

# The Pacific Connection



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**Fame:** *It's too bad I'm not as wonderful a person as people say I am, because the world could use a few people like that.* —Alan Alda, actor (M\*A\*S\*H)

# Employee finds that a little *aloha* goes a long way



Al Cambra show off the oversized card he received from students in Texas. —Photo by Alexander Kufel.

When a thank you card two feet tall arrives on one's door step, it's hard to keep it a secret. When it's a card from a hundred students at Crispus Attucks Middle School in Houston, Texas, to a Corps employee in Honolulu there's no reason to keep it quiet anyway. For those who know HED construction representative Alfred M. Cambra, it is highly unlikely that he would go anywhere without being an ambassador for both the

Corps of Engineers and the state of Hawaii. And so it was in February as Cambra went to Galveston District for the month to assist civil engineer Ella Cassity with the Sims Bayou Flood Control Project.

While he was there an innocent question by fellow con rep Gary Owens about the difference between types of lava (a'a and pahoehoe) led to Cambra sending some video tapes about Hawaii's volcanoes that ended up in the hands of Owens' wife, Thelma, who showed it to her seventh grade students.

For those students in an inner-city school 3,900 miles from Hawaii, the videos were an eye-opening experience, judging by nearly two dozen letters to Cambra that accompanied the card. It compelled them to express their gratitude for broadening their horizons and giving them a glimpse of a world outside of their everyday experience that they didn't know existed. Cambra said that all he did was share some knowledge in the spirit of aloha. But "aloha" is a wonderful thing, he said, a little bit of it can affect lots of people and you don't even have to be there to make it work.

Cassity said that with the starting of two new contracts at the same time, she wanted a con rep schooled in QA (Quality Assurance) who could "get contractors in the field up and going so there wouldn't be any problems later." She said that she knew how capable Cambra was from having worked with him at HED while she was with the District from 1991-1996 and that once again she is very pleased with his work. — Alexander Kufel.

**INS gets facelift...** Under the supervision of HED's Les Asuka, project manager, the Honolulu District Office of the Immigration and Naturalization Service (INS) has been undergoing repairs for the last few months, with an expected completion date in July. The more than \$400,000 project, being done by Alan Shintani, Inc., includes repairing roof tiles and gutters, installing a metal security gate at the front of the main building, paving the parking lot, repairing cracks on interior walls, and replacing damaged doors and adjusting existing doors. Also included is landscaping of the back area, to include an irrigation system and sidewalks. —Photo by Gerald Young.



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- Honolulu Engineer District Commander.....Lt. Col. Ronald N. Light
- Chief, Public Affairs.....Douglas S. MaKitten
- Public Affairs Specialist.....Alexander Kufel
- Editor.....Michelle Cain

**Age:** *The older I grow the more I distrust the familiar doctrine that age brings wisdom.* —H.L. Mencken, American editor and critic

## HED renovates unaccompanied officers quarters at SB



*(Above left) The Unaccompanied Officer's Quarters at Schofield Barracks look fresh and clean following nearly two years of renovations, inside and out. (Above right) Interested folks representing the Garrison, the Directorate of Public Works, Guest House, HED and the contractor, PMJ Builders, gather for the dedication ceremony. Visible above the door is a soffit, a design solution that houses airconditioning ducts and wiring conduits and adds visual interest to specific rooms. (Lower right) Each apartment now includes a kitchen and breakfast bar.*

*Story and photos by Alexander Kufel*

The point that recycling isn't necessarily limited to paper products and soda cans was nicely made with the dedication of newly renovated unaccompanied officer's quarters at Schofield Barracks in a brief ceremony Tuesday, May 29.

Schofield Resident Office construction representative David "Sol" Soloman said that two years ago the temptation was strong to demolish buildings 784, 786 and 788 and start over but structurally the buildings were sound enough to warrant renovation rather than demolition and it was significantly cheaper to do so. The 39 quarters have been transformed from dark, damp old rooms in bad condition to modern apartments that are now ready for occupancy: Renovations costing \$3.75 million were performed by PMJ Builders of Waipahu. Solomon said that the work included new roofs, windows, doors, and air conditioning; the units have been rewired and replumbed and are now fully carpeted. Each building has its own laundry room that is accessible with an apartment key card. The quarters are within walking distance of the post exchange and commissary.

