



## Optimism message of Town Hall meeting

Story and photo by Alexander Kufel

*In one of two Achievement Medals for Civilian Service awarded at the Feb. 10 Town Hall meeting, management analyst Amy E. Kitano, RM-M, receives her certificate from HED Commander Lt. Col. Wally Z. Walters. The other award was presented to Laurie A. Minami, also a management analyst with Resource Management. Photo by Alexander Kufel*



The news is good. We're all pretty busy. The outlook for the future is good. These were the messages of HED Commander Lt. Col. Wally Z. Walters to 167 employees at the District Town Hall meeting held Thur., Feb. 10 at Fort Shafter's Richardson Theater.

POD Commander Brig. Gen. Randal R. Castro appeared briefly at the start of the meeting and said that in recent months he has had a chance to visit HED work sites and is very impressed with the work being done. It is commendable that all of HED is involved in improving the quality of life for the military. The work performed by the HED team is "hugely admirable," he said.

Status reports on the state of the District indicate that the organization is pretty much on track with the Fiscal Year 2000 budget having been revised to \$34.062 million from the \$34.043 million projected nearly a year ago. Perhaps the

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## Moving day something of a moving target

Story by Alexander Kufel

The final physical step in the separation of Pacific Ocean Division and Honolulu Engineer District is fast approaching. Renovations to building 525 at Fort Shafter for Division headquarters offices on the third floor and Information Management facilities on the second floor are nearly complete. Renovation work to building 230 is ready to begin as soon as Division offices relocate. HED Deputy-commander Maj. David R. Goddard said that moving day will be history before the fiscal year is over.

"Moving is a little more complex than just piling things into trucks and carting them away," said Goddard. "We are working hard to ensure that the timing is just right

to mitigate the effect of the move on District operations. Work is also being done to ensure that the new work spaces are the best the District can provide," he said.

The main portion of construction work related to the move is taking place in building 525, although before moving is completed, offices in buildings T-1, T-114, T-128 and 230 will also be affected. Building 230 will receive renovations in addition to what was done nearly three years ago for the initial separation of Division and District (*The Pacific Connection*, February 1998) and will accommodate a new computer server room and relocated offices from other buildings. Office of Counsel will move out of 230 and into T-1 while work is done on their offices and then move back in when it is completed. Building T-1, a pre-World

War II two-story wooden structure notorious for its termites is scheduled for demolition toward the end of the fiscal year, possibly as soon as late-August. Goddard said that in addition to multiple moves and time restraints, another of the complications has been that only a portion of building 525 is to be occupied by the Corps of Engineers with the balance remaining in use by existing tenants. The immediate effect of this is that the construction work has had to be structured around minimizing impact on those organizations remaining on the first and second floors.

Renovations to building 525 have been planned for some time and, in fact, some of the work has already been done, said Goddard. An elevator that meets Federal

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**Service:** *Life's most persistent and urgent question is: What are you doing for others?*  
—Martin Luther King, Jr., American civil rights leader, 1929 - 1968

HED Commander's Comment

# Empowerment and PMBP



By Lt. Col.  
Wally Z. Walters  
HED Commander

**H**appy New Year! Observing the fireworks brought out a range of emotions: excitement to be alive at this time in history, optimism, connection with the wonderful community in which we live, and some apprehension at the noise and challenges of the future. As we continue the District's effort to revolutionize effectiveness through the Project Management Business Process many of the same emotions resonate.

We live in a time of increasing freedom and empowerment, throughout society and our workplace. The knowledge revolution has provided wonderful tools to make us more connected and capable. Private industry has demonstrated how performance and efficiency can be taken to new levels through breaking down rigid hierarchical control systems and barriers, in favor of empowering flexible teams and creating organizational partnerships. The kinds of thinking that led to past success will not lead to future success in a world that demands faster, better, more cost-effective knowledge-based performance. To succeed in this new era organizations have to be value and customer driven, fast and flexible, and continually improving.

Reducing management layers, cutting costs, and simplifying processes will not be enough. To release the creative and productive talents of everyone the organization must change its culture, empowering knowledgeable and motivated self-directed teams. We have taken our first steps in this effort. It is a great time to be in the U.S. Army Corps of Engineers, an organization committed to empowering its people to fulfill the potential of their talents and their dedication to service.

This transformation is a multiyear journey rather than an overnight change. Its beginnings are sharing information and trust with everyone so that they can and are compelled to act responsibly, to make sound decisions themselves rather than having to pass as many issues to higher authority. Creating ownership and partnership in our work starts with sharing management information, good and bad. Successful managers today are those that add value to and distribute information rather than gather and protect it.

The next big step in empowerment is to promote autonomy for individuals and teams by creating guidelines that help define everyone's new roles while leaving flexibility in the methods of accomplishing tasks. In developing doctrine, distributing PMBP notebooks to everyone and conducting training this has been our goal, to liberate rather than encumber.

The next step is the hardest, to truly replace action through hierarchy with self-directed teams. It is tough for managers to let go of control in favor of becoming coaches, quality monitors and backup support to teams. Everyone needs training in team skills and practice in working across boundaries. New information sharing tools and metrics are needed to enable action and to ensure empowerment is accompanied by accountability for results. Dissatisfaction and frustration are normal parts of this step calling for perseverance. We can expect many challenges as we undertake this part of the journey, especially in making full use of our information management software and in trying to deal efficiently with the District's many small projects. We have to view mistakes as learning opportunities, to persist and to celebrate our successes.

The benefits of this transformation are tremendous. Organizations that have done it typically find cost savings of 15-20% with even bigger gains in quality, responsiveness and customer satisfaction. We will be better able to add to the Army's readiness and the quality of life of our military and our nation. The greatest benefits of empowerment are often not to the organization and those it serves, but to those who work in it. Successful empowerment gives individuals and teams much more control of their work and their lives, and this usually provides great satisfaction. It is more fun and rewarding to work in such a place.

