



## Honolulu Engineer District Cleaning Up Guam Former Military Storage Site

Story and photo by Larry Hawthorne

**H**ED is undertaking a Guam cleanup operation to rid a private Mong-mong village property of any remaining buried chemical identification training kits that may have been left over from World War II. The privately owned lot was part of what once was the 5<sup>th</sup> Marine Field Supply Depot during and shortly after World War II. In the 1950s the land was turned over to local government before it later ended up in private hands.

The project involves excavation of marked locations on the Biang Street site identified during a recent geophysical survey and plotted on a site map as so-called "anomalies." The anomalies indicate something may lay below the surface with an electromagnetic signature similar to

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Frank Spagnolo, environmental cleanup specialist, points out features of the chemical containment system to a visitor during a public open house in Mongmong village, Guam. A fellow cleanup specialist demonstrating a chemical protective suit looks on.

## Resource Management offices relocate into new quarters

Story by Alexander Kufel

**T**he moving target that was the date of initiating the final physical step in the separation of Pacific Ocean Division and Honolulu Engineer District paused long enough Tuesday, April 11 to allow Resource Management (RM) time to load the trucks and move out of building T-1 and into new quarters in building 525 at Fort Shafter following a brief ceremony in which the newly remodeled second floor was blessed. In a burst of activity following months of planning, preparation, and construction—and weeks of packing—the employees of Resource Management's finance, budgeting and management analysis offices gathered up their belongings and moved lock, stock, barrel and air conditioners into their new quarters. Still under construction are renovations

for Division offices on the third floor. They are scheduled for completion later this year.

Waiting for RM in its new location was new systems furniture in which the partitions are integrated with the work surfaces, new file storage facilities, new communications systems, and new relationships between the various functions—factors that hold the promise of improvements in the quality of life and in work efficiencies, according to engineer Gordon Kuioka, PP-C, who served as the renovation's project manager. Waiting also were the dual challenges of having less space than they had gotten used to in years of occupying building T-1, and the onerous task of getting settled as quickly as possible in order to get back to the business of conduct-

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Action: Try something. If you fail, fail fast, modify it and make the next change.—Timothy Koogle, CEO of Yahoo!

HED Commander's Comment

Great things taking place in District



By Lt. Col. Wally Z. Walters HED Commander

Great things are taking place throughout the District to deliver quality work and to improve our organization. Everyone should take pride in our accomplishments. Our most important mission is to well execute the District's projects. This is being done. Some highlights:

- Great buildings are being built as part of Whole Barracks Renewal at Schofield Barracks in four major projects.
•Now undergoing turnover at Schofield are 132 great new family houses; 64 more are being started.
•Excellent temporary lodging facilities for the Air Force and an exceptional Asia-Pacific

Center for Security Studies for CINCPAC are nearing completion.
•Construction has now begun on the Palau Compact Road and a new power plant in Kwajalein.

We also are succeeding in greatly improving our organization, its processes and taking care of its people. We have successfully transformed the structure of the District and initiated adoption of the Corps' new doctrine, the Project Management Business Process (PMBP). The District is now financially healthy. Significant facility improvements are being made, most noteworthy the successful move of the Resource Management staff this month to Fort Shafter's Building 525, leaving behind pre-WWII wood for newly renovated and furnished space.

A major part of our efforts to improve project delivery and the District's methods of work is training. During the past few months the District's senior leaders have undertaken several initiatives to enhance training, especially to promote leadership and to enhance empowerment of project teams. During the rest of the year we will extend and build on these initiatives.

The District's training has traditionally focused on development of individual technical skills, based on annual reviews using Individual Development Plans. Over the course of the last decade investments in this training steadily declined as the District faced financial pressures and downsizing. With the District's return to financial health this fiscal year we have tripled our annual investment in this training.

However, more traditional training is not enough. To fully implement the Corps' vision and PMBP we also must invest in leadership training for project managers and functional leaders, and in team training for everyone throughout the District. Project managers face new demands in leading teams that draw from across the

organization and from outside it. Functional leaders are working to transform their management skills from that of supervisors to coaches, from closely managing actions to developing, empowering and assisting the front line staff who are now empowered with new responsibilities for decisions and actions as project team members.

The speed with which we are trying to implement this empowered approach to work has outrun the resources of traditionally available training courses. Therefore, we are drawing on other ways of conducting training. In February we employed Raymond Ohta of the Pacific Training and Development Company to conduct one-day small group workshops on team member skills. Due to his schedule limitations we were only able to have training for about half the District. The response to the workshops was very positive. Therefore, we plan to conduct additional training for everyone else in July.

In March we employed Roger Kirkham of the American Training Alliance to conduct two three-day leadership training workshops for project managers. The participants felt this training was quite worthwhile and should be extended to others. As schedules permit we will do so.

During March and April we also distributed some good books throughout the District. To help promote understanding of empowerment and how to create it we encourage everyone to read Empowerment Takes More than a Minute and senior supervisors to read The 3 Keys to Empowerment (both by Ken Blanchard, et.al.). To help create a great work environment we encourage all supervisors to read First Break All the Rules: What the World's Greatest Managers Do Differently (by Marcus Buckingham, et.al.) and The Gifted Boss: How to Find, Create and Keep Great Employees (by Dale Dauten). To help learn how to lead teams we encourage all project managers to read Winning With the P&G 99: 99 Principles and Practices of Proctor and Gamble's Success (by Charles Decker). By using the ideas and principles of these books everyone can help to create more effective teams and a better place to work.

