

# CORPS' PONDENT

Vol. 30, No. 9 September 2006



US Army Corps  
of Engineers  
Portland District



CORPS OF ENGINEERS PHOTO

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**A**n Arbournaut, or treetop research specialist, gives guests a 360-degree tour of the forest canopy. This one-of-a-kind opportunity is being offered as a CFC door prize via a U.S. Forest Service partnership.



Last month I received an email from David Hearty, Construction and Cost Engineering Section, voicing his concerns about the need for independent review of Corps projects. I told him I would consider my answer very carefully, and asked if I may address his concerns in this column. He agreed.

David's primary concern is that independent review may imply that the Corps is not doing its job properly, and that the attention being focused on the Corps is placing too much blame on our employees.

First of all, David, thank you for your concern. It is gratifying to see how we care for each other, and for the organization as a whole. I understand how all the attention may seem a bit unfair to the Corps, since there are so many other parties involved. We are the preeminent public works organization in the world; the projects we are responsible for are unique – no one can accomplish many of them but us. Because of the size and impact of our projects, we may receive greater scrutiny than other organizations, but I think that's as it should be. We are public servants, and we should be accountable for all public funds we expend and the actions we take.

As a public agency, we receive our funding from Congress, which has its own checks and balances to safeguard the public interest. People sometimes are irritated by the way Congress functions, but in fact it usually works as our founding fathers intended: it was designed to slow down implementation of laws and policies, to require a majority approval, and ensure debate on issues before deciding on a course of action. That means we frequently have to justify our funding requests and explain our processes before Congress – and sometimes we become involved in political maneuvers by politicians, special interest groups or media representatives. The founding fathers knew how messy the democratic process would be, but their foresight has ensured our way of life was protected from outside interference – and from itself.

Explaining our processes is nothing new for the Corps. For many years we have regularly had others reviewing the methodologies and models we developed for large projects; that peer review usually involved Corps personnel from another district checking our figures. The calls for independent reviews performed by others outside the Corps should



Col. Thomas O'Donovan

not cause any concern to us. The reviewing members may change, but the reasoning is the same: to make sure our processes are well founded and well thought out enough to withstand outside scrutiny.

I believe that independent review is a good thing – again, as a public agency it is our responsibility to account for expenditures of public funds and our decisions involving managing the nation's resources. This review, which could include both private and public sector team members, is not a punishment – nor

is it something to fear. Open communication and transparency is not just an option for us; it is a requirement. Only through open and honest discussion can we continue to be an honest steward of public lands and property.

Part of that discussion is how we act if someone challenges our methodology or models. As our Chief of Engineers said, "the Corps is accountable and responsible to the American people for the projects we build." That accountability is part of our role as public servants: to step up, to own our errors and take whatever steps are necessary to correct them. During a speech in New Orleans, Lt. Gen. Strock provided an excellent example of this: he stepped forward and did not place blame on any other agency. He immediately said the Corps would accept responsibility for its actions once the situation was understood – which we did when the Interagency Performance Evaluation Task Force report was released. There were many

Continued on the next page

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US Army Corps of Engineers Portland District

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# COMBINED FEDERAL CAMPAIGN

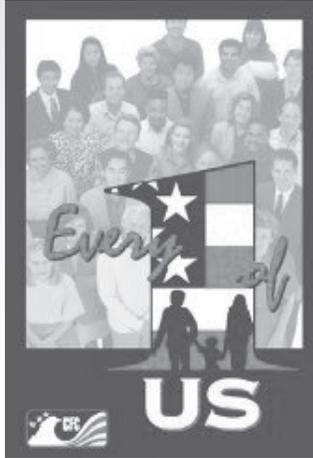


Volunteers are needed to help coordinate our CFC campaign efforts throughout the Corps family. Needed: folks to distribute the CFC pledge forms, collect the money, etc.

