



The

Pacific Connection

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US Army Corps of Engineers
Pacific Ocean Division

Corps part of response to flood disaster

Rain, rain wouldn't go away

Story by Alexander Kufel



(Top) Checking out damage to the water wells access road in Makaha. (L to R) Gary Morinaga, Honolulu Board of Water Supply; Ronald Ching, Division of Public Works, Hawaii; Clayton Ching, Hawaii Civil Defense System; Harry Aoki, POD ET-TE.
(Bottom) Steven Yamamoto, POD ET-PP, rendering assistance to a Nanakuli resident stalled in floodwaters on Paakea Road.



Photos by Jim Dung

With only half the month gone and November rainfall at record-breaking levels, a wet and soggy Hawaii began digging out from mudslides, flooded neighborhoods and surf-eroded highways and beaches. More water fell on the state during the first two weeks of November than in all of 1995. Initial estimates placed damages at \$15 million. The Pacific Ocean Division sent engineers to the field, first to help document the scope of damages and later, under the auspices of FEMA (Federal Emergency Management Agency), to assist homeowners in the wake of a Presidential disaster declaration.

On Monday, Nov. 18, as the weather cleared and the sun shone momentarily, Gov. Benjamin Cayetano announced that President Bill Clinton, vacationing on Oahu, signed a declaration of emergency moments before leaving Honolulu enroute to Australia. By statute, \$5 million was made immediately available to help with the cleanup.

Health concerns centered initially on water contaminated by agricultural and other waste, and many beaches and streams were closed to surfers and swimmers. The Hawaii National Guard spearheaded a weekend cleanup effort to help reduce the spread of infectious diseases.

The president later signed a declaration of disaster enabling FEMA to reimburse state and local governments for up to 75 percent of costs incurred in the repair of public facilities and for emergency services.

Federal sites and facilities were not included as they emerged from the storms damp but unscathed. (See 'In the Field,' page 10)

To date, 13 POD employees have been called to support local, state civil defense and FEMA agencies, providing technical assistance and site inspections as well as Preliminary Damage Assessments (PDAs) and Damage Survey Reports (DSRs) in the communities of

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December 1882: *The world's first electrically lighted Christmas tree was installed in the New York City house of Edward H. Johnson, Thomas Edison's associate.—The World Book of Facts*



By Col. Robin R. Cababa
POD Commander

Commander's Comment

Holiday wishes

As we come to the end of another calendar year, it's a time to look back as well as forward. The Holiday Season is a time we join friends and family to remember and celebrate the blessings and successes that 1996 has given us. We can take joy in what this time of year means to each of us personally and spiritually as we celebrate in our own private way.

For Pacific Ocean Division, the previous 12 months have been busy. Our program was strong and every indication is it will remain so over the next 12 months.

Throughout the division and its three districts, we designed and constructed \$1.1 billion in facilities for our customers last year. We anticipate another \$1.14 billion this next year. So, the old bromide "what have you done for us lately" still holds true as we set about to continue to meet our customers' engineering and construction needs come January 1st. In some ways, the Holiday Season and New Year are an arbitrary benchmark. We can take a snapshot at that time of a continuing engineering program that really never stops, with the previous fiscal year well behind us and the current one just beginning to build up steam. Still, there is a symbolic retrospection that goes on during the Holidays. It's a time of giving and we should take pride and satisfaction in the gifts we've been able to make to members of the Army and Air Force and Navy and Marines throughout the Pacific. They will find more than a few presents under their trees in the form of improved living and working conditions through the facilities we plan, design and build.

Our civilian customers may also sleep a little more soundly this Christmas in places like Hilo on the Big Island and Coconut Grove (Kailua) on Windward Oahu.

Holiday message from the Chief

The holiday season is a time of well wishing and family celebration. It is also a time to give thanks for the many blessings and opportunities we have enjoyed. I welcome this opportunity to wish all members of the Army Corps of Engineers a happy holiday and thank you for your support to the soldier and the nation.

This season is also a time of reflection, and as the year nears its close, every member of the Corps has abundant reason for pride of accomplishment in our contributions to the Army's mission and the country. Corps members were among the first on the ground in support of operations in Bosnia and to respond to the ValuJet crash and the crash of TWA Flight 800.

