



The

# Pacific Connection

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US Army Corps of Engineers  
Honolulu Engineer District

## Travel vouchers got you down? New program promises relief

*Story by Alexander Kufel*

**E**mployees who travel as a part of their job with the Corps of Engineers have a new weapon in their arsenal against the frustrations of travel vouchers: an “ombudsman” or, advocate, within HED who they can call to help unsnarl the paperwork. Marjorie Rodrigues, the head of Accounts Payable, is the first person who should be contacted if a problem seems unsolvable. Mark Yoshimura, the deputy Finance and Accounting officer, and Robert Lau, Jr., Finance and Accounting officer, are next.

“It became very clear to us that our business is changing in the direction of being more customer service oriented,” said Rollie Laberge, chief of Resource Management (RM). Before CEFMS (Corps of Engineers Financial Management System) there were several places along the way where RM could intervene if the information wasn’t correct or if supporting documents weren’t there.

According to Laberge, CEFMS is designed to incorporate all of the internal controls as in the previous system, but it doesn’t provide visibility of supporting data the way a packet of documents would. Instead, approving officials ensure correctness. Occasionally, RM experiences situations where the resulting settlement is different from what the individual expects simply because the

information entered differs from what is actually needed.

“There’s really not that much of a change in the way problems get resolved,” said Rodrigues. “We’re still going to use the telephone and e-mail and immediately prioritize things according to what else is happening on that day.”

Yoshimura said that whatever talk there is about government red tape, unfortunately, it is largely true. People should understand that travel vouchers are accompanied by a lot of restrictions and while RM is pledged to resolving problems, they are going to do so by doing what is right and in accordance with regulations. Rodrigues said that the answers they provide are “regulatory bound” by the JTR (Joint Travel Regulation).

What is different is the establishment of a clearly defined chain for conflict resolution. Lau said that the establishment of these three “points of contact” signals a change in the orientation of the organization, underscoring a business-like attitude and emphasizing customer service.

“This is not a gesture,” said Lau. “Ninety-five to 98 percent of the documents we receive are recorded correctly and processed correctly. We’re here to mitigate the remainder. If a traveler has a problem, we’ll try to fix it.”

## Simple techniques can help safeguard equipment

*Story by Alexander Kufel*

**POD** has experienced lots of changes lately, but developing new working habits is only part of the picture, said Maj. Linda Fischer, POD and HED physical security manager. One more thing that people are going to have to get used to doing is to secure their work equipment, even during business hours.

“It used to be that we didn’t have to lock our homes or our cars,” said Fischer. “Now it’s a good idea to keep an eye on things

even while at work. There have been some losses lately that suggest people have to be more alert. By keeping unused things safely locked away, by being conscious of where things belong, and by returning items to their designated places, vulnerability can be greatly reduced,” she said. Also, a little bit of paperwork at the time a new piece of equipment is received can get excess items picked up and turned in for disposal by Logistics, and save a whole

*See “Safeguard,” page 4*

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Optimism: Believe that life is worth living, and your belief will help create that fact. —William James, American philosopher, 1842-1910



By Lt. Col. (P) Ralph H. Graves HED Commander

HED Commander's Comment

Adapting to the needs of the workplace

In an era of flat or even diminishing workload projections it may seem contradictory to speak of employee training and career development. Yet, even to execute successfully a declining program we need to keep up with advancing state of the art and to replace the skills of our more experienced members who retire. We also owe it to ourselves and to our customers to ensure that capabilities keep pace with future requirements. In general, we need to broaden our focus from engineering and construction to include other varieties of technical expertise and revised business practices.

Today's worker needs to adapt over the course of a career to the changing needs of the workplace. This is true of government service as it is of the private sector. Over the years, HED has shrunk and expanded in pace with mission requirements. As a project-funded organization we have no choice. Success and growth depends upon our having the skills we need at the time our customers need them. Our collective capability is built on the individual skills of our team members. And the responsibility for developing those skills lies primarily with the employee and the supervisor. Management seeks to perceive the broad outlines of how the District must evolve, yet each individual should look for his place in the ever-developing organization and the skills necessary to perform there. The needs of the District will change over time, opening new opportunities and closing off others.

