

The Pacific Connection



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March 2001

*HED supports American Samoa
Pages 6-7*

The Cocks Comb rock formation is part of the beautiful scenery found on the American Samoa island of Tutuila. —Photo by Stan Boc

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Loyalty: *Loyalty means nothing unless it has at its heart the absolute principle of self-sacrifice.* —Woodrow T. Wilson, 28th U.S. president

Opinion

Women through the years: You've come a long way, baby!



by Michelle Cain

"We would have every arbitrary barrier thrown down. We would have every path laid open to women as freely as to men. If you ask me what offices they may fill, I reply— any, I do not care what case you put; let them be sea captains, if you will." —Margaret Fuller, journalist and author, laying out her hope for the future of our nation's women, 1845.

The Presidential Proclamation regarding Women's History Month, which we celebrate this month, got me thinking about how far women have come in the past 150 years, and how the efforts of women through the ages impact on my life, and on the lives of all women.

Today, women have more opportunities than ever before — in business, the military, education, and politics, for example. The same is true in HED. Women make important contributions throughout the District.

According to the proclamation, women now account for nearly half of the workforce. Women hold 74 seats in the U.S. Congress, and own more than 9 million businesses which employ more than 27.5 million workers. We couldn't be where we are today without the strength and courage, wisdom and persistence of those who preceded us — women like Harriet Beecher Stowe, Susan B. Anthony, Eleanor Roosevelt, Clara Barton, Amelia Earhart, and Wilma Rudolph.

When I think of women who have inspired me, who have excelled despite the odds, one person stands out above the rest. My friend, Nancy, fled an abusive marriage many years ago, joining the Army to escape. She trained in a very non-traditional skill for women: as a plumber/pipefitter. Eventually she remarried. While working full-time and raising a toddler, Nancy pursued her education, obtaining a bachelor's degree in organizational management. And she didn't just barely scrape by; she excelled, with a GPA of 3.83! A week after completing her coursework, she gave birth to her second child.

A lot of people would've been satisfied with these accomplishments, but not Nancy. She recently became a certified graphoanalyst (analyzing handwriting for character traits) after 13

months of coursework. She now runs her own home-based business, in addition to juggling the needs of her children, ages 8 and 5, and her drill-sergeant husband, who works extremely long hours himself.

Nancy has been an inspiration to me over the years. She epitomizes the giant steps women have taken over the years in the military, education, and the workforce.

HED women also have interesting stories to tell about women who have inspired them.

Anna Tarrant, IM, cites her mother as the most inspirational woman in her life: she was widowed in 1966, with three children and another on the way. She worked a full-time job, and sometimes juggled two part-time jobs just to make ends meet, but there was never a shortage of love, attention, and friendship in the household. Mrs. Tarrant instilled in her children the importance of loving and obeying God and his teachings.

Anna believes that it was her mother's prayers, patience, love and guidance that resulted in herself and her three brothers developing into mature, self-providing citizens and responsible adults.

For Laureen Vizcarra, EC-CC, it's her mother-in-law, Teresa Ventaja Vizcarra, who provided inspiration. Laureen recalls a story she was told of war time, when complete meals and electricity were hard to come by. Mrs. Vizcarra lived in constant fear that her family wouldn't survive the deprivations of war, or the destruction of the next bombings. But despite her own deprivations, she risked night time trips, skirting in and out of bombed-out buildings to avoid the night patrols, to get to the fort where American war prisoners were kept. She would bring whatever food she could spare and items such as socks, soap, and sheets for bandages. Hers were not USO encounters; these were life and death risks.

Another HED employee, who recently went through a messy divorce, says her friend, Sheri, was a source of inspiration to her. A successful businesswoman, Sheri was always there to give sound advice because she'd been through it herself.

Janet Kojima, PP, tells of Wendy, a mother of four, who stays active in her children's activities as well as participating in extra programs associated with her full-time job. Wendy manages to take care of her family, and also help in her husband's business. She is a true inspiration for all working mothers, says Janet.

These are just a few examples of extraordinary women who have faced obstacles in their lives and overcome them. I'm sure that HED also is full of women who have overcome obstacles to get where they are today; women who have achieved goals that many years ago would've seemed impossible.

I encourage each of you to take a moment to think about the women around you, the women you work with each day. Think about the jobs they do, and try to imagine accomplishing *your* job without them. Then remember that many of them, after they leave HED for the day, report for duty at another full-time job: that of wife and mother.