When the Olympics came to Atlanta, Corps facilities and people played a key role in their success. In addition

A wet New Year's Eve like that which visited the Coconut Grove area nearly a decade ago and flooded out hundreds of homes will likely never happen again. Our flood control project along Kawainui Marsh should see to that. While 70 percent complete it was able to provide 100-year flood protection for residents along the marsh during the major rains last month. It will do even more to protect their neighborhoods when it is finished in March. Similarly, in Hilo people living near Alenaio Stream should enjoy this Holiday Season with much more calm and feeling of security now that the flood control project there is also nearing completion.

These are just a few examples of the true gifts our projects can mean to the people who receive them.

I could say a lot more here with regard to the organizational challenges we've faced in 1996, and all of you are aware of the uncertainty that still exists from many of those issues. Remember that regardless of how these issues conclude, we will remain in business to provide our customers engineering design and construction.

But, this is a time to consider our blessings, trust in a power perhaps greater than ourselves and set aside some of those

challenges until the Holidays are over. So, let me dwell on one other thing instead — Claudia and I wish you all a Merry Christmas and a Happy and Prosperous New Year!



to meeting these and other challenges, numerous Corps individuals and organizations have earned recognition for a wide range of accomplishments, including 11 Hammer Awards in the past year for efforts to improve Corps programs and processes. As we look toward the new year and beyond, we must focus on increasing our relevance to the Army and improving our support to the soldier. We will also face new challenges in our Civil Works and Work for Others programs as we support the effort to reduce the deficit and balance the budget.

I look forward to working with all of you as we continue our support to the soldier and service to the nation. My family and I wish you a joyous holiday season and a new year of personal and professional fulfillment.



By Lt. Gen. Joe N. Ballard
USACE Commander

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- Division Commander Col. Robin R. Cababa
- Chief, Public Affairs Larry Hawthorne
- Editor Alexander Kufel
- Photographer James Dung

Christmas:

A lovely thing about Christmas is that it's compulsory, like a thunderstorm, and we all go through it together. —Garrison Keillor, author

Men watch in bars, women prefer tennis

The truth about women and sports

It's time to tell the truth about women and sports. I know, you probably think this will be one of those exposés filled with a bunch of generalizations and platitudes about women and the way they treat sports and the men who love them. Well, that isn't completely so, at least not for the most part, in the broadest sense of the word. I don't have any ax to grind in some cheap attempt to win one for the Gipper.

The fact is, according to me, women only tolerate sports. I have proof. Incontrovertible, scientific proof. Exhibit A: I was watching a Monday night football game the other day (not really night here in Hawaii yet, now is it?), and I looked around the lounge (that sounds better than bar) and counted exactly seven women not serving drinks. In each case, they were not there on their own but had accompanied a male sports enthusiast who had obviously arrived at work that morning around 5 a.m. in order to be somewhere else by, say, 3:30 that same afternoon.

And, you may ask, what was my scientific approach leading to this unimpeachable conclusion? Simple. I could really tell for sure. You can't quarrel with that kind of empirical data.

It's scientific proof that women do not love sports the way men do, but pretend to so that men will accept them for their minds and not just other attributes. I don't think women really want to understand the game, because the questions they ask don't elicit the response that would normally help to clarify and illustrate the finer points of the sport.

She: "Why is the ball shaped like that?"

He: "Huh?"

She: "I mean, the other sports have round balls . . . let me think . . . no, I can't think of another sport without a round ball. Is badminton a sport? Is this game . . ."

He: "Wow, look at that hit!"

She: ". . . not so different?"

He: "Nachos? Different kinds of nachos? Sure, we can get some with cheese and some with cheese and chili. They'll bring out free pupus at halftime... Hey, now that has *got* to be pass interference!"

Don't get me wrong, I think women are more than capable of learning everything they need about sports. Look at several of the TV female sports commentators. They actually do a good job in pointing out the softer, gentler side of the sport. Most sports aficionados are at times almost paralyzed by the suspense

of not knowing what the team will be wearing next year. Will jerseys sporting team purple be accompanied with turquoise pants? Not that debacle again! Can players even be expected to come close to performing their best when uniform pieces clash like that? Weren't the lack of stadium child care facilities really to blame for the team's poor pre-season record? And who is monitoring the fat content and nutritional standards of the stadium's food concession stands?

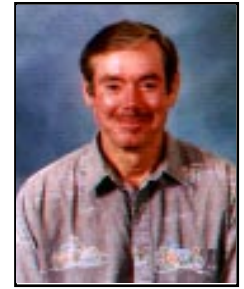
Sure, they can get into the real issues and ask the tough questions, just like the men do.

