



SBSP: Possibilities as a planning tool

Story by Alexander Kufel

There is an unrelenting quality about the future that promises its arrival whether or not action is taken. The advantages of worrying about the future far outweigh the disadvantages, said HED's chief of acquisitions and new technologies, Wendell Awada, a recent member of the USACE Corps-wide Scenario Based Strategic Planning (SBSP) Workgroup. (See related story on page 9).

SBSP is a planning method based on figuring out the most important factors that will ultimately affect an organization. It originated as a development tool for trying to determine what the world will look like for Year 2020 stratagems, but has since come to be employed by USACE to help plan future courses of action. Jim Ligh, IM, another Workgroup participant, said that scenarios are not



predictions, they are possibilities.

With POD and HED having recently undergone restructuring that essentially redefined their existences, the time has never been better to plot scenarios proponents of strategic planning believe will be in existence in one year, three years, and even, 20 years.

Through their Workgroup participation, Awada and Ligh said they not only learned a means of anticipating the future, but helped apply it at the USACE level, and are now helping to define and reshape POD and HED organizations as well.

"SBSP does not focus on worst-case scenarios," said Awada. "Instead, it looks at a full range of possibilities. It looks at predicting alternate futures."

Thus, possible regional socio-economic conditions such as prosperity and growth or depression and instability are viewed in the light of political and cultural possibilities. Culture, economics, technology and military matters are each examined by the group as a whole. The resulting scenarios are not casual projections, but in-depth analyses of trends and uncertainties.

"Six groups of people projecting what the world will look like produce long, long lists," said Ligh.

The tool works because it focuses creativity, said Awada. Predicting the future has to be approached vigorously. Thus, the SBSP Workgroup consisted of 11 people from USACE and 11 people from the field who met monthly at USACE headquarters in Washington, D.C. Not everyone was able to attend every meeting, he added. So, participation was usually between 15-20 people. Awada attended six sessions since October 1997. He said that the group size is small enough for actual discussions to take place but large enough to produce impressive results.

Both participants said that it was time well spent, depending on what is done with the knowledge they acquired now that they are applying it at home.

Jim Ligh perhaps sums it up best by saying that he thinks "we need to explain the connection of the Chief's vision he created when he came on-board to this new initiative to continue the strategic process and add to that vision. The key question that needs to be answered is: The Corps has a vision, where do we go from here?"

Contractors' concerns about local hiring aired at hearing

Story by Larry Hawthorne

More than eight of every 10 construction contracts Honolulu Engineer District awarded last year went to local firms. That was one of the more interesting facts gathered during testimony heard in early December at a Hawaii State Senate Hearing on contracting procedures among military services.

Senator Cal Kawamoto scheduled the special meeting and invited panels from local industry and military contracting agencies to testify on impacts of a federal contracting law and local efforts toward compliance.

About a dozen representatives of the military and a similar number of local union and state contracting officials centered their comments on Section 8078 of Public Law 99-190. The provision, signed into law in 1985, requires federal construction contractors operating in Hawaii to hire local labor when the state unemployment rate exceeds the national average. That condition has existed in Hawaii since 1995.

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Military strength: *The first virtue in a soldier is endurance of fatigue; courage is only the second virtue.*
—Napoleon Bonaparte, French emperor, 1769-1821



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

HED Commander's Comment

Outlook optimistic for 1999

Last week's Holiday Party was a fitting way to end 1998 as we look forward to 1999. Even though the year was full of challenges, the District has much to celebrate. In March, the District successfully emerged from the operating Division after a generation of shared spaces, people and functions. In July, the District smoothly turned over all of its top leadership positions. In September, the District closed out the fiscal year, meeting all the key goals directed by Headquarters and successfully awarding all of our customers' end-of-year funds. Throughout the year, many great projects were completed.

Of course, looking back on 1998 one has to also take note of the difficulties we endured, most especially the downsizing of the District. Thirty-six individuals lost a permanent or temporary grade in the March RIF that separated the District from the Division. Since July, and in response to the District's financial crisis, about 50 individuals left the District voluntarily, aided by our aggressive outplacement efforts and offering of buy-out opportunities.

