

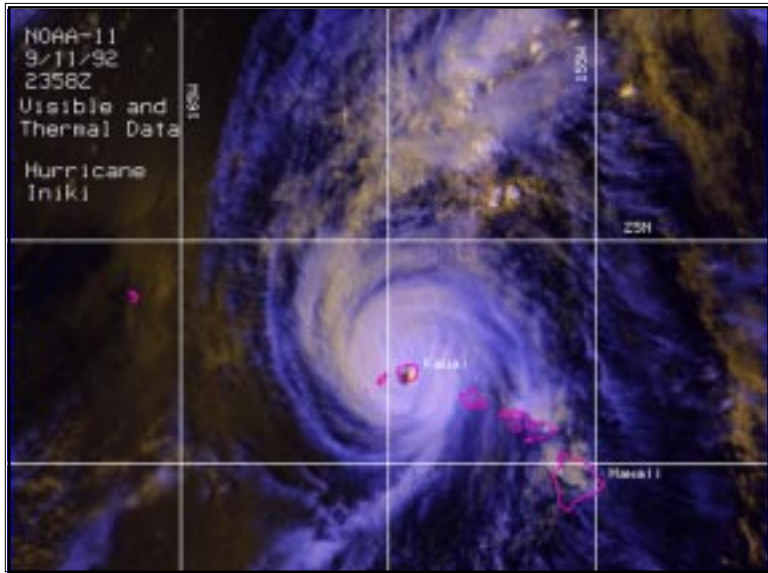
Preparedness exercise ushers in Hawaii hurricane season

Story by Alexander Kufel

Although the wounds inflicted by Hurricane Iniki on the Hawaiian islands of Kauai and Oahu in 1992 are nearly healed, memories of the destructive power of 134-mile-per-hour winds remain vivid. Iniki caused \$1.6 billion in damage and permanently changed the lives of many people. This, and every year, Makani Pahili (Hawaiian for hurricane), a state-wide exercise in hurricane preparedness, focuses on response to such a storm. It is traditionally conducted just before the hurricane season begins and this year was held from April 29 through May 7. While the exercise focuses on county- and state-level Civil Defense response, National Weather Service, FEMA (Federal Emergency Management Agency), the Army Corps of Engineers and other agencies also participate in order to exercise readiness and test their disaster plans. Makani Pahili also serves to remind people that even though the Hawaiian Islands are the most isolated land mass in the world, they are still vulnerable to tropical storms.

“Hurricane season begins June 1st and runs through Nov. 30th,” said Ken Suiso of Emergency Management Division (EMD). “We look forward to participating in an exercise like this because it involves so many people and agencies that its the nearest we can get to reality.”

New this year was the use of an Internet Web-based reporting system called ENGLINK that sped up the transfer of information between the various agencies.



Satellite photograph of the Hawaiian Islands shows the “eye” of 1992 Hurricane Iniki centering on the island of Kauai. NOAA photo.

“There was a certain amount of apprehension going in to the exercise,” said Suiso. “We couldn’t predict with certainty how it would go. Many elements were new and untested. Also, our goal was to provide some training to as many people as possible, so for many of the participants this

See “Makani Pahili,” page 9

BG Strock named new commander of NWD

In mid-July 1999, both the Pacific Ocean Division and Northwest Division, with headquarters in Portland, will experience a change in leadership as Brig. Gen. Carl A. Strock finishes his two-year tour-of-duty as commander of POD and assumes the helm of NWD.

“I’m excited by this assignment,” said Strock, “although it saddens me to leave behind the people at POD whom I’ve come to admire and respect. I love being part of the Corps and

I’ve really learned a lot in the past two years. When I came to POD I was challenged by having been outside of the Corps for 15 years. I relied heavily on everyone to know what needed to be done. I owe a huge debt of gratitude to the people of POD who taught me what being a Division Commander really means. Now, I feel that I can begin making contributions to the organization right from the first day.”

Strock said that when he first received notice of his assignment to

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Drive: *Always dream and shoot higher than you know you can do. Don't bother just to be better than your contemporaries or predecessors. Try to be better than yourself.* —William Faulkner, American author, 1867-1962



By Lt. Col.
Wally Z. Walters
HED Commander

HED Commander's Comment

Constants and Change

For over a century in the era of wooden ships England dominated the oceans by methodically building one capital ship per year and by making steady small improvements in doctrine, equipment and seamanship. Yet, even with an early lead in the industrial era this mighty nation's naval efforts were overwhelmed by the advent of rapidly improving aircraft carriers and submarines. As we accelerate into the post-industrial era we cannot cling to industrial era management techniques and hope that steady quality improvements in our work will be enough for our District to prosper. As many admirals now often remark, the fleet must steer by looking to the stars rather than to its wake.