The really good news is "gender equity." That does not mean "equal pay for equal work." It means that if the boys get a gym to play their silly games, so should the girls. And if the school wants to give all that attention to the boys and their silly games, the girls should have a chance to play silly games, too. And maybe even get some free tuition while they do it, just like the boys. BO-NAAAANZA! Real incentive. ("Incentive" in the *Sports Dictionary of Hackneyed Yet Precise Phrases* is defined as: "Anything that causes good players to want to be good on days they don't feel like it, i.e., money.") And that means that legally mandated incentives (gender equity) will invite the girls to PLAY THE GAME!

The next generation of 30-somethings will have had the field experience required of both sexes to appreciate and fully understand the sports that have made this country the Super Power it is today.

One of these days — at a Monday night football game of the hopefully not so distant future — you will be able to walk up to a woman in a bar, say something to her, be slapped by her, and then ask this question:

"Why is the football shaped the way it is?" And she will answer swiftly, and correctly, "Because." Now that will be a day that will go down in sports history.



The View from Here
by Larry Hawthorne



Poem: *I heard the bells on Christmas Day, their old familiar carols play, and wild and sweet the words repeat of peace on earth, good-will to men. —Henry Wadsworth Longfellow, author*

Rain, rain continued...

Continued from page 1



Photo by Jim Dung

Philip Kim, POH-EM, briefs deploying POD employees Ron Fong, ET-CS, and Lynette Serrao, ET-CH, on the fine points of Damage Survey Reports.

Nanakuli and Haleiwa.

The Corps will continue to assist FEMA as long as necessary in response to the flood disaster. Under federal disaster recovery plans the Corps has primary responsibility for Emergency Response Function 3—Public Works and Engineering.

In addition to working with federal agencies the Corps operates jointly

with other military commands to react to emergencies and natural disasters.

“We keep an eye on the weather through different sources,” said James H. S. Lee, EMD Chief. “When we’re alerted as to an increase of status, we’ll actually go to Birkhimer Tunnel, Civil Defense headquarters at Diamond Head, and monitor the situation from there. We did that this weekend.”

At Birkhimer, briefings focused on the

Leeward Oahu coast, from Ewa and Nanakuli to Waianae and on the North Shore from Haleiwa to Kahuku, the two areas hardest hit. Discussions among representatives of various agencies centered on keeping communications open and making needs known. A major area of concern was in communicating to the public the need for segregating debris so that it could be disposed of economically and in an environmentally sound manner.

Canned goods drive

The ninth annual POD canned goods, toys and clothes drive began Dec. 1 and is an opportunity to aid the homeless and the needy. POD gives all donations to the Hawaii Food Bank and the Community Clearinghouse. To donate contact Maydean Martin and Lise Ditzel-Ma in building 230, Pauline Kahalioumi and Lauren Hensley in building T-1, Joe Swift in building 200, Karen Nii in building 223, Tammy Luke and Ed Yoshimura at Family Housing Resident Office, and Bob Shimizu at Schofield Barracks Resident Office.

DECK THE HALLS WITH BOUGHS OF...

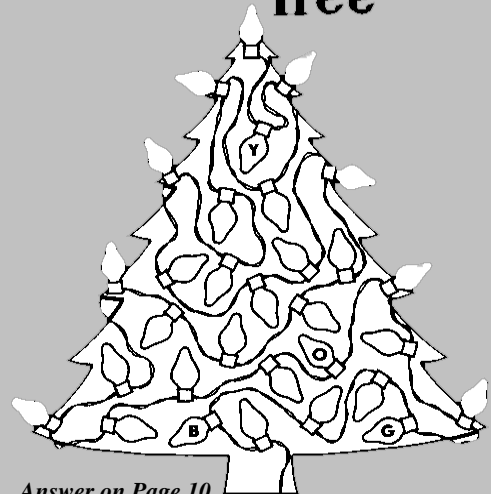
This Christmas tree has been decorated with a stringer of 31 lights. The color of four bulbs has already been determined. It is known that one of the light sockets is broken. You must determine which socket is broken so that the remaining colored lights can be arranged in the following manner:

- 1) Use an equal number of red, blue, yellow, orange, and green lights.
- 2) Position these lights on the stringer in a repetitive order (For example: R-B-Y-O-G, R-B-Y-O-G, etc.).
- 3) The five lights along each side of the tree must include all five colors.

Merry Christmas!

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Trimming the Tree



Answer on Page 10.

