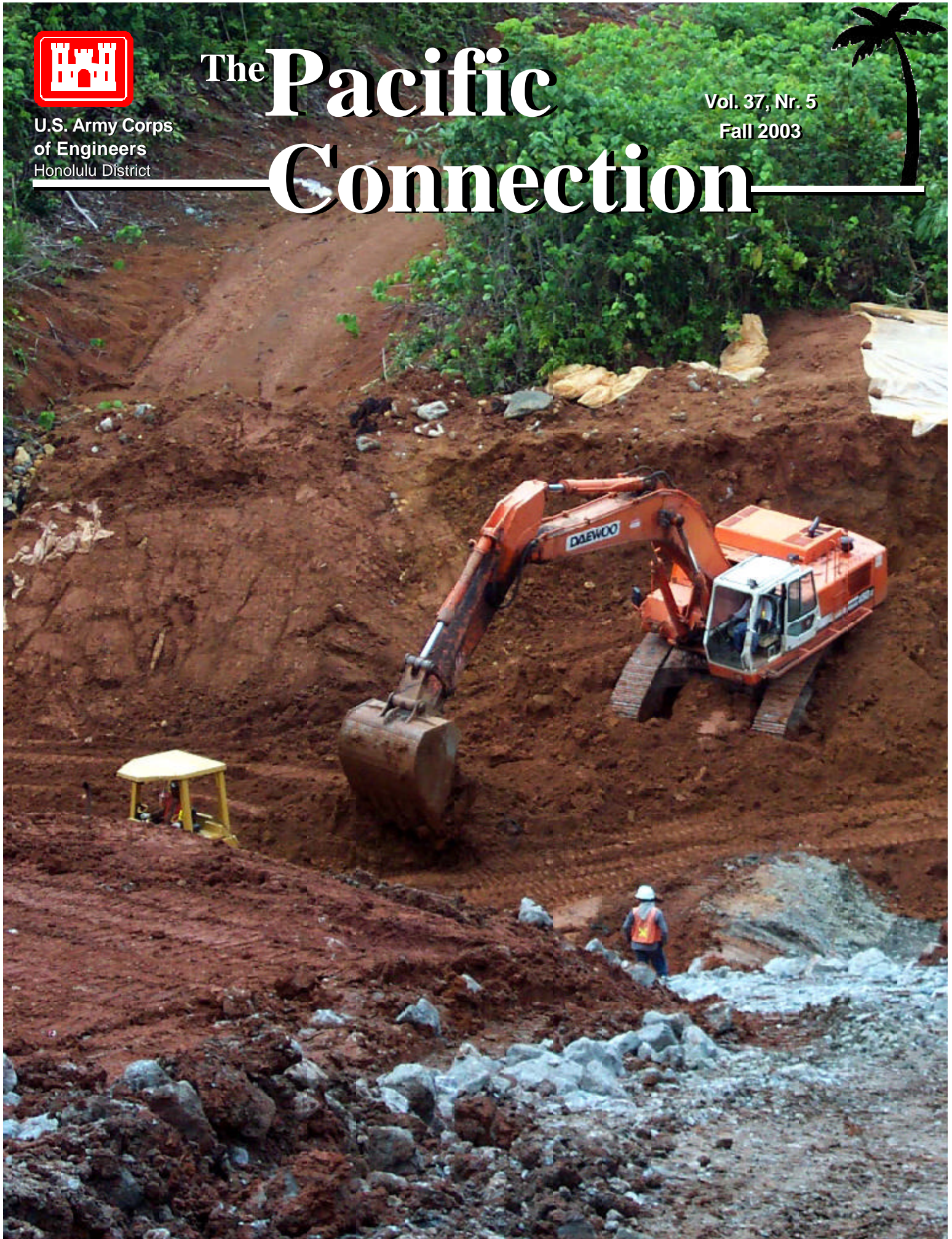
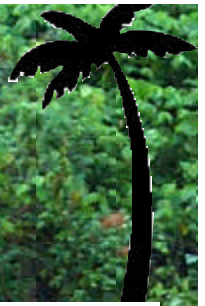




U.S. Army Corps
of Engineers
Honolulu District

The Pacific Connection

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Commander's Comments

“ USACE 2012 is now the organization that can respond to the challenges we face. ”



By Lt. Col. David C. Press Commander

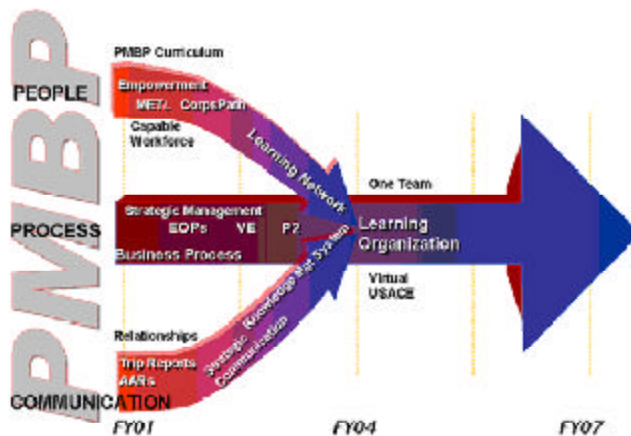
USACE 2012 will help District change to meet contemporary needs

For the past several years, the Corps of Engineers has been experiencing a major upheaval in its processes as it firms up its vision of who it is as an organization, and what it needs to do to maintain its position as the world's premier public engineering organization responding to our Nation's needs in peace and war.

An essential part of this is to produce a full-spectrum Engineer Force of high quality, dedicated soldiers and civilians who are trained and ready, a vital part of the Army, dedicated to public service and within an Army values-based organization.

Our focus until now has been on the three strategic goals of cultivating people, processes and communications to help achieve the vision. To quote the Chief of Engineers, Lt. Gen. Robert B. Flowers, "we must align and operate as one Corps and eliminate redundancies that slow down our progress."

Each echelon has to have distinct responsibilities, authorities, tasks and activities that correspond to their roles. We have become acquainted with concepts such as PMBP (Project Manage-



ment Business Process), Learning Organization and ISO 9001:2000, which challenge our ways of viewing and performing everyday work activities by making them more uniform and businesslike. Now these concepts are ready to be joined by Communities of Practice, Regional Support Management, Knowledge Management and others. A Learning Organization understands the difference between individual competence and organizational competence, and individual learning and organizational learning. Organizations learn through change. As an organization, we are now ready for the next phase. USACE 2012 is the means by which this shall be accomplished.

