



Millennium Ushers in Business Refinements

Story by Alexander Kufel

A major change in the way Honolulu Engineer District does business is brewing and implementation is immediate. That was the message of the early-October Town Hall meeting at the Army Reserve Center at Fort Shafter. Project Management Business Process (PMBP) is the way we are going to proceed as a District for the next decade, said HED Commander Lt. Col. Wally Z. Walters.

PMBP is infinitely more than “a flavor of the month,” said Walters. The function of this change is to improve effectiveness and efficiency in project delivery, he said. It will also effectively increase the involvement of the District’s customers and increase the responsiveness of the organization to the needs of its customers. Walters said that HED wants to continue to be the “agency of choice” for engineering work in this part of the Pacific.

The process is a “work in progress,” said Walters. Its concepts originate with a Corps of Engineers regulation (ER-5-1-11) and the intent is to make things simpler and decentralize authority. Implementation is up to each District. A corporate board made up of the Commander and “functional chiefs” representing each division

within the District has worked to create the framework for working groups to develop the procedures that will soon be adopted, he said.

Helping to acquaint the workforce with the concepts, Walters was accompanied by HED corporate board members Jim Bersson, chief of HED’s Engineering and Construction Division, Ray Jyo, chief of Plans and Project Management, and deputy Finance Manager Roland Laberge. The corporate board formed three work groups that are looking at how the process works: addressing civil works projects, environmental projects and military projects.

Central to PMBP is the early formation of a Project Delivery Team that defines the customer’s project and establishes quality, cost and schedule expectations, said Walters. That group is made up of representatives of the customer, a Project Manager who becomes the primary link between the customer and the District, and technical specialists necessary to the successful completion of the project. Once the elements are agreed upon, the “product” is a Project Management Plan that is signed by each member of the Team.

See “Business Refinements,” page 5

Combined Community Club Opens at Fort Shafter

The doors to Hale Ikena, the newly built community club at the Walter J. Nagorski Golf Course at Fort Shafter, were officially opened in ceremonies Sept. 30. The \$6.4 million facility was built as a combined club for DCA (Directorate of Community Activities) using non-appropriated funds and replaced the former Officers Club which had been on the same site.

In opening remarks, U.S. Army, Pacific Commander Lt. Gen. Edwin P. Smith thanked the Corps of Engineers for their “flexibility in breaking the mold of the design process by allowing an



inordinate amount of customer input.” He said that it was more work for the Corps but ultimately resulted in a better product.

Gerald Young, EC-CF, was project engineer for HED. The 21,220 square-foot clubhouse facility includes a dining room, snack bar and lounge, three banquet rooms with a combined seating capacity of 225 people, and a kitchen as well as administrative and support areas. Also built was a new golf facility of 4,400 square feet, which includes a pro shop, office and storage and golf cart storage and cleaning areas.—Alexander Kufel

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Inside

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Inertia: *All that is necessary to break the spell of inertia and frustration is this: Act as if it were impossible to fail. That is the talisman, the formula, the command of right-about-face which turns us from failure towards success.—Dorothea Brande, American author*



*By Lt. Col. Wally Z. Walters
HED Commander*

HED Commander's Comment

Our exciting journey ahead

The outlook for Honolulu District's Fiscal Year 2000 is excellent. We will have outstanding opportunities to serve the military and the nation, and to fully engage the talents of everyone in the District. Our optimistic prospects result from great work done throughout the District over the past year, but should not be cause for complacency. Continued success will require everyone's

improvements in our methods rather than for rest. To secure higher levels of performance will require qualitative change in how we work, not just more effort. During FY00 the District will adopt new processes empowering teams as part of the Corps-wide effort to revolutionize effectiveness.

Empowerment requires more sharing of information and common direction. Those without information cannot act responsibly, while those with the facts are compelled by them to do so. Clear assignments of authority are necessary to the freedom to act, and to establish accountability for results.

The District's recent publication of Project Management Business Process (PMBP) guidelines and a new Operations Plan (OPLAN) provides roadmaps to achieving these goals. The PMBP guidelines outline doctrine for self-guiding project delivery teams. The intent is not to add another book of procedures, but to change our culture and methods, to alter the pattern of activity from vertical commands to horizontal teamwork, to promote cooperation rather than competition, to encourage initiative and leadership rather than rigid control by managers, to shift focus outwardly toward those we serve rather than dwelling on internal concerns.

The OPLAN provides priorities and guidelines for specific initiatives that the District's leadership view as essential to transforming our practices. It outlines specific goals and delegates authority to accomplish them. It is intended to jumpstart change not to control it. Of all the District's goals, the most important remains superb execution of our missions for those we serve.

Both the PMBP guidelines and the OPLAN are works-in-progress. We will follow-up their publication by more town halls and other sessions to discuss where we are headed, to listen and to share ideas.

Empowerment of teams as the principal method to accomplish work can and must be done. America's great companies, such as GE and IBM have proven the success of its techniques. Such transforming change is often difficult to start and sometimes discouraging, but produces great results through embracing everyone's talents in an atmosphere of freedom and teamwork. It will be an exciting journey for all of us with great opportunities to better serve the military and the citizens of our great nation.

commitment to excellence in mission accomplishment and everyone's involvement in our ambitious efforts to improve the ways we work.

The closeout of FY99 was an exceptional success, a direct result of extraordinary dedication and teamwork throughout the District. During the final week the District awarded 45 construction projects involving over \$45 million, awarded 24 design task orders, accepted 39 project orders, and conducted numerous other transactions and internal requirements.

