



Renovations complete groundwork for separate division and district



Moving day in building 230 begins with simple pieces of cardboard: boxes, and lots of them. Then, the hard part begins: filling them and moving them to their new location. (Above left) Gary Shirakata, ET-TA, left, and Russell Uyeno, ET-TA, assemble a box. (Above center) Lawrence Onaka, ET-TD, fills his boxes prior to moving. (Above right) First things first. Wayne Hashiro, ET-TC, uses his coffee cup to pave the way for bigger things.

Story by Alexander Kufel

At first glance, the restructuring of POD and HED into two stand-alone organizations seems like little more than an exercise in furniture movement. This is not the case at all, said HED deputy commander Major James Ball, for the short-term decisions that have gone into determining what goes where in building 230 at Fort Shafter have the long-reaching implications of defining both division and district. And, he said, while the physical move itself will end up with division offices on the third floor and district on the first, second and some of the third, it sets the stage for cleanly implementing future changes that are still to come.

HED is now in the position of separating its functions from those of the division. The recently completed RIF (reduction-in-force) that redefined people's jobs was the first step toward that end. Ball said that the planning for the physical moves could not be completed until the RIF announcements were made.

Redefining people's space is next. Rather, next is defining offices; identifying working spaces; demolishing old walls and erecting new ones; earmarking furniture, equipment and computers prior to reshuffling them

throughout two organizations; ensuring continuation of telephone and computer communications; and orchestrating the necessary physical movement. Things are moving so rapidly that this stage may be nearly completed by the time one reads this, said Ball.

The concerns for who was doing what, and

See "Renovations," page 8

New system moves phone number along with person

Nowadays, for workers in Fort Shafter's building 230, staying one step ahead of the furniture movers, construction workers, and carpet layers is just part of the daily routine. Unfortunately, said one employee, staying productive isn't an option—regular jobs still need to be done. Helping to make that possible is a new type of building wiring that allows one to keep the same telephone number regardless of where they go in the building, or how many times they move.

"I think it's pretty good," said another employee.

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Might: *It is not the big armies that win battles; it is the good ones.*—Maurice Comte de Saxe, French soldier, 1696-1750



*By Col. (P)
Carl A. Strock
POD Commander*

POD Commander's Comment

The Division as regional business center

It is good to be back home again after another lengthy road trip. Still, each time I travel throughout our region and to Washington I come back with an even stronger sense that we may be out here in the Pacific but we reside at the crossroads of some very important changes in the Corps of Engineers. It may be the ultimate of strategic timing, but we are about to transition to a stand-alone division and district at a time when the Corps, as a whole, is transitioning into a new concept of its own with regard to major subordinate commands and field operating activities (divisions and districts).

The concept is the division as "business center." At the recent Board of Directors meeting in USACE, we talked at some length with the Chief regarding this concept. It's a new paradigm that is still taking shape as Southwestern Division continues with its test implementation of the business center program. Lt. Gen. Joe N. Ballard has called it a defining moment in the history of the Corps.

It comes down to something very near and dear to our own hearts: The regionalization of accountability, the decentralization of operations, and—an important point here—a mix of the two where it makes sense and where it represents a more efficient and intelligent way of doing business.

At the BOD meeting, Col. Don Holzwarth, Southwestern Division Commander, presented his take on the Regional Business Center concept. It involves operating all districts within a division as a single business entity to optimize the use of resources throughout the region. The concept stresses regional teamwork, district interdependence, and

consistent business practices. The result might be fewer surprises for our customers and a more stable, predictable result when they do business with us. It also permits us to minimize turbulence in the work force as individual district workloads rise and fall. We will do this by moving work rather than people to address the needs and capabilities across the Division.

“
The result might be fewer surprises for our customers and a more stable, predictable result when they do business with us.
”

—Col. (P) Carl A. Strock

If you look around our Division, and the diversity in both workload and geography we represent, it's easy to see that we can profit from a shared-resources and expertise approach. No other division encompasses the depth of Corps functionality that POD does. From developing small-boat harbors in American Samoa and other civil works projects in Hawaii and throughout the Pacific to a near-billion-dollars in Host-Nation construction in Japan; from critical rubber-meets-the-road military support construction near the DMZ in

Korea to tough regulatory issues and environmental programs that have to be resolved and executed in Alaska . . . we've got it all in POD. And, we have to rely on each other to accomplish all of it. The regional business center concept supports that fact and should be one that fits our operation well out here in the Pacific. We'll be talking more about this concept as we move toward implementing it in POD.