## Opening ceremony: October 3

Talk with a variety of organizations at the charity fair, swing with the Beaumont Middle School Jazz Ambassadors, and enjoy refreshments and door prizes (you must be present to win), which include:

- **A treetop view of the forest in a canopy crane.** This one-of-a-kind opportunity to learn about our forests from the trees' perspective is made possible by a partnership with the Forest Service, University of Washington and Oregon State University. An Arbonaut, or treetop research specialist, will accompany you and four guests to the top of the crane for a 360-degree view of the forest canopy.
- **An insider tour of Bonneville, The Dalles or John Day Dam.** You and your guests will have a personal behind-the-scenes tour of a lock and dam facility and enjoy a tour most people never have the chance to take.
- **Cruise the Columbia River on the *Essayons* or *Yaquina*.** You and your guests will enjoy a day-long river trip either from Portland to Astoria or from Astoria to Portland.



## Pancake Breakfast: October 11

This event is always a crowd pleaser! We are seeking volunteers to help serve food, as well as donate breakfast items, utensils and griddles.

## Tri-Agency Bakeoff: October 18

Dust off your favorite bakery treat recipe and show the world how tasty they really are!

## Auction: October 25

Creativity abounds when offices or departments choose to put a basket together, or provide a gift for the auction. Individuals can also donate items. (Baskets/donated items must be turned in no later than Oct. 17.)

## Closing ceremony: October 31

This has become an annual tradition! There's one last chance for a great prize: you and your guests will get a behind-the-scenes tour at Timberline Lodge. Don't miss this event!

There's so much to do and see we've included it all on the Intranet! Check out <https://w3.nwp.usace.army.mil/groups/cfc/home.asp> early and often to see what's new and inviting! 

factors that led to the levee failures, but the Chief stepped forward and accepted responsibility for our part in the situation.

Finally, I know how hard it can be to read some negative or incorrect information about the Corps, or to be expected to know about a situation far removed from your district. For instance, how many conversations have you had about hurricane recovery efforts once people learned you work for the Corps? When the Corps connection is known, people often ask about national issues facing the organization or another district, believing we will have the answers to their questions. In their eyes, there is usually no distinction between districts; the situation involves the Corps – you work for the Corps, so it involves you. It's not always comfortable when they have strong

opinions about our work, but we all are the face of the Corps of Engineers to the public. We are ambassadors, and how we relate to these kinds of questions will influence how they view the Corps.

We will always be asked about visible issues and hear negative opinions about our work from time to time, but they don't define us as an organization. All I ask is that you stay informed about what is happening with the Corps, be honest and straightforward, and continue striving to do your best. I believe we are part of an organization that expects excellence in all it does, that doesn't shy away from answering hard questions, and that stands tall and is accountable to the public for its service. I am proud to be a member of such an organization and I thank you for a job very well done. 



September 1806:

# The Journey Ends



By Melissa Rinehart  
Operations Division

*“Our party appears extremely anxious to get on, and every day appears produce new anxieties in them to get to their Country and friends. My worthy friend Cap Lewis has entirely recovered his **wounds**\* are heeled up and he can walk and even run nearly as well as he ever could [sic].”*

After 865 days of travel, the Lewis and Clark expedition arrived home on Sept. 26, 1806. Excitement was building in August and September as previous campsites were passed, confirming that the expedition was nearing an end. Everyone was looking forward to seeing friends and family, and each day in September had an increased feeling of euphoria. Every river they passed was a marker showing how far they had come and how close they were to home.

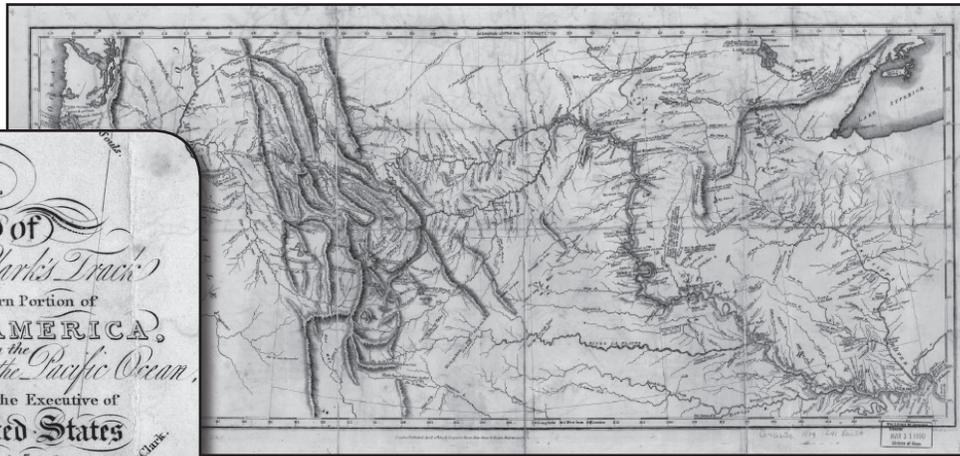
Their final encounter with tribes happened on Sept. 1, when 15 Indians appeared to be firing their guns at them. It turned out they were friendly Yankton Sioux Indians, who actually were shooting at a keg floating in the river.

