



The Pacific Connection

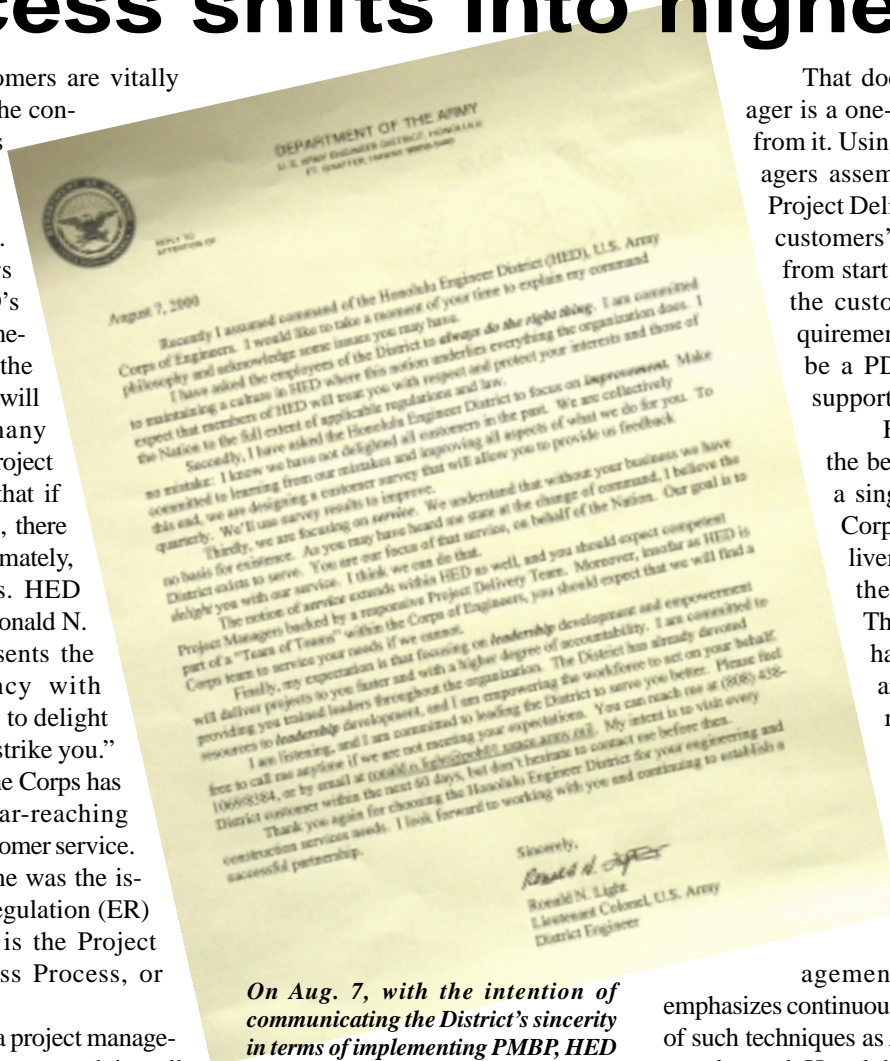
Vol. 34, Nr. 5 US Army Corps of Engineers, Honolulu Engineer District

Project Management Business Process shifts into higher gear

Delighted customers are vitally important to the continued success of the Corps of Engineers and the Honolulu District. It's very simple. If HED's customers aren't happy with HED's service, and the cost, timeliness and quality of the work they receive, they will go elsewhere. As many know, the District is "project funded." That means that if there are no customers, there are no projects, and ultimately, there will be no jobs. HED Commander Lt. Col. Ronald N. Light said this represents the "no-kidding" urgency with which "the need for us to delight our customers should strike you."

In recent years the Corps has made a number of far-reaching changes to improve customer service. Perhaps the biggest one was the issuance of Engineer Regulation (ER) 5-1-11 in 1998. This is the Project Management Business Process, or PMBP regulation.

PMBP specifies a project management approach, or process, to doing all Corps business. The district has aligned itself to provide the project manager (PM) as a single point of contact to the customer. The process is the same whether the district is doing environmental remediation, negotiating a lease agreement, preparing a feasibility study, or constructing a building. All work done in the District is and will be conducted using the "project management" model, or process.



