

The Pacific Connection



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The art of communication: Then and now



By Maj. Scott Schriner Deputy Commander

When I was younger, the rotary phone was the standard. You actually had to "dial" each number, meaning that your finger followed it around the circle and speed never really was part of the equation because you waited for the dial to return to zero after each digit.

Technology advanced and those of us out in the "sticks" were next afforded the opportunity to have a private line. Oh, what a blessing it was! No more guessing whether the phone call was really for your residence or that it bled over from your party line partners.

Leap forward a few years and push button phones are in. No more "dialing." It might even be more appropriate to say you're going to punch someone's number, but we don't want to get into trouble do we? With modern telephones, you can even flip a switch from pulse to tone depending on your telephone company's equipment and services offered.

Nowadays, things are changing again. An increasing majority of communication services include cellular phones and are email-based. If I asked my nephew to describe a rotary phone, I would probably get that dazed and confused look suggesting that once again I was proving that I came from another planet. And, since I have indeed mastered the telephone and am not fully satisfied with the shortcomings of email, he might have something there.

As many of you know, I am not a fan of using email for routine communicating when a phone call or personal visit serves the purpose much better. I particularly don't like email when it is used as a method of leadership or counseling. It isn't. I feel it is sheer laziness. It is too easy to sit behind a desk and fire out 100

On the cover: Gerald Young talks to new employees at a project site as part of a new HED initiative designed by Maj. Scott Schriner, Deputy Commander. The two-day overview helps familiarize new employees to HED by introducing them to all of the different divisions within the District so they can better understand how they fit into the big picture. —Photo by Michelle Cain.

emails within an hour telling people what they need to do and expect immediate results. Also, the assumption is that once the sender sends the email, the receiver immediately reads it and acts upon it. Wrong assumption! Do you know what they had planned for today? Are they even in the office? Maybe they're on leave? You can't get this by sending out electrons alone. You get it only through complete communications.

Let me throw a few scenarios at you and you pick the right answer.

- 1) Email is an effective way to send one liners back and forth between employees sitting less than 20 yards apart. a. True. b. False.
2) It is great to attach as many names as possible on the cc: when you are chastising a fellow employee in order to humiliate them in front of their peers, subordinates, superiors. a. True. b. False.
3) Email is an ineffective way of communicating with many people all around the world, sending files back and forth, when the USPS has been in business a lot longer and could use your support. a. True. b. False.
4) It is perfectly acceptable for a leader to use email to conduct quarterly counseling in order to avoid talking personally with the employee. a. True. b. False.

If you answered false to all of the above, I am glad to have you on my team. If you thought that some of the answers deserved a true response, I'd like to see you reevaluate the situation. Another of my pet peeves is the misuse of the "reply all" from a "Dist A" message. There are valid reasons to use the "Dist A" option. I have used it a few times when speed is of the essence when gathering information. The voting button option also is great. It provides an extremely fast way of gathering and tabulating data. What irks me is the use of reply all from a "Dist A" message. If you have a problem, concern, issue, contact the sender directly (via office visit or phone call). Don't waste other fellow employees' time making them read your rebuttal. One final note here, USE SPELL CHECK!

Okay, so I have been bashing email. Like any tool, it can be misused. There is a good side to email. We can reach out worldwide, day or night, to contact a colleague at the far reaches of the globe without having to match time zones when trying to call them. Just send a message and wait for their reply. It is also great to send files back and forth. It sure beats waiting for the postal system to deliver the mail, especially in these difficult times of increased security.

Remember, one of Lt. Gen. Flowers' three strategic goals is communication. Also, Brig. Gen. Johnson is interested in it as well. He paid us a visit on November 19 and asked for our help with internal communications. Reading between the lines, which wasn't hard, we need to lead people through personal communications, not by conducting artificial counseling hiding behind email.

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Honolulu Engineer District Commander.....Lt. Col. Ronald N. Light
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HED recognizes top performers

By Doug MaKitten

Honolulu Engineer District recognized its top performers in a Dec. 7 ceremony at Fort Shafter that introduced a new awards program to the District.

The District's Tripler Army Medical Center Project Delivery Team earned the Hui O'i Loa (Hawaiian for being the best team) award for its outstanding work on the Tripler laser eye surgery and vascular laboratory projects.

Team members include the project manager Randall Kurashige, Jody Muraoka, Michael Onuma, James Pak, Dixon Park, Brad Scully, Allyn Tabata, Aaron Tashiro, Linda Tsugawa and Richard Yoshimura.