Meanwhile, we're aligning for success — even realigning for success — and it means reshaping the culture from the operating division to the new separate division and district concept. The current turmoil

See "Business center," page 9

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Division Commander Col. (P) Carl A. Strock
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Editor Alexander Kufel
Photographer James Dung

Control: *There is no good arguing with the inevitable. The only argument available with an east wind is to put on your overcoat.*—James Russell Lowell, U.S. diplomat, 1819-1891

Opinion

Reality may be the oddest thing of all

The old philosophic question about whether there is a noise when a tree falls in a forest and no one is around to hear it fascinated me when I first heard it as a kid and remains in my mind as a symbol of all that is wonderful in the world. I feel there is no greater proof that reality is stranger than fiction than glimpsing something in nature that I never saw before.

I find it amazing, too, that perceiving something very new is often simply a matter of perspective, or timing, or just looking up. And, that just because I'm not familiar with it doesn't mean that it doesn't exist.

Reading fiction is something I find similarly satisfying and far less disorienting. I love to experience a good story well told. It can be a

familiar one or an unusual one—it doesn't matter. Within the realm of possibilities, I know that the publishing process ensures that whatever the author presents to me is something carefully considered, carefully thought out, something very much within the realm of human experience. Therefore, fiction is always comforting in its own way and I can even relax and enjoy a murder mystery. By exposing me to human things I may not be familiar with, I can learn from them, and they become part of my experience, too.

In fact, the times when I'm most uneasy is when I experience something totally new to me that is being presented by nature. There's nothing like a good thunderstorm or a snow blizzard to make me realize my place in the universe. Events then contain not only an element of unpredictability, but in retrospect, often achieve a surreal quality wherein I later am neither sure of exactly what happened, nor that it happened at all.

Not long ago, restless on a nighttime flight eastbound back across the Pacific Ocean, seeing not the merest glimmer of light below nor even a single star above, I was struck by the loneliness of our journey. The airplane engines droned on with such evenness that it cast a mechanical light on the

feeling of being suspended in both space and time.

Such reveries didn't last long, however, and soon were punctuated by a dark red glow out of the window on the right-hand side of the airplane, below us. Although our seven-mile-high elevation and remarkable air speed gave us a unique vantage point, I couldn't really tell where or what it was—heaven and earth appeared as one.

It was sometime around 11 p.m. Honolulu time. I had understood that this flight was to pass over Johnston Island in a couple of hours and that the island would look like an "aircraft carrier" somewhere off in the distance. But, the light that I saw was not clearly defined the way I expected Johnston Island to be and we hadn't been airborne all that long.

The glow intensified and looked like fire. It

looked like a fire that covered the earth. I felt a thrill of excitement as I puzzled over what could be causing it.

In minutes the glow gathered up into itself and took the shape of the lower part of a ball, gradually increasing in form and size, gradually turning from dark red to bright red to orange to white. Then, it sprang free of the earth and established its identity: the moon. I had watched a moonrise from above, rather than

below. I had never even imagined such a thing!

My sense of disorientation wore off quickly. Shortly thereafter, Johnston Island appeared, unmistakable; its lights were sharply etched onto the night sky and it was floating in the water like an aircraft carrier. Just like they said. But, this aircraft carrier was large enough to taper in geometric perspective.

More entertainment followed as the moon rose further and in its place appeared a small solid-looking white light, unblinking: planet Jupiter. When it was about 8 degrees below the moon, they floated together higher and higher in the night sky until I lost sight of both. The stars came out—constellations vaguely recognizable—all present and accounted for. I settled back, no longer disoriented, secure in my knowledge that in this forest, I heard the tree fall, and once again felt that life was under control. Then I slept.



Just Thinking
by Alexander Kufel



Technology: *Experience has shown me that the most important results of any technological breakthrough are those that are not obvious. —Arthur C. Clarke, British novelist*

