The Pacific Connection

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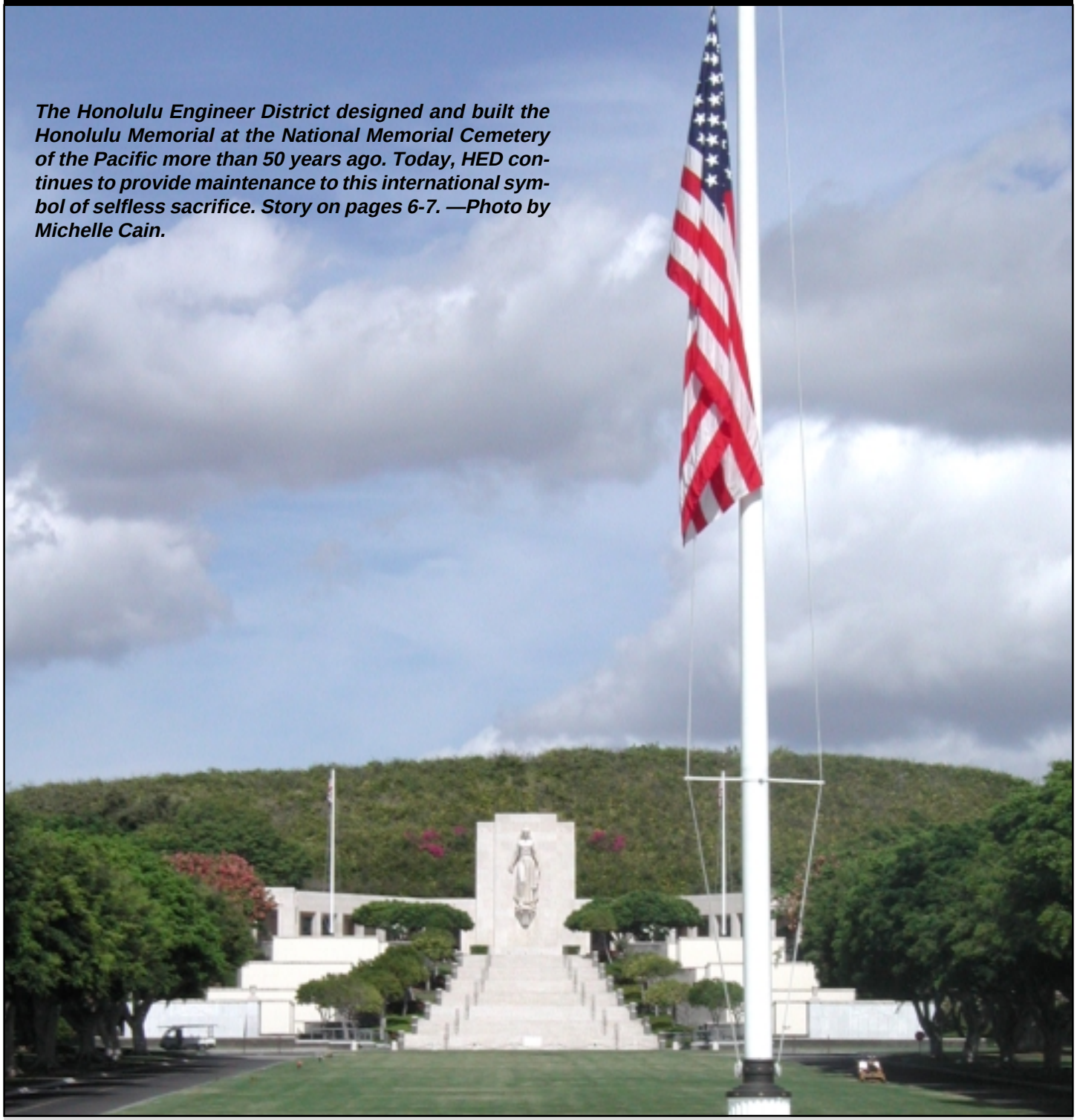

*The Honolulu Engineer District designed and built the Honolulu Memorial at the National Memorial Cemetery of the Pacific more than 50 years ago. Today, HED continues to provide maintenance to this international symbol of selfless sacrifice. Story on pages 6-7. —Photo by Michelle Cain.*

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Opinion

# Ethics training: Why bother?

**By Vincent J. Faggioli**
**HED District Counsel**

This October, all Honolulu Engineer District employ ees received an hour of Ethics training presented by the Office of Counsel. In the past, only those who were required to file OGE Form 450 or 450A - about 1/3 of the District - were mandated to attend this training and, in some cases, this training was by computer-assisted learning rather than in-person. This year, it was decided that EVERYBODY in the District could benefit from in-person Ethics training.

But, we have had so much training already, to include leadership, ergonomics, safety, Consideration of Others, stress reduction, pre-retirement seminars, resume writing, and many others. Is ethics really necessary? After all, it takes each of us away from our work for an hour. However, training is a wonderful benefit of Federal employment. When I was an Infantry Officer we had a training motto - please excuse this homely reversion to a past life - "The one thing you can't do with a bayonet is sit on it." That is, we can have all the weapons and tools, but unless we know how to use them, they are useless. Training teaches us how to use the weapons at our disposal, in this case our high ethical standards, individually and as a nation.

