



Torrential rains test Corps Big Island flood control projects

Story by Alexander Kufel

As rains on the Big Island of Hawaii in early November built up to record-breaking levels and concern mounted as stream banks overflowed and bridges washed out from the unprecedented torrent, a number of Honolulu Engineer District (HED) employees also watched with bated breath. Their concern was with the performance of several flood control projects that the District designed and built—Alenaio Stream, Wailoa Stream and Paauau Stream. It was a great relief to everyone that the three projects successfully carried at least as much water as the 100-year-flood levels for which they were designed. Civil engineer technician Dan Meyers, EC-T, found that out upon boarding a plane and going to Hilo as soon as he could to do a preliminary “post-event” assessment.

“I had walked our flood control projects many times on our regular O&M (Operations and Maintenance) inspection rounds and I wanted to see how certain sections performed under the pressure of 37 inches of rainfall within a very short period,” said Meyers. O & M inspections are conducted regularly by HED in conjunction with the State of Hawaii. “Early reports said that there was a lot of devastation along certain stream paths so I also wanted to start the ball rolling toward releasing emergency funds if it was warranted,” he said.



The Alenaio Flood Control Project is functioning near capacity carrying a torrent from 37 inches of rain in two days. —Photo by Dan Meyers.

Joel Hendrix, EMD chief, agreed. “We believe the flooding peaked about 2 a.m. Dan was on the phone very early in the morning seeking authorization to do an assessment. Our immediate concern was for the welfare of the residents of the hardest hit areas,” he said. “Dan was able to confirm early that there was no loss of life and that although there was some property damage to homes

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Ambition: *It's not what you are, it's what you don't become that hurts.* —Oscar Levant, pianist and actor, 1906-1972

Opinion



By Doug MaKitten

**Internet hoaxes
and urban legends
waste our time**

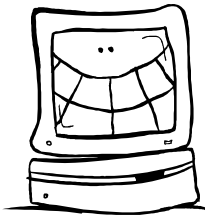
I hate urban legends, and you should too! Maybe "urban legend" is a new term to you and no, in this usage we aren't referring to Shaquille O'Neal or some other inner city basketball star.

Australia's Urban Legend Research Centre offers the following definition:

"An Urban Legend is usually a (good/captivating/titillating/engrossing/incredible/worrying) story that has had a wide audience, is circulated spontaneously, has been told in several forms, and which many have chosen to believe (whether actively or passively) despite the lack of actual evidence to substantiate the story."

Let's look at some examples that have circulated on HED computers. One was a request to add your name to an email petition to stop a tax on email. Another was a plea to send a card to a dying cancer victim trying to set a collecting record before he dies. A third was a warning about a dangerous disease transmitted by eating bananas from a certain country.

All of these — and many more — have something in common. They sound somewhat real, but they are as phony as three-dollar bills. That's right. Call them urban legends, Internet hoaxes, junk mail, whatever. The point is that this claptrap clogs your computer, gets you needlessly concerned and wastes your time. In "bc" (before computer) days, stuff like this circulated in chain letters which promised good luck if you kept forwarding



them and dire consequences if you didn't. It might take weeks for such letters to move from the mainland to Hawaii.

Today, thanks to Bill Gates and the Apple folks, urban legends, like everything else in cyberspace, can go from Tegucigalpa to Tokyo or Miami to Mililani in minutes. As a result, stuff that once would have ended up in a trash can, takes on a life of its own. It's not unusual to see the same urban legends pop up every few months, like crab grass, Suzanne Somers television infomercials and other annoyances.

Maybe it is easier for those of us in the always-skeptical news

business to spot this stuff a gigabyte away. But you don't need to be an investigative reporter or Sherlock Holmes to find the real story.

A number of web sites, all just a few clicks away on the Internet, can provide you the information you need to put a stop to this claptrap.

Just check out a few of these and within a few minutes you will see just what I mean:

<http://www.urbanlegends.com/>(Alt.Folklore.Urban site)

<http://urbanlegends.about.com/science/urbanlegends/>

(About.com site)

<http://www.snopes2.com/>(San Fernando Valley Folklore Society site)

<http://www.ulrc.com.au/>(Australia Urban Legends Research Centre site)

<http://www.scambusters.org> (Billed as the "number 1 publication on Internet fraud")

So the next time your Cousin Kimo, Aunt Agnes or Joe Bob from Mobile District sends you something that sounds like an urban legend, check it out first BEFORE forwarding it. Then, money to malassadas — or dollars to doughnuts if you prefer — when you find out the legend is just that, send your research back in a reply to whomever forwarded it to you and do everyone a favor.

Oh, and in the off chance that one of these tall tales actually turns out to be true? Give me a call, show me the proof and I'll buy the malassadas!



And the walls came tumblin' down... *The first of 305 dwelling units scheduled for demolition at Aliamanu Military Reservation came down Nov. 27. The buildings were determined to be too costly to repair due to extensive termite damage and cracks in the foundations. HED awarded the \$2.25 million demolition contract to San Construction on Sept. 30, 2000. A second contract for the demolition of 270 additional units at AMR is in the pre-award stage.*

—Photo by Lise Ditzel-Ma

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Democracy: *It has been said that democracy is the worst form of government except all the others that have been tried.*
—Winston Churchill, British Prime Minister, 1874-1965

PP-A chief Sakado retires after 40 years of federal service

Story and photograph by Alexander Kufel

It's the eve of his retirement following 20 years of active-duty military service as an engineer and 20 more years of civilian service with the Army Corps of Engineers and Raleigh Sakado, PP-

thinking. He said that he learned to value change early in life as a direct result of growing up in the slow-paced environment of Kamuela on the Big Island. When he left home to attend school at the University of Hawaii, Manoa campus, he found the dynamism of life there fascinating. This was further confirmed following graduation in the advanced ROTC program with a degree



Raleigh Sakado thanks everyone for his well-attended retirement party at Honolulu Country Club Tuesday, Dec. 5.

A, is still concerned with the welfare of employees and the future of the organization. Still very much the deputy chief of HED Programs and Project Management, Sakado said that he sees the necessity for visionary planning as a key ingredient in future successes of the Corps and feels that grooming youth to adapt to changing requirements is an essential part of that process. The requirements for the changes HED has been experiencing lately are nothing new, he said. What's new is that the organization's ability to respond quickly and well is more critical than ever.