I believe USACE 2012 will enable the U. S. Army Corps of Engineers to improve its service to the Nation and the Armed Forces by focusing on each district's ability to better serve its customers. The plan will reorganize the internal workings of the headquarters and regional elements of the organization from a functionally-oriented model into highly integrated teams. USACE Headquarters will maintain a strategic focus and Regional Business Centers will leverage talent across regions and integrate teams to enable districts to provide more effective and efficient services.

The Corps will also implement the concept of Communities of Practice, which brings together people, from within and outside the Corps, who practice and share an interest in a major functional area or business line. These communities will focus on strengthening and maintaining the expertise needed to solve the complex engineering problems the Corps faces in meeting the nation's needs.

Behind all this is a way to reduce our management costs at the headquarters and division levels. Many of us are already working in a similar manner so we already know the benefits. For others, we see this as an opportunity to learn more from colleagues as they work with a broader array of technical experts than before. Working in the team environment will mean everyone will have a vital role. For our customers and partners, the entry into the Corps will remain the same. The new concepts will take a short amount of time to implement, and will allow the Corps to be more responsive.

For the Administration and Congress, the new organization will mean greater efficiency and more effective solutions for the American people and the Armed Services.

For complete information, see the USACE website at <http://www.hq.usace.army.mil/stakeholders/>.

We cannot be experts in everything, and USACE 2012 recognizes this. You'll do your job more in a collaborative environment

See page 16, "USACE 2012"

On the cover. Deep in the rainforest, work progresses on the construction of the 53 mile long road on the island of Babeldoab in the Republic of Palau (ROP). The ROP is the westernmost geographical area in Micronesia. See related story "Spotlight on HED—Palau Compact Road Resident Office," page 8. Photo by C. Alex. Morrison, HED.

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This newspaper is printed on recycled paper.

- Honolulu District Commander.....Lt. Col. David C. Press
Chief, Public AffairsJoseph Bonfiglio
Public Affairs Specialist.....Alexander Kufel
EditorSarah H. Cox

New Deputy sees bright future for District

Story and photograph by Alexander Kufel

Maj. Adrienne Eckstein, deputy commander of Honolulu District since June this year, seriously applied to only one college from high-school—West Point—and was accepted. Fourteen years after graduation she's still living a dream that started with a visit in her junior year to the Naval Academy at Annapolis, she said.

"I never even considered the Navy," she said. "Rather, it was the idea of attending a military academy that interested me. I just hadn't really thought about it until then. From that moment on it was West Point, period!"

She still has that same sense of purpose and commitment.

The Army makes up a very big part of her life. Her husband, Lt. Col. Jeffrey Eckstein, commander of the 84th Engineer Battalion at Schofield Barracks, also is active-duty. Both her father and grandfather were in the Army.

Trained in civil engineering, Eckstein comes to Hawaii by way of Savannah District where she was both area engineer and project engineer in construction at Fort Monroe, Va.

"I sought out this job," she said. "I had heard great things about Honolulu District and have a brother who has lived in Nanakuli for some time. It seemed like a natural choice.

"I'm very happy I'm here. I try to work to complement the DE's (District Engineer's) vision. I think we both deeply care about the District and want to do our parts to make things happen."

The Deputy also likes to make things work at the low-level and said that she believes she has an "enabling" personality.

"I love it when people come up with ideas that can really make something work. I like to work out all the details of solutions way before it reaches the decision-making level,"



Deputy Commander Maj. Adrienne Eckstein lifts her head for a moment from the mountains of paperwork that cover her desk.

she said.

One of the many things she likes about Honolulu District is that everyone she's met seems so willing and able to do their part. She describes herself as a "big-picture" person and has no trouble staying focused on desired outcomes. "I don't have any trouble prioritizing," she said.

Counter-balancing her career, and of equal importance, is her family—Luke, 5; Adrienne, 3; and Adam, 1. Helping to maintain that balance is nanny Naomi, who has been a part of her life for five years and has become like a sister to her.

"I'm pretty good at concentrating my attention, at focusing," she said. "I believe that one has to have peace in marriage and family in order to be truly effective at work."

She said that she devotes weekends to family and loves taking the opportunity to introduce her children to things that are unique to Hawaii. Already they have visited the volcano on the Big Island and on one memorable trip walked over an hour each way, carrying the children much of the time, just to see flowing lava.

She said that she is an "addicted" scrap-booker, likes cross-stitch, loves photography and volleyball and is a voracious reader. What she wants for her children is for them to be happy with themselves and to create opportunities for themselves in life.

"I guess you could say that I want that for everyone in the District as well," she said.

Honolulu District: What's in a name?

POH versus HED. Which is correct? Honolulu District, U.S. Army Corps of Engineers, is known by some people as Honolulu Engineer District or "HED." Others know us by our office symbol (CE-POH-xx-x) or simply as "POH."

The answer lies in the context of where and how the name is used. Notably, for communications with Headquarters, U.S. Army Corps of Engineers (USACE) and Pacific Ocean Division (POD), it makes sense to use the office symbol initials POH. This comes from CE-POH-xx-x: CE (Corps of Engineers) PO (Pacific Ocean Division) H (Honolulu District) xx-x (individual offices). It clearly shows the relationship of the Honolulu District (H) to the Division (PO) and also shows the relationship of our fellow districts to each other: Alaska is POA, the Far East District based in Korea is POF, and Japan is POJ.

Externally, and traditionally, this District has established itself as Honolulu Engineer District, or HED. That's how our customers, members of the community and other military organizations refer to us. It seems clear that it's in our best interest to maintain that identity.

Therefore, for any correspondence going to Division or higher or through Emergency Management channels, it is appropriate to use POH if you refer to the Honolulu District. When writing to our customers or elsewhere please use Honolulu District, U.S. Army Corps of Engineers or Honolulu Engineer District or just HED.

Editor

Employees of the Month

May



Patty Billington, attorney, Office of Counsel. Exhibits keen legal insights, outstanding team participation and superlative customer service. In addition to her heavy load in Civil Works Law and Environmental Law, and as a key team player for the critical national security initiative to transform the Army to the more lethal Stryker Brigade Combat Team (SBCT) configuration, Patty has played an indispensable, vital and proactive role in overcoming the numerous legal hurdles in the way of meeting the tight timeline

for implementing the program. Patty is a recognized subject matter expert in the complex NEPA (National Environmental Protection Act) process and has been a key figure in preparing the Preliminary Draft Environmental Impact Statement (PDEIS). Patty is a leading force in ensuring the process is followed properly and thereby allowing the critically needed national security measure to be successfully adopted in Hawaii. The Office of Counsel constantly receives praise for her efforts.