I am firmly of the opinion that no training is more important than the Ethics training that each of us has received. "Why is that?" you may ask. It is because individually and collectively, we as Federal employees are obligated to perform our duties in fulfillment of a public trust. The American people have hired us to do a job and fulfillment of thatfunction requires us to act in their name with honor and courage. The Declaration of Independence of the United States clearly explains an important truth: the purpose of Government is to secure our rights, and that "Governments are instituted among Men, deriving their just powers from the consent of the Governed."

We serve at the will of the American people, with their consent. To retain their confidence and trust, rules have been established to illuminate our footsteps on the path of stewardship. These rules are the rules of Ethics and their derivative Standards of Conduct.

We have discussed in detail with you the rules pertaining to financial disclosure, prohibitions against acting in violation of conflict of interest laws and regulations, gift rules, the necessity of impartiality, the importance of exercising honorable stewardship over our Federal position and government property that comes along with that position, limitations on outside positions and the program for answering Ethics questions. These subjects may not have been titillating or scintillating, but they are very important for you to understand and obey.

However, I strongly believe that, as important as these individual rules are, it is even more important to have a strong ethical compass that dictates correct behavior when a rule does not strictly forbid a questionable act. Every day, and every minute of that day, we should have the courage and the fortitude to do the right thing for the right reasons. That is the central focus of Ethics and ethical theory.

Doing one's ethical duty takes courage. Courage and courageous acts depend a lot on circumstances. One act of courage and service I have always marveled at was that of Chaplain Herman Felhoelter, who was killed in the Korean War. Following an attack and a retreat, Chaplain Felhoelter refused to leave those who lay wounded, still alive. A sergeant watching from another hill through his field glasses saw Felhoelter get shot in the back of the head while he was kneeling over wounded soldiers, praying for them. We have recently witnessed similar deeds of courage, heroism, and service to others during and since September 11th. Duty has many different manisfestations and may be dependent upon circumstances.

> *"By recognizing and abiding by high standards of personal conduct we do the right thing and demonstrate personal ethics."*
> — Vincent J. Faggioli

Few of us are called upon to make such sacrifices in "doing the right thing." However, we too can be courageous by strictly abiding by the rules.

In his initial communication with his staff and Federal workers, President George W. Bush wrote: "Everyone who enters into public service for the United States has a duty to the American people to maintain the highest standards of integrity in Government." By recognizing and abiding by high standards of personal conduct we do the right thing and demonstrate personal ethics. It may seem a little thing, but if we are to be trusted by the American people, we must earn that trust each and every day.

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*Kwajalein power plant open for business*

# HED completes $39 million project ahead of schedule and under budget

**By Michelle Cain**

The completion of a project more than ten years in the making was marked by a ribbon-cutting ceremony October 3, on the Kwajalein Atoll island of Roi Namur. Construction of the 13.5 megawatt power plant, which replaces the original structure built in1961, was completed two months ahead of schedule and the plant began operation in August.

HED originally began the project in 1989 with the preparation of programming documents. The first Concept Design was done in 1991, but the project was delayed due to technical issues and the stiff competition for MCA dollars. A final design was completed in 1998 and construction was awarded to J.A. Jones Construction Company (JAJ) at a cost of $38.6 million, more than $10 million under budget. Ground was broken for the project in December 1999.

"J.A. Jones has done excellent work on previous projects," said Rodney Leong, HED project manager for Kwajalein since 1983 . "Most of their construction has been ahead of schedule and trouble-free. We're quite happy with their construction."

The construction crew consisted of 125 men with equal numbers of Marshallese and American workers. Over 400,000 man-hours were worked without a lost-time deficiency on this project.

"That is an excellent safety record in the construction industry," said Mike Gwyn, vice-president and manager of the International Division for JAJ. "We had great cooperation from Raytheon, the Corps of Engineers and the Marshallese work force."

Roi Namur Island is one of 11 in the Kwajalein Atoll leased by the U.S. for testing various technologies in support of current national missile defense systems. The critical missions performed at Roi Namur require extremely high reliability and availability, said Leong. Their radars provide the nation's space surveillance network deep space tracking. This includes space shuttle support, data on new foreign launches from Russia and China, and high resolution space object identification.

**The completion of a new power plant on Roi Namur, one of the Kwajalein Atoll islands, was marked with a ribbon-cutting ceremony in October. The project, begun in December 1999, was completed two months ahead of schedule and under budget by J.A. Jones Construction Company. —U.S. Army photo**

"Reliability of the plant is extremely important," said Leong. "One malfunction with the power plant during an important missile test could waste $100 million."

The 34,000 square foot facility houses nine 1500 kilowatt diesel engine-generator sets with state-of-the-art controls. This is an important feature, said Leong. "It needs to be very reliable," he explained. "In case one or two generators go offline, other units can be quickly and smoothly brought online to minimize the disruption of power."