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Taxes: *Rich bachelors should be heavily taxed. It is not fair that some men should be happier than others.* —Oscar Wilde, Irish poet, playwright, and wit

Employees of the Month



Robyn Au

Hometown: Nanakuli, HI
Position with Corps and how long: Attorney, 15 years
How I got started with the Corps: At the time I applied for the position I was working as a Hearings Officer for the state of Hawaii.
Education: B.A., Indiana State University, Terre Haute; Juris Doctorate, William S. Richardson School of Law, University of Hawaii
Family: Daughter, Jenna Abigail U'ilani Oley, 4
Community Activities: Mentoring a first-year law student

Hobbies: Reading, cooking
My favorite quote: "He lei po'ina 'ole, ke keiki." (The greatest garlands are our children.)
My biggest success: Being able to get my daughter and myself out of the house each morning, reasonably dressed, on time, and still speaking to each other.
My favorite book: "The Giving Tree" by Shel Silverstein
My favorite movie: Nothing jumps out at me, but it would be a movie for pure entertainment, with good music.
A talent I wish I had: Playing a musical instrument well
Famous person (past or present) I'd most like to spend a day with, and why: Maya Angelou or Oprah Winfrey, because I admire their talent and courage.
A place I'd like to visit, and why: China, with my parents, to experience cultural sites and activities and learn about my heritage.

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Derek Chow

Hometown: Pearl City, HI
Position with Corps and how long: Project manager; five months with HED, 12 years with Seattle and Japan Districts
How I got started with the Corps: As a site engineer on the West Seattle Freeway Project in 1984
Education: Graduated from Seattle University in 1984
Family: Girlfriend, Neav; daughter, Erin
Hobbies: Free and scuba diving

Community Activities: Previously, Junior Achievement; Hawaiian Heart Health
My favorite quote: "Enjoy the ride."
My biggest success: Returning home to Hawaii for work
My favorite book: "One Flew Over the Cuckoo's Nest"
My favorite movie: "The Jerk"
A talent I wish I had: Writing
Famous person (past or present) I'd most like to spend a day with, and why: Madonna, because of her business sense
A place I'd like to visit, and why: Venice, Italy, because of its intrigue and romance

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Vickie Cleaver

Hometown: Isle of Oahu
Position with Corps and how long: Various positions in the Finance Office, 20 years
How I got started with the Corps: My high school Cooperative Ed teacher told me to apply under the handicapped program for a student aide position.
Education: Associate degree, Kapiolani Community College; bachelor's degree, HPU; both in accounting
Family: Single

Hobbies: None
Community Activities: None
My favorite quote: "Be honest with yourself and life will bring you surprises."
My biggest success: Accomplishing the impossible.
My favorite book: Anything by Stephen King
My favorite movie: "Ghost" (or should I say Patrick Swayze)
A talent I wish I had: None
Famous person (past or present) I'd most like to spend a day with, and why: My great-grandmother, just to tell her thank-you for believing in me.
A place I'd like to visit, and why: Don't really know.

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A place I'd like to visit, and why: Don't really know.

Success: *There are no secrets to success. It is the result of preparation, hard work, learning from failure.* —Colin Powell, U.S. military leader and secretary of state

Tanapag PCB project reaches milestone

By Doug MaKitten

The Honolulu Engineer District's Tanapag Village, Saipan, PCB Remediation Project has reached an important milestone.

The excavation and stock piling that began in August of more than 20,000 cubic yards of soil contaminated by polychlorinated biphenyls (PCB) is scheduled to be completed at the end of March. This is the latest accomplishment in a story that dates back to the 1960s.

Honolulu District oversees the project in the remote Commonwealth of the Northern Mariana Islands (CNMI), a U.S. Territory more than 3,700 miles west of Hawaii, as part of the Department of Defense's Formerly Used Defense Sites program. The contamination resulted when PCB fluid leaked from capacitors apparently once used at the Army's Kwajalein Atoll military installation in the 1960s. As yet, the District has been unable to determine how the capacitors reached Saipan and how they were moved to various sites in Tanapag Village.

The CNMI Department of Environmental Quality reported the presence of the capacitors to the U.S. Environmental Protection Agency in 1988. The USEPA asked the Army whether it could use



A bulldozer picks up coral to be used to build berms at the Tanapag PCB-remediation project's containment cells. The berms help contain the contaminated soil until it is treated in the next phase of the project. —Photo by Frank Ono

DoD funds to remove the PCBs from the soil and the Army agreed. HED began the Tanapag soil cleanup in 1991 and the just completed work is the third phase of the project.

Since the beginning, the Honolulu District has coordinated all cleanup efforts with CNMI officials and the U.S. Environmental Protection Agency and kept local villagers informed and involved.