GBR-P facility project equal to challenges faced

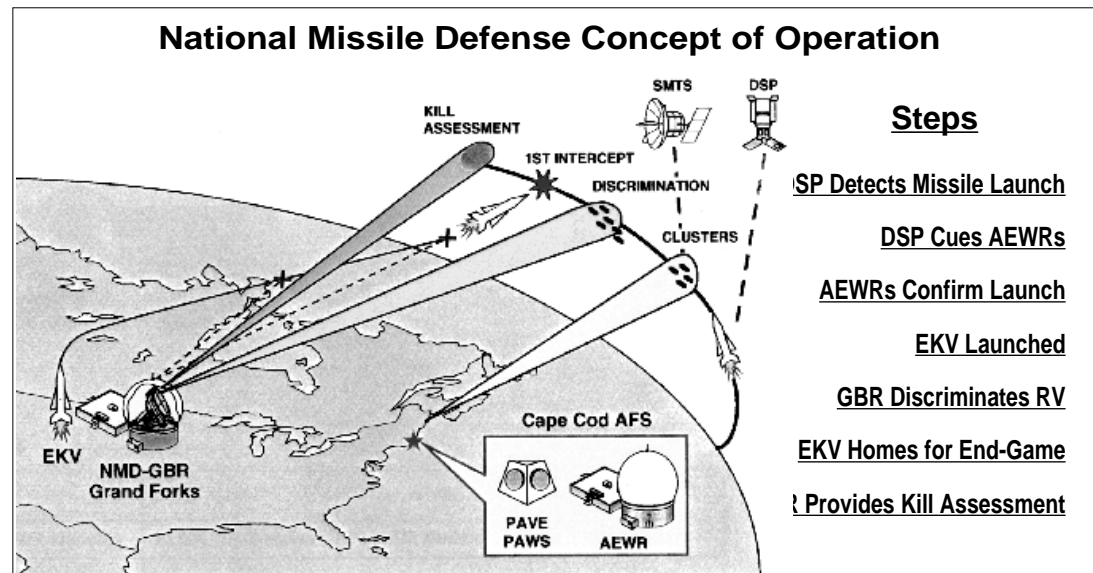


Illustration by Raytheon Co.

Story by Alexander Kufel

The November completion of the GBR-P (Ground Based Radar - Prototype) facility (See sidebar) on Kwajalein Atoll, 2500 miles southwest of Honolulu, a day ahead of schedule, was simply another step in the successful fulfillment of a contract whose difficulties could have reduced all progress to a slow crawl, said HED commander Lt. Col. (P) Ralph H. Graves.

"It was a very challenging project economically and in terms of both time line and technical requirements," he said. "We are talking about only a little over 15 months from awarding the contract to turning the facility over to the customer."

Mobilization times and expenses normally are high because of Kwajalein's isolation. Graves said they were able to attract a good contractor in the J.A. Jones Company, who came in as the low bidder on the project. Due to a competitive bidding climate, the project ended up costing the government several million dollars less than was estimated.

HED Kwajalein project engineer Chuck Riley said the construction time period was compressed between the using agency's need date and the completion of design—449 days altogether. Because of ultimate test schedule, interim completion dates were established so that the tower and the facility would be ready for the equipment when it arrived.

In order to accomplish this construction schedule J.A. Jones mobilized and started work in just over 100 days. That's about half the normal startup time for the remote island of Kwajalein.

Electrical engineer Jack Remich, GBR-P facility manager for the Ground-Based Element Program Office, said that they were "immensely pleased" with the facility. The project was very much on schedule and within cost, he said. "You can't ask for much more than that."

The first interim completion phase was to construct a concrete tower to support the 1.2-million-pound radar array that was being built by the Raytheon Company and would arrive 216 days after work began, regardless of whether the tower was finished or not. The requirement was for it to be of concrete, 65 feet in diameter and 20 feet high, with walls 18 inches thick. The foundation slab alone was 33 inches thick.

With the tower completed enough to accommodate the equipment, the next order of business was to construct a 5000-square-foot control and



GBR-P facility on Kwajalein Atoll sits gleaming in the morning sun shortly after completion, ready for testing. —HED Kwajalein Project Office photo.

See "GBR-P," page 9

Survival: *People could survive their natural trouble all right if it weren't for the trouble they make for themselves.*
—Ogden Nash, U.S. writer, 1902-1971

Strong ethic key to worker safety

Story by Alexander Kufel

Last year HED had one lost-time employee injury and four others that required medical treatment only. This figure is well below the HED target rate of 1.55 accidents for each 200 thousand hours worked, and impressive in an organization that tallied nearly 5 million work hours. Industry standards range from two and a half to nine, depending on the activity.

"Those are five too many accidents," said Bruce Barrett, chief of the POD and HED Safety and Occupational Health Offices. "We're talking about real people getting real injuries. The last thing we want is for people to get hurt at work. We think that by instilling a strong safety ethic throughout the work force—both management and employee alike—we can eliminate accidents completely."

Barrett said that he and the commander, Lt. Col.(P) Ralph H. Graves, feel that HED can continue to reduce its accident rate through the strategies of educating people, then maintaining safety awareness through regular meetings and training activities.

"Teamwork plays a very big part in safety," said Barrett. "People can reduce accidents just by performing tasks safely and by following established guidelines. HED has made significant steps in risk management through Activity Hazard Analysis (AHA)—both in-house and USACE—and by requiring contractors to conduct AHA, too. This has really helped people know what to do in tricky situations."

Another step toward creating a culture that values safety is to integrate risk management principles into

employee performance evaluations, said Barrett. It signals to the employee that the government is serious about safe working conditions and gives people added awareness and responsibility to make safety more than a word.

Attendance at monthly in-house safety meetings and participation in annual four-hour safety training sessions reinforces the information learned on-the-job, and helps to keep the topic of safety in everyone's mind, Barrett said.