In the Corps' vision we have good stars to steer by, with its goals to revolutionize effectiveness, to invest in people and to seek growth opportunities. However, even with good stars such as these it can still be difficult to navigate daily when confronted by the storms of rapidly increasing expectations, uncertain funding, new technologies and many directives for change.

While the District has overcome the financial storms of last year and has successfully realigned its organization, better weather is not occasion to rest in our efforts to work more effectively. As the world transforms around us we must seek to adapt even faster so as to ride the waves of change rather than be swamped by them.

The most noteworthy challenge of our times is the knowledge revolution, fueled by developments such as the microchip, the PC and the Internet. This revolution is fundamentally altering the ability of individuals to access others and information. It is also dramatically raising the demands for better-informed and coordinated work, simultaneously increasing the complexity of requirements while requiring quicker, more efficient execution.

Responding to these demands calls for adopting new methods of work, not just working harder. In the District these methods are taking shape in the implementation of

the Project Management Business Process (PMBP), with its focus on self-guiding project teams and matrix approaches rather than traditional management through layers of functional chiefs. Over the rest of this year the District will endeavor to put the PMBP more formally into place. This will require everyone's willingness to embrace changes, to participate in establishing new work practices and to let go of older ways of accomplishing tasks.

The challenge of revolutionizing our effectiveness

through improving our systems will not end with adopting new approaches to project management. New challenges will present themselves as the world around us continues to transform.

Improving processes also demands increased investment in our people. Over the next year we will take on major efforts to increase training, to improve our facilities and to implement effectively the many new Corps tools to support empowerment of project teams. Challenge is also opportunity. It will be a great time to be in the District.

To extend the analogy a little

further, while clouds at times obscure the "stars" from which we seek direction there is always our compass with its timeless constants to help point the way. For the District the constants are our values, especially service and integrity. Our principal task and direction remains to well serve the military commands, government organizations and citizens for whom we execute our work. Integrity defines our standards, to act fairly and honestly, to treat others well, and to do our utmost to keep our commitments, especially those that guide our efforts in quality, timely and fiscal performance. Sustaining these constants remains the prerequisite to maintaining our programs and to having any growth opportunities.

I ask for your active support to embrace the changes that will improve our efficiency and effectiveness, while keeping strong the constants that focus us on serving others well. Thank you for your continuing service to the District and to our great country.

“
**Challenge
is also
opportunity.**
”
—Lt. Col. Wally Z. Walters

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- Pacific Ocean Division Commander.....Brig. Gen. Carl A. Strock
- Honolulu Engineer District Commander.....Lt. Col. Wally Z. Walters
- Chief, Public AffairsLarry Hawthorne
- EditorAlexander Kufel



Hard Work: *I do not know anyone who has got to the top without hard work. That is the recipe. It will not always get you to the top, but should get you pretty near.*—Margaret Thatcher, British politician, 1925 -

Opinion

Elsie's work is far from done

I've really struggled with this column. It's about Elsie Smith, so you can imagine why I've hesitated and been unable to put these words down. Elsie is alive, but not well. She spends each day in a nursing home in far away Makaha, where if she were any farther from us now she would be closer. Sometimes when I visit her, her eyes are open. Sometimes they are not. Sometimes she appears to be resting easily. Sometimes her breathing is labored. Elsie can barely move and she cannot talk. I don't know if she can see when her eyes are open or whether she comprehends everything that is going on around her. But I think she can. The tragic stroke that felled Elsie has dimmed but not extinguished her flame.

I want to think of Elsie the way I will always remember her: a woman-of great dignity and tremendous passion kept in check by her own modesty. She was a tireless worker who couldn't help herself from getting up every morning and going to work. She worked in Public Affairs. She worked in the Credit Union. She ran the bowling league for so many years. When she was struck down in January, a lot of people realized how critical she was to their daily lives and how much they would miss her. I was just one of them.

It took me about three years to break the barrier with Elsie Smith. Those were three of the toughest years of my career. Maybe hers, too. Like the rest of us, Elsie wasn't perfect. She could be stubborn at times and non-communicative. There were few in the office who had not had a taste of Elsie's silent treatment at one time or another. It was an initiation, I think. And it was Elsie's way of making you prove to her that you deserved her support and even her friendship. Once that happened, there was no more loyal or trusted friend than Elsie Smith. We reached that measure of mutual respect around 1994 and coming to work became fun for the both of us from that point on. Like so many things in life of value that don't come cheap nor easily, Elsie's friendship could be added to that list.

I wish I could count the number of times she actually read my mind. She could do that. We became

so close "out here in the parking lot" that I would think something and ask her assistance, only to find the draft in my in-basket. It was uncanny. She spoiled me, and I let her. Every now and then she would suggest to me things I should have thought about but didn't. She was always right and I could trust her counsel without question. She had a way of asking what sounded like a rhetorical question that was really a pretty insightful clue as to what ought to be done. If you were smart, you paid attention.

