



Long term care insurance open season is here

The Office of Personnel Management announced that open season for long term care insurance will continue through Dec. 31.

Long term care is something you may need if you can no longer perform everyday tasks by yourself.

For example, there may come a time when you need help getting dressed, eating or bathing. It also includes the kind of care you would need if you had a severe cognitive impairment like Alzheimer's disease. You can receive this care in a variety of settings, including your home, an assisted living facility or a nursing home.

The need for long term care usually arises from age, chronic illness, injury or disability. In fact, approximately 60 percent of us who reach age 65 will need long term care at some time in our lives.

But it's not just a retiree's issue.

Many people don't realize that the need for long term care can strike at any time. Statistics show that 40 percent of people receiving long term care services are working age adults, between the ages of 18 and 64. Would you be prepared for long term care, if you suddenly required it?

More information is available at www.ltcfeds.com.



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Corps reform and all that

I was traveling in uniform a few days ago and plopped down next to someone who was better informed than average. After a few pleasantries she asked, "What is all this I hear about Corps Reform?" Have you ever been asked that question? Or have you asked it of yourself? I wanted to share with you how I tackled it, and as usual I invite your input. Here goes ...

The Army serves the Nation. Few portions of the Army do so more directly than the U.S. Army Corps of Engineers. The Corps mission is but one manifestation of the Army's ethic of selfless service in responding to the needs of the American people — as expressed by their elected representatives, prioritized by the National Command Authority, and sanctioned by the courts. This ethic applies especially to the question of Corps Reform, an idea that ranges from dismantling the Army's civil works function to significantly revising the conditions and approval mechanisms for public works projects. The Corps position is simple: we serve the American people, in whatever manner they determine to be appropriate. Even our Chief of Engineers has said that we are not afraid of reform, and that we assume that an organization as old, large, and important as our own can always benefit from review and improvement.

Therefore we do not dismiss the notion of Corps Reform. We should not, however, use the issue of Corps Reform as a stalking horse for more contentious social value decisions. For example:

- Is the issue really national spending? Then the Nation should debate directly the relative tradeoffs between water resources development and other national demands. The Corps does not determine national spending priorities.

- Is the issue really the development of our water resources for multiple benefits such as hydropower, transportation efficiencies, or flood protection — versus their preservation or restoration to a natural state? That is a social value decision of the highest order. The Nation should debate that directly, not indirectly under the rubric of Corps Reform.

- Is the issue really leverage or veto authority on the approval or prioritization of public works projects? Right now that is a dynamic mechanism shared by the executive and legislative branches of the government. Those who believe that



**Brig. Gen.
Fastabend**

authority should lie elsewhere should express that belief directly.

- Is the issue really the allocation of decision authority with respect to the best available science and engineering judgment? Science and engineering judgment are not as straightforward as many believe. The sciences of biology and economics, for example, are riddled with uncertainties and contradictory indicators. In the allocation of decision authority with respect to science and engineering judgment, one must assess not only expertise but also agenda. There are a few organizations out there that could develop expertise similar to that of the Corps of Engineers. But, no organization can match the Army's record for lack of bias or agenda in the resolution of complex, multifaceted analyses for public works projects. That is why in the past the Nation has been comfortable with leaving the Corps as "the man in the middle" on a wide range of tough issues such as environmental regulatory permitting, the cleanup of hazardous waste sites and the balancing of water resource development with environmental demands. Because of our experience in this role, the Corps is particularly interested in reform that encourages authorities for a more holistic and watershed approach to water resource issues.

- The National Academy of Sciences just issued a report on the Corps' process for planning major civil works projects. It recommended inclusion of a formal Independent Technical Review process and the Corps does not oppose this — it is simply up to the Congress. Interestingly, the NAS was quite clear that ultimate responsibility for the project recommendation to Congress should stay with the Corps of Engineers.

Okay. With all my duhs and stammers, it probably did not sound as good as it looks on paper. But I would rather impress you than impress her. I am only a click away.

Thanks for your extraordinary service to the Nation!