The third phase of the project was done with USEPA oversight under the provisions of a USEPA administrative order issued in accordance with the Section 7003 of the Resource Conservation and Recovery Act. Environmental Chemical Corporation of Aiea, Hawaii did the excavation and stockpiling work under contract with the Corps.

The Honolulu District is preparing a focused feasibility study of the alternative methods and costs of treating the excavated and stock piled contaminated soil. When completed, the resulting report will go through a public review and comment period. Then HED will consider all substantive comments and prepare an action memorandum describing the method it will use to complete the cleanup. The current schedule calls for treatment of the soil to begin later this year and it is expected to take about six months.

POD to standardize business practices

POD is preparing for a three-year journey to become the first Corps division to incorporate and certify its business practices, in accordance with worldwide standards.

That was the message of a March 20 presentation to key HED and POD leaders by speakers including POD Director of Civil Works and Engineering and Construction Frank Oliva, Claude Vining, POD's quality manager, and Corps ISO (International Organization for Standardization) consultants Jim Hathaway and Bob Spinetti. ISO 9001:2000 is the series of standards POD will use to evaluate and certify its business practices.

ISO is a worldwide federation of national standards bodies from some 130 countries established in 1947, to promote the development of standardization in the business world. A common example of ISO is the format of the credit cards, phone cards, and "smart" cards that have become commonplace everywhere. The cards adhere to an ISO International Standard and that allows the cards to be used worldwide.

ISO focuses on developing, standardizing and continuously improving processes that provide products that meet or exceed customers expectations. It provides a framework for quality assurance and quality management that is applicable to all organizations, regardless of type, size and product.

Private-sector engineering and construction services companies including Bechtel, Brown and Root and Fluor Daniel all use ISO standards for their business practices. The Corps has been evaluating ISO since the mid-1990s. So far ISO has also been tested in several Corps Districts, including Louisville, Portland, Kansas City and Savannah. However, POD will be the first to implement ISO Division-wide.

ISO 9001:2000, finished last year, is customer focused. According to the presenters, this makes it a natural to combine with the implementation of the Project Management Business Process.

A Division-wide ISO steering committee led by Vining and including HED's Thom Lichte, JED's Owen Lau, FED's Gil Kim, AED's Maj. Chris Lestochi and POD's Robert Curnyn has been formed to lead the effort, which officially starts in the first quarter of FY 2002. The implementation will focus on POD's business processes — not functional areas. Registration and certification will confirm that POD and its districts have efficient, consistent, customer focused, continuously improving business processes. To remain certified, the Division will have to pass follow-up audits.

Initially POD headquarters and Alaska District will take the lead, but during the next three years everyone in the Division will receive training and participate. —Doug MaKitten

Modesty: *It is far more impressive when others discover your good qualities without your help.*—Miss Manners, etiquette expert

HED supports Joint Task Force in accounting for Vietnam's MIAs

By Michelle Cain

The war in Vietnam ended nearly 30 years ago, but the remains of servicemembers are still coming home.

The Commander in Chief, U.S. Pacific Command (CINCPAC) established the Joint Task Force-Full Accounting (JTF-FA) in 1992 in response to presidential, congressional and public interest, as well as increased willingness of the governments of Vietnam, Laos and Cambodia to share information regarding unaccounted for Americans. Headquartered at Camp H.M. Smith, on Oahu, JTF-FA is represented by all four services and Department of Defense civilian employees, and includes investigators, analysts, linguists and other specialists.

The JTF-FA's mission is to achieve the "fullest possible accounting" of Americans still unaccounted for as a result of the war in Southeast Asia, according to Air Force Maj. Rene Stockwell, JTF-FA Public Affairs Officer.

Ray Kong, HED geo-technical engineer, recently had the opportunity to play a role in our nation's effort to account for all those missing in action during the war.

"A sergeant from JTF-FA was tasked with finding a geo-technical or hydraulic engineer," said Kong. "He called the Corps and was referred to me. I thought I could help so I went." CINCPAC covered all costs involved, including labor, transportation, and lodging.

"This was a good opportunity for us as an organization," said Gary Nip, Kong's supervisor. "We are responsive to the non-traditional assignments. There are unique opportunities to support the CINC (Commander-in-Chief) in other areas; they don't come along very often."

On Kong's first trip to Vietnam, last summer, he was part of a technical assessment team that looked at eight sites. He returned to Vietnam in February as part of two recovery teams, which also included a linguist, medic, explosive ordnance expert, supply sergeant, mortuary affairs representative, anthropologist and others from JTF-FA and the U.S. Army Central Identification Laboratory Hawaii (CILHI). Their goal was to excavate possible crash sites and bring back remains of those missing in action to be positively identified through anthropological and forensic analysis at CILHI, located at Hickam Air Force Base.