"We've made a quantum leap from 1960's standards to 2000 standards," said Col. William E. Ryan III, garrison director of Pub-



lic Works. "There's no longer a kitchen down the hall. Now each apartment is self-contained, air conditioned, and has such features as keyless entry locks and cable television access." These renovations are part of the overall barracks upgrade program for Schofield Barracks and this marks another moment in the improvement of quality of life for our soldiers, he said.

Fran Nix of the DPW Unaccompanied Personnel Housing office said that the one-bedroom apartments were designed for single officers on both short- and long-term tours of duty. There are also some larger apartments that have a second bedroom set up as an office for "geographical bachelors," soldiers separated from their families while on temporary duty assignments in Hawaii. Nix said that they were quite pleased with the renovations, saying that the good rapport between her office and the Army Corps of Engineers helped to minimize problems and was necessary for the project to get done.

**Success:** *We were born to succeed, not to fail.* —Henry David Thoreau, American essayist and poet

# Employees of the Month



**Wilfred Ageno**

**Hometown:** Wailuku, Maui

**Position with Corps and how long:** Electrical Engineer in Design Branch, since Jan. 1981.

**Describe your job in 50 words or less:** I produce reliable design documents. We interpret the needs of our customers to generate design documents that are constructable, meet all guidelines and result in a functional and usable facility. As part of an electrical design team, we develop an electrical system that is reliable and provides the capacity to meet the present as well as future needs of the user.

**What do you like best about your job?** The satisfaction of producing design documents that meet the needs of the customer within the time and resources available.

**What is the most difficult part of your job?** We spend a lot of effort in trying to present information to the contractor in a manner that will be clear and concise. A little extra effort ensures that the facility will be constructed as we intended.

**If I was the DE for a day, I would...** Emphasize the fact that we are one organization and that everyone should work toward that goal. All documents that are produced by the Corps deserve the backing and support from all organizations that handle and work with the product. The documents go through Management, Design, Review, Contracting and Construction. Everyone involved with the document share a part in its development and should work toward that goal as one. If we treat these documents as our own, with pride and integrity, this attitude will show in our final product, the customer's satisfaction.

**What is the best improvement in the District in the past six months?** Modular furniture. It improves our ability to work efficiently, demands that we use the available space more efficiently, and most importantly, improves our work by improving how we now see ourselves.

**What is the best improvement in your office in the past six months?** The ability of everyone to use the new technological tools available to us.



**Elsie Brown**

**Hometown:** Born in Wahiawa Heights, but grew up mostly in Haleiwa and Waialua.

**Position with Corps and how long:** Administrative Support Assistant in POH-RM. Started with the Corps in 1990 as a secretary/steno GS-6.

**Describe your job in 50 words or less:** I schedule meetings and appointments and keep the calendar for my supervisor, the Chief of Resource Management for HED. I prepare and process TDY orders and make travel and lodging reservations; review and edit all outgoing correspondence and documents; perform timekeeper duties and act as a government purchase credit card holder; assist employees and other timekeepers with pay and timekeeping questions and problems.

**What do you like best about your job?** When, at the end of a long, busy day, I can actually see the results of my labors — appointments kept; supervisor's 'out' basket and my 'in' baskets are empty; phone calls have been returned; outgoing memos and letters prepared; etc.

**What is the most difficult part of your job?** I don't feel there are any difficult parts to my job, but there are times when everything seems to be happening/going wrong at once, and all of it needs to be taken care of immediately.

**What is the best improvement in the District in the past six months?** Many work environments have been improved with new furniture and equipment and office relocations. I believe that overall employee morale in the District has seen improvement, most likely due to a renewed sense of teamwork and strong leadership.

**What is the best improvement in your office in the past six months?** When we moved to our present location just over a year ago we had a long period of adjustment. Things are finally looking up and employee morale is getting better.