On Aug. 7, with the intention of communicating the District's sincerity in terms of implementing PMBP, HED Commander Lt. Col. Ronald N. Light sent this letter to nearly 100 HED customers. (See page 8 for complete text of letter)

That doesn't mean the project manager is a one-person show, said Light. Far from it. Using the PMBP, the project managers assemble teams of experts into a Project Delivery Team (PDT) to meet the customers' needs and guide the projects from start to finish. This team includes the customer. Depending on the requirement, anyone in the district could be a PDT member, providing vital support to the PM.

For HED customers, PMBP is the best of both worlds. They have a single point of contact with the Corps, are part of the Project Delivery Team, and are involved in the work from start to finish. Through PMBP, customers also have access to the Corps' vast array of technical and scientific resources without the administrative headaches of dealing with multiple points of contact. PMBP simplifies the customer's life, while ensuring they get what they need, when they need it.

The Project Management Business Process also emphasizes continuous improvement through the use of such techniques as After Action Reviews and lessons learned. Honolulu Engineer District shares this information with its customers to ensure it will do even better work with them in the future.

PMBP is helping HED achieve the ultimate in win-win solutions — customers delighted with the quality, timeliness and cost of the products provided, who in turn provide the Honolulu District with return business.—Doug MaKitten

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Discovery: *What you discover on your own is always more exciting than what someone else discovers for you—it's like the difference between romantic love and an arranged marriage. —Terrence Rafferty, New Yorker magazine film critic*

PMBP 101 - Recap

What is Project Management Business Process?

PMBP is the corporate management approach for execution of all USACE programs and projects. USACE's intention is to employ a management system that makes the entire USACE entity a project management oriented organization. PMBP is the process by which all work is accomplished by USACE, without exclusion. The process emphasizes the importance of Project Delivery Teams (PDT) who are empowered to act on behalf of their functional organizations. It emphasizes the role of the project manager who leads the PDT and focuses on the overall process.

What does PMBP do?

PMBP focuses the District's attention on the end result: Execution of projects and programs. Customer satisfaction.

What is the Project Delivery Team (PDT)?

The PDT is a team which is formed at the start of each project to identify the resources required to assure that completed projects are technically sound and cost effective. The PDT consists of the customer(s), the project manager (PM), and multi-disciplined representatives from the technical and functional elements necessary to execute the project. Each team member is empowered to act on behalf of their organization. The project manager is the Project Delivery Team (PDT) leader and the primary point-of-contact between the customer and HED. The PM signs the Project Management Plan (PMP) and is authorized and accountable for successful completion and delivery of the project to the customer within established costs, schedules, and quality parameters.

What is the role of the Customer in the PDT?

The customer is responsible for providing the District their project requirements with respect to budget, scope, quality, and schedule, as well as any changes to these requirements. The customer is part of the Project Delivery Team and evaluates the District's performance. Is the client and as such is the party that must be satisfied with the final product from the District. The advantages of PMBP to the customer are higher quality, reduced cost, timely delivery and customer satisfaction.

What are the roles of the Technical Members?

The technical members are committed to the project manager. They are empowered to act on behalf of their functional organization. They provide technical support throughout the delivery of the project and coordinate support within their functional organization. They also keep the rest of the team informed on status of project delivery.

What is the role of the Functional Chiefs?

Functional Chiefs are accountable for developing and maintaining a professional, technically competent workforce. Establish and maintain the necessary systems, technical processes, technical oversight, and environment to produce quality products. Manage organizational resources, keep commitments made to the project management plan, and assign qualified members to the PDT. Functional chiefs serve as principal members of the District Corporate Board.

What is the POH Corporate Board?

The corporate board consists of the District Engineer, Deputy-District Engineer, chief of Programs and Project Management, chief of Engineering and Construction, chief of Resource Management and District Counsel. Members are empowered to act on behalf of the board. They are responsible for all activities of the District, including project delivery.

What is the HED Project Review Board (PRB)?