The District has lost many wonderful people. They carry with them many years of experience. We will miss all of them. To each of them go our best wishes for future success and happiness. Nevertheless, we can take some satisfaction in the cancellation of the October RIF. During 1998 no permanent employee lost a job involuntarily, a tribute not only to those who left and to those who brought new income opportunities to the District, but also to every member of the District who continued to do outstanding work despite the turmoil.

The outlook for the District in 1999 is good. Based on the most recent figures of anticipated income the District should be readily able to afford

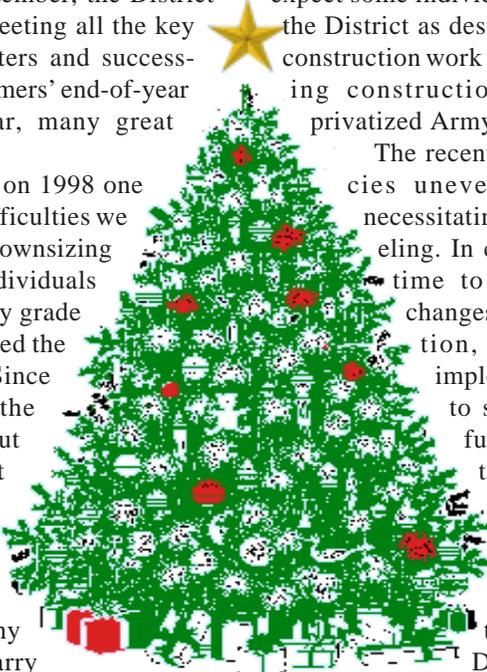
its current workforce. Although a project-funded organization such as the Corps cannot absolutely guarantee there will not be a future RIF, there is no reason to expect involuntary separations from the District at least through 2001. While the crisis is over, we will have to continue to be carefully responsible with our limited funds. We can also expect some individuals to have to move within the District as design work gives way to more construction work in FY00 and as Family Housing construction becomes increasingly privatized Army-wide, beginning in FY01.

The recent downsizing created vacancies unevenly across the District, necessitating some personnel cross-leveling. In consequence, this as a good time to also make some modest changes that realign the organization, in order to more fully implement project management, to strengthen our focus on the future, and to flatten the structure of the District.

Last month the District's senior leaders debated these ideas and achieved consensus on changes to implement them. This month the District's leaders briefed the outlines of these changes to the Division staff and received a generally favorable review. Next month we envision finalizing plans for specific positions and beginning personnel actions.

Two things stand out in this effort: This is planned as the last significant structural change in the District for at least the next two years. With stability in structure for the first time since 1991, the District should then be able to turn its attention to its processes instead. Secondly, as we try to fill vacancies and emerging needs we will look

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Time: *Everything is within walking distance if you have enough time.*—Steven Wright, American comedian, 1955 -

Opinion

Putting the past to work

It recently occurred to me, some 15 years after I first went to Waimea Falls Park for nighttime walks under the light of the full moon, that what attracted me in the first place—indeed, what has kept me returning over the years—is still there and possibly has grown stronger.

For one thing, to walk in Waimea Valley on the north shore of Oahu is to have one foot in the past and one foot in the present. Smells and sounds and visual landmarks mix together in a succulent stew, triggering thoughts of timelessness. For another thing, although the valley has known unhappiness in its time, there is a palatable sense of ‘hospitality of place’ that makes crossing the stream and entering the valley a sensual experience. While I doubt it’s unique to Hawaii, I’ve experienced it in Hawaiian locales more than in other places. Maybe there really is something that emanates from the site; maybe it’s just me. To enter this valley, day or night, is to enter a realm devoid of the anxiety-producing concerns of our times. At night, I feel these sensations heighten.

As I left the parking lot and walked under the cover of darkness, it rained slightly in the wonderful, soft way moisture can fill the air in Hawaii. I easily followed the road the one mile or so back to the waterfalls the valley is famous for—all the light I needed, and more, came from the moon, full and close. Amazingly, the light stopped close to the ground—I could have read a newspaper if I wanted to, but I could not see my feet. The road appeared as a surreal ribbon of blackness cutting through the trees which were clearly defined. The past, too, felt full and close and I felt it wrap around me as I bridged the stream on the modern concrete road. Water bubbled and gurgled in the night air, intent on reaching the sea. I felt as though the valley itself was bubbling with joy. I cannot think of anything that would have surprised me at that moment. House platforms and secretive small paths created an impression of walking through a populated area—a valley with a village in it, and people too, if I cared to stop and visit.