May



Lawrence Kawasaki, electrical engineer and project manager, Programs and Project Management Division, Army Hawaii Branch. Demonstrates outstanding leadership, teamwork and commitment to the Stryker Brigade Combat Team (SBCT) program. Larry has excelled in his role as the SBCT program manager by coordinating project issues, addressing programmatic concerns, briefing the U.S. Army Hawaii leadership, and integrating the district in Army Transformation. He has provided

oversight and focus for the SBCT Environmental Impact Study, the land acquisition projects, the operational facilities and ranges under design and the MATOC acquisition proposal. Through his commitment and can-do attitude, Larry has gained the respect of the Army Hawaii leaders, the Transformation office, the District staff and has reinforced the professionalism of the Honolulu District and the U.S. Army Corps of Engineers.

June



Lionel Nagata, construction representative, Schofield Barracks Resident Office (SBRO). Recognized for his unprecedented leadership of a design-build project for the Whole Barracks Renewal Phase 4A--Renovation of Quad F. This is the first contract administered out of SBRO completely from the design phase and on through construction. Unforeseen staffing shortages in SBRO forced him to take on the full burden of keeping this project moving forward, without formal training or specific guidance. He was Project Manager during design and Lead Quality Assurance Repre-

sentative during construction. He defined the Design-Build process as the job progressed and kept the Contractor, the Designer, the customer and their users and the rest of the District Project Delivery Team (PDT) members on track by resolving numerous issues. Lionel's greatest attribute is his drive to get the job done right, now and not later. When he or the team didn't know how to do something, he relentlessly sought answers to aid the PDT in making correct decisions. He is a true team player, in every sense of the word.

June



Richard Raber, chief, Programs Management Branch, Programs and Project Management Division. Dick is a consistently high performer in charge of analyzing and monitoring all major programs at the Honolulu District to include the Military, Civil Works, International and Interagency Services and the Environmental Programs. These programs provide the District with income in order to provide "world-class" services to our Department of Defense and

Pacific partners and are the lifeblood of the organization. Through Dick's technical expertise and unerring instinct in analyzing trends and effects of these programs, he has helped to steer the District by providing extremely accurate information to make the right management calls in terms of resources and manpower. Dick is an invaluable asset to the District and everyone in PPMD.

Employees of the Month

July



Lauren Lau, administrative assistant and Executive Secretary, Executive Office. Lauren is recognized for her outstanding administrative and professional support to the District Commander/District Engineer (DE). Lauren has performed brilliantly coordinating many major events and meetings for the DE with important customers, internal and external leaders and other District stakeholders. She completes critical correspondence and memoranda with meticulous attention to detail and always "goes above and beyond" to ensure mis-

sions are successful. Lauren's distinct ability to forecast and plan for mission requirements allows the DE to stay focused on his work. Lauren has expert knowledge of Corps information management systems which allows the executive office to function effectively. She also is an excellent trainer and has taught key individuals how to do her job and use the Corps' systems. Lauren is a team player who serves not only the DE, but also the entire District in our efforts to support our customers and the Nation.

July



Louis Muzzarini, chief, Construction Branch, Engineering and Construction Division. Lou did a commendable job of taking over the helm of Technical Support Branch/Regional Technical Center for eight months. He was gracious enough to volunteer for the position as Acting Chief in December of 2002 despite knowing the many challenges he would face. He spent numerous hours, including overtime and weekends, to stand up this Branch. There are many challenges, as you would imag-

ine, including having a clear understanding of our functions and conveying this to our management and other districts. If you add to that 15 vocal and energized employees, it can be extremely challenging at times. He left this Branch in great shape for our permanent Chief who reported in August. Lou then returned to his position as chief of Construction Branch and picked up his former duties and responsibilities without missing a beat.

August



Owen K. Ogata, general engineer, Schofield Barracks Resident Office. Owen is recognized for his outstanding dedication to duty and pursuit of construction excellence. As the Team Leader of the SBRO Operations and Maintenance, Army Cell, Owen provides high-level leadership and direction to the construction representatives on his team. Although challenged by a multitude of high visibility and critical building renovations, revisions to the base utility infrastructure, and the Kunia Gate realignment,

which directly impact the operational capabilities of the many tenants on Schofield Barracks and Wheeler Army Air Field, Owen perseveres and focuses upon obtaining quality construction results for his customers who include various Division of Public Works components. Owen's integrity and dedicated performance under time-restricted, changing and financially limited conditions reflects great credit upon himself and the Honolulu District.

August



Gerald Young, civil engineer, Department of Defense Branch, Programs and Project Management Division. Gerald is the Project Manager handling the C-17 Beddown Program. He is managing all the fast track FY04 projects and coordinating with the Air Force project manager and program manager to ensure all conflicts are resolved and coordination is done for the entire program. In the last month, he organized and attended project on-board-reviews for the FY04 projects, a design charrette for the FY05 projects and an overall project coor-

dination charrette. Gerald has been detailed to PPM from the Fort Shafter Resident Office for one year and has already learned the process to become an expert in the Air Force program. Gerald sacrifices personal convenience to ensure time sensitive actions are met. He's flexible, adaptable to changing situations and responds to the customer's changing needs. Gerald completes his duties in a professional manner with an exacting attention to detail. He is methodical, accurate and demonstrates great customer service.

Employees of the Month



September

Richard Carlile, fiscal and contract law litigation attorney, Office of Counsel, really hit the ground running in the months since his arrival. In a very short period of time, he has built up a dedicated clientele as a result of his dogged determination, superlative customer service orientations and can-do attitude combined with his impeccable legal credentials. During the several months he has been here, he has impressed all, co-workers and customers alike. On a

daily basis he saves the district from legal difficulties. In addition to his daunting litigation tasks, Richard is working closely with all the people in the contracts office and PMs to resolve contract law questions. Richard's performance of duty has been superlative. He richly deserves recognition as the employee of the month.



September

Gary Shirakata, project manager, Environmental Branch, Programs and Project Management Division, demonstrates an outstanding commitment and dedication to the management of the Army's Makua Military Reservation Environmental Impact Statement. He communicates daily with various members from the Project Action Team, whose focus is on all actions at Makua, and the Project Delivery Team, whose focus is specifically on the EIS, to

integrate information. He presents briefings to the Installation Commander and staff on a monthly basis, and continues to be diligent in his responsibility to the project even when faced with constant challenges. The most recent being the effects of the fire at Makua to the EIS. Gary's ability to manage this complex project makes him a valued asset to the District.