Santa Claus: *Like everyone in his right mind, I feared Santa Claus.—Annie Dillard, author*

Deputy director of engineering and technical services retires

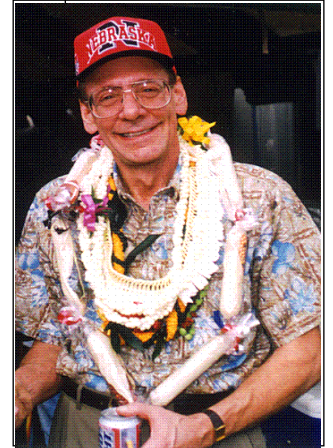
On Dec. 1, 32 years to the day since he joined the Army Corps of Engineers, John Pelowski, POD deputy director of engineering and technical services (DETS), slept in. Just four days earlier, the day before Thanksgiving, 150 or so of Pelowski's co-workers assembled to wish him 'Fond Aloha' during a rainy but nonetheless festive afternoon party. David Lau, PP-MC, reports that they collected and assembled E-mail "cyber messages" from 186 well-wishers.

It's true. Pelowski has retired. His workload from now on will include sleeping late, doing repairs and maintenance on his home and that of his daughter Susan Frissell. He'll spend time with his 8-month-old first grandchild, Natalie, and travel to Seattle with his wife Karen to visit his youngest daughter,

Jeanne. He says that he might even renew his interest in golf. All in sharp contrast to the responsibilities he's juggled for POD since 1972.

Pelowski came to POD from the Buffalo District to work on the Kaneohe-Kailua flood control project that produced Hoomaluhia Botanical Garden and has been here ever since. Born and raised in Omaha, he found the challenges faced by people in the Pacific particularly fascinating. He said that he has memories of people in Samoa floating 55-gallon drums of fuel to shore and using small boats to bring a refrigerator in through the surf.

Pelowski also worked with Hawaii's congressional delegation. "It's been a wonderful experience for me," he said.



John Pelowski

Camp Zama chapel to get needed facelift

CAMP ZAMA—Japan Engineer District has awarded a \$2.6 million contract for a project that will extend the life of the 1954 vintage Camp Zama chapel well into the 21st century.

Kanagawa Resident Office Engineer Fawzy Makar said the work is scheduled for completion in the spring of 1998.

Renovation will begin early next year and replace peeling paint, rotting wood and sagging floors with a facility that will be better equipped, more energy-efficient and more user friendly at a cost far less than that of a new structure.

Col. David R. Booze, 17th ASG commander, said

that the award of the contract was good news.

"Renovating the chapel has been my number one priority project," said Booze. "It is important to the community that the chapel be a quality facility that is pleasing to the eye and soothing to the spirit—a place that has both the proper atmosphere for meditation and for the celebration of one's religious beliefs.

"Having an attractive chapel is an important quality of life issue and a key factor in keeping our soldiers and the rest of the community happy and satisfied," said Booze. "That, in turn, makes everyone better team players and helps us accomplish our mission."

POP QUIZ

Circle the correct answer

In this recent photograph Jane Shimonishi, DE, and Ellen Ikeda, CS, are:

- Numbers 01 and 02 among the new Selective Service System Honolulu draftees.
- The first POD employees to experience 'Restructuring.'
- Ready for a little Halloween 'Trick or Treating.'
- So who wants to know?



Photo by Jim Dung

Hanukkah: *An eight-day festival commencing at sundown Dec. 5 commemorating the victory of the Maccabees in 165 B.C. in restoring the monotheistic religion of Judaism.—The People's Chronology*