We all hope that many years pass before HED undergoes another major reorganization like the three we have experienced in the past five years. Yet there

is no reason to expect the pace of changing requirements to slow. Perhaps we will need more engineers familiar with road design and construction for the program supporting the Hawaii State Department of Transportation. Environmental work may shift from yanking underground tanks to managing pollution prevention programs. Civil works harbor development and flood control may yield over time to more environmental restoration work, or global sea-level rise may heighten demand for shoreline protection.

Family housing maintenance may be displaced by the management of large privatization contracts. Premises wiring, master planning and GIS (Geographic Information Systems) are all areas where we may see increased requirements. The advent of the Corps Regulatory Program and PPM created new types of jobs in past decades: what equivalent new duties will emerge in the next? Trying to see these requirements in time to generate the needed personal skills is a major reason we invest in futures drills like POD 2010 and the current USACE Scenario-Based Strategic Planning.

In recent years we have been quite consistent in dedicating amounts approaching two percent of our annual budget to training and related expenses. As budget pressures tighten we must ensure that training dollars are spent wisely. Our Pacific location forces us, where possible, to seek less expensive options to mainland TDY trips for formal training. Still, we recognize

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“ Success and growth depend upon our having the skills we need at the time our customers need them. ”

—Lt. Col. (P) Ralph H. Graves

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**Leisure:** *It is better to have loafed and lost than never to have loafed at all.*  
 —James Thurber, American author, 1894-1961

**Opinion**

# Teddy bears aren't real...are they?

Recently, a traveler showed up on our Public Affairs office doorstep: Mr. Beauregard “Bo” Bear, Esq., *ambassador extraordinaire* —all 24 inches of him. He came from the third-grade class at Bowmar Elementary School in Vicksburg, Miss., and the Vicksburg Engineer District. With such credentials he could hardly be taken lightly.

Bo has a purpose in life, and he fulfills it very well: he is there to make people aware of the U.S. Army Corps of Engineers. He travels the world, journal in hand, meeting people and recording his adventures. He tells the Corps’ story through weekly reports to his school chums and a weekly update in the Vicksburg newspaper. He never passes up a “photo-op.”

I hardly knew of him before his unceremonious arrival (in a box no less), but I discovered right away that despite his sedentary nature he has a vibrant personality and is rather a good listener. We quickly got on friendly terms. I found that the “halo” effect of a good ambassador is not to be underestimated, and that in order for an experience to be good or influential, it has to be neither sweeping nor terminal. But, it must be fun.

A long time ago, as the newest employee of a small college, I was assigned the thankless task of escorting an out-of-town visitor around Honolulu during his week-long consultancy. The fellow’s name was Marshall McLuhan, and while pretty much unknown today, the distinguished professor from Toronto authored several books such as “Understanding Media” and was a sensation in the early 70s. The unlikelihood of me getting to spend time with a national figure I idolized has made me susceptible to thoughts of Divine intervention ever since. Needless to say, I had a grand time and got more out of that week in

terms of my own understanding of communications than I had in several college courses.

Bo was well-organized with his own ID tag, Bowmar Elementary School tee-shirt, and back-pack containing his journal and post cards that were sent to Bowmar. He was approachable and cuddly and had pretty much the same effect on everyone who saw him—he gave people the giggles and they wanted to take him home with them!

Darlene Arakaki, DE, said that her two daughters—Lori, 9, and Debbie, 2—would be happy to take care of Bo for a few days and would even bring him to school where he could meet a third-grade class from Hawaii. At Waimalu Elementary School in Aiea, the entire class assembled for a photograph with Beauregard Bear.

Bo also met the Honolulu District Commander—



**Just Thinking**  
 by Alexander Kufel

Lt.Col. (P) Ralph H. Graves, visited several offices, took in the regular Hawaii tourist attractions and, for that matter, became one himself wherever he went.

Just at the point where it looked like Bo might be staying awhile, reality intervened and Beauregard Bear went home to participate in “end of school” activities. The Vicksburg Post reported in their weekly news summary that...

*“Bo’s travels have come to an end. He is back at home in Vicksburg and on Friday, all the students at Bowmar Elementary welcomed him home with a teddy bear picnic.”*

The little guy is larger than life and quite a teacher himself. I’m quite surprised, although any child will tell you different.