BG David Fastabend
Commander and Division Engineer

Gordon D. Richardson passes

Services will be held at the Luthern Church in Hermiston, Ore., on Nov. 2 at 3 p.m. for Gordon D. Richardson.

Retired from the Corps in 1977, he served as the project engineer at McNary. During his 30-year career he received the Meritorious Civilian Service Medal, the Army's second highest award. He is credited with the development and installation of a remote supervisory computerized control of several projects.

LETTER

Editor's note: The September edition of the INTERCOM featured a column by Brig. Gen. Fastabend, NWD commander, citing his top 10 issues. This letter was written in response to his invitation to respond.

Sir,

I would like to comment on your "The Top Ten." A few years ago I was asked by the Society of Wetland Scientists to develop a workshop for one of their annual conferences. The subject was successful environmental projects. I never got to present the program, but the exercise was very informative. I selected six or seven successful Corps projects on which I worked as either a leader or team member. Some were relatively small, regulatory projects. Others were large scale restoration efforts, and one congressionally authorized construction project. I took a day off from work and drove down to the Snake River to totally concentrate on these projects and determine why they were successful and what really happened.

As I went back in time and carefully recalled the individual events, a pattern of similar values appeared. I concentrated on each project individually, from oldest to the most recent. I didn't want to inject bias that would carry from one project to the next.

The values that appeared and reappeared time and time again follow. "My top eight" are based on the values Covey teaches.

Technical competence: Having the right expertise for the specific problem at hand.

Institutional knowledge: Knowing precisely what laws and regulations would need to be

followed. Not getting "wrapped around the axle" with a regulation or law that didn't really apply. Knowing your authority.

Personal Integrity: Owning up to the hard issues and being proactive. Saying no. Holding the course.

Creating a shared vision: Making sure your team and the public have the same vision. Using technology (like three dimensional modeling), to communicate the vision.

Interpersonal leadership: Finding others with the same interest. Bringing them into the process, making them part of the team, and giving them responsibilities. Don't go it alone.

Synergy: I don't believe the Corps can successfully come up with a preferred alternative that doesn't provide synergy for diverse interest groups. This is not compromise or trade off, but the synergy that LTG Flowers talks about.

Warming the heart: Recognizing real (action leading toward a successful product) success on a personal level.

Communication: The lesson I have learned is not to try to tell the story alone. Corps employees speak with acronyms and technical terms that turn off the public. The way to communicate is to follow the principals above and let the success of our studies and projects be communicated by others. Let the local sponsors tell the story.

I feel if we follow these values a meaningful and respected mission will develop. I hope this is of some value to you.

**Bill MacDonald,
Wildlife Biologist,
Planning Branch**

Intercom



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First award of 'Message to Garcia' book

Lieutenant Colonel Edward J. Kertis, Jr., presented the book "A Message to Garcia" to Paul Pence, natural resources manager and Heather Burke, park ranger, for their "Just Do It" response to improve the Dworshak Dam Visitor Center. A stuffed mountain lion displayed in the center caught Kertis' attention during his initial visit to Dworshak. Pence and Burke told him how their center had acquired the cougar specimen. It was found in March 1989 by

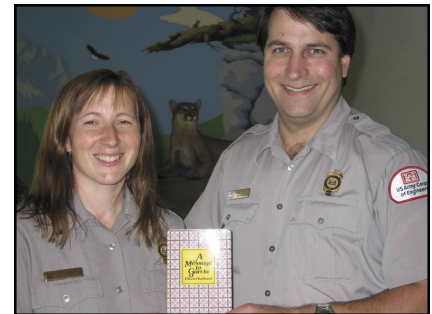


Photo by Gina Schwetz

Dworshak employees – drowned, but in flawless condition – apparently having fallen through winter ice covering part of the reservoir. Kertis suggested that the cougar story might be of interest to visitors. During Kertis' next visit to Dworshak, he saw that they had not only acted on his casual comment, but had created a quality-looking product. He commended them for "getting the word out" and presented them with a hardback copy of "A Message to Garcia," by Elbert Hubbard.

Heather Burke and Paul Pence show their copy of the book.