Over the next several months we will develop additional training for coming fiscal year through our budget and training processes, a senior leader workshop in June and continuing efforts to improve our PMBP doctrine.

While this training will help us become more effective, it alone does not improve what we do. All improvements still spring from the initiative of individuals to put training and good ideas to practice. Success still requires hard work by dedicated talented people. That we are having so many successes is testimony to the work throughout the District, much of it above and beyond the requirements of duty.

The District is doing a great job serving the Army and the Nation. To all the staff of the District, thank you.

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**Persistence:** *You've got to keep fighting; you've got to risk your life every six months to stay alive.*  
—Elia Kazan, stage and film director, writer. 1909 -

## Opinion

# Maybe I just can't take a hint

However unlikely it might be, the sounds of the birds outside my house lately have taken on the tenor of a marauding army deployed on a lengthy siege. For weeks now... no, months... (or is it years?) birds, mostly red-headed Cardinals, have been banging away at my house windows, my car windows, my car mirrors and, once, on a piece of shiny metal leaning against the outside wall. If there is light, there is the sound of beak against glass—tap, bang, tap, tap. Where I sit now, the birds twitter and sing and clearly go about their business of leading bird lives, with bird brains and bird bodies. Obviously, I'm not at home.

This morning, I got up early to beat the trash collector and raked newly fallen leaves from the newly fruiting mango tree. A dark-colored paper silhouette of an attacking hawk that I pasted in a window the day before was already being ignored as a bird assumed his post and was already fending off his own reflection in the glass with loud taps and bangs. As I raked, I was touched to see the body of a bird as lifeless as a fallen leaf nearly covered by debris from the tree. The still body of this much-diminished creature



was in stark counterpoint to the insistent tapping of the others and begged explanation. How did he die? Why? Why here?

Why, too, has a neighborhood chicken adopted a free-range lifestyle and taken up residency in my yard? I left the front door open by accident and walked out to find her highness on her way in. We both changed our minds quickly. She, a hen later spied making a nest, protested my presence loudly, to anyone who would listen. I just beat a retreat, intent on closing the door.

On the south side of my house is a good-size double window made of sturdy 3/16-inch thick glass. At least once a week I hear a loud bang or see a wet-feather stencil on the window pane as some Marco Polo explorer bird attempts to open a new migration route under my roofline—under, rather than over—and flies into the reflection of the neighboring sky. I always regret their surprise and would gladly allow them to emerge unscathed on the other side of the living room, if only I could.

That brings me back to the concept of siege. Birds do not like to be trifled with. They let territorial intruders know they're unwelcome by going after them noisily and fiercely. They go after intruders even if they are nothing more than their own reflections and disappear the moment they turn their heads. They strike at them mightily with their beaks, and when that doesn't work, they screech and scrawk endlessly and at great volume. Undoubtedly, an etymologist would say that *foul* language has its origins here. And when that doesn't work, there's always defecation.

My mother used to say that bird droppings on one's head were a sign of good luck. We kids tempted fate by staying away from the high eaves of our school building—someone else could benefit from that windfall, not us. These birds, however, seem determined to prove that their droppings are bad luck, indeed. They propel them sideways onto the reflective surface, then turn around and scrub vigorously with their tailfeathers and cover the entire surface. That works. The "intruders" quickly lose interest in taking over such well-defended territory and simply disappear.

At first, I got a kick out of these antics and found them amusing. Lately, as my single-wall house withstands one onslaught after another of ants, carpenter ants, bees, spiders, centipedes and cockroaches, I have to ask myself just what is it they're after? And why are they trying so hard? Of course, I'm as persistent as are they. Dare I quit fighting? What would happen if I do?

But, I won't quit. I know that. I'm not built that way any more than they are. In fact, I have decided to fight smarter, if not harder. I'll bring in a gardener and a house cleaner. I'll mark reflective surfaces, scrub and paint, and go daily into little-used areas of the house, stomping, sweeping, and vacuuming as I go.

I'll mark my territory in ways these creatures will comprehend, if not appreciate. And if I'm lucky—very, very lucky—I'll find an unsuspecting buyer at the height of the real estate market and make him a gift of the house. I'll move on, but there is no question in my mind that in the end nature will win the war. The sieges of bug and bird will not have been in vain. By then I will become part of the cycle myself, and victory—birdy, buggy victory—will be complete.



*Just Thinking*  
by Alexander Kufel

Politics: *Scientists often say, "That's a really good argument; my position is mistaken." ...and you never hear that old view from them again. I cannot recall the last time this happened in politics.*—Carl Sagan, American scientist, 1934 - 1996

## Small business is a big deal to HED

### Profile



Monica Kaji, HED deputy for Small Business

Story and photo  
by Alexander Kufel

Within the last month, two workshops of interest to small businesses have been conducted by the Honolulu Engineer District. (See story on page 5: "Workshop 2000 reaches out to firms interested in business with Corps of Engineers") Both were designed to introduce changes in ways of doing business with the government and both involved the office of the deputy for Small Business. That the deputy is emerging in a proactive role is just one indication of how things are changing.