The District is well suited to succeed in embracing this new approach to work. We have a great ohana of smart, skilled and dedicated people who care about serving the Army and the nation. The District is full of innovative problem solvers with a "get the job done" ethic. Let us work together to be all that we can be.

A great book for those who want to learn more about empowerment is *Empowerment Takes More Than A Minute* by Ken Blanchard, John Carlos and Alan Randolph (*San Francisco: Berrett-Koehler, 1996*), from which many of the above ideas were taken.

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**Circumstances:** *For circumstances to change, you have to change.*—Peter Lowe, American motivational speaker

## Opinion

# An invisible life is no life at all

I think it's more than ego talking, but one of the harshest things I have experienced as an individual is to be ignored as a human being. I don't mean simply to not be paid attention to. Rather, I'm talking about when one is not seen when one walks down the street; not acknowledged in any way, shape or form as occupying the same planet as others. In such an environment, it doesn't take a genius to conclude that whatever opportunities life offers are not necessarily available to oneself. In the long haul, I fail to see how that improves things for anybody.

I have experienced such invisibility and it had a sobering effect on the assumptions I made about the lives of others. I hadn't given it much thought until then and it caught me by surprise. I escaped undamaged; I knew that I had a choice and it wasn't to be my way of life. As I look around me today and see America at the end of the 20<sup>th</sup> Century, I'm not convinced that such conditions no longer exist.

My teenage neighborhood in upstate New York, just outside of Buffalo, was made up mostly of longtime residents of German or Slavic descent. Outsiders were a curiosity and no particular group was any more unwelcome than any other. We kids used to stand on the corner and watch in amazement as streams of cars filled with people of African-American ancestry flowed by on Sundays on their way out of the city to a lovely park just a few miles down the road. We considered ourselves worldly indeed if a car stopped and a "colored" person asked us directions.

As I grew older, my link with the world was the radio. Late at night, I listened to station WKBW as the "Hounddog" broadcast live from the Club Zanzibar in downtown Buffalo. The music was jazz and soul and the announcements about which musicians were coming to town, where and when, were nonstop. Shortly after I turned 18, the legal drinking age in New York then, a young singer named Nancy Wilson came to town. She was appearing in a bar deep in the heart of the city. Life in Buffalo was divided clearly along ethnic lines, neighborhood by neighborhood. This was forbidden territory, euphemistically called "the inner city." My curiosity got the better of me. I just had to see Wilson and hear her for myself. I couldn't find anyone to go with me, so I went alone.

I want to digress for a moment to say that hostilities among Buffalo's ethnic groups were not particularly out in the open. The Polish-, Italian-, German-, Jewish- and African-Americans avoided each other, as far as I know, but where circumstances intervened and threw them together, they just got along. Thus, I grew up with a story from my uncle about when he was a foreman in an airplane factory early in World War II. He said his crew of about 60 men, of whom four were African-Americans and the rest of Polish descent, were known as the best workers in a plant that had over a thousand employees. As the war progressed, however, fears of sabotage became epidemic and my uncle was told that if his crew did not stop speaking Polish and start

speaking English they would all be fired. I remember that the thought of there being dark-skinned Poles was quickly corrected by my uncle. "Nah," he said, "They weren't Polish. These guys just learned the language from living on Sycamore Street."

I got off the bus and crossed the boundary street with some trepidation. It was early evening and the neighborhood had lots of people out and about. Nobody paid any attention to me. As I wove my way through oncoming people no one made eye contact with me.

I walked several blocks toward where I thought the bar was and realized with astonishment that it wasn't that people weren't noticing me, they absolutely did not see me at all. I don't know if it was because I was so out of place that they really did not see me, or if people were just being polite and trying not to stare, or if I was experiencing discrimination myself for the first time. I did not exist. I became invisible.

At the crowded bar, I was served a beer without being challenged or acknowledged. Nobody paid any attention to me. I had a great time listening to the beautiful Nancy Wilson sing her first "set." The band took a break and Miss Wilson walked towards the bar. People made room for her. She looked right at me and said, "I'm starved. This place doesn't serve food. Is there any place decent to eat around here?"

I stammered that there was an Italian restaurant several blocks away. "Take me there," she said. Nobody seemed to notice as I floated out the door with her hanging onto my arm. It occurred to me over the small-talk that ensued over spaghetti that I hadn't a clue why she chose me. In retrospect, it may have been rebelliousness; maybe I was so young as to seem "safe." At any rate, she didn't break any more rules of the day and allowed me to pay for the meal. When we returned and she started her next "set" she dedicated her first song to "Alex." Nobody turned to look to see who Alex was. They all knew, and Alex didn't belong. Alex didn't exist.

I went back into that bar and others in the neighborhood after that, reveling in the freedom and safety that came with invisibility. I always had my "real" life to return to. It was only an occasional drunk who would break the silence, asking, "What the hell are you doing here?" Eventually, I grew discouraged going with the knowledge that an enormous portion of America's population was considered invisible on a daily basis, and like them, there would be no problems as long as I didn't ask to be included. It was no way for a person to live then, and it's no way now.



*Just Thinking*  
by Alexander Kufel

**Greatness:** *Some are born great, some achieve greatness, and some hire public-relations writers.*  
—Daniel Boorstin, American historian, 1914 -

### What's in a name?

## Firewalls take on new functions in computer age

The most recent Merriam-Webster dictionary now includes two definitions for the word “firewall.” The first states simply that it is a wall constructed to prevent the spread of fire. The second, and perhaps more telling, defines a firewall as a computer or computer software that prevents unauthorized access to private data, as on a company’s local area network (LAN) or intranet, by outside computer users, such as those employing the Internet for communications. Some computer users feel that it is only a matter of time before theirs becomes the primary usage of this word.