The PRB is a monthly meeting at which project managers provide updates to the Project Review Board members. Those members include the HED Corporate Board as well as key leaders of appropriate workgroups. The review process allows early identification and resolution of problems. It also allows the Board to review current work and consider future requirements.

What are the advantages of PMBP to HED employees?

The process empowers one as an individual to make decisions regardless of "rank." Gives one increased ownership. Takes more advantage of personal skills. Increases the value of one's work. Allows the individual and the District to be more successful.

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Pacific Ocean Division Commander.....Brig. Gen. Randal R. Castro
 Honolulu Engineer District Commander.....Lt. Col. Ronald N. Light
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Change: *It's well established that denial is the first reaction to major change. We seem to think that if something can be done technically, it will be done.* —Andy Grove, CEO of Intel Corp.

After Action Reviews focus on improvement, customer service

Story by Doug MaKitten

The Army's After Action Review, or AAR, process, long a staple in combat units, has come to HED. AARs help soldiers prepare for war by "capturing, formulating, addressing, resolving and disseminating" lessons learned. However, this process is equally applicable to HED's missions, as the purpose is to learn from and document both successes and deficiencies, always focusing on improvement.

At HED the AAR process is being integrated into the District's way of doing business as a means of improving customer service. One of the first projects to go through this process was the renovation of the third floor of Fort Shafter's building 525 for the relocation of the Pacific Ocean Division headquarters.

The building 525 AAR brought together the wide range of POD customers, HED project delivery team members, and the prime contractor who did the work. HED project manager Gordon Kuioka provided a background explanation of the project, including the planning, design and construction aspects, followed by an open and frank — but objective — discussion of problems and lessons learned. All involved commented that they found it a worthwhile experience.

"It was really something new to me and I found it thought provoking," said Kuioka. "The AAR process is objective rather than emotional and gave me a lot of food for thought."

"I think the AAR made everyone more aware of their role in preventing the same problems from recurring," Kuioka continued.

"Everyone can take a personal list of 'lessons learned' in addition to the problems highlighted in the AAR."

"I think conducting AARs is a good initiative and well worth the time," said Tony Paresa, POD Army Program Manager and customer point of contact for

POD's Project Management Directorate. "It was good to have customers, designers, construction and other responsible parties all involved to get feedback and to correct misconceptions and misunderstandings."

"I think everyone kept an open mind and it went well and I would like to see the process incorporated in as many district projects as possible," said Paresa.

Engineering and Construction Division's Gerald Young, who also participated in the AAR, thought it was a useful experience.

"The process is good and I found it similar to 'lessons learned' sessions I have gone through in the past," said Young. "The information gathered is valuable if we can use it for future projects."

Alan Shintani, president of Alan Shintani, Inc., the project's prime contractor, provided another perspective.

"I was impressed that the Corps took the time to bring everyone together to do this," said Shintani. "No

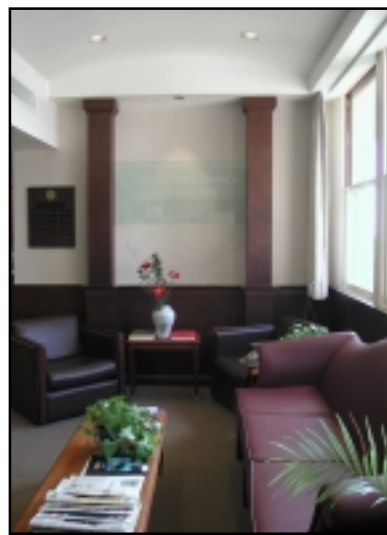
other agency that we have worked with has done anything like this.

"I really learned a lot about the number of people and offices involved and the experience stressed the importance of clear communication up and down the chain of command," he said.

For more information on AARs and their use in HED, consult Commander's Policy Memorandum #7, "After Action Review Standards and Procedures."



Photo by Gerald Young



Photos by Michelle Cain

(Top) Seen in February 2000, the 3rd floor of building 525 is receiving its partition walls and fiber-optic cabling. (Above left) Eight months later, the POD HQ reception area is in full operation. (Above right) POD lobby adjoins the reception area.