"If I can contribute anything more to how HED and POD are going to look in the future before I leave I want to do that," he said. "I don't mind retiring as it gives 'emerging' leaders an opportunity to emerge. I hope that I've done a good enough job in grooming people to take the places of people like myself." Sakado said that he has always tried to push young people to seek challenges and higher goals.

These concerns are not recent developments in Sakado's

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I don't mind retiring as it gives 'emerging' leaders an opportunity to emerge.
”

in civil engineering when he fulfilled his military obligation by going on active duty in the Army as a Second Lieutenant. He spent the next two years in France.

Sakado said that he loved being in the Army and discovered in his first assignment that the keys to getting things done with both military and civilians alike lie in the importance of developing mutual respect and treating people as human beings. He said that his initial experience in working with civilians as an Army officer was with French nationals and he realized that people everywhere were pretty much the same.

Although he was a reserve-officer on active-duty, Sakado enjoyed Army life and developed a career which took him to Virginia, Missouri, Quemoy Island and Taiwan, Vietnam, Korea, Germany, and Hawaii (25th Infantry Division and PACOM) before he retired. Along the way he married Mabel, his wife of 24 years, and earned a master's degree in civil engineering from Arizona State University in the Army's advanced degree program. He is also a graduate of the Army Command and General Staff College at Fort Leavenworth, Kan. His 20-year civilian career with the Corps has been with Pacific Ocean Division and Honolulu Engineer District. Sakado began as a general engineer with Facilities Engineers Support Branch in 1981. Since 1986 he has served as chief of various departments, including a one-year stint as acting-chief of Engineering Services Division, DETS (Directorate of Engineer and Technical Services).

During the period when POD and HED reorganized into stand-alone organizations, Sakado was instrumental in consolidating the Facilities Engineering Support Branch, the Military Construction Branch (MILCON-MCA), the Army Family Housing Branch, Environmental Branch and Civil Works Branch. He also was detailed for some time as Deputy to the District Commander.

Character: *Nearly all men can stand adversity, but if you want to test a man's character, give him power.*
—Abraham Lincoln, 16th U.S. President, 1809-1865

Flowers becomes 50th Chief of Engineers in Fort Myer ceremony

Lt. Gen. Robert Flowers became the 50th Chief of Engineers in an Oct. 23 ceremony at Fort Myer, Va.

During the ceremony, presided at by Gen. Eric Shinseki, Chief of Staff of the U.S. Army, Flowers was also promoted from major general to lieutenant general. As part of the ceremony, the historic gold castles originally owned by Gen. Douglas MacArthur were pinned on Flowers' uniform.

Before assuming command of the Corps, Flowers was commanding general of the Maneuver Support Center and Fort Leonard Wood, Mo.

"When I was at Fort Leonard Wood, I was seriously considering retiring," Flowers said. "In February, when the first adverse

articles came out about the Corps of Engineers, Linda (Flowers' wife) came to me and said, 'You know what this means, don't you?' I said, 'No,' and she said, 'It means they need you, and you need to go for this job.'

"To the men and women of the Corps of Engineers, your reputation for excellence is second to none," Flowers continued. "I've got great faith in the men and women of the Corps, and in the way you conduct day-to-day business. If we continue to operate under the same principles of credibility and integrity as those

who came before us, there isn't any challenge we can't seize. By working together, I promise you that the U.S. Army Corps of Engineers will not let this country down."

Flowers was born in Pennsylvania and resided in several areas of the world as his family moved during his father's military career. Following graduation and commissioning from the Virginia Military Institute in 1969, he completed Airborne and Ranger training and began his career as an engineer officer. He holds a master's degree in civil engineering from the University of Virginia and is a registered professional engineer.

Flowers' other commands include an engineer company in Germany; the 307th Engineer Battalion, 82nd Airborne Division; the 20th Engineer Brigade, XVIII Corps (Airborne); and the Mississippi Valley Division of the U.S. Army Corps of Engineers.



Lt. Gen. Robert Flowers, 50th Chief of Engineers.
—USACE photo.



Lt. Gen. Robert Flowers (left), takes the Corps flag from Gen. Eric Shinseki, Army Chief of Staff, taking command of the Army Corps of Engineers as the 50th Chief of Engineers.
— Photo by F.T. Eyre, HQUSACE

His operational deployments include command of an expanded brigade of 10 battalions (7,700 soldiers) during Operations Desert Shield and Desert Storm; Task Force Engineer for the Joint Task Force in Somalia; and Deputy Chief of Staff for Engineering (Forward), U.S. Army Europe in Bosnia.

Flowers' other assignments include Assistant Division Commander, 2nd Infantry Division (Mechanized), Eighth U.S. Army, South Korea; Deputy Commanding General and Assistant Commandant, U.S. Army Engineer Center and School, Fort Leonard Wood, Missouri; Branch Chief, Counternarcotics Operations Division, Washington, D.C.; Combat Developer, Combined Arms Center, Fort Leavenworth, Kansas; Field Engineer and Research Project Manager for the Portland Engineer District; and Staff Engineer in Thailand for the Udorn Detachment and Northern Thailand.

(Editor's Note: HQUSACE Public Affairs provided the information for this article.)

Mistakes: *A life spent making mistakes is not only more honorable but more useful than a life spent doing nothing.*
—George Bernard Shaw, British dramatist, 1856-1950

Office of Counsel welcomes new chief

Story and photo by Michelle Cain

Twenty-nine years ago, Hawaii was the setting for the beginning of a long and impressive military career for attorney Vincent Faggioli, then a young infantry officer assigned to the 25th Infantry Division at Schofield Barracks.

So what better place than Honolulu to begin a new career, this time as the newly appointed District Counsel with the Corps of Engineers?

Of course, a lot has happened in those intervening years, namely a major career change from infantryman to lawyer. Faggioli always had an interest in law, so after four years in the infantry he applied for and was accepted into an Army program that allowed him to go to law school full-time while still on active duty. He graduated from the University of Utah School of Law in 1978 and became a lawyer in the Judge Advocate General (JAG) Corps.