Computer engineer Lori Sorayama, assistant chief of HED Information Management, said that just as office doors are not thrown open for the world to come in and look around at what’s going on inside, electronic operating environments such as the HED LAN have several “doorways” that a person must pass through before they can gain access to the information available to participants, or for that matter, communicate with others on the LAN. In the electronic age, “access” often means having the ability to alter the information that is presented as well.

Generally speaking, firewalls in their current computer-related usage offer multiple levels of security. That can range from requiring users to “log on” to the system all the way through software that



screens for “viruses” and rejects data it deems suspect. For example, the use of a recognized password is required at one level to obtain information, at another level to modify or add information, and at still another level in order to participate as an electronic mail (email) user, said Sorayama. Both inside and outside the LAN, each

participant has what is called an “IP” address. For data that is received by the LAN from outside the system, the firewall functions on additional levels and can recognize and reject specific addresses and web sites. Filters can establish certain parameters within which “data streams” of incoming messages must fall. They also can define what kind of data can be viewed and altered. This filtering mechanism can go so far as to block the passage of undesirable messages, Web-sites and IP addresses.

Sorayama said that publicity about incursions on commercial websites that have been in the news of late involved sophisticated message senders who disguised their IP addresses by “hacking” in to someone else’s computer or by other means. While it is possible to set “filters” so that risk is reduced, Sorayama said that this can result in major inconveniences for people trying to do their daily work. Better, she said, is for people to use common sense, protect their passwords, and call the helpdesk for assistance if they’re confronted with something that looks questionable.—*Alexander Kufel*

## Electronic security is everybody’s business

Using common sense and remaining aware of things around them are two things that city dwellers do on a daily basis. It prevents them from walking into a situation where they really don’t want to be and, at the very least, helps them to safely cross a street without being struck by a bus. Corps of Engineers computer users who follow this advice may very well prevent consequences that are just as scary, said HED Information Systems Security Officer Linda Tomlinson.

Internet-related security breaches have been much in the news lately. Tomlinson said that network intrusions can and often do include the same techniques and that everyone who uses a government computer should stay aware of the importance of protecting the network from outside threats. People who “hack” into networks are no longer limited to the stereotype of teenagers testing their skills, she said. Foreign governments, terrorists and even career criminals are penetrating networks for many reasons including sabotage and theft. As popular software becomes more powerful it’s also easier to create viruses, so there are more of them. Here are some of the things Tomlinson said one can do to protect the network:

- Ensure that the most recent “antivirus” updates are posted to each computer. Information Management recently implemented a system that copies the latest Norton Antivirus signature updates to all “desktop” computers in the district that are physically connected to the HED network when the user logs in. Notebook computers, however, are a potential problem if they don’t ever connect to the

network. Notebook users should bring them in at least once a week, particularly before they go on a trip, and log into the network. “Dialing” into the network from outside will not work because the log-in script is disabled for people connecting by modem.

- Do not open e-mail attachments from suspect or unknown sources. Any attachment with an .EXE extension is a potential threat.

- If one receives an e-mail attachment that is suspect but they need to open it, save it to the hard drive and run the antivirus program to check it. The Norton Antivirus program is in the Start Menu under Tools (or, in some cases, Start/Programs/Norton Antivirus).

- Suspect and do not open, forward, or propagate any e-mail that makes claims such as “free” or “earn money now.”

- Delete any email messages with attachments that claim a software producer is sending an update. Updates are not distributed this way.

- Do not forward messages from friends or colleagues warning about a virus. Contact the Help Desk so it can be determined whether it is a hoax or not. Even a hoax can cause damage in lost time and resources by saturating a system.

- Messages from friends or colleagues saying to forward it to numbers of people constitute “chain mail” and tie up network resources. “Chain” mail is not authorized on government computer systems.

**Overcoming:** *A successful person is one who can lay a firm foundation with the bricks that others throw at him or her.*  
—David Brinkley, American News Commentator

## Reflections on a national hero

*Story and photo by Alexander Kufel*

Citing author Napoleon Hill's assertion that life presents an abundance of opportunities, HED Budget Officer Levida Hardy said that right attitude has a lot to do with what one gets out of life, but when it comes right down to it, everyone should have the same number of doors open to them.

"My children are growing up in a world much different than the one I knew," she said. "They've always been in a 'melting pot' environment so race and ethnicity have not been issues. They're able to concentrate on developing their abilities to their highest level. For this we all owe a large debt of gratitude to Dr. Martin Luther King, Jr."

Hardy said that she can still to this day identify with Dr. King's desire to move forward and attain goals regardless of roadblocks. "I feel that a lot of people don't understand the desire of African-Americans to live life to its fullest," she said. "It has everything to do with using the gifts God gave you and contributing to society."

Both Hardy and her husband Kola are providing their daughter Olamide, 13, and son Raman, 7, with a sense of self strong enough to survive and even penetrate the "glass ceilings" that no doubt will still be in existence once they go out into the world. She said they hope that both children will be smart enough and skilled enough to succeed where others might fail.

"I wish I could think differently," she said. "But then I'm reminded that hatred and inhumanity are still present in the world." Hardy said that her own means of coping with obstacles has been to "try harder." She said that she thinks that you can't quarrel with excellence. She's tried to structure her own work performance so that she would always seem like a logical choice whenever there was a personnel decision to be made.

In her own childhood neighborhood in Chicago, Hardy's family was insulated from people who hated anyone whose skin was a different color from their own. She found the concept hard to understand. She said that she didn't realize what racism was until she left home and experienced it firsthand. It became a growth

experience for her because she had to find ways to deal with it.