Increasingly, risk management is being used as a means of reducing safety hazards, particularly in times of diminished resources, said industrial hygienist Hilton Kalusche, SO. That way, sound decisions are based on facts, rather than emotions.

Prior to beginning an activity or commencing a mission, the elements are evaluated in a five-step process: Hazards are identified; hazards are assessed; controls are developed to reduce risks and risk decisions are made; controls are implemented; the situation is supervised and evaluated.

Hours of exposure to risks in HED for contractors last year was nearly 3.8 million and for in-house employees it was nearly 1.1 million.

"As long as there's one accident, there's reason to do a better job in prevention," said Barrett.



Lyanne Kiyuna, PP-MM, shows "perfect form" during a fire-extinguisher training class. Ft. Shafter area federal fire inspector Bill Minnie supervises the hands-on demonstrations which were part of mandatory safety training for POD PP personnel.

—Photo by Jim Dung

AMIE program seeking applicants

Although there are nearly 2 million engineers and a sizeable number of engineering students in America, relatively few of them represent minority and female segments of the U.S. population, said POD Equal Opportunity Manager Anita Naone. Statistics produced by several national surveys indicate that, while 15 percent of the population is African-American, less than 4 percent are engineering professionals. Of students, fewer than 10 percent are African-American and fewer than 20 percent are women.

One organization attempting to increase opportunities for black engineering students is AMIE (Advancing Minorities Interest in Engineering), based in Baltimore. Students attending one of the nine colleges that belong to HBCU (Historically Black Colleges and Universities) can obtain summer

employment with large corporations as part of their engineer training. They are currently seeking companies for partnerships as well as applicants for its engineer training program.

Some Corps districts do participate, although one of the requirements of the program partnership is to provide participants with room and board in military housing. Pacific Ocean Division is presently looking into initiating the program in FED and JED.

Naone said that this program is one more tool used to expose minorities and women to opportunities they otherwise might not have. This does not mean preferential treatment, she said. It's important for people to understand that, by law, minorities cannot be identified when applications are being considered. —Alexander Kufel

Change: *It's never too late, in fiction or in life, to revise.* —Nancy Thayer, American writer, born 1943

From blueprints to reality...



Story and photos by Jim Dung

Honolulu Engineer District's various construction projects on Oahu show many different forms. Those shown here have been recently completed or are works in progress. HED's project engineers and construction representatives (inspectors) pictured with their respective projects oversee the construction from groundbreaking to dedication.



(Upper left) Project engineer Edwin Yago, HED Fort Shafter Resident Office, describes how renovation of the Passenger Terminal at Hickam Air Force Base incorporated a new skylight, planters and glass-block walls.

(Left) Project engineer Karen Chang, HED Fort Shafter Resident Office, and Stirman Stanley, Quality Control manager for Landmark Construction, discuss progress on alteration of dormitories at Hickam Air Force Base. Three dormitory wings are being converted to individual transient apartments.

Charles Hardee, HED Schofield Barracks Resident Office construction representative, checks contractor progress on interior finish work on the new anaerobic tank at the Sewage Treatment Plant at Wheeler Army Airfield. When completed, the expanded plant will provide much needed services to the Helemano, Schofield Barracks and Wheeler military reservations.



Temptation: *Of course, the easiest way to get rid of temptation is to yield to it.*
 —John D. Spangler, American clergyman



(Far left) Project engineer Gerald Young, left, HED Fort Shafter Resident Office, and Kerry Ezuka, USAGHI DPW plant manager, check the operation of the newly installed deep well waterpump. Completed in September 1997, the replacement pump provides water to the Fort Shafter area.

(Near left top) The new Helemano Community Center dedicated in October 1997 gets a final lookover from construction representative Fabian Ladao, HED Schofield Barracks Resident Office. The Center provides Helemano families with a chapel, day-care center, physical fitness facilities, and a swimming pool.

(Near left middle) Fabian Ladao, HED construction representative, and Johnny Tharp, construction quality control manager, Fletcher Pacific Construction Co. go over the blue-prints on the site of the Whole Barracks Renewal project at Schofield Barracks.



Project engineer Gerald Young, right, and construction representative Randall Chung, HED Fort Shafter Resident Office, inspect the interior and exterior work at the new headquarters building for the IX Regional Support Command, Army Reserve Center at Fort Shafter.

Frontiers: *The frontiers are not east or west or north or south, but wherever a man confronts a fact.*
—Henry David Thoreau, U.S. author, 1817-1862

Renovations...

Continued from page 1

where, were not matters of pressing interest for POD and HED in the days before the directive to separate the two organizations initiated from USACE, said Ball. In the enactment of a plan that reduced the number of divisions from 11 to eight, realignment of the districts resulted in the addition of Alaska Engineer District to POD, bringing the number to four, each with a distinct mission.