Walking slowly, my head swimming with the wonder of it all as I struggled to see in light blocked by tree branches, I noticed that off on either side of the road, the rocks and plants loomed menacingly. Their presence placed into proper perspective the comfortable feeling that came with being on the road. I speeded up past this

point, as I seem to remember doing on previous visits, slowing my pace only when the vista opened onto a grassy knoll luminous in the light of the moon.

The air was cool and heavily scented with hints of exotic plants and flowers that bloom only after the sun goes down. Whatever wind there was served wholly to rustle the leaves and move the smells along with me as I walked. It was a quiet walk—any other people who were out and about were so silent as to be invisible. I could have been anywhere, at any time in history. There were no cars, no traffic noise, no music, no indications, in fact, as to which year, decade or century I was in.

In the early 19th century, this valley supported a lively village teeming with the activities of a thousand people. Sandalwood grew profusely on the valley sides, holding the steep banks together. Through over-cutting for the China trade, soil erosion proved disastrous during heavy rains. Rocks fell, Hawaiian *hale* were destroyed. The valley became uninhabitable for the number of people who lived there. They moved on. Today, the valley is a park, an arboretum and botanical garden that is home to plants rather than people. It is in itself unique, harboring flora found few other places. But it is timelessness that calls me, and it calls in a voice that hardly falters.

Too quickly, I was at the falls. Sitting, miles from the city, looking up at the night sky with the moon behind a cloud, shooting stars became visible.

This happens to me, with minor variations, every time I go there. Year after year. In memory, I wonder if the suspension of time and space that I experienced was a dream or if it was reality. Yearning for the past, I think, carries with it such sadness that I prefer living in the present. However, whenever I enter this valley, the past becomes present. Whatever yearnings I feel diminish, replaced by the joy of the moment.

I don’t think this is uniquely my experience. My argument is not about whether or not it’s worthwhile, but whether the opportunity to find out should continue to exist, or slowly fade away in collective memories. I figure it’s up to us individually to perpetuate it, and I’ll be there again next month, under the light of the full moon. Like an interesting old aunt who thrives on company, I think Waimea Falls Park needs to be visited, and often, if it is to stay alive.



Just Thinking
by Alexander Kufel



Age: *When you know who you are and you realize what you can do, you can do things better at 40 than when you're 20.*
—Shirley MacLaine, American actress

Readiness expediting made easier



Photo by Alexander Kufel

Raynette Gurney, CT-S, gets ready to have her photograph made by digital camera at the Schofield Barracks' Soldier Readiness Processing Center while Rich Phillips, CT-C, waits his turn.

For those POD and HED individuals who are on the Emergency Deployment Roster, Quick Deployment Teams, or are volunteering for emergency operations, obtaining a "smart" card with detailed personal information will greatly expedite deployment when it's time to go, said HED natural disaster planner Ken Suiso. In early December, Suiso "expedited the expediting" by taking 14 people with him to the Soldier Readiness Processing Center (SRPC) at Schofield Barracks where they received cards.

"There are three information systems on each card," said Sgt. 1st Class Randall Werner, 25th Infantry Division NCOIC. "There's a computer chip, a magnetic stripe, and a bar code. If we can get to one of those elements and enter it into any of our computers, anywhere in the world, we'll be able to bring up the information we need about that individual immediately."

Werner went on to say that a significant advantage of the system is that processing was limited previously to 500 people a week. Now, they can handle 500 a day.—Alexander Kufel

HOLIDAY HEAT

The numbers one through nine appear three times each in this puzzle. Your assignment before you can settle down to enjoy Chanukah, Christmas, Kwanzaa, Solstice, or any holiday at all, is to blow out three candles which will total 15 in each of the three horizontal rows. The three candles you select must carry the numbers one through nine. No number may be used more than once. Need a hint? Start by blowing out the most protected candle. Solution on page 6. No peeking!



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In Hawaii, you simply can't rely on the weather for cues that Christmas is in the air. Where's the snow? Instead, you have to stay alert for seasonal visitors to Fort Shafter such as this wire frame reindeer. The sculpture and the Corps of Engineers building 230 in the background are real enough, but the daytime lights are an illusion brought to you by the magic of computer photo enhancement. Photo by Alexander Kufel.