"Martin Luther King, Jr. impressed me with his courage," she said, telling a story of how one year King came to Chicago to receive an award for his work in the Civil Rights movement. He went to a community not very far away from her own, and was hit in the head by rocks thrown from people hiding in trees along the parade path. He said that Chicago was the most racist place he had ever seen. Yet, that didn't stop him from continuing his work, nor from returning to Chicago.

There have been times when Hardy felt that she herself was not a part of society; that she was "disenfranchised." She said that she originally went to college to be a nurse, discovered that there were opportunities to educate doctors and nurses about new diseases, such as AIDS, and got a degree in Community Health. Along the way she had experiences that went toward giving her the determination and drive necessary to obtain an MBA degree in Finance and the perseverance to advance within her chosen career field.

Hardy said that she is proudly African-American and strengthened by the spirituality that is part of her culture. She said that her ancestors paid a hefty price for her to be where she is now and that she loves and respects all cultures as a result of loving her own. Hardy said that her goals for her children are pretty much the same as for herself: "I just want to be as much as I can as a person."



*Levida Hardy, RM, talks about Martin Luther King, Jr. Day and what it means to her.*

## Another reason to be happy about new millennium

Many people have tired of the hoopla heralding the end of the millennium, particularly when it seems unclear when the 20th Century ends (Dec. 31, 2000) or when the 21st begins (the next day), but federal civil service employees will see that this year definitely is unlike other years. The difference won't show up on paychecks in terms of dollars, but it will be there in terms of leave hours earned.

"Every 28 years civil service employees are given the gift of an extra week for leave calculating purposes," said civilian pay technician Misty Payne, RM. Seven leap years provide the extra

days and for some reason the year is always one that starts on a Saturday, she said.

Everyone will have four more hours added to Sick Leave, she said. Employees who are in the 8-hour Annual Leave accrual category and let unused leave "ride" from year to year will see 216 hours reflected in the "Use or Lose" box rather than the usual 208. But, they will have the bonus of an extra week in which to use it. The cutoff date for taking excess leave without forfeiture will be January 13, 2001.

The last time this happened was in 1972 and the time before that was during World War II, in 1944.

**Reality:** *Books are where things are explained to you; life is where things aren't.*—Julian Barnes, English novelist, 1946 -

## February: Black History Month

# African-American Contributions to Technology,

Following is a partial listing of contributions to the fields of science, technology and medicine made by men and women of African-American ancestry. It is restricted by space limitations to documented patents:

1619 August 20. Twenty Africans arrive in Jamestown, Virginia aboard a Dutch ship. They are the first forcibly settled involuntary laborers in the North American British Colonies.

1721 Onesimus developed a cure for the smallpox virus. He was the property of a Puritan leader.

1752 Benjamin Banneker built a clock completely made of wood, using a pocket watch he received as a gift to guide him.

1792 Benjamin Banneker published his almanac, which offered weather data, tidal information on the Chesapeake Bay, medical remedies, and abolitionist essays.

1821 Thomas L. Jennings, a tailor living in New York City, received the first U.S. patent issued to an African-American man for his method of dry cleaning clothes.

1834 Henry Blair received a patent for his invention of a corn-planting machine.

1843 Norbert Rillieux developed a method for refining sugar.

1851 In Philadelphia, the Colored American Institute for the Promotion of the Mechanic Arts and Sciences exhibited inventions, paintings, and craftworks by African American artisans.

1864 Rebecca Lee, one of the first African-American female physicians, graduated from New England Female Medical College.

1871 L. Bell, patent for locomotive smoke stack

1872 Elijah McCoy, patent for device that allowed machines to lubricate while still in operation.

1875 A.P. Ashborne, patent for process to prepare coconut oil for domestic use.

1878 J. R. Winters develops a fire escape ladder.

1878 W. A. Lavalette, patent for a variation on the printing press.

1881 Lewis Howard Latimer and fellow inventor Joseph V. Nichols, patent for first incandescent light bulb with a carbon filament. Previous filaments were made of paper.

1883 Jan Matzeliger, patent for a shoe-lasting machine that was said to revolutionize shoe industry.

1884 The first African-American medical society, the Medico-Chirurgical Society of Washington, D.C., is founded April 24.

1884 Granville Woods, patents a steam boiler furnace and a telephone transmitter. W.B.Purvis, patent for electric railway and from 1884 - 1894, for ten different paper bag machines

1885 Sarah E. Goode, patent for folding cabinet bed. First woman of African-American ancestry to receive a patent.

1888 A.B. Blackburn, patent for railway signal. One of 40 patents he received.

1890 William B. Purvis, patent on Jan. 7, for fountain pen.

1890 George Washington Carver, a man born into slavery, enters Simpson College as a freshman and the first African American to attend the college. Carver went on to become one of the most significant botanists of the Twentieth Century.

1891 On May 4, physician Daniel Hale Williams opened Provident Hospital in Chicago, which includes a school to train African-American doctors and nurses.

1892 Andrew Beard, patent for his rotary engine.

1892 Sarah Boone, patent for ironing board with collapsible leg supports and padded top.

1893 On July 9, Daniel Hale Williams was the first doctor in the world to perform a successful open-heart operation.

1893 E.R. Robinson, patent for electric railway trolley.

1894 W.B. Purvis, patent for magnetic device

1897 Andrew J. Beard invents the "Jenny Coupler," an automatic system for coupling railroad cars. E.R. Robinson, patent for casting composite. C.V. Richey, patent for railroad switch.

1900 Washington Society of Colored Dentists founded.

1905 Sarah Breedlove McWilliams (better known as Madame C. J. Walker) founded her hair care company.

1916 Madeline Turner, patent for a fruit press.

1919 Alice H. Parker, patent for a furnace that distributed heat to various rooms of a building.

1921 Bessie Coleman is the first person of African American ancestry to become a licensed airplane pilot. Her accreditation is from the Federation Aeronautique Internationale in France.