“I joined the Army because I really believe that America is the greatest country on earth,” said Faggioli. “It’s fulfilling and rewarding to be in the service of our country.

He made the transition from infantryman to attorney because, he said, “The foundation of our country is built on law. We in government are creatures of law. There are more than two sides to every issue; the law gives a well-rounded view of the way things are.” He added that the best part of being a lawyer is solving problems and helping people in a way that will hold up in court.

Faggioli comes to the District on the heels of his retirement from the Army, at the rank of colonel.

Although the Corps of Engineers is vastly different from the

JAG Corps, Faggioli has worked with the Corps on legal matters throughout his career. “I knew it would be an interesting and exciting experi-

We in government are creatures of law.

ence working with the Corps of Engineers,” he said. “The Corps builds things that you can tangibly show people.”

He cited four goals that he has for the Office of Counsel:

1) To be a responsive, customer-oriented organization. “One that always makes the customer feel like they’re important and that their issue is important to us,” he said.

2) To ensure that the Office of Counsel is right, professionally.

3) To be part of the Corps team. “We don’t consider ourselves a separate entity; we’re part of the same team.”

4) To have fun!

Faggioli said he is eager for the District’s employees to teach him what he needs to know about the Corps. “I’m in the receive mode,” he said. “I appreciate all the people here who are teaching me.”

Faggioli holds a bachelor of science in political science from



Vincent Faggioli, District Counsel

the University of Utah, master of arts in public administration from Central Michigan University, juris doctor from the University of Utah School of Law, and masters of law in both tax and contract law and international law from George Washington University. He is a member of the Oklahoma and Utah Bar Associations and admitted to practice before the U.S. Supreme Court.

Prior to graduating from the University of Utah and receiving his commission as an ROTC Distinguished Military Graduate, Faggioli spent three years doing missionary work in the South Pacific, where he grew to love the Polynesian culture.

His final military assignment was as Staff Judge Advocate for the U.S. European Command in Stuttgart, Germany. Other assignments include: Judge Advocate, United Nations Command, U.S. Forces Korea and Staff Judge Advocate, Eighth U.S. Army; Special Counsel to Mr. Frank Hunger, Assistant Attorney General, Civil Division, U.S. Department of Justice; Principal Treaty Advisor/International Law Attorney for Commander, Ballistic Missile Defense Organization; Staff Judge Advocate, 2nd Infantry Division, Korea; Chief Counsel/Staff Judge Advocate, White Sands Missile Range, N.M.; Attorney-Advisor for Department of the Army on Government Tax and Contract Matters, Headquarters, Department of the Army; Deputy Staff Judge Advocate, National Training Center, Fort Irwin, Calif.; and Prosecuting Attorney, Headquarters, 21st Support Command, Kaiserslautern, Germany.

Faggioli’s wife, Karen, an elementary school teacher, is hoping to teach in Hawaii schools. She is also a lieutenant colonel in the Army Reserve. His son, Vincent II, is a freshman at Brigham Young University. In his leisure time, Faggioli enjoys sports; he is an avid runner and enjoys working out and playing golf. “I’m glad to be on an installation with a golf course,” he said. He also enjoys law-related reading and studying international law. And he says he loves lawyer jokes.

Experience: *The trouble with using experience as a guide is that the final exam often comes first and then the lesson.—Unknown*

May your days be merry and bright...

Season's Greetings from HED

Volunteers load a truck with toys, clothing and 400 pounds of food to be delivered to the Community Clearing House and the Hawaii Food Bank. The donations were collected during HED's 13th Annual Canned Goods, Toys and Clothes Drive. —Photo by Michelle Cain.



LM's Clifford Olivera, Roy Yamanaka and Melvin Wright assemble HED's contribution to the Fort Shafter Christmas card display across from Richardson Theater. The card won second place in the post-wide competition. —Photo by Michelle Cain.



Whether through giant Christmas cards, organizational parties, or giving to the community, HED team members found many ways to share the holiday season.

Is a career change in his future? Kurtis Kikkawa, CT-C, shows off his "antlers" at the Special Emphasis Program Committee's (SEPC) annual Christmas party. —Photo by Tammy Luke.



Life: *Life is like playing a violin in public and learning the instrument as one goes on.* —Samuel Butler, English novelist, 1835-1902

HED employee supports deployments

Story by Michelle Cain

Most people in the District know him as Bob Sundberg, an attorney with the Office of Counsel. But for the better part of the past 12 months he's worn a different hat—a BDU (Battle Dress Uniform) cap, to be exact and he hasn't been in Hawaii either. Lt. Col. Robert M. Sundberg has been halfway around the world, first in East Timor, then in war-torn Bosnia.

Sundberg, a member of the Army Reserve's 322nd Civil Affairs Brigade, began his travels in September 1999 with a two-month assignment in East Timor. He was part of a mixed group of reservists and active duty civil affairs people tasked, as part of an emergency call-up, to support the allied peacekeeping force and staff a Civil Military Operations Center. His work there included assisting military police in identifying points of contact for non-governmental organizations to approach if they discovered suspected human rights violations. He returned to Hawaii in November. (See *October/November 1999 Pacific Connection*.)

As a member of a Rapid Deployment Team, a special unit subject to call-up at a moment's notice, Sundberg responded to a presidential call-up in January and was quickly on his way to Bosnia. He worked with the Office of High Representative (the international organization charged with monitoring the 1995 Dayton Peace Accord and assisting the Bosnian people in developing democratic, western-style government and economic institutions) in Brcko as a liaison officer for the Stabilization Force (SFOR), doing legal and economic development work.

Sundberg noted that the country is beautiful and is about the size of the state of Tennessee, with 4.5 million people living there.

"The people are warm and outgoing, friendly and personable," he said. Many of them fled eight years ago and now can't go back to their homes because they've either been destroyed, are now located in an area controlled by an opposing ethnic group, or are occupied by other displaced persons. About 60 percent of the population are officially unemployed. The country's main resources

are coal, iron, hydro-electric power, and timber.

"Serbo-Croatian is about as different from English as Latin or Greek is," Sundberg said. He was able to pick up a few words and phrases of the language while he was there, but relied on good interpreter support for lengthy communications.