Raymond Kishaba received the "Alaka'i (one with personal strength who exhibits leadership quality) award as the District's project manager of the year.

Raymond Kong received the Maika'i Loa (mighty, achieving excellence) as the District's leader of the year.

Three employees received Ikaika Loa (power of knowledge, professional skills and expertise) awards.



HED's Tripler Army Medical Center Project Delivery Team members are the recipients of the Hui O'i Loa award for their work on the TAMC laser eye surgery and vascular laboratory projects. The award is one of several presented as part of the HED's new awards program. —Photo by Michelle Cain

Jeannette Anderson was named Administrative Employee of the Year.
Ernesto Guerrero was named Techni-

cal Employee of the Year.
Olson Okada was named Professional Employee of the Year.



David Okada, HED Design Branch civil engineer, does a preliminary damage assessment of the Pago Bay Bridge with representatives of the Guam Waterworks Agency. The bridge sustained damage to a water main during an earthquake that struck the island on October 13. —Photo by Don Yorimoto.

Perspective: *A child on a farm sees a plane fly by overhead and dreams of a faraway place. A traveler on the plane sees the farmhouse and dreams of home. —Carl Burns*

Employees of the Month



Jesse Duarte

Hometown: Corpus Christi, Texas

Family: Wife, Darlene

Position with Corps and how long: Civil engineer for 13 months

Describe your job in 50 words or less: My job as the Construction Services Branch Chief, in a nutshell, is to keep the projects moving as smoothly as possible administratively, and to assist where appropriate with civil/technical issues.

What do you like best about your job? Part of the satisfaction comes from resolving problems which otherwise would impact contract schedules, dissatisfy the customer, or add cost to the project. There's also a distinct sense of accomplishment in seeing a project to fruition.

What is the most difficult part of your job? Balancing time against customer/contractor demands.

If I was the DE for a day, I would... consider buying a big morale booster like a jetski, motorboat, or other craft for occasional island hops. (I know... wishful thinking!)

What is the best improvement in the District in the past six months? I suppose that for the District that would be the office furniture.

What is the best improvement in your office in the past six months? The addition of my wife to our team (I've just earned brownie points!), and our new server.



Randall Kurashige

Hometown: Honolulu, Hawaii

Family: Wife, Rae and daughters, Lauren (13) and Jodi (4)

Position with Corps and how long: Project manager in Programs and Project Management Division. Twenty years of federal service, all with the Corps.

Describe your job in 50 words or less: I get projects designed and constructed. I need to ensure that the expectations of my customers are met or exceeded so that they are satisfied. I do this by trying to ensure quality, control costs, and stay on schedule.

What do you like best about your job? The opportunity to work with people. I have had a chance to work with very good folks in this job. I have benefitted greatly from this interaction.

What is the most difficult part of your job? Having enough time to accomplish all the things I want to get done and still have time for family.

If I was the DE for a day, I would... I don't know if I would do anything differently.

What is the best improvement in the District in the past six months? Furniture is the most visible improvement. It seems a lot of effort has been put into improving the workplace.

What is the best improvement in your office in the past six months? We've gotten a lot of new folks on board, and we all have nice places to work in, too.

Challenges: *Challenges are what make life interesting. Overcoming them is what makes life meaningful. — Joshua Marine*

Employees of the Month



Sally Minami

Hometown: Aiea, Hawaii

Position with Corps and how long: Program and budget analyst with the Corps for 24 years. Started in 1978 with the Middle East Division in Winchester, Va.

Describe your job in 50 words or less: We're responsible for coordinating the development, execution and analysis of the District's operating budgets; processing direct and reimbursable funds; and performing studies and preparing briefs on cost trends, overhead, performance indicators, etc.

What do you like best about your job? No matter how stressful or overwhelming a job can be, it's incredible how people are willing to share their ideas, knowledge, and candid opinions to help us get the job done.

What is the most difficult part of your job? I'm all for change, but find it difficult to accept mandated change after change with no meaning or purpose and consolidation of functions across the ocean. We'll miss our friends here who must leave us and move on to other jobs.

If I was the District Engineer for a day, I would... relax, trust that the work will be done well by the people in this district, and have fun. Guess I'd lose this job in less than a day.

What is the best improvement in the District in the past six months? Information overload and too much to read, but at least it's interesting to know what's going on with the rest of the Corps.

What is the best improvement in your office in the past six months? The good news here is that we finally have a new RM and new manpower analyst on board.