1923 Garrett A. Morgan, patent for the automatic traffic light, which he sold to General Electric for \$40,000. He also is inventor of the gas mask.

1929 Martin Luther King, Jr., American civil rights leader, born in Atlanta, Georgia.

1935 Chemist Percy Julian develops physostigmine, a drug for the treatment of the eye disease glaucoma.

1935 Frederick M. Jones invented the first automatic refrigeration system for long-haul trucks. He received 60 patents in the field of refrigeration and airconditioning in his lifetime.

1941 Charles R. Drew, establishes donor blood banks in many states to collect for the U.S. Armed Forces.

1969 Marie Brittan Brown, patent for home security system.

1973 Shirley Ann Jackson receives Ph.D. in Physics from Massachusetts Institute of Technology; the first woman of



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**Mistakes:** *Creativity is allowing yourself to make mistakes. Art is knowing which ones to keep.*  
—Scott Adams, “Dilbert” cartoonist, 1957 -

## Science and Medicine



*Continued from page 6*

- African-American ancestry to do so.*
- 1974 Virgie M. Ammons, patent for fireplace damper actuating tool.
- 1979 Mary Ann Moore Carlisle patent for pain relief composition.
- 1980 Levi Watkins, Jr., is first surgeon to implant an automatic defibrillator in the human heart.
- 1983 Guion S. Bluford, Jr., crewman on space shuttle Challenger, making him the first African-American in space.
- 1987 Mae C. Jemison becomes a U.S. astronaut. In 1992, she became first African American woman in space.
- 1992 Edward S. Cooper becomes president of the American Heart Association; the first African-American to do so.
- 1993 Barbara Ross-Lee becomes dean of Ohio University College of Osteopathic Medicine at Athens. She is the first African-American woman to head a U.S. medical school.
- 1998 Patricia Bath, M.D., patents laser apparatus for surgery of cataractous lenses.

From University of California, Irvine.

## Chronology of Martin Luther King Jr. Day: January 20th

Martin Luther King, Jr. gave his life in 1968 in the pursuit of equality and peace for people of all races. In 1986 a national holiday was formed that focuses on his teachings and perpetuates the belief that all people are created equal.

Passing of the Civil Rights Act of 1964 was preceded by a tumultuous period in American history. The act guarantees equal rights in housing, public facilities, voting, and public schools and that everyone will have impartial hearings and jury trials.

December, 1955 - Martin Luther King, Jr. had received his doctorate degree in theology and moved to Montgomery, Alabama to preach at a Baptist church. Appalled at segregation throughout the South, King organized and led a boycott of the city bus system that lasted an entire year, ending when the Supreme Court declared that the Alabama state segregation law was unconstitutional.

1957 - The Civil Rights Movement essentially began when King founded the Southern Christian Leadership Conference (SCLC). He continued to organize nonviolent protests against unequal treatment.

August 23, 1963 - 250,000 people gathered in Washington, D.C. and peacefully marched to the Capitol Building to support the passing of laws that guaranteed equal civil rights. On the steps of the Lincoln Memorial, King delivered a speech later entitled “I Have a Dream.”

April 4, 1968 - Martin Luther King, Jr. was shot and killed while leading a workers’ strike in Memphis, Tennessee.

April 8, 1968 - Congressman John Conyers (D-Mich.) introduced legislation providing for a Martin Luther King, Jr. federal holiday.

April, 1971 - Petitions gathered by SCLC bearing 3 million signatures in support of King holiday presented to Congress.

1973 - First state King holiday bill (sponsored by then Assemblyman Harold Washington) was signed into law in Illinois.

1974 - Massachusetts, Connecticut enact statewide King holidays.

1978 - President Carter asks Congress to pass national MLK holiday.

1983 - The House of Representatives passes the King Holiday bill by a vote of 338 to 90.

August 27, 1983 - 750,000 demonstrators at the Lincoln Memorial for the “20th Anniversary March on Washington,” call on the U.S. Senate and President Reagan to pass the King holiday.

October 19, 1983 - Holiday Bill sponsored by Senator Ted Kennedy (D.-Mass.) passes U.S. Senate by a vote of 78-22.

November 3, 1983 - President Reagan signs bill establishing the 3rd Monday of every January as the Martin Luther King, Jr. national holiday.

January 20, 1986 - First national King Holiday Observed.

June 7, 1999 - Governor Jean Shaheen of New Hampshire signs the King Holiday legislation into law. The holiday is enacted in all 50 states.

October 29, 1999 - The U.S. Senate passes legislation requiring federal institutions to fly the U.S. flag on the Martin Luther King, Jr. Holiday.

—Abstracted from information provided by U.S. Information Service and the Martin Luther King, Jr. Center in Atlanta.

**Communications:** *I feel that if a person has problems communicating the very least he can do is to shut up.*  
—Tom Lehrer, American humorist and songwriter, 1928 -

## Optimism...

*Continued from page 1*

best news to employees came in the form of statistics that current District staffing levels were at 347 civilians and three military whereas the target level called for 381 civilians.

“Help is on the way,” said Walters. The District is not constrained by lack of funds to staff vacant positions as it was in recent years, so recruitment is already taking place, he said.

As the District moves into implementation of PMBP (Project Management Business Process) and defines the concepts of empowerment and teamwork for itself, certain efficiencies will develop and changing circumstances in our world also will have an impact, said Walters.

Privatization and a fiscally tight Army are changing the way the District does things.