**Photos by Jim Dung**  
*(Left) Despite feeling a little dizzy from a lot of sun and too much fun, Bo Bear says there’s time (and room) for one more pina colada (alcohol free, of course). (Right) Beauregard Bear holds Honolulu District Commander Lt. Col (P) Ralph H. Graves enthralled as he tells of his travel adventures.*

Accomplishment: *Never mistake motion for action.*  
—Ernest Hemingway, U.S. author, 1889-1961

## Consideration of Others program gathers momentum

*Story by Alexander Kufel*

It is said that the problems of any organization reflect the problems of the society as a whole. Lately, government employees—military and civilians alike—have been in the news amidst allegations of harassment and other abuses. C2 or, Consideration of Others, seeks to address these issues directly by providing renewed training and awareness that the Army considers “unit cohesion” to be of crucial importance and will not tolerate any behavior that contributes to divisiveness. Sexual harrassment is considered to be particularly detrimental to team building.

“Treating all people with dignity and respect is consistent with the Army values and fundamental to the professionalism of a public service organization,” said POD Commander Col. (P) Carl A. Strock.

Anita Naone, POD and HED Equal Employment Opportunity officer, said that a USACE directive requires the Divisions to implement this program during the first quarter of FY99. “AED has already requested training,” she said. “So, in late August, while I’m there for my command inspection, I’ll conduct training for their managers.” She

said that if there is time, she will also conduct facilitator’s training during that visit. She also plans on proposing to FED, JED and HED that she train their managers during the latter part of her command inspections in September and October.

Education is at the core of the training, and managers will be expected to keep the ball rolling by conducting their own training, showing films on the topic, and by holding discussion groups which, in turn, will be used to identify topics for future training.

“Several elements go into creating a successful human relations climate that focuses on teamwork,” said Naone. One is that people have to become aware of how their actions affect others. Another is that the environment must emphasize respect between people of all races, creeds, genders, and heritage. And, finally, people have to become aware of the linkage between their actions toward others and their unit’s ability to accomplish the mission.

Preliminary Department of Army training materials emphasize that C2 is considered to be a tool that is vital for the “pre-mission” task of creating complete commitment of troops to combat. Without that commitment, there can be little tactical or technical competence and little cohesiveness as a military team.

## Safeguard...

*Continued from page 1*

lot of paperwork later should it go missing. Remember, too, that just because an item is no longer being used does not mean that it is no longer valuable, she said. Equipment casually thrown aside can give unintended messages about whether or not people in that office care about the security of the item.

While Army regulations exist that outline security procedures, Clarence Senarighi, Jr., a physical security specialist with the Hawaii military police brigade, said that thefts are frequently little more than “crimes of opportunity” and that risk can be lessened by shrinking opportunities through a few simple precautions.

Question things that are out of the ordinary, he suggests. If you remember putting something away and find it sitting out in plain view, try to find out how it got there. Giving a message that you “noticed” and “cared” can give the opportunity-inclined person reason to look elsewhere.

Challenge strangers. A friendly “Can I help you?” says that your department may be too alert for mischief. Keep valuables under lock and key. Even in an “open-bay” area that doesn’t have fixed walls between departments, security can be established by running cables through equipment and anchoring them in place. If, for some reason, an item has to be stored out in the open, keep it dusted and “cared-for” looking.

Don’t leave keys in locks, and establish an office policy that requires the last person to secure things before leaving and to lock the door behind them

“A very effective means of control is for people to mentally inventory their work area or desk whenever they return to it, whether overnight or even after a brief absence, said Debbie Alexander, HED accountable property officer. “By making sure that equipment, working aids and even paperwork is safeguarded, and questioning when something’s been moved, people can help retain a secure environment.”

Walter Goode, chief of Logistics, said that it’s important, too, for people to remember that as part of our job we all have “a personal responsibility to properly use, care for, and safeguard government property.”

**Certitude:** *Nothing else in the world, not all the armies, is so powerful as an idea whose time has come.*  
—Victor Hugo, French writer, 1802-1885

### Volunteers wanted!

# Don't leave LERT in a lurch

*Story by Alexander Kufel*

The hours following a natural disaster generally experience a storm of their own as organizations primed to provide emergency relief assistance spring into action. People involved in emergency operations have the satisfaction of knowing that others are counting on their efforts. The national Logistics Emergency Response Team (LERT) is one such unit. It is currently looking for volunteers.

"This is not restricted to Logistics personnel," said Walter Goode, POD and HED Logistics chief. "Anyone in any of the Corps districts who would like to become involved is welcome. In fact, people skilled in other areas have a lot to offer and would certainly help us do a good job following a disaster. There is also the possibility that training may be provided for some team members."