**Virtue:** *Better to keep yourself clean and bright. You are the window through which you must see the world.*—George Bernard Shaw, Irish-born English playwright

## Employees of the Month

Continued from page 4



**Joanne Hasegawa**

**Hometown:** Pearl City, Hawaii

**Position with Corps and how long:** Program Analyst, 12 years; with the Corps for 19 1/2 years.

**Describe your job in 50 words or less:** I'm a Program Analyst in the Civil Programs section, PPM. I do funds control for the Civil Works Support for Others Program. I'm also involved in workload projections and budget submissions.

**What do you like best about your job?** A happy project manager.

**What is the most difficult part of your job?** An unhappy project manager.

**If I was the DE for a day, I would...** declare a "District Prayer Day." Anyone who chooses to do so comes before God (anytime/anywhere because our God is everywhere) and prays for blessings and wisdom for our leaders, our staff, and the Honolulu Engineer District.

**What is the best improvement in the District in the past six months?** I've been seeing more email on hiring and promotions, which indicates to me that our workload forecasts are looking good.

**What is the best improvement in your office in the past six months?** New furniture!

## Electronic Library

by Ruby Mizue

**NEW** Standing Operating Procedures (SOP) page

Standing Operating Procedures (SOPs) are a set of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. SOPs detail how staff will execute techniques and procedures that commanders standardize to enhance effectiveness and flexibility. Complete, well-developed SOPs provide continuity and enhance understanding and teamwork among staff.

Three SOPs are now posted at: <https://pohinfo/sop/sopindex.html>. They include the Government Purchase Card (IMPAC) SOP prepared by Contracting Division; the Leadership Development Program SOP issued by the District Engineer; and the series of SOPs developed in support of Honolulu District's Project Management Business Process (PMBP).

### Engineering Resources update

Honolulu District's subscription to *the IHS Engineering Resources Center, Specifications and Standards on the Web* provides full-text documents from the following standards organizations: ARI, BHMA, ANSI-Construction, AWWA, MSS, NEWMA, UL-Electrical, ASTM-Construction, and ASSHTO. The license is currently for two simultaneous users, and the subscription is scheduled for renewal for FY02.

The IM office is working with the vendor and representatives from POD's Civil Works and Technical Directorate on a Division-wide subscription for FY02. This corporate venture is expected to make these resources available at the desktop of technical staff from all four districts, while providing a cost-savings to each district.

The district's *NFPA National Fire Codes Subscription Service* will also be up for renewal before the end of FY01. This web-based product provides access to the complete set of NFPA Fire Codes with full-text sections that can be "copied and pasted" into your working documents. Any comments or suggestions on these subscription renewals should be directed to Ruby Mizue at 808-438-8348.

The Corps districts will continue to receive *Construction Criteria Base (CCB)* CDROMs and DVDs, as well as Internet access, through a DOD corporate buy; however, **no-cost subscriptions for DOD contractors will terminate September 30, 2001**. If you know contractors who have taken advantage of the no-cost subscriptions, remind them to check the CCB website <https://www.ccb.org> for information and instructions for DOD contractors.

**Integrity:** *If you believe in unlimited quality and act in all your business dealings with total integrity, the rest will take care of itself.* —Frank Perdue, businessman (Perdue chicken)

*From sunrise to sunset*

## Chief of Engineers enjoys a busy day



*During his visit to Hawaii June 7-9, Lt. Gen. Robert Flowers, Chief of Engineers, spent a whirlwind day with soldiers and civilian employees of the Corps. Clockwise from above, the Chief addresses HED and POD employees at a Town Hall meeting; congratulates several employees on their outstanding accomplishments; answers questions from HED senior leaders during a working lunch; leads soldiers of Oahu's four engineer battalions on a three-mile regimental run at Schofield Barracks; looks over renovation plans for the Fort Shafter Resident Office with Ed Yoshimura, EC-CF; discusses Schofield Barracks Resident Office business with Earl Hiraki, EC-CS; takes a few moments to mentor young soldiers after finishing the regimental run.*

**Marriage:** *The man who says his wife can't take a joke forgets that she took him.* —Unknown

# Hawaii



*Photos by Michelle Cain*

**Knowledge:** *The trouble with the world is not that people know too little, but that they know so many things that ain't so.* — Mark Twain, American writer

# Regional Roundup

*POD's executive assistant plays a role*

## New Zama fitness center honors Hawaii war hero

*Story and photo by Maureen Ramsey, JED*

A special Shinto purification ceremony asking the gods and the warrior spirit of Sgt. 1st. Class Rodney J.T. Yano, a Hawaii Medal of Honor recipient, to bless those who use the facility highlighted the grand opening of the Yano Fitness Center April 24 at Camp Zama, Japan.