“In the noise and dust and activity that accompanies this kind of restructuring,” said Ball, “it’s easy to overlook the fact that a division is still being run and district work is still being carried out. The workforce is faced with several issues, each individually significant and stressful, and is overcoming all obstacles with tremendous flexibility and professionalism. That’s very impressive!”

“It’s also easy to overlook the fact that behind the scenes, in departments you would hardly consider to be involved, activities are taking place that will achieve success for the restructuring without people outside the Corps realizing the enormity of the changes taking place,” he said.

Involvement of Design, Construction-Operations, Contracting, Information Management, Project Management and Logistics may seem fairly obvious, but

Ball added that Resource Management has been working very hard to separate the financial data base so that accountability is maintained during this period and people continue to receive paychecks, regardless of whether they work for division or district.

Also, he said, Information Management has done a “terrific job” of maintaining telephone communications (see accompanying story) and is right now in the process of changing over computer “domains” so that information and e-mail continues to flow.

Much of the planning and orchestration for the moves has come from engineer Kathleen Ahsing, PP-P, and architect Gary Nip, ET-TA. Together they have worked out the plans so that there has been a method to all of the madness, said Ball. For example, so that work could be done in building 230, some people were moved temporarily to building T-1, which had space because Environmental moved into new quarters late last summer. Still to come, said Ahsing, is the Army Garrison’s scheduled demolition of T-1 in two to three years. Thus, the planning decisions that were made concerning movement within building 230 were made with one eye on the ultimate relocation of POD to building 525 at about the same time that T-1 comes down. At that time, said Ball, the division will already be a separate entity, but there’s quite a bit one needs to know about what that move will require. However, that’s another story.

Telephone...

Continued from page 1

“Some of the people I’m working with on projects don’t even know I’ve moved out of my old office and am now in a temporary location. It’s the next best thing to a cellular phone!”

A year ago, HED began installing “premises” telephone wiring in its offices. It was included in newly constructed building 252 and was recently retrofitted to buildings 230 and T1, all at Fort Shafter. The term itself is shorthand for “universal premises wiring,” a concept providing modular design for communications lines and concurrent flexibility.

The enhanced wiring dramatically reduces future telephone servicing costs that occur whenever a person moves offices, said computer engineer Ben Simao, IM, and will allow people to keep phone numbers with them wherever they move within the building. The same lines are also used to transmit computer data.

“The telephone wiring comes to the building demarcation point from Hawaiian Telephone,” said Simao. “From there, we take over and make connections to our main distribution frame.”

Individual numbers are connected to specific locations within the building through a series of

interchangeable patch cords and phone jacks. The HED system was brought to life by Simao and IM engineer Lori Sorayama. The premises wiring allows in-house technicians to quickly and easily transfer telephone locations to any point serviced by the wiring. It also shifts responsibility for distribution within a building from the telephone company to HED.

Joseph Elaban, IM, continues as the telephone point-of-contact. Have a problem with one of the 330 lines servicing building 230, for example, and a call to Elaban begins the troubleshooting process. If the problem cannot be resolved immediately, Elaban now can reroute calls for that number to an unused line simply by moving the patch cord within the distribution frame. Lost time from a defective line will be greatly reduced because the process is performed without waiting for an outside repair person to come. Management of vacant lines is also improved.

Conversion in building 230 at Fort Shafter cost about \$42 thousand. Previously, each time a telephone line was relocated, it cost \$170. “If we’re not paying for the system with just this one move,” said Simao, “we’re at least enjoying the benefit of not having everyone spend hours on the phone explaining that their numbers are changing, or going through the drill of everyone reprinting all their business cards.”

—Alexander Kufel

Candor: *Honesty is the first chapter in the book of wisdom.*—Thomas Jefferson, third U.S. president, 1743-1826

GBR-P...

Continued from page 4

maintenance facility. The required date for joint occupancy with the using agency was now 179 days away. Riley said that, while not technically complex, this facility was critical to the using agency's mission and as a prototype, numerous changes were requested during construction

In the end, said Riley, despite more than 40 changes, only 11 calendar days were added to the required completion date. He said that it clearly demonstrates the responsiveness of the contractor, J.A. Jones, and their excellent partnership with the Corps, USAKA (U.S. Army Kwajalein Atoll), the NMD's GBR-P Project Office, Raytheon's Electronic Systems Division and its various sub-contractors.

