

# EAST OREGONIAN

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## OUR VIEW

# A growing north county

Change is coming to northern Umatilla and Morrow counties, as once dry and dusty scrub-land abutting the Columbia River is becoming some of the most valuable and productive land in the region.

Just last week, Umatilla County commissioners approved a plan to build four new data centers on 120 acres of what had been farmland near Hermiston. Developer Vadata estimates the complex would add up to 160 new jobs and millions in tax revenue.

The Port of Morrow continues to expand, and is now the major player in Eastern Oregon development. No one knows that better than Larry Lindsay, who was profiled in this newspaper last week. Lindsay has had a seat on the Port of Morrow board for 50 years (50!), and over those decades watched the dusty patch of land transform into a economic powerhouse.

In the last two years, Morrow County's total value has doubled, from \$2 billion to \$4 billion — which is largely due to growth at the port. That kind of growth has the ability to transform the rural county and support education and public safety within its boundaries.

The cherry on the top of this economic sundae is the Columbia Development Authority, which (fingers crossed) may finally become owners of the former Umatilla Chemical Depot on Dec. 1.

The U.S. Army, in writing, has submitted an agreement to transfer

ownership on that date.

It would be a major — if belated — boon to the area. And thanks to the development on all sides of the former depot, commercial interests are said to be lined up to locate there. We'll know soon enough how serious those offers are, but have no reason to doubt their veracity.

All of this development is positive for the area. It brings true family wage jobs to the area, as well as tax dollars to city, county and state coffers. They also help support other businesses, including restaurants and hotels, suppliers and retail.

But development brings its own requirements and responsibilities. Infrastructure needs are present in the area already, and for places like Boardman, a housing crunch has been a problem for the better part of a decade.

Big changes can bring big headaches. Eastern Oregon is far from having to deal with the growing pains that the metro areas are experiencing now — traffic, housing and cost of living spikes, cultural upheaval. And we have some natural assets that places like Crook County are finding themselves lacking, including abundant supplies of energy and attainable water rights.

But future problems are worth thinking about early, in order to avoid them altogether if possible — especially if current development begets future development, and growth along the river continues.

Unsigned editorials are the opinion of the East Oregonian editorial board of publisher Kathryn Brown, managing editor Daniel Wattenburger, and opinion page editor Tim Trainor. Other columns, letters and cartoons on this page express the opinions of the authors and not necessarily that of the East Oregonian.

## OTHER VIEWS

### Limiting the use of antibiotics

The (Eugene) Register-Guard

The tenacity and adaptability of life guarantees that the world's arsenal of antibiotic drugs will be depleted one day. All that can be done is to reserve antibiotics for their highest priority uses — uses that do not include protecting otherwise healthy livestock and poultry against diseases caused by unsanitary conditions. In the absence of federal action, a bill in the Oregon Legislature to prohibit such agricultural uses should be approved.

Antibiotics kill microbes — most of them, anyway. A few survive, and the traits that allow them to withstand the antibiotic onslaught are passed to succeeding generations. These drug-resistant microbes kill an estimated 23,000 Americans a year, according to the Centers for Disease Control and Prevention.

The problem is worsening as microbial drug resistance strengthens — public health authorities warn of a post-antibiotic world in which common diseases become fatal and minor infections become deadly.

A post-antibiotic world can't be avoided, but it can be delayed — perhaps until researchers develop new generations of drugs or an entirely new means of combatting microbes. The strategy for delay requires limiting misuse of antibiotics. Human misuse is common, as when antibiotics are prescribed for viral diseases. But 70 percent of antibiotics used by humans are also used on livestock and poultry, turning farms into breeding grounds for drug-resistant bacteria.

Senate Bill 785 would limit those uses. Farmers and ranchers would still be able to use antibiotics to treat sick animals, to protect against contagion when diseases are present or to prevent infections after surgery. But SB 785 would prohibit the use of antibiotics as a routine substitute for clean and sanitary conditions. About 100 of Oregon's largest farm operations would be required to track their use of antibiotics and file reports with the Oregon Department of Agriculture.