Late in March, 47 contractors representing small disadvantaged businesses certified by the U.S. Small Business Administration as 8(a) concerns attended a seminar at Fort Shafter to learn about the complexities awaiting them when they submit proposals for construction work to the Army Corps of Engineers. The workshop was conducted by HED deputy for Small Business, Monica Kaji, with the help of HED civil engineers Gary Wibel and Glen Kusaka, procurement analyst Kurtis Kikkawa, and Raleigh Sakado, chief of the Plans and Project Management Army Branch, and was presented in a workshop format to provide an introductory overview with opportunities for questions and discussion to companies unfamiliar with government requirements. Two weeks later, in early April, Kaji made a similar but smaller-scale presentation at HED's Workshop 2000.

Kaji said that as the HED deputy for Small Business, her office is the primary advocate for small business to Honolulu Engineer District and to larger contractors who do business with the Corps. "8(a)" refers to the section of the Small Business Act that defines the type of business affected. Kaji said she answers directly to the District commander and is independent of Contracting Branch. Her functions have grown steadily since she was first assigned small-business duties in 1995 in addition to her responsibilities as a procurement analyst. Since February 1998 she has been working in this capacity on a full-time basis.

Besides involvement in workshops, Kaji reviews all proposed acquisitions for suitability for inclusion in the small business program, an activity which takes up much of her time. She also maintains a listing of small disadvantaged businesses and woman-owned small businesses and makes the list of eligible firms available to larger contractors. She said that she plays an interactive role by reviewing the sub-contracting reports that are due semi-annually from holders of government contracts and also by providing assistance should they need help in adding more companies.

Kaji has worked for the Army Corps of Engineers since 1982 and has a degree in Business Administration.

The U.S. Small Business Administration (SBA), established in 1953, provides financial, technical and management assistance to help Americans start, run, and grow their businesses. With a portfolio of business loans, loan guarantees and disaster loans worth more than \$45 billion, in addition to a venture capital portfolio of \$13 billion, SBA is the nation's largest single financial backer of small businesses. Last year, by their own account, the SBA offered management and technical assistance to more than one million small business owners.

The SBA said that America's 23 million small businesses employ more than 50 percent of the private workforce, generate more than half of the nation's gross domestic product, and are the principal source of new jobs in the U.S. economy.

## Women's History Month observance story idea unearths extraordinary people

In early January, *The Pacific Connection* made an e-mail solicitation over the POD/HED network for the names of individuals who do extraordinary things with their time outside of work. March is Women's History Month and the goal was to develop a feature story in commemoration of that occasion: a feature focusing on individuals who disregard stereotypes and approach life with the attitude that if they don't do something that they feel needs to be done in order to make the world a better place in which to live, no-one else will.

Life being full of surprises as it is, two things came together related to the request. One is that the response was nothing short of remarkable, with 72 nominations coming from a work force of about 350 people. When the dust settled it was clear that 17 women and men alike have the respect and admiration of their co-workers and warrant investigation into their off-duty time. The other is that events

had a way of overtaking much of February and all of March. As the March issue became March/April and Women's History Month began to recede from the limelight, it became evident that developing a story this interesting should be postponed until next year rather than shorten or present it after the fact. As someone pointed out, Honolulu Engineer District is truly made up of extraordinary people and they will still be doing exceptional things in time to be recognized next year, too.

Although respondents were assured confidentiality, several things about their nominations should not wait until next year—Of the 17 people named, 9 are women and 8 are men. One couple who both work for HED suggested each other without the other knowing. Nobody nominated themselves and, in some cases, where a list of names was submitted, their name was conspicuously absent because they were at the top of other people's lists. —Alexander Kufel

Riches: *Money is better than poverty, if only for financial reasons.*—Woody Allen, American writer, 1935 -

## Workshop 2000 reaches out to firms interested in doing business with Corps of Engineers

Story by Alexander Kufel

As ways of doing business change in the private sector, the government too finds itself addressing new segments of the business community with new approaches to the traditional processes of communicating work requirements and evaluating solicitations for bids. On April 12, HED conducted Workshop 2000 at the Hale Koa Hotel in Waikiki for architects and engineers interested in doing business with the U.S. government. This was the fifth year of what has become an annual event and was expanded this year to include representatives of the construction, building and supply industries. Nearly 150 people participated.

New this year, said Jim Bersson, chief of the HED Engineering and Construction division, were presentations on “best value” contracting, as opposed to the traditional “low bid” contracting, and on different kinds of contracts. Bersson said that it is increasingly evident that electronic media is required to do business of almost any kind in today’s marketplace and firms interested in performing work for the government should have computers and be able to deal with such things as the “electronic bid sets” on CD-ROM that have supplanted the former rolls of paper plans.

Architect Gary Nip, HED chief of Design Branch, played a key role in organizing the workshop. He said this was the first time they included members of the General Contractors Association of Hawaii and the Building Industry Association of Hawaii and were able to enjoy new and varying points of view from vendors and suppliers in addition to those of architects and engineers.

Following a brief description of upcoming work, topics centered on the processes involved in applying for and obtaining contracts and covered nine areas in three break-out sessions. Included was selecting “AE”s (Architect-Engineers) for the design phases of projects, types of contracts, the competitive solicitation process, new design standards, electronic bid sets, small business considerations, close-out submittals, quality management, and design and construction of fire-rated assemblies.