The new building replaced a nearly fifty-year-old one that

who was posthumously awarded America's highest military award, the Medal of Honor, for gallantry in action in Vietnam.

The 26-year-old Rodney was in his third combat tour. He had volunteered for the third tour in 'Nam so his younger brother Glenn Yano, who represented the family at the dedication ceremony, would not have to go.

"He said that he had two tours of experience and it was better for him to stay another tour than for a new guy like me to go," said Glenn. "I was originally on orders to leave when he came back off his tour. I was in jungle training when he said he was going instead."

Glenn described his brother as a "risk taker" who enjoyed hunting and fishing. Rodney enlisted following graduation from Kona High School. He served in Germany as well as Vietnam. Army



*Glen Yano tries out a piece of weight-training equipment.*

had become dilapidated. Under the surveillance of the Japan Engineer District's Yumiko Iijima, 17 contractors for the Government of Japan constructed the two-story reinforced concrete structure at a cost of about \$15 million.

Iijima said she is proud of the end product.

The new fitness center's nearly 63-thousand square feet feature a 25-meter heated pool, a children's wading pool, a solarium, a weight training area, a cardio room, saunas, a whirlpool, three racquetball courts, and a gymnasium capable of hosting three basketball courts, or two volleyball and a badminton court. The 17<sup>th</sup> Area Support Group outfitted the facility with all new equipment so there is no reason for soldiers and their families not to be fit.

The center was dedicated to Sgt. 1st. Class Rodney Yano,

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“  
Because of the great efforts of  
many people our nation's true hero,  
Sgt. 1st. Class Rodney Yano, was  
rightfully honored with his family  
represented.  
”

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life appealed to him and he had planned to make a career in the Army, according to Glenn.

It was New Year's Day, January 1, 1969. Staff Sgt. Rodney Yano worked as a helicopter crew chief with U.S. Army's 11th Armored Cavalry Regiment. According to Army records, Yano was performing his duties aboard the troop's command-and-control helicopter during action against the enemy near Bien Hao in the Republic of Vietnam. Exposed, and facing small arms and anti-aircraft fire, Yano delivered suppressive fire to the enemy forces and marked their position with smoke and white phosphorous grenades. This allowed his commander to direct accurate and effective artillery fire against the enemy emplacements.

A grenade onboard the aircraft exploded prematurely covering Yano with phosphorous and severely wounded. Flaming fragments from the grenade caused supplies and ammunition in the

**See "Yano," page 10**

**Leaders:** *When placed in command —take charge.* —Norman Schwarzkopf, retired U.S. Army general

## Brig. Gen. Castro kicks off 2001 savings bond campaign

Citing his own personal experience to emphasize the practical financial benefits of U.S. Savings Bonds, Brig. Gen. Randal Castro kicked off this year's Hawaii drive with a rousing talk to assembled key people from the military and civilian community at Fort Shafter's Hale Ikena combined club.

"I'm honored and enthused to be chairman of this year's drive," he said, after having been installed into the post by Dan Carkonen, State Savings Bonds Director, Department of the Treasury.

Castro, who is commander of the U.S. Army Corps of Engineers' Pacific Ocean Division, headquartered at Fort Shafter, told about 60 people present that his own personal experience with savings bonds was one of the reasons he considered them such a solid investment.

"When my son began college, I cashed in quite a few bonds that had accumulated over the years to help put him through school. I learned then that I would not have to pay tax because I was using the money to finance an education," he said. "It's the kind of benefit you need to consider when investing in bonds."

Castro was introduced to the audience by Navy Capt. Gidgette Caldwell, Commander, Defense Finance and Accounting Service, Pacific, and past Federal Executive Board Chairman.

During his talk he called on those present to join his "Team of Teams" made up of people from many different organizations and backgrounds drawn together for a common cause.