Lt. Col. Bob Sundberg (right), HED Office of Counsel, awaits transportation in Shannon, Ireland with other members of his Army Reserve unit during a deployment. —Photo courtesy of Bob Sundberg.

Sundberg said he has never experienced anything like what he did in Bosnia. It was a communist country for 50 years, and the people are just now beginning to learn what it's like to have a western economy and a western way of life. "My sense is that it will be many years before Bosnia resembles a modern government," he said. "The country is totally messed up today, four years after the war ended. It is split into two separate entities, one of which is split into two quasi-separate entities."

When asked what impressed him the most about his experience in Bosnia,

Sundberg replied that there is a desperate longing of the people there to lead normal lives again.

"There is an almost overwhelming sense that they had no idea how to go about regaining normalcy in their lives. Right now there's a pervading sense of uncertainty about the future."

In comparing the two experiences, Sundberg observed, "They were different in the sense that in East Timor it was the very beginning of the peacekeeping operation. Bosnia was a more mature operation. They went from one end of the spectrum to the other in terms of peacekeeping operations."

Sundberg began his military career on active duty as an attorney in the Army's Judge Advocate General Corps. He held assignments in Heidelberg and Mannheim, Germany and Fort Lee, Va. before leaving active duty in 1987. He came to the District in November of that year, and with a strong desire to serve his country and help other people, joined his current Army Reserve unit in 1988. "It's rewarding when you're able to participate in humanitarian missions," he said.

He has found that it's sometimes very difficult to juggle both military and civilian careers because of all the time required by each. "This organization (Office of Counsel), our District leadership, and all of my colleagues at HED and POD have been tremendously supportive," he said.

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ticipate in humani-
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”

Fun: *The person who does not work for the love of work but only for money is not likely to make money nor to find much fun in life.* —Charles M. Schwab, American industrialist, 1862-1939

Agencies work together to improve soldiers' quality of life

Team effort results in completion of family housing on Schofield Barracks

Story and photos by Michelle Cain

If the Tuckers are any indication, there are 64 very happy families living in brand new family housing on Schofield Barracks.

Chief Warrant Officer 2 James Tucker of C Co., 1st Battalion, 25th Aviation Regiment, his wife Gayle, daughter Elizabeth, and granddaughter Alaysia moved into their quarters in the newly-completed project in November.

"We absolutely love them," raved Gayle Tucker. "The space is unbelievable. There's lots of storage space and a beautiful yard. We couldn't ask for more. We are just so pleased with this house."

The FY99 Family Housing New Construction Project is the first one designated as officer housing since new construction began in 1990, said Keith Nishioka, Directorate of Public Works (DPW) Facilities Maintenance Coordination Officer. Until now, all new construction and revitalization projects have been for enlisted soldiers and non-commissioned officers.

"This project is a blessing for the company grade category," he said.

HED awarded the contract for 64 junior officer units to Texas-based Hunt Building Corporation in March 1999 at a cost of \$13,147,911. It was awarded under the 'design/build' construction concept.

"Typically, we used to do the design and then award a contract to the contractor based on that design," said project manager, Glen Takishita. "But today's family housing projects are 'design/build' which is where we award a contract to the contractor and they come up with the design for the project themselves, based on what is proposed."

This process has been used in the construction of Army family housing in Hawaii since Aliamanu Military Reservation was built in the 1970s.

The design/build process works well for family housing con-

struction because the units don't need to be built to conform to military standards of construction, as do other installation projects. Housing can be built in line with commercial standards, thus providing a product similar to what's available outside the installation, Takishita explained.

The 'design/build' contract is one entity. The designer is part



Gayle Tucker appreciates the well-designed kitchen, just one example of the exceptional planning and construction that went into the building of the FY99 Family Housing Project.

of the contractor's staff, so if the contractor has a problem with the design during construction, he can fix it without going back to the Architect-Engineer consultant or in-house designer, explained Lise Ditzel-Ma, who was the original project manager before taking maternity leave.

"It's been so successful, and we have it down pat. We'd like to make all military construction 'design/build,' she said.

"The liability is less on the government, and it's faster to get problems resolved because the same entity is responsible for it," she said. "It's the wave of the future in military construction. And it's more cost effective for the government."

Giving the design responsibility to the contractor saves the government money up front, added Takishita.

Each family housing project is a learning process, Takishita

See "Team Effort," page 9

Leadership:

A community is like a ship; everyone ought to be prepared to take the helm.
—Henrik Ibsen, Norwegian playwright, 1828-1906

Team Effort...

Continued from page 8.

said. “We try to make use of lessons learned from previous projects and improve as we go along.

“We also work closely with DPW to find out what they want included in each project, and then try to incorporate all of their requests into the Request For Design.

“It’s a partnership,” said Nishioka. “If there were any problems the Corps was quick to react to our concerns. Even the contractor took that into account and tried to rectify any problems that evolved during the construction process.”

HED Construction Representative Al Carvalho, agreed. “It’s a team effort between the design contractor, our office, and all Army agencies involved.

“We turned over the units in just about a year from ground-breaking. We worked around any problems that came up without stopping work; we just kept on going and met our deadlines,” said Carvalho.

“We’ve had several projects with Hunt Building Corporation, and they’ve always been very cooperative in working with the government,” said Takishita. “Their contract proposals are always very well done. They give us everything we ask for, yet their price is consistently lower than anyone else’s. We’ve had few, if any, problems; we’ve partnered really well with them.”

Carvalho explained that Hunt has a team that specializes in Army family housing. “The units are very well-built. The Army is lucky to have somebody like Hunt who knows how to do business building family housing.”

Family housing projects encompass more than just the buildings. They are full-blown neighborhood projects whereby the contractor develops the site in full, to include amenities such as play-



Chief Warrant Officer 2 James Tucker begins the process of unpacking and getting settled in his new home at Schofield Barracks.

grounds and bike paths. “It’s a neighborhood concept,” said Ditzel-Ma.

Ultimately, a delighted customer is everyone’s goal upon completion of a project such as this one. And if customer satisfaction can be measured by the Tucker family, all parties involved seem to have scored a perfect ‘10.’



Moving trucks were a familiar sight during November and December as families moved into their new homes at Schofield Barracks. The newly-opened housing area is located near Burger King, behind the chapel.