In total for the year, the District awarded almost \$270 million for construction and accomplished over \$187 million in workload, while meeting all financial targets. Even more gratifying are just released results of the Corps' customer surveys, ranking the District 6th among 25 military districts in overall satisfaction. During FY98 the District was last in nearly all categories. We are not only doing more work; we are doing it much better.

The end of Fiscal Year 99 also brought to successful conclusion the District's major efforts to downsize, to reorganize, and to cross-level personnel. For the coming fiscal years we can expect organizational stability, along with plentiful work and opportunities for service for everyone. Thank you to everyone for your contributions to these many successes.

While we can take pride in these achievements, the changes and opportunities around us call for accelerating

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- Honolulu Engineer District Commander**.....Lt. Col. Wally Z. Walters
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Laughter: *If only men could be induced to laugh more they might hate less, and find more serenity here on earth.*
—Malcolm Muggeridge, English writer, 1903-1990

Opinion

Fiscal Year-end gifts: New Holidays and cracking the CEFMS code

In nearly every culture in this marvelous world of ours, the end of the calendar year is marked by observances centered on religious festivities or events that have assumed an equal secular identity. In America, Christmas is that Holiday. It is observed in some form by most people, regardless of religion, and as one begins to see Christmas decorations for sale in the stores before Halloween, one suspects it is threatening to become a year-long event. But, in its elemental form, although there are other religious observances in the same time frame, such as Hanukkah, Kwanzaa and Solstice Day, none has achieved the status of providing a day off to workers in quite the same way. That really is a shame, as I would celebrate every holiday by taking the day off if I could.

Not that I'm predisposed to whining, or anything, but it really is a long haul from Labor Day, Sept. 6, to Thanksgiving, the fourth Thursday in November. Judging by the "long faces" on some overworked employees of "right-sized" organizations, people need another day off, either to rest or to play "catch-up." This is particularly so since Columbus (Discoverers') Day observances are no longer as widespread as they once were. I have just the candidate for such solemn observance: Oct. 1st, New Fiscal Year Day.

Here's why I think that it is time for a holiday honoring this cataclysmic event. If time is not actually speeding up as we approach the Millennium, it could just be that it's "that time of year again" and we will notice a lull from midnight Sept. 30, through the beginning of October, until early next year when the whole world really does pull out the stops to celebrate the arrival of the 3rd Millennium. The 21st Century, incidentally, does not actually begin until Jan. 1, 2001. Although there are some people intent on partying more intensely than ever on the eve of Jan. 1, 2000, that is actually only the beginning of the last year of this century. Reason enough to party, come to think of it, but not reason enough to account for the sensation I have that a minute ain't what it used to be and that end-of-year activities have a time-

zone of their own.

The fiscal-year-end has marked similarities to the Millennium: the closer it gets, the more frantic everyone seems to become. I could be wrong, but when the calendar page turned to September, one could literally hear the Budget, Finance, Contracting and Legal offices shift into another gear as they started working frantically to commit funds and tie-up loose ends before Sept. 30, the end of the Federal fiscal year.

Related to this, and perhaps of even greater significance to Corps of Engineers employees, would be a day dedicated to the Corps of Engineers Financial Management System. *CEFMS* Day would be the day that every single person who ever spent four hours and three phone calls to complete a single 15-minute business transaction could use to reflect on the time they have spent in

this system (after they successfully logged on, of course) and on the vows they solemnly swore to never do it again. Vows, of course, that were broken the moment they wanted to buy something for the office or travel somewhere. They could wax romantic about how the system is so streamlined it doesn't bother with petty things like "undo" buttons or how it is so protective the entire process stops when an error is made without revealing where it is. Maybe the day will even be used for reminiscences and tales about "the day I cracked the CEFMS code" and started down the road toward <end>, attaching everything correctly and in the right order, without having to "reboot" the computer once.

Marking both events for observance would, in these value conscious times, provide two holidays for the price of one. It would mean that everyone could get much more enjoyment out of a single holiday simply by combining it with another observance at the same time and possibly start a trend: Labor Day/Halloween, for example. As an added bonus, employees of the Federal government can spend the entire day in contemplation as to whether or not the new Fiscal Year's funding will actually arrive and make plans for further celebrations when it does.



Just Thinking
by Alexander Kufel



Education: *A wise system of education will at least teach us how little man yet knows, how much he has still to learn.*
—Sir John Lubbock, English astronomer and mathematician, 1803-1865

Year-end wrap-up takes on new form



Some things change: (Far left) Is it really Sept. 30 at the Fort Shafter HED Contracting Office and can people really convince others that they are working as hard as ever to wrap up year-end activities? Well, this year they may succeed. Thank technology as the traditional last-minute hustle-bustle is displaced from the aisles to computer “desk-tops.”

On the other hand, some things never change: (Near left) Secretary Tina Bagasani, RM-B, sets out food in a ritual repeated in other offices throughout the District—the group lunch—as everyone hunkers down for a workday that won’t end until midnight. Extraordinary here, said Levida Hardy, chief of Budget and Manpower Branch, is that Bagasani prepared all the food for her co-workers, as she does nearly every year—with one exception—Calvin T. Okubo, husband of budget assistant Lenora, made the egg rolls.

Story and photos by Alexander Kufel

The 27 cars in the parking lot of building 230 at Fort Shafter at 10 p.m. on a Thursday showed that there is a certain truth to the old saw that the more things change, the more they remain the same: HED employees worked late again the night of Sept. 30, pushing through Fiscal Year-end contracts, just as they always have. The difference this year was that large mailing tubes filled with contract drawings and specifications were replaced by CD-ROM disks in simple mailing envelopes.