"Everybody works as one team. We know what we have to

do and we just do it," said Kong. "We all know we're there for that goal and everybody works toward it."

The first site, based in Kamau Province, was a crash site where a dam had been built by a team a few years ago. When the water rose, the dam collapsed, but not before aircraft parts were recovered, indicating this was a definite crash site. The Vietnamese government reconstructed the dam, based on local construction practices.

"As a geo-technical engineer, I was there to make sure that when they de-watered the canal, it wouldn't collapse," said Kong. "I was there to observe and give them my opinions on safety issues."

Once it was determined that the dam was safe, Kong headed north to Nam Dinh Province. This was another possible crash site,



Since its inception in 1992, the Joint Task Force-Full Accounting has conducted more than 530 recovery operations at alleged crash sites like this one. —Photo by Ray Kong.

where excavation was 50 feet from a canal and shrimp farm. According to Kong, when the excavation was attempted last year it began collapsing due to the water pouring in, thus creating the need for a geo-technical engineer.

A de-watering system was brought in, which is "like putting in a lot of wells and sucking the water out with a big pump," Kong said. "It brings down the water table to the point where you're going to excavate. If you take out the water you can dig pretty deep.

"We started to pump and it started sucking out everything, but we knew when we got down to about four meters that this was not the crash site," he said. After

interviewing several witnesses it was determined that the actual crash site was probably 100 meters south.

Kong hopes to have the chance to go on another mission if he is needed. He says it's rewarding to actually bring back servicemembers' remains and help bring closure to the families who have been waiting for word on their loved ones.

"I think that's tremendous. It just gives me goosebumps that it's something I can be a part of," he said.

Since its inception, JTF-FA has conducted more than 3,100 case investigations and over 530 recovery operations.

Last year, then-Secretary of Defense William Cohen emphasized our nation's commitment to this issue. "We have an absolute sacred obligation to do whatever we can to look for our missing in action. We will do that and not fail in that effort. We place the return of our missing in action as the very highest of our priorities," he said.

Complaining: *The squeaky wheel doesn't always get the grease. Sometimes it gets replaced.* —Source unknown

District's support is valuable

Story and photos by Stanley Boc, Project Manager

The U.S. Army Corps of Engineers' work in the U.S. territory of American Samoa improves the quality of life for islanders in many ways. The Honolulu Engineer District's highly-skilled team of engineers and scientists has overcome the challenges of the islands' remote location and rugged terrain, and damage from devastating tropical storms and constant erosion caused by the ocean to provide a variety of important projects and services.

Corps civil works involvement with American Samoa dates back to the 1970 River and Harbor Act that authorized investigation of the islands' water resources to include navigation, flood control and related matters. This act set the precedent for civil works activities in American Samoa. The first major project undertaken was the development of Ofu small boat harbor in 1973. Since that time, HED has completed 20 shore protection and navigation projects totaling more than \$29 million.

American Samoa is located approximately 2,600 miles south of the Hawaiian Islands and is the southernmost U.S.-controlled territory. Its total landmass is only 76 square miles and consists of five rugged volcanic islands and two coral atolls. The two largest islands are Tutuila and Tau. The population of American Samoa is approximately 40,000 with most people living on Tutuila, where the capital city of Pago Pago is located. Tuna fishing and tuna processing plants are the backbone of the private sector, with canned tuna the primary export.

American Samoa's needs are many and its resources are few. That makes the District's assistance especially valuable. HED brings with it a complete engineering, contracting and construction package as well as — through the "one door to the Corps" philosophy — access to all of the Corps' labs and technical expertise.

HED projects in American Samoa cover a broad range of assistance.

Approximately 27 percent of the shoreline of American Samoa is critically eroded.

HED's shore-protection and road construction projects fight this perpetual damage and are vital to protecting the islands' infrastructure.

Water transportation in American Samoa is important for commerce and serves as the territory's prime transit system. District small-harbor projects keep the economy moving and provide refuge to small vessels from storms.

HED has also conducted drainage, flood insurance and hurricane studies, trained American Samoa government engineers, prepared a shoreline inventory update and identified suitable rock quarry sites that supply materials for road construction and shoreline protection work. Additionally, the District's regulatory program helps protect the islands' environment.