October

Jim Hatashima, senior project manager, Civil and Public Works Branch, PPMD, has been instrumental in obtaining the concurrence of the CNMI government to serve as the design-construction agent for approximately \$18.5M Department of Interior-funded Capital Improvement Program projects. Through the coordination with the Federal Highway Administration, he received \$480K in design funds from the Guam DPW to initiate design for three shore protection projects and another \$450K from the Guam Port

Authority to initiate preparation of an EIS for the Apra Wharf. Jim successfully coordinated the execution of the final Project Cooperation Agreement for the Kaunalapau Harbor project on Lanai, binding the Federal government with the State of Hawaii for its construction. During the '03 holiday season, Jim served as Operations Officer for Super Typhoon Pongsona response and recovery efforts in Guam. His performance assists in making the district a superior engineering organization.



October

Ms. Renee Inouye, program analyst, Civil Works Programs Section, Programs and Project Management Division, is selected for employee of the month for demonstrating outstanding commitment and dedication while serving as Honolulu District's Combined Federal Campaign (CFC) Officer. Her enthusiasm and attention to detail kept the District on track throughout the campaign. At the same time, she continued to demonstrate outstanding funds management for the State Department of

Transportation (DOT) program and provided her usual excellent support to Project Managers and Project Delivery Teams. Her ability to manage the CFC campaign while keeping her other projects on track at the same time demonstrates Renee's "can do" attitude. Her performance of duty makes her a valued asset to the District and very deserving of this award.

Standing in the Winners' Circle



Lt. Col. David C. Press and Major Adrienne Eckstein recognized HED's annual ward winners at Richardson Theater on Dec. 3, 2003. Shown from left to right: Lt. Col. David C. Press, E. Dale Barlow, Brad Scully, Olson Okada, Paul Kim, Bill Yuen, Rick Totten, Cathy Paresa, Elton Choy, (virtual) Vince Faggioli, Reynold Chun, Grace Nakaoka, Richard Yoshimura, Lynette Kwock, Wayne Muraoka, Peter Lee, Jody Muraoka, Darryl Nogami, Malai Tubtim, Lynn Arakaki, and Gordon Kuioka. Not shown are: Clifford Takano, Nadine Miyahira, Miriam Koyanagi, Mike Yatsushiro, Richard Duong, Ivan Sonobe, Clayton Sorayama, Bob Morishige and Steven Takeguchi. (See District Shorts page 16 for details.) Photo by Joseph Bonfiglio.

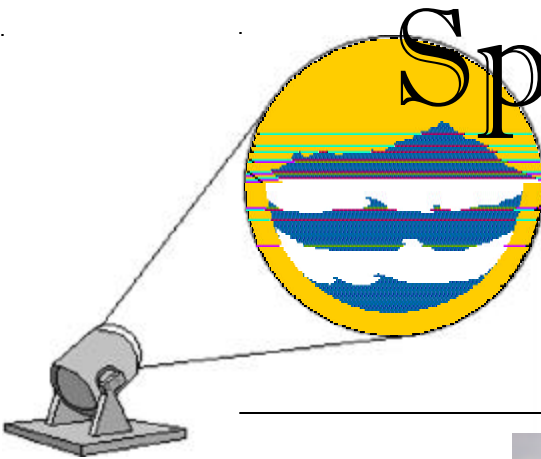


Lt. Col. David C. Press awarded certificates to the class of 2003 Regional Leadership Development Program (RLDP) graduates at the recent HED Town Hall Meeting. Shown from left to right: Lt. Col. David C. Press, Donna Kanetake, Monica Kaji, Reynold Chun, Dayna Kawakami, Tim McQuillen, Anna Tarrant, Don Yorimoto, Renee Hicks, Phillip Mun (RLDP Advisor), Lynette Kwock and Gary Nip (RLDP Advisor). Photo by Joseph Bonfiglio.

Spotlight on HED

Palau Compact Road Resident Office

*Spotlighting an office that is helping make the Honolulu Engineer District
"The Best Place for the Best People to Work"*



Story by Paul Bowen,
PCR Resident Office

Editor's note: This past summer, Paul Bowen, a civil engineer with the Palau Compact Road Resident Office and an American citizen, demonstrated a remarkable talent for adaptability by qualifying for the Republic of Palau paddling team and representing that island nation in the Pacific Games. Doing so was the high point of his residency since 1996 and an offshoot of his years of participation in many activities in the community. Bowen's story is one of many that can be told about Corps of Engineers employees associated with the Honolulu District and continues the series of personality profiles that have appeared in the Pacific Connection.

When I left a job I had held for 12 years in the Geotechnical Engineering Section of Norfolk District for an uncertain future as the Corps of Engineers liaison in the Republic of Palau I felt that I would return home as soon as my commitment was fulfilled. My job was to review and comment on the design of a 53 mile-long road in the jungles and mountains of Babeldoab Island, one of about 350 islands that make up the tiny Pacific nation. Eight years later, the design phase is long past, construction is well underway and I'm still here, but now it's Palau that I call home.

The road is being built under the provisions of the Compact of Free Association that emerged after World War II to foster economic development of Pacific nations that aided the United States during the war. Newly formed in 1994, the Republic was such an unknown



Paul Bowen and his Republic of Palau (ROP) Paddling Team members practice for competition. Team members include Mariano Hagleisou, Yap; Federated States of Micronesia; Paul Bowen, U.S.A.; Chester Piyergyal, Yap; Keartei Blesam, ROP; Alonz Moses, ROP. Armstrong Debelbot, ROP; Tino Faatuuala, Western Samoa; Yip Erungel, ROP; and Jason Nolan, ROP. Photo courtesy of Marianas Variety.

entity to me and my family that I tell this story: My mom was so convinced that there would not be necessities such as toilet paper that she took to secretly slinging (with the arm of a paperboy) packages of toilet tissue into the open 40-foot container I was packing. When I got to Palau, I discovered that Western civilization had beaten me here and, with a population of 20,000, there were many similarities to life in the United States, toilet paper among them.

There were differences, however. Three months after my arrival, having finally found a "great little house" overlooking a bay on a secluded hillside, I moved in, expecting my container of

household goods momentarily. Three days later, in September 1996, the only bridge between the main island of Babeldoab and the capital city of Koror collapsed in a storm, taking with it electrical power and water lines. The word "momentarily" took on new meaning.

One of my greatest accomplishments during that period was the purchase of the last 55-gallon plastic trash container on the island. This victory allowed me to collect water from the roof and take bucket showers outside. The fact that Palau was in the middle of one of the longest droughts in twelve years was incidental. Up until then, late at night when the infrequent rain did fall, I would wake up and run outside to

shower in the ice-cold water under the downspout. My prized trash container changed all that by collecting the water as it fell and allowed the sun to warm it up for a more comfortable and leisurely bath. Electricity was restored after about three weeks, water service was restored in three months and my container with mom's toilet tissue arrived in two months.