Leong credits the smooth completion of the project to several people.

"It was a great team effort," he said. "Everyone throughout the project's life, from the designers to the construction workers, worked very closely with the ultimate users, the power plant operators, to ensure customer satisfacton. The partnership between the Kwajalein Resident Office (KRO) and the contractor has been terrific."

He added that KRO's Louis Askew, Resident Engineer, and George Lum, Construction Representative, were key to the successful early completion of this high quality product.

*Grief and tragedy and hatred are only for a time. Goodness, remembrance and love have no end.* —**President George W. Bush**

# Employees of the Month

## Pat Billington

**Hometown:** Raised in Michigan; Kaneohe is home now.
**Family:** Husband Taka, and daughters Memorina (27) and Laura (13)
**Position with Corps and how long:** General attorney in HED for 15 years.
**Describe your job in 50 words or less:** I provide legal counsel and support to the District Engineer and staff on environmental planning and remediation issues, authorized civil works projects, support for other federal, state and local agencies, litigation support, contracting issues, and real estate matters.
**What do you like best about your job?** I like working with people to solve problems and move projects forward. I also like to read and to learn new legal and technical areas.
**What is the most difficult part of your job?** Not always having enough time to work with other District staff on their issues.
**If I was the DE for a day, I would...** walk around the District, visit each office and talk with the District staff, listen for concerns and suggestions that might be sound and implementable.
**What is the best improvement in the District in the past six months?** Everyone's workspace is being upgraded, especially with new furniture.
**What is the best improvement in your office in the past six months?** In early August our newest attorney, Richard Say, joined our office. He is an experienced Corps attorney and has helped tackle Office of Counsel's workload since he arrived. He's a great addition to our office.

## Harold Nakaoka

**Hometown:** Honolulu, Hawaii
**Family:** Wife Grace, and two children, Jayson (9) and Kristen (5)
**Position with Corps and how long:** Project Manager for Civil/Public Works Branch, Programs and Project Management. Twenty-five years of federal service, 20 with the Corps.
**Describe your job in 50 words or less:** I make sure my customers get what they want, when they want it, and are satisfied with it.
**What do you like best about your job?** On a career basis - being able to work on a wide variety of projects and programs.
**What is the most difficult part of your job?** Dealing with the major organizational changes whenever they occur.
**If I was the DE for a day, I would...** I can't think of anything significant, but I would like to do something fun, like give everyone 59 minutes off!
**What is the best improvement in the District in the past six months?** New furniture!
**What is the best improvement in your office in the past six months?** New furniture!

*We're all Americans now. It doesn't matter where we were born, or what language we speak to say our prayers.* —**Margaret Wente in Canada's *The Globe and Mail***

# Employees of the Month

## Maria Buckner

**Hometown:** Waianae, HI
**Family:** Husband George, daughter Shantel (9), sons DeForest (7) and Kenya (5)
**Position with Corps and how long:** Contract Specialist since April 1999. With Corps since July 1996.
**Describe your job in 50 words or less:** I procure supplies, services (large and small) and issue construction type contracts. I'm the training coordinator for the contracting office. I'm also the International Merchant's Purchase Card (IMPAC) Agency program coordinator for the District and Division.
**What do you like best about your job?** I enjoy the contracting field as a whole because there's always something new to learn. It's exciting, not monotonous. I especially enjoy satisfying our customers, both internal and external.
**What is the most difficult part of your job?** I guess it would be working long hours during year-end. The long hours at work and not being at home is stressful for my family and me. I'm just thankful that it's only a small part of the year and not year 'round.
**If I was the District Engineer for a day, I would...** Is this a trick question?
**What is the best improvement in the District in the past six months?** Most offices received new furniture, which provides a much more professional look.
**What is the best improvement in your office in the past six months?** We had a successful year-end. All FY01 requirements were awarded before Oct.1, 2001. And our contract register book is now automated, thanks to our summer hire, Gary Li.

## Katie S. P. Lock Tamashiro

**Hometown:** Honolulu, Hawaii
**Family:** Daughter Jill, son John, companion Reuben, and cat Dimie
**Position with Corps and how long?** Emergency Operations Coordinator, 4 years; 23 1/2 years with POD.
**Describe your job in 50 words or less:** I am responsible for Catastrophic Disaster Response Planning (CDRP) in the pacific (Alaska and Hawaii), National Emergency Preparedness Program (NEPP) involving planning for military contingencies and exercises in the U.S. Pacific Command, and other military programs such as Field Force Engineering (FFE) at HED.
**What do you like best about your job?** Working with a diverse group and a lot of nice people over the years.
**What is the most difficult part of your job?** Trying to maintain balance and also have a private life. I have spent way too much time at work in my 23 1/2 years with the Corps.
**If I was the DE for a day, I would...** try to resolve problems that affect the overall district organization by analyzing situations from all sides, placing myself in the other person's shoes, and taking a truly subjective approach to the problems at hand.
**What is the best improvement in the District in the past six months?** I've noticed the boxes in the hallways in Bldg. 230 and know the various offices have been, or will be, physically transformed by the new modular furniture purchased for the District. It was a long time in coming and it looks great!
**What is the best improvement in your office in the past six months?** All four EM positions in the District EM Division have been fully staffed.