For my part, I think I helped Elsie open up to the career field a little more. She had been a secretary early in her federal service and that administrative way of thinking would sometimes creep into her way of doing things. I had to convince her that her role at public meetings was to handle media and stage-manage if needed, not to hand out and collect attendance cards. She just wanted to be useful and she always was.

On June 8 Elsie will have reached yet another milestone with 57 years of federal service. Just vain enough to not want to tip off her age, Elsie would usually side step that ever-increasing number, even though a day would not pass without someone commenting on such a noteworthy accomplishment. (Elsie was barely 16 when she first came to work.) But I can tell you, she was extremely proud of the longevity of her service. We paused to celebrate the half-century mark in 1992 with a dinner in her honor at one of her favorite places, the Flamingo Chuck Wagon Restaurant. There were lots of testimonials, remembrances, and dozens of her family, friends and co-workers in attendance that evening. It had all the trappings and appearances of a retirement dinner with one exception: the next day Elsie Smith went back to work.

Technically, Elsie is still on the job, but with a new mission. Getting better, then getting well, and if not back to the way she was at least to a level of quality of life that this woman has worked so long for and so richly deserves. That's Elsie's new "job" in more than 57 years of uninterrupted, creditable and incredible service. I'm betting she makes it.



*The View
from Here*
by Larry Hawthorne



When Beaugard Bear came to town from Vicksburg District, Elsie Smith fixed him up with her own teddy bear—Aloha Bear—the first of many friends he made in Hawaii. The staff of POD/HED Public Affairs poses with "Beau." (From left) Jim Dung, Alex Kufel, Master B. Bear, Larry Hawthorne, Elsie Smith. Photo by Jim Dung

Change: *The biologist knows that the accomplishments of natural evolution far surpass any other type of progress that he could have imagined possible, and that there is no sign of a physical limit yet.*—**Hermann Joseph Muller, American scientist**

Profile



Maintenance of state's waterways is a highly orchestrated activity

Story by Alexander Kufel

When the Corps of Engineers hopper-dredge "Essayons" came to Hawaii recently, the dredging that it did in harbors throughout the state was the result of a carefully orchestrated plan to keep the nation's navigable waterways open and accessible.

Local responsibility for coordinating such activities with various agencies lies with the HED Civil Works Operations and Maintenance (O&M) Manager, Patrick Tom. He is assisted in the fulfillment of this mission by engineering technician and dive coordinator Dan Meyers and Frank Dayton of the Guam Project Office. Together they conduct periodic inspections of 60 civil works projects throughout Hawaii, Guam, the Commonwealth of Northern Marianas Islands and American Samoa and then initiate actions resulting in repairs, maintenance or rehabilitation.

"Civil Works planning normally is a slow, deliberate process," said Tom. "But in O&M, when we see something that needs to be repaired, we just go ahead and do it." Their concerns involve 25 navigation and harbor sites, 14 flood control projects, and 21 shore protection projects.

As an example of the elements that were involved in the maintenance dredging of Hawaii's harbors, Tom said that coordination with a number of local and federal agencies was wide-ranging. The Army Corps of Engineers Portland District provided the hopper-dredge, Essayons, and hydrographic survey services. The State Department of Transportation's Harbors Division was involved to determine dredging depth and width dimension requirements, and to obtain temporary berthing

space and on-shore services. The U.S. Coast Guard's Aids to Navigation, Marine Safety and Buoy Tender offices assisted with the temporary relocation of harbor buoy and channel markers and on-call services for oil-spill response during dredging. The Environmental Protection Agency provided assessment of dredged materials for ocean disposal. The State Department of Health was included for water quality related issues. Pearl Harbor Naval Station provided refueling services.

Tom, a civil engineer, graduated from the University of Hawaii and began working for HED in 1982. His sphere of operations also includes operation of a Regional Visitors Center (RVC). The RVC tells the story of the Corps of Engineers from the national to the local level. Displays focus on matters of regional historical, cultural and natural importance. The visitors center is staffed by James Finney and is co-located with the Army Museum at Fort DeRussy in Waikiki.

Navigable waterways are important to the nation for both commerce and national defense, said Tom. The Corps is mandated by the Commerce Clause of the U.S. Constitution to maintain these waterways as part of a safe, reliable and economically efficient system. Inspection and maintenance are never-ending processes. Each year, the Corps spends over \$500 million dredging approximately 300 million cubic yards of sedimentation from both inland and coastal waters.

Maintenance and repairs are not solely the responsibility of the Corps of Engineers. Virtually all HED Civil Works projects are supported by local project sponsors. Coordination involves local governments, the U.S. Navy, the Environmental Protection Agency, the U.S. Geological Services, and the state Department of Transportation. Tom said it is HED's responsibility to ensure that both the local and federal government entities and the public receive the full benefit of each project.