Laughter: *You don't stop laughing because you grow old; you grow old because you stop laughing.*
—Michael Pritchard, motivational speaker

Big Island flood...

Continued from page 1

age to homes in areas other than our projects, major tragedy was averted.”

Meyers also confirmed that while the three projects performed

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Although there was some property damage to homes in areas other than our projects, major tragedy was averted.
”

as designed and protected surrounding homes and property, they did experience some damage to themselves. Hydraulic engineer Jim Pennaz, chief of Civil Works Technical Branch and the designer of the Alenaio Flood Control Project, said that all three

projects were designed to carry the water that would develop in a “100-year-flood-level event” and that each performed very well considering that this particular event exceeded that. By way of explanation, Pennaz said that a 100-year level translates to a one percent chance per year that water flow in a specific area will exceed established levels.

Preliminary estimates by the Corps based on high-water marks in the project site areas and other data indicated that the Alenaio Flood Control Project (FCP), which cost nearly \$16 million when it was completed in 1998, prevented losses estimated at more than \$14 million, and nearly paid for itself during this recent event. The quantity and force of the water was such, however, that Alenaio FCP did not emerge completely unscathed. It sustained erosion damage at various sites along the stream bank throughout the project. Water overtopped the project at one location, but the overflow was contained by an adjacent channel and rapidly returned to the project. Rehabilitation costs for this project will be 100 percent federally funded and are estimated at \$368,000.

Ten floods struck downtown Hilo from 1920 through 1994 when the decision was made to go ahead with the Alenaio FCP. This was the first real test of the project since 15 inches of rain fell on Hilo during a two day period in August 1994 just before construction started.

According to similar preliminary estimates, the Wailoa Stream FCP prevented damages of nearly \$1.5 million, although a 150-foot stretch of levee was overtopped

when the natural stream path changed at the upstream end of the project. Some 300 feet of rip-rap and 200 feet of concrete also washed away and will be replaced. Rocks and debris that ended up on the nearby UH-Hilo baseball field are being disposed of by the State of Hawaii. Costs for rehabilitation of this project are 100 percent federally funded and are estimated at \$1.6 million.

The Paauau Stream FCP near Pahala prevented estimated losses that could have exceeded \$1.5 million, although it too sustained damage to a number of locations along the channel. Costs for rehabilitation of the Paauau Stream FCP are 100 percent federally funded and are estimated at \$1.1 million.

Hydraulic engineer Nani Bennett, EC-T, said that in addition to these sites, the flood control project at Waiakea Stream, which was built by the County of Hawaii in 1985, is eligible for public funds to repair damages it received estimated at about \$1.12 million. A total of 1,700 linear feet of natural side slope was scoured, as were portions of the channel bottom. Under Public Law 84-99, 80 percent of the estimated amount will be federally funded. A condition of eligibility for those monies under the public law is regular maintenance and a joint Corps of Engineers/State of Hawaii O & M inspection every other year.

Repairs to all four projects are estimated at \$4.19 million. HED project manager David Kern, PP-C, said that reports have just been finalized. Rehabilitation plans and specifications will be initiated in January 2001 with awards for construction expected around March. The goal is to complete repairs prior to the start of the next flood season which usually begins around the end of October.

Conclusive figures for Hawaii island-wide damages are not yet available.



Alenaio Stream outlet showing water level as it exits the flood control project.

—Photo by Dan Meyers.

Talk: *Wise men talk because they have something to say; fools talk because they have to say something.*
—Plato, Greek philosopher, 427-347 B.C.

Regional Roundup

Far East District selected as PACAF Air Force Design Agent of the Year

Seoul, Korea -- The Far East District (FED) of the U.S. Army Corps of Engineers was selected as the Pacific Air Force (PACAF) Air Force Design Agent of the year.

Col. Gregory S. Kuhr, FED Commander, accepted the award on behalf of the district during a luncheon at the annual PACAF Conference in Honolulu, October 31. During Fiscal Year 2000, the Far East District awarded construction contracts for a total of \$100 million for the U.S. Air Force in Korea.

In addition, Collen Chamberlain, Far East District, received the PACAF Air Force Civilian Project Manager of the Year Award - Design Agent.

A significant achievement by the district was the complete design and construction award of four major projects within seven months. FED received the directive in February 2000 to design four new Air Force major construction projects and award the con-

tracts by September 30. These projects were inserted in the program with legislation providing Kosovo supplemental funding for almost \$25 million. In order to speed up the design and review process, PACAF, the Base Civil Engineers, and FED fully participated in several weeks of design charrettes to better define and agree on the scope, cost, and siting for each facility. The projects were intensively managed to keep them on schedule.

“Our partnership over many years has made it possible to expedite these projects with professional technical support, effective communications, and great cooperation in working the schedule to achieve challenging goals,” said Robert Losey, programs and Project Management Division, FED.

The Far East District is the U.S. Department of Defense Design and Construction Agent for the Korean Peninsula.

FED holds team-building classes

The letter “T” is part of an exercise Raymond K. Ohta, President, Pacific Training and Development Company, uses during a 7-hour training class on team-building. Far East District team members were invited to attend this class during the first two weeks of October 2000 as part of the district’s effort to invest in people and enhance the effectiveness of the District’s Project Delivery Teams. Ohta conducted seven classes at the FED compound and two at Camp Humphreys. The classes were full every day with more people than had signed up for the class. Approximately 300 people received the training.

James Dalton, Deputy for Programs and Project Management, arranged for the class at FED after it was strongly endorsed by Ray Jyo, his counterpart at the Corps’ Honolulu District. The purpose of bringing the class to FED was to make us all work better as a team.

“The Corps as well as other government agencies and companies have recognized the strength of doing things as teams rather than as individuals,” Dalton said. “The Chief of Engineers decided the way for the Corps to do business is to use the Project Management Business Process and the core of that process is the Project Delivery Team.”