Prior to 1988, limited work in American Samoa was done under a variety of Corps authorities. However, many badly needed projects could not be justified economically. Corps civil works projects require a positive "benefit/cost ratio" — the economic ben-

efits to the nation must outweigh the costs — that American Samoa's limited economy couldn't support. Recognizing this problem, HED and the American Samoa government (ASG) developed and signed



Ta'u Road in 1996, before the Corps construction project.



American Samoa Governor Tauese P.F. Sunia, fourth from the right, is among those who attended the Ta'u Road Opening Ceremony in October 2000.

Fame: *Fame is proof that people are gullible.* —Ralph Waldo Emerson, American author

and vital to American Samoa

a memorandum of agreement in 1988 that enabled the District to provide engineering, construction, and environmental services through the Corps' Work for Others program.

shore protection action team that would design and construct revetments on a full time basis. Department of Interior funded this effort with a \$5 million grant. The results included developing and teaching

shore protection and inspection training courses, equipment selection and purchases, and, ultimately, the construction of two revetments.

Then, in 1995, the District and the American Samoa government, with the support of the Federal Highway Administration, signed an agreement that expanded the participants' roles and enabled the Corps to build roads and shore protection projects in the islands that are 100-percent funded by FHWA. Since 1995 the Corps-FHWA-American Samoa government partnership has completed 4 projects costing approximately \$12 million dollars. In addition, the American Samoa government recently requested an additional \$8.3 million in shore protection projects under this agreement.

Proposed projects and their priorities are determined through coordination between the Corps and the FHWA, with the final decision made by American Samoa government officials including Governor Tauese P.F. Sunia and ASG Department of Public Works Director, Dr. Toafa Vaiaga'e.

As funds become available, these FHWA projects come to HED as work orders. The District's staff, led by project manager Stanley Boc, designs, awards contracts for, and manages the construction. HED's partners are involved

throughout the entire process, with FHWA Territorial Representative Glenn Yasui and ASG Department of Public Works' Suppiah Maheswaran, general manager of the Civil Highways Department, key participants.

"Federal Highways needs the help of engineering manage-

See "American Samoa," page 9



The completed Tau Road in February 2001.

Under this agreement, HED developed a comprehensive shore protection plan. This plan included the training of ASG engineers in revetment design, revetment construction inspection, rock quarry site evaluation, necessary construction equipment identification and purchase. The idea was to develop a



...e dignitaries who

Virtue: *The time is always right to do what is right.* —Martin Luther King, Jr., American clergyman and civil-rights leader



POD display honors Charlie Cheung, pacific legend

Retired Senior Executive Service employee and local icon, Kisuk “Charlie” Cheung returned to Pacific Ocean Division March 16 to address his former colleagues and take part in ceremonies to dedicate a new Division conference room display in his honor. “When we were thinking of a person who personified POD and whose mementos should be displayed in our new conference room, Charlie Cheung’s name came up without question,” said Brig. Gen. Randal Castro, Division Commander, while introducing Cheung. In his remarks to a group of about 80 division and HED employees, Cheung spoke of his gratitude for his nearly 41-year Corps of Engineers career that allowed him “opportunities and challenges to learn, grow and serve.” After his talk, Cheung untied a maile lei to mark the opening of the display, which consisted of photographs and other memorabilia of Cheung’s service that spanned duty in Korea, Japan, Alaska and Hawaii. The former POD Chief of Program Management left the division in 1995 for a three-year tour in the Corps’ Washington headquarters before retiring in 1998. —Larry Hawthorne, POD Public Affairs Officer.

Above, Kisuk “Charlie” Cheung talks of his long career in POD.

Photos by Larry Hawthorne and 1LT Mark DeRocchi



Below, Frank Oliva, POD Director of Civil Works and Engineering and Construction, takes a tour of the new Cheung display.



Clockwise: Cheung and POD Commander Brig. Gen. Randal Castro take a first look at the new display. Cheung unties the maile lei to officially mark the display opening. Cheung and Mrs. Judy Castro talk about old times in POD.



Achievements: *Empty pockets never held anyone back. Only empty heads and empty hearts can do that. —Norman Vincent Peale, American clergyman and author*

“American Samoa,” continued from page 7

ment organizations and the Corps,” said Yasui. “Our partnership is mutually supportive and we are achieving meaningful progress.”

Governor Tauese recently stated in a project dedication ceremony that “the people of American Samoa were again pleased ... in the trust that has been developed with the U. S. Army Corps of Engineers over the years.”

Additional team members include HED’s Engineering and Construction Division staff, including project engineer Glenn Kusaka. E/C’s construction representatives, most notably shore protection structure specialist Al Cambra and concrete expert Steven Takeguchi have also been instrumental in ensuring FHWA and American Samoa receive timely, quality projects that are within budget.

