the eel *Monopterus albus* - a 3-foot-long, air-breathing, land-slithering newcomer recently found lounging in a canal near Pro Player Stadium, home of the Miami Dolphins. Introduced and invasive species such as these cost the United States an estimated \$138 billion annually, according to a study last year by four researchers at Cornell University.



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## The power broker

on the job: Martha Bean helped keep negotiators from blowing fuses over Tacoma Power's dams

[Al Gibbs](#); The News Tribune

Almost nobody who buys electricity from Tacoma Power has ever heard of Martha Bean. But she's been pretty important to them.

Bean, a Seattle consultant, spent more than two years as mediator with the group of negotiators from the utility, a variety of state and federal agencies and environmental interest groups who late in the past summer forged an agreement for relicensing Tacoma's Cowlitz River hydroelectric dams.

The settlement will cost Tacoma Power an estimated \$60 million over a number of years, but apparently won't have much impact on power rates.

Bean charged Tacoma more than \$200,000 in \$100-an-hour fees.

Toby Freeman, Tacoma's relicensing coordinator, figures she was worth every penny.

"We got an agreement," he said. "That's worth money."

Added Rob Masonis, a Northwest official with the environmental group American Rivers, who took part in the marathon talks:

"There were bumps in the road, but she managed to herd the cats."

Mediating disputes and negotiations is nothing new. Mediating environmental public policy issues is. Bean calls it "really a baby science."

"The Northwest is one of the first places that environmental mediation got a foothold," said Bean, 43, a graduate of the Huxley College of Environmental Studies at Western Washington University and the University of California.

The issues can be complex and contentious, not least because nothing less than the survival and recovery of a species can be at stake.

Various economic and environmental factions have been debating how to restore salmon runs to the Columbia and Snake rivers for nearly a decade. Today, they're no closer to agreement than when they

started.

Tacoma Power has been trying to relicense its Cushman hydroelectric dams on the Olympic Peninsula for more than 25 years without success. Even the intervention of U.S. Rep. Norm Dicks (D-Belfair) failed to move the combatants closer together. The matter is now in court.

Use of a mediator is no guarantee of success. The Port of Seattle hired one to negotiate with opponents of Sea-Tac Airport's third runway. The port ultimately walked out of the talks.

Bean's role as mediator in the Cowlitz relicense case - and a mediator's role in many, if not all, negotiations - comes down to matters of power: who's got it, who doesn't, and the ingenious ways in which the have-nots can, to a degree, become haves.

"Somebody's always waving a big stick (in negotiations)," said Tim Thompson, who works with the natural resources group at the Tacoma law firm Gordon Thomas Honeywell.

"But when it gets to the point of using that stick, that's when you've lost."

Bean was able to weave through the field of regulatory agencies, who wield the power of mandatory regulation, and nongovernmental groups like American Rivers and Friends of the Cowlitz, who at most can only try to manipulate public opinion.

"I've always been painfully aware of our lack of power," said American Rivers' Masonis.

A mediator's role is not to balance power among all participants, Bean said.

"But it is the role to make people very, very aware of what power they have," she said. "People almost always have more power than they realize."

Take the nongovernmental groups often referred to as NGOs. Unlike state and federal agencies, they don't have any legal power conferred on them by law.

"But the NGOs have a lot of power," Bean said. "The value of their concurrence is very high.

"They have no power to say 'no,' but the power of saying 'yes' is very high."

So, Bean said, it's important for a mediator to help the powerless realize they have more power than they think, and to help government agencies realize that in the court of public opinion they may have less clout than they think.

"She helped everybody understand their power - as well as the limits to it," said Tacoma Power's Freeman.

An example?

During negotiations, Freeman said, the U.S. Forest Service maintained that campers from facilities Tacoma Power had built along the Cowlitz were spilling over into campgrounds in the adjacent Gifford Pinchot National Forest. Tacoma, then, should make mitigation payments, the Forest Service argued.

"I didn't acknowledge the concept, but there was value in reaching agreement," Freeman said.

Bean brought representatives of the two sides together, and after a joint meeting ushered the two sides into different rooms. She began a sort of shuttle diplomacy.

"It was tough because there were very strong feelings on both sides," Freeman said. "It was not something

we could easily agree with."

Over the course of an afternoon, Bean was able to bring the two sides to a settlement. Tacoma will pay the forest service \$5,000 a year.

"She was able to convince both sides that this was the best we could get," Freeman said.

Bean said that's just part of the job.

"I'm there to help them find their solution, not steer them toward mine," she said.

How'd she do it?

Bean doesn't like to talk about many of her techniques.

"Some things I really can't say what I do," she said.

"I encourage, I illuminate, I ask the tough questions. A lot of what I do is say, 'Why don't you call that person and ask ...?'"

She concedes that manipulation is involved.

"To manipulate is to move," she said. "My job is to move people."

Bean, a doctoral candidate at the University of Washington, is going to take it easy before hunting for another client.

"A lot of what I do is remind people why they hired me in the first place," she said with a chuckle.

That goal is to reach a conclusion everybody at the table can support. But it's not easy, and Bean said she needs some time off with her family before heading back for the fray.

"It is," she said, "very hard work making peace."

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\* Staff writer [Al Gibbs](#) covers regional energy issues. Reach him at 253-597-8650 or [al.gibbs@mail.tribnet.com](mailto:al.gibbs@mail.tribnet.com).

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## SIDEBAR

**WORKPLACE PROFILE:** Martha Bean.

**AGE:** 43.

**PROFESSION:** Mediator.

**TRAINING:** Degrees from Western Washington University, University of California at Berkeley.

**PAY:** Varies with client, but standard fee is \$100 per hour.

**PHILOSOPHY:** Bean sees her role as making people "aware of what power they have. ... I encourage. I illuminate. I ask the tough questions."

10/02/2000



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