Dalton plans to bring a leadership course to FED in January and possibly bring back the team-building class so those who missed the October sessions will have another opportunity to benefit from the training. —Gloria Stanley, FED



HED Commander Lt. Col. Ronald N. Light (right), presents Pacific Ocean Division’s Construction Manager of the Year Award to Gerald Young, Project Engineer at the Fort Shafter Resident Office. Young was selected, in part, for his role in the successful construction of the Combined Club Facility, one of the most modern and beautiful club facilities in the military today, according to the award submittal. — Photo by Michelle Cain.

Ideas: *The human mind treats a new idea the way the body treats a strange protein; it rejects it.*
—P.B. Medawar, British biologist, 1915-

EM office under new management

Story and photo by Michelle Cain.

What kind of person experiences a hurricane up close and personal and keeps going back for more? Ask Joel Hendrix. He's been there and done that. Seven times, but who's counting?



Joel Hendrix, Chief of HED EM (Emergency Management)

And he didn't just weather a little wind and rain—he was right there in the eye of each one.

Hendrix, the District's new Chief of Emergency Management, comes from the Wilmington (N.C.) District where he held the same title. Considering that the Wilmington area suffered through six different major presidential disaster declarations in the past five years, he's accumulated extensive experience in disaster response. He's also been deployed many times to support catastrophes elsewhere.

Hendrix graduated from the U.S. Coast Guard Academy in New London, Conn. in 1975. He spent 12 years on active duty, then joined the Coast Guard Reserve, retiring in 1996. He earned a masters degree in business administration from the University of Alabama, Huntsville, in 1982. After leaving active duty, he took a year sabbatical before accepting a job in Emergency Management (EM) with the Wilmington District. He's been in EM ever since.

But why? What draws a person into a career field where he comes into contact with so much destruction and suffering?

"Emergency Management offers immediate gratification," he said. "When you're doing a response you get to make immediate decisions that have immediate impact on people in need. If we do our job right, we can leverage the resources of thousands of Corps experts to help out victims of hurricanes or other large-scale tragedies.

"In Emergency Management, whether at the county, state or federal level, our whole purpose is to help people," he said. "It's always a challenge because there's an ever-changing customer, ever-changing group of responders, and ever-changing political climate out there. It's never boring."

Hendrix' vision for HED's Emergency Management program is simple. "I want (it) to be the best in the Corps. I want FEMA (Federal Emergency Management Agency) and the Army to think of HED first for its engineering needs," he said. "To do that we're going to set up to respond to a disaster as smoothly and seamlessly as possible. And then when we support others, when we give our support to USACE (U.S. Army Corps of Engineers), we have the best and brightest ready."

Emergency Management can be a good marketing tool for the Corps, said Hendrix.

"When bad things happen, Emergency Management is there. Emergency Management can be one of the outreach vehicles for the Corps; we can help foster getting business for the Corps later.

"Typically, when disaster happens, it focuses public awareness more broadly. Disasters identify areas that need mitigation. Those mitigating measures are often engineering solutions—the shore protection and flood control projects we build."

Hendrix commented that he has been very impressed by HED employees in the short time he's been here.

"The people I've met so far are very knowledgeable about their job and how it fits into the bigger picture. That's a wonderful basis for good morale.

"People genuinely seem to be striving to do things best, to do it the right way."

“

In Emergency Management, whether at the county, state or federal level, our whole purpose is to help people.

”

Hendrix had vacationed in Hawaii several times prior to moving here, so he was familiar with the culture. "I like the ethnic diversity, the folding in of different cultures," he said. "The difference in art, the difference in food, the difference in music makes it a special place."

Hendrix is accompanied by his wife, Beth, and their children, Charlie, 6, and Leanna, 2. He also has a daughter, Lois, 17, who is completing high school on the mainland. His hobbies include snorkeling, swimming, bicycling and snow-skiing.

Failure: *I don't know the key to success, but the key to failure is trying to please everybody.* —Bill Cosby, comedian, 1937-

SEPC organizes wheelchair basketball HED rolls over POD

In observance of National Disability Employment Awareness Month, members of HED, POD and DOIM got together November 4 to play wheelchair basketball at the Fort Shafter gym. A fourth team, Team Hawaii, was comprised of wheelchair-bound individuals from around Oahu.

After all was said and done, the real question in everyone's mind was, "Just who are the disabled ones here?" You couldn't tell by looking at the scores: Team Hawaii rolled over DOIM, 26-14. Then they crushed the POD/HED/DOIM 'Dream Team' 24-6. HED defeated POD, 6-3. DOIM beat POD/HED, 16-12.

"It was enjoyable and oftentimes humorous watching the POD, HED, and DOIM players trying their best, despite not being able to use their legs," said Maydean Martin, Special Emphasis Program Committee (SEPC) Subcommittee Chairperson. "It was amazing. It makes you thankful for what you have, and gives you more compassion for those with disabilities."

Team POD members were: Brig. Gen. Randal Castro, 1st Lt. Mark DeRocchi (team captain), DE; Paul Yoo, ET-E; Dan Borges, RM; David Chun, PM; John Emmerson, ET-C; Robert Curnyn, ET-E; and Thomas Taam, ET-E.

Team HED was made up of: Lt. Col. Ronald Light, Eric Bjorken (team captain), EC-DC; Sam Song, EC; Gary Nip, EC-D; Gerald Young, EC-CF; Lolly Silva, EC-R; Ed Yoshimura, EC-CF; Ed Yago, EC-CF; and Dave Kern, PP-C.

Judy Castro and Gayle Rich lent their support as timekeeper and scorekeeper. —Michelle Cain



Photo by Alexander Kufel

Commander's comments...

Continued from page 15

have volunteered for EM duty. I know who you are, and it says volumes about your commitment to service and leadership. Thanks. Want to join the Team? Contact our new EM Chief, Joel Hendrix.

- Excess Equipment Turn-in: The amount of junk that our Logistics Office has turned in is staggering. Help them help you...and tell them thanks.

- Project Management Plans: The heart of the PMBP. You can't run a project without a plan. Our high performing project managers know this, and the PMPs are getting done. Remember our employee relations manual? Here it is: "Just help." The PMs have a tough job; I ask you to support them.

- FY 01 OPLAN: Have you looked at it lately? Are you working to implement it? (Did you know that someone's good idea saved us about \$700 in printing costs to get you the OPLAN poster? Do you have good ideas that can save us customer money? I pay for good ideas!)