In the early part of the road design phase, I walked the proposed 53-mile-long road alignment many times. I also took frequent trips to District Headquarters in Hawaii for progress meetings.

There is no question that Palauans are friendly outgoing people who have accepted me as a member of the community. At one point, walks taken for exercise from my office to the local diner for lunch were constantly interrupted by offers of rides or assistance until, by necessity, I began to take a more circuitous route away from the main road. In formal meetings concerning the road project, then-Palau President Nakamura always enthusiastically referred to me as "one of us Palauans." I became a regular softball player, took part in five-kilometer runs, began paddling outrigger canoes, and started running jungle trails with the local Hash House Harriers. Returning to Palau from off-island flights I was always greeted with "Welcome Home" from people at the airport.

In 1998, I started paddling six-man outrigger canoes and enjoyed the strenuous nature of the sport. Increasingly, I participated in local contests but did not have the required five-year residency status for the national team events. In January 2003, a team was formed for the summertime South Pacific Games in Fiji. I had been in Palau six years and decided to give it a try. Tryouts for the national team were more like a survival test as the training mandated by the Samoan coach was extremely demanding, but I stuck it out and was not cut from the team.

Training was conducted six evenings a week for approximately three hours per session. The training week was divided into four days paddling and two days of fitness training. Three paddle-days, usually Monday, Wednesday and Friday were composed of different length sprints and turns. Normally we would paddle 10 to 12 kilometers per training session. Saturday



Construction is progressing on the 53-mile long Palau Compact Road.
Photo by C. Alex Morrison.

mornings were reserved for long distance paddles of about 20 kilometers. The fitness training days started with swims of 500 to 1,000 meters followed by a three to five kilometer run with intermittent sprints. Lastly, weight training started with pull-ups and rope climbs on a large diameter hemp rope suspended approximately 25 feet in the air. We did from three to five climbs and 50 to 100 pull-ups per session. Circuit training in the weight room was the last fitness training exercise and consisted of about 12 different stations. The weights were relatively light but the pace was fast. After two to three circuits and some stretching the night was over. The training lasted five months and I lost 22 pounds. My resting heart rate dropped to 44 beats per minute.

The men's team consisted of 12 people and I did pretty well in the paddling time trials and fitness tests. I was on the "A" boat and had just turned 50 years old. Most of the rest of the team ranged in age from 20 to 35. The men's team consisted of eight Palauans, two Yapese, one Samoan and one American—you-know-

who, whom the team referred to as the white rubak (the white old man). In a society that respects seniority the way they do in Palau, that is not a bad thing.

The South Pacific Games (SPG) are held every four years and are called the Olympics of the Pacific. Twenty-two island nations and more than 4,000 athletes compete. Many of the events such as track and field and swimming are found in the Olympics and the best athletes will go on to the big show in Athens, Greece. However, there are also intrinsically Pacific Island events added such as spear fishing, surfing and outrigger canoeing.

The Republic of Palau national outrigger team left for Fiji June 22. We flew to Guam with connection to Narita (Tokyo) airport then straight to Nadi, Fiji. We then boarded a bus for a four-hour ride to Suva where the games were being held. We were on the road for 36 hours. Team Palau flew the farthest and was the first to arrive.

During the opening ceremony every team marched into the stadium, bowed before the king of Fiji at the grandstand



Building a strong and healthy workforce

POH HealthWatch

Surviving the holidays with sanity to spare

If you are among the highly organized people who finished holiday shopping by Halloween, put up decorations the day after Thanksgiving, planned your holiday menu months ago, and have all your wrapping paper and bows organized in those nifty plastic containers, this information is not for you.

These tips are for those who run around like marathoners trying to make the holidays special for families and themselves. It is for those who almost every year overextend themselves emotionally, financially and/or socially.

Norma Suarez, Tripler Community Health Nurse, offers these simple survival tips for holiday stress:

Ten Holiday Survival Tips

1. Get the members of your household to make a list of holiday expectations. Less is more, cut the list in half.
2. Make "things to do" lists.
3. Let go of family traditions that are too much work. Avoid family tugs-of-war.
4. Do something special for people. If you live alone, make special plans.
5. Plan a post-holiday activity.
6. Make a budget and stick to it.
7. Shop only when you're well-rested and well-fed.
8. Put a dollar limit on gift spending. See item #6.
9. Get at least 30 minutes of brisk exercise daily at some place other than the mall.
10. Have a safe and happy holiday season!

Chemotherapy becomes more comfortable in TAMC's new chemotherapy treatment center



The grand opening at TAMC's new Chemotherapy Treatment Center took place Sept. 9. Improvements include individual televisions, increased seating for family members, overstuffed chairs for comfort and curtains for privacy. Contractors and staff from HED were instrumental in the improvements and additions to the new room and pharmacy. Photograph by Heather Paynter

HED send reps to small business conference in Virginia

Monica Kaji (right), HED Small Business deputy, discusses HED's mission with David L. Buettner, assistant to the director of the Dept. of the Army Small and Disadvantaged Business Utilization (SADBU) office, at a recent Small Business Conference (SBC) in Crystal City, Va. The event, held Nov. 17 - 19, 2003, was the 7th Annual SBC sponsored by USACE and the Society of American Military Engineers. This conference brought together small business leaders and key USACE decision makers. Most Division and District commanders and their SADBUs were on hand. A Contractor Exposition provided networking opportunities. Lt. Gen. Bob Flowers addressed the gathering and the Keynote speaker was the Honorable John Woodley, Jr., asst. secretary of the Army for Civil Works. In addition to Monica Kaji, HED was also represented by the District Engineer, Lt. Col. David C. Press and David Kam, chief of contracting.



Photo by Joseph Bonfiglio

Agreement signed with State of Hawaii for repair of Kaunalapau Harbor breakwater on Lanai



HED Civil Engineer James Hatashima assists with the documents as officials from HED and the State of Hawaii meet at Fort Shafter Sept. 24, 2003, to sign a Project Cooperation Agreement to repair the Kaunalapau Harbor breakwater on the Island of Lanai. Signing the agreement are Rodney Haraga, (at table, left) director of the Hawaii State Department of Transportation and Lt. Col. David C. Press, (at table, right) commander of the Honolulu District. Maui County, Lanai Council Member, Riki Hokama and Honolulu Legislative Staff Member for Sen. Inouye, Aaron G. Leong look on. The Executive Director of the Pacific Basin Development Council, Carolyn K. Imamura, also was present at the ceremony. Construction will include the casting and placement of Core-Locs, concrete armor units, to repair the breakwater. Expected cost of the project is \$15 million with \$12 million federally funded and \$3 million from non-federal sources. Construction contract award is scheduled for December 2003.