Peer recognition award program initiated

In late April, HED Design Branch honored the first recipients of a newly instituted Design Branch employee of the month award. Acting Branch Chief, Gary Nip, stated this is the only award he knows of that was nominated and ratified by the employees without supervisory influence. Peer recognition for a job well done is a powerful affirmation of pride in one's work, he said.

The first recipients of the award, nominated and ratified by a majority of the staff, was the design team responsible for the successful design of the FY99 Bachelors Officers Quarters at Camp Casey and Camp Hovey, Korea. These projects were Congressionally legislated

as a result of the summer floods of 1998. Design work was completed in January 1999, nearly one month ahead of schedule.

Nip said that each month branch employees may nominate any other employee or team of employees for a job well done. These nominations are voted on at the end of the month, with the winner determined by majority vote. Winners receive an On-the-Spot cash award and a reserved parking stall for a month.

"After all the bad press we got last year, I'm actually starting to feel proud to be a member of the Design Branch team," said one employee.

Femininity: *The one thing I think women sometimes have a real problem with is making money.... Men won't like them if they're richer than they are. Well, that's just too bad.*—Lillian Vernon, CEO, Lillian Vernon Corp.

Contest entries disappear in minutes

Asian-Pacific-American Heritage observed

If the ethnic food contest conducted by the Special Emphasis Program Committee (SEPC) on Tuesday, May 25, had been a secret, everyone involved would have been guilty of tipping their hand as mouth-watering aromas drifted down the hallways of Bldg 230 at Fort Shafter just before the judging and tasting began.

In a departure from food tastings and contests of previous years which were broadly multicultural, this event celebrated Asian Pacific American Heritage month. By 10:30 a.m., when the judging was finished and the doors were thrown open to the POD and HED "public," the line of tasters approached the stairways.

Entries covered a wide range of categories from appetizers through salads, entrees and desserts. Tina Bagasani, RM-B, took first place in the "taste category" with her Lumpia. As if people didn't already know that making the crispy Phillipine wraps is labor-intensive and requires a deft hand, Bagasani later demonstrated how to make them to a fascinated audience. Frank Ono wowed everyone with his ice cream and fruit cup which took second place in the same category.

By 11 a.m., most of the food was gone and people stood in small clusters talking, united in conversation for the moment by a particular dish. Pauline Kahalioumi, IM, who together with Marjorie

Rodrigues, RM, organized the event and procured the prizes, said that in all, over 125 people enjoyed the 27 entries. The smiling faces of cooks and tasters alike deemed the event a success.

Contest results:

Appearance: 1st Place - Suman by Mike Pangilinan. 2nd Place - Sweet Potato Mochi by Dawn Awaya

Originality: 1st Place - Hasu Chon by Sybil Hamasaki. 2nd Place - Li Hing Apple by Ed Yoshimura

Honorable Mention prizes went to Custard Mochi by Lise Ditzel-Ma; Kalua Pig by Pauline Kahalioumi; Guisantas by Pauline Kahalioumi; Gon Lo Mein by Sybil Hamasaki; Ed's Char Siu Sticks by Ed Yoshimura; Tuna/Kim Chee Musubi by Elsie Brown; Tofu Salad by Anita Naone; Honeydew Tapioca by Wendy Mow; and Ogo Kim Chee by Sharon Sherry.

Winner of the Peoples' Choice Award was Ono Delight by Frank Ono.



Justina "Tina" Bagasani, RM-B, demonstrates how to make lumpia for a fascinated group. People had already eaten and they were very well behaved. Debra Misajon, PP-E, looks on. Photo by Alexander Kufel.

Dealing with violence in the workplace

Avid watchers of public television nature shows may feel that violence and threatening behaviors outside of wartime are limited to the animal kingdom. POD Provost Marshall, Maj. Linda Fischer, said that one needs only to view the daily news to realize that human behaviors unthinkable in "civilized" communities 20 years ago are commonplace today. Because so many people see violence as a solution to a problem, incidents are occurring closer and closer to home, she said. To help people deal with threatening situations, Fischer conducted mandatory seminars on this theme for POD and HED employees in the beginning of June.

Fischer said that there is a difference between being petty and reporting every single thing and defending one's self. Because there are resources available for government workers, it's possible, by involving others, to defuse situations before they escalate. Each organization, including the Corps of Engineers, now has a Threat Management Team (TMT) that they can turn to. "People shouldn't feel like they're alone," said Fischer. "Because, they're not."

The TMT includes the Provost Marshall, Chief of

Staff, HED Commander and representatives from Counsel, Human Resources, EEO (Equal Employment Opportunity), Public Affairs, Safety Office and EAP (Employee Assistance Program). Their primary role is to assess potentially violent situations in the workplace and to develop action plans. The EAP can provide personal counselling, crisis intervention, referrals for treatment, and follow-up.