Wave action on coastline is unrelenting

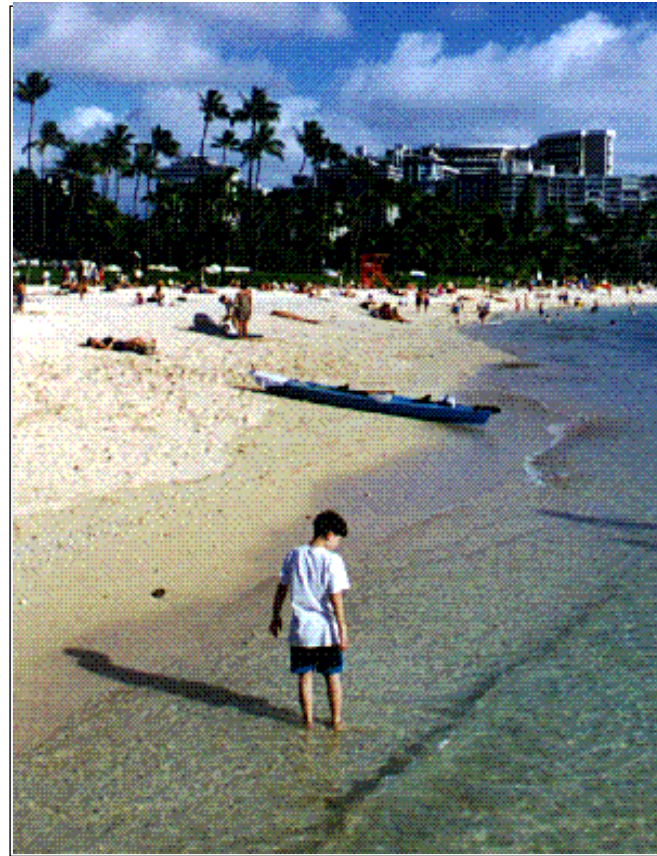
To islanders, shoreline

Story and photos by Jim Dung

Shoreline protection from constant wave action and adverse weather conditions requires constant monitoring, maintenance and, in some cases, rebuilding. As with most Pacific island communities and their mountainous terrain, there is only one roadway next to the seashore leading from one point to another destination. An impassible road is enough to impact the quality of any islander's life.

A temporary form of shoreline protection is the beach restoration project such as seen at the Fort DeRussy Beach in Waikiki. The 1,700-foot-long beach has had three sand replenishments in addition to other work since 1965. A more permanent solution is the building of rock revetments such as those now protecting the Sand Island State Park shoreline and three others planned for Oahu's North Shore.

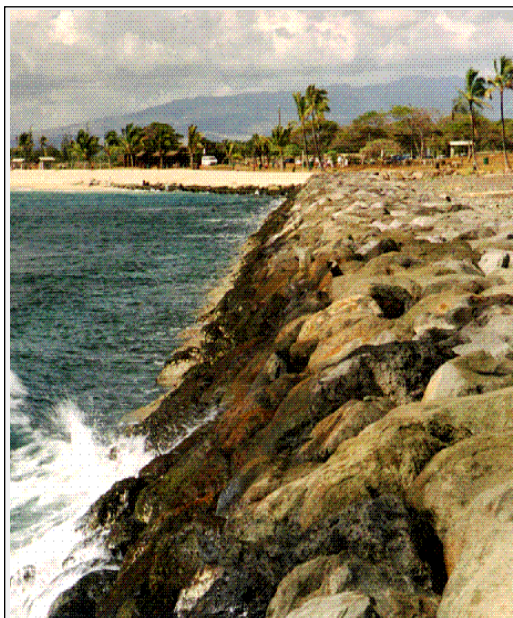
Two areas slated for shoreline repairs in the near future due to recent storms in northshore Oahu are Punaluu (left) and Kaaawa (below).



(Above) Fort DeRussy Beach is used extensively for recreation (Below) Hydraulic engine inspects roadway damages caused by waves.

Kwanzaa: *A secular, seven-day festival in celebration of African heritage commencing Dec. 26. Festivities include gift-giving and a feast.—Concise Columbia Encyclopedia*

(Below) The Sand Island State Park shore protection project, a joint venture between the state of Hawaii and the U.S. Army Corps of Engineers, Honolulu District. Completed and dedicated in October, 1991, the revetment (bottom center) now protects the park's westward coastline and complements the park with a newly created beach and wading pool together with walkways and landscaping. The pre-project photo (bottom right) shows the extreme soil erosion caused by constant wave action.



Events: *In 1776, George Washington crossed the Delaware River Christmas night, surprising the Hessian soldiers at Trenton and turning the tide of the American Revolutionary War. —The People's Chronology*

Sunday morning outing

Golf with the Governor

POD teams up with State for a day of 'terrain analysis'.

Photos clockwise from far right:

Gov. Ben Cayetano dons a golf glove for the occasion.

Dr. Herman Aizawa, superintendent of schools, on the green with Lt. Col. Ralph Graves, Honolulu District commander.

Ready for the front nine are Ray Jyo, director of Engineering and Technical Services, Gov. Ben Cayetano, Bong 'Paul' Yoo, now chief of Engineering Division at FED.