Pressure: *In the arena of human life the honors and rewards fall to those who show their good qualities in action.*
—Aristotle, Greek philosopher, 384-322 B.C.

Profile

POD Chief of Staff looks toward future

When Col. Donald R. Pawlowski assumed duties as Deputy Commander of Pacific Ocean Division (POD) in August, he did more than change location from his previous assignment as Director of Public Works (DPW) at Fort Leonard Wood, Mo.—he actually reversed roles and found himself no longer a consumer of Army Corps of Engineers services, but a provider.

“I was very excited about joining POD,” he said. “While with DPW I had an opportunity to do partnering and to improve relations with Kansas City District. General Ballard has done a lot to bring all engineers together and he gave me an opportunity to participate. Now I’m able to apply what I’ve learned to matters of concern to the Corps.”

This is not, however, Pawlowski’s first experience with POD. During his nearly 25 years in the Army, he said that he has served throughout POD’s area of responsibility. He was Army liaison officer with the 30th Naval Construction Regt. in Guam; chief of Facilities Engineers at the Cold Regions Test Center at Fort Greely, Alaska; Facilities Engineer staff officer with U.S. Forces, Japan; and was commander of the 802nd Engineer Battalion at Camp Humphreys, Republic of Korea.

As Chief of Staff, Pawlowski said that he has been involved in both the physical and functional separation of POD and HED. He is in the position of keeping both the commander and department heads informed so that the organization as a whole can “excel in the execution of its mission.” Pawlowski also has assumed a leadership role in trying to develop a picture of the future for the Division as a whole.

“We see opportunities to become more forward-looking



as a corporate body,” said Pawlowski. “General Stroock is a member of the campaign team at USACE looking at strategic plans for the Corps. In addition to attaining the Corps’ Vision, we are concerned with long-term results and are setting the stage for our successors.”

POD Chief of Staff Col. Donald R. Pawlowski talks about strategic planning and the importance of mapping out scenarios for the Division’s future. Photo by Alexander Kufel.

Outlook...

Continued from page 2

first to existing members of the District. This realignment is organized with the intent that no one will lose a job or grade, although some might have to change duties.

Achieving stability in personnel will promote our success in other areas as we confront different challenges in 1999. In January and February we will have a HQUSACE Command Inspection. By October, we hope to begin a major shift of offices, physically separating the Division staff from the District and moving everyone out of Building T-1, which will then be torn down.

I believe 1999 will be a pivotal year for the District’s future. Whether the District will shrink or grow during the next five years will largely be determined by how well we improve our pro-

cesses and promote new opportunities. How well we are able to work together in teams to support our customers will decide the District’s fate. I urge you to participate in these efforts and to continue doing great work to accomplish the District’s current missions.

The beginning of a New Year normally calls forth resolutions of self-improvement. My ambitions for the District include greater customer satisfaction, more efficiency and value in project delivery, more effective financial management, more consistent recognition and care of individuals and more investment in the individual professional and leadership skills that are the basis for the District’s future success. My personal goal is to get to know better the many wonderful people of this organization.

I hope you share these goals and can join me in looking with optimism to the New Year. Best wishes to you and your family for the holidays.

Perspective: *Invention is the mother of necessity.*—Thorstein Veblen, U.S. economist, 1857-1929

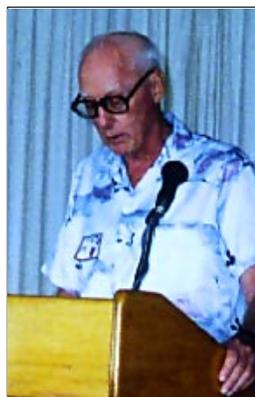
Many employees showed lots of spirit before, during and after

HED Holiday party a gr

Story by Alexander Kufel. Photos by Jim Dung.

This year's Dec. 17 HED Holiday party at the Hickam AFB was unique in several ways: It was HED's first annual party as an organization; it involved such creative fund-raising events as contributions from managers, a bake sale and a "musubi" sale. Many activities and games designed to reacquaint people followed during the afternoon of nearly every office. What was not unique was the cooperation put in by the Special Emphasis Program Committee and the inclusion of people from POD. Let the pictures speak for the enjoyment of the Holiday party.