*Some people live their whole lives, long lives, without having left anything behind. My sons will be told their whole lives that their father was a hero.* **—Lisa Beamer, wife of man who took action against hijackers**

# Rest in Peace

***The Honolulu Engineer District designed and built the National Memorial Cemetery of the Pacific. HED's dedication to the ongoing care and maintenance of this national shrine allows those interred here to***

***Story and photos by Michelle Cain***

For more than 50 years the National Memorial Cemetery of the Pacific has been the final resting place for tens of thousands of Americans who gave their lives for their country. Designed by the U.S. Army Corps of Engineers, the cemetery and the Honolulu Memorial are located in Puowaina Crater, an extinct volcano referred to as Punchbowl because of its unique shape.

Roughly translated, Puowaina means "consecrated hill" or "hill of sacrifice." During World War II this natural wonder, offering a view from Diamond Head to Pearl Harbor, became the home of one of nine permanent coastal batteries on Oahu. Although the many tunnels of Gun Battery Number 304 still remain, it is now a place of peace.

**The map galleries in the Honolulu Memorial are a favorite stop for millions of visitors each year. The area has been restored and preserved by HED.**

From the announcement in September 1948 of the opening of bids for the first phase of construction at Punchbowl, the Honolulu Engineer District played a vital role in the construction of this national shrine.

"The Corps was there at the beginning and through the years has continued the front-line construction support," said Fred Nakahara, HED's program support manager for the Department of Veterans Affairs/American Battle Monuments Commission projects.

The first interment, an unknown victim of the attack on Pearl Harbor, was made on January 4, 1949. Burials were carried out daily while Army Engineers continued their construction work. As taps were played, all construction ceased as the workmen stood reverently at attention during each of the ceremonies.

The burial of Ernie Pyle, a well-known war correspondent killed during the invasion of Okinawa, marked the opening of the cemetery to the public on July 19, 1949. There are now 33,230 gravesites at Punchbowl representing fallen warriors from World War II battles at Guadalcanal, Guam, China, Burma, Saipan, Okinawa and Iwo Jima, and prisoner of war camps in Japan. The cemetery also holds the remains of 848 U.S. servicemen who died fighting in Korea.

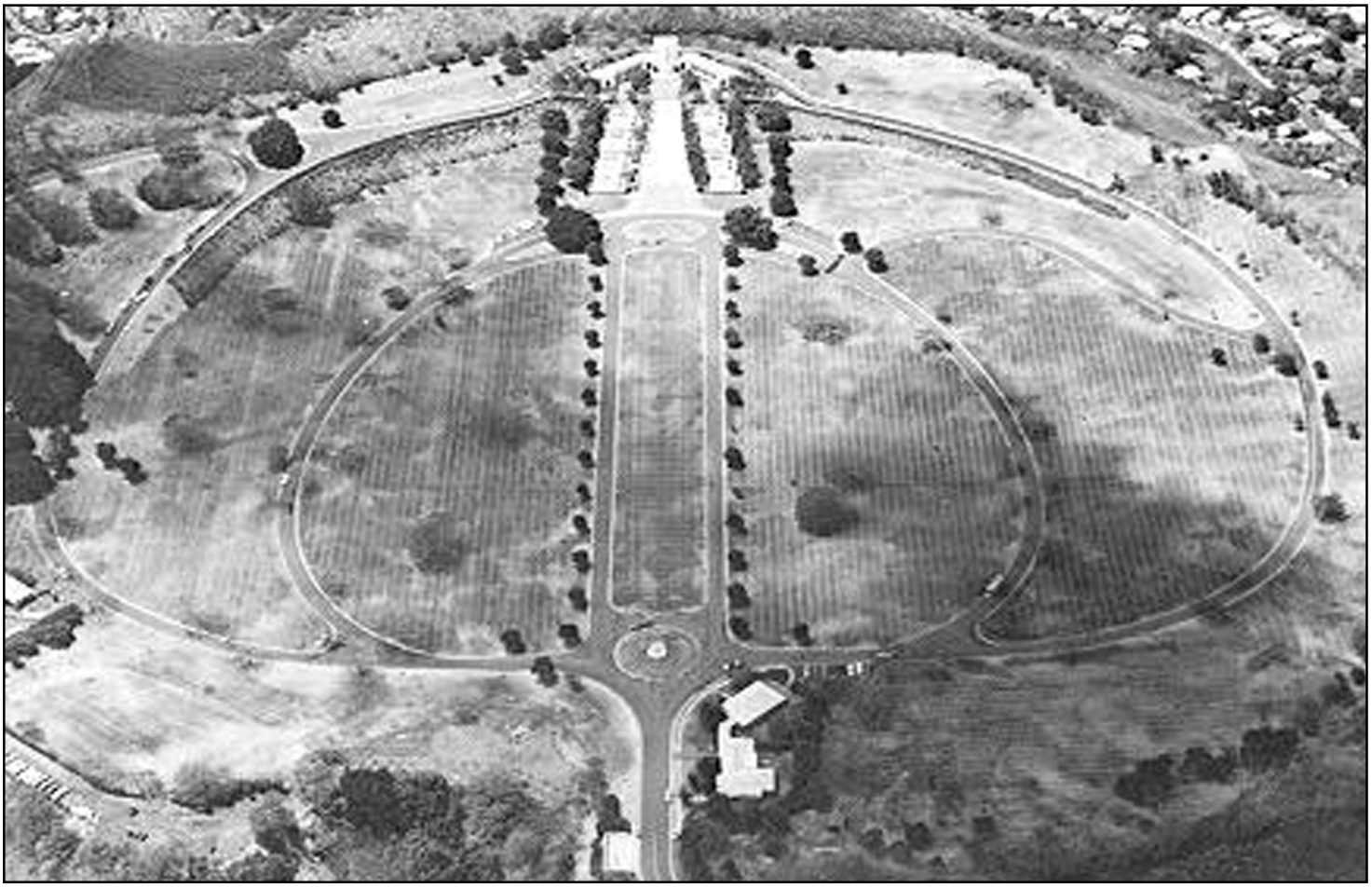
The Honolulu Memorial, honoring the achievements and sacrifices of Americans in the Pacific during World War II and the Korean War, was dedicated on May 1, 1966. It was enlarged in 1980 to include those missing from the war in Vietnam.