“Technology is running over us at warp speed. And we like it!” Joe Swift, HED Director of Contracting,

CEFMS (Corps of Engineers Financial Management System) has certainly changed things a lot, said Swift. Procedures and processes that formerly took a whole lot of people a whole lot of time and occupied a whole lot of space have been reduced to electronic transfers of information.

As long as there are fiscal years in federal government, there will be year-end wrap-ups to contend with.

‘Instant’ housing erected on Guam

When the U.S. Immigration and Naturalization Service (INS) in Guam appealed to Honolulu Engineer District for assistance to quickly construct temporary housing facilities, the solution to a number of problems presented itself in the form of “easy-to-assemble” shelters from the Salt Lake City factory of Sprung Instant Structures.

“We began right at the start of the typhoon season in Guam,” said HED project manager Jerry Cornell, PP-E. “Speed was essential. The buildings manufactured by Sprung offered the most expeditious, fast-track means of fulfilling INS requirements,” he said. “We needed to act quickly to provide safe, secure, storm-resistant barracks-type housing for about 600 people.”

They found they could produce dwellings that were wind-

resistant, sturdy and comfortable in about six weeks by specifying a pre-fabricated structure of this type, as opposed to six months or



more using traditional construction methods, said Cornell. And that includes three weeks shipping time, he said. The actual construction will only take about four days per building.

INS’s David Johnston said that the structures have already been received and they are waiting for the building permits.

“We’re very pleased with the Corps’ involvement,” he said. “Due to the number of illegal immigrants enroute to the United States being apprehended in Guam waters, the Department of Corrections is anxious to provide adequate housing for people in custody.”

Initiative: *If your ship doesn't come in, swim out to it.*—Jonathan Winters, American comedian, 1925 -

It's no accident that teamwork leads to good project management

The Fort Shafter Resident Office is essentially divided into five areas of responsibility, said Resident Engineer Ed Yoshimura. There are Air Force projects, Army projects in some way related to Fort Shafter, Civil Works projects, Family Housing projects, and Tripler Army Medical Center projects, he said. Project engineer Gerald Young and construction representatives Randall Chun and Jonathan Serrao make up the section that deals with Fort Shafter area Army projects.

Young is quick to mention that the successful project management enjoyed by his portion of the Fort Shafter Resident Office is the result of teamwork. "We have an excellent relationship," said Young. "We work together well and communicate well. Randy and Jon are 'eyes' in the field and are very quick to notice things." This was confirmed by Yoshimura who noted that their productivity was quite high for an office made up of only one engineer and two construction representatives.

"We have some pretty high-visibility projects and Gerald, Randy and Jon do a great job," said Yoshimura. Currently they are involved in the construction of a \$5.3 million, 24-inch force main that involves transporting sewage from Tripler, Aliamanu Military Reservation and Fort Shafter Flats to the sewage treatment plant on Sand Island. This project has strict environmental protection requirements so there's a lot of pressure on them, said

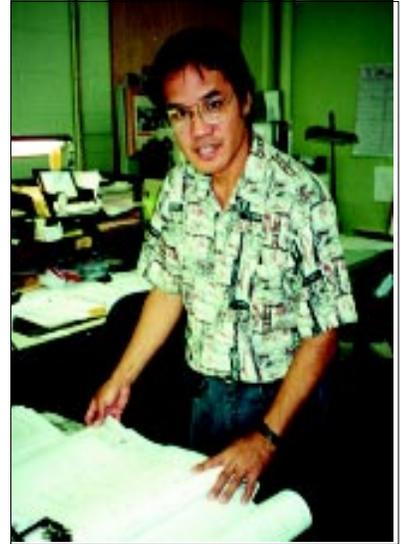
Yoshimura. However, we know that they'll do a good job, he said.

Recently completed projects include the Hale Ikena Combined Community Club and the Army Reserve Center at Fort Shafter. In addition to the force main project, they are currently involved in the construction of the \$8 million Asia Pacific Center at Fort DeRussey and a Department of Public Works project at Fort Shafter for barracks renovation.

Young said that he likes the challenge of big projects, although they give the same amount of attention to smaller ones. He said that he looks to establish and then maintain a relationship with the customer. He considers himself to be very approachable.

"I'm in construction," he said. "If a customer wants changes to a project I'll make them."

Profile

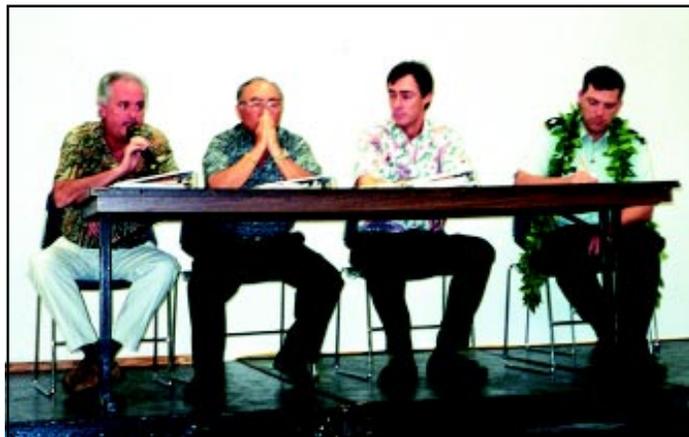


Business refinements...