Richard Say

Hometown: Honolulu, Hawaii

Family: Wife, Marion and son, Nathan (senior at Waipahu High School)

Position with Corps and how long? General attorney with HED for four months, previously with the Kansas City District for 10 years.

Describe your job in 50 words or less: My job is to find ways to avoid problems. If we can't avoid a problem, I try to show that the Corps position was correct. At HED I work primarily with issues involving government contracts, fiscal law, real estate, and ethics.

What do you like best about your job? Successfully arguing a point and having my position sustained (WINNING).

What is the most difficult part of your job? Identifying and analyzing the effect of the numerous laws, regulations, cases, and guidance memoranda that can affect the outcome over the wide range of Corps of Engineers activities.

If I was the DE for a day, I would... try to impress upon everyone how important it is to do the job completely and correctly, particularly regarding those duties that seem difficult or distasteful.

What is the best improvement in the District in the past six months? I have only been here four months but, from the perspective of one who has defended a few bid protests since my arrival, I would say that recent efforts to improve the contractor selection processes should be high on the list.

What is the best improvement in your office in the past six months? I don't know how things were here six months ago. However, I hope that I have lightened the workload for the other OC staff and that I can contribute to more improvements in the future.

Enthusiasm:

You can do anything if you have enthusiasm. Enthusiasm is the yeast that makes your hopes rise to the stars.—Henry Ford



"The stockings were hung in Office of Counsel with care..."
—Photo by Michelle Cain

HED celebrates the holidays



Above right: Shirley Koga and Donna Kanetake, OC, wrap packages to give away. OC, with help from CT, adopted a family in need this Christmas. At right: Clifford Olivera, LM, accepts the first-place award from Clarence Wilhelm, Fort Shafter Christmas card committee director. Olivera spent many hours of his own time creating HED's entry. —Photos by Michelle Cain



Words: *Many wise words are spoken in jest, but they don't compare with the number of stupid words spoken in earnest.*
—Sam Levenson

Holiday greetings from the Chief of Engineers

The holiday season is traditionally a time to pause and reflect on the past year, and the challenges of the coming year. I'm sure you will all agree that this past year has given us a lot to think about. And we have much to be thankful for, both as an organization and as individuals.

I am personally thankful that no Corps employees were lost during the terrible attacks on Sept. 11. And I am thankful to have the opportunity to lead our great organization with some of the finest people in the U.S. government. You all proved that this past year, and I am very proud of you.

Although the terrorist attacks are foremost in our minds, they were not the only emergency operations we faced in 2001. After an ice storm in Oklahoma last Christmas, our employees cleaned up tree debris at their projects, often working without electricity, phones, or water. Additionally, Tulsa District delivered 250,000 gallons of water to stricken counties.

Seattle District rode out a magnitude 6.8 earthquake, then went into immediate action in support of the Federal Emergency Management Agency (FEMA), and to assess the integrity of Corps projects in the area.

We took part in a flood-fight last spring in the upper Midwest. We distributed 3.2 million sandbags to local communities, and Corps emergency work (mostly levee building) prevented more than \$50 million in damage to North Dakota and Minnesota cities.

Corps personnel responded to Tropical Storm Allison. They supplied emergency power, temporary housing, debris removal and monitoring, distributed 100,000 sandbags, and provided utility hook-ups for 950 temporary housing trailers.

All that, plus our normal work-load – supporting Army Transformation, environmental restoration at military and civil works sites, research and development, building housing and other facilities for the Air Force and Army, civil works projects throughout the country, and support for others, just to name a few.

But the terrorist attacks on the World Trade Center and the Pentagon have dominated our thinking and emotions. I'm enormously proud of the work we did on Sept. 11 and the days following.

At both the World Trade Center and the Pentagon, we had people on the ground in less than two hours assessing the situation and lending assistance. We had literally *thousands* of volunteers to help in New York, and the city welcomed the work they did through FEMA – structural response, temporary power, debris removal, and more.

The Corps' response to the terrorist attacks was tremendous, and I couldn't be more proud of you all. But work that intense takes a lot out of you, plus the uncertainties of the war against terrorism and what the future holds adds additional strain.

I would appreciate it if everyone would take extra care of each other in the coming year. There is no one better able to assess how people are feeling than those around them. Look each other in the eye now and then and earnestly ask, "How's it going?" Then listen and help each other.