Overlooking the graves area of the cemetery, the memorial includes a chapel, two map galleries, and a 70-step staircase leading from the crater floor to the Court of Honor. Flanking the massive staircase are 10 Courts of the Missing, where the names of 28,778 war heroes missing in action or lost at sea are recorded. A 30-foot female figure known as Columbia graces the front tower of the memorial, under which are en-

***See "Punchbowl," page 12***

*Did you want us to respect your cause? You just damned your cause. Did you want to make us fear? You just steeled our resolve. Did you want to tear us apart? You just brought us together.* **—Leonard Pitts, Jr., the *Miami Herald*, referring to the September 11 terrorist attacks**

**Annually, more than 5.5 million visitors pay their respects to the thousands of servicemembers interred at the National Memorial Cemetery of the Pacific. Every day, family members can be found placing flowers or flags at the gravesites, and performing simple beautification tasks in honor of their loved ones.**



**An aerial view of the National Memorial Cemetery of the Pacific gives a better understanding of how it came to be referred to as the Punchbowl. The Honolulu Memorial is at the top center. The magnificent staircase leads up to it from the center floor of the crater, where the 13,900 World War II veterans are buried. On either side are the Courts of the Missing. The upper left side of the crater offers what is arguably the most beautiful view on the island, from Diamond Head to Pearl Harbor. —U.S. Army photo**

*We seek not the world-wide victory of one nation or system but a world-wide victory of man. The modern globe is too small, its weapons too destructive, and its disorders too contagious to permit any other kind of victory.* —**Former president John F. Kennedy**

# Spotlight on HED

## Safety and Occupational Health Office

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

***Interview and photo by Michelle Cain***

This month I talked with Jeff Cochran, HED's Chief, Safety and Occupational Health Office, to find out how his office contributes to the overall mission of the District.

***Pacific Connection (PC):* What are the responsibilities of the Safety Office?**

***Jeff Cochran (JC):*** The Safety & Occupational Health Office is responsible for reporting accidents and educating employees on how to prevent accidents through training, awareness and assessments. We strive for excellence in Safety and Occupational Health, providing support and services to all offices in the district and our external customers through training, performing inspections and ensuring safety is planned into all our processes with risk management techniques.

***PC:* How does the Safety Office impact on HED?**

***JC:*** The Safety Office impacts HED by assisting our employees with tools to use with safety & occupational briefings, holiday messages, providing safety training with videos, and special guest speakers for HED Safety Day. Our goal is zero accidents. Safety is everyone's responsibility by ensuring Safety as our number one priority in HED.

***PC:* Why is it important for the District to have a Safety Office?**

***JC:*** The importance for safety in the district is two-fold. One: To provide all our employees a safe place to work, free from recognizable hazards. Two: To reduce workers compensation cost for our district by integrating risk management into our daily lives. The best way is to use as a model an activity hazard analysis, which first of all identifies the principal steps involved and the sequence of work activities. Second, we analyze each step for potential hazards that may exist prior to doing a task and develop specific controls for each potential hazard. This includes training, equipment and inspection requirements. If we do this on all tasks, we will plan safety into our regular duties and when it comes to actually doing the work it should be done in a safe manner.