The emphasis is on recovery, and LERT

members will provide direct support to the Readiness 2000 Planning and Response Teams (R2K-PRT) in response to their FEMA (Federal Emergency Management Agency) mission assignments. Under a new concept, responsibility for certain missions lies with various districts. For example in POD: AED has the national LERT team leader, HED will be responsible for an emergency power Planning Response Team, JED will provide organizational support for overseas emergencies., and FED will provide DTOS (Deployable Tactical Operations Systems) and logistical support to the Emergency Response Recovery Office (ERRO). Every district within the Corps of Engineers has one or more missions under emergency operations.

"This is an excellent way for us to provide a helping hand when and where it's needed," said Goode. "If someone would like to get involved, please have them give me a call at 438-9727."



Photos by Anna Tarrant

*Records seem to have a way of accumulating and records manager Anna Tarrant, IM, and fork-lift operator Kenneth Santiago, LM, are making sure they pile up in the right place and in the right order. (Right) Tarrant and Santiago deliver boxes of files to the Records Holding Area at East Range, Schofield Barracks. (Above) Over 4,000 record boxes are temporarily stored at this site by POD and HED, along with other Army agencies, until disposition, when the paper will be recycled. Approximately 1,300 of the boxes belong to HED.*



Visibility: *The physician can bury his mistakes, but the architect can only advise his client to plant vines.*  
—Frank Lloyd Wright, American architect, 1869-1959

*Committee faced with renovation of one or renovation of many*

# Facilities Improvement Committee

*Story by Alexander Kufel*

Ask a realtor the three most important elements of real estate and they will answer without hesitating: location, location, location. Ask HED's chief of logistics, Walter Goode, the three most problematic aspects of the District's real estate and he will answer the same way. In fact, he can add several more "locations" to that equation, because POD and HED operations are spread among nine different buildings, and that's not counting the resident office at Schofield Barracks and the project office at Kwajalein.

"Money is also a problem," said Goode. "There's no question that operations would be simplified and cost less to maintain if more of our offices were consolidated in one large



*(Below) World War II-era building T-1 is targeted for demolition.*



*Photos by Jim Dung*

building," he said. "The difficulty is in finding an economical solution to this problem. In fact, that is the major task facing the FIC (HED Facilities Improvement Committee)."

The HED FIC was born out of a need to address facilities issues facing not only the District, but the Division as well. It is currently grappling with several inter-connected issues: One is that HED is currently housed in nine separate structures in the Fort Shafter and Tripler areas alone: buildings T-1, 200, T-214, T-223, 230, 252, part of the basement of T-128, part of T-1507 warehouse in Fort Shafter Flats, and T-127 at TAMC. One building is new. Nearly every one of the others is in need of repair or remodeling, some of it major.

A second issue is that there is an Army-wide Facilities Reduction Program (FRP) currently underway to reduce the number of old and excess buildings. Thus, several HED facilities are targeted for demolition.

A third issue is that POD and HED recently reorganized into two distinct stand-alone organizations and complete physical separation of the two will cost a lot of money.

A fourth issue is that there is no money.

Because of the FRP and the U.S. Army Garrison, Hawaii's effort to demolish T-1, said Goode, the Directorate of Public Works was tasked with finding usable facilities for POD/HED. They proposed relocating activities into building 525 at Fort Shafter.

*(Below) Building T-127 at Tripler Army Medical Center houses the Fort Shafter Resident Engineer and Family Housing offices. Renovations to this building for re-roofing, lead removal, electrical work and windows are estimated at nearly \$1 million.*



*(Above) was received facilitated of POD*

*(Below) Building Fort S*



Procrastination: *Procrastination is the art of keeping up with yesterday.*  
—Don Marquis (Donald Robert Perry Marquis), American journalist, 1878-1937

# Three faces major decision-making

Photos by Jim Dung



(Above left) Entrance to building T-128 basement, HED computer center. (Above middle) Entrance to building 200, Contracting, at one time the post bowling alley. (Above right) Building T-214, Public Affairs office and storage. It is the oldest concrete structure on Fort Shafter, built originally for ammunition storage. (Below left) Building 252 is the one-year-old home of Environmental Division. (Below right) Building 223, Logistics offices, storage and HONEA federal credit union offices. This building was formerly a stable.

Building 230 recently renovated to separate the separation and HED.