The starting place for interested parties to find about upcoming work is in the Department of Commerce publication “CBD” (Commerce Business Daily), said Bersson. Federal acquisitions regulations mandate that

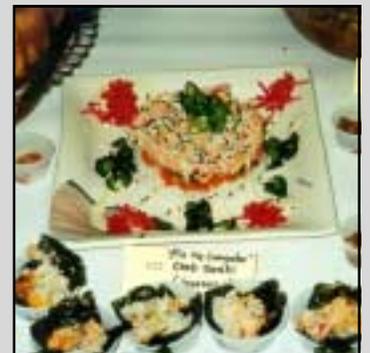
an advertisement be placed there. Traditionally, the Architect-Engineer (AE) submits a design proposal based on the Scope of Work presented in the CBD and a separate contract for construction based on the resulting plans is then awarded in further solicitation procedures. In a reversal of that procedure, said Bersson, there is a trend toward “design/build” contracts in which the contractor selects the AE, or even has one on staff, and presents a complete package of services. Such contracts are suitable for some, but not all, applications.

Nip said that the workshop was an ideal vehicle for communicating changes in government contracting methodology because the break-out sessions provided information on changes that could easily be missed without careful reading of specifications documents and the re-grouping session provided opportunities for discussion. As an example, Nip noted that a significant departure from past procedures is that the Corps of Engineers formerly assembled the close-out submittal documents after a project was completed in order to produce “as-built” drawings. Now it is the responsibility of the contractor. As-built drawings incorporate all of the changes made during the life of the contract and result in an accurate set of plans that can later be referred to for repairs and modifications.

## Asian Pacific American Heritage Month



*Participants in the annual Ethnic Food Contest held by the Special Emphasis Program Committee April 27th celebrate the joy of cooking and employees from both the Division and District celebrate the joy of eating in what has become a much-anticipated event. (Top left) Kent Tamai, CT, is a one-man fashion show as he models a Corps-logo cap (\$10) and polo shirt (any of three colors, \$23) available from SEPC members. (Top right) Helen Stupplebeen, POD-PM; Sharon Sherry, IM; Adalina Chun, IM; and Beverly Candelario, EC-CQ sample their way through the event. The prize for Taste went to Tammy Luke, EC-CF, for her Guava Dessert; Originality went to Sybil Hamasaki, EC, for her Five Cup Salad. (Right) The winner of both the Appearance and the People’s Choice Awards is “Fix My Computer” Crab Sushi by Russell Takara, POD-PM. Photos by Alexander Kufel*



**Dreams:** *You cannot be wimpy out there on the dream-seeking trail. Dare to break through barriers, to find your own path.*—Les Brown, motivational speaker

Demolition just around corner for building T-1

## Moving Day: Relocation of District



*(Above) One cannot say goodbye to an old friend without a Going Away Party and so it was April 10th. But in this case, it was Resource Management employees preparing to leave building T-1, their “home away from home” for many years.*

*(Near Right) Ray Schneider checks out the cleaning of air conditioning units prior to their being moved to building 525 and re-installed there.*

*(Far Right) Boxes piled up quickly, waiting their turn to be transported. (Below) The portion of the second floor of building 525 that is now occupied by RM is visible on the left-hand side of the building and stretches from the center to the wing.*

*Continued from page 1*

ing business for HED.

“Anytime you move it’s a bit of a shock,” said Rollie Laberge, HED RM officer. “The big challenge now is to get everything unpacked and put away.” At first they thought it would be very difficult to move into a smaller area than what they had in T-1, he said, but the storage space is so much better organized that the adjustment process has been easier than they thought it would be. By the end of the first day several functions were back in operation and by the end of the week it was almost “business as usual” for several offices. By the end of the month, things had settled down enough for people to begin voicing concerns about the mechanics of living and working in their new spaces. One of the first modifications to their new environment was the covering of windows to block the

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Freedom: *The last of the human freedoms is to choose one's attitudes.*  
—Victor Frankl, Austrian psychotherapist and philosopher, 1905-1997

# offices a study in orchestration



Administrative Support Assistant Elsie Brown at the new RM reception desk.



Systems furniture dividers separate new workspaces.



Photographs by Alexander Kufel

(Above Left to Right) Accounting technician John Gouveia, unstraps more file boxes. Accountant Romeo Querubin unpacks filled boxes. Civilian-payroll technician Misty Payne and accounting technician Mary Ann Tilton help Mary Ann get settled in her new work area.

*Continued from page 6*

morning and mid-day sun.

While the fate of building T-1, built prior to World War II and designated "temporary" because of its wood frame construction, is sealed due to extensive termite damage and it is scheduled by U.S. Army Garrison, Fort Shafter for demolition at the end of this fiscal year, its use by the Corps of Engineers is far from over. In the immediate future are the temporary relocation of the Office of Counsel offices from building 230 while renovation of their existing space is conducted; the Emergency Management Division offices from building 230 while new facilities on the third floor of building 525 are being completed and their existing space is converted for use by Information Management; the Public Affairs office while building 214 is renovated to accommodate Civil Works technical staff being displaced from building T-1; and Human Resources offices also awaiting completion of renovations to building 525. Thus, as one pundit said, the moving target that was moving day only paused for a second and is moving once again.