When the crew passed the James River, they received their first news from home when they met a trading party. They learned that President Jefferson was well, but that

Aaron Burr had killed Alexander Hamilton in a duel in July 1804. The captains took some time to remember Sgt. Charles Floyd, the only man lost on the expedition. Clark writes that “we came too at Floyds Bluff below the Entrance of Floyds River and ascended the hill, with Capt. Lewis and Several men, found the grave had been opened by the natives and left half covered. We had this grave completely filled up, and returned to the canoes and proceeded on [sic].”

September also gave the travelers their first taste of tobacco and whiskey since July 4, 1804. These comforts of home spurred the men onward; they rarely wanted to stop, pausing only to pick pawpaw and custard apple, and often traveled 40 miles or more in a day. They paddled without rest through the warm fall sun until their eyes were damaged. Clark described the problems they had: “Three of the party have their eyes inflamed and swelled in such a manner as to





MAP COURTESY OF WWW.LCC.GOV

*“A Map of Lewis and Clark's Track from History of the Expedition under the Command of Captains Lewis and Clark to the Sources of the Missouri, thence Across the Rocky Mountains and Down the River Columbia to the Pacific Ocean.”*

render them extremely painful, particularly when exposed to the light, the eye ball is much inflamed and the lid appears burnt with the Sun.... I am willing to believe it may be owing to the reflection of the sun on the water.”

The travel-weary group was re-entering a populated countryside. The first sight of “plain old cattle roused the men to cheer.” Afterwards they were able to purchase beef, pork, onions, salt, biscuits, flour, chocolate and whiskey. Clark marveled that the public store in Fort Bellefontaine held \$60,000 worth of trade goods.

On Sept. 20, they came to the little French village of Charrette. “The men raised a Shout and Sprung upon their ores ... they discharged 3 rounds with a hearty cheer, which was returned from five trading boats which lay opposite the village. ... Every person, both French and Americans seem to express great pleasure at our return, and acknowledged themselves much astonished in seeing us return. They informed us that we were supposed to have been lost long since, and were entirely given out by every person [sic].”

The party reached St. Charles, Mo., the next day, where “the inhabitants of this vil-

lage appeared much delighted at our return and seem to vie with each other in their politeness to us all.” All the members of the expedition spent the night in the homes of those hospitable people. Letters were sent to Jefferson, friends and family members. Damp plant and animal specimens were dried and stored. On Sept. 25, Lewis and Clark made formal visits and were honored with a dinner and ball that evening. The final entry of the expedition was made on Sept. 26, where Clark wrote “commenced writing, etc.”

The Lewis and Clark expedition has thrilled and encouraged explorers ever since its members returned to tell wild tales of innumerable buffalo, friendly and unfriendly Indians, mountains, waterfalls and huge rivers. The fortitude and courage of this Army expedition shaped the nation and its dreams, and exemplified the highest traditions of military service. The explorers fired the imagination and ambitions of many restless pioneers, who, not long after the Corps of Discovery returned, began expanding into that exciting territory. They were only 36 individuals, but their experiences became the cornerstone of westward expansion. Our nation would never be the same again. 



# Leveraging the Civilian and Military Relationships

By Capts. Brian and Cristin Szydlak, Portland District



Afghanistan District Commander Chris Toomey (center) pauses with a small group of resident engineers and project managers from different parts of Afghanistan during a January 2006 resident engineer's conference in Kabul.