“We have to adjust in the same way larger U.S. organiza-

tions have done,” he said. In the corporate world, survival clearly lies with those who “get” the messages of change. Ahead lie faster, “flatter” processes with strict hierarchies giving way to self-directed teams; tailored projects and processes; and reductions in costs and overhead. Although our customers appear satisfied with our current job execution, we can do better, he said.

Walters said that the agenda for the immediate future was largely taken up with the final separation of Division and District and the elimination of remaining “dual hat” positions and with facilities improvements that are tied in with the impending physical movement of offices (See accompanying story). Related to that is the “revitalization” of emergency preparedness.

“We want to change the way the District responds to emergencies,” he said.

Rather than stop the work of the District to attend to emergencies, the trend is to route the response to Division which can draw from a much larger pool of resources. Walters also made the point that civilians and military alike are all part of the Army.

## Moving Day...

*Continued from page 1*

handicapped-access codes was installed in Fiscal Year 1998 to service the parking area, first, second, and third floors.

Engineer Gordon Kuioka, Project Manager, PP-C, said that currently, construction work on the portion of the second floor that will be occupied by Information Management has just been completed and has already been accepted. Furniture installation is expected to begin at the end of February and communications wiring

should be done by the end of March. Construction on the third floor is more extensive and is expected to be completed by mid-May, with furniture installation following shortly thereafter.

Goddard said that renovation work is also scheduled for building 230, currently headquarters for both Division and District, and that a certain amount of “musical chairs” has to take place before everyone is in their final position. Unlike that game, however, those places are already known and are the result of intense planning over the past year, if not longer.

“In some instances we’re being forced to move to eliminate old buildings and reduce under-utilized spaces,” said Goddard. “However, we have the opportunity to improve the quality of life for the workforce and to produce efficiencies by locating



*The top floor of building 525 is shaping up to house POD offices. Renovation is complete and wiring is currently being installed for Information Management facilities on a portion of the floor directly below it. From this view the basement of the three story building is visible, making it appear to have four stories. PA photo*

certain offices near each other. We’ve found out that, ultimately, there is only one workable floor plan and that’s the one we’re ending up with,” said Goddard. While the overall square-footage will be lower than previously, operational “footage” will increase due to design improvements.

Kuioka said that when all is said and done, although things are undoubtedly complex, these moves will be much “cleaner” than previous ones because it’s largely a matter of timing since the spaces are already allocated. Relocating to different facilities can be very uncomfortable for some people, he said. “The relocated folks should allow a couple of months to adapt to their new spaces. Then, they’ll see that all the planning was worthwhile and they are doing better than before.”



**Labor:** *Do the hard jobs first. The easy jobs will take care of themselves.*—Dale Carnegie, U.S. writer, speaker, 1888-1955

## Regional Roundup

### HED and PICHTR enter into partnering agreement



*Building on the success of past cooperative efforts, Keith Matsumoto (seated left), Vice-president and Chief Operating Officer of the Hawaii-based independent not-for-profit organization PICHTR (Pacific International Center for High Technology Research) and HED Commander Lt. Col. Wally Z. Walters (seated right) sign a Memorandum of Understanding formalizing partnering between the two agencies. (standing l-r) Pat Billington, OC; Dennis Teranishi, PICHTR; James Berson, EC; Robert Inouye, PP-E; Ray Jyo, PP; and Dan Nakamura, EC-E. PICHTR's mission is to develop sustainable technologies for Hawaii and the Asia Pacific Basin through public and private partnerships. This agreement places HED as the executor for military projects and PICHTR as the executor for U.S. Dept. of Agriculture and private sector projects. It will be in effect for five years. Photo by Alexander Kufel*

## Korea Training Center using live fire

By Gloria Stanley

**A**n important part of readiness is live fire training. One of the Far East District's current projects is the upgrading of the Multipurpose Range Complex (MPRC) at the Rodriguez Range of the U.S. Army Korea Training Center in the northern part of South Korea.

This project is necessitated largely by wreckage suffered during the flooding of 1998. The flooding extensively damaged three target movers; rendered the underground wiring system inoperable—tearing and exposing wiring; and water-damaged transformers. MPRC course roads were washed out and a contaminants "collection pond" was filled with debris. The damage degraded operations for 30 days.

The District is upgrading the facilities and has just completed the first phase of the project. Phase I included eight firing positions, two kilometers of road and five reinforced concrete box culverts for flood control.

"The culverts were the biggest challenge, but they should control flooding here and will make it easier for tanks to cross the stream," said Maj. Pete Helmlinger, Project Engineer, Tongduchon Resident Office.

To minimize the impact on training capability at the range, the \$3.7 million dollar Phase I work had to be done on a very tight schedule. Consequently, on January 12, 2000, the live-fire range was ready. The 9<sup>th</sup> Infantry was the first unit to begin training exercises at the range using the Phase I upgrades. They employed Bradley Fighting Vehicles.

Phase II, also \$3 million, is scheduled for completion in June and will include 15 battle positions and ½ kilometer of road. Both Phase I and Phase II work will improve the durability of the firing positions.

Also under construction, and scheduled for completion by October 2000, are four open bay barracks, a maintenance facility, dining facility, and an after-action review facility. Each of the open bay barracks will house two companies. These facilities will greatly improve the quality of life for the soldiers who train at the MPRC.

"Currently, units train for three weeks at a time and their quarters are tents," said Mr. J.C. Clark, Range Officer. Clark has a maintenance crew of 92 men for the 260 acres he is responsible for at the MPRC.

Y. C. Chong, in charge of range operations and equipment, and Master Sgt. Tom Parsons, the range NCOIC, oversee the maintenance for the range. The typical maintenance schedule is one day of maintenance for every five days of use.

The MPRC is also used by other military elements. Units of the 2<sup>nd</sup> Infantry Division train there using helicopters, Bradley Fighting Vehicles, M-1 Abrams tanks, artillery, mortars, and close air support.