Finance chief Robert Lau already at work in his new office.



## Enthusiasm: *We could hardly wait to get up in the morning.*—Wilbur Wright, co-inventor of the airplane, 1867-1912



***Invisible made visible.*** In an act that involved no sleight of hand whatsoever, Heike Hasenauer, a photojournalist with “Soldiers” magazine was photographed hard at work photographing construction progress at the Whole Barracks Renewal project at Schofield Barracks during a late-April visit to Hawaii. Hasenauer also interviewed people in the newly opened dining facility, and visited an in-progress FUDS (Formerly Used Defense Site) cleanup of expended munitions at Bellows Air Station in Waimanalo. Photo by Alexander Kufel

## Guam...

*Continued from page 1*

items discovered on the site in July of last year when the property owner turned up 16 iron canisters called “pigs” while excavating a trench on the land. Responding local government and federal agency and military officials at the time identified the sealed canisters as containing chemical agent identification sets. Now obsolete, the test kits were commonly used by American soldiers in training exercises to detect and protect themselves against possible exposure from chemical attacks.

To date, ongoing excavation work has turned up 17 of the iron canisters and more are expected to be found. When removed, each canister is then encased in heavy, stainless steel tubing and transported to Anderson Air Force Base for temporary storage. Eventually all will be sent to Johnston Atoll for final destruction.

The kits consisted of 12 glass vials, most of them filled with diluted samples of chemical agents:

Mustard, phosgene, lewisite, and chloropicrin. Although relatively weak in strength they were able to give training soldiers a “whiff” of what they could expect in terms of smell and properties if they were confronted by stronger chemical agents in the field.

Also assisting Honolulu District are Guam government agencies and local officials and law enforcement, Navy and Air Force ordnance and standby medical personnel, the Army Corps’ Huntsville Center, Edgewood Chemical and Biological Center, the U.S. Army Technical Escort Unit, as well as contract specialists from Parsons Corp., Human Factors Applications, Environmental Chemi-

cal Corp. and others involved in waste management and removal.

Central to the on-site cleanup is a 30-by-40-foot tent in which most of the takes place. The tent — called an engineering control system — enables cleanup personnel to confine and contain each location as it is excavated and evaluated for any material requiring removal. Officials said they are encountering everything from old car bumpers, to sheet metal, to construction debris to more of the canisters themselves, but don’t know until they actually do the excavation. Safety and site controls are in place to protect on-site workers, the nearby public and the local environment.

“Some will say this is tremendous over-kill on our part,” said Helene Takemoto, Corps of Engineers on-site project manager. “But it’s the nature of projects like this that we take every precaution against any possible risk, no matter how remote. I think our containment and filtering systems are examples of that.”

One major precaution in addition to the enclosed tent that is moved from spot to spot as the excavation and probing progresses, is a multi-stage filtering system. The system filters all of the air inside the tent and tests it for the presence of any of the chemical agents. If any are detected alarms

sound that warn workers to take additional precautions.

The filtering systems consist of two 18-inch wide charcoal beds, with monitoring equipment before, during and after the air enters the system. Workers keep careful note of any changes in the ambient air supply that could require adjustments in the level of protection. In most instances, workers remain in work overalls with respirators slung on their belts. If suspected test kits are encountered they change to the chemical resistant special clothing — the “space suits” — that provide protection against any chemicals encountered during the operation.

A public notification system is also in place. It provides for green, yellow or red flags to be displayed on the site to indicate the level of risk and let neighborhood residents know if they should take any additional action. A green flag is displayed to indicate normal operations, including the discovery and normal disposal of additional chemical test kits. A yellow flag will be displayed only in the case of a release of chemicals inside the tent that presents a significant load on the filtration system. A red flag would be posted if chemical is released to the outside atmosphere.

During yellow conditions, Guam Police Department cruisers would drive through the neighborhood and police officers would use their public address systems to instruct local residents to stay indoors, close windows and doors and turn their air conditioners to recycle inside air. During yellow conditions, residents could leave if they wanted, but would be asked to stay put if conditions turned to red.

“We don’t envision any yellow or red episodes at all during this operation,” said Takemoto. “But we have to plan for them just in case.”

The operation is scheduled to take about a month and a half to complete, but could take longer depending on what is found.

**Specialties:** *There is some place where your specialties can shine. Somewhere that difference can be expressed. It's up to you to find it, and you can.*—David Viscott, American writer

# Regional Roundup

## New POD Director of Technical Services arrives

*Story and photo by Alexander Kufel*

The new POD Director of Technical Services (DETS), Frank Oliva, said that there is a lot of movement among SES executives and after four years with North Atlantic Division (NAD) in New York City he knew relocation was forthcoming. He was surprised and excited when he was informed by the Chief of Engineers, Lt. Gen. Ballard, that he was being reassigned to Hawaii.

"We had no list of preferences," he said. "But my wife Connie and I are particularly excited about the 'Pacific' part of Pacific Ocean Division, although the geography and distances here in the Pacific are something that I'm going to have to adjust to." At NAD he was only an hour or two away from five of the six NAD Districts as well as USACE Headquarters in Washington, D.C.