"The individual who accepts a physical challenge from a co-worker is just as guilty as the instigator," said Fischer. The solution to dealing with challenges, or even threats, however mild, is to warn off that person or, at least, walk away. As soon as possible, one needs to report it to their supervisor or the Provost Marshall, she said. Supervisors, particularly, have a responsibility to do what's right for the employee and for the organization. People who witness something owe it to their co-worker to report it for them. There's a definite link between this program and the Consideration for Others (CO2) program, she said. "There are non-threatening, non-violent ways of resolving conflicts at work. We want people to think of those first."--Alexander Kufel

Sixties: *The people who delight in the failure of the sixties are the people who delight in the failure of dreams.*
—Studs Terkel, American author, 1912-



(Above) *The first wave of joggers sets off for the four-mile run. (Right) Lt. Col. Dave Austin, HED Deputy Commander, leads group in preliminary stretching exercises. Either that, or two would-be runners are raising their hands to request permission to leave.*



(Above and above right) *Runners and walkers alike limber up prior to taking off. (Right) Michael Feighny, Division Counsel, was joined by his daughter, Eileen, for the two-mile walk. The course was later purported to be "more like a 2.4-mile walk," groused Feighny. (Far right) Safety Day's main instigators—Eric Bjorken (l) and Bruce Barrett (r) of POD and HED Safety Offices—came early to participate in the run and supervise distribution of mementos.*

Safety Day 1999 a Case

POD and HED Safety Day, May 12, resembled "Health and Safety Day" with many events and activities aimed at healing mind and soul as much as preventing accidents. This 5th Annual Safety Day featured the traditional four-mile run and two-mile walk, as well as demonstrations and discussions about everything from proper nutrition to Tai Chi, to ways to combat child abuse and prevent skin cancer. It was a day full of offerings, with heavy participation from employees in both the division and the district. Participants stretched their muscles before the morning run and walk and then later as part of a body-limbering Tai Chi class. Even Betsy's Snack Bar chipped in with a special healthy lunch menu. The annual event is designed to foster greater awareness of safety and health in the workplace and everyday lives of Corps employees and their families.



Story and photos by Larry Hawthorne



Edge: *I don't ever want to be in a fair fight. I want an edge everyplace I go.*—Herbert Baum, CEO of Quaker State Corp.

of 'Life and Limber'



(Above) Lt. Col. Wally Z. Walters, HED Commander, thanks Dr. David Amberger of the American Cancer Society, for his informative presentation on the dangers of skin cancer.



(Left) "Sifu" Andrew Lum shows precision Tai Chi movements to class in an hour-long demonstration of limber relaxation techniques while (Above right) POD and HED employees look on. (Below left) Lum leads the group in a "reaching for the moon" stretching exercise. (Below right) Nancy Wong (foreground) and sister Betsy Leong prepare a special Safety Day menu for Betsy's Snackbar of Creole-style Pork, Chicken with Wine Sauce, and Chinese Chicken Salad. "Onolicious" and lo-cal to boot.



Strength: *When we must, in an instant, look inward for strength of character to see us through, we will find nothing inside ourselves that we have not already put there.—Ronald Reagan, former U.S. president*

Brig. Gen. Strock...

Continued from page 1



POD, he was working for Maj. Gen. Clair F. Gill, currently Deputy Assistant Secretary of the Army for Budget, himself a former POD Commander.

“He told me that Hawaii and the Pacific were unlike other places in that the concept of ‘ohana,’ or extended family, is a salient part of the relationships here. I’ve found that to be particularly true and the strong sense of teamwork here is perhaps the most difficult part of leaving.” He noted that recently the leadership of each district is thinking “regionally” and is sensitive to what is going on in the other districts. People seem to take pride in working together and are able to anticipate each others’ needs, he said.

“We have a good philosophical beginning in POD. All that remains is that POD formalize and standardize both procedures and relationships. The districts are already beginning to work as a team,” he said.

Recent events need not be recapped for those who lived through them, but Strock said that un-

doubtedly the biggest accomplishment of the past two years has been the transition from the former POD “Operating Division” to POD as a regional headquarters with four operational districts. AED (Alaska Engineer District) joined FED (Far East Engineer District), HED (Honolulu Engineer District) and JED (Japan Engineer District) as the fourth engineer district. Strock said that he is proud that the reorganization was accomplished without any involuntary separations of employees. Many aspects of the transition were difficult but people understood the need to change and supported rather than resisted it, he said.

“I am also pleased with the completed and ongoing improvements in our district and division facilities because quality people deserve a quality work environment. We still have work to do in the field offices, but we are getting there.

“I know my place will be easily filled because the real strength of POD is the continuity and quality of our U.S., Korea and Japan workforce. They enable us to accomplish our mission in delivering high quality engineering projects and services safely, on time and at reasonable cost. I am deeply grateful that I was able to spend an all-too-short tour of duty in such a wonderful organization in this exciting part of the world,” he said.