Photos below left to right: Inter-denominational invocation by Carl A. Strock, followed by words of "aloha" by HED Commander Lt. Col. Wally Z. Wally, and



Complacency: *Doubt is not a pleasant condition, but certainty is absurd.*
 —(Francois Marie Arouet) Voltaire, French author, 1694-1778

Group effort at every turn

Officers Club was
 as a stand-alone
 s to finance it as
 e; and it involved
 ollowing restruc-
 nsiderable effort
 l others, and the
 o the success and

k Edwards, RM-M,
 Walters (center), and



(Above) Before the party could begin, some of the funds were raised by a bake sale. Here, Hilton Kalusche, SO, (left) and Ardine Ingraham, RM-FA, (right) check out the goodies being sold by Marjorie Rodrigues, RM-FA (left), and Emile Andrade, RM-R, of the Special Emphasis Program Committee (SEPC). (Below) Following the party, employees of both POD and HED contributed canned goods, toys and clothing to the Hawaii Food Bank and the Community Clearing House through the efforts of the SEPC. Here, Kenneth Santiago, LO, Lolly Silva, EO, and Roy Yamanaka, LO, load the truck. Photos by Alexander Kufel.



Photos clockwise from top center: Mr. and Mrs. Santa Claus (Maj. Dave Austin, DD, and Pat Billington, OC) put in an appearance and handed out prizes for the games and drawings; everyone socialized, ate a hearty buffet lunch; visitors from Japan provided entertainment; everyone sang songs after completing a puzzle, and played games. Each person attending received a prize thanks to the efforts of the Special Emphasis Program Committee.

Reality: *Flattery is like perfume: It should be smelled, not swallowed.*—Anonymous

Resting in front of the TV is not for this HED employee

Tennis player's invention a hit

Story by Alexander Kufel



Rodney Leong, PP-P, displays his "Power Strokes" invention attached to a tennis racket, ready for use. Photo by Jim Dung

Stereotypes of government workers being what they are, engineer and HED project manager Rodney Leong seems determined to prove that spending day after day doing a good job solving problems at work is not enough—he also has to apply the same techniques to his home life, in his off-duty hours.

For about eight of the 25 years he's been playing tennis, Leong has been plagued with "tennis elbow," a condition that weakens the arm and causes quite a bit of pain. Recently, he parlayed that chronic injury into a small but healthy business making and selling a weight that attaches to a

tennis racquet and strengthens a player's arm under the same conditions which cause the injury in the first place.

"I tried following the advice of various doctors who recommended strengthening, stretching and warming up before playing," said Leong. "Dumbbells strengthened my arms, but they didn't deal with the swing of the racquet and I didn't want to lug them around in my tennis bag."

Leong devised a simple solution of light, detachable weights that fit onto the strings of a

tennis racquet at approximately the same point where the racquet contacts the ball. Leverage effectively increases the weight and provides progressively greater muscle-building resistance as the player swings the racquet back and forth. He calls his device "Power Strokes." Leong said he makes three different weights to accommodate tennis players of any size or level.

He said that when he first tried it out, he was pleasantly surprised to discover that the weights not only helped cure his tennis elbow, but helped raise his game to the next level. Then, he said, others tried it, including tennis instructors, doctors and physical therapists, and they all found it to be a valuable aid to muscle strengthening. Now, he and his family are involved outside of working hours in a cottage industry hand-making the weights and filling orders. He said that he searched dilligently for materials that provide a good balance between economy, functionality, durability and aesthetics. Now he's satisfied. "I've even applied for a patent," said Leong. "It's very exciting."

Sales have been principally through local tennis shops and word-of-mouth. Participation in a short-lived "tennis mall" Internet website produced queries from the mainland U.S., Canada and Australia. Recently, "Power Strokes" was featured in a Sunday "USA Weekend" new products article.

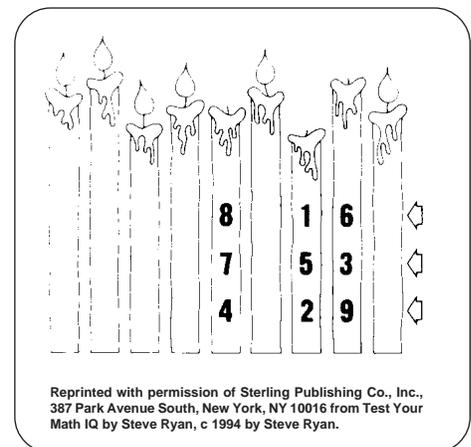
Civilian employee briefly brings military career to work



Instead of bringing work home with him, transportation assistant Rudolfo "Rudy" Atoigue, LO, turned the tables for a short period and had his career as an Army Reservist touch upon his full-time job. In ceremonies conducted by HED Deputy Commander Maj. David Austin in December, Specialist Atoigue re-enlisted for six more years.