Continued from page 1

Completion of the project is largely a matter of employing the plan. Emphasis will increasingly be on project completion and programs rather than products or phases, said Jyo.

Bersson said the process is very closely related to what is being done in industry and will improve HED's effectiveness as an organization. Two of the immediate benefits that industry has experienced are that it "flattens" the hierarchy, eliminating layers, and "empowers" employees, who then act on behalf of their functional organizations. It is decidedly a team approach, he said. Unique to PMBP is that the process involves everything the District does—small and large projects alike—and will allow the functional chiefs to spend more time developing people and refining and improving processes while retaining ultimate over-



HED Corporate Board members introduce the Project Management Business Process and field questions at the Oct. 8 Town Hall meeting. From left to right: Roland Laberge, RM; Ray Jyo, PP; Jim Bersson, EC; HED Commander Lt. Col. Wally Z. Walters. Photo by Alexander Kufel

sight of project delivery.

In a discussion group that is part of the "employee familiarization" process that is currently underway, Environmental Group member Pat Billington, OC, said that advantages in terms of cost savings and economy of effort arise from the fact that delivery team members can address problems ahead of time. In a bureaucracy made up of highly specialized people it would take longer for the pieces to come together and problems not evident in the planning phase could surface once the project was underway.

Walters said that he cancelled the RIF (Reduction in Force) this past year because he had faith in everyone's ability to fulfill the mission. HED had a very good year. However, because it was so stressful, Walters said he considered it to be 'good' but not 'great.' He said that HED has much to look forward to and the course of action being taken now is required to continue improving the District's ability to do business: addressing processes and quality of work issues.

Thought: *Thought is great and swift and free, the light of the world, and the chief glory of man.*
—Bertrand Russell, English philosopher, 1872-1970

October: Party month for HED

At the beginning of the month

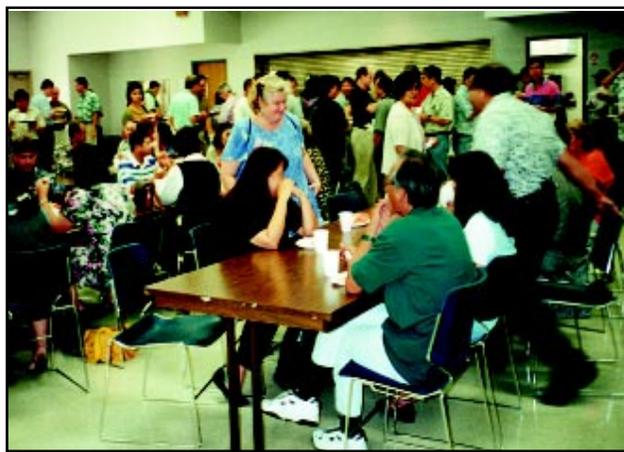
Town Hall meeting followed by an “End-of-Fiscal-Year” party

Story and photos by Alexander Kufel



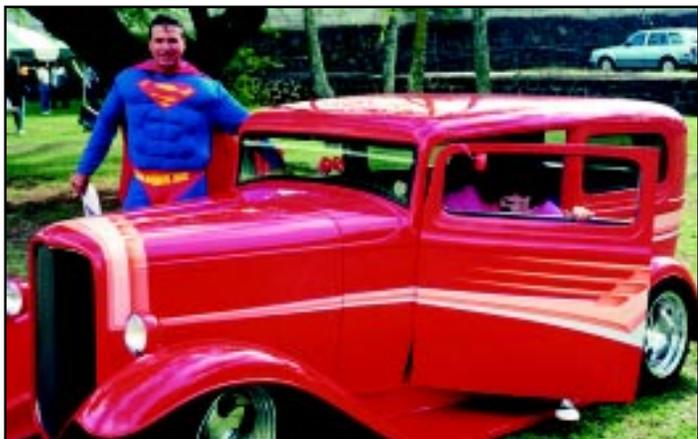
HED Commander Lt. Col. Wally Walters introduced the concepts of Project Management Business Process on Friday, Oct. 8 to employees at the Army Reserve Center, then declared that it was *pau hana* time because everyone had worked so hard to close out the Fiscal Year. An End-of-Fiscal-Year party was just the ticket and people quickly devoured the *pupus* presented.

(Photos clockwise from left) Lt. Col. Walters. People gather around the tables. The food-crew pauses briefly once everything is out. The food? It went rapidly. People settle down to eat and socialize.



At the end of the month

Halloween called for people to dust off their best clothes.



(Above left) Superman (Eric Bjorken, EC-DC) shows up in Marsha Philips (IM) '32 Ford. (Above right) Sister Jane (Shimonishi, POD-DE) lectures



Miss Piggy (Mary Ann Tilton, RM-F) on the perils of her ways, while the Wicked Witch (Maj. Linda Fischer, POD-DE) looks on.