Students support recreation area improvements at Mill Creek

Story and photos by Gina Schwetz

About 20 students from Walla Walla College in College Place, Wash., traded textbooks for rakes and shovels Oct. 16 as part of the school's annual Community Service Day activities.

A Mill Creek Project park ranger and a maintenance worker put the volunteers to work on two projects that would enhance visitor facilities at Rooks Park near the Mill Creek Dam.

Dave Parker, a Mill Creek maintenance worker, and four student-volunteers dedicated their efforts to installing concrete pads for new park benches and trash receptacles at various locations around the park. Using pickaxes, shovels and hands, they dug out forms in the dirt into which concrete mix would be poured.

Other volunteers set about repairing an area of lawn damaged by vehicle traffic during a volleyball court improvement project several weeks earlier. Even two college professors joined students as they leveled the ground, spread new topsoil and prepared the area for reseeding.

Most of the students and both professors were from the college's School of Engineering.

Mill Creek Project staff manages Rooks Park, Bennington Lake and about 20 miles of trails that require routine and special maintenance. Volunteer support is always welcome and helps the project staff accomplish more than their usual maintenance assets would allow, according to Mill Creek officials.

"We rely a lot on volunteers like the Walla Walla College students to make park improvements," said Steve Thompson, a Mill Creek park ranger. "Some projects that fall into the 'nice-to-do' versus 'need-to-do' category might not ever get done if not for the great community volunteer support we have here."



Steve Thompson, a Mill Creek Project park ranger (far-right), joins Walla Walla College students as they load new topsoil for a site by the Rook Park's volleyball pit.



Volunteers from Walla Walla College level new topsoil over an area in Rooks Park that had been damaged by vehicle traffic.

WWC volunteers pointed out that their work would benefit themselves as well as other Rooks Park visitors.

"Service has become an important part of our curriculum. A lot of our graduates will enter service-related careers, and this is a good place to start," said Rodney Heisler, WWC professor of engineering.

"Classes are cancelled today," he said.

"They're working here because they feel compelled to do something for the good of others."

Heather Colburn, a student-volunteer added, "I think it's great that we get an opportunity to help other people and do some service for the community we live in."

Project officials reported 260 volunteers have contributed more than 2,400 hours of work at Mill Creek this year.

Volunteer efforts over the past year is listed at almost \$28,800 – a wage-grade calculation that does not reflect the value of fostering good community relations, noted Thompson.

For more information about the Mill Creek Project and its volunteer opportunities, call (509) 527-7160.



Dave Parker, Mill Creek maintenance worker, directs a student-volunteer as he digs out a form for concrete pads for new park benches and trash containers.

'Eyes on Indian Creek'

National Water Monitoring Day celebrated in Caldwell, Idaho with Corps, others

by Debra K. Willis, project manager
Photos by Nola Conway

In recognition of the "Year of Clean Water 2002," scientists and government officials gathered with over 60 Caldwell school children and local residents for an afternoon along the banks of Indian Creek. Sponsored by the City of Caldwell, Albertson College, National Park Service River and Trails staff, and the Walla Walla District, this event promoted restoration efforts underway for developing a more natural, safe and healthier waterway.

Water quality experts conducted a "stream walk" along a section of the creek to help the children and residents identify potential problem areas and encourage the community to commit to

improving the creek. As part of the celebration activities, children helped inspect and identify a wide variety of fish and other "crawly things" from the creek.

The Walla Walla District was recently asked by the city to help improve the riparian habitat along the creek by day-lighting about 900 feet of the waterway, now covered over by pavement and buildings, and return it to a more natural condition. The community is looking toward the Corps to help them develop environmental sustainable solutions for the restoration of Indian Creek and its surroundings. The U.S. Department of Commerce – Economic Development Administration is also a partner in this effort.



Ben Tice, wildlife biologist, left, assists Bryan Horsbrough, Idaho Department of Environmental Quality, with a sample from Indian Creek.



Tice, center, examines creepy crawling things from the creek bottom with a Caldwell Girl Scout troop that attended the event.



An Albertson College student looks closely at a creek sample.



Brayton Willis, civil engineer, right, explains a Corps environmental restoration study on Indian Creek, that is entering the scoping phase to local residents.