Our entire country seems to be drawing closer together and reaching out to help others, a little more aware of what's important in life, and of our need for each other. If we in the Corps of Engineers continue to be thankful for our blessings, and keep reaching out to one another, we will be more than ready to tackle the challenges that next year will bring.

My family joins me in wishing you a safe and joyous holiday season, and a happy, exciting New Year. Take some well-deserved time off, relax, and enjoy being with your family and friends.

Essayons!

ROBERT B. FLOWERS
Lieutenant General, USA
Commanding



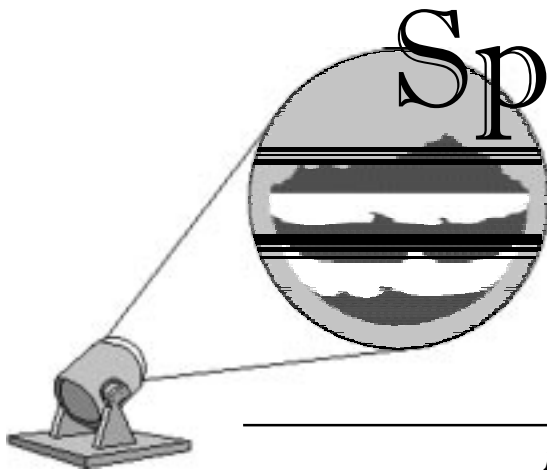
Above: Pauline Kahalioumi, IM, and Rolando Castillo, LM, unload a truck-load of toys, clothing, and household items at the Community Clearinghouse. HED employees donated two pickup trucks full of items, including 689 pounds of food that was dropped off at the Hawaii Food Bank. —Photo by Michelle Cain

HED celebrates the holidays



They may be trying to disguise themselves, but we know our leaders when we see them! Maj. Scott Schriener, DDE, Ray Jyo, PP, Lt. Col. Ronald Light, DE, and Sam Song, EC, enjoy a game at the SEPC Christmas party. —Photo by Donna Kanetake

Courage: Pain nourishes courage. You can't be brave if you've only had wonderful things happen to you.
—Mary Tyler Moore



Spotlight on HED

Engineering and Construction Division

Spotlighting an office that is helping to make the Honolulu Engineer District "The Best Place for the Best People to Work."

**Interview and photo
by Michelle Cain**

This month I talked with Jim Bersson, HED's Chief of Engineering and Construction, to find out how his organization contributes to the overall mission of the District.

Pacific Connection (PC): What is E&C?

Jim Bersson (JB): Engineering and Construction Division (E&C) is the largest division in HED, comprised of approximately 230 engineers, architects, scientists, technicians, and administrative personnel. We are divided into seven branches: Design; Cost Engineering; Civil Works Technical; Engineering Services; Environmental Technical; Regulatory; and Construction, which is our largest branch and includes four resident offices. They are located at Ft. Shafter, Schofield Barracks, Kwajalein, and Palau.

PC: What are some of the responsibilities that fall under the E&C umbrella?

JB: E&C's responsibilities are many and diverse. They include virtually all the services the District provides its customers. To put it another way, E&C provides services necessary to plan, design, construct, and (in some cases) maintain military, civil works, environmental, and support of other agency projects throughout the Pacific region. E&C also provides engineering services for other POD districts, operates a Regional Visitor's Center at Ft. DeRussy, and administers the Department of the Army (DA) Regulatory Program in Hawaii and U.S. possessions in the Pacific.

PC: What is the DA Regulatory Program?

JB: Department of the Army permits are required for all construction and dredging in navigable waters of the United States; for projects discharging fill into jurisdictional waters of the United States, including wetlands; and for transportation of dredged material for the purpose of ocean disposal. The program is unlike anything

"First and foremost is maintaining the capability to provide superior services to our customers." —Jim Bersson

else we do in that we are acting in a regulatory capacity, as opposed to as a project proponent. It is also highly visible to the public and can be quite controversial.

PC: Who does E&C deal with outside of HED?

JB: E&C deals with many organizations and entities outside of HED. These include: customers, local and foreign government officials, the general public, architect-engineer firms, construction contractors, the media, Pacific Ocean Division (POD) and other POD districts, and USACE Headquarters, laboratories, and centers of expertise such as the Protective Design Center in Omaha. E&C also maintains close ties with local

industry organizations to include the American Institute of Architects, the Consulting Engineers Council of Hawaii, the General Contractors Association, the Building Industry Association, the Associated Builders and Contractors, and others. We hold an annual workshop with these organizations where we provide information and exchange ideas.

PC: What engineering services does E&C provide other POD districts?