Opportunity: *There is no security on this earth; there is only opportunity.*
 — Douglas Mac Arthur, American General, 1880-1964

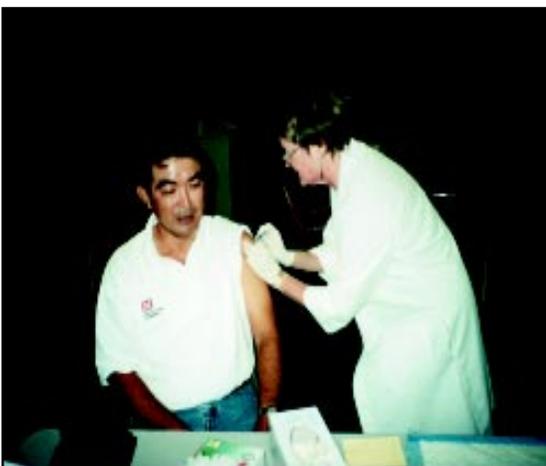
Halloween fare: Super-heroes and super-food



(Photos clockwise from left) One can't have a party without food, of course. In the costume arena, the 1950s were hot and Miss Sock-hop 1956 (Dan Meyers, EC-T) stole the show with first prize in the costume contest. It obviously was a tight contest as demonstrated by Rodney Nishizawa (RM-F) who is standing alongside a thinly disguised Col. Donald Pawlowski (POD-CS). It's back to food again as Dawn Awaya (OA) serves chicken while Jody Yoshishige (EC-CF) looks on.



November: Party's over, time for flu shots



Flu shots were provided free-of-charge to 127 employees on Nov. 9 by POD and HED through the Office of Veterans Affairs. With people calling ahead of time and two "shot stations," the line moved quickly. (Left) Environmental engineer Earl Nagasawa, PP-E, positions his arm for the shot. (Right) Civil engineer Lynette Kwock gets her shot while others wait for theirs.



Career:

The biggest mistake people make in life is not trying to make a living at doing what they most enjoy.
—Malcolm Forbes, American publisher, 1919 -

Regional Roundup

PACAF recognizes POD with awards

FED gets awards for Design Excellence, Construction Project Manager

By Gloria Stanley, FED

When the Pacific Air Force Command (PACAF) 2000 Design and Construction Agent awards were announced in October, the Far East District was elated.

The design firm of Thomas J. Davis/Jung-II (TJD) received the award for Design Excellence. Fred Davis, Assistant Chief of Construction Division and Acting Resident Engineer for the Central Resident Office (CRO), received the award for Civilian Project Manager of the Year in Construction.

"This is significant, they chose an Army guy for an Air Force Award," said FED Commander Col. David Rehbein when he



Fred Davis receives the PACAF award for Civilian Project Manager of the Year in Construction. FED photo

presented Davis his recognition.

TJD has been doing design work for the District for 25 years. They are being recognized specifically for design of a visiting quarters project at Osan Air Base.

Davis, who was recently selected as the Assistant Chief of the FED Construction Division, was the Resident Engineer, CRO, for three years. During Fiscal Year 1999, he supervised the administration of \$54 million of construction placement for Air Force contracts out of a total \$87 million in contracts for CRO.

"The team is what makes it happen," said Davis, crediting CRO for his receiving the award. "I lead like the coach of a team."

AED gets awards for Construction Agent of Year, Design Project Manager

Story by Alexander Kufel

The Air Force is suitably impressed enough with work done for it by the Army Corps of Engineers during 1999 that they named Alaska Engineer District the Agent of the Year in the Construction category and Greg Smith Project Manager of the Year in the Design of Air Force Projects category.

The citations were presented by Stanley Yasumoto, PACAF chief of Engineering, at the 1999 PACAF Civil Engineer conference Oct. 26.

Yasumoto stated that AED provided the "most professional management in the construction of Air Force projects" in their management of eight military projects in Alaska valued at \$310 million. He said that critical to their performance was AED's "maximization of scarce construction funds" by keeping the projects on schedule and within budget.

Mechanical engineer Greg Smith was recognized for his "superior skills" as a project manager and for "pioneering" AED's design "charrette" into an ex-

traordinary design tool. In the field of architecture, to be *en charrette* has come to mean intense work on a design project under extreme time constraints. This approach is increasingly an integral part of the Corps' Project Management Business Process. Smith was involved in the management of PACAF projects valued at over \$100 million. Yasumoto said that Smith's approach to each project involved the formation of a group that devoted five days at the beginning to defining the project, making accurate cost estimates and arriving at serious engineering conclusions that were then endorsed by each participant.

"The awards we've received are a reflection of the team," said Smith. "This kind of recognition recharges our enthusiasm."

Smith moved to Alaska when he was 19. He said that he and his wife, Linda Brooks Smith, made a decision to become engineers and together attended the University of Alaska in Fairbanks. Both graduated as mechanical engineers. Smith has been with AED for 12 years.

PACAF has nominated both citations for awards at the Air Force-wide level.



Greg Smith, AED, at PACAF Civil Engineer conference at Hickam Air Force Base, Hawaii. Photo by Alex Kufel



\$20 million hangar project at Elmendorf Air Base, Alaska. Photo by Ken Graham

Self: *What can we gain by sailing to the moon if we are not able to cross the abyss that separates us from ourselves? This is the most important of all voyages of discovery, and without it, all the rest are not only useless, but disastrous. —Thomas Merton, Trappist monk and poet, 1919-1968*

Regional Roundup

Daeho is winner of 1998 Chief of Engineers' Contractor Safe Performance Award

By Gloria Stanley, FED

Many outstanding construction contractors work for the U.S. Army Corps of Engineers every day. However, the Far East District has one of the best of the best. Daeho Corporation, the Far East District's nominee, received the distinguished Chief of Engineers 1998 Contractor Safe Performance Award. Daeho was commended for its excellent safety performance during the construction of a cold storage addition project at Pusan, Korea.

"We are very proud to receive this important award," said Mr. Kim, Sung-Hoon, President, Daeho Corporation.