- Year End Contracting: Thanks to the many of you who contributed to this success. Special thanks to the staffs of Contracting and Resource Management. We conducted an AAR on this process; next September we will do it even better.

- Safety: I am the safety officer for the District. I need all of

you to help me stop accidents from occurring. Look for hazards (risk analysis!) then eliminate them. This is not the Safety Manager's job, nor is it the job of our construction representatives out in the field: It's everyone's job. Safety is a "below the line" task.

So where are we headed? I mentioned that the Chief of Engineers, Lt. Gen. Flowers, is scheduled to visit HED in early January. We will do a town hall meeting, and conduct office visits. This may be the only time the Chief visits HED. Show him you are professionals! Following the Chief's visit, we have additional leadership training scheduled, and we will continue to work on our FY 01 OPLAN initiatives. Work is underway now to simplify our PMBP standard operating procedures. Every day we take a step closer to fully operating under the PMBP. **We are going to get there!**

Let me close by saying "thanks" to those of you who are helping to make HED the best place for the best people to work. It is worth restating that I know many of you have chosen to make a positive difference in HED; you're part of the "solution." What we have to do requires sacrifice and change...but we can be the best District in USACE if you want to be. It depends on you.

Finally, Beth and I wish you and your family a happy and joyous Christmas and holiday season. We appreciate the fact that you've allowed us to be part of your Ohana. We wish you the very best!

Mele Kalikimaka me ka Haoli Makahiki Hou!

Truth: *It takes two to speak the truth - one to speak and another to hear.*
—Henry David Thoreau, American essayist and poet, 1817-1862



Career Day 2000

HED civil engineer Tammy Luke, EC-CF, seated, talks to a University of Hawaii student about an engineer intern position with the District. Luke, Erick Kozuma, EC-D; Clayton Sorayama, EC-D; Jim Bersson EC; and Diane Lau, HR, all staffed a District booth at the UH College of Engineering's Career Day 2000 held Oct. 13 at the Manoa campus. District participation was arranged by the Special Emphasis Program Committee's Outreach Subcommittee, whose co-chairs are Dan Nakamura, EC-E, and Sharon Ishikawa, PP-C. The Career Day was jointly sponsored by the Associated Students of the University of Hawaii, the UH Engineer's Council and the university's College of Engineering. Students attending the fair got information about job opportunities from more than 40 government and private industry booths. Luke, a frequent participant in these events, said she enjoys the opportunity to tell the students about the Corps and the District's good record of hiring and encouraging female engineers. Alaska District also had a display at the Career Day, staffed by Glendon Heard and Vicki Johnson of the Alaska Civilian Personnel Advisory Center. —Photo by Doug MaKitten

PRODUCTIVITY CORNER

A Lesson In Learning

J.C. Penney was once asked how employees could best help themselves develop in their jobs. He said that study was the most important. By example, he recalled how he had the opportunity to look over the records of a New York business school that trained men by correspondence. On the list were more than 1,300 presidents of corporations; 2,500 vice presidents; 2,000 treasurers; and 11,000 managers. Here were men who had reached positions of high authority in business, but they were still eager to learn and to study to become more efficient. "That's the kind of stuff in a man which deeps him growing," Penney said.

—Manager's Intelligence Report, Feb. 18, 1997

Real Consequences

A middle school in Oregon was faced with a unique problem. A number of girls were beginning to use lipstick and would put it on in the bathroom. That was fine, but after they put on their lipstick they would press their lips to the mirror leaving dozens of little lip prints.

Finally the principal decided that something had to be done. She called all the girls to the bathroom and met them there with the custodian. She explained that all these lip prints were causing a major problem for the custodian who had to clean the mirrors every day. To demonstrate how difficult it was to clean the mirrors, she asked the custodian to clean one of the mirrors.

He took out a long-handled squeegee, dipped it into the toilet and then cleaned the mirror.

Since then there have been no lip prints on the mirror.

—First Draft

Redefining Moments

Elaine Garzarelli was one of the most influential women in the financial world during the 1980s stock market boom. She was named one of Fortune's Business People of the Year in 1988, was profiled in Business Week, and was featured on the cover of Working Woman. Her forecasts as star analyst at Shearson Lehman Brothers moved markets around the world. She predicted the 1987 stock market crash. But in the early 1990s, she was fired from Shearson, a victim of high salary, business restructuring, and a few less-than-stellar forecasts. But instead of allowing the outside world to define who she was, she picked herself up and decided to define herself. She started her own company, Garzarelli Capital, a research and investment firm. In five years, the two-person shop grew to 18 employees, who manage \$1 billion and more than 300 institutional subscribers to her monthly report, Sector Analysis Monitor. When one path didn't work, Garzarelli took another and redefined herself.

—First Draft

Habitual Businessman

To be a success, you need to make it a habit. John D. Rockefeller learned this early on. Before he became one of the richest men ever to live, his habit of success was already forming as a child. He would buy candy by the pound, divide it into small portions, and then sell them to his siblings for a tidy profit.

—First Draft

Time:*You can't measure time in days the way you can money in dollars because every day is different.*

—Jorge Luis Borges, Argentinian author, 1899-1986

Where we've been, where we are, where we're going

On December 30 I will reach the “six-month mark” as your commander. I want to highlight where we have been during the last six months, reiterate several issues, and then give you a vision of where we are headed during the next several months.

As I write this, I am between trips to American Samoa, and Guam, Saipan, and the Republic of Palau. You have heard me say that my intention during the first 90 days of my tenure as your commander was to meet you, discover the issues, and then set some direction for the District. I asked you to provide me feedback on the District, and you have. I remain committed to addressing your concerns (and I hope you will concur that we've made progress in a number of areas already). The Special Emphasis Program Committee has taken on the task of prioritizing the remaining issues you've raised; more effort is coming on issues you've raised.

Your feedback helped me develop the policy memorandums we have in place. My expectation is that you have read these memos (you can access them via our website at: <http://www.pod.usace.army.mil/info/hedcom.html>) and you are working to implement the intent of the policies. In two significant areas, hiring and awards, I have empowered you **to do the right thing**. I trust that you will execute these two areas fairly. I continue to believe in empowering you to do your job, and I encourage each of you to knock down the barriers to effectively doing your job. That is what I want for you, and that is what Lt. Gen. Robert Flowers, the new Chief of Engineers, wants for you.