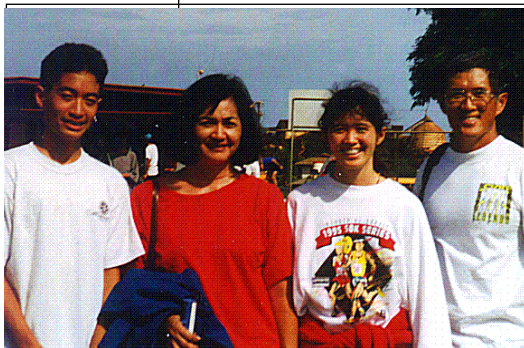


The Directorate of Engineering and Technical Services hosted Hawaii governor Ben Cayetano and his staff to an informal golf partnering session, Sunday, Nov. 10, 1996 at the Kalakaua Golf Course at Schofield Barracks. Also

participating were Lt. Col. Ralph Graves, Honolulu District commander and Tom Ushijima, director of Programs and Project Management. Col. Robin Cababa, division commander, (a non-golfer) joined the group for refreshments after the game.

A good week for Peter Lee

For Peter Lee, ET-TM, and his family, the last week of October was one in which events came together rather quickly as their selections for Football Fever won them a \$500 cash prize. This, while mom, Olivia, was in Las Vegas trying her own luck.



Peter Lee family sharing smiles as well as winnings. (L to R) Jeremy, Olivia, Jennifer, Peter Lee.

Lee said that his whole family loves sports, with both of his children excelling in track, and they enjoy every University of Hawaii home game, win or lose.

For some time Lee, his daughter Jennifer, an 18-year-old UH student, and his son Jeremy, a 15-year-old Roosevelt student, have been playing the weekly Honolulu Star-Bulletin Football Fever game, the object being

to equal or better the predictions of the best sports-writer for a given week.

Week after week, they checked off the teams they thought would win and sent it in, after a while not even giving it much thought. This time, Jennifer and Jeremy selected the teams, Dad signed the form. They sent it in along with 21,000 others.

But, this week, Robert Kekaula's score was 8-2, and the Lee's was 9-1, qualifying them for a random drawing among the others who had equaled Kekaula's score. Then, their name was drawn to win the \$500 cash prize. Lee said the results were tallied following Sunday's games and he was notified Monday afternoon that the newspaper wanted to take his picture. He was completely surprised.

"My wife, Olivia, was in Las Vegas with her mother and sisters," said Lee. "So, when I picked her up at the airport on Friday I greeted her with the check and a clipping from the Star-Bulletin. She was thrilled!"

How did Olivia do in Las Vegas? "She lost only a little," said Lee. "When I cashed the check, we divided the winnings four ways, so we all won."

Christmastide: *From Dec. 24, Christmas Eve, to Jan. 5, Epiphany Eve—a prime feastday that commemorates the baptism of Jesus and the visit of the Wise Men to Bethlehem. —Concise Columbia Encyclopedia.*

Historic outside, modern inside

Hickam clinic dedicated

Story by Alexander Kufel and Larry Hawthorne

In the harrowing days following the Dec. 7 attack on Pearl Harbor, the medical clinic at Hickam Army Airfield, only three months old and just beginning to receive patients, was pressed into emergency service as a refuge to those wounded by war. A half century later — 51 years to the day of the attack — ground was finally broken at Hickam Air Force Base to improve an aging facility that had served proud and long. Another four years would pass, but a Dec. 12 ceremony — close enough to still retain some historical significance — marked the clinic's transformation to a modern medical-dental facility ready to dispense healthcare and dental services for many years to come.

"It was a long time coming," said Lt. Col. Tom Rosenswike, a healthcare facilities administrator who represented the Air Force Surgeon during the construction.

The 30,000-square-foot addition and accompanying renovation of the 15th Air Base Wing medical and dental clinic had a few inherent problems before it could get off the ground, said Rosenswike. Plans for the facility dating back to 1986 were delayed execution for lack of funding. Meanwhile, construction standards changed and the plans required major modification, and that meant more money.

"By 1992 new requirements, such as those involving life safety and accessibility had to be accommodated," he said. "Funding wasn't there to make the changes, and to tell you the truth, I wasn't very optimistic that the project would succeed."

Rosenswike said his mind changed when he literally teamed up with Army Corps of Engineers and contractor personnel who were about to build the project.

"We had a partnering session," said Rosenswike, referring to a pre-construction process the Corps has pioneered in recent years to draw customers, contractors and engineers together toward a common goal.

"All my apprehensions changed at that initial partnering meeting."

Speaking from the customer's point of view, Rosenswike cited a spirit of cooperation that served to help overcome some sizable obstacles.

"I was impressed by the effort everyone made to try and resolve the problems. For example, because requirements had changed, some unnecessary systems were deleted and we all agreed to some new

modifications that allowed the project to proceed."