On the one hand, it's an ideal solution. The portion of building 525 that's available is large, has good potential for separation of activities by being three stories tall, and is conveniently located. On the other hand, there is no money for renovation. Because 525 is an old building, renovations are

projected at \$2.2 million, including \$500 thousand for an elevator. And, alas, because it is a matter of money, of which there is none, the FIC will continue to grapple with facilities improvement issues and HED will continue to budget for repairs, one small item at a time.

low )  
ing 525,  
hafter.



**Movement:** *I learn by going where I have to go.* —Theodore Roethke, American poet, 1908-63

## Adapting...

*Continued from page 2*

that some level of investment in training is essential. Furthermore, none of the talk about emerging areas in training removes that need to maintain proficiency in such traditional subjects as contract administration, architectural hardware, wetlands delineation and all the others related to our wide-ranging missions.

Also, the route to management positions is becoming more prescribed and specific. Leadership training will be more explicitly defined and required for aspiring managers. We are considering whether the District should establish a formal leadership preparatory program or continue employee leadership development on an individual basis. The Defense Leadership Management Program (DLAMP) is now offered to USACE employees and may supplement or replace the Career Field 18 Executive Development Program. Opportunities for leadership training include the Army Management Staff College (AMSC), Personnel Management for Executives (PME), Organizational Leadership for Executives (OLE) and details to supervisory positions. Recent USACE changes in procedures for selecting senior managers place more emphasis on variety of experience.

Mobility can be functional or geographic, preferably both. That is, managers must demonstrate breadth of background and the ability to adapt to changing technologies, acquire new skills and accept new responsibilities.

We must invest in people now, so that when requirements emerge we will already have the expertise required to perform. The substrategy of Reshaping Culture emphatically affirms this tactic. Individual offices can provide opportunities to employees who express a desire to work at differing levels within Division and District and in different functions. We are starting again the program of exchanging people with the USAGHI-DPW, in order to provide variety of experience and to improve the partnership between our organizations. Training in communications, customer relations and team skills can help employees be more effective whether or not they aspire to become managers.

We have recently put out for your action the annual Training Survey. This not just an opportunity to sign up for a week or two in the mainland, but rather it is a chance to think about where you hope to go in your Corps career and all the different ways training and experience can help you get there. I suggest that you don't just brood over your Individual Development Plan alone but also discuss it with your colleagues, your spouse, your mentors and especially with your supervisor. Your future and that of the District depend on the training plans we make today.

## TSP open-season begins

**T**he current thrift savings plan (TSP) program open season began May 15 and ends July 31, 1998. During this period, employees may change their contribution to the tax-deferred plan, or reallocate future contributions among the C, F, and G funds.

Employees hired between July 1, 1997 and Dec. 31, 1997 are now eligible to contribute during this open season. Employees hired Jan. 1 to June 30, 1998 will be eligible to contribute during the next open season starting Nov. 30, 1998.

If a previously-enrolled employee stopped contributions to TSP before Feb. 1, 1998, they may be

resumed during this open season. Contributions stopped since then must wait until the next open season.

Forms may be obtained by calling POD Human Resources at 438-2072. Those submitted after July 25, 1998 should be handcarried to the Civilian Personnel Advisory Center (CPAC) at Fort Shafter. Forms received after July 30 will be returned without action.

Note that TSP has a web site at [www.tsp.gov](http://www.tsp.gov). If one has forgotten their Personal Identification Number (PIN) and wishes to obtain a new PIN for information about their account, call 504-255-8777 and follow the directions for getting another by mail.

## NAF retirement over FERS possible choice for former NAF employees

WASHINGTON--Recent changes to Public Law 104-106 provide new retirement coverage elections for certain employees who moved between Non-Appropriated Fund (NAF) and Appropriated Fund positions

since 1966. Under specific conditions, those employees may be eligible to retain NAF retirement coverage instead of enrolling in the FERS system. The original Aug. 11, 1997 deadline may be waived upon submission of a letter of request explaining why the deadline was not met. Contact the Hawaii CPAC (Civilian Personnel Advisory Center) at 438- 2278 for detailed information.



**Expression:** *Music is your own experience, your thoughts, your wisdom. If you don't live with it, it won't come out your horn.* —Charlie "Bird" Parker, Jr., American saxophonist and composer, 1920-55

# Regional Roundup

## Korea exercise a growth experience

**R**eception, Staging, Onward Movement and Integration (RSO&I) is a major military exercise designed to test the ability of U.S. Forces Korea (USFK) to receive troop units—personnel and equipment—into the theater of operations and integrate them into the theater force structure.