Fun on the field

CPAC chief applies management philosophy to youth sports

Story and photos by Gina Schwetz

He's the "people manager" of the organization – coordinates schedules, directs team members' efforts toward the goal, supervises personnel training and development, and mentors his team to perform their best.

While these are appropriate duty descriptions fitting his title of chief of the District's Civilian Personnel Advisory Center, the members of this particular team would never refer to Ray Quinn as the boss or chief – they just call him "Coach."

Quinn started coaching a girls soccer team for the Walla Walla Youth Soccer Association when his daughter, Julianne, was nine-years-old. Most of the 15 girls who play on the recreational league team are now in their early teens, and about half of them have been on Quinn's team for the past five years. Some advanced to the select league then asked to come back to Quinn's Gators team. Even players and parents from opposing teams rank Quinn at the top of the good coach scale.

The main reason for Quinn's popularity on the soccer field?

"He's so nice!" Gators girls echoed each other when asked about their coach. "He makes sure we all get to play." "And, he doesn't yell at us like some of the other teams' coaches," added Kelsie Davisson, a player who went to the select league then decided to return to the Gators.

"Ray is our favorite coach to play against because he has such a positive attitude," said Beth Powers-Brown, mother of a Stingers' player, during an Oct. 10 game against the Gators at the Mill Creek Sports Complex.

The secret to Quinn's success as a coach seems to come from in his encouraging and supportive management style during practice and



Quinn and the Gators girls sound-off after a pre-game huddle.



Erika Prins anxiously calculates from the players list how long it will be until it's her turn to get back in the game with Coach Ray Quinn.

competition. He credits his human resources training and experience with giving him strategies for bringing out the best in his soccer team.

"People just seem to put more effort into a challenge if they have fun while they're at it," Quinn reasoned. "Winning or succeeding all the time can even feel empty or distasteful if you're not having any fun."

He recalled a season when the Gators lost every game – he found it challenging to keep the team from getting too discouraged.

"The girls were pretty young then, and we had many new, inexperienced players on the team," Quinn explained.

Quinn's philosophy of making work fun can be found throughout the District as well. His jovial e-mail greetings and multiple-choice health quizzes usually result in a stream of responses from employees vying to answer correctly.

But, being a "nice guy" doesn't mean Quinn coaches a bunch of pushovers. Quinn's players – now running the field with several years' experience behind them – worked hard this year, ending their season with a 5-3 record.

Quinn is quick to emphasize that winning games is not his primary focus; he promotes good sportsmanship and teamwork over a winner-loser emphasis in his coaching.

"It doesn't really matter if you win or lose a game as long as you know you did your best and have fun doing it," Quinn tells the girls. It's an outlook he said he hopes his players will retain when they have to tackle life's bigger challenges.

AROUND THE DISTRICT

Operations Plan 2002 – completed!

Walla Walla District team members brought home the gold in September with the completion of the first-ever strategic operations plan developed by employees.

The District's fiscal 2002 plan used the Chief's strategic vision of improving the Corps by focusing on people, process and communication.

The plan, developed at an offsite meeting held in May 2001 at the Walla Walla Community College, had 12 objectives and five bonus objectives. They focused on training, safety, improving processes, developing plans and meeting goals.

The added incentive for 90 percent completion of the objectives was an across-the-board cash award. To qualify, employees must have worked in a "duty status" for six months, been employed on Sept. 30, and received a performance evaluation of level three or higher. The District successfully completed a total of ninety-two points. This included bonus points.

The shared cash award should arrive in the mid-November paycheck. It is \$702 for full-time and \$421 for part-time employees.

"We were really working hard to make the points," said Bridgette Bruno, a civil engineering technician in Construction Division. "I was happy to see it happen."

"We completed 88 points in base objectives and four points in bonus objectives," said Sharon White, executive assistant.

The District received partial credit for our execution goal, missing points in operation and maintenance and in the Bonneville Power Administration large cap program. The bonus objective for developing the District Master Schedule also fell short of 100 percent completion.

"We didn't want to set the bar too low and have a goal that was not a challenge," said White. "Everyone worked really hard to make the District successful."