Photo by Alexander Kufel

New Labor, Delivery and Recovery Rooms for Hawaii's Military families

*Story by Heather Paynter
Public Affairs/Marketing Specialist, TAMC*

Expectant couples from each branch of the military and a crowd of approximately 100 guests witnessed the unveiling of a \$1.8 million project with the grand opening of four, newly remodeled Labor/Delivery/Recovery (LDR) rooms on July 1 at Tripler Army Medical Center.

Lt. Col. Nancy Hughes, project manager for the newly renovated Labor and Delivery wing and director of the OB/GYN (Obstetrics and Gynecology) nursing section, invited several expectant mothers to celebrate the opening of a project that has been the object of focus for so many Tripler staff members, engineers and contractors.

"We learned more about construction than we ever wanted to know," Hughes said. "We started about a year ago and put lots of figures together."

Hughes went on to thank the Army Corps of Engineers, Brad Scully and Maj. Robert Durkee, who is the head nurse of Labor and Delivery, along with all the other staff members and contractors who pulled together to make the project an impressive success.

Brad Scully, LDR project engineer with the Army Corps of Engineers, Honolulu District, said the project went even better than he had expected. "We encountered very few glitches," he said. "We were able to make decisions here that will carry over to the next phase (of construction)."



An expecting family inspects one of the new state-of-the-art, Labor, Delivery and Recovery rooms at Tripler Army Medical Center.

Photograph by Alexander Kufel

Scully said the rooms to be remodeled in the next phase will be similar, but in terms of construction and design it will be easier.

"The (renovation schedule) is sequenced to keep everything running the way it always does," he said.

Tripler has the second largest volume of babies born in Hawai'i averaging 240 babies every month.

ICE

It Is Our Problem

Society pays the cost for the ice epidemic. With every increase in crime, every drug-addicted newborn, every new social worker or police officer needed, every river that must be cleaned of toxins or with every drug-related car accident -- we pay.

Story and photograph by Sarah Cox

On Nov. 20, a person passing by the conference room in building 230 may have thought that Lauren Vizcarra of PPM hired a comedian to entertain the employees. It wasn't a comedian, it was Gary Shimabukuro, noted educator and speaker from Laulima Pacific Inc., conducting his *Ice – the Violent Reality* training session for district employees.

He joked with the audience, giving one a bit of comic relief from the terrifying truth he is sharing about Hawaii's crystal methamphetamine (ice) problem. He, along with his video of testimonials from addicts, graphic photos and news stories, had the group laughing and wanting to cry as they learned that Hawaii's ice problem is very much their problem too.

Ice is odorless, colorless, easily accessible, easily concealed and its ability to enslave its users knows no barriers, said Shimabukuro. A lot of ice addicts are professionals—teachers, nurses, baby-sitters and doctors. Shimabukuro said that he has seen addicts who are over 70 years old and as young as nine.

Ice causes an adrenaline rush which often makes the user impervious to pain. Users experience an exaggerated euphoria, dilated pupils, weight loss, rapid breathing, rapid speech, teeth clenching, paranoia, depression, open sores and/or aggressive behavior. Heavy users may suffer from seizures, strokes, hallucinations, delusions, permanent brain damage and heart failure.

Shimabukuro showed a slide of a 3-D brain scan of an actual crystal methamphetamine user. The brain scan looked like Swiss cheese.

"The users' priorities and value system get messed up, ice becomes the most important thing, the only thing that matters," he said with a shrug.

In as little as two to three months, the ice user can begin to suffer from psychosis after being deprived of REM sleep (the rapid eye movement state when dreaming occurs). It is not unusual for the user to practice compulsive behaviors and to stay awake for several days at a time. "Tweaking" is when the drug's effects are wearing off and the user has been awake for several days.

"If someone is tweaking, get as far away from them as possible." Shimabukuro says ice users commit the most violent crimes while in this tweaking state.

Ice use has been connected with sexual abuse, child abuse, assault and murder as well as other crimes like robbery, auto theft, car jacking, and mail theft.



Wendall Awada, Chief Environmental Branch, thanks Gary Shimabukuro from Laulima Pacific Inc. a non-profit organization dedicated to creating a drug-free Hawaii, for conducting Ice-the Violent Reality training session.

Ice users are fairly easy to recognize. Shimabukuro showed a slide of an ice user whose eyes were so dilated, that one could barely see the iris.

"When you go to the eye doctor and get your eyes dilated, they make you bring someone to drive you home because you won't be able to see afterwards, yeah? You think these guys have drivers? No, they're driving around high and half-blind on your streets my friends."

The human toll is only part of the problem. The environmental costs of the ice epidemic are also taking their toll. Every day, a large amount of toxic waste is illegally dumped into rivers, lakes, oceans, and drainage ditches or on the ground to poison animals, marine life, plants and trees. For each pound of crystal methamphetamine produced, six or more pounds of waste containing volatile ether, denatured alcohol, phosphorus and other cancer-causing toxins are produced.

You may unwittingly be exposed to these toxic chemicals the next time you go hiking, swimming or stay in a motel room.

Motel rooms have become a favored location for the ice "chefs" to cook a quick batch of ice on the run. The walls, bedding and carpet of your next motel room may be saturated with the by-products of ice making.

Society pays the cost for the ice epidemic. With every increase in crime, every drug-addicted newborn, every new social worker or police officer needed, every river that must be cleaned of toxins or with every drug-related car accident -- we pay.

The session ended with a glimmer of hope.

"The war's not lost yet" Shimabukuro concluded. "We have many hands and our hearts and minds are working together for a drug-free Hawaii."

There are no easy solutions to Hawaii's drug problem. Communities can help by raising awareness and supporting

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No Rest for the Employee Recognition Committee

Story and photograph by Sarah Cox

The HED Employee Recognition Program Committee has been busy finalizing annual employee awards and selecting new committee members. The committee, comprised of volunteers, now has three new members.

"We had to re-group a bit after the departure of several members," said Committee Chairperson Lenora Okubo, a budget analyst with RM.

The new committee includes seven voting members: Committee chairperson Lenora Okubo; Vice-Chair Val Lee; Secretary Christi Shaw; Treasurer Anna Tarrant; Awards Coordinator Monica Kaji; Award Cabinet Curator Lisa Clark; Town Hall Coordinator Kent Tamai and Deputy Commander Maj. Adrienne Eckstein serving as advisor.

