Salvage Chief: Hundreds have crewed the vessel

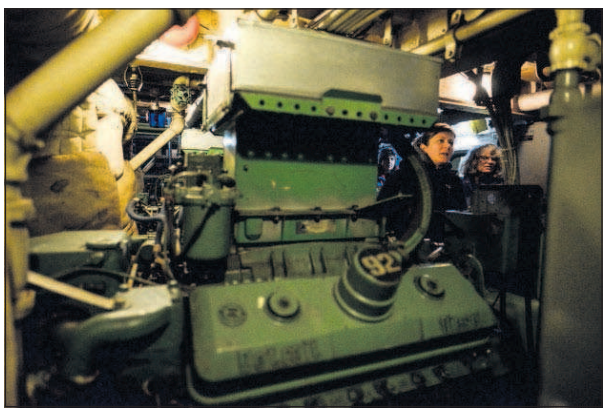
Continued from Page 1A

retrieving a sunken wave energy buoy near Coos Bay in the late 2000s. Most notable among the Salvage Chief's exploits was the Exxon Valdez, an oil tanker it refloated in Alaska's Prince William Sound and towed to San Diego.

Hundreds of people have crewed the vessel, Floyd said, not including the welders, divers and other salvage professionals the vessel took along on jobs. The only fatality in the vessel's entire history was Floyd's father, who died of a heart attack.

Floyd said the Salvage Chief Foundation recently received the OK from Englund Marine & Industrial Supply to develop an exhibit on the vessel at the company's former location at the foot of 15th Street on the Astoria Riverwalk. The group also hopes to place sections of the hull it took from the Exxon Valdez to place along the waterfront.

Lackey said the vessel often doesn't get its due for the impact it had on the maritime industry and the environmental disasters it helped the region avoid. He gave one example of when the Salvage Chief had to tow two barges — one filled with munitions and another with benzine — off the sand near the Long Beach Peninsula in Washington state, potentially averting a disaster for local seafood. "There are a lot of ships we've saved," he said.



People take a tour of one of the engine rooms of the Salvage Chief.

Joshua Bessex
The Daily Astorian

Oracle: After March 10, public has chance to see full documents

Continued from Page 1A

Company has blamed state

Oracle repeatedly has blamed the failure of the Cover Oregon website project on state mismanagement and politics. It has found plenty of backing in thousands of documents already released publicly by the state of Oregon.

The state, meanwhile, has argued that Oracle knew its work was faulty and kept vital information from the state. What's more, the state says it now has internal documents that support that claim. But, because Oracle has designated the documents as confidential, the state has been unable to share publicly what it calls proof of its claims.

Last month the Oregon Attorney General's Office submitted a 24-page brief in Marion County Circuit Court arguing that Oracle was wrongly classifying its internal documents as confidential. The brief said several examples of Oracle's internal correspondence are not trade secrets and should be disclosed. But, because the documents remain under seal, the passages are redacted — covered with a black bar.

Last week, however, the Pamplin Media Group was able to review a version of the brief without the redactions. The passages include summaries (and a few selected quotes) of private exchanges between Oracle employees. They reveal:

• Some of Oracle's own employees in reports and emails dissed the company's work for Oregon, according to the brief. One company assessment in November 2013 found its software development "didn't pass the 'laugh test.'"

• In a Nov. 22, 2013, internal email that appears to contain two typos, one Oracle developer wrote that an "army" of programmers for the company was "rapoing the state f Oregon on something that will never work well," according to the brief.

• Yet another passage, from a March 16, 2012, internal email, suggests a company executive may have opposed the state's plan to hire a prime contractor to oversee Oracle's work out of a desire to preserve the company's lucrative position as Cover Oregon's prime contractor. Oracle now, in contrast, says this lack of oversight is at the heart of the project's problems.

• Concerns about the project prompted Oracle's founder, billionaire Larry Ellison, to request daily progress reports in a Nov. 16, 2013, email.