FED's role is to provide technical engineering services, contingency contracting support, contract construction management, real estate services and LOGCAP (Logistics Civil Augmentation Program) support to the Army, Air Force, Navy and Marines.

"We have accomplished a lot during the last three years," said Lt. Col. Dale Knieriemen, FED Deputy Commander and FED controller for this exercise. "This battle staff is an outstanding organization. We have gone from 2 to nearly 40 people, including civilians and military, and we are now better prepared for war than ever before."

As troops arrive, they go to various assembly points, get equipment, move to staging areas and



*Some of the Individual Mobilization Augmentees (IMA) who participated with FED in the Reception, Staging, Onward Movement and Integration (RSO&I) Exercise during the last two weeks in April were: (back row l-r) Capt. Michael Sigman; Col. James Carney; Lt. Col. David Albinas; Lt. Col. Christopher Prinslow; Capt. Eric Gabele; Capt. Gregory Bernhardt; (front row l-r) Maj. Bill Jameson; Maj. Charles Basham; Maj. Thomas Niesen; Maj. Tracy Takamine; Maj. Michael Alexander; Capt. Reggi Sapp; Maj. Debbie Mallgren; and Master Sgt. Reynoldo Braga.*

finally to their assigned "tactical assembly areas" prepared to execute the assigned mission.

As part of this year's training, FED held a pre-RSO&I command post exercise which examined alert procedures, status reporting, and the transition-to-war procedures. The FED Operations Center (FEDOC) staff trained for two days and expanded FEDOC operations to a level III staffing of 38 people. For the actual RSO&I, the staff

*See "Korea exercise," page 12*

## AED to oversee construction of Air Force's largest 1998 military construction project

**Clear Air Station, Alaska**—The largest military construction project in the U.S. Air Force this year began April 16, 1998 at Clear Air Station, south of Fairbanks, Alaska. The \$106.5 million project, managed by AED will replace the last mechanical radar

system in the nation's military warning network with a "phased array" design, commonly called PAVE PAWS. The new radar system will have the additional mission of detecting and tracking earth-orbiting satellites.

The project is expected to save \$140 million by using existing equipment from the 13th Space Warning Squadron at Eldorado, Texas, who will operate the new facility. The primary contractor for the project is Raytheon Company. Sub-contractors include Gaston and Associates of Anchorage.

## Kensington gold project issued permit

**T**he U.S. Army Corps of Engineers has issued permits to Coeur Alaska, Inc. to operate the Kensington Gold Mine, 45 miles north of Juneau. The permit authorizes placing fill material in waters and wetlands necessary to reclaim and operate the mine and constructing a barge landing facility on Lynn Canal.

A key part of the permit is a detailed reclamation plan which provides for the cleanup of the sites after mining is completed. That plan includes removal of all structures, sealing off all openings to the ore body, recontouring and replanting disturbed lands, and reestablishment of drainage ways.

**Opportunity:** *Opportunities are usually disguised as hard work, so most people don't recognize them.*  
—Ann Landers, American newspaper columnist

## The Electronic Library

By Ruby Mizue

### What's New in the Electronic Library on the Web?

TDY Travelers! The new Road Warriors category in the Related Resources Room of the Electronic Library includes helpful links.

By now many of you have taken a virtual tour of the Electronic Library at

<http://www.pod.usace.army.mil/info/information.html>

More sessions are scheduled for Tripler and Schofield. Help increase the usefulness of the Reading Room, the Related Resources Room, and the Information Desk by suggesting new links and any other improvements. Telephone: 438-8348.

### Viewing Documents in the Army Electronic Library

To view Selected Army Publications in Electronic Format, from the US Army Publishing Agency Home Page (<http://www-usappc.hoffman.army.mil/>), you must install the IBM BookManager Library Reader. This special viewer is free to all Army employees.

Instructions are now posted in the E-Library mailbox, Outlook Bulletin Board. The precise and

well-illustrated instructions were developed by Adalina Chun, POH Helpdesk Person extraordinaire. Follow the instructions very carefully, completing each step in order, and you will be able to view the ARs, DA PAMs, and other official Army electronic publications.