Now, speaking of policy memorandums, in my mind the most important memo we've issued so far is the After Action Review (AAR) policy. To those of you who have already completed or participated in an AAR, I say well done! Many of you have read about “Change.” The AAR process is about change. I consider the conduct of AARs the key to **continuous improvement** and the longevity of the District. Conducting AARs means you are part of the solution; I hope everyone has chosen accordingly.

Many of you have attended **leadership training** during the past several months. Nearly 100 percent of the feedback has been positive about this training. As diverse as HED is, this should tell you something powerful about this instruction! During the next several months we will develop comprehensive training guidance, much of which will focus on developing leaders. Remember: You can all be leaders! Our focus on **leadership** is another key to the District's longevity in my mind. I congratulate those of you who have taken the leadership training we have offered. The District is better for your attendance at these courses.

During my recent trip to American Samoa, I learned what it means for HED to be “indispensable.” The people of American Samoa genuinely depend on the District! Without the shore protec-



By Lt. Col.
Ronald N. Light
HED Commander

Commander's Comments

”
I remain committed
to addressing your
concerns.

“

tion projects you have built, many of the roads in American Samoa would be washed out to sea. Without the roads you have built, villagers would be nearly isolated from major population centers. Without the harbors you have built, remote island villages would be virtually cut off from the main American Samoan island of Tutuila. The American Samoan people know this, and everywhere I went they expressed to me their thanks. That's **service**. That's delighting the customer. That's indispensability.

Are we indispensable to all of our customers? No. Moreover, we have failed to delight some customers. We can get there, however. I ask each of you to dedicate yourself to providing superior service to our customers (and one way to do this is by responding to customer issues within one day, as found in our FY 01 OPLAN). It takes all of us to do this. Are you part of the team?

Service... leadership... improvement... always do the right thing. These things should look familiar to you by now. They have not changed, and they will not change during my tenure as your commander. You are part of the solution if you are applying this philosophy to your work in HED. These four things represent our azimuth, our direction. I thank those of you who are applying these principles.

Here now are some bullet updates and good news I want you to know about:

- Facilities Upgrade and Furniture Buy-out: If you haven't been to Design Branch lately, go take a look at their new furniture. We have funds to provide similar furnishings for everyone in the District. It's true, and you deserve it. We are on our way to renovating the Fort Shafter Resident Office, too. In the interim before your furniture arrives, I ask you to throw away the junk and get rid of the clutter. The new Chief of Engineers will visit us the first week of January; you are professionals...you can show the Chief that.

- Security Upgrades: Every building will have a security system shortly. Do your part, however, to prevent theft and break-ins.

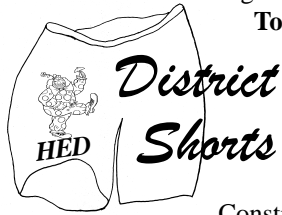
- Balancing Workload: You told me that not everyone has an equivalent workload, and you are right. Leaders have begun to make workload assignments equitable. I will ask for your feedback on this again.

- Emergency Management Teams: Nearly a dozen of you

See “Commander's comments,” page 13

Heroes: *We can't all be heroes because somebody has to sit on the curb and clap as they go by.*
—Will Rogers, American author and actor, 1879-1935

Aloha means Hello to... Sandra Ginto, Engineering and Construction Division; **Vincent Faggioli**, Office of Counsel; **Fred Goto**, Engineering and Construction Division; **Allen Toma**, Information Management Office;



Nani Bennet, Engineering and Construction Division, upon returning from JED; **Joel Hendrix**, Emergency Management Division; **Jesus Duarte**, Engineering and Construction Division, Kwajalein; **Michelle Cain**, Public Affairs Office; **Felicidad Ravago**, Engineering and Construction Division; **Derek Chow**, Programs and Project Management Division; **Yvette Nozaki**, Resource Management Office; **Kristopher Li**, Resource Management Office; and **Mark Arakaki**, Engineering and Construction Division.

Laurie Minami, who transferred to POD; **Lyanne Kiyuna**, who retired October 31; **Richard Iha**, who transferred to the Navy; **Glen Yanagi**, who transferred to the Coast Guard; **Russell Iwamura**, who transferred to POD; and **Raleigh Sakado**, who retires January 17.

Aloha means Goodbye and Good Luck to...

Mahalo to all of the HED employees who contributed to this year's Combined Federal Campaign. The District achieved its goal of contacting 100-percent of employees, with 82-percent contributing. The total amount collected was \$45,097.25 plus one confidential donation.



Congratulations to Lt. Col. David Goddard, HED Deputy Commander, on his promotion from Maj. The November 3 ceremony was officiated by Brig. Gen. Randal R. Castro, POD Commander. —Photo by Alexander Kufel.

Noteworthy: A dozen HED employees attended the Army's Sustainable Design and Development Training, held in Bldg. 230, in November. The three-day workshop included small group discussions, case studies, and a hands-on "mini-charrette" exercise.



Nation's tennis champs...HED's Rodney Leong, PP-M (back row, center) and teammates won the U.S. League Tennis National Championship in San Diego in September. The Clock & Trophy men's 4.0 team from Pearl City brought home Hawaii's first trophy in ten years. —Photo courtesy of Rodney Leong.



The Special Emphasis Program Committee hosted a salsa and guacamole tasting contest in September to celebrate Hispanic Heritage Month. Gayle Rich's "El Bud's Delight Salsa" took first place in the Taste category. It also tied with Sybil Hamasaki's "Salsa Bites" for Originality. Russell Takara's "Fix My Computer Salsa" took top honors in the Appearance category. —Photo by Doug MaKitten.



Not your usual police line-up, John Emmerson, POD-ET-C; Pat Billington, OC; Daniel Meyers, EC-T; MaryAnn Tilton, RM-F; Lynette Kwock, EC-DC; and Helen Stuppelbeen, POD-PM (above) enjoy the annual Halloween PauHana on October 27. The Viking menace, Eric the Terrible, a.k.a. Eric Bjorken (left) crashed the party and tried to steal the show. —Photos by Michelle Cain.