In a statement in January, Oracle said the state's motion includes "misleading statements." Asked Monday about the excerpts, Oracle issued a comment, attributed to spokeswoman Deborah Hellinger, which characterizes the state's motion as "a handful of cherry picked documents out of more than 2 million documents in this case. There are thousands of documents that tell the true story and that clearly establish that the State was responsible for the outcome of Cover Oregon."

Secrecy questioned

According to the state's motion, the passages above and other documents that are labeled secret "belie Oracle's public relations story, undermine its litigation defenses, and strongly support plaintiffs' claims."

Oracle defended its use of the confidentiality designation, saying some "involve personal information about individuals. Still others include information about Oracle's other customers and trade secrets."

But the state contends that Oracle has misused the confidentiality order to prevent the state from "providing the Oregon Legislature, Congress, federal authorities, and Oregon citizens with a complete history" of the project.

Oracle also sealed documents that already are public, as well as innocuous emails such as ones accepting a meeting, booking a conference room, and forwarding a state email without comment, according to the state's motion.

> **'Oregon screwed its population on this project.'**
>
> **Todd Williams**
> a management consultant

Tung Yin, a Lewis & Clark Law School professor, says the state's motion may well be a hardball attempt to extract a generous settlement. Citing emails such as the one saying Oracle programmers were "rapoing" Oregon may be intended to show the company how this would look in court.

Since the "o" and "I" are adjacent on keyboards, Yin says "rapoing" appears to be a typo for "raping."

"The worst possible reading of that email would be, I think, that there were people who knew (the website) would never work, but they were still selling it to Oregon and taking the money," Yin says.

Even if that isn't what the email's author meant, the quote could force Oracle to play defense in court, Yin adds. The art of settlement negotiations "is always about making your case look as strong as possible and your opponents' case as weak as possible."

Executive opposed oversight

Perhaps the most interesting excerpt of Oracle correspondence concerns the state's initial plan to bring in the equivalent of an IT general contractor, called a systems integrator, to oversee Oracle and manage the project.

The failure to hire an integrator was, in Oracle's more recent portrayals, an incredibly dumb move.

"Oracle has never worked on a project of this size and complexity without a systems integrator in place," according to a PowerPoint presentation Oracle shared with members of Congress.

Not filling that position created a huge management void and "created massive problems" for the Oregon project, the Oracle PowerPoint continued.

According to the state's motion, however, an Oracle executive in March 2012 recommended in an internal email that the company discuss how to stop the state from hiring an integrator, apparently because it would diminish Oracle's role in the project.

If the state hired an integrator, it "could displace or reduce our role significantly," wrote the Oracle executive, according to the version of the state's brief reviewed by Pamplin Media Group. "It isn't clear what we can do about this other than pray that they keep deferring the SI (systems integrator) selection. But since hope is not a strategy, this topic deserves some discussion."

The email substantiates one of the most explosive claims in the state's lawsuit against the company, that a former Oracle employee said the firm engaged in a secret effort to dissuade the state from hiring an integrator. Oracle told Oregon it would fill the role instead, the state lawsuit claims.

Oracle's legal filings stop short of mocking the state's decision to go without an integrator. But they do suggest it made failure inevitable. As the company argued in its federal lawsuit, "That decision was akin to an individual with no construction experience undertaking to manage the processes of designing and building a massive multi-use downtown skyscraper without an architect or general contractor."

Mixed responsibility

The public could get a chance to see the full documents after March 10. That's when a Marion County Circuit Court judge will consider whether to unseal them.

IT experts who've followed the project say both sides share responsibility. Todd Williams, a management consultant and author of a book on problem projects, focuses blame on the state side. The head of eCameron, a Camas, Washington, project management consulting firm, he knows people who worked on the project and gives trainings in which his audience role-plays how to oversee it.

The excerpts cited by the state raise questions for Williams, but they don't change his view that the state bears most of the responsibility for Cover Oregon's failure. He's reviewed numerous documents from the project, as well as news reports showing the state used poor contracting, poor management, and ignored the advice of its own employees and consultants.

"I do believe Oregon is much more at fault," Williams says. "Oregon screwed its population on this project."