"I'm also delighted to have an opportunity to visit, for the first time in my life, people and projects in Alaska," said Oliva. He said that as a child growing up in Manhattan he read a book about the 1400-mile-long Alcan (Alaska) Highway that captured his imagination and made him want to become a civil engineer. It also created an interest in faraway places. In this tour, faraway places will include Japan and Korea in addition to Alaska. A particular attraction to Korea is that Oliva will have an opportunity to visit his son Dante and daughter-in-law Nan Hee who live there.

During Oliva's first week in Honolulu, a Regional Management Board meeting was conducted, so he was fortunate to meet

senior district leaders immediately to begin understanding their major issues and concerns. He said that in his first weeks in Hawaii he also has had the opportunity to meet DETS staff members one on one and has found it very enjoyable to get to know people as individuals.

Oliva said that he's comfortable with his role in POD because goals within the Corps are similar nationwide and that while at NAD he went from managing PM (Programs Management) to DETS. He does feel he is joining POD at an opportune time when all of the MSC's (Major Subordinate Command) —Divisions— are restructuring to better reflect the Divisions as regional business centers and to include both of the senior executives in the project management business process. He said that because the Divisions can be perceived as middle management, they particularly need to establish the value of their existence.

"The individual Districts are our customers," he said. "If the Districts succeed, USACE and POD also succeed."



*Frank Oliva*

## Courageous Channel 00-1 NEO Exercise

*By Gloria Stanley, FED PAO*

If it's Spring, it must be NEO. In Korea, Courageous Channel, a three-day noncombatant evacuation operation (NEO) military exercise is held twice a year – in the Spring and in the Fall. During this exercise, all non-combatants who would be evacuated if there were an emergency report to one of the evacuation sites in their area with their NEO packets. The packets are checked for documentation and other items noncombatants would need for a real-world evacuation. The purpose of the exercise is to improve the process so an evacuation can be executed in the most effective manner in the event a natural disaster or hostilities require it.

The Far East District, along with other units stationed in the Republic, has selected NEO Wardens who have the responsibility of making sure the noncombatants in their

unit and their families have completed NEO packets and kits. The packets include necessary documentation such as passports, household good inventories, powers of attorney, and home strip maps. The kits are made up of personal necessities such as toiletries, water, canned goods.

Mitchel Glenn, Chief, Emergency Management Office, is FED's NEO Officer and organizes the District's implementation and participation in the exercise. Maj. Debbie Mallgren, who is a drilling IMA assigned to the District, is the NEO Coordinator and throughout the year submits monthly reports to the Area Coordinators in all six parts of the peninsula where there are FED personnel. Each of the NEO wardens submit monthly e-mail updates to Mallgren, who is in the continental United States, so she can consolidate the information into the reports and format necessary for submission to the six Area Coordinators. For her three weeks of Annual Training, active duty this year, Mallgren

came to the District just prior to Courageous Channel 00-1 in March, so she could work with the new NEO wardens to make sure they were aware of the recent changes and the monthly reporting requirements. In addition to maintaining and updating a NEO book, wardens' responsibilities include attending monthly meetings, manning stations at the NEO centers during Courageous Channel exercises, and inspecting noncombatant NEO packets throughout the year. Mallgren also participated in Courageous Channel 00-1 by manning one of the stations at the Hannam Village NEO Center in Seoul, along with the three Emergency Mgt. Personnel on 8 hr shifts and nine of the District's NEO wardens who rotated 2-3/4 hour shifts during the exercise. More than 1,500 noncombatants and their families processed through the Hannam Village NEO center alone.

It's all part of living and working in the Corps' Maneuver District.

The Universe: *Sometimes I think we're alone in the universe, and sometimes I think we're not. In either case, the idea is quite staggering.*—Arthur C. Clarke, British science fiction writer, 1917 -

## The Electronic Library by Ruby Mizue, IM

### ENGINEERING RESOURCES UPDATE

CCB, IHS, NSSN, NFPA, ASSIST. . . .so many standards, so many sources, which one to use?

Locating private industry standards and ordering sources can be confusing and time-consuming. A concise summary of some of the primary indexes for standards can be found at  
S:\podim\libdocs\engres.doc.

The summary is also posted in the CEPOH Public Folders/Information Management/E-Library Connection mailbox.

### CONSTRUCTION CRITERIA BASE (CCB)—FINALLY ON THE LAN!

After extended technical difficulties, the current CCB has been installed on our local network for your use. Instructions for installation are posted in the CEPOH Public Folders/Information Management/E-Library Connection mailbox. The installation procedure is lengthy, but not technically difficult for those who are comfortable with PC software installations. If you prefer, you may call Helpdesk to assist you with installation. Those with NT machines or who have Adobe Exchange software will need to contact Helpdesk for special instructions.

CCB is still easily available on the Internet at <http://www.ccb.org>; however, private industry standards are not accessible on the Internet due to licensing restrictions. To access private industry standards offered by CCB, you must install the networked CDROM software from the LAN. For a preview of what the latest CCB has to offer, check out What's New at <http://www.ccb.org/html/whatsnew51.htm>. Whether you use CCB on the Internet or access it over the LAN, the product is now easier to use and comes with excellent "guided tours" and tutorials to assist you in getting the most value from the resource. If you have any questions, contact Ruby Mizue at 438-8348.