Another key member of the construction team is American

Corps, FHWA and the American Samoa government include the Nuuli Shore Protection (Route 1) on Tutuila. As part of that project the Corps oversaw construction of a 1,700-foot revetment that was completed in 1996 and an additional 900-foot revetment that was completed in 1997. Road widening, placing of the utilities underground and guardrail installation were also included in this project.

Phase I of the Tau Road project, a 3.7-mile-long concrete road between Faleasao and Fitiuta, was completed last September at a cost of \$5,198,434. Construction to lengthen the Faleasao Harbor, Tau, harbor’s turning basin, build a new breakwater and add bollards was completed in the same month.

Among the Federal Highways projects that HED will build for the American Samoa government that are either underway or soon scheduled for FY2001 are building revetments for shore protection at Amaluia and Faganeanea, both on Tutuila.

As one may imagine, working in a remote area such as American Samoa has its challenges. Sometimes just getting to a project site proves difficult for the designers and contractors. Limited, and sometimes undependable, airline service creates problems. Many times long hikes to a project area are necessary, making site visits far more physically demanding than they would be in the U.S.

Likewise, logistics are a problem. Contractors can not just run to the hardware store to get something, because there are no hardware stores on the outer islands of American Samoa. Everything that is needed for a project must be planned for, ordered, and shipped into the project site. If anything is forgotten it will cause weeks, some-



Route 1 shore protection revetment, Tutuila Island, American Samoa.

times months, of delays. Samoa government road inspector Vaimapu O’Brien. Through an agreement between the Corps, FHWA and the American Samoa Government, Federal Highways trained him as a road inspector. This was necessary to meet FHWA’s requirement for a 100-percent, full-time government inspector on all its road building projects.

“We trained Mr. O’Brien at our central office in Denver,” said Yasui of Federal Highways. “He got six months of on-the-job training on several projects in Nevada, Utah, New Mexico and Colorado and he has clearly benefited from the wide-ranging exposure. He is doing fine work on our projects in American Samoa.”

Major projects completed through the agreement between the

McConnell Dowell, American Samoa Ltd., has done much of the actual construction. The New Zealand-based firm has extensive construction experience in the region. They have overcome the transportation and logistical challenges, trained and developed local workers, and done excellent work.

The partnership between HED, American Samoa and the Federal Highway Administration has brought valuable assistance to the island territory and the District looks forward to continuing this tradition of quality service.

Compliments: *If you can't get a compliment any other way, pay yourself one.* —Mark Twain, American author and humorist

Electronic Library

by Ruby Mizue

Records Management Annual Inspection/Training

For the past month, our records manager, Anna Tarrant, has been diligently inspecting official office records throughout Honolulu District. The inspections were conducted to meet annual requirements of AR 25-400-2, but were also aimed at facilitating accessibility of data while reducing clutter.

In preparation for the inspections, training sessions were held in early February to familiarize staff with the procedures for purging, transferring, storing, and retrieving files from various records holding areas.

The training presentation is posted on the Records Management Web Page at <http://www.pod.usace.army.mil/info/podrecs.html>. If you missed the training session, or just want to review the presentation, check the webpage or you may view the Powerpoint version at **P:\pohim\Records Mgmt**. A videotape of the training session is also available for loan. Contact Ms. Tarrant at 438-8349 for more information or questions.

POHINFO—District Intranet Update

New *After Action Reviews* (AARs) are posted weekly on the AAR Home Page at:

<https://pohinfo/AAR/index.html>

Be sure to read the very complimentary *Customer Corre-*

spondence at: <https://pohinfo/customer/index.html>.

Our Commander has received very positive feedback from customers and contractors who praise the excellent support they experienced in working with our district staff.

refdesk.com - One-Stop Ready Reference Site

Although this mega-reference source site is a commercial one, it is so comprehensive that it is worthwhile to visit despite the advertisements. Every imaginable category of reference information and facts is categorized and conveniently grouped, from news to general subjects, facts/statistics and reference tools, just to name a few. Simply scrolling through the weekly "New Sites on Refdesk" is sure to provide several sites you might have been wishing you could find. Trivia fans will have a field day, but the site provides multiple links to many reliable and authoritative sources of reference information, from both commercial and government sites.