"We can work together to help keep America strong, free, and financially sound," he said. "I'm asking all of you to be a part of this team. And I promise that we will be a part of yours as well."

"It's a good investment of my time and yours and savings bonds are a good investment for America," he said.

During introductory training, the Internet web site <http://www.savingsbonds.gov> was stressed along with the toll-free number (1-800-4US-BOND) by which to access savings bonds information. —Larry Hawthorne, POD Public Affairs Office



Brig. Gen. Randal Castro speaks at savings bond kick-off. —Photo by Larry Hawthorne.



## POD Chief of Staff departs

With plenty of light-hearted comments and some good-natured ribbing, Pacific Ocean Division employees and guests bid Aloha farewell to Col. Don Pawlowski and his wife Carol, May 11, at the Hale Ikena, Fort Shafter. A crowd of about 50 was on hand to say goodbye to the departing Division Chief of Staff and Deputy Commander, presenting him with gifts and best wishes as he prepared to leave for a new assignment in California. Brig. Gen. Randal Castro, Division Commander, broke through a barrage of amusing anecdotes regarding Pawlowski's well-known prowess on the golf greens just long enough to present him with the Meritorious Service Medal for his service to POD. Pawlowski, who came to POD in July 1998 from a previous assignment at Fort Leonard Wood, left for his new job as Chief of Staff of the 91st Division (Exercise), Camp Parks, California. In his farewell remarks, Pawlowski took time to thank each person present for honoring him and his family and also for the "professional support and camaraderie" over the past three years. —Photo by Larry Hawthorne.

**Prosperity:** *If you want one year of prosperity, grow grain. If you want ten years of prosperity, grow trees. If you want 100 years of prosperity, grow people. —Chinese proverb*

## Yano

*Continued from page 8*

helicopter to detonate. Partially blinded by the explosion, and having the use of only one arm, Yano began throwing burning ammunition from the aircraft. He ignored the additional wounds this inflicted, and persisted until the danger was past for the crew. His courage and conspicuous gallantry allowed his crew to land safely, but cost Yano his own life.

For his actions, Yano was posthumously awarded the Medal of Honor and promoted to Sgt. 1st. Class.

In narrating Rodney's actions, U.S. Army Japan Commanding General Maj. Gen. Alan D. Johnson said he epitomized the best in America's soldiers.

A priest and a captain came to the family home to inform them of the death, Glenn said.

In the beginning it was hard for him to adjust to his brother's death, Glenn explained but as time has passed he has come to terms with it.

A park in Hawaii, the helicopter school at Fort Rucker, the Schofield Barracks Library and Education Center as well as a U.S. Naval vessel all bear the Yano name commemorating the actions of a hero and a brother.

### *The rest of the story*

Late in the afternoon on Friday April 13, Japan Engineer District Deputy District Engineer Gene Ban learned that Camp Zama's new fitness center was being named for Rodney. A Hawaiian, he

was pleased to hear that a fellow islander was being honored; however, to his dismay, he discovered that attempts by the 17<sup>th</sup> Area Support Group to locate the family had failed.

"I remembered that the family was from Kona so I volunteered to try to find them," said Ban.

He enlisted the help of his mother who lives in Waikoloa. Soon he located Yano's parents and invited them to attend the dedication ceremony. The father is elderly and not in the best of health so the parents asked their son, Glenn, to represent them, Ban explained.

With the dedication slated for April 24, Ban and Scott Oestringer, community relations chief for the 17th ASG, worked tirelessly to have invitational travel orders and airline tickets issued.

"Gene played a very instrumental part in getting Mr. Yano here," said Oestringer.

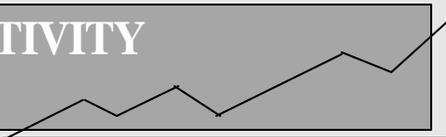
Ban also enlisted the aid of Pacific Ocean Division's Executive Assistant Jim Proctor.

"Jim dropped his projects to assist in obtaining a passport for Glenn," said Ban.

On April 21, a week after Glenn was located, Proctor met him at the Honolulu airport delivering Glenn's passport, tickets and itinerary. Later, that morning, Glenn flew to Japan where Ban met him.