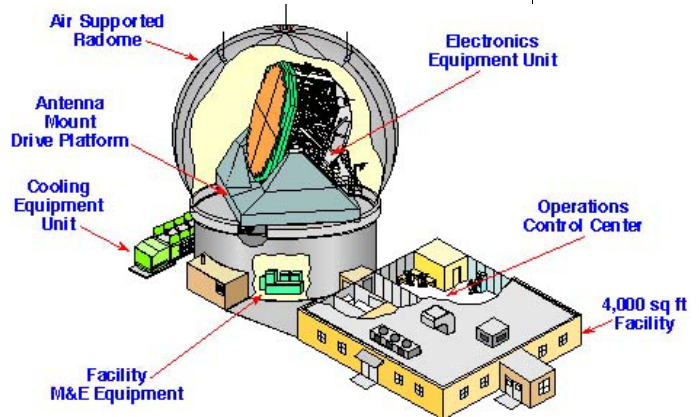


HED construction representative Marty Olson measures pin bolts submitted by the contractor prior to installation.—HED Kwajalein Project Office photo.

Faced with challenges such as the distance of Kwajalein from the continental United States, the time constraints, the physical requirements of the project and the changes

made after it was underway, Riley said that the partnership formed by the Project Working Group kept one eye on the schedule and cost, and the other on the impact of changes. Working together, they were able to accomplish their goals within every parameter.

Ground Based Radar - Prototype



According to Raytheon Corp., developers of GBR-P, it is a defensive X-band radar sensor able to provide full assessment of airborne objects whose characteristics put them outside the range of conventional radar. These include missiles that are 10 times smaller than normal; two times faster; have a range that is 4-6 times farther; and fly at altitudes up to four times higher.

Features

- X-band phased array allows all functions to occur simultaneously
- Mechanical slewing, coupled with electronic scanning, provides a broad field
- Following interceptor launch, in-flight target update and target object allow for on-board seeker acquisition, homing and end-game intercept
- Contains 16,896 solid state laser diodes within a 134 square-yard array area
- 1, 240 mile range

Business center...

Continued from page 2.

in Building 230 as we shift offices around provides us graphic evidence that significant physical change is afoot. This will be relatively easy compared to the philosophical change we will soon be going through. We could beat this to death, and we probably will before it is done, but I really think that we have yet to come to real grips with the culture shock that will accompany the culture reshaping. My objective is to make the shift as painless and efficient as possible. I won't say "effortless" because it will be a pretty good trick to get it done. And, the cultural reshaping that will come with it will have some of you who are used

to *doing things* suddenly thrust into the role of *ensuring that things get done*. I hope you join me in appreciating the major distinction between those roles and the challenges associated with making the shift. Some will *do*; some will *review* and not but a few will do both.

As I mentioned at the outset, we are strategically at a crossroads. From here, if we select the right path and right direction, we will encounter many of the growth opportunities we talk about in our Corps of Engineers Vision and strategic plan. And certainly we can achieve the goal of revolutionized effectiveness so long as we continue to invest in our people at each step along the way. I ask that each of you renew your commitment to our shared vision and take an active role in shaping the bright future of the Pacific Ocean Division and the Honolulu Engineer District.

Prosperity: *You cannot create prosperity by law. Sustained thrift, industry, application, and intelligence are the only things that ever do, or ever will, create prosperity.—Theodore Roosevelt, U.S. president, 1858-1919*

Visitors



—Photos by Jim Dung

(Above left) USACE deputy commander Maj. Gen. Albert Genetti, Jr., addresses POD commander Col. (P) Carl A. Strock and staff during the command inspection team's January visit to POD. (Above right) Kisuk "Charlie" Cheung, former POD director of programs and project management, meeting with members of the Directorate of Engineering and Technical Services during the visit.

Ruby Mizue's Electronic Library

The Electronic Library is now on the POD website at
<http://www.pod.usace.army.mil/info/information.html>

You can go directly to this URL, or link to it through the POD Homepage by clicking on the "INFORMATION" navigation bar. Once there, browse through the different rooms where you can:
Read online publications
Connect to other agencies and resources

Search other libraries around the world
Find official publications, forms, policies
View selected project area photos
Locate handy references
View the latest in records management
Submit suggestions for "Information Central"

Informal sessions on what the site offers will soon be offered.
Watch for announcements on time and place!

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

PRODUCTIVITY CORNER

Filling in the blank page

Success is about creating value. And it doesn't matter whether you're financing a new company, launching a brand online, raising a daughter, or scaling a mountain—the process of creating value requires some specific steps.

First, imagine what you want to see in the world—something that doesn't exist. Then take out a blank sheet of paper and design it. It could be a company, a product, a garden—anything.

Second, inspire the people around you to become comfortable with the concept of "filling the blank page." Do this by example and by experiment.

Third, stick with it through the hard times. You will learn that they are the best teachers. You will also learn that they are inevitable.

My character was formed by mountaineering. Enduring rainy slopes and cold bivouacs to spend an hour at the top of the world

shaped my ability to handle adversity.