"I enjoy both positions," he said. "It was great to have the Major do the honor of swearing me in."

Atoigue works as a finance clerk when on reserve duty and is expecting promotion to Staff Sergeant in the near future.



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Solution to Holiday Heat puzzle on page 4.

Character: *I admire men of character. And I judge character not by how men deal with their superiors, but mostly how they deal with their subordinates.* —Norman Schwarzkopf, U.S. army general, 1934 -

Regional Roundup

HED receives two merit awards for design

USACE announced in November that HED was the recipient of two merit awards in the 1998 Chief of Engineer Design and Environmental Awards Program. The first was to the design firm of Environmental Chemical Corporation for the clean-up of polychlorinated biphenyl (PCB) contaminated soil in Tanapag Village on the island of Saipan in the Northern Marianas, west of Honolulu in the Pacific. In the 1960s, the village received Army-surplus ceramic capacitors which contained oil contaminated with PCBs. They were used freely about the village as driveway and property markers, sports field poles, and as graveyard headstones. A new "ex-situ" thermal desorption process was used to treat 1,700 tons of contaminated soil and debris at this remote site, according to the awards program brochure.

The second award was made to the design firm of Cedric D.O. Chong and Associates for the repair of a 3,000-ton air conditioning chiller system at Tripler

Army Medical Center in Honolulu. The old chillers operated on R-12, an ozone depleting refrigerant, and were inefficient and inadequate for the needs of the hospital. The new system uses "environmentally friendly" R-123 chillers and is expected to save more than \$278

thousand per year in energy and maintenance costs. The awards program brochure said that the project is "commended for accommodating an extremely tight schedule and budget, as well as for its implementation without disrupting the operation of the facility.



(Above from left) David Cavagnol, Program Manager, Environmental Chemical Corp.; Joel Yuen (center), Vice-pres., Cedric Chong and Assoc.; Cedric Chong (right), Pres., Cedric Chong and Assoc. Photos by Jim Dung.

Ligh, Awada recognized for USACE planning support

Two POD employees were recognized recently for their work as members of the USACE Corps-wide Scenario Based Strategic Planning Workgroup from September 1997 through July 1998.

In November ceremonies at USACE headquarters in Washington, Jim Ligh, HED chief of Information Management, received the Meritorious Civilian Service medal, and Wendell Awada, HED chief of Acquisitions and New Technology,

received the Superior Civilian Service medal. Ligh was cited for leading a sub-group and for facilitating collaboration among participants on the Workgroup's "interactive" Internet site. Awada was recognized for his workgroup participation. Their involvement required near-monthly attendance in scenario-based planning sessions in Washington besides Internet correspondence and was additional to their regular duties. Each medal carried with it a cash award.

Contractors' concerns...

Continued from page 1

"We appreciate the numbers (indicating) a large amount of business is going to local firms," one union representative commented. "But we want 100 percent of the business, not just most of it."

Lt. Col. Wally Walters, Honolulu District Commander, testified broadly for both the Corps and the Army at large in Hawaii. He reported that his district last year awarded 81 percent of its construction contracts to local firms, representing about 63 percent of the total construction dollar value. Additionally, he said HED awarded design contracts where 95 percent

of the money went to local firms. Walters agreed with other military contracting representatives that although the law stipulated the local hiring requirement, it was purposely vague with regard to what constituted "local." "We have developed our own criteria that leans heavily on addresses and office locations to determine local firms and local labor," he said. "Without an exact definition within the law itself, it's what we have to go by." The half-day session ended with modest agreement and a list of issues for further study. A late-December follow-up session will continue the discussion. "We will continue to work closely with local firms, the local legislature and local citizens to insure fair competition," Walters said in concluding his testimony.