Ability: *Great ability develops and reveals itself increasingly with every new assignment.*
—Baltasar Gracian, author of “The Oracle”

HED Corporate Board talks about PMBP since implementation a year ago

It has been about a year since HED implemented the Project Management Business Process, or PMBP. Much has been said and written since then about why PMBP is so important to the District’s future. Recently the members of the District’s Corporate Board: Lt. Col. Ronald Light, Lt. Col. David Goddard, Ray Jyo, Vince Faggioli, Jim Bersson and Rollie LaBerge, met with the Pacific Connection to discuss what has been accomplished and what remains to be done. (*Editor’s Note: Another source of internal feedback is the PMBP Chat Room. District employees who want to share their views on PMBP, ask questions, or make comments can do so in the chat room. It is found on the “P” drive of your computer at P:\PMBP Chat\chat_table.doc. If you haven’t visited the Chat Room since it was established this spring, take a look. The questions pull no punches and the answers are thoughtful and informative.*)



Ray Jyo, Deputy DE for PPM

way, emphasizing one project manager and one point of contact for their customers. PMBP is a proven business process model.”

Ray Jyo: “Within HED, PMBP is helping us remain competitive and improve our efficiency and effectiveness, leading to better customer satisfaction and repeat business. Customer care and teamwork are the key elements. That’s important because, today, customers can go elsewhere. Many of them don’t have to come to us.”

Vince Faggioli: “PMBP also helps us seek continuous improvement and we must continuously improve to remain competitive.”

LaBerge: “Part of that ‘continuous improvement’ is a systematic ‘lessons learned’ program.”

Jyo: “Yes, with after action reviews and the DrChecks program we can learn, improve and avoid repeat problems. That benefits us and our customers.”

Lt. Col. Dave Goddard: “I see PMBP as an important part of a bigger picture. HED is transitioning to a learning organization and achieving dynamic stability. We have been through a lot in the past year — downsizing, reorganization, moving. PMBP helps us towards our goal of becoming the preferred government supplier

of construction and engineering services to our customers.”

PC: **It is generally understood that everyone in the district is responsible for the success of PMBP. At different levels of the organization how are we doing?**

Jim Bersson: “Certainly there is complete and continuous commitment from senior managers and all levels of leaders in the district. Our Project Management Business Process was written by middle managers, so there is commitment there, too. As far as individual project managers and project delivery teams, some are doing better than others. There is a need for informal mentoring.”

LaBerge: “The PM’s job has changed— increased demands and responsibilities. Leadership, communication skills and teambuilding skills have become very important. Our project delivery team members really have to work together and this is not what some folks were accustomed to. That is one of the reasons we have emphasized training in these areas.”



Lt. Col. Ron Light,
HED Commander

Jyo: “Some people still haven’t bought in and accepted the cultural change. They still prefer the old stovepipe way of doing things, even though that way of doing business is gone and isn’t coming back.”

Faggioli: “Problem solving is a key element of the PMBP and the primary responsibility is with the PMs. Successful PMs must be problem solvers and that’s not easy for some people.”

Light: “The Army recognized some time ago that not every officer wanted to be a unit commander and that some were better suited to, and more productive in, staff positions. That is true in HED, too, with regards to PMs. I think we recognize that some people now in PM positions may prefer some other type of more technical work in the District, just as some people now in technical positions may be better suited to be PMs. Because of that — as work requirements and personnel regulations allow — we are open to moving people within the District to different positions



Rollie LaBerge, Chief,
Resource Management

of that — as work requirements and personnel regulations allow — we are open to moving people within the District to different positions

See Corporate Board on page 5

Words: *Sometimes your goals are muddy, and if you just look at the right words, these goals can become crystal clear.*
 —Mac Anderson, CEO of Successories, Inc.

Corporate Board...

Continued from page 4

where they are happier and more productive.”

PC: How does PMBP benefit our customers, contractors and employees?

LaBerge: “Customers are more in the loop and involved, better informed.”

Bersson: “Customers like having just one Corps point of contact. It makes it much easier for them. They are also part of the project delivery team from the start and they like that too. This worked particularly well on some aspects of the whole barracks renewal, when our construction folks worked with DPW.”