The federal government, not the states, ought to be protecting what remains of the antibiotic arsenal. The Food and Drug Administration has been tightening regulations on agricultural antibiotics since 1977. New federal rules took effect this year encouraging pharmaceutical companies to stop selling medically important antibiotics as growth-promoting drugs for farm animals.

The FDA rules do nothing, however, to discourage or prevent the use of antibiotics to protect poultry or livestock from the effects of living in crowded or unsanitary conditions. The U.S. Department of Agriculture says animals' health could be protected just as effectively by providing clean pens and by monitoring diseases. In the wake of the FDA's modest new rules, the U.S. Government Accountability Office issued a report concluding that more action is needed — specifically in the area of overuse of antibiotics for disease prevention.

In the anti-regulatory climate now prevailing in Washington, D.C., however, no further action is expected. Through SB 785, Oregon would do its part to fill that gap. California has already passed similar legislation, and if other states follow, the path for federal regulators will be smoother.

In the meantime, many leading poultry, beef and pork producers are going antibiotic-free. They're making the transition partly because they can produce their products without the drugs, and partly because of consumer demand — including demand from such giants as McDonalds. Increasingly, the absence of laws such as SB 785 protects industry laggards who still find that it's cheaper to give animals drugs than to provide adequate amounts of clean living space.

If humanity were fighting a war, any soldier who wasted ammunition would be subject to discipline. The metaphor fits, because microbial diseases and infections have killed more people than all wars combined. Oregon can, and should, make an important contribution toward extending the usefulness of the most effective weapons against those killers.

## LETTERS POLICY

The East Oregonian welcomes original letters of 400 words or less on public issues and public policies. Send letters to 211 S.E. Byers Ave. Pendleton, OR 97801 or email editor@eastoregonian.com.

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## OTHER VIEWS

### How to leave a mark on people

Joe Toscano and I worked at Incarnation summer camp in Connecticut a few decades ago. Joe went on to become an extremely loving father of five and a fireman in Watertown, Massachusetts. Joe was a community-building guy — serving his town, organizing events like fishing derbies for bebies of kids, radiating infectious and neighborly joy.

Joe collapsed and died while fighting a two-alarm fire last month. When Joe died, the Incarnation community reached out with a fierce urgency to support his family and each other. One of our number served as a eulogist at the funeral. Everybody started posting old photos of Joe on Facebook. Somebody posted a picture of a reunion, with the caption, "My Family."

Some organizations are thick, and some are thin. Some leave a mark on you, and some you pass through with scarcely a memory. I haven't worked at Incarnation for 30 years, but it remains one of the four or five thick institutions in my life, and in so many other lives.

Which raises two questions: What makes an institution thick? If you were setting out consciously to create a thick institution, what features would it include?

A thick institution is not one that people use instrumentally, to get a degree or to earn a salary. A thick institution becomes part of a person's identity and engages the whole person: head, hands, heart and soul. So thick institutions have a physical location, often cramped, where members meet face to face on a regular basis, like a dinner table or a packed gym or assembly hall.

Such institutions have a set of collective rituals — fasting or reciting or standing in formation. They have shared tasks, which often involve members closely watching one another, the way hockey teammates have to observe everybody else on the ice. In such institutions people occasionally sleep overnight in the same retreat center or facility, so that everybody can see each other's real self, before makeup and after dinner.

Such organizations often tell and retell a sacred origin story about themselves. Many experienced a moment when they nearly failed, and they celebrate the heroes who pulled them from the brink.

They incorporate music into daily life, because it is hard not to become bonded with someone you have sung and danced with. They have a common ideal — encapsulated, for example, in the Semper Fi motto for the Marines.

It's also important to have an idiosyncratic local culture. Too many colleges, for example, feel like one another. But the ones that really



DAVID BROOKS  
Comment

leave a mark on their students (St. John's, Morehouse, Wheaton, the University of Chicago) have the courage to be distinct. You can love or hate such places. But when you meet a graduate you know it, and when they meet each other, even decades hence, they know they have something important in common.