Regional Roundup

FED participates in RSOI Exercise

By Gloria Stanley

Seoul, Korea — Between April 13-19, 1999, the U.S. Army Corps of Engineers, Far East District (FED), participated along with other units on the Korean Peninsula, in the annual Reception, Staging, Onward Movement and Integration exercise (RSO&I).

FED is the Department of Defense-designated design and construction agent for the Korean Peninsula. The District’s workforce includes more than 320 civilians and 10 U.S. military personnel. Nearly 200 employees are Korean Nationals.

The District has an active readiness program in support of OPLAN 5027 and operates in direct support of U.S. Forces Korea (USFK) for sustainment and general engineering. It is the only military unit on the peninsula capable of designing and executing large scale, complex engineering missions during the early phases of the operations plan.

“FED’s role is to provide technical engineering services, contingency contracting support, contract construction management, real estate services, and quality assurance for Logistics Civil Augmentation Program (LOGCAP) construction for each USFK service component,” said Patrick Crays, Emergency

Management Office. The District must transition into a theater of operations construction mode — simple, basic construction — and must get things done quickly.

“The Far East District is the closest the U.S. Army Corps of Engineers has to a Maneuver District,” said Col. David Rehbein, FED Commander

During RSO&I, the District activates an operations center in Taegu and sends liaisons to key components, agencies, and organizations throughout the peninsula. A total force team of active duty personnel, IMAs, emergency essential civilians, and mission essential civilians man the operations centers and serve as liaisons. There are liaison officers for the Combined Rear Area Coordinator (CRAC), the Regional Construction Engineer Manager’s Office (RCEM), U.S. Marine Forces - Korea, 7th Air Force, Eighth U.S. Army, and U.S. Naval Forces - Korea. There was also a liaison officer here from the Corps’ Japan Engineer District as well as participants from the Alaska Engineer District.

For the first time, the District also has an operations center at the FED compound in Seoul. The \$168,000 renovation to house the operations center was completed just in time for the RSOI-99 exercise.

Control:

I don't control players. I try to control the environment around the players so they can flourish.

—Pat Riley, New York Knicks coach

Visitors view Division, District projects



(Left) Visiting Hawaii to observe U.S. Army engineering operations, two leaders of the Republic of Korea Army chat with POD Commander Brig. Gen. Carl A. Strock June 1 prior to touring the 29th Engineering Battalion and the 45th Support Group. (From left) ROK Mapping Commander, Col. Yong Sik Chung, and ROK Chief of Engineers, Maj. Gen. Sun Man Chung.

Photos by Larry Hawthorne

(Right) Dr. Michael O'Connor, director of Construction Engineering Research Center, discusses Pacific Ocean Division programs with Brig. Gen. Strock during a command briefing June 3. O'Connor later briefed Honolulu District senior staff on future programs of Corps labs and presented information on a new software program — “Dr. Checks”— geared to automate the program review process and serve as a repository for lessons learned. The director was briefed on issues of special interest and taken on construction site visits of the Fort Shafter Combined Club Facility and the Force Main repair project also at Fort Shafter.



Makani Pahili...

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was their first experience with a disaster of this magnitude.”

The scenario unfolded for the Corps with HED’s Emergency Operations Center (EOC) staff, the Crisis Management Team (CMT) and the Crisis Action Team (CAT) meeting in the EOC to determine their courses of action. POD also participated. One of the Corps-related functions of the exercise was to test the interplay between the stand-alone Division and Honolulu District in their respective roles under emergency conditions. The next day, a state-wide Condition of Readiness Four message was issued advising that winds of 50 knots (58 mph) or more were possible within the next 72 hours. Each team set its own responsibilities in motion and both procedures and communications systems were put to the test.

As advisories were issued forewarning impact within 48 hours, 24 hours and 12 hours, Hurricane Watch conditions changed to Hurricane Warning and then Hurricane Strike. District and Division commanders were briefed daily, and both the 249th

Engineering Battalion (Prime Power) and South Pacific Division were asked for assistance. Suiso said that an agreement is in place for SPD to staff the FEMA Regional Assistance Center in San Francisco under these conditions.

On May 5, a week after the exercise began, the “All Clear” sounded and post-hurricane activities began. Among the most important was the gathering of “lessons learned” from the participants.

For example, the ENGLINK communications software contained a few “bugs” and revealed a need to be made a little more “user-friendly” under actual-use conditions. Roles needed to be defined in greater detail and, in some cases, training needed to be accomplished prior to the exercise. Questions came up about the number of people necessary to staff the EOC, and the EOC was evaluated for its ability to operate following a real disaster. Missing were back-up power and water, storm shutters, and an alternative place of operations.

“We captured comments from everybody and are using them to make adjustments to both our plans and procedures,” said Suiso. “It was a very successful exercise in that we had this opportunity to see how things work and make adjustments before they’re actually needed.”