Jyo: “Customers really like and want their concerns addressed from the beginning, not just when we move to the construction phase. We are doing that through PMBP. The feedback we get about having one point of contact and early involvement in the project is very positive.”

Light: “For a contractor, time is money and they like anything that makes their job simpler. The PMBP prevents and solves problems.”



Vince Faggioli, District Counsel

Bersson: “PMBP also enables our employees to better use their skills, by empowering them to make decisions. They have more latitude to do their jobs than in the old stove-pipe system. Project delivery team members are integrated into all phases of a project. For example, in PMBP, the Construction members of a PDT (project delivery team) have input into the contracting and design phases. There is more responsibility, but that support is there, too, when it is needed.”

Jyo: “In PMBP our employees are getting more diversity of work experience and more of a sense of ownership of their projects.”

PC: What kind of internal feedback are we getting on how we are doing?

Bersson: “At the senior management level we are in constant dialogue about how teams are performing and how they can improve. We also talk to functional area chiefs, PMs and team members and we get feedback that way, too.”

Jyo: “About a year ago we went to every organization and explained why PMBP is vital to the success of the district and how each position — functional area chief, project manager, team member, etc. — fit into the overall picture. We plan to go back and do this again to help us better determine what is working and what areas need improvement.”

Bersson: “It’s all about continuous improvement. For example, through feedback from our teams we have learned that the PMBP manual procedures don’t adequately cover the IDIQ process. That is an area we are going to improve. When we go back and meet with each organization

again, I’m sure we will find more things like that.”

PC: Are there any unexpected problems we didn’t anticipate a year ago?

Jyo: “A major problem has been the lack of an easy-to-use automated information system. It takes a long time to load data into programs such as PROMIS and our PMs don’t have the time to do it. We have recognized this and are hiring engineer technicians to enter the data and take some of that burden off the PMs.”



Jim Bersson, Chief, Engineering and Construction

PC: How are things better than they were a year ago?

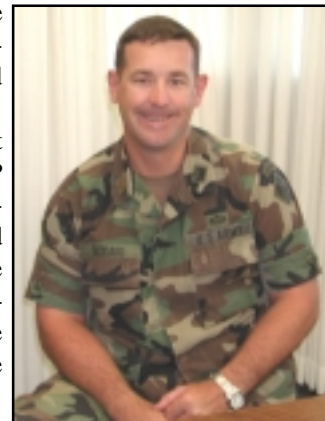
Bersson: “Where it is being used effectively, the PMBP has helped us prepare for the year-end rush. It is still difficult, but I think PMBP has helped us better identify customers’ needs and plan accordingly.”

Jyo: “We have made good progress in PMBP and in many other areas, streamlining our operations and simplifying things where we can, such as policy letters.”

LaBerge: “This question is much broader than just PMBP. It goes to the heart of the organization and people should know we are making progress. I think we are much more organized and we have a focused operations plan for FY01 that will enable us to move ahead to achieve our goals.”

Goddard: “We have done a lot. We have gathered and assessed input from our workforce so we can implement new ideas. We have conducted leadership training and team building to help our employees succeed in the PMBP way of running our organization. We stabilized our workload and our workplace.”

Light: “Everyone in the district who has helped implement PMBP deserves a lot of credit. Like all major changes, it hasn’t been easy and we will never be able to say we are ‘finished’ —because PMBP is a continuous improvement process. We have made great progress and we are well positioned for the future.”



Lt. Col. Dave Goddard, Deputy HED Commander

Bersson: “PMBP is an effective process. It takes people to implement it. I believe we have the right people—dedicated and capable—to continue its implementation and make us better at what we do.”

Jyo: “Our greatest asset is the talented and dedicated people we have in HED. By continuing to improve our PMBP, I know we will remain competitive and be the organization of choice for our many customers.”