JB: In the past year we provided design, technical review, cost engineering, claims support, contract negotiations, and environmental support services to the other POD districts. HED has been designated a regional technical review center within POD, which the other districts use to augment their own capabilities in this area.

PC: What is E&C's role in the Project Management Business Process (PMBP)?

JB: E&C folks perform technical services and form the bulk of project delivery teams, or PDT's. Most of our PDT's include environmental specialists, cost engineers, designers, design reviewers, negotiators, and construction managers. These and other PDT members are critical to the success of our projects. In some cases, E&C folks serve as the project manager in addition to their technical role, particularly for projects with a narrow scope, such as an environmental study.

PC: How do you ensure that everyone in your division is trained and current in their professional qualifications?

JB: Obtaining professional registration for folks in job series such as engineering or architecture is highly encouraged. There

Humor: *The most wasted of all days is that on which one has not laughed.* —Nicholas-Sebastian Chamfort

has been an increased emphasis on this in USACE. Some positions require registration as a prerequisite for selection. Everyone is required to maintain an individual development plan which is geared toward accomplishing the mission requirements of each branch in E&C. Supervisors and employees review training needs annually and program needed training. They also take advantage of unscheduled training that is relevant to mission areas. An example of the latter is unscheduled training we sent key people to in anti-terrorism/force protection, which has received increased emphasis in the aftermath of September 11th. We also hold monthly technical seminars for our folks.

PC: What role do the field offices play in accomplishing the E&C mission?

JB: Our construction resident offices are key to the accomplishment of not just the E&C mission, but the District's mission as a whole. The resident office folks administer and manage construction projects, negotiate modifications, and ensure the projects are constructed in accordance with the contract documents. As our representatives at installations and project locations, they have frequent contact with customers and perform a myriad of coordination activities to facilitate construction. An example occurred during the high threatcon levels in the aftermath of September 11th, when our folks spent countless hours assisting contractors gain access to military installations, thus minimizing delays to projects. Our project engineers are also responsible for ensuring that contractors adhere to the safety requirements in their contracts.

We also maintain a small regulatory field office in Guam. Its primary mission is to administer the DA regulatory program in Guam and the CNMI, but the office also acts as the District's forward presence in that part of the world and assists the District Headquarters in a number of ways, such as by facilitating contact with local government officials.

PC: What are some of the challenges that face E&C?

JB: First and foremost is maintaining the capability to provide superior services to our customers. Continuing to do this will require us to shape the workforce to

accomplish our current and future missions. This is critical in view of the increases we foresee in our program, in terms of both dollars and missions; and our mature workforce. Many of our people will be eligible for retirement in the next several years. We want to make sure we have sufficient numbers of trained folks to replace them and capture the benefits of their knowledge and experience. To that end, we have been hiring. We filled 39 positions since Oct. 1, 2000 and are currently recruiting for 10 additional positions. E&C also has the lead on a FY02 OPLAN initiative to develop a comprehensive human resource plan for the District, which will focus on this issue for the long and near term.

Another challenge is to continue to leverage technology. We rely heavily on automation, such as Computer Assisted Drawing and Design (CADD) and DrChecks (an automated design review and lessons learned system), to increase our productivity and accomplish our work. We need to continue to stay abreast of technological advances and ensure are people are trained. We are implementing a Technology Integration Group within E&C to help us do that.

Improving our business process is a continuing challenge. The District has

come a long way with implementation of the PMBP; we are now involved in the ISO 9001 implementation process, which is being lead by PPM. E&C is leading a team working on a FY02 OPLAN initiative relating to our business process - how to improve our small and routine project execution. It is difficult for an organization that manages projects in the \$100 million range to be efficient managing projects under \$100 thousand. The team will address how we can better achieve that.

There are also potential challenges over which we have minimal or no control, such as mandates requiring increased use of design-build contracting and privatization. For those, all we can do is stay informed, participate in the dialogue, and adjust our plans and procedures accordingly.

PC: Do you have any final comments?

JB: E&C is involved in just about everything the District does, but we don't do it alone. We're part of a team - many teams, in fact. It would take a lot more time to go into much detail on the wonderful things the individual branches do but I would like to close by saying that our biggest asset is our people. They are dedicated and extremely capable. The service they provide to our customers and to the nation is invaluable.



Lolly Silva, regulatory branch, takes soil samples to determine if this possible wetland falls within HED's jurisdiction.