Government: *The mystery of government is not how Washington works but how to make it stop.*

—P. J. O'Rourke, American political humorist

The Electronic Library

By Ruby Mizue

New Address (URL) for Honolulu District Website

The Honolulu District Home Page now has its own unique identity and a new Universal Resource Locator (URL) address:

<http://www.poh.usace.army.mil>

System modifications and improvements are continuing to make this transition from being a subset of the POD web pages to a separate cyber-entity as seamless as possible. For those who have bookmarked the old Honolulu District URL, a redirect page will provide notification of the change and move you quickly to the new address. Be sure to change your bookmarks! Along with the new address, a new "look-and-feel" for the Honolulu District pages is in the works and will make its debut by the end of the fiscal year.

FREE Computer Training for Army Users

The US Army has established a contract to provide online Information Technology Training to the total Army workforce. *Computer Based Training (CBT)* has an extensive library of courses available at NO COST to active duty military and civilian employees, as well as Army National

Guard and Army Reserve personnel. The course offerings cover a wide range of software suitable for both computer professionals, as well as end users. Visit the website at:

<http://www.cbtsys.com/federal/army.htm>

to check out the course listings. To register for this service, your email address must end with ".army.mil." Follow the links to register online, and *be sure to note your Student ID and Password*. The training web site will automatically track and manage student records.

Once registered, the coursework can be accessed from any computer system, so you can get up to speed on Powerpoint, the Internet, or Excel from the comfort of your home, while on TDY, or from your laptop while traveling.

Outprocessing? Be sure to use the NEW POH Form 5!

If you are separating or being reassigned from Honolulu District, be sure to use the current *Civilian Employee Clearance Record* form, POH Form 5. The old familiar clearance form has been revised to include new clearance items, such as the government purchase card, CEFMS smartcard, and government travel credit card.

POH Form 5 is available in electronic format for your use at:

<S:\forms\formflow\poh5.frm>

If you have any questions about the form or its use, contact Anna Tarrant, Forms Manager at 438-8349.

PRODUCTIVITY CORNER

The value of time

Imagine there is a bank that credits your account each morning with \$86,400. It carries over no balance from day to day. Every evening it deletes whatever part of the balance you failed to use during the day. What would you do? Draw out every cent, of course!

Each of us has such a bank. Its name is TIME. Every morning, it credits you with 86,400 seconds. Every night it writes off, as lost, whatever of this you have failed to invest to good purpose. It carries over no balance. It allows no overdraft. Each day it opens a new account for you. Each night it burns the remains of the day. If you fail to use the day's deposits, the loss is yours. There is no going back. There is no drawing against the "tomorrow." You must live in the present on today's deposits. Invest it so as to get from it the utmost in health, happiness, and success! The clock is running. Make the most of today.

To realize the value of ONE YEAR, ask a student who failed a grade.

To realize the value of ONE MONTH, ask a mother who gave birth to a premature baby.

To realize the value of ONE WEEK, ask the editor of a weekly newspaper.

To realize the value of ONE HOUR, ask the lovers who are waiting to meet.

To realize the value of ONE MINUTE, ask a person who missed the plane.

To realize the value of ONE SECOND, ask a person who just avoided an accident.

To realize the value of ONE MILLISECOND, ask the person who won a silver medal in the Olympics.

—Source: First Draft

Believe in the impossible—and yourself

In 1863, engineer John Roebling came up with a design for the Brooklyn Bridge. Experts told him there would be no way he would succeed. But he ignored them, and developed the concepts of how it could be accomplished.

With the help of his son, Washington, he hired a crew and set to work. But only a few months into the project, an accident took the life of John Roebling and severely injured Washington. Washington was left with permanent brain damage and was unable to talk or walk. Everyone felt that the project would

have to be scrapped since the Roeblings were the only ones who knew how the bridge could be built.

Even though Washington was unable to move or talk, his mind was as sharp as ever, and he still had a burning desire to complete the bridge. An idea hit him as he lay in his hospital bed, and he developed a code for communication. All he could move was one finger, so he touched the arm of his wife with that finger, tapping out the code to communicate to her what to tell the engineers who were building the bridge. For 13 years, Washington tapped out his instructions with his finger until the Brooklyn Bridge was finally completed.

—Source: First Draft

The fun of business

Computer entrepreneur Michael Dell was speaking to a class at the University of Texas business school. One student stood up to ask the young multimillionaire a blunt question: "You've got so much money, why don't you just sell out, buy a boat, and sail to the Caribbean?" Dell stared at the young man and replied, "Sailing's boring. Do you have any idea how much fun it is to run a billion-dollar company?"

—Adapted by The Motivational Manager from a profile by Richard Murphy in Success Magazine

Cherishment: *It's so clear that you have to cherish everyone. I think that's what I get from these older black women, that every soul is to be cherished, that every flower is to bloom.—Alice Walker, American novelist*

PRODUCTIVE PEOPLE



Roland B.F. Chong

Hometown: Honolulu

Years with Corps: 14

Works in: Programs & Project Management

Project engineer Roland Chong said that one of the things he likes best about the Corps of Engineers is that it provides opportunity to interact easily with people of other specializations and ultimately such contact makes it easier to get things done. Chong is an engineering graduate of both the University of Hawaii and Purdue. After work is over, he stays busy with his involvement in his family and in raising fish.