—**Doug MaKitten**

Keystone: *The manager—not pay, benefits, perks or a charismatic leader—is the critical player in building a strong workplace. The manager is the key....People leave managers, not companies.*—Marcus Buckingham and Curt Coffman, authors of “First, Break All the Rules”

Electronic Library

by Ruby Mizue

SUPPORTING PMBP, UPDATING THE ENGINEER TOOLBOX

PMBP DOCUMENTS on the Intranet

Looking for pertinent Project Management Business Process reference documents? They have been placed on a PMBP home page, accessible to all Honolulu District employees. Visit

<http://pohinfo/pmbp/index.html>

to view the documents which are in PDF format. *Be sure to use Internet Explorer, since the Intranet restrictions will only work with this browser.*

Any questions or suggestions for additional items to be included should be directed to Amy Kitano via e-mail at Amy.E.Kitano@poh01.usace.army.mil or by calling 438-8479.

NFPA Fire Codes Subscription Service now ONLINE!

The NFPA Fire Codes Service has been renewed for FY01, but instead of installing from a CDROM over the network, it is now accessible over the Internet.

The subscription, restricted to Honolulu District staff, is for five simultaneous users and requires a username and password.

This service puts the latest edition of every code at your fingertips, everytime you need it, 24 hours a day, seven days a week, whether at your desk, at home, or on TDY.

You'll also have access to the *NFPA Annual Directory* and the monthly newsletter, *NFPA News*.

Since it's on the Internet, district engineering staff in all outlying field offices with Internet access can also use the product.

Instructions on accessing the product, username and password are available from Ruby Mizue via e-mail at ruby.e.mizue@poh01.usace.army.mil or by calling 438-8348.

PRODUCTIVITY CORNER

Calling the tune

The model for management that we have right now is the opera. The conductor of the opera has a very large number of different groups that he has to pull together. The soloists, the chorus, the ballet, the orchestra, all have to come together but they have a common score. What we are increasingly talking about today are diversified groups that have to write the score while they perform. What you need now is a good jazz group. And if you have a really good jazz group, how large can it be? How large can it be when you have people who improvise on their own and the group realizes that the trumpet player is now playing his solo and everybody needs to stop and support him? You can use seven to nine people maximum. If you get more, you have to get a score.

—Peter Drucker, business management theorist

The real meaning of caring for others

John Caballero, former employee of a well-testing company subcontracted to Esenjay Petroleum Corp. of Corpus Christi, Texas, committed the rare act of giving back to the defendant most of the \$42.3 million he had won in a jury trial.

In 1995, an oil well blew up and threw him 30 feet. He lost both his sight and hearing. Many bones were crushed or broken, including his hip, foot, ankle, neck, and spine. His scalp was scarred; there was brain damage, too. For the injuries sustained from a failed pressure-regulating device, a jury awarded John actual damages of \$12.3

million and punished Esenjay an additional \$30 million.

But John chose to not take the money and run. He said, “One cannot put a monetary value on personal human suffering.”

Immediately after the jury award, he offered to give the \$30 million back to Esenjay, the defendant, if the company agreed to put into place a safety plan to prevent future explosions like the one he experienced. The company agreed.

—Speechwriters Newsletter

When employees are the most valuable assets

Textile firm Malden Mills in Massachusetts was a complex of nine separate buildings and employed 2,400 semiskilled workers, mostly immigrants. But one night, while owner Aaron Feuerstein was celebrating his 70th birthday, a fire raced through the complex caused by three boilers that had exploded. The fire leveled three of the nine buildings, injuring 33 workers, 13 severely, and rendering 1,000 unemployed immediately.

Aaron Feuerstein emerged from the disaster with the pledge to continue paychecks and health benefits for hourly employees whose jobs disappeared with the blaze. He even paid the promised holiday bonus of \$275. He kept his promise. He also committed to rebuild on the same location.

In this day of cutthroat business, Feuerstein's decisions to pay and rebuild was not only the smart choice for his business, but was also the right thing to do. “Why am I doing it?” he told the media. “I consider the employees...the most valuable asset Malden Mills has. I don't consider them, like some companies do, as an expense that can be cut. I know in the long run that what I'm doing today will come back tenfold and will make Malden Mills the best company in the industry.”

