



The Pacific Connection

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US Army Corps of Engineers
Pacific Ocean Division

Program addressing infrastructures in last phase

OMIP in final five years

Story by Alexander Kufel

It was an extraordinary week in Kolonia, Pohnpei, Federated States of Micronesia (FSM). Gov. Del Pangelinan

had just dealt with a visit from Typhoon Isa, fatal mudslides and reduction of the government work week. Now he was remarkably well-composed in dealing with the new business at hand.

"I'm anxious to continue with OMIP (Operations and Maintenance Improvement Program), now that the new contract has been awarded," said Pangelinan.

"However, my immediate concern is to recover from the typhoon and see if we can enlist the Corps' help in examining the elements that caused the mudslides."

HED civil engineer John Emmerson, manager of the U. S. Department of Interior's OMIP program, was talking with the governor about the contractor selected for the second five-year report on recommendations for public works organizations. All other things being equal, the low bid had prevailed and the opportunity to save the United States \$250



Photo by Alexander Kufel
Reviewing paperwork related to damage from recent storms is part of the job for Pohnpei Gov. Del Pangelinan.

thousand over the five-year period determined the award.

"This is an important period for OMIP," said Emmerson. "It's the last five-year phase of the program. Self-sufficiency is the goal."

"As long as we can have good communications with the contractor things should be okay," said Pangelinan. "Right now, other things are of pressing importance. We need a thorough examination of the elements that caused the mudslides. It can't happen again. Typhoon Isa knocked down the Kolonia police station and did a lot of other damage. We need to get the effects of the typhoon out of the way so we can concentrate on the substantial repair work necessary at the hospital."

Pohnpei has been one of the major participants of the program addressing infrastructure maintenance that arose out of the 1986 Compact of Freely

See "OMIP," page 10.

FED unit wins award for organizational excellence

For the sixth year in a row, POD achieved recognition at the annual Federal Week Awards program for the performance of its employees. This year's award for federal organizational excellence was won by FED's Hydrology and Construction Section.

Douglas Bliss, representing the Far East District Engineering Division's Foundations and Materials Branch, accepted the prestigious honor May 28 at the Sheraton Waikiki Hotel in Honolulu. FED was selected by a panel of judges over 14 other organizations to win the award.

See "FED unit," page 13.



Photo by Alexander Kufel
Douglas Bliss accepts the Honolulu-Pacific Federal Executive Board award for federal organizational excellence for the FED Hydrology and Construction Section from FEB chairman Capt. John E. Tufts, SC, USN, and U. S. Sen. Daniel K. Inouye.

Inside

Visiting Pohnpei and Kosrae, FSM

Visiting Kwajalein and Ebeye, RMI

Productive People

...Page 6

...Page 8

...Page 15

Progress:

The art of progress is to preserve order amid change and change amid order.—Alfred North Whitehead, English mathematician, philosopher



By Lt. Col. Ralph Graves
HED Commander

Commander's Comment

Regaining independent organizational identity

Twenty-five years ago, Honolulu Engineer District combined with the Pacific Ocean Division Headquarters to form the POD Operating Division. Now that Alaska District has joined POD, the major technical elements of POD and HED are once again separating and Honolulu District is regaining an independent organizational identity. If you are looking for a picture of how the new HED will function, the recently published HED OPLAN: Corps Plus is a good place to start.