The committee is empowered to act on behalf of the District Engineer, Lt. Col. David C. Press, and is responsible for tracking, screening and ranking all employee award nominations. Press prefers to present the awards personally and publicly.

"When we award members of the District, I want to do so in a public forum. It's appropriate that we celebrate these events!" said Press.



Lenora Okubo and Kent Tamai go over last minute details for the Annual Awards Ceremony.

And celebrate they did! On Dec. 3, during the Town Hall meeting at Richardson Theater, the DE and Deputy recognized 28 employees for their outstanding efforts.

"The overall award program goal is to encourage and recognize employees who exceed standards and achieve excellence in their daily work," said Eckstein.

The committee's work does not end with the annual awards ceremony.

"We work on the Employee Recognition program all year, because some of the awards like the Employee of the Month and Lokahi are open all year," said Okubo.

The Lokahi award is unique in that employees may nominate each other. A short e-mail to Okubo describing the deserving employee's special effort is all it takes to start the Lokahi award process. Winners of a Lokahi receive their choice of a koa clock, koa pen set, koa box or a soft-sided brief case.

In addition to the Lokahi award, engineers may qualify for the "Top 60" award, named for a perfect score on the customer satisfaction survey. Winners of a Top 60 award qualify for an on-the-spot cash award as well.

The Employee Recognition Program Committee takes its work very seriously and operates with the utmost of fairness.

"We try to get our committee members from a wide variety of different offices to be sure the District has adequate representation. I think we do a good job and accomplish our mission," said Okubo.

Ice...

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preventative education.

The Coalition for a Drug-free Hawaii maintains an extensive list of support and treatment programs available in Hawaii.

Shimabukuro said that solutions begin with just one person. He showed his final slide which read "Better to light one candle than to curse the darkness."

As everyone left the conference room, most were unusually quiet. Those whom an hour and a half before had thought ice wasn't a problem, left the conference room a little wiser.

For more information about ice or other drugs visit www.dea.gov, for information about support and treatment programs available in Hawaii visit drugfreehawaii.org.

This payback's a wash!

One of the highlights of this year's Organization Day at Ala Moana Regional Park's McCoy Pavilion was the silent auction instead of the usual crafts fair with proceeds going to the Ho'okupu Ohana. This year more than \$900 was raised from the auctioning of nearly 80 items that ranged from baskets to golf clubs to whistling tea kettles and well...washing and waxing an automobile. Here Jenny Masunaga and Lolly Silva make good on their promise by spiffing up Ray Jyo's car.



Photo by Alexander Kufel

Regional Roundup

Far East District receives International Standards Organization (ISO) 9001:2000 Certification

By Gloria Stanley, Far East District

The Far East District (FED) of the U.S. Army Corps of Engineers has been recognized by the International Standards Organization (ISO) for meeting the ISO 9001:2000 standards for quality management.

FED is the first district in the Corps to have all the District's business processes included in the ISO 9001 certification. This achievement was celebrated during a town hall meeting October 10, when Brig. Gen. Thomas P. Kane, Deputy Chief of Staff, United Nations Command and U.S. Forces Korea, presented the certificate to Col. Frank Kosich, District Commander.

"On behalf of all USFK and UNC, for delivering quality products and attention to great detail, I want to thank you all," said Kane.

"I think all of you had something to do with this building we're in, as an example. You are all to be congratulated," said Kane, referring to the new multipurpose training facility on Yongsan South Post. FED managed the construction contract for this facility.

Certification confirms that the documentation and implementation of FED's Quality Management System (QMS) processes have reached an internationally recognized standard for quality.

This significant achievement came after two years of work to document the quality processes, implement these procedures and actively look for ways to make continual improvement.

In May 2001, FED completed a Project Management Business Process (PMBP) manual that provided flowcharts and descriptive text to explain each step in the process of initiating, planning, designing, contracting, constructing and closing out a project. Then, in August 2001, FED contracted with ISO consultants to start the process of learning about ISO 9001 requirements and developing documents to describe its quality management system and its processes. In May 2003, the FED Quality Management team approved the 180 documents that detail the District's Quality Management System.

As FED ends Fiscal Year 2003 and focuses on the year ahead, the District personnel and management will be building on the success of their ISO certification as they continue to set quality objectives, take appropriate measurements, analyze the data and look for ways to improve the quality of their products and services to enhance customer satisfaction as they support U. S. Forces Korea on the peninsula.

Spotlight on HED...

Continued from Page 9.

and marched around the track before entering the center of the field. It was an indescribable feeling that I, an American farm boy working for the Corps of Engineers, was walking in a stadium in Fiji holding a small Palauan flag and competing in outrigger canoeing with some of the finest athletes in the world. Some nations performed traditional native dances for the king and the 25,000 spectators. It was standing-room-only. Outside the stadium, the streets were full of people. The opening ceremony lasted well into the night, with the host country, Fiji, displaying a continuous show of native dancers, singers and strobe lights. The Fijians take great pride in greeting people with the word, "bula," hello. In certain situations, it is spoken with the noisiest, self-assertion imaginable. This was definitely the time and place to let out the stops and "bula, bula" was heard throughout the night.

The outrigger canoe races were held at downtown Suva Harbor. The water was dirty with no visibility and downright scary. Doing a "huli" (flipping over the boat) was not an option.

At that moment, I think we all really missed our homeland waters—crystal clear, and teeming with corals and tropical fish. The races lasted for four days and included 500-meter and 2,500-meter six-person boats; 500-meter one-person boats and 18-kilometer marathon races.

The race results could be summarized in a single word—"Tahiti." They won every single race for both men and women. Palau did manage to beat some of the South Pacific teams, but not enough to win a medal. The silver and bronze medals were mostly hotly contested between the host country, Fiji, and New Caledonia. Teams from Samoa, Wallis & Fatuna, Cook Islands and Nuie won a few medals as well.

Well, this is my adventure story. I am back in Palau and still paddling canoes and still enjoying jungle adventures when I can get them. I met a beautiful Japanese woman, Nobuko, in Palau a year or so ago. She recently became my wife. I wore flip-flops and shorts to our outdoor wedding (obviously a guy wedding). Mom has come out to visit three times and I was able to provide her proof-positive on the existence of toilet paper in Palau.

SEPC sends gifts of aloha and mahalo to Iraq



Lt. Col. David C. Press and members of the Special Emphasis Program Committee (SEPC) assemble holiday baskets filled with Kona coffee, chocolate covered macadamia nuts, Hawaiian cookies and holiday decorations for our soldiers and civilians serving in Iraq. From left to right: Lt. Col. Press, Lolly Silva, Maydean Martin, Maria Buckner, Ed Yoshimura, Phillip Mun and Renee Hicks.