FEATURE

The U.S. Army Corps of Engineers boasts one of the most unique organizations in the world. A small military contingent commands a mainly civilian workforce of over 36,000 employees. Although it has always been the nation's engineers, the Corps' skills have become more necessary and in demand since 9/11.

During our deployment to Afghanistan, we were able to experience how the military and civilian counterparts worked together to execute a construction program of more than \$1.65 billion. USACE is involved in projects for the Afghan Security Forces (the national army and national police), the US/Coalition Forces, the Counter Narcotics and Border Management, as well as strategic reconstruction. Each project aids the stability and the security of Afghanistan.

Despite being called the Afghanistan Engineer District, the AED serves a region that includes Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Pakistan. A small contingent of USACE mili-

tary engineers provides a leadership interface with the DOD's Central Command, allowing the Corps' civilian technical experts to provide relevant and reliable engineering assistance.

For example, the District commander deployed military personnel to Kazakhstan along with CENTCOM personnel to interface with the Kazak navy. They worked with the Kazak navy on how best to operate a small boat maintenance facility that served to help interdict drug traffic into northern Afghanistan. The assistance helped create relationships with local leaders, making it possible to develop and complete projects critical to the region's success.

USACE also created a bridge between other federal organizations and the military, working with the U.S. Agency for International Development and the Combined Forces Command-Afghanistan, among other agencies. Building bridges in communication was not always as easy as building them across rivers, since each agency had its own goals and priorities. The Corps' experience in working



with customers significantly aided the construction across Afghanistan.

In addition to supporting the Global War on Terrorism, the Corps responds to natural disasters wherever they happen. Corps employees go wherever they're needed, responding to international natural disasters as well. During our time in Afghanistan, Pakistan experienced a devastating earthquake. A team of Corps engineers was able to quickly respond to the earthquake because they were already positioned in neighboring Afghanistan. Again, military leaders deployed with a capable civilian team to provide necessary expertise and relief in an austere environment.

At the AED, civilians work side by side with the Afghan people to build capacity in a country that has seen a critical decrease in its competent workforce. Whether working on simple safety issues or providing vital technical feedback through the design-build contracting mechanism, the Corps is providing an alternative to violence for the Afghan people. Simply put, people are less likely to want to commit a suicide bombing or join the Taliban if they have a good job and are able to provide for their family.

After decades of conflict and destruction, a generation of skilled and educated labor has been lost. Although the main mission of AED is rebuilding the infrastructure, they are also assisting in educating an engineering workforce. AED resident engineers are partnered with new Afghan national army facility engineers. In addition, AED is hiring 105 Afghans who work directly for the district—49 of them in engineer/supervisory positions.

Our time in Afghanistan was extremely rewarding. We were privileged to spend six months helping some wonderful people in their effort to establish stability and peace. Not only did we contribute to the construction effort, we were able to experience the Afghan culture and make friends with some great people. 🇦🇫

*Cpts. Brian and Cristin Szydlak deployed to Afghanistan from the Portland District. Cristin now serves in Troutdale as the deputy resident engineer; Brian is working in Operations as the program manager for readiness.*



PHOTO COURTESY OF BRIAN SZYDLAK

*Pre-construction meeting with key leadership in preparation of the groundbreaking for border control facilities on the Tajikistan/Afghanistan border.*



PHOTO COURTESY OF BRIAN SZYDLAK

*Afghani children wave for the camera.*



PHOTO COURTESY OF BRIAN SZYDLAK

*AED Project Managers discuss a site survey with Afghan National Police in preparation for future construction of Police facilities near Khowst.*





# Portland District **OPLAN** fosters good business practices for internal and external customers

By Diana Fredlund, Public Affairs Office

*In July's issue, the Corps'pondent introduced the Portland District's updated Operations Plan, or OPLAN. In this issue, the remaining three OPLAN objectives are reviewed.*

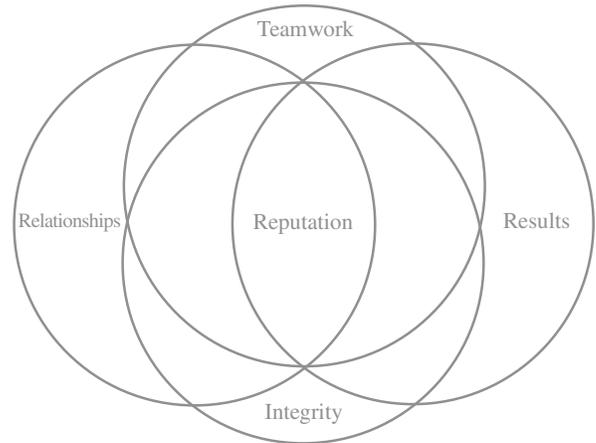
A key to successful business operations is making sure employees have the tools and the training to perform their duties. These objectives focus on helping employees perform at their best and help manage the District's assets more efficiently.