### EYE ON THE HIGHWAYS—TRAFFIC ALERTS!

In a hurry to a meeting downtown, or heavy rains causing you to consider an alternate route home? Let Honolulu's Traffic Camera System give you a real-time view of the traffic patterns on your route. With 87 cameras in operation, the system covers virtually every major thoroughfare on the island. Check out the options at:  
<http://www.eng.hawaii.edu/Trafficam/index.html>

View *The Pacific Connection* on the Internet at <http://www.pod.usace.army.mil/news/news.html>

## PRODUCTIVITY CORNER

### A railroad tale

A man applied for a job as a flagman at a railroad crossing and was told he would be given the job if he could pass a one-question test. Naturally, the man agreed. The applicant was told to imagine he was the flagman at a crossing having only one track, and approaching from the east at 95 m.p.h. was the Continental Express. At that same time, the Century Limited was speeding in at 100 m.p.h. from the west with only three hundred yards between the two fast-moving trains. The man was then asked what he would do.

The applicant quickly responded, "I would run and get my brother-in-law." Not understanding the relevance of this answer, the railroad examiner asked him why. Replied the man, "He ain't never seen a train wreck."

—Quotable Business, Louis E. Boone

### A modest man

Louis Pasteur's many medical discoveries made him famous all over the world, but he remained surprisingly modest. At the International Congress of Medicine held in London in 1861, Pasteur was invited to mount the platform by its president, Sir George Paget.

The crowd recognized Pasteur at once, and began to cheer loudly. Pasteur turned to his son-in-law and said, "Undoubtedly the Prince of Wales has arrived. We should have come sooner."

—Adapted from *Absolute Zero Gravity*, by Betsy Devine and Joel E. Cohen (Simon & Schuster)

### Power to the people

When Franklin Delano Roosevelt was campaigning for his third term, he met a man from his home state of New York. "Who are you voting for this year, sir?" asked FDR.

"Well . . . I'm voting for the Republicans," said the man.

"Now, why is that?" asked FDR. "Are you a little troubled by the fact that I'm running for a third term?"

"Nah, that's not it," replied the man. "It's just that I voted for Republicans the first time you ran; I voted for Republicans the second

time you ran; and I'm going to vote for the Republicans again because I never had it so good."

—Manager's Intelligence Report

### Discovering hidden talent

There was a man who played piano in a bar. He was a good piano player. People came out just to hear him play. But one night, a patron told him he didn't want to hear him just play anymore. He wanted him to sing a song.

The man said, "I don't sing."

But the customer was persistent. He told the bartender, "I'm tired of listening to the piano. I want that guy to sing!"

The bartender shouted across the room, "Hey buddy! If you want to get paid, sing a song. The patrons are asking you to sing!"

So he did. He sang a song. The piano player who had never sung in public did so for the very first time. And nobody had ever heard the song *Mona Lisa* sung the way it was sung that night by Nat King Cole.

He had talent he was sitting on. He may have lived the rest of his life as a no-name piano player in a no-name bar, but because he had to sing, he went on to become one of the best-known entertainers in America.

—First Draft

**Self-image:** *We either make ourselves miserable or we make ourselves strong. The amount of work is the same.*  
 —Carlos Castaneda, American writer, 1931 -

**PRODUCTIVE PEOPLE**



**Cynthia Matsuyama**

*Hometown: Hawaii Kai*

*Years with Corps: 14*

*Works in: Fort Shafter Resident Office*

**A** little while into a conversation with Civil Engineering Technician Cindy Matsuyama, a recurring theme begins to appear: no matter what it is that she is involved in, on the job or off, Matsuyama seems to approach the learning process and the activity itself with such an abundance of enthusiasm and devotion that it's hard not to get caught up in it as well.

"When I get interested in something," she said. "I really try to get good at it. I get very involved!"

A tip-off of her most recent interest is a large poster showing the various shapes of stemware wine glasses. Matsuyama said that she paid a very interesting visit to California's Napa Valley and now is learning all she can about both wine varietals and the characteristics that make certain wines taste better than others. The same intensity is true of Hawaiian quilting and knitting, and can be said of her interest in other people. Matsuyama said that she has made some of her closest friendships at work. At home, she has an especially close relationship with her daughter, Dawn, an electrical engineering student of whom she's quite proud.

Weekends, she helps her parents manage their rental properties by overseeing repairs and screening for new tenants. Matsuyama said that the way she approaches work is not much different than the rest of her life—she loves learning new things and values the skills of others.

Cindy is making HED more productive.



**Glen Y. Takishita**

*Hometown: Pearl City*

*Years with Corps: 18*

*Works in: Plans and Project Management*

**C**ivil engineer Glen Takishita, also known as GT, said that the broad spectrum of his interests inside and outside of work serves largely to fulfill his fascination with life itself. He enjoys meeting people and feels that working with others is one of the more rewarding aspects of his job as a project manager. He said, too, that in PMBP (Project Management Business Process), "people time" is made more precious by the multitude of tasks and responsibilities facing the project manager.

Married for nearly four years, Takishita and his wife Sandi are avid members of the University of Hawaii Rainbow Basketball Booster Club and go to all the games. This year he volunteered to help with publication of the club newsletter and said that the challenge of interviewing people and writing articles about them has been a gratifying experience.