***PC:* Who does the Safety Office deal with outside of HED?**

***JC:*** We deal with contractors, their employees, other federal agencies, and the general public.

***PC:* How does the Safety Office interact with customers and contractors?**

***JC:*** We share information freely with them electronically using our new Intranet and Internet network. Our customers can go into our web site and electronically view our safety and health regulations from EM 385-1-1, U.S. Army Safety and Health Requirements Manual, and other safety related training sites. We interact telephonically, reviewing accident prevention plans and answering questions and concerns over Safety and Health related issues. Also, we provide services to our customers in the proper selection of personal protective equipment and clothing. We are proactive with our customers and contractors awarding them with safety certificates for jobs done safely without any injuries or safe performance observed on the spot during safety oversight visits.

**HED's safety office is responsible for ensuring the safety of HED's employees and its contractors. Here, Jeff Cochran, HED safety officer, shows workers at Bldg. 502 how to perform a task in a safer manner.**

*We're Americans; we don't walk around terrified. We're going to move forward with pride and with determination.* **—Secretary of State Colin Powell**

# New safety officer joins District

***Story and photo by Michelle Cain***

Another member has been added to the HED family, with the arrival of Jeff Cochran, Chief, Safety and Occupational Health Office. The Arkansas native comes from a similar position with the Little Rock (Ark.) District.

"I'm enjoying the change in climate, the new faces, and the different food and cultures to broaden my spectrum," he said.

In his eight years with the Army Corps of Engineers, including assignments with the Rock Island (Ill.) and Tulsa (Okla.) Districts, Cochran has primarily dealt with large operations divisions where there was greater focus on locks and dams and reservoirs. HED offers him a more diverse assignment.

"It will be more construction-oriented, which I thoroughly enjoy," he said. "There is a greater demand for me and my office to be in the field overseeing contractor's work versus in-house administrative work."

Cochran says he likes to see personnel and projects grow and progress in a safe, efficient way without any incidents. "The best part of the job is assisting others to succeed in the area of safety so that all employees go home to their families each night with what they entered the workday with," he said.

A former teacher, Cochran holds a bachelor's degree in education from Henderson State University in Arkansas, and is a 2001 graduate of the Army Management Staff College.

He is the oldest of 12 siblings, and his hobbies include golf, racquetball, hunting and fishing. He enjoys doing volunteer work for his church and community, and coaching sports.

**Jeff Cochran, HED's new safety chief, performs a routine electrical safety check at a job site.**

## Sharing the Corps experience...

**Sharon Ishikawa, CEPOH-PP-C, and Diane Lau, CEPOD-HR, share information with University of Hawaii engineering students about possible employment opportunities within the Pacific Ocean Division. The Division was invited to participate in UH's annual College of Engineering Career Day Oct. 5, along with dozens of other potential employers from both the federal government and the private sector. —Photo by Michelle Cain**

*There's not enough dust to cloud our love for freedom.* **—Fernando Zamora and Miguel Rivera, Columbia University students**

# Electronic Library

*by Ruby Mizue*

## HONOLULU DISTRICT INTRANET

New items are posted continuously on the district Intranet, and an update message will be sent out weekly. To access the district Intranet, be sure to use *Internet Explorer* and go to: https://pohinfo. To facilitate periodic access, add this address to your "Favorites."

ENGINEERING ELECTRONIC RESOURCES UPDATE

As we begin the new fiscal year with a commitment to providing superior engineering and other services throughout the Pacific region, here is a brief overview of the engineering electronic "toolbox" available for the engineering/technical staff. All the products have been used by district staff for several years, and most are restricted in access and use by licensing requirements. The usernames/passwords must not be provided to anyone outside Honolulu District, including contractors. To do so is in violation of licensing agreements and may adversely affect accessibility for legitimate HED users.

**NFPA Codes Online Subscription Service— *New and Improved!*** Honolulu District Engineering and Construction Division has renewed the online version of the NFPA Fire Codes for FY02. The web-based subscription for five simultaneous users is restricted to Honolulu District staff and requires a username and password.

This service puts the latest edition of every code at your fingertips, everytime you need it, 24 hours a day, seven days a week, whether at your desk, at home, or on TDY. Since it's on the Internet, district engineering staff in all outlying field offices with Internet access can also use the product.

According to the NFPA, the improved service preserves many of the familiar features that you have been using this past year, but will also incorporate new and better-integrated sources of information to assist in accessing, understanding, and using the Codes. With the new features, **logon procedures have changed**. Instructions on accessing the product, username and password are available from Ruby Mizue at 438-8348.

Information Handling Service (IHS) Specs and Standards on the Web— For FY02, Japan District and Far East District joined Honolulu District E & C in renewing this subscription. The service includes standards from ARI, BHMA, ANSI Construction, ASHRAE, AWWA, MSS, NEMA, UL-electrical, ASTM Construction, and AASHTO. Since the subscription is shared by three districts, our license is now for *five* simultaneous users and requires a username/password. Logon procedures and the password remain unchanged from last year. Contact Ruby Mizue if you need more information.

The web search engine allows you to search the database of over 300,000 specs, standards and related documents. Our subscription provides access to the **image pages** of documents from the organizations listed above. Selected recent documents are now available full-text. Go directly to this service when you are trying to locate an item from one of the organizations covered by our subscription. Tutorials and demos are available from the Help menu at the website.