NFPA Professional Development News

As part of HED's subscription to the *National Fire Codes Online*, we have received *NFPA Professional Development News*, a monthly email newsletter which includes "important code-related information and news, as well as previews of upcoming conferences, seminars, online learning courses, and other professional development opportunities" from NFPA. This premier issue and all future issues will be posted in the **Outlook CEPOH Public Folders/Information Management/E-Library Connection** mailbox.

PRODUCTIVITY CORNER

Make 'em like you

The time: August 18, 1986.

Lee Iacocca is about to address his Chrysler dealers at their annual convention in Atlantic City, N.J.

Will he announce that he is planning to run for President? Will he attack the ever-increasing national debt? Will he call for a restriction on Japanese car imports?

None of the above.

Iacocca's message was how his dealers could increase their business next year. To succeed, he said, "All you have to do is memorize four words. Here they are: Make someone like you."

His reasoning: All car agencies are alike. They all sell transportation. Shop around dealer-to-dealer and you will find the same colors, the same products and services.

Take that one step forward. Most people think that all businesses are alike. Banks all sell financial products and services. Supermarkets all sell food. Clothing stores all sell clothing. Why should the

customer choose your business over another? One reason: They like to do business with you.

Make one customer happy and they will tell another. Who will tell another. Who, in turn, will tell another ad profitum.

—Ragan's Communications

How to keep a customer

Stanley Marcus's father, the founder of Neiman-Marcus, gave Stanley some valuable advice early in his career. It was advice that later helped build Neiman-Marcus into a first-class store. A woman ruined a dress she had worn just once and wanted her money back. His father told him to give the woman her money back, and Stanley argued that they shouldn't do it since the woman had obviously abused the dress. Stanley continued to press his point since the manufacturer wasn't going to help pay for it. His father reminded him that the woman wasn't doing business with the manufacturer, she was doing business with Neiman's. His father told him that it didn't matter if it cost \$200 to get a customer, and he didn't want to lose her over a \$175 dress. He also told Stanley to refund the money with a smile. During the years, the woman spent over \$500,000 at Neiman-Marcus.

—Ragan's Communications

Determination: *The difference between the impossible and the possible lies in a person's determination.* —Tommy Lasorda, American baseball manager

HED: The best place for the best people to work



Commander's Comments

“Where I can, I am committed to eliminating stuff that reduces your morale.”

By Lt. Col. Ronald N. Light
HED Commander

I have a vision for the Honolulu Engineer District, and it looks like this: Highly productive, empowered professionals working in a professional environment, using the Project Management Business Process (PMBP) as the model for delivering quality projects and services, committed to service and continuous improvement. I would like to update you on where I think we are with respect to that vision.

Most managers know that productivity and morale go hand in hand. You have told me that morale is up; some of you have said that it has been 10 years since you were so excited about coming to work. Where I can, I am committed to eliminating stuff that reduces your morale: we are making progress. We formed a project delivery team to study our employee recognition program, and in the months ahead I will report to you on that effort. Leaders have begun to improve workload management, and most employees I have asked indicated they see improvement in this area. We are looking harder at our hiring process, and in cooperation with our Civilian Personnel Advisory Center liaison, I see the pace of filling vacancies improving. “Morale” is different things to different people, yet I believe we are addressing the right mix of things in this area.

Empowerment is another link in the productivity-morale chain. In a recent mini-survey of 30 employees in the District, 29 indicated they felt empowered. That is great news, and it is a reflection of solid leadership and trust at the Branch and Section level. Soon, we will survey the entire District about empowerment, and ask you to identify barriers we need to remove to make you more effective.

Once had a boss who said, “An organization needs to look efficient to be efficient.” There is some truth in this observation, and it is driving us to renovate our Resident Engineer offices, and upgrade your work environment. A member of Design Branch told me “This is the first new furniture I have had in 20 years.” Clearly, we have waited too long to address this issue; however, we are tackling it now. I look forward to the day when all

of you have clean, ergonomically designed furniture and a professional work environment.

No one will suggest that a professional work environment alone will guarantee the District’s success, however. The bottom line is, and always will be, execution of work. You have made tremendous strides aligning what you do to the PMBP model. During our recent inspection, the Pacific Ocean Division rated the District tops in terms of implementing the PMBP. You should be proud that so much of the District is “in the same canoe” regarding this issue. Moreover, at a recent staff meeting, someone asked one of our major customers how he viewed the District’s movement to the PMBP. While he acknowledged there were some bumps in the road, he indicated he has seen positive improvement in our execution of projects.

The last piece of my vision is continuous improvement. I assess that we are improving on many fronts, and that each of you is taking responsibility to improve your piece of the District. That makes perfect sense. You know your job better than anyone does else does. Continuous improvement means making fewer and fewer mistakes, and learning from every mistake we make. The goal is not perfection; we are in a tough business with many unknowns. The goal is improvement. My heartfelt mahalo to those of you who are making a difference in this area.