Parenting: *Good parents give their children roots and wings. Roots to know where home is, wings to fly away and exercise what's been taught them. —Jonas Salk*

Electronic Library

by Ruby Mizue

CONSTRUCTION CRITERIA BASE (CCB) UPDATE

For those of you who use CCB on the network, the new edition #58 has replaced the current DVD. Instructions for updating as well as new installations are posted in the POH Public Folders, Information Management Folder, Elibrary Connection box.

Beginning in 2002, CCB disc sets will be published twice a year, in April and October, instead of the current quarterly schedule. This is the final regular quarterly edition of CCB. We will continue to have password access to *CCB On-Line* (Internet) for at least one year, with even more emphasis placed on the currency and completeness of documents and programs available on the CCB website.

The change will enable subscribers to take advantage of *CCB On-Line* for timely updating and easy access to guide specifications and other documents which are quickly updated on the website. Alternatively, the option of CCB on CD-ROM or DVD will continue to be the choice for very large documents (which often take impractically long to download with normal internet connections), and for proprietary documents such as codes and reference standards which cannot be distributed on the Internet.

Visit CCB Online at: < <http://www.ccb.org/> > for general information about the electronic collection of over 10,000 documents used in building design and construction. Call Ruby Mizue at 438-8348 if you need a username/password or assistance in using the resource.

NEW

Request for Leave and Approved Absence Form

If you are still using the old familiar SF71 to submit leave requests, you are using an obsolete form! It has been replaced by

OPM Form 71, same title, which can be filled out electronically in *Formflow* at: <S:\forms\formflow\OPM0071.frz>. Be sure you save your DATA on a diskette or your hard drive—DO NOT save your personal data on the S:\ drive!

INTERNET/INTRANET UPDATE

NEW

Two Commander's Policy Memos Posted at <http://www.pod.usace.army.mil/info/hedcom.html>

Commander's Policy Memo #7, *After Action Review Standards and Procedures*, has been revised. The revision adjusts thresholds for informal and formal AARs, provides a matrix outlining all requirements on one page, provides the standard Army memo format as the format to record AARs, and adds design completion and construction completion customer surveys to the AAR process.

A new policy on *Designation of Mission Essential Personnel During Times of Crisis* has been posted as **Commander's Policy Memo #14**. This policy prescribes which employees are considered mission essential in order to keep HED functional and mission ready at all times. It also establishes a telephone roster notification/message system.

NEW

PMBP Standing Operating Procedures (SOP) Revised

The series of SOPs developed in support of Honolulu District's Project Management Business Process (PMBP) was first posted in June 2001. These SOPs have been revised and are now posted on the Intranet page at <https://pohinfo/SOP/SOPindex.html>.

New AARs, customer feedback, and information papers are posted continually throughout the year. Be sure to use *Internet Explorer* to access the POH Intranet at <https://pohinfo>.



Brig. Gen. Ronald Johnson, Commanding General, Pacific Ocean Division, paid a visit to the District on Nov. 19-20. Johnson toured HED offices and visited project sites during the visit. Here, he receives a briefing at Tripler Army Medical Center from Robert Morishige, project engineer, on replacing air handling units at TAMC. Pictured from left are Martin Lau, TAMC's Chief, Facilities Management Branch, Johnson, Col. Terry Youngbluth, POD deputy commander/Chief of Staff, and Morishige. —Photo by Michelle Cain

Age: *The man who views the world at 50 the same as he did at 20 has wasted 30 years of his life. —Muhammad Ali*

Commander's Comments

“
No one else provides
the breadth and
depth of services the
District delivers.



By Lt. Col.
Ronald N. Light
HED Commander

”

America's engineers in the Pacific

At our recent Town Hall meeting, I presented a number of you with our District Coin. If you look, you'll see that the coin contains the phrase "America's Engineers in the Pacific." This is a powerful notion, and I want to share with you my perspective on what it means.

During World War II, the Honolulu Engineer District employed some 26,000 people! While we are much smaller today, at a staff of about 400, we still serve mightily. No one else in the Pacific provides the breadth and depth of services we deliver.

When I think of our service in the Pacific, many things come to mind. I think of the Palau Compact Road Resident Office staff, nearly 5,000 miles away, building a 53-mile road through the Republic of Palau, one of the world's newest independent countries. Most people I speak with outside of the District have never heard of the Republic of Palau, yet we have a dedicated staff of professionals there working selflessly. Led by Alex Morrison, our Palau Compact Road Resident Office helps ensure the economic vitality of the Pacific region.