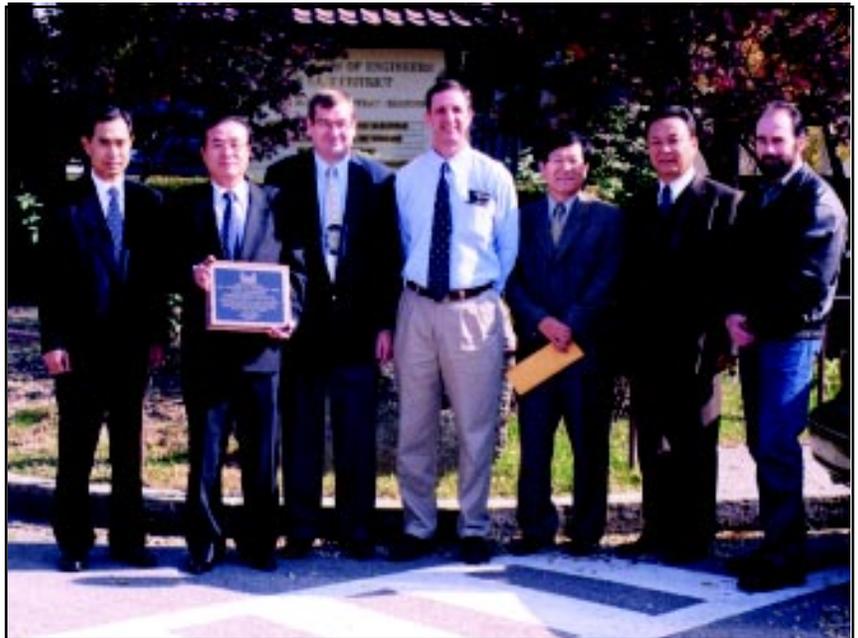
This Republic of Korea-funded project required the contractor to provide a 20,000 square-foot addition to the existing cold storage plant and also required the contractor to replace the outdated ammonia cooling system with a new refrigerant system. A supplemental agreement was awarded to repair the elevated water storage tank at the facility. The ammonia system and the water storage tank became focus issues for the safety personnel of both the government and the contractor.

In addition to outstanding safety compliance in all phases of the construction, Daeho's execution in the three high risk areas of ammonia removal, fall protection, and confined spaces were noteworthy.

Ammonia, a highly dangerous gas, can corrode body tissues, inflict severe burns, eye injuries, or even cause a fatality. The contractor recognized if the risk could be reduced by reducing the exposure time, it would be a safer operation. By working with project partners to develop a two-phase plan, exposure time was reduced and actually minimized daily operations at the facility.

The water tower was over 100 feet high and required extensive scaffolding (nearly 11 miles of steel tubing) to facilitate structural repairs, sand blasting, and painting. Interior sand blasting and painting of the water tower also required significant safety planning.

"Without help from God, I could not have done this," said Mr. Hwang, Hyun-jong, Central Area Manager for Daeho Corporation.



(Left to right) Kang, Chang-sik, Managing Director, Daeho; Kim, Sung-hoon, President, Daeho; Mike Heffernan, Southern Resident Office, FED; Sam Adkins, Resident Engineer, SRO; Pak, Sam-kun, Pusan Project Office, FED; Hwang, Hyun-jong, Central Area Manager, Daeho; Sam Barnes, FED Safety Officer. Photo by Gloria Stanley

"They receive a lot of support from their home office in Seoul," said Sam Adkins, Resident Engineer, Southern Resident Office. "They were big on teamwork before team was a buzzword."

Daeho also has ongoing projects for the Far East District's Central Resident Office, including collective protection system projects at both Osan and Kunsan Air Bases. They are also finishing construction of a bowling alley project at Osan Air Base.

"Daeho is a very professional, first class operation," said Mr. Fred Davis, Assistant Chief, Construction Division. "They are astute, up front, and responsive to issues."

"They are willing to take on challenges and they go out and get done what needs to be done," Davis added.

Crime:

We don't give our criminals much punishment, but we sure give 'em plenty of publicity.
—William Penn Adair “Will” Rogers, American author, 1879-1935

Luncheon features inspirational speaker

Story by Alexander Kufel

The National Disability Employment Awareness Month luncheon held Oct. 7 at the newly built Hale Ikena Club at Fort Shafter featured a speaker who told a compelling story. Lourdes P. Mugas-Talan is a social worker with the Hawaii state Department of Health. She also works part-time as a therapist with the Institute for Family Enrichment. Mugas-Talan was born with one arm and no legs. Recently she received her driver's license. She said that one should always look at the person first. It isn't what you lost that's important, she said. It's what you have left. Two tables of HED employees attended the luncheon. Architect Maydean Martin asked that she be photographed with Mugas-Talan simply because she is so inspiring.

The theme of the luncheon was “Think Ability.” Mugas-Talan said that her life has borne out her feelings that

the desire to do something can be stronger than the obstacles one is presented with. Even though she is not a demanding person, she has frequently been the recipient

of assistance from others. She has attended school on scholarships when no other means was available, and she is willing to do whatever is necessary to achieve a certain goal. Witness her driver's license: First she bought a van, then she waited a year for a company to develop a device that would assist her with steering the vehicle, then she took lessons for several years and finally passed the test on the third try. She said that the photograph on her driver's license is “ugly” because she was crying from happiness. Born in the Philippines, her father told her that she was born with a physical disability only because she was so special.