"Because of the great efforts of many people our nation's true hero, Sgt. First Class Rodney Yano, was rightfully honored with his family represented," said Ban.

## PRODUCTIVITY CORNER



### Trench leadership

Gen. George S. Patton once relayed how he chose leaders among the ranks of troops: "Picking the right leader is the most important task of any commander. I line up all of the candidates and give them a problem. I say, 'Men, I want a trench eight feet long, three feet wide and six inches deep.'

"That's all I tell them. While the candidates get their tools, I get inside the warehouse and watch them through the knotholes. The men puzzle over why I want such a shallow trench; they argue over the depth; they complain about the job; they gripe that it is too hot or too cold to dig; they complain that they are being asked to do such lowly labor.

"Finally, one man will order, 'What difference does it make what the old (so-and-so) wants to do with this trench? Let's get it dug and let's get out of here.'

"And that's the man who gets the promotion. There's only one rule; pick the man who can get the job done!"

—Ragan's Communications

### Go your own way

What do you do if you've invested 16 years of your life with a company and your ideas for change are disregarded? Ask Liz Claiborne.

Claiborne was a clothing designer with the Jonathan Logan Com-

pany. She believed its limited variety of patterns and sizes was insufficient to meet the changing needs of the market. Efforts to convince management that body types and style preferences warranted innovation in design fell on deaf ears.

So Claiborne started her own company. Her versatile designs appealed to the growing number of women in the workforce and to store buyers. Liz Claiborne, Inc. grew substantially throughout the 1960s, 1970s, and 1980s, ultimately attaining the number-one position in the woman's fashion industry.

—Ragan's Communications

### Can do

Herbert Hoover once said, "No difficult or simple job ever gets done until someone decides right now to do what it takes to get the job done. Unfortunately, too many people stand by ready to carry the stool when there is a piano to be moved.

He told of a story of a young man who wanted a part-time job to help pay his way through Stanford University. The man stood before Louis Janin one Friday morning and was told there was only a stenographer position available.

"I'd love it!" the young man exclaimed. "However, I can't start until next Wednesday."

On Wednesday morning, the young man arrived early and reported for duty. "I like your promptness and enthusiasm," Janin told the young man. "I do have one question. Why couldn't you start until Wednesday?"

"Well, you see, sir," the young man said, "I had to find a typewriter and learn how to use it."

The young man was Hoover himself.

—Ragan's Communications

**Change:** *I can't change the direction of the wind, but I can adjust my sails to always reach my destination.* —Jimmy Dean, American actor

# The bright future of the Honolulu Engineer District



By Lt. Col.  
Ronald N. Light  
HED Commander

## Commander's Comments

“

Together we can meet every challenge before us, and truly be the best place for the best people to work!

”

**A**s I reflect on the recent visit with the District of Lt. Gen. Robert Flowers, The Chief of Engineers, his admonition to “bring me solutions” to challenges we face in the Corps of Engineers comes to mind. During the past year, we have faced many challenges in the District, and I am very proud of the role each of you has played in moving the District forward, and overcoming obstacles towards our goal of being the “best place where the best people work.” I consider our key successes as follows.

*Increased focus and commitment to delighting our customers!* The District exists to serve. “Service” remains one of the 4 pillars of our command philosophy, and we’ve emphasized service through our FY 01 OPLAN; our quarterly customer service questionnaire; and most recently through our 14-point Customer Commitment Plan. I thank each of you that have embraced the notion that we are *here to serve*.

*Willingness to improve and creation of an atmosphere of open, candid feedback!* The District is *leading the way* in USACE in this area, thanks to your commitment to the after action review (AAR) process, and use of the Dr. Checks design and corporate lessons learned system. We are in a tough business, and seasoned observers know that perfection is impossible. The Honolulu Engineer District is gaining a reputation not for perfection, but for continuous learning, for getting better, and for being accountable. I celebrate every AAR you complete!