### **Objective #3: Foster a motivated, accountable and trained work force**

One of leadership's challenges is to offer the right mix of training, responsibility and motivation to encourage employees to excel. One action includes coordinating a Districtwide program that takes a holistic approach to employee training, said Dennis McCann, chief of Information Management and action plan manager. "Our goal is to focus on the spectrum of training, for individuals in technical expertise and career advancement, through organizational training such as team building, to help the District as a whole," he said.

When asked about motivational factors, employees sometimes express the perception that management does not require accountability for poor performance/conduct, according to Mike Roll, deputy director of the Hydroelectric Design Center and the action plan manager for accountability actions. "This can be a negative to motivation," Roll said. "The fact that such a perception is there tells me we have work to do, both in training supervisors in how to deal with unsatisfactory performance/conduct, and in letting employees know that managers are dealing with those issues."

Working in teams has become important to project management, but up until now, an employee's



performance on project delivery teams hasn't been included in his or her performance evaluation. The new action under consideration will change that, said Kristie Hartfeil, Engineering and Construction Division and action plan manager. "The proposed performance feedback system will focus on how well the other team members feel the employee performed," Hartfeil said. "For example, did they handle their responsibilities accurately and on time? The employee won't just be rated on their technical functions, but also on how well they work within a team."

The first projects to test the process will be the MCR rehabilitation project and The Dalles vortex suppression device, where team members will provide responses in an automated survey, after which the project manager will print the report and forward it to each team member's supervisor. "We realize it may take some getting used to," Hartfeil said. "It is definitely out of the traditional comfort zone for many people, but we believe it will encourage communication between team members, technical leads, project managers and supervisors. It will also provide documentation that will be needed for personnel evaluations under the new National Security Personnel System."

### **Objective #4: Improve infrastructure reliability**

Imagine working at a project where you see a



problem year after year, but you can't fix it because there is no funding available. Until recently, District leaders and managers have tried to demonstrate a need for repairs or replacement, but there was no systematic approach to assessing which need carried the highest priority. For the past three years, the District has been implementing a critical infrastructure strategy that creates just such a priority system. "We have a multi-disciplined PDT comprised of members from Engineering and Construction, Operations, Programs and Project Management, and project offices that reviews all needed repairs and objectively ranks each action in terms of priority," said action plan manager Lance Helwig, Planning, Programs and Project Management Division. "The best eyes and ears the District has for identifying problems are employees working at the project offices. Their day-to-day presence provides continual inspection that is vital for assessing current conditions and elevating potential issues the critical infrastructure team may need to evaluate."

The greatest benefit of the critical infrastructure list is that it helps formulate an infrastructure management strategy, Helwig said. The District uses the critical infrastructure list to develop budget packages that are forwarded to Northwestern Division and headquarters, which has resulted in funding for several serious problems, including the MCR north and south jetty interim repairs and the John Day navigation lock.

"The critical infrastructure list has positively affected how we manage our projects. As hard as prioritizing is – because everything should be repaired that needs it – we have a better process to prioritize and manage assets in their current state," he said. "At least now we know when we need to develop a communication and implementation strategy for a project. It helps our efforts to keep small problems from becoming expensive, emergency-response situations."

**Objective #5:  
Enhance communication and outreach**

One of the toughest challenges for an orga-

nization is finding how to effectively communicate with its stakeholders. Here in Portland District, employees have expressed concern about not knowing enough about pending changes like NSPS, regionalization or A-76. Because these changes will directly affect them, they are asking for better communication channels and the leadership is committed to finding the best methods of communicating.