**Education:** *I only went through 10th grade, but you'll see all kinds of textbooks around me.... Whether you play blues or whatever, don't let people keep you like you were.—B.B. King, American blues musician*

## **Project Management Business Process *Teamworker***

*This department is dedicated to information related to PMBP. Emphasis will be on communications and anticipating areas of uncertainty. If you have questions related to this topic, you may send them through distribution or mail to*

The Pacific Connection, PAO, FS      Stop 502  
or,  
Editor, Pacific Connection, Bldg 230,  
Fort Shafter, Hawaii 96858-5440

**Question:** How will composition of the Project Delivery Team (PDT) be determined?

**Answer:** Upon assignment of a project to a project manager, the project manager will inform the functional chief of his/her need for personnel to serve on the PDT. The project manager may name request personnel (based on experience and expertise), but the functional manager will make the final determination based on resources within the functional organization.

**Question:** Is the project manager responsible for the performance of team members?

**Answer:** No, the entire PDT is responsible for the life-cycle of the project, delivering a quality project which meets customers needs, delivered on schedule and within cost. The functional chiefs are responsible for their employee's performance on the team.

View *The Pacific Connection* on the Internet at <http://www.pod.usace.army.mil/news/news.html>

### PRODUCTIVITY CORNER



#### What goes around...

His name was Fleming, and he was a poor Scottish farmer. One day, while trying to make a living for his family, he heard a cry for help coming from a nearby bog.

He dropped his tools and ran to the bog. There, mired to his waist in black muck, was a terrified boy, screaming and struggling to free himself. Farmer Fleming saved the lad from what could have been a slow and terrifying death.

The next day, a fancy carriage pulled up to the Scotsman's sparse surroundings. An elegantly dressed nobleman stepped out and introduced himself as the father of the boy Farmer Fleming had saved.

"I want to repay you," said the nobleman. "You saved my son's life."

"No, I can't accept payment for what I did," the Scottish farmer replied, waving off the offer.

At that moment, the farmer's own son came to the door of the family hovel. "Is that your son?" the nobleman asked.

"Yes," the farmer replied proudly.

"I'll make you a deal. Let me take him and give him a good education. If the lad is anything like his father, he'll grow to be a man you can be proud of."

And that he did.

In time, Farmer Fleming's son graduated from St. Mary's Hospital Medical School in London, and went on to become known throughout the world as the noted Sir Alexander Fleming, the discoverer of Penicillin. Years afterward, the nobleman's son was stricken with pneumonia. What saved him? Penicillin.

The name of the nobleman? Lord Randolph Churchill. His son's name? Sir Winston Churchill.

—First Draft

#### An examination of character

A lady in a faded gingham dress and her husband, dressed in a threadbare homespun suit, stepped off the train in Boston, and walked timidly into the Harvard University president's outer office. They had no appointment.

For hours, the secretary ignored them, hoping that the couple would finally become discouraged and go away. They didn't. The secretary grew frustrated and finally decided to disturb her boss.

The President sighed in exasperation and nodded. Stern-faced, he strutted toward the

couple.

The lady told him, "We had a son who attended Harvard for one year. He loved Harvard. He was happy here. But about a year ago, he was accidentally killed. And my husband and I would like to erect a memorial to him, somewhere on campus."

"Madam," the President said gruffly. "We can't put up a statue for every person who attended Harvard and died. If we did, this place would look like a cemetery."

"Oh, no," the lady explained quickly. "We don't want to erect a statue. We thought we would like to give a building to Harvard."

The president rolled his eyes. "A building! Do you have any earthly idea how much a building costs? We have over seven and a half million dollars in the physical plant at Harvard."

For a moment the lady was silent. The president was pleased. He could get rid of them now. And the lady turned to her husband and said quietly, "Is that all it costs to start a university? Why don't we just start our own?"

Her husband nodded.

And Mr. and Mrs. Leland Stanford walked away, traveling to Palo Alto, Calif., where they established the university that bears their name, a memorial to a son that Harvard no longer cared about.

—First Draft

**Passion:** *Great dancers are great not because of their technique; they are great because of their passion.*  
—Martha Graham, American choreographer, 1893 - 1991

## PRODUCTIVE PEOPLE



### Lynette Kam Serrao

*Hometown: Aiea*

*Years with Corps: 14*

*Works in: Fort Shafter Resident Office*

**C**ivil Engineering Technician Lynette Serrao said that while she enjoys work, it is when her family is all together that life is at its happiest.

"I don't have an interesting life," laughed Serrao. "I just have four kids and a husband and a job."

That means husband Jonathan, also a Corps employee; son Matthew, 17; daughter Mari, 15; son Mark, 10; and daughter Melanie, 6. They, of course, represent only the tip of the iceberg.

"I love to write," she said. Serrao has been keeping journals for 20 years. She said that there is nothing secretive about her writing and her journals are accessible to her family. "Believe me," she said, "my journals from before the children were born are a great source of amusement to them."

Serrao said that she writes, in part, so her children will know who she is. "It's not that I don't speak openly," she said. "All my dreams are in my children. I want to be able to share my thoughts at a time when they're ready for them."

Life is constantly on the move she said, with music lessons and church and after-school activities to attend to, and household tasks that always need to be done. But, she said, the family always finds time to do things together, even if it means going to the movies, playing "Name That Tune" on the family piano, or making a picnic out of a weekday dinner.

Lynette is making HED more productive.



### Doris Remigio Aguilar

*Hometown: Kapalama*

*Years with Corps: 16*

*Works in: EProject Management*

**P**rogram analyst Doris Aguilar said that she doesn't just like to drop work when it's time to leave, she would rather stay and finish it.