If you are committed to creating value, and if you aren't afraid of the hard times, obstacles become utterly unimportant. A nuisance perhaps, but with no real power. The world respects creation. People will get out of your way.

—Candice Carpenter, CEO, Village, in Fast Company, June/July 1997

Advice from a high school coach

Much of who and what I am, along with whatever level of personal success I've achieved, was shaped by my athletic experiences in high school and college. In particular, it was my high school basketball coach who taught me two lessons that I still practice today.

First, he had me write down specific personal goals before each season started. And he insisted that I look at them every single day. Second, he convinced me that a critical part of my success was helping to make my teammates better—that I could win just as much recognition and have just as much fun passing the ball as scoring myself. Since I was the team's leading scorer, this reasoning was hard to swallow. But again, I followed his advice and good things

happened; we won more games, my teammates liked me better, and I had more fun. I have applied those lessons throughout my entire professional career: Set your personal goals. Write them down. Look at them every day. Share credit with lots of people and experience the joy of their achievements.

The results have been amazing.

—Robert Knowling, V.P. Network Operations, U.S. WEST, in Fast Company, June/July 1997

It's all relative

New York City businessperson Norman A. Brodsky characterizes fast business growth and creative financing with this story:

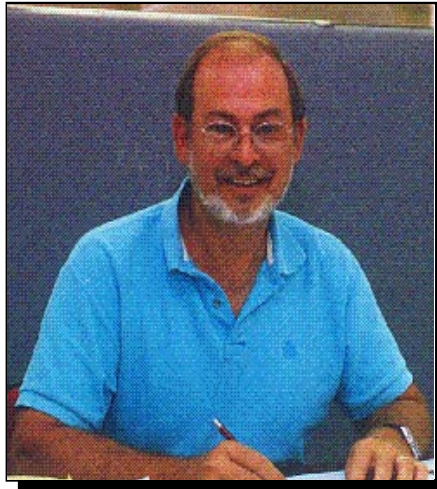
A guy goes to the horse track, puts down \$2 on the first race, and wins. He bets the pile on the second and wins again. He risks that on the third, and so on. Eventually, he's ahead \$800,000 and—what the heck—lets everything ride on the last race.

The horse finishes out of the money. When the man gets home, his wife asks how he fared. "I lost \$2," he confides.

—Braude's Treasury of Wit & Humor

Courtesy: *There is not a single act of courtesy that does not have a deep moral basis.*
—Johann Wolfgang von Goethe, German poet, 1749-1832

PRODUCTIVE PEOPLE



Dan Meyers

Hometown: Miami, Florida

Years with Corps: 13

Works in: Operations Branch

Wearing two hats is nothing new to Dan Meyers. He is a civil engineering technician with HED Operations Branch, but also has the responsibility of being dive coordinator for the Division. As such, he travels throughout each of the four Districts overseeing dive plans, managing underwater missions, and ensuring compliance with safety and other regulations.

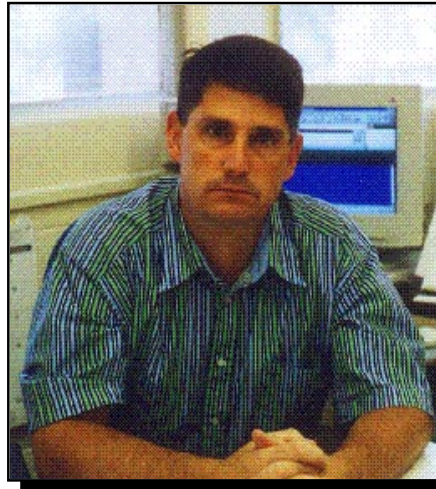
"I've spent a lot of time on TDY trips during my years with the Corps," said Meyers. "Scores of trips—I bet I've been to Guam 30 times, Pohnpei 15, Palau 10. I can't even count the number of times I've gone to the neighbor islands. I've been all over the place, even to Bangladesh. It's a good thing I like to travel. I also like to fish, and I've been to some great spots!"

Travel is what brought Meyers to Hawaii in the first place, 23 years ago while he was in the Marine Corps. Now, together with his wife, Karen, he calls Kailua home. Their daughter Carianne, 24, just graduated from the University of New Hampshire in biology and is looking at graduate school.

Meyers enjoys a close relationship with Karen and stays busy around the house. He said that often, too, he works with friends and neighbors, helping them. At his wife's insistence, he's finally taken up golf, something he's always wanted to do. And, he's just recently broken 100.

"I shot well on the back nine, too," he said.

Dan is making POD more productive.