Other engineering electronic resources include ***Construction Criteria Base (CCB), DoD ASSIST Quick Search***, and ***NSSN-A National Resource for Global Standards***. The features and access requirements for these as well as NFPA and IHS are summarized in a document titled "*Engineering Electronic Resources*," which is posted in the Outlook Public Folders, Information Management category, E-library Connection mailbox.

## PRODUCTIVITY CORNER

### Kindness of Strangers

A man was driving home one snowy winter evening. He was thinking of his family's situation. With factories in the small town closing, it had been difficult to find work. And he didn't want to leave the place he grew up in.

He was so preoccupied, he almost didn't see the old woman stranded on the side of the road. He pulled his beat-up Pontiac in front of her Mercedes. He saw that she was a little frightened so he told her, "I'm here to help you, ma'am. Why don't you wait in the car where it's warm. By the way, my name is Joe."

All she had was a flat tire, which Joe replaced. She was so grateful, she asked if she could pay Joe for his help. Joe thought it over, but decided that this wasn't a job; it was helping someone in need. So he refused payment and said the best way to pay him back was to provide assistance to another person who needed help. She agreed and was again on her way.

A few miles down the road, the lady saw a small, dingy cafe. She went in to grab a bite to eat. Her waitress came over and kindly brought a clean towel to wipe her wet hair. The lady noticed that the waitress was very pregnant. But despite the hard work, the waitress still smiled sweetly.

After the old woman finished her meal and the waitress went to get her change from a hundred dollar bill, the lady slipped out the door. When the waitress returned, she found only a napkin on which was written, "You don't owe me a thing, I've been there too. Someone once helped me out, the way I'm helping you. If you really want to pay me back, here's what you do. Don't let the chain of love end with you."

When the waitress went home, she wondered at the woman's generosity right when she needed it most. And when she went to bed that night, she turned to her husband, kissed him and whispered, "Everything's gonna be alright, Joe."

**—Ragan's Communications**

*The most visible symbol in New York is the spirit of a free people.* **—New York City mayor Rudolph Giuliani**

## Commander's Comments

"...the finished results —in terms of customer service, quality, and taking care of our Ohana— are stunning."

***By Lt. Col. Ronald N. Light HED Commander***

# Change: More than just fresh paint

For those of you who work in or around Building 230, the District Headquarters, you've noticed a lot of activity lately. And a lot of change. Finally, the building is getting a facelift with fresh paint. I want to use the painting of our building as a model to discuss what we have together accomplished during the past 15 months.

If you've ever painted anything, you know that preparation is the key to a successful job. A good painter will clean the surface of dirt, caulk and spackle holes and cracks, and scrape off loose paint and scaling before the first drop of paint touches a brush or roller.

During the past 15 months, I have asked you to do a lot of preparation. Together we have used DrChecks, and conducted after action reviews, to grow an ethic in the District of continuous learning. Of improvement. Of introspection. We have prepared project management plans, as a tool to prepare us for successful project execution. We have developed and we are living our 14-Point Customer Commitment Plan.

Has our preparation been perfect in these areas? No. However, we have built upon the notions that we are planners… that we continuously learn… and that we are committed to customer service, and we are beginning to reap great benefits. Our preparation doesn't stop there.

Our Operations Plan, training guidance, leadership development program, and mission essential task list work have set definable, achievable standards for *your* training and development. We have a solid plan to give you skills to make you successful, and we've backed our intent up with a slice of our budget. We've also conducted resume, interview, effective meetings, and TAPES special training sessions. This training is aimed at you: to give you the skills to be more marketable, better prepared, and better informed. More training is planned on conducting after action reviews, and empowerment. This training is about preparation, and it's also about us. *This District is our Ohana, and we take care of each other.*

We are preparing in other areas, too. You have heard about ISO 9001. This concept of plan, do, check, and act will help us prepare for, and achieve, more consistent quality across all aspects of the work we do for customers. Work at Schofield Barracks, Wheeler Army Airfield, Fort Shafter, and the Pohakuloa Training Area. At Tripler Army Medical Center. At Hickam Air Force Base. In Kwajalein and the Republic of Marshall Islands, and the Federated States of Micronesia. On the islands of American Samoa, and on the islands of the Commonwealth of the Northern Marianas. On the Republic of Palau. And all over the State of Hawaii. We do quality work now, and we are preparing to get even better.

Work is in development for other areas of preparation. Every member of the District deserves a safe, clean, efficient work environment. We are going to renovate the work environment for our Fort Shafter Resident Office team members. We are going to find a decent work environment for our logistics and contracting team members. And, by the way, we have been hiring new team members: during FiscalYear 01 we hired 36 people to meet our growing workload, and we have another 30 or so hiring actions in progress.

So…during the past 15 months we've done a lot of preparation. We've established systems and processes, some of which were sorely needed. In other cases, we correctly anticipated USACE initiatives (After Action Reviews…more customer feedback venues…emphasis on leadership development), and as I've noted before, we are ahead of the power curve. The District *has* undergone great change in the past three years, and a lot of change in the past 15 months.