Wisdom: *Wonder is the foundation of all philosophy, inquiry its progress, ignorance its end.*
—Michel Eyquem de Montaigne, French essayist, 1533-1592

The Electronic Library

By Ruby Mizue

Announcing... New USACE Geospatial Data and Systems Web Site

The Corps of Engineers has established a Geographic Information Systems (GIS) web site at:

<http://gis.usace.army.mil>

It serves as the central point of information for the USACE Geospatial Data and Systems (GD&S) activities and is designed to improve communication on GIS issues throughout the Corps. By visiting this site, you can learn more about GD&S and its impact on your work, join the Corps GD&S email list, access other District/Division GIS implementation plans, and get information on GD&S research and development work units.

To see what Japan District is doing in the GIS field, check their GIS web site at:

http://www.poj.usace.army.mil/services/gis/s_home.html

Specs and Standards on the WWW

A new subscription to selected specs and standards is in place for FY99! This web-based service is provided by I.H.S. Engineering Products. Following many months of coordination among engineering, construction, and IM representatives, the district library funded the one-year trial subscription which provides access to the full-text of ASTM-Construction, ARI, ASHRAE, BHMA, AWWA, NEMA, MSS, and UL-Electrical. The Specs staff has been testing the web product and are finding it useful.

In addition, the NFPA complete is available by CDROM over the network. Hands-on training sessions were held in early December for engineering and construction personnel. Honolulu District employees who need access to these full-text products, contact Ruby Mizue by email or phone.

Visit the POD home page on the World Wide Web. Find it at: <http://www.pod.usace.army.mil>

PRODUCTIVITY CORNER

How you know technology has taken over your life

1. Your stationery letterhead lists a fax number, e-mail addresses for two online services, and your Internet address, in addition to your snail-mail address, voice number, cell phone number and toll-free number.
2. You seldom sit through an entire movie without having at least one device on your body beep or buzz.
3. You think of the gadgets in your office as friends, but you forget to send your father a birthday card.
4. You sign Christmas cards by putting :-) next to your signature.
5. Off the top of your head, you can

think of 19 keystroke symbols that are far more clever than :-).

6. Al Gore strikes you as an intriguing fellow.
7. You own a set of itty-bitty screwdrivers and you actually know where they are.

New Technology Lexicon

Blamestorming: Sitting around in a group discussing why a deadline was missed or a project failed, and who was responsible.

Cube Farm: An office filled with cubicles.

Ego Surfing: Scanning the Internet, databases, print media, and so on, looking for references to one's own name.

404: Someone who's clueless. "Don't bother asking him; he's 404." From the WWW error message "404 Not Found," meaning the requested document couldn't be located.

Idea Hamsters: People who always seem to have their idea generators running.

Keyboard Plaque: The disgusting buildup of dirt and crud found on computer keyboards.

Ohnosecond: That minuscule fraction of time in which you realize that you've just made a big mistake.

Perot: To quit unexpectedly, as in "My cellular phone just peroted."

SITCOMs: What yuppies turn into when they have children and one of them stops working to stay home with the kids. Stands for Single Income, Two Children, Oppressive Mortgage.

Stress Puppy: A person who seems to thrive on being stressed out and whiny.

Tourists: People who take training classes just to get a vacation from their jobs. As in: "We had three serious students in the class; the rest were just tourists."

Treeware: Hacker slang for documentation or other printed material.

Uninstalled: Euphemism for being fired.

Both items from Motivational Manager, Ragan Communications

Limitations: *There are no such things as limits to growth, because there are no limits on the human capacity for intelligence, imagination and wonder.—Ronald Reagan, Former U.S. president, 1911-*

PRODUCTIVE PEOPLE



Tammy Luke

Hometown: Pearl City

Years with Corps: 11

Works in: Family Housing Resident Office

It doesn't take long talking with civil engineer Tammy Luke before it is obvious that interacting with others is the part of her job she likes best. That becomes apparent as she speaks of her dealings with contractors and co-workers, her participation as co-chairman of the SEPC's Outreach committee, and of her family. Nor does she have to say that she works hard to ensure that the projects are done well, that's evident in the care she takes with everything she does.

Luke said she loves her job and wanted to be an engineer since she was a junior at Kamehameha School. She said she felt a sense of purpose in her studies at the U.H. College of Engineering.