—First Draft

Preparation: *One important key to success is self-confidence. An important key to self-confidence is preparation.*
—Arthur Ashe, American tennis player 1943-1996

Teamwork employed to ensure success of Tripler Army Medical Center projects

Story by Alexander Kufel

Construction work in a medical setting is accompanied by its own set of challenges, said HED's Program and Project Manager for TAMC (Tripler Army Medical Center), Dickson Ma. Besides being sensitive to safety considerations during the actual work, a hospital like TAMC is dynamic and complex which requires a great deal of effort to ensure that the facilities fully meet their medical mission, he said. The only possible approach to successful resolution is teamwork, said Ma.

"Working on medical projects the scale of facilities improvements takes a team that is put together like an engine—everyone has to do their part for it to run efficiently," said Ma.

Martin Lau, chief of Facilities Management Branch at TAMC, said that in the medical engineering arena, things have to be close to perfect. Medical requirements are extremely stringent, components are very precise, advances in technology literally occur at a rate faster than it takes to implement them and, when the projects themselves begin adding up, the problems multiply at a rate that is truly astonishing. "We really like the team concept," said Lau. "Ever since the Corps started using this approach, we have seen more continuity and better communication that helps everyone do a better job."

The team approach is much better for them than having different Corps people for each project and having to start over each time, said Lau.

"We also appreciate the willingness of the Corps team members to go to medical engineering conferences with Tripler engineers," he said. "It helps build relationships that add to the design effort and ultimately increases the Corps' understanding of us and our needs as customers."

Lau is speaking in general terms of TAMC's overall pro-

gram which consists of numerous smaller projects. From February through September 30 of fiscal year 2000, HED fulfilled 18 IDIQs (Indefinite Delivery Indefinite Quantity) task orders and seven options under the provision of a larger contract. HED prepared "scopes of work" and designs for 40 projects at TAMC and received a million dollars in project order funds for 30 projects.

"In practice," said Ma, "no single individual has the expertise to address all the details. Instead, we become a team made up of other teams that expand and contract with each phase of the project that's being worked on."

The team that was formed for the initial planning stage included, in addition to the customer and project manager, employees from Design Branch and Cost Estimating such as



Photograph by Michelle Cain

architect Gary Shirakata, EC-DA; electrical engineer Glen Yanagi, EC-DE; mechanical engineer intern Mike Onuma, EC-D; civil engineering technician Grace Nakaoka, EC-S; and civil engineer Elton Choy, EC-S.

That team then evolved into a group including people from Construction Branch led by civil engineers Olson Okada and Robert Morishige, EC-CF, who negotiated numerous task orders and ensured that the projects complied with contract requirements.

In turn, that team further evolved into the project delivery team that included coordination by project managers Randall Kurashige and Dickson Ma, PP-E, that oversaw contract performance. Kurashige said that as the work progressed, the size of the team expanded and contracted as additional architects and engineers were brought in to address issues and then moved on to other projects upon their resolution.

One thing that is helpful to the Fort Shafter Resident Office at TAMC is that it has the authority to issue task order

See "Teamwork," page 8

Ideas: *Nothing levels a playing field like a better idea.* —Stanley Mason Jr., American “master” inventor

Text of letter shown on page one sent by Lt. Col. Light to HED customers:

August 7, 2000

Recently I assumed command of the Honolulu Engineer District (HED), U.S. Army Corps of Engineers. I would like to take a moment of your time to explain my command philosophy and acknowledge some issues you may have.

I have asked the employees of the District to always do the right thing. I am committed to maintaining a culture in HED where this notion underlies everything the organization does. I expect that members of HED will treat you with respect and protect your interests and those of the Nation to the full extent of applicable regulations and law.

Secondly, I have asked the Honolulu Engineer District to focus on improvement. Make no mistake: I know we have not delighted all customers in the past. We are collectively committed to learning from our mistakes and improving all aspects of what we do for you. To this end, we are designing a customer survey that will allow you to provide us feedback quarterly. We'll use survey results to improve.

Thirdly, we are focusing on service. We understand that without your business we have no basis for existence. As you may have heard me state at the change of command, I believe the District exists to serve. You are our focus of that service, on behalf of the Nation. Our goal is to delight you with our service. I think we can do that.