"Communication goals differ depending on whether the recipient is inside or outside the organization, but the need for information is equally important to both groups," said Matt Rabe, chief of Public Affairs and this objective's action plan manager. "We are looking at our current communication and outreach programs and asking, where do we need to improve? Are some methods working better than others, and if so, should we streamline our efforts?"

This objective is slightly different from the others, since communication is integral to all of the OPLAN's other actions. Rabe and his team will perform a comprehensive assessment of the current communication and outreach efforts to ensure they are effective. "Our goal is to first document how well our communication efforts are now," Rabe said. "Once we know how well we're doing, the next stage will be to design innovative changes to better serve both our internal and our external relationships."

Each of the five objectives in the Portland District OPLAN is designed to enhance the five elements which focus the district on success: teamwork, results, relationships, integrity – all of which directly affect our reputation. In some cases there are only small changes needed; in others, innovation is needed to build a new way of doing business. Col. Thomas O'Donovan, Portland District's Commander, stressed that foremost in all planning efforts is the foundation of Mission First, People Always. "The desired outcomes of this district plan are impeccable integrity, better teams, stronger relationships and measurable results." 

**TEAMWORK  
INTEGRITY  
RELATIONSHIPS  
RESULTS  
REPUTATION**





# Portland District tapped for Corpswide levee evaluation pilot project

By Heidi Helwig, Public Affairs Office



*The Corps' Mississippi River Levee Enlargement Project in Louisiana.*

CORPS OF ENGINEERS PHOTO

FROM THE FIELD

## **"Where's our levee data?"**

"I worked both Hurricane Katrina and Hurricane Rita and that's the first thing people in charge wanted to know," said Doug Swanson, a Geographic Information Systems specialist with Portland District. "That's why we're doing this."

"This" is a levee inspection and inventory pilot project Portland District is participating in, along with four other districts handpicked by HQUSACE. The project supports the National Levee Inspection and Safety Program, a bill developed by the U.S. Congress to address deficiencies in the nation's levee systems and its inspection program.

"They call it a pilot project, but in the end, what [Congress] wants is an interactive, web-based database they can go to, point and click on a specific levee anywhere in the nation and find out information about it," Swanson said. The database will include possible deficiencies, dates of most recent inspections and locations of all at-risk levees. "It's to help ensure we don't have a repeat of New Orleans."

The bill, introduced by Tennessee Rep. John Duncan, chairman of the House Water Resources and Environment Subcommittee, gives the Corps of Engineers the authority to establish a national inventory of levees built, funded or maintained by any federal, state or local agency or levee district. Of particular interest are levees that protect large, heavily populated areas.

Swanson, along with Jerry Christensen, Geotechnical, Civil and Environmental Design Section,

and Bruce Duffe, Hydrologic, Coastal and River Engineering Section, are serving as technical leads and points of contact for three separate components of the levee inventory pilot project: GIS, levee inventory (including flood wall analysis) and levee certification.

The team will compile an inventory of the existing features and pertinent data for all levees in Portland District's jurisdiction. The inventory, with supporting data from the three components, at first will only include the federally-constructed levees and eventually branch out to all others. It should be completed by the end of October, Christensen said.

In addition to the 41 federally constructed levees with active sponsors in Portland District, there are 19 others sponsored by inactive or defunct levee districts and 31 that were constructed by non-federal sources, Christensen said.

A levee may be deemed inactive or defunct if a local sponsor fails to live up to its operation and maintenance responsibilities and does not maintain the levee for at least five years. After five years of neglect, the Corps district where the levee is located will send written notification to the sponsor informing them that the levee has been identified as inactive and therefore is no longer eligible for emergency assistance under Public Law 84-99, Christensen said.

In some cases, a levee may be considered inactive because its purpose changed or the sponsor requested a change in status. For instance, some levees, built for flood damage reduction, may have become part of a national wildlife refuge and the levees are no longer needed to protect homes or property for which they were originally built.

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The evaluations will be priority-based; when each levee should be evaluated will depend on several factors, including the size of the population being protected.