Our small staff of two people in Guam likewise comes to mind. Frank Dayton and Carolyn Holliday manage our regulatory program, and provide continuity and assistance in our civil works mission on Guam. You may never meet Frank or Carolyn, but let me assure you that they represent the Honolulu Engineer District and the US Army Corps of Engineers well, and are well known in both Guam and the Commonwealth of the Northern Mariana Islands (CNMI). Frank and Carolyn are helping to preserve and protect the environment of the Pacific region.

Although Joe Mau, Frank Ono, and Charles Adams don't live in Saipan, CNMI, they might as well. Together these three men (the first two from the Fort Shafter Resident Office, the third from PPM)

have spent hundreds of hours in the small village of Tanapag ensuring that PCB-contaminated soil is remediated. They've withstood typhoons, some fierce public opinion, and life in a hotel room for weeks on end. These men, and those who came before them, serve willingly far from home: they, too, are America's Engineers in the Pacific.

Closer to the Hawaiian Islands, the men and women of the Kwajalein Resident Office continue a tradition of service and sacrifice of more than 42 years. Part of the Republic of the Marshall Islands, Kwajalein is home to the US Army Kwajalein Atoll (USAKA) and the Ronald Reagan Missile Test Facility. The work that Lou Askew and his staff perform for USAKA and others on Kwajalein sometimes goes unnoticed. But Lou and his staff are on the cutting edge of our country's missile defense program, and they are helping to protect as well as build the Pacific.

Further south, across the equator, Stan Boc, Milton Yoshimoto, and Al Cambra have a reputation for service in American Samoa. The small boat harbors, roads, and shore protection projects the District has built during the past 20 years in American Samoa are vital! These projects, like much of the other work we do in the Pacific, bring jobs, commerce, access to medical care, and pave the way for other needed infrastructure. Truly, Stan, Milton, and Al can count themselves among "America's Engineers in the Pacific."

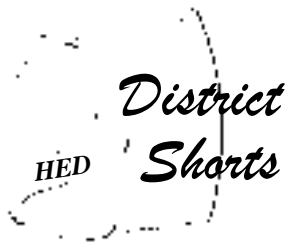
Elsewhere, throughout the region, Zandra Smith, of our Real Estate Division, manages dozens of military recruiting facilities for the Army, Air Force, Navy and Marines. Zandra's efforts help build the Pacific by providing opportunities for Pacific Islanders to serve in our Nation's armed forces. They infuse in our military a diversity and appreciation for the Pacific region which is unmatched! In her way, Zandra is building the Pacific, too.

Finally, here in Hawaii the rest of the District serves to build the Pacific. With environmental services oversight performed by Beth Miura at Makua Military Range and the Pohakuloa Training Area. With whole barracks renewal at Schofield Barracks performed by a host of construction reps, project engineers and others serving in the Schofield Barracks Resident Office. (These same people are on the leading edge of bringing Army Transformation to the 25th Infantry Division, an enormous effort of strategic importance to our Army and our nation.) With aircraft hangar and pavement renovation by Bob Inouye and Ed Yago, and others in the Fort Shafter Resident Office. With constant, around the clock work at the Tripler Army Medical Center, at the capable hands of Randy Kurashige, Olson Okada, and Bob Morishige, to name only a few.

Of course, behind every successful project is a project delivery team of designers, resource managers, contracting specialists, logisticians and other support staff, making it all happen. I want to acknowledge the hundreds of people in the District who work day after day, professionally completing every task they undertake. Some of these people shy away from the spotlight, and work diligently each day; they deserve our respect, thanks, and admiration as well!

Every one of you is part of the Honolulu Engineer District's mission to build the Pacific region. Thank you again for your service, professionalism, and dedication. You are part of the economic vitality of the region. And indeed, you are "America's Engineers in the Pacific!"

Change: *It has the power to uplift, to heal, to stimulate, surprise, open new doors, bring fresh experience and create excitement in life. Certainly it is worth the risk. —Leo Buscaglia*



Aloha means hello to Stuart Fermahin, SBRO. **Aloha means hello** to Jeff Honeycutt, Palau Resident Office. **Aloha means hello** to Janice Brissette, new Chief, Resource Management. **Aloha means hello** to