The fiscal year 2003 operations plan was recently distributed to all employees. This year's plan contains 18 objectives and five bonus objectives. It was developed at an offsite meeting in Spokane, Wash., in May and has been approved and finalized by the Quality Steering Group, made up of District Office chiefs. The QSG also had responsibility for assigning points and selecting the recommended bonus objectives. There are more objectives this year, but we can build on last year's success," said White.

"People had a lot of great ideas and everyone worked hard to bring the plan together. This plan again focuses on the Chief's strategic vision of people, process and communication, and we hope everyone can see that it takes the entire District workforce to make it happen," said White.

The fiscal year 2003 operations plan is posted on the District's intranet web site at: w3.usace.army.mil/OpPlanFY03/default.html.

Lucky Peak update

Dave Brownell, right, Lucky Peak project manager, unlocks the gate across the top of the dam to check on work at the boat launch area. In the photo below, a Knight Construction worker places a footing at the site. Shown bottom right is the Lucky Peak staff holding a safety meeting in October.



Photos by Nola Conway

Operations Division Native American Coordinator

The focus on the Walla Walla District for October is the Native American Coordinator William "Bill" Mellick, Operations Division.

The NAC plays an extremely important role in creating a climate of cooperation between the U.S. Army Corps of Engineers and Native American governments that results in a true partnership providing mutual benefits.

The NAC provides direct support to the District commander and staff, and serves as the Executive Office liaison and primary point of contact for all issues concerning policy, consultation and protocol involving Native American individuals or tribes.

He represents the District at tribal, interagency and public meetings. He speaks directly for the commander on tribal issues. The NAC also coordinates related activities throughout the District for compliance with laws and regulations which define trust responsibilities and treaty rights, protection of cultural resources, and wildlife mitigation and fishing.

The NAC also assures that a government-to-government relationship exists between the District and the tribes.

The NAC uses many methods to establish and maintain rapport with the tribes located within the boundaries of the Walla Walla District.

Bill Mellick spends a lot of time on the road, contacting each of the tribes to:

- Coordinate the District commander's activities with the tribes; visits, consultations and other contacts.
- Foster and maintain relationships with key tribal members from all elements of the tribe, including council and staff.
- Conduct routine tribal office visits to stay abreast of current tribal concerns and issues.
- Participate in Divisionwide NAC strategic planning and policy development.
- Coordinate consultation meetings related to Corps undertakings and studies, determining needs of each tribe for desired consultation level for each meeting.
- Schedule and escort the District commander and others at consultation or courtesy visits.
- Attend and participate in scheduled meetings of the Federal Columbia River Power System cooperating group and other regional meetings related to federal government and tribal government issues.
- Consult with all interested parties on Lewis and Clark Bicentennial (Nez Perce, Yakima,



Photo by Nola Conway

Bill Mellick, Native American coordinator, center, and Barbara Benge, regulatory specialist, watch while Jeff VanPelt, Umatilla Tribe, left, demonstrates how flint knapping is done.

Umatilla, Lemhi, Shoshone and Bannock tribes).

When in the office, the NAC is also:

- Developing the "American Indian Desk Guide." This is a living document which requires constant updating to keep the District leadership apprised of current Native American issues.
- Serving as the primary point of contact for all tribal related activities of the Walla Walla District. This includes keeping the Executive Office and other District leaders aware of ongoing issues and current concerns of the tribes.
- Establishing a web page on the District web site for Native American related information and keeping the web page current.
- Developing Memorandums of Agreement using the "Final Army Alternate Procedures for Section 106 (36CFR Part 800) National Historic Preservation Act."
- Developing a Tribal Oversight Committee.
- Training senior staff.
- Developing a reporting system to track American Indian activities within the Walla Walla District. These reports will include projects, consultation, hours worked, and costs.

Recently, there have been two sessions of training on Native American values of the natural environment and cultural resources that Mellick was instrumental in coordinating.

Several members of the District attended the training, held on the Confederated Tribes of the Umatilla Indian Reservation.

Mellick is working hard to establish and maintain relationships with all the Native American Tribes within the the Walla Walla District area.