The notion of service extends within HED as well, and you should expect competent Project Managers backed by a responsive Project Delivery Team. Moreover, insofar as HED is part of a “Team of Teams” within the Corps of Engineers, you should expect that we will find a Corps team to service your needs if we cannot.

Finally, my expectation is that focusing on leadership development and empowerment will deliver projects to you faster and with a higher degree of accountability. I am committed to providing you trained leaders throughout the organization. The District has already devoted resources to leadership development, and I am empowering the workforce to act on your behalf.

I am listening, and I am committed to leading the District to serve you better. Please feel free to call me anytime if we are not meeting your expectations. You can reach me at (808) 438-1069/8384, or by email at ronald.n.light@poh01.usace.army.mil. My intent is to visit every District customer within the next 60 days, but don't hesitate to contact me before then.

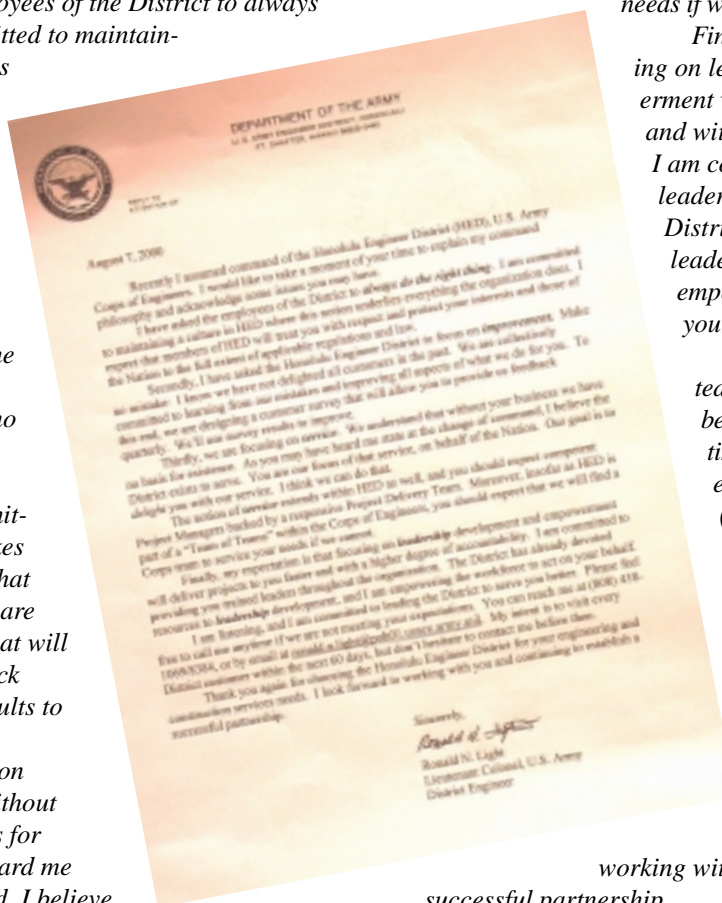
Thank you again for choosing the Honolulu Engineer District for your engineering and construction services needs. I look forward to

working with you and continuing to establish a successful partnership.

Sincerely,

//signed// Ronald N. Light

Lieutenant Colonel, U.S. Army, District Engineer



Teamwork...

Continued from page 7

warrants for up to \$100 thousand without returning to Contracting Division for review.

According to GSA literature, IDIQs are task order contracts designed to provide government agencies like TAMC the opportunity to order services through “pre-awarded contract vehicles at pre-determined fixed price labor hour rates.” Contractors demonstrate how they intend to deliver through sample projects. Contract specialist Renee Hicks, CT-C, said that Pioneer Construction, of Wahiawa, Hawaii has been the contractor

for these IDIQs for the past four years. They were awarded a \$2.9 million umbrella contract for one base year with three additional years of IDIQ task orders at \$4 million per year. They fulfilled a hundred task orders. That contract ended at the close of this fiscal year.

An extraordinary aspect of this particular team's desire to assist the customer is that program analyst Doris Aguilar, whom Ma said did a “superb” job in supporting the project delivery team, was detailed to TAMC during the period when they lost their own analyst.

“We're really focused on the needs of the customer,” said Ma. “When the chemistry is right everything falls into place.”