Maydean Martin, EC-DA, and Lourdes P. Mugas-Talan pose following the luncheon. Photo by Alexander Kufel

PRODUCTIVITY CORNER

Managing time for difficult tasks

Face it, managing time is hard enough. But it becomes even tougher when one is faced with performing a difficult or unpleasant task, like delivering bad news to a boss or returning a phone call to an irate customer. How do you reduce stress, get yourself motivated and overcome procrastination? Try this:

Ask, “What's in it for me?” Instead of thinking that a task must be done for some external reason like a deadline or fear of reprisal, tie it with your own goals. Example: Finish a project because it is a step toward your goal of moving ahead in the company. Or, deliver the bad news to a boss because you'll get the chance of presenting your perspective on a situation.

Force yourself. The key is doing, rather than thinking. We often spend more time fretting and making things larger and more negative than they actually are. If you force yourself to do a task, you'll discover that it was much more manageable than you thought.

Divide and conquer. It's an old adage. Break

up a task into smaller, more achievable steps.

Train for it. It takes discipline and practice to perform difficult tasks. So every day, set aside a mere five minutes on a task you don't want to do. Then, build up the time.

—First Draft

The power of perseverance

Sylvia Porter started out as an English major when she went to Hunter College but switched to economics after the stock market crash of 1929. Her widowed mother had lost her life savings of \$30,000 in the crash, and Sylvia wanted to find out how that much money could simply disappear overnight. After graduation, she applied for a job with the Associated Press, but was told that the AP had never hired a female financial reporter and never would. So instead she went to work as a financial assistant at an investment house on Wall Street. By combining on-the-job experience with additional college courses, Sylvia became an expert in government bonds and from 1934-35, she published a bond-related newsletter called *Reporting on Governments*. The credibility she gained with that publication helped her land a job in 1935 as the financial writer for the *New York Post*. She was hired at the Post on the same day that all the members of the financial department were laid off in a cost-cutting move, and one of the conditions of her employment was that she

assume the duties of all the dismissed employees. Initially, she wrote three columns a week, but by 1938, her column was a daily feature and it was later syndicated to hundreds of newspapers across the United States. Until 1942, because of the bias against women in the financial field, her columns appeared under the byline S.F. Porter so her readers would assume that she was a man. Her column ran at the Post for 43 years until she changed papers in 1978 and wrote for the *New York Daily News* until her death in 1991.

—writetools.com

Selflessness

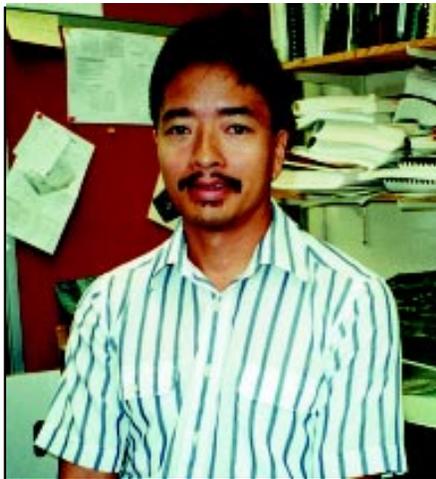
Two summers ago, I went to Tijuana as part of a team that built a house for a family that was living in a shack made of cardboard, metal, and scraps of wood and plastic. Their gratitude for the house we built made me so glad I had given up my summer plans.

Last year, we stopped at the house we'd built. To our amazement, the family had moved back into their shack and turned the small house into a church! Their friends and neighbors had all worked together to build pews and a pulpit to furnish the church. This taught me an unforgettable lesson: these people, who had so little, gave to others out of their own need. Just think of all I could do with what I have.

—Tim Williams, 15, quoted in *Gutsy Mamas*
by Marybeth Bond

Attitude: *Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it.* —Lou Holtz, University of North Carolina football coach, 1937 -

PRODUCTIVE PEOPLE



Benton Ching

Hometown: Honolulu

Years with Corps: 11

Works in: Civil Works Technical Branch

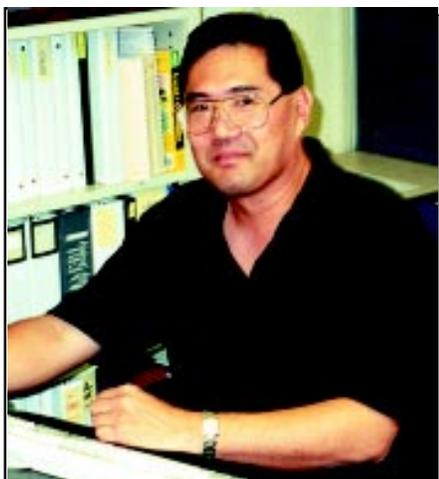
The quiet intensity that hydraulic engineer Benton Ching brings to his work mapping wetlands for GIS (Geographic Information Systems) and preparing environment-related documents seems based on confidence in his knowledge and the security of knowing who he is. Ching said that he'd like to see the use of GIS expanded because the technology has so many applications and promotes the sharing of information.

Ching's clarity of vision appeared early in his life. A Roosevelt grad, he went to Marquette University because they had an excellent "co-op" plan that basically promised job experience as well as a good education. It turned out to be true.

"I stayed on the mainland for six years and got interested in ocean engineering because of a job I had in San Francisco," said Ching. He returned home to get his master's degree from the University of Hawaii.

Family is important to Ching. He has been married to Christy for eight years and is involved in the sports activities of his two sons: Jordan, 7, and Jared, 6. He said that he really looks forward to spending time with them each day and that at home he's the cook. Ching projects strength that seems to emanate from a deep well of knowledge about himself and others. He said that he tries not to be bothered by the behaviors of other people, particularly on the highway, and feels that, ultimately, each person controls his own destiny.

Benton is making HED more productive.