"I really love life and enjoy trying new things," he said. This includes raising three Golden Retriever dogs; enjoying music and movies; being a Macintosh computer enthusiast, and playing weekly tennis games with co-workers and friends. For some time he has been partners in a part-time business restringing tennis racquets. Through the years he has been an avid bicyclist, a photography buff, enjoys the challenge of cooking for large groups of people, and makes an effort to follow most sports. Last season, he attended all but one of the U.H. home football games.

Glen is making HED more productive.

**Heart:** *Every time a man unburdens his heart to a stranger he reaffirms the love that unites humanity.*  
—Germaine Greer, Australian writer, 1939 -

Mark your calendar!

The 2000  
HED  
ORGANIZATION  
DAY  
picnic is  
Friday, 16 June  
on the beach  
at  
BELLOWS  
Air Force Station,  
pavilions 5 B & C.

Retirees, guests,  
spouses  
and children  
will be  
admitted  
free

**Aloha means Hello** to **Gayle Connelly**, HED Equal Employment Opportunity Officer, recently arrived from Fort Campbell, Ky.

Connelly said that her background includes social work and a degree in secondary education. She was a TRADOC intern in Education, a DA intern in EEOO and recently completed the Women's Executive Leadership Program. A year ago, she ended a tour as EEO Officer for the Europe District in Wiesbaden, Germany and said she's delighted to be back with the Corps.

**Aloha means Hello** to **Nellie Arnold**, RM-F, a new employee of Honolulu Engineer District and secretary to the chief of Finance and Accounting .

**Aloha means Goodbye and Good Luck** to POD chief of Contracting Division, **Joe Swift**, who retired May 3 from federal service after over 36 years on the job. He said

that he realized that the time is right for him to do certain things, one of which is to develop a genealogy research business with his sister, and that retiring was not an easy decision because he

enjoyed the people he has worked with so much. When told that others were saying they would miss him as well, Joe responded that fairness issues have always been high on his list and that throughout his life he has always tried to behave toward others the way he wanted to be treated.

**Aloha means Welcome Back** to civil engineer **Bruce Stevenson**, EC-CC, who went to Egypt for 18 months and now is

back with HED.

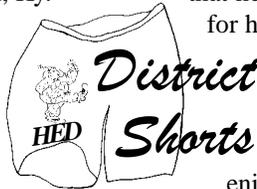
**Aloha means Welcome Back** to general engineer **Dennis Chung**, EC-CF, who completed an assignment with U.S. Forces Japan and has returned to the Fort Shafter Resident Office.

**Aloha means Welcome Back** to general engineer **Nelson Lee**, EC-M, returning from Japan

Engineer District where he was a project manager from June 1995 until March of this year.

**Aloha means Welcome** to contract specialist **Iris Niizawa**, a Naval Acquisitions intern at Pearl Harbor, on three-months rotation to Honolulu District.

**Noteworthy: Congratulations** are in order to **Kit Lee**, IM, on completion of Hawaii Pacific University's 18-month Master of Business Administration Program.



Joe Swift

## Corps credit union remains employee benefit

It may come as a surprise to some that the credit union established by the Honolulu Engineer Area Office, Corps of Engineers—HONEA—in 1952 is not only still in existence, but is financially sound. Among other plans, they are poised to enter the world of electronic commerce this fall as they make the first step and go “online” with Hawaii Impulse System, their current data processor.

“We are making an effort to build upon HONEA’s structural solidness and increase the services we provide to our members,” said manager Fred Dalit. “The credit union is in very good shape and currently has a capital ratio of 26 percent, which is way above the six to 10 percent found in better institutions, so we’re in a good position to reach out to our 664 members.”

This means that besides having individual transactions communicated electronically to their data processor, instead of physically transporting them batch by batch, HONEA’s plans for the immediate future include membership for temporary and part-time employees, the establishment of new types of accounts—such as share-drafts, more active promotion of home equity and automobile loans, and increasing services to members wherever they can. Dalit said that the field of membership extends from Corps Divi-



HONEA Credit Union teller Delia Abear

sion and District, to agencies in the Federal building downtown, to employees of Fort Derussy Military Reservation and the Hale Koa Hotel. Another service recently instituted is that HONEA goes directly to members at the Hale Koa every Wednesday for an hour and a half. Longer-range plans include capitalizing on the secured electronic transmissions capability that they will have with Hawaii Impulse System and establishing Internet banking for their members.

Dalit said that since 1981 he has worked in the credit union business in a variety of positions: auditor, credit manager, loan manager, and was working as a consultant when tapped to become manager of HONEA a year ago.

“I’m pleased to be a part of HONEA,” he said. “The Board of Directors has done an excellent job of creating a strong credit union, one worth looking into for one’s financial needs.”

Withstanding fluctuations in the market isn’t a matter of how big a financial institution is, said Dalit, but rather how much they have in reserves compared to their obligations. At 26 percent, HONEA has enough funds to write loans to its members in addition to what it has already loaned and still receive a high rating in its capital ratio. As an additional safety measure, funds of up to \$100 thousand per depositor are insured by the NCUA (National Credit Union Administration). Dalit said that this is an excellent time to join HONEA and anyone interested in becoming a member can call 841-2473 Monday through Friday from 9 a.m. to 2 p.m.—Alexander Kufel