The Library Reader format is very useful for locating specific phrases within a document or going to a specified paragraph of the document. You may print the page(s) you need to back up your research, but printing the entire document in this format is not recommended. If you need a hard copy of the entire document, call me for assistance.

### Accessing Email through your browser

POD and POH staff may now access your Outlook email accounts through any WWW browser. Just look for the red email flag at the top of the navigation bars along the left side of your respective homepages. Click on the red bar and type in your name (firstname.middle initial.lastname) when prompted and hit ENTER. Type in your network login and password when prompted, just as you do when you turn on your PC each morning. Now you will be able to read and send email while on TDY or from your computer at home while you surf the eNet. Be sure to click on the LogOff button at the lower left corner of the screen when you are done!

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

## PRODUCTIVITY CORNER

### This Thesis is for the Birds

An MIT student spent an entire summer going to the Harvard football field every day wearing a black and white striped shirt, walking up and down the field for ten or fifteen minutes throwing birdseed all over the field, blowing a whistle and then walking off the field. At the end of the summer, it came time for the first Harvard home football team, the referee walked onto the field and blew the whistle, and the game had to be delayed for a half hour to wait for the birds to get off of the field. The guy wrote his thesis on this, and graduated.

—The Executive Speechwriter

### Military Specs Live Forever

The next time you are handed a specification and wonder what "horse's rear-end" came up with it, you may be exactly right.

US Standard railroad gauge (distance between the rails) is 4 feet, 8.5 inches. That's an exceedingly odd number. Why was that gauge used? The answer is because that's the way they built them in England, and the US railroads were built by English expatriates.

Why did the English build them like that? The answer is because the first rail lines were built by the same people who built the pre-railroad tramways, and that's the gauge they used.

Why that gauge? Because the people who built the tramways used the same jigs and tools that they used for building wagons, which used that wheel spacing.

And, why did the wagons use that odd wheel spacing? Well, if they tried to use any other spacing the wagons would break on some of the old, long distance roads, because

that's the spacing of the old wheel ruts.

So who built these old rutted roads? The first long distance roads in Europe were built by Imperial Rome for the benefit of their legions. The roads have been used ever since. And the ruts? The initial ruts, which everyone else had to match for fear of destroying their wagons, were first made by Roman war chariots. Since the chariots were made for or by Imperial Rome they were all alike in the matter of wheel spacing.

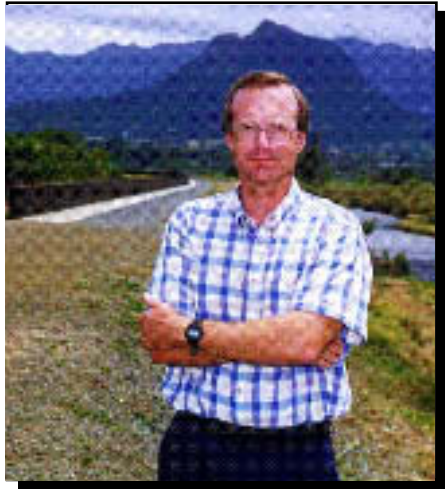
Thus, we have the answer to the second question. The United States standard railroad gauge of 4 feet, 8.5 inches derives from the original specification for an Imperial Roman army war chariot; which goes to show military specifications and bureaucracies live forever.

Now, to get back to the original question, the answer is because the Imperial Roman chariots were made to be just wide enough to accommodate the back-ends of two war horses.

—Bits & Pieces, Economics Press, Fairfield, N.J.

**Pleasure:** *Whenever you are sincerely pleased, you are nourished.* —Ralph Waldo Emerson, American author, 1803-82

## PRODUCTIVE PEOPLE



### James Pennaz

*Hometown: Minneapolis, Minnesota*

*Years with Corps: 24*

*Works in: Civil Works Branch*

**A**fter 24 years as a flood control hydraulic engineer, “Jim” Pennaz says becoming a coastal engineer during the recently completed restructuring of HED/POD was intriguing.

“I’m finding that the similarities more than outweigh the differences,” he said. “Shorelines erode and river sediments move and that’s typical of what we have to deal with.”

Pennaz likes the challenge of predicting uncertainties. That may also explain his interest in the stock market since he was 15. After “taking a bath” following a broker’s advice, he prefers his own research. “Anyone can be successful by staying with what they know or care about,” he said.