That said, he adds, the documents indicate that Oracle was "not a good citizen" on the project, either.

"Oracle should have seen many areas where Oregon was setting the project up for failure. As good partners in the project, they should have been advising the state to go in a less-risky direction," he says.

"As it was, Oracle had a very low-risk contract with no obligation to take on this role. Hence, they seemed to be more interested in their short-term profit rather than the long-term relationship and viability of the product."

The Capital Bureau is a collaboration between EO Media Group and Pamplin Media Group.

Veterans: Hoehn has personally found more than 1,200 photos since the project started

Continued from Page 1A

The photos are being compiled on the Wall of Faces online memorial and will be featured in an Education Center planned adjacent to the, memorial.

Janna Hoehn, a Hawaii-based volunteer with the project, said this week she completed the Clatsop County photo search after working on the effort for nearly two years.

"Found them all for Clatsop County," Hoehn said. "Sometimes it takes forever it seems."

Hoehn has personally found more than 1,200 photos since the project started six years ago. She began in Hawaii, then her hometown in California, followed by Washington state, Idaho and Oregon.

She only has 13 photos left to find in Oregon.

Searching for photos can be difficult, Hoehn said, since military records and local memorials don't always match.

In addition, the names are of veterans who enlisted in a county and may not have grown up in the area. Clatsop County is the "home of record" designation for the 12 local veterans.

Across the Columbia River in Pacific County, Washington, two Vietnam casualties are listed with photos.

See the online memorial at www.vvmf.org/Wall-of-Faces.

13 MORE TO GO IN OREGON

Volunteers only need 13 more photos of veterans in Oregon to match them with the names on the Vietnam Memorial Wall in Washington, D.C.

Clackamas County:
• David L. Cooper, 1945-1967

Curry County:
• Walter G. Anderson, 1924-1968

Douglas County:
• Santford B. Kempke

Lane County:
• Arthur Haddock, 1926-1968

Linn County:
• George E. Gilliland, 1936-1972
• John L. Holmes, 1943-1968

Washington/Multnomah Counties:
• Michael R. Bartell, 1946-1968
• Richard D. Benzel, 1932-1962
• Donald W. Lovett, 1945-1965
• Rex D. Morelock Jr., 1950-1969
• George W. Watson, 1931-1963

Wasco County:
• Charles W. Bauman, 1936-1966

To send a photograph or information to Hoehn, email her at neverforgotten2014@gmail.com.

AREA VETERANS KILLED IN VIETNAM

The 12 Clatsop County veterans who were killed in the Vietnam War:
• Ronald Stanley Anderson, 21, of Astoria, U.S. Air Force, died March 23, 1972.
• Alan Lynne Barnett, 17, of Astoria, U.S. Army, died November 4, 1965.
• Patrick A. Cadwallader, 21, of Astoria, U.S. Army, died December 20, 1969.
• Francis Duncan Campbell, 35, of Gearhart, U.S. Navy, died January 16, 1969.
• Carl John Green Jr., 21, of Seaside, U.S. Army, died April 24, 1969.
• Melvin Derward Hebert Jr., 20, of Seaside, U.S. Army, died October 4, 1968.
• Richard Jerome Holman, 21, of Astoria, U.S. Army, died June 5, 1969.
• Dan Thomas Klindt, 19, of Astoria, U.S. Army, died December 27, 1969.
• Daniel Edward Lloyd, 20, of Astoria, U.S. Marine Corps, died July 28, 1968.
• Kenneth Duane Phares, 19, of Astoria, U.S. Marine Corps, died May 18, 1967.
• Terry Allen Rippy, 23, of Hammond, U.S. Army, died April 22, 1966.
• Gordon Lee Zimmerle, 21, of Seaside, U.S. Army, died March 23, 1970.

Two Pacific County, Washington veterans were killed in the Vietnam War:
• James W. Emerson, 22, of South Bend, U.S. Army, died August 25, 1966.
• Thierry Timothy G. Maxim, 19, Ocean Park, U.S. Army, died September 21, 1970.