I have a vision for the Honolulu Engineer District, and that is what it looks like. The phrases and words “highly productive,” “professional,” “empowered,” “quality,” “commitment,” and “continuous improvement” are not buzzwords. They are our azimuth, our direction, and our goal. Thanks to everyone’s cooperation we are making excellent progress!

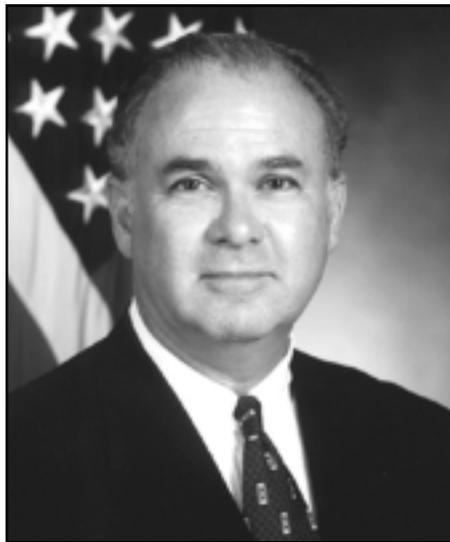


Joe Mau, EC-CS, and Lt. Col Ronald Light visit the Tripler Army Medical Center Landfill Cap project.
—Photo by Uyen Tran.

Vision: *The great thing in the world is not so much where we stand, as in what direction we are moving.* —Oliver Wendell Holmes, American physician and author

Westphal named acting Army secretary

WASHINGTON (Army News Service) March 7 - Dr. Joseph W. Westphal has been designated the acting secretary of the Army, effective March 5.



Dr. Joseph W. Westphal

Westphal had been serving as the assistant secretary of the Army for civil works, a position he had held since June 1998.

As the assistant secretary, he was charged with civilian oversight and leadership of the U.S. Army Corps of Engineers and administration of Arlington National Cemetery.

The departure of the previous acting secretary — who was also the under secretary of the Army — Gregory Dahlberg,

left a vacancy at the service's top civilian post. Since Westphal had already been through the "presidential appointment and senate approval" process, he was eligible to move into the job, officials said.

Westphal has a long history of Capitol Hill and other government experience, officials said. Westphal has served on both House of Representatives and Senate committee staffs over the years.

Immediately prior to coming to the Pentagon in 1998, Westphal had been the senior policy advisor for water at the U. S. Environ-

mental Protection Agency. As such, he worked on issues relating to the Clean Water Act, Mississippi River water quality and international agreements.

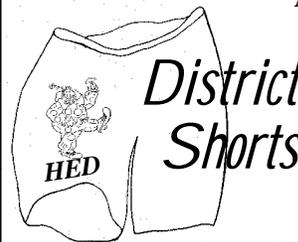
He had also worked on the House Committee on the Budget and was the executive director of the Sunbelt Caucus, a bipartisan organization of members of both the House and Senate.

In addition, he had served as the special assistant to Sen. Thad Cochran (R-Miss.).

Westphal has a doctorate in political science from the University of Missouri. He taught political science for 12 years at Oklahoma State University, eventually becoming head of the political science department at OSU. He has also been an adjunct professor of government at Georgetown University in Washington, D.C.

Dahlberg, the past under and acting secretary, has returned to a position on Capitol Hill as the minority staff director for the House Defense Appropriations Subcommittee.

President George W. Bush will name a permanent secretary of the Army at a later date.



Aloha means Hello to... Stanley Chan, Finance and Accounting

Branch, Resource Management

Office. He is a student at Univer-

sity of Hawaii, Manoa, pursuing

an accounting degree. **Aloha**

means Goodbye and Good

Luck to... Eric Tunstall, Engi-

neering and Construction, who is going to TAMC;

and Gary Shirakata, Engineering and Construction, who is

going to DPW. **Congratulations to...** Joy Sakamoto on her

promotion to GS-12 Contract Specialist (Team Leader).



Young engineer officers learn about HED, Corps opportunities

HED hosted about 30 officers and soldiers from the 84th Engineer Battalion (Combat) (Heavy) for an Officer's Professional Development session February 9. Wendell Awada (PP-E), Lou Muzzarini (EC-C), and Gary Nip (EC-D) assisted in briefing the officers on opportunities within the Corps of Engineers, and on the Officer Intern Program. —Photo by Lt. Col. Ronald Light.