Kurtis Kikkawa

Hometown: Honolulu

Years with Corps: 14

Works in: Contracting

It's not even five minutes into a conversation with procurement analyst Kurtis Kikkawa and one realizes that they're dealing with someone who loves life; a person who can hardly wait for morning so he can start his day.

"I'm really happy to come to work," said Kikkawa. "I love my job and really look forward to seeing people. A highlight of my day is having lunch with the rest of the group. I have many friends here in the Corps and it gives me a lot of pleasure to see them."

This is only the beginning. Kikkawa said that he takes Tai Chi classes on Mondays and likes to spend time with both his immediate and extended family. On Saturdays he generally goes fishing, a tradition started by his brother 18 years ago, and enjoys going to the pistol or archery range on Sundays. He said that when he is home, he's a "couch potato."

Contrary to any impression that life has been without challenges for Kikkawa is the reality that his youngest child was three months old when his wife died. She is now 18. His mother-in-law gave him his first cookbook to help him learn how to cook.

"It was pretty easy," he said. "we had to eat."

Both his family and his in-laws helped him throughout the years and his relationship with them and his children remains close.

Kurtis is making HED more productive.

Movies: *Some films are slices of life, mine are slices of cake.* —Alfred Joseph Hitchcock, British filmmaker, 1899-1980

Condolences to POD executive secretary **Jane Shimonishi** on the death of her father, Robert Tsuchida, on Nov. 8. Services were held at Mililani Mortuary.



Congratulations to architect **Maydean Martin, EC-DA**, and her husband Charles on the birth of their son, Lopaka Alapai Ah Chung Martin, Nov. 12. Lopaka came into the world at 7 pounds, 11 ounces and 20 inches in length. He joins Kiana, 8, and La'amea, 6.

Noteworthy: McKinley High School student **Jermyn Diamzon** wanted computer drafting experience with the Army Corps of Engineers and looked forward to summer employment. When that did not materialize, he volunteered his time, said chief of Design Branch, Gary Nip. Diamzon put in 120 hours during the summer and continued on into the fall, working as a CADD operator, three hours a day, three days a week.



No illusion. What may appear as a photographer's backdrop behind the wedding party of engineer Keith Mitzkewich and Robin DeMeo is the real thing: a Pacific sunset in the Republic of Palau. Keith is HED office engineer for the Palau Compact Road project and Robin is employed as an agriculturalist by the Natural Resources Conservation Service of the USDA. The wedding took place Sept. 25 at the Palau Pacific Resort. (L to R) Claire Gronow, Kate Fuller, Jackie Liddle, Julie Duval, Robin DeMeo Mitzkewich, Keith Mitzkewich, Marty DeMeo, Bruce Powers, Andre Mitzkewich, Richard Arens. Photo courtesy of Palau Resident Office.

Letter from Dili, East Timor

(Note: Bob Sundberg, HED Office of Counsel, deployed to Indonesia in his capacity as an Army Reservist and provided legal services to the international task force in Dili.)

October 17, 1999

Dili, East Timor is about 7 degrees south of the equator. To say that this is a dry island is to use a relative term. Dili sits on a coastal plain similar in size and scope to Waikiki and is backed by mountains of about the same size as Oahu's. The topography in the interior is rugged—very much like Korea's east. I'm told the mountains remain heavily forested and jungle-like in many areas. Sandalwood has been exported for centuries. Coffee grows here and until the violence, Starbucks was featuring Timorese blends.

Our day starts with a shower about 0500, when it first lightens up outside. From 0600 to 0700, we have breakfast and do weapons cleaning along with vehicle preventive maintenance. Even though the temperatures are not too extreme here, I have not sweated this much since leaving the farm. Darwin was downright hot. There was a blast furnace wind blowing into that place from the Australian interior. Of course, Darwin has air conditioning. Here, I start sweating about 0630, my clothes are soaked by 1000, and I keep sweating until about 2000. Smell is not a useful sense. After 2200, the temperatures come down and sleeping is not too difficult. We all have army cots with mosquito nets. Mosquitoes here are a great problem. I take daily anti-malaria drugs. Fortunately, I have been quite fit so far.

Where we are in Dili, about every third building has been burned out. Sections of the city are totally devastated, however.



The building next to the Operations Center was burned and is roofless. It has been mostly cleaned out and the front is now used for barbecues (naturally). In the commercial areas, what was not burned was looted. Empty, unburned buildings have been either used as temporary dwellings or torn apart to repair damaged structures. Most roofs here were made of corrugated steel. Estimates are that 410,000 square meters of corrugated steel are needed to repair the damage.

The eastern part of East Timor is fairly intact, with fewer than half of the facilities damaged in many areas. However, over 200,000 East Timorese either fled or were forced to go to areas near the border in West Timor. Additionally, an estimated 400,000 people fled into the hills and mountains during the height of the violence. Many in the eastern part of the country have returned to their cities and villages.

There are 24 of us in the CMOC. Most of the Americans are active-duty Civil Affairs troops from Fort Bragg. They will be leaving soon, and several people from my Reserve unit will eventually fill their positions. I am not as busy as the Operations folks, but I have been useful in some ways. I have addressed issues such as what to do with militia bodies for burial and how to react if Indonesian military officials demand the UN turn over suspected deserters from the Indonesian army. I'm working now with the INTERFET military police on identifying points of contact for non-governmental organizations to approach if they discover suspected human rights violations.

It has been an interesting 9 days on the ground in Dili, and I'm sure it will become more interesting as time goes by.

Bob Sundberg