As I was thinking about my list of traits, Angela Duckworth of the University of Pennsylvania shared with me a similar list, titled, "What causes individuals to adopt the identity of their microculture?" She had a lot of my items but more, such as a shared goal, like winning the Super Bowl or saving the environment;

Some organizations leave a mark and some you pass through with scarcely a memory.

initiation rituals, especially those that are difficult; a sacred guidebook or object passed down from generation to generation; distinct jargon and phrases that are spoken inside the culture but misunderstood outside it; a label, like being a KIPPster for a KIPP school student; and finally uniforms or other emblems, such as flags, rings, bracelets or even secret underwear.

Thick institutions have a different moral ecology. People tend to like the version of themselves that is called forth by such places. James Davison Hunter and Ryan Olson of the University of Virginia study thick and thin moral frameworks. They point to the fact that thin organizations look to take advantage of people's strengths and treat people as resources to be marshaled. Thick organizations think in terms of virtue and vice. They take advantage of people's desire to do good and arouse their higher longings.

In other words, thin institutions tend to see themselves horizontally. People are members for mutual benefit. Thick organizations often see themselves on a vertical axis. People are members so they can collectively serve the same higher good.

In the former, there's an ever-present utilitarian calculus — Is this working for me? Am I getting more out than I'm putting in? — that creates a distance between people and the organization. In the latter, there's an intimacy and identity borne out of common love. Think of a bunch of teachers watching a student shine onstage or a bunch of engineers adoring the same elegant solution.

I never got to see Joey T. fight a fire. But I watched him run a bunch of the camp reunion fishing derbies. If you'd asked him, are you doing this for the kids or for yourself, I'm not sure the question would have made sense. In a thick organization selfishness and selflessness marry. It fulfills your purpose to help others have a good day.

David Brooks became a New York Times columnist in 2003.

## YOUR VIEWS

### Remembering the heroic Jimmy Doolittle raid

On April 18, 1942, Jimmy Doolittle led 16 B-25 bombers from the U.S.S. Hornet to attack Japan. The Navy risked two of four aircraft carriers and 10,000 sailors. The Japanese six-carrier task force knew the Americans had sortied to the Western Pacific and planned to counterattack them.

President Franklin D. Roosevelt insisted the home islands be attacked after Pearl Harbor. The audacious venture occurred because a submariner proposed the idea of flying Army Air Corps medium bombers from an aircraft carrier. As one of the first MIT aeronautical engineering graduates, Doolittle was just the man to turn that possibility into reality. He selected the 17th Bombardment Group flying anti-submarine patrols from Pendleton because they were experienced in open ocean navigation.

The aircraft launched 170 miles further away than planned, because extending the home islands patrol line was one of Japan's intelligence measures. A Navy officer twirled a flag, listened for the right tone from the revving engines, and felt for the precise moment to release them on the pitching deck. The pilots, who had never flown from a carrier, saw the ship's bow reaching into a gray sky, and then plunging into a dark angry ocean sending salt spray across the deck. Every plane lifted off safely from a rising deck into the stormy sky.

Doolittle considered the raid a failure. Every plane was lost and 11 of 80 crewmen

were killed or captured. However, the Imperial Navy suffered a devastating loss of face, and Americans received a critical boost in morale.

Nolan Nelson  
Eugene

### Promoting data centers is irresponsible development

Your April 12 edition featured an article about the Columbia Development Authority obtaining ownership of the former Umatilla Chemical Depot. Director Greg Smith said a number of industries have shown interest in the property, which happens to be in a critical groundwater area.

In fact, Umatilla County contains four of the seven critical groundwater areas in Oregon. How do local officials reconcile their desire for industrial development with this reality? As the aquifers continue to drop, why would a rational person encourage more industry?

Promoting data centers is especially irresponsible. Their enormous demand for water competes with the established regional industry, which is agriculture. They also have small economic multiplier effects and house data that may have no value to county residents.

There's nothing wrong with economic development, but two criteria must be addressed first: resource constraints and sustainability. Development for development's sake is an outdated concept.

Larry Minckler  
Tigard