Photo by Sarah Cox

HED employee wins 2nd place



Commander, Oahu Base Support Battalion, Lt. Col. Tomas Webb, awards the 2nd place trophy to HED Logistics employee, Clifford Olivera for his entry in the Fort Shafter Christmas card contest. Also shown presenting a prize to Olivera is Fort Shafter Community Coordinator Clarence Wilhelm. Photo by Sarah Cox

CHIEF OF ENGINEERS' HOLIDAY MESSAGE

The holidays are a time for remembering others, and for giving to others. This year, I want us to remember that there are many in our Corps of Engineers family who are serving in harm's way in Afghanistan and Iraq. They are giving an expensive gift...willingly sacrificing their holiday with their families so that others who lived for decades under tyrannical rule might have a future of safety and freedom.

I'm enormously proud of them. They volunteered for an important cause, and they are doing excellent work under difficult circumstances.

Of course, Afghanistan and Iraq are not the only places where our Corps team members will spend the holidays. Our people are at work in 91 countries worldwide, and many of them will also be separated from their loved ones during the holidays.

Please take a few moments during these holidays to remember those in the Corps family who are serving overseas. If you are acquainted with some of them, please mail them a card or send them an e-mail letting them know that you're thinking about them, and that their service is appreciated.

I have also served overseas during the holidays under difficult conditions, and you can trust me on this...in the situations that our people face in Afghanistan and Iraq and elsewhere, simple gifts like those will be treasured.

For all of us, this has been a busy year. As in years past, the Corps of Engineers has taken part in events that made headlines, and made a difference.

When the space shuttle Columbia burned up during re-entry, Corps people took part in the search in Texas and other states to find debris that helped piece together what happened to the spacecraft.

During Supertyphoon Pongsona on Guam, Hurricane Isabel on the East Coast, and the wildfires in California, Corps emergency teams were on the scene to fight the disaster, and to clean up afterwards.

Whether it is helping clear landmines in Afghanistan, or advising the Iraqi Ministry of Water Resources in re-routing water to preserve the Marsh Arabs' way of life, or providing new facilities for the U.S. Military Academy at West Point, this year Corps people have continued making a difference in America, and in the world.

The holidays are also a time to look to the future, and the Corps of Engineers' future is bright. The plans for USACE 2012 have been released and are now being implemented. People throughout the Corps are learning the basics of the Project Management Business Process, cornerstone of the Corps' new way of doing business. And Corps people are learning the concepts of competitive sourcing, which will be our part in the President's Management Agenda.

These actions and others will give the Corps of Engineers the best possible gift...the ability to improve our service to the American people.

As always, I encourage all of you to take time off during this holiday season. Relax and have fun, and especially make time to enjoy your families.

And my family and I wish you all a safe and joyous holiday season, and a happy, prosperous New Year.

Essays on!

ROBERT B. FLOWERS
Lieutenant General, USA
Commanding

District Shorts

Congratulations to Annual Award Winners:

Vincent Faggioli: Maika'i Loa (Leader of the Year)

TAMC PDT: Hui O'i Loa (Best Team of the Year)

Olson Okada, Brad Scully, William Yuen, Reynold Chun, Clifford Takano, Nadine Miyahira, Grace Nakaoka, Elton Choy, Miriam Koyanagi, Lynn Arakaki, Jody Muraoka, Richard Yoshimura, Mike Yatsushiro, Richard Duong, Peter Lee, Ivan Sonobe, Clayton Sorayama, Wayne Muraoka, Edwin D. Barlow, Paul Kim, Darryl Nogami, Bob Morishige and Richard Totten

Gordon M. Kuioka: Alaka'i (Project Manager of the Year)

Malai Tubtim: Administrative Employee of the Year

Lynette Kwock: Professional Employee of the Year

Steven Takeguchi: Technical Employee of the Year

Congratulations to Miles Takayesu for being nominated for Real Estate Professional of the Year.

Promotions:

Congratulations to Capt. Lisa Reyn Landreth, Capt. Jesse C. Gilman and Capt. Ina Lee on their recent promotions.

Aloha means hello to:

HED welcomes new employees Jeanie Young, Lester Lau, Eric Sugiyama, Nic Cabe, Matthew Rowe, Delilah Orrantia, Stacie Hirano, Annette Zapf, Eddie Dunn, David Wong, Carey Berky, Lynn Schneider, Stan Wakumoto, Trudy Rego, Phillip Mun, Connie Dent, Win Hargis, Julie Higa, Ed Alonzo, Jessie Choe and John Lopes.

Aloha mean goodbye to:

Warren Kanai, Alex Kufel, Dick Raber, Edward Mau, Herb Koga, Mary Ann Tilton and Larry Hawthorne on their retirements.

Harry Yasuo Aoki, Sept. 28, 1938 - Nov. 21, 2003

HED offers condolences to the family of Harry Aoki. He is survived by son Hugh, daughters Heather Moriyama and Heidi Aoki, brother Herbert, sister Mildred Igawa and two grandchildren. He served over 30 years with the Federal government including 16 years for POD/HED from 1981-1997. He was an avid hunter and fisherman and a charter member of the Kahaluu Chapter of the Lion's Club. He will be sorely missed.

USACE 2012...

Continued from page 2.

than ever before. We will become more dependent on each other than ever. For many this isn't a change, but for others, it will be significant. Everyone is a vital player.

On Oct. 6, we received the final USACE 2012 report which has been reviewed by the Honolulu District Corporate Board. POD will implement in two phases with Phase 1 (Division and above) in position and executing no later than March 31, 2004, and Division and Districts as Phase 2, executing around Oct. 1, 2004.

Notice that USACE 2012 is no longer the target date for implementation of these practices. Instead, USACE 2012 is now the new organization that can respond to the challenges we face. It will be

agile, flexible, and aligned well enough for the challenges that exist today and in the future. In the weeks and months ahead, we all need to remember the Corps' communications principles and apply them to our everyday actions. Let us listen to all constituencies both inside and outside USACE regarding issues of importance to them and respect their viewpoint. Let's communicate early, clearly, completely, honestly, accurately and often with all constituencies. Let's incorporate communication activities as an integral part of the project management business process. Let's be accessible to all constituencies and respond promptly. Let's proactively inform the public and other constituencies of the Corps' vital role in areas where we have special expertise. Let's continue to do what we say we will do! Essayons!

U.S. Army Engineer District, Honolulu

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