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For the GIS information, Swanson is coordinating levee location data with a contracted team of surveyors. "The survey data will be much more accurate than GPS data, especially the Z value, better known as height or elevation," Swanson said. "That is a critical value when dealing with levees and water levels." Important locations in the levee data might be levee crossings, pump stations or gates. Each of these points would be assigned an X, Y and Z value on digital data sheets, he said. (The letters correspond to longitude, latitude and elevation, respectively.)

"Once the location is determined, we'll develop a database with a spreadsheet format. The data will combine tabular data with geospatial info," Swanson said.

The second component, technical data, will be paired with the GIS data. Some of this information, such as the current condition or structural integrity of the levee, is available through the District's local database or from the as-built construction drawings, Christensen said. A broad selection of features will be input into the National Levee Inventory for inclusion into the National GIS database being worked by Swanson.

Eventually, the level of protection for each levee will be evaluated based upon hydraulic model studies and hydrologic statistics. Levels of protection are dynamic: the levels may change as hydrologic data is updated and the physical characteristics of each levee and adjacent water bodies change.

Proposals are being discussed at the national level regarding how often levels of protection should be evaluated. For the initial pilot study, Duffe will develop a plan to evaluate the level of protection for levees within the Portland District. The evaluations will be priority-based; when each levee should be evaluated will depend on several factors, including

the size of the population being protected. Duffe will perform at least one level of protection analysis so the Corps has an estimate of how much performing this vital task for all levees will cost.

The proposed levee inspection and inventory program is modeled after the National Dam Safety and Security Act, which authorizes funding for maintaining a national database of all dams in the nation, regardless of ownership. The NDSSA also allows for a national dam assessment team in which dam safety inspectors assess the structural integrity of all dams in the U.S.

Likewise, the National Levee Inspection and Safety Program will eventually include assessment teams from around the nation that will inspect levees outside their jurisdiction to ensure unbiased, regular assessments of levee systems in the U.S., Christensen said.

Portland District was selected to participate in the pilot project based on five criteria: In-house GIS capability (the District was willing to be a pilot district); initial knowledge of the Levee Database Model (the District participated in developing the model); existing digital levee data for their geographic region (determined from surveys or knowledge from the district); familiarity with the types of projects reported in the initial survey; and representation across five separate USACE divisions.

The four other districts participating in the pilot project are Little Rock District, Louisville District, Sacramento District and St. Louis District. 

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*The Reedsport Levee, in Reedsport, Ore., is one of many structures that will be included in Portland District's levee database.*





# In Memoriam

**Donald Hammer** died July 29, 2006. He was 57. In 1990, after living for many years in Hawaii, Hammer and his wife moved to Portland, where he joined the Army Corps of Engineers. He worked on the dredge *Essayons*, where he enjoyed his time behind the controls in the engine room. Although Hammer was looking forward to many more years of service, he took a medical retirement in 2004. Hammer is survived by his wife, Janet; his mother and many nieces and nephews.

**Marian Williams** died July 30, 2006, at age 82. Williams was born Dec. 17, 1923, in Portland, where she lived all her life. She was a secretary for the Army Corps of Engineers.

Survivors include her stepbrother, Jerome Cuie.

**Harry Smith** died Aug. 6, 2006. He was 83. Smith grew up with the Columbia Gorge as his playground, when his father was an engineer during the construction of Bonneville Dam. After 20 years in the private sector as an architect, Harry joined the Army Corps of Engineers Portland District as chief of the Architectural Section. He received many awards, including one for the Bonneville Dam Visitors Center at Bradford Island and for his design of the Lost Creek Powerhouse and Service Building. He is survived by his wife, Beverly; three sons; three daughters; 13 grandchildren and eight great-grandchildren.



## Pat Barry Receives Hiram M. Chittenden Award for Interpretive Excellence



CORPS OF ENGINEERS PHOTO

**C**hief of Engineers Lt. Gen. Carl Strock congratulates Pat Barry, Bonneville Lock and Dam, on his selection as the Hiram M. Chittenden Award for Interpretive Excellence. Barry was honored for his dedication in promoting the field of interpretation and public awareness of Corps of Engineer missions. Barry, who has worked at Bonneville for 23 years, has been the supervisory park ranger there for 20 years.

Coming up in the next issue of the *Corps'pondent*:  
**PATENTING IDEAS**