She is married to Craig, also a civil engineer. The Lukes have three children: Cristina, 8; Timothy, 6; and Tyler, 4. Sundays are reserved for family activities and often involve the beach, rollerblading and going to swap meets. When she has a chance, Luke said she loves a good mystery story. She said that lately she concentrates on books of short pieces that can be finished quickly.

"You have to have something for kids to do," she said. "Or they'll have something for you."

Asked if there was more she would like to do, Luke said emphatically that she really admires the work of medical care givers and would someday like to volunteer her time giving to the community.

Tammy is making HED more productive.



Lorrie Anne Kaneshige

Hometown: Aiea

Years with Corps: 16

Works in: Acquisitions and New Technology

Before she worked for the Corps or knew she wanted to be an engineer, Lorrie Kaneshige had a degree in psychology and worked part-time and summers for Non-appropriated Funds at Fort Shafter. She then became a clerk-typist and later a procurement technician at POD. Finding the Corps interesting, she went back to school and emerged two years later with a degree in engineering. Today she is a general engineer responsible for government negotiations in architect-engineer and environmental contracts.

Initially, Kaneshige seems quiet and reserved, and says that she has few interests outside of work and doesn't do very much. After work, she shops, gets things for dinner, reads "suspense" novels, watches "sitcoms" on TV. On Valentine's Day this year, she got married to Norman, also an HED engineer, following a seven-year courtship. "There was no reason to rush," she said. "I knew he was the one."

Then it evolves that she does, indeed, do a lot with her time, partially through maintaining friendships that stem from high school, but also with her husband and her family. Every Tuesday she gets together with her Mom and brother for dinner. And, then there's her cat named Joe.

Kaneshige said that she's looking forward to a point when she can find the time to learn to play golf but for now finds herself too busy. "I really worry a lot about doing a good job at work," she said. "So, I often stay late to finish things."

Lorrie is making HED more productive.

Life: *Life was meant to be lived. And curiosity must be kept alive. One must never, for whatever reason, turn his back on life.*
—(Anna) Eleanor Roosevelt, American diplomat, author and former first lady, 1884-1962

Long-time Corps photographer retires



Photo by Alexander Kufel

Jim Dung began his career with the U.S. Army on Sept. 25, 1946. On Dec. 31, 1998 Dung will retire following 51 years of service to his country, most recently as photographer in the public affairs office of Honolulu Engineer District at Fort Shafter. He was POD and HED photographer for 19 years.

Dung said that retirement means that he can do some traveling and other things he never quite had time for and that now he will be able to take the photographs he has always dreamed of.

Dung won numerous awards for his photography and saw action as a combat photographer in Vietnam and Korea. He retired from active-duty service with the U.S. Army in 1976.

Congratulations to Debbie Alexander, LM, and her husband **Mark,** on the birth of their daughter **Kayla Alexander,** Dec. 10, 1998 at Kapiolani Children's Medical Center. Just in time for the holi-days. Kayla entered the world at 1:19 a.m., weighing 6 pounds, 8 ounces and was 19-3/4 inches long.



District Shorts

Aloha to the following employees who have left POD and HED recently for other jobs or retirement in support of downsizing:

Emile Andrade, RM-M

Darlene Arakaki, HR

Horace "Marshall" Barber, ED-MA

Jim Dung, PA

Clark Edwards, RM-M

Hollis Fletcher, ED-DC

Les Hokyo, RM-M

Ardine Ingraham, RM-F

Sue Ireland, RM-S

Judi Jinnai, CO

Diane Kam, CO

Sueno Kim, ED-MA

Kenny Lee, ED-S

Linda Mizuguchi, ED-C

Richard Mori, ED-D

Jimmy Nakasone, ET

Carol Oshiro, HR

Harold Pei, ED-DA

Craig Powell, RM-S

Alex Tseng, CO-SE

Robert Yanke, RM-S



Photo by Alexander Kufel

Jim Dung, himself retiring under VSIP (Voluntary Separation Incentive Program), photographs six Resource Management employees who have also taken the "plunge." (L to R) Clark Edwards, retiring after 56 years; Les Hokyo, retiring after 30 years; Ardine Ingraham, retiring after 27 years; Emile Andrade, leaving to start her own business; Sue Ireland, leaving for the mainland U. S. to accompany her active-duty Navy husband; Robert Yanke, transferring to Japan.