*We’re postured for greater construction placement and service throughout the Pacific!* Nearly every day I receive a letter from a current or prospective customer, asking for our services. *Your superior service is bringing customers back for more work!* As our Nation recognizes the strategic importance of the Pacific region, the potential for increases to our military construction, civil works, environmental and support for others programs continues to grow. We have already begun the process of hiring additional people to meet anticipated workload increases. The future looks bright for you in the Honolulu Engineer District!

*We’re operating in accordance with the project management business process (PMBP)!* Day after day, as we work through the details of managing our work through this process, we get a little better. Things get a little easier, relationships grow a little stronger, and roles become ever clarified. All this has led us to publish updated PMBP standing operating procedures (SOP). This SOP will assist us in making life more predictable for you, and “making routine work routine.”

*We’re building leaders!* You’ve heard me say that I believe effective leadership, at all levels in the District, is key to our suc-

cess. Leadership is another pillar of our command philosophy. As many in the District prepare to soon retire from service to our country, leaders are stepping forward to take the baton of responsibility. Many of you have expressed excitement about our new Leadership Development Program, where we make leadership training available to all that want it. This is our commitment to you, as you step out replace those leaders who will soon retire. Leaders are solving problems and making a difference now in HED! Join their ranks!

*We’re ever vigilant to manage risks and demand safe work!* We’ve eliminated nearly \$600,000 of outdated, poorly designed furniture and replaced it with safe, ergonomically designed equipment and furniture. You’ve also discarded *tons* of unneeded references and other documents, freeing up space and helping to improve indoor air quality. Our Quality Assurance representatives continue to be tough but fair in demanding safe practices from our contractors; our safety statistics continue to improve. We will continue to improve our safety record; improve your work environment; and eliminate job hazards in the office and on the job site. *You deserve a safe work environment!*

*We’ve improved our planning to reduce turbulence, and make your lives more predictable!* We published our FY 02 training guidance, leadership development program, and year-end contracting plan. These and other planning documents will help us be more proactive and manage the future, and make your day-to-day routine more predictable.

*We continue to cut costs, and look for better ways to do things!* Each of you has a role in this effort, as you know best where we can improve processes and procedures. Keep the ideas coming! To date we have saved thousands of dollars through simply asking: Is there a better or cheaper way to do this? Often, the answer is yes!

The future of the Honolulu Engineer District. It looks bright, filled with opportunities, filled with improvement, and filled with a greater need for our service. Thank you for being part of the successes we’ve won this past year. Together we can meet every challenge before us, and truly be the best place for the best people to work!

**Character:** *When men speak ill of thee, live so as nobody will believe them.* —Plato, Greek philosopher



**Aloha means Hello to...** Arthur Perkins, LM, who will be with us for a six-month laborer assignment; Charles Adams, PPM, Environmental Branch, who comes to HED from Korea; Noriko Salangdron, RM-M, senior management analyst, who comes to

us from HQ, USARPAC; Allyn Tabata, Fort Shafter Resident Office, returning from JED to do project engineer work; Paula Shimata, EC; and Stephanie Kanai, PPM, and Delfin Rufo, PPM, who are summer hires.

**Aloha means Good-bye to...** Roland Chong, EC, who transferred to the Coast Guard; Felicidad Ravago, EC, who transferred to the Navy; Duane Inoue, CT, who transferred to USARPAC; and Lt. Col. David Goddard, Deputy District Engineer, who is transferring to an assignment in Germany.

**Congratulations to...** Duane Arakawa, EC, on his selection as Chief, Engineer Services Branch.



*Participants in the HED/POD Safety Day run/walk reach for a cool drink when they finish the course. About 30 Corps employees, both military and civilian, came out for the early-morning exercise opportunity on May 22. —Photo by Michelle Cain.*



*Turnabout certainly is fair play at your own Aloha luncheon, isn't it? On the eve of his departure to Heidelberg, Germany, HED deputy Lt. Col. Dave Goddard tells a tale of fishing expeditions in his sailboat and presents his soon-to-be-former boss, District Engineer Lt. Col. Ronald Light with a memento of their time together. Brig. Gen. Randal Castro, POD commander, presented Goddard with the Meritorious Service Medal, awarded for his exceptionally meritorious service while serving in HED, and in the 65th Engineer Battalion, 25th Infantry Division for the past two years.—Photo by Alexander Kufel.*