"Sometimes the family will call and remind me that the dinner hour is near," she said. Then she has to scramble because her life outside of work is just as full.

Aguilar's priorities are based on the same sensibilities in and out of the office. Her loyalties run deep and she likes to see everything and everyone properly taken care of.

When she and her husband of 10 years, Billy, built a house, their own needs were expanded to include a separate apartment on the first floor for her parents. When she structures her home time, it is done around looking in on and spending time with her parents together with spending time with their 9-year-old son Kevin, overseeing his homework and taking him places. Aguilar said that her own love of books must be rubbing off on Kevin as recently he asked if people lived in libraries, saying that it seemed like a good place for someone to make a home.

Aguilar likes to travel, but said it's usually to visit or even to assist relatives, such as her sister in California who recently had a baby. She said that she visited Las Vegas once, but gambling isn't that attractive to her.

"We work hard for our money," she said. "And we don't want someone taking it away just like that."

Doris is making HED more productive.

**Dreams:** *Dreams that do come true can be as unsettling as those that don't.* —Brett Butler, American comedienne

**Observe National Engineers Week, Feb. 20-26**

*Noteworthy: HED employees and their families once again volunteered their time to act as proctors and scorers for the local level of the 2000 Mathcounts competition conducted Feb. 12. Seventh- and eighth-graders from 34 public and private schools participated in individual and team-heats, followed by a "speed" round for the top eight participants. The competition is sponsored by the National Society of Professional Engineers. (Above left, l-r) Louis Muzzarini, EC-C; Thom Lichte, EC-E; Roger Blankenship, SO, and his wife Donna; and James Tamura, EC-CQ. (Above right, l-r) Kenneth Smith, husband of Zandra Smith, RE; Paul Mizue, PP-C; Adalina Chun, IM; and John Gouveia, RM-F. Photos courtesy of James Tamura*



**Aloha means Hello** to management analyst **Daniel Borges**, who joins POD RM from USACE; to staff accountant **Madine Sadaoka** who joins POD RM from DFAS on Ford Island; and to Division support assistant **Ozelle Preza** who joins POD PM from Seattle Engineer District. **Aloha means Goodbye** to **Louis Carr**, director of Engineering and Technical Services who left POD for the Mississippi Valley Division in Vicksburg, Miss. **Aloha means Hello** to DA Interns **Hunjin Kye**, a civil engineer from Los Angeles; **Austin Rester**, an electrical engineer from Louisiana; and **Darren Walls**,



an architect from Clinton, Md.

**Aloha means Hello** to civil engineer **Nurhan Tan**, detailed from Seattle District while **James Date** is on extended training for six months.

**Aloha means Goodbye** to civil engineer **Wayne Hashiro**, leaving to become chief of Design Branch in Norfolk District. **Aloha mean Goodbye and Hello** to **Karen Tomoyasu** who was secretary for HED Information Management and is now a management and program assistant with POD. **Aloha means Goodbye** to construction representative **Pete Aquino**, EC-CF, at Fort Shafter Resident Office on his retirement, and to architect **Ed Chang**, EC-D, on

his transfer to JED.

**Condolences** to **Lise Ditzel-Ma**, PP-A, and **Dickson Ma.**, EC-CQ, on the death of Lise's father Fred Ditzel on Dec. 25. Fred was an active member of Harris Methodist Church and had just completed the reading at Christmas Eve services when he fell ill and was taken to the hospital. He was chairman of the Food Service and Hotel Management Dept. at Kapiolani Community College.

**Condolences** to **Jim Pennaz**, EC-T, on the death of his father Joseph P. Pennaz Dec. 31 in Minneapolis after a long illness. Jim said that his father was a furrier and that at the funeral services Jim wore a full-length sealskin coat and his sister-in-law wore a mink coat that were made by his Dad.

**2000 General Schedule (GS) base rate Salary Table\***

STEP	1	2	3	4	5	6	7	8	9	10
GS- 1	\$13,870	\$14,332	\$14,794	\$15,252	\$15,715	\$15,986	\$16,440	\$16,900	\$16,918	\$17,351
GS- 2	15,594	15,964	16,481	16,918	17,107	17,610	18,113	18,616	19,119	19,622
GS- 3	17,015	17,582	18,149	18,716	19,283	19,850	20,417	20,984	21,551	22,118
GS- 4	19,100	19,737	20,374	21,011	21,648	22,285	22,922	23,559	24,196	24,833
GS- 5	21,370	22,082	22,794	23,506	24,218	24,930	25,642	26,354	27,066	27,778
GS- 6	23,820	24,614	25,408	26,202	26,996	27,790	28,584	29,378	30,172	30,966
GS- 7	26,470	27,352	28,234	29,116	29,998	30,880	31,762	32,644	33,526	34,408
GS- 8	29,315	30,292	31,269	32,246	33,223	34,200	35,177	36,154	37,131	38,108
GS- 9	32,380	33,459	34,538	35,617	36,696	37,775	38,854	39,933	41,012	42,091
GS-10	35,658	36,847	38,036	39,225	40,414	41,603	42,792	43,981	45,170	46,359
GS-11	39,178	40,484	41,790	43,096	44,402	45,708	47,014	48,320	49,626	50,932
GS-12	46,955	48,520	50,085	51,650	53,215	54,780	56,345	57,910	59,475	61,040
GS-13	55,837	57,698	59,559	61,420	63,281	65,142	67,003	68,864	70,725	72,586
GS-14	65,983	68,182	70,381	72,580	74,779	76,978	79,177	81,376	83,575	85,774
GS-15	77,614	80,201	82,788	85,375	87,962	90,549	93,136	95,723	98,310	100,897

\* Effective January 1999. Reflects 3.10% increase. Does not include locality adjustment, nor COLA.