I want you to know…that I know at times some of you are overwhelmed. And I want you to know…that we have not made change for change's sake. While we have not anticipated every change, we have found a way to minimize the impacts of change outside our control. (An example: implementation of Corps Path training, which we will interweave with existing leadership development program requirements.)

Yes, the past 15 months have brought change. All organizations face change; all Districts face change. At the end of the day, organizations —Districts— are judged by how well they managed change. What we've tried to do during the past 15 months is underscore change as *preparation*. Preparation to make us more efficient, make us better, make us stronger, more adaptable, more resilient. This is who we are, and we are getting there!

Viktor Frankl, a Holocaust survivor, said of change: "…the last of the human freedoms: to choose one's attitude in any given set of circumstances…." You face such a choice when change occurs in the District. I salute those of you who have stayed the course, borne change with spirit and dignity, and helped us prepare.

An organization the size of ours requires a lot of preparation for change, just as our building requires a lot of preparation for painting. When we have prepared thoroughly, the finished results —in terms of customer service, quality, and taking care of our Ohana— are stunning. Thank you for your support of our preparation to make Honolulu Engineer District the best place for the best people to work!

*It wouldn't surprise me to see them rebuild the World Trade Center even higher — to make it clear that they cannot be forced to their knees.* **—Alfred Defago, former Swiss ambassador to the United States**

## District Shorts

**Aloha means hello** to **Jeff Cochran**, Occupational and Safety Manager, who comes to HED from the Little Rock District. **Aloha means hello** to **Jenelle Wong**, Design Branch, Architectural Specifications Section, who is a participant in the Student Educational and Employment Program (STEP). **Aloha means hello** to **Dr. Molly Kihara,** Environmental Technical Branch's water quality and regional dredging expert, who comes to HED from a position in the private sector. **Aloha means hello** to **Andrew Kohashi,** Chief, Army-Hawaii Branch of PPMD, who comes to HED from the Japan Engineer District.

# Punchbowl

*Continued from page 6*

graved the words of sympathy expressed by President Lincoln to the mother of five sons killed in battle: "…The solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom."

Under an interservice agreement between agencies, HED's support has continued over the years in the form of various repair and maintenance projects throughout the cemetery.

When work needed to be done, "the Corps of Engineers came to my aid in a heartbeat," said Gene Castagnetti, cemetery director. "We began a partnership to preserve this national shrine. They've worked diligently to restore the memorial."

Completed projects include the repair and improvement of roads within Punchbowl, and the installation of irrigation and valve control systems. Restrooms at the Honolulu Memorial have been renovated to conform to Americans with Disabilities Act (ADA) standards. The interior and exterior surfaces of the memorial have been cleaned and sealed, metal handrails have been restored and preserved, and the grand staircase has been cleaned and sealed. Repair and restoration work has also been done on the reflecting pool and pumping system.

"The Army Corps of Engineers does a great job because they're responsive," said Castagnetti. "Our customers are all veterans; there's a military family connection."

Future projects to be completed by HED include the cleaning and sealing of the Courts of the Missing, repair or replacement of the upper and lower plazas, and the procurement of tents/sunshades and chairs to accommodate the nearly 100 ceremonies conducted each year at the cemetery.

"We want to continue the very good partnership we have with the Army Corps of Engineers," said Castagnetti. "They take on jobs up here which really are small compared to some of the massive million dollar jobs that they have. We're comfortable with them. We're confident with them. They do a professional job."

The jobs that the Honolulu Engineer District takes on at Punchbowl may be relatively small, but HED's efforts have a wide impact. The National Cemetery of the Pacific has become an international symbol of selfless sacrifice, accommodating visitors from all over the world, said Castagnetti. More than 5.5 million visitors come to these hallowed grounds annually to pay their respects.

"Every job is important, no matter the size. It's always a pleasure to do work for them," said Nakahara. "Many of the contractors feel it's a small way of paying their respects to America's veterans as they maintain the facilities."

## Historical HED: A step back in time

**One year ago...**

*Flooding on the Big Island in November tested several of HED's flood control projects, which performed as designed and prevented estimated losses as high as $17 million.*

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

**Five years ago...**

*POD's computer network infrastucture is upgraded, allowing for the full implementation of CEFMS.*

*Construction of the $20 million Advanced Electro-Optical System (AEOS) telescope at the U.S. Air Force Space Surveillance Complex on Maui nears completion, with the installation of its uniquely retracting dome.*

**Ten years ago...**

*Work continues to progress on the expansion of the Hale Koa Hotel at Fort DeRussy. Total project cost is estimated at $100 million.*

*The Sand Island State Park shore protection project was dedicated October 30. The project was a joint effort of the Corps of Engineers, the State of Hawaii Department of Land and Natural Resources, and Hawaii citizens.*

*POD and HED surpassed the Combined Federal Campaign dollar goal, with contributions of more than $52,300.*

*We sleep safe in our beds because rough men stand ready in the night to visit violence on those who would do us harm.* **—George Orwell**