Robert M. Sundberg

Hometown: Boone, Iowa

Years with Corps: 11

Works in: Office of Counsel

Modesty is neither expected nor required from Deputy District Counsel "Bob" Sundberg, but he is very quick to say that it's his wife, Dagmar, who should be interviewed as being a far more interesting person, and not himself.

It emerges, however, that Sundberg possesses quiet strength and a streak of enthusiasm that permeates his work, then really surfaces in his off-duty interests: spending time with his wife and two children—Alexander, 18, and Christina, 14; working on his 22-year old BMW car and reading history books.

"When I'm not working, my time is spent either with my family or with the car—I do all of the maintenance on it myself, either at home or at the Autocrafts shop," he said. He added that while on periodic TDY trips, he likes to read history books and is looking forward to an upcoming trip where he will be able to discuss a favorite book with someone he lent it to on a previous trip.

Sundberg said that growing up on a farm helps one define life goals early and he felt very certain as he went through college and law school and later spent nearly eight years in the Army. A reserve officer, Sundberg still devotes a weekend a month to military life.

"I always wanted to be president," he said. "I guess I've achieved that goal by serving a term as president of the BMW Car Club of Hawaii."

Bob is making POD more productive.

Happiness: *When one door of happiness closes another opens; but often we look so long at the closed door that we do not see the one which has been opened for us.—Helen Keller, U.S. author, 1880-1968*



Aloha means hello to Kirk Shadrick, AED chief of Programs and Project Management Division (PPMD), currently at HED helping to set up the PPMD shop. And, it also means goodbye as he will retire as soon as the project is completed. He will return to Alaska in June for a proper

send-off.

Congratulations to Tom Ushijima, POD director of Programs Management, on his promotion in January from SES-3 to SES-4 in the Senior Executive Service.

Condolences to the family of **Dorothy Pettinato**, widow of Bert Pettinato, POD Division Counsel from 1974-1993. Dorothy died Jan. 24 following a brief illness. She maintained a close relationship with members of the Office of Counsel and lived in Kailua. She is survived by her five children.

In 1997, the Bert P. Pettinato Award for

Pride in Public Service was established to recognize a member of the U.S. Army Corps of Engineers legal services system who best exemplified related Corps ideals. It was initially awarded to Al Gilley of the Baltimore District.

Noteworthy: Marika E. Constantaras, Class of '98 at Zama High School, daughter of Diane and **Andrew Constantaras**, PPM, has been named a candidate in the 1998 Presidential Scholars Program. She is one of 2600 students selected from more than 2.5 million high school seniors.

Marika scored a perfect 800 on the math portion of the SATs (720 in verbal) and is captain of the the Kanto Plain Champs, the Zama American High School varsity soccer team. She plans a career in veterinary medicine.

Now in its 35th year, the Presidential Scholars Program is one of the highest honors for graduating high school seniors. Final selection will include one young man and one young woman from each state, the District of Columbia, Puerto Rico, and U.S. students living abroad. The United States Department of Education will announce the selected Scholars in May.

Usually finding field work not the least bit "boar"-ing, hydrologist James Pen-naz, ET-PP, was rudely surprised recently as a Vietnamese pot-bellied pig dropped in on his surveying of Wailupe Stream in Aina Haina by falling down the hillside. Unhurt, the pig continued on its way. Also unhurt, Jim had the presence of mind to take this photograph.



Alaska Engineer District programs nominated for SECDEF awards

Col. Otis Williams, Deputy Chief of Staff for the Corps of Engineers, announced that the Chief of Engineers has endorsed two nominations for the Secretary of Defense Productivity Excellence Award. Both are from AED. The first is the Coordinated Comprehensive Cleanup (C3) Program and the second is the Total Environmental Restoration Cleanup (TERC) at the former Akutan Naval Station.

A panel of Army examiners will select up to ten nominations for further consideration at the Department of Defense level. The award will be presented in May.

Chief names new USACE Director Of Resource Management

The Chief of Engineers has announced the selection of Mr. Stephen Coakley for appointment to the Senior Executive Service in the position of Director, Resource Management, HQUSACE. Mr. Coakley has been chief of the Military Personnel Division, Office of the Assistant Secretary of the Army (Financial Management & Comptroller).

Mark your calendar!

April 7, 1998

10th Annual POD Retiree Day

Program schedule:

9:30 - 9:40 a.m.

Coffee and Donuts in Room 323, Bldg. 230, Fort Shafter

9:45 - 10:50 a.m.

Commander's Update

10:50 - 11:15 a.m.

Bus to Hickam AFB

11:30 a.m. - 12:30 p.m.

Lunch at Tradewinds Club

900 Hangar Avenue

12:30 - 1:30 p.m.

Program Return to Fort Shafter

1:30 p.m.

Cost \$10.00. For reservations call Vernon Kajikawa, CEPOD-HR 438-2285