Married to Diane for 14 years, the Chongs have three sons: Byron, 10, Thomas, 8, and Eric, 6. The boys are increasingly involved in Cub Scouts activities and Chong said he really enjoyed seeing his oldest son develop as a person through his experience with the "Pinewood Derby." A year ago, Byron built a car that lost rather quickly, but he went on to improve his craftsmanship and technique to the point where this year he took 2nd place in his Pack, 3rd in the District, and 4th Island-wide.

Chong also said that before his sons were born, he was an avid fisherman. Although he still fishes at the Nuuanu Reservoir with his children when it's open for catfish fishing, nowadays he prefers raising his own Chinese catfish. While he doesn't eat his own fish, he does give them to friends. Chong also raises goldfish, but that is something that he started because he couldn't find the qualities he wanted commercially. Now he provides pet shops with goldfish.

Roland is making HED more productive.



Paul Choy

Hometown: Honolulu

Years with Corps: 16

Works in: Fort Shafter Resident Office

Life has many tracks said civil engineer Paul Choy. "For the major things, like a career path," he said, "you pick one and hope that things work out." Pleased with his job, his family and the way life in general is going, things have obviously worked out. Currently, Choy's work involves two housing projects at Schofield Barracks, and a half-dozen smaller projects, so life is not stress-free.

"Lately, Jackie and I have taken up golf because both of our children are interested in it," he said. "We really enjoy doing things as a family." David, 9, and Deanna, 5, are both taking lessons and are enthusiastic players. Since spectators really aren't allowed on the course, Choy and his wife have become golfers as well.

Choy said that when he graduated from the University of Hawaii, he landed an engineering internship with D.O.T. (Department of Transportation) on the mainland and traveled to 30 states before returning to Hawaii. This developed his interest in travel. Thus far, not only have he and his family made the trek to Disneyland, but they also have been on an Alaskan cruise. Choy said that the cruise was really terrific because there were so many activities for both children and adults.

By focusing on what needs to be done, civil engineer Paul Choy said that he works at ways to reduce stress and improve the quality of life. Paul is making HED more productive.

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



(Above left) HED Deputy-Commander Dave Austin receives lots of help from his children pinning on new epaulets upon his promotion to Lieutenant Colonel. (l-r) Alex, Abby, Sarah and Emily. (Above right) Moments later Lt. Col. Austin and his wife, Tish, found themselves covered in flower leis. Photos by Alexander Kufel



District Shorts

Aloha means Goodbye to computer specialist **Clement Liu**, IM, who left to take a position with the office of the Navy Commander-in-Chief, Europe in London; to accountant **Marjorie Rodrigues**, RM who left to take a position as Management Analyst with USAGHI at Wheeler Army Air Base; to project manager **Richard Schiavoni**, PM who will become chief of Engineering at FED; and to travel clerk **Leilani Love**, LO, who left to take a clerical position with USAGHI at Schofield Barracks.

Aloha means Hello to Personnel Management Specialist **Diane Lau**, HR, who transferred from the Civilian Personnel Advisory Center at Fort Shafter; to three new members of the Palau Compact Road Resident Office:

chief of the Office engineering unit, **Catherine Gill**; chief of Quality Assurance Branch, **Dennis Mitchell**; and Deputy Resident Engineer, **1st Lt. Richard Collins**; and to **Louis Askew** on becoming resident engineer at the Kwajalein Resident Office.

Congratulations to **Alex Lau**, POD Deputy for Small Business, upon receiving his Masters of Business Administration degree from Chaminade University.

Noteworthy: Late in April, HED employees volunteered along with people from USAGHI and the Sierra Club to assist in DPW's Earth Day effort to eradicate exotic weeds on the Army's 25th Infantry Division's training ranges on Oahu by devoting two Saturdays to the activity. Participating were structural engineer **Dan Nakamura**, EC-E; hydraulic engineer **Sharon Ishikawa**, PP-C; budget analyst **Geoffrey Lee**, PP-MC; and **Kay Town** (former Corps employee now with PACDIV).

Home survival & evacuation kit

- Ice Chest (Large enough for year-round storage of imperishables)
- Portable radio (Check batteries)
- Flashlight (Check batteries)
- Extra batteries (Store in freezer)
- Candles Matches (check condition)
- First Aid Kit (check expiration dates)
- Medications (Keep current)
- Manual can opener
- 5-day non-perishable food supply
- 5-day water supply (2 qts/person/day)
- Personal toilet articles
- Change of clothing
- Blankets, sleeping gear
- Fuel for stoves, hibachis, lanterns
- Masking tape for windows (fresh)