Interested in many things, Pennaz teaches contracting courses for the Corps and a hydraulics refresher course at the University of Hawaii. He came to Hawaii 21 years ago, six months after he and Sandy were married, and ended up making it their home. Their sons, Matt, 17, and Eric, 14, have been in Punahou school ever since kindergarten. The family likes doing things together and have been to New Zealand, England, Canada, and Florida. Recently, Jim and Eric flew to Maui, boarded a U.S. Navy destroyer and sailed to Pearl Harbor. The ship docked after 8 p.m., Pennaz said it was very interesting because they even saw whales, but that the trip was a little longer than usual because the ship participated in the rescue of a fisherman.

Jim is making HED more productive.



### Laurene Silva

*Hometown: Hilo, Hawaii*

*Years with Corps: 19*

*Works in: Operations Branch*

**E**nvironmental protection specialist “Lolly” Silva says that her job is not at all glamorous and that sometimes she even trudges around in the mud. This information, however, doesn’t seem to dampen her enthusiasm the slightest.

“I guess you could say I’m a success story,” said Silva. “I started at the commissary, came to the Corps as a mailclerk, became an engineering aide, then a tech, and gradually worked my way up into a position of responsibility.”

Chair of the Special Emphasis Program committee, Silva preaches what she practices by telling others that they can do the same.

“Opportunities are there, but you have to take a chance to find out that you can do it,” she said. “You have to believe in yourself, have lots of support from others, and learn as much as you can.”

“I tend to bring work home with me,” she said. “So both my sons have learned to help out. They can do anything and have no trouble with cooking, housework, yardwork.”

Married for 19 years, Lolly and Louis have two boys: Brandon, 16, and Kelii, 10. While she shares their interest in team sports, Silva said she also makes time to play soccer and volleyball herself, belonging to two women’s teams.

“Because my husband works nights and I work days we tend to do things individually,” she said. “When we’re all together we make that time count.”

Lolly is making HED more productive.

**Future:** *I do not fear tomorrow, for I have seen yesterday, and I love today.*  
 —William Allen White, American editor and author, 1868-1944

**Aloha means hello** to **Rudolfo “Rudy” Atoigue**, LM, new transportation assistant. Rudy comes to HED from the same position at U.S. Army Garrison, Hawaii.

**Condolences** to the family of Mitsuo “Mits” Waki, who died in Las Vegas April 21 after undergoing heart surgery. Mits retired from Far East District in 1989. He was 74. Memorial services were held May 11 at the



National Cemetery of the Pacific at Punchbowl, where his ashes have been inurned among other honored military veterans.

Starting in 1956, Mits worked in HED Civil Works before transferring to FED in 1980. He is survived by sons Gregory, a teacher at Waiakea High School in Hilo; Donovan, with Bank of America in San Francisco; and Dean, a student at the University of Hawaii, Manoa; as well as his former wife, Mrs. Dorothy Martin, who wanted Mits to be buried “at home” in Honolulu.



*POD commander Col. (P) Carl A. Strock and former POD commander Maj. Gen. Clair F. Gill chat during Gill’s recent visit. Currently, deputy Assistant Secretary of the Army for Budget, Gill was also in town to speak at the annual Engineer Ball. Photo by Jim Dung.*

***Mark your calendar!***  
**The 1998 POD/HED Organization Day picnic is Thursday, June 11 on the beach at Bellows Air Force Station**  
*Guests, spouses and children are free.*

## Korea exercise...

*Continued from page 8*  
 deployed to battle positions scattered across the peninsula.

Also this year, instead of a single van, the staff had two stationary trailers, a mobile van, and additional communication equipment such as laptop computers and satellite telephones.

“The good part was it all worked as a complete system,” said Bill Bergeron, Information Management Officer for the exercise.

Thomas Brady, POD Emergency Management Officer, said that “for the first time, we have developed a coherent inter-district team focused on supporting the

defense of the (Korea) peninsula. Without this kind of planning, it would directly impact USFK’s ability to bring troops onto the peninsula and provide sleeping and force-protection facilities.”

One of the major advances made this year is the deployment of two USACE Contingency Real Estate Support Teams (CREST) during this exercise. Their function is to secure troop landing sites for U.S. forces in advance to preclude delays later.

“We are continuing to improve the process of obtaining and funding potential sites,” said Lon Larsen, one of the two CREST members in Korea for the exercise. The team was able to complete 7 land agreements while they were in Korea and got approval for 160 of the 1,000 sites needed.

—Gloria Stanley, FED PAO