The building's original exterior had to be preserved because of the historical significance of the role it played during the war. That required some additional design and engineering to retain the familiar exterior while housing a new and modern interior. The addition was built, and the old facility had to be completely gutted to make way for the new. Finally, the clinic format was reorganized to provide for family practice, an outpatient clinic and acute care facility, as well as a dental clinic.

The project was designed by Architects Hawaii, and constructed by S & M

Sakamoto. The \$16 million project was supervised by the Honolulu District, with Bob Kiehm, ET-CF, supervising construction.

"Partnering really made this project," said Rosenswike. "I can't say enough about the professionalism of the Army Corps of Engineers and about the willingness of the contractor to do what was needed."

"It was a long time in coming, but we got what we wanted," said Rosenswike.



Photo by Jim Dung

The facade of the 15th Medical Group Medical and Dental Clinic at Hickam Air Base looks much as it did 55 years ago when it was built as a military hospital. Thanks to extensive renovations, however, the interior is fully modernized and the multi-functioned facility houses both a medical and dental clinic.



Original photo by Jim Dung

It's beginning to look a lot like Christmas, especially when viewing POD's building 230, through a wire-frame reindeer. Reality ends there, however, as the parking lot and cars occupying it disappear until after the holidays through the magic of computerized photo enhancement.

Christmas:

From a commercial point of view, if Christmas did not exist it would be necessary to invent it.
—Katharine Whitehorn, British journalist

In the Field

Unfinished levee protects homes



Photo by Jim Dung

When 20 inches of rain fell in the 740-acre Kawainui Marsh wetland within a two-day period at the end of 1987 and flooded residential areas in the town of Kailua, the need for increasing the height of the existing levee was dramatically driven home. The city and county of Honolulu requested Corps assistance to prevent recurrence.

The marsh drains an 11-square-mile area at the base of the Koolau Mountains in Windward Oahu. Despite record rains in November, the resulting

improvements to the levee not only withstood the recent deluge, but did so while at 70 percent completion. While the 6,300-foot long, 8-foot high earthen levee is already in place, the 4-foot high concrete floodwall which sits atop it will not be completed until March 1997.

Corps projections for the potential flood threat indicated the need for protection against the type of flooding that occurs once every 100 years. When finished, the \$6 million project will afford protection against an even greater flood that occurs less frequently than once each century.

PRODUCTIVITY CORNER

O Christmas tree

In pre-Christian Europe, people believed that evergreen trees were actually entities of great power. In the early 1600s, German families brought evergreens into their homes during the holiday season and decorated them with fruit, candies and cookies. Legend has it that one snowy Christmas Eve, theologian Martin Luther was so moved by the starry heavens that to capture the image for his children he attached small candles to their holiday tree.

—First Draft

O Christmas pony

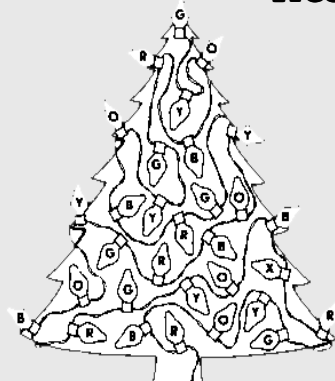
A small girl's father asked her what she would like most for Christmas. The girl, knowing that her mother was expecting, replied, "A baby brother." To everyone's delight, the mother came back from the hospital on Christmas Eve with a baby boy in her arms.

This year, the father said to his daughter, "And for Christmas, what would you like?"

"Well," said the girl, after some thought, "if it wouldn't be too uncomfortable for Mom, I'd like a pony."

—A Treasury of Humor

Solution to **Trimming the Tree**



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Saint Nicholas: *Bishop of Myra in Asia Minor during the 4th century, A.D. who is often associated with Santa Claus and the custom of gift-giving at Christmas. —American Heritage Dictionary*

PRODUCTIVE PEOPLE



Robert Shimizu

Hometown: Honolulu, Hawaii
Years with Corps: 20
Works in: Schofield Barracks
Resident Office

Having multiple skills in various aspects of engineering almost seems characteristic of persons working at the Schofield Barracks resident office. Robert (Bob) Shimizu was educated as an architectural engineer and is currently working as a civil engineer in his position as chief of the office's engineering branch, a far cry from his youthful experience growing up on his family's dairy farm in Kokohead.

"I didn't want to be a farmer," said Shimizu. "So I went to engineering school. I'm structurally oriented, and my architectural background helps me to understand how things are made. I like to see projects get built. Any time the project engineers experience difficulties we write mods (modifications to the contracts) here in this office to help solve the problem.

"I'm also heading the HTRW (Hazardous Toxic Radiological Waste) team. We're primarily concerned with groundwater contamination."

All isn't work for Shimizu, however. Married, he helps wife, Debbie, cook and with two active youngsters—Ryen, 13, and Eryn, 9—coaches Little League baseball and, formerly, soccer. He's an avid shoreline fisherman and likes to catch *moi* (threadfin) for dinner.

Bob is making POD more productive.



Linda Tomlinson

Hometown: Williamsport, Pennsylvania
Years with Corps: 18
Works in: Information Management

Working with computers wasn't something that Linda Tomlinson always wanted to do. Once she did, it became her life's work. When Tomlinson sets a goal, hard work and determination helps things fall into place.

"Originally I was a medical receptionist at a VA clinic in Palo Alto," she said. "I left there, did some interesting traveling, then got a secretarial job with POD here that required me to use the Harris computer. I realized I had a knack for it, got more experience, took computer courses in college, got into an internship program, went to Korea, and here I am today in network administration. Now, I can't imagine doing anything else."

Because she is still taking computer courses in college, Tomlinson said that sometimes she feels like there *isn't* anything else.

"I do have my house to worry about, but that kind of takes care of itself. I just got a sofa-bed, but it became a priority only because my sister Joan and a bunch of friends want to come to Hawaii to visit me. I'm ready for them now.

"Otherwise, I'm focused, thinking and studying seven days a week. But, I do try to get away once in a while. In fact, I had a cabin at Bellows while President Clinton was here. I saw his motorcade, but missed him because he was in a brown Bronco and I was looking for a limo...."

Linda is making POD more productive.

Decorations: *To perceive Christmas through its wrapping becomes more difficult with every year.*
 —E. B. (Elwin Brooks) White, American journalist

The shadow knows
Conference provides growth experience

To Corps employees, the term “shadowing” has taken on meaning in recent years quite removed from what happens when the clouds block the sun. Rather, it describes the conditions whereby a junior leader has an opportunity to follow a senior leader around during actual working conditions so they can witness exactly how someone with experience deals with everyday decision making and planning.

Management analyst Emile Andrade, RM, has been involved in the emerging leaders program and conference (ELC) for the past six years. This year she was given an opportunity to shadow Lt. Gen. Joe N. Ballard, the new Chief of Engineers during the Senior Leadership Conference in October.

“It opened both my mind and my eyes to see how Lt. Gen. Ballard interacted with his commanders. He’s very personable. Perhaps it was because he’s new to his position that I could see firsthand the dynamics of establishing interpersonal relationships,” said Andrade.

Initially, Ballard talked with Andrade to communicate his goals for the Corps. He said that there was a need to ensure that the Corps continues

to become more relevant to the Army. Toward that end, he established an office in the Pentagon, and is planning to attend the four-star Commanders’ Conference along with leaders of other MACOMs.

Ballard related that he desires to emphasize diversity within the Corps and eliminate arbitrary barriers. Andrade said the Chief stressed that he “team oriented” with a goal of providing customer satisfaction as his first priority. He said he believes in solving problems before they occur and employs “scenario thinking” in which uncertainty is embraced and uncomfortable scenarios are examined along the way toward effecting a solution. “The General said that he ‘will hold senior leaders accountable up and down the line,’” said Andrade.

For four days Andrade shadowed Ballard. She observed others largely from the point-of-view of the commander.

“Since attending the Corps’ first ELC in 1989 and seeing several subsequent conferences, I continue to be impressed by the professionalism, enthusiasm and commitment to the Corps shown by the ELC participants and coordinators. Some of the participants were totally involved in the proceedings. It’s really energizing to discover that there actually are a bunch of people out there who care about the Corps,” she said. “The hard part is maintaining that energy and desire amidst the everyday stresses of real work.”

Policy starts with the individual
Harassment and discrimination won’t be tolerated

Memorandum from the Chief of Engineers:

SUBJECT: Sexual Harassment/Discrimination

1. I am deeply disturbed by the implications of recent reports of sexual harassment within the Army. An incident of sexual harassment or discrimination—of any kind—is an intolerable compromise of the Army’s fundamental values of integrity, loyalty, respect, trust, and teamwork.
2. I expect every member of the Army Corps of Engineers to assume a very personal sense of responsibility for making and keeping every aspect of our work environment free of sexual harassment or discrimination in any of its forms. Behavior or attitudes that diminish any individual among us are an affront to all and an insult to the professionalism that is our hallmark.

JOE N. BALLARD, Lieutenant General, USA, Commanding