Emily Fu and Felicitas Basa, RM. **Aloha means hello** to Darrin Berends, engineer at KRO. **Aloha means hello** to Christi Shaw and David Grant, archeologists in the Environmental Technical Branch. **Aloha means hello** to Harmon Slappy, Ordinance and Explosive Waste Specialist in the Environmental Technical Branch. **Aloha means good-bye** to Sharon Sherry, IM, who has retired after 37 years with the Corps of Engineers. **Aloha means good-bye** to Esther Cruz, RE, who has transferred to AED. **Aloha means good-bye** to Nellie Arnold, RM, who has accepted a position with the Navy at CINCPAC, Camp Smith. **Aloha means good-bye** to Anita Alcantara, RM, who has transferred to JED. **Aloha means good-bye** to Lyle Otineru, Civil Works Technical Branch, Regional Visitors Center, who has accepted a position with the Directorate of Plans, Training and Mobility. **Congratulations** to Lynn Arakaki on her promotion to Chief of Construction/A-E Contracts. **Congratulations** to Dan Nakamura on his promotion to Chief, Environmental Technical Branch. **Congratulations** to Olson Okada on his promotion to senior project manager at TAMC. **Congratulations** to Glen Takishita on his promotion to senior project manager for family housing and non-appropriated funds projects. **Congratulations** to Earl Hiraki, whose position as SBRO Resident Engineer has been upgraded. **Congratulations** to

the following employees who received awards at the Town Hall meeting Dec. 7: **Suggestion Program awards** for suggestions resulting in more than \$112,000 in verified saving and more than \$51,000 in unverified savings to the District: **Maria Buckner, Joy Sakamoto, Jeanette Anderson, Elaine Nagasawa, Hiroaki Morita, Kent Tamai, and Rick Oleniacz** received on-the-spot cash awards; **Amy Izawa, Charlene Hasegawa, Lynette Serrao, Amy Loo, Sandy Ginto, Jim Cainelli, Vince Faggioli, David Kam, and Debbie Alexander** received HED briefcases. **Special Emphasis Program Committee members** for their contributions to the District: **Linda Hihara-Endo, Renee Hicks, Sharon Ishikawa, Pauline Kahalioumi, Alexander Kufel, Donna Kanetake, Kurtis Kikkawa, Gary Kitkowski, Randall Kurashige, David Lau, Tammy Luke, Maydean Martin, Kent Tamai, Wendy Mow, Dan Nakamura, Vecy Pascual, Lolly Silva, Anna Tarrant, Ed Yoshimura, and Jeannette Anderson** received HED briefcases. **Commander's coins** in recognition of the employee's professionalism, dedication to duty and commitment to the execution of HED's missions and the District's Operations Plan: **Barbara Mills, Paulette Choy, Austin Rester, Polly Bjorken, Shane Brady, Michelle Cain, Rick Oleniacz, Joel Hendrix, Cyndee Oleyte, Katie Tamashiro, Ronnie Kirkland, Allen Toma, James Pak, Tammy Luke, Pat Billington, Robyn Au, Donna Kanetake, Kenneth Santiago, M. Kalani Smith, Laureen Vizcarra, Sharon Kashiwabara, Dorinda Won, Rosaline Yagi, Charles Adams, Dean Fukuchi, and Darlene Shimamura. No Ka Oi coin: Renee Kurashige** for her work on the 2001 Combined Federal Campaign. **Condolences** to **Kurtis Kikkawa, CEPOD-CT**, on the Nov. 12 passing of his father, Richard Katsunori Kikkawa, a retired estimator for the U.S. Army Corps of Engineers.

Historical HED: A step back in time

One year ago...

Raleigh Sakado, deputy chief of HED Programs and Project Management, retired after 40 years of federal service. He served 20 years active-duty military as an engineer, followed by 20 years of civilian service with the Army Corps of Engineers.

Scott Newitt, POD Resource Management chief, retired after 41 years of federal service.

Families at Schofield Barracks continue to move into newly-completed family housing units. HED supervised construction of the \$13 million project, built by Hunt Building Corporation.

Five years ago...

A December 12 ceremony marked the comple-

tion of a 30,000-square-foot addition and renovation of the 15th Air Base Wing medical and dental clinic at Hickam Air Force Base. The \$16 million project was supervised by HED.

Ten years ago...

POD sent a five-member team to storm-damaged American Samoa to support the Federal Emergency Management Agency's relief action in the wake of tropical cyclone Val.

Construction began on the new Army Continuing Education System facility at Schofield Barracks. HED awarded the nearly \$8 million project to Tower Construction Co. of Honolulu.

Imagination:

Imagination is more important than knowledge, for knowledge is limited while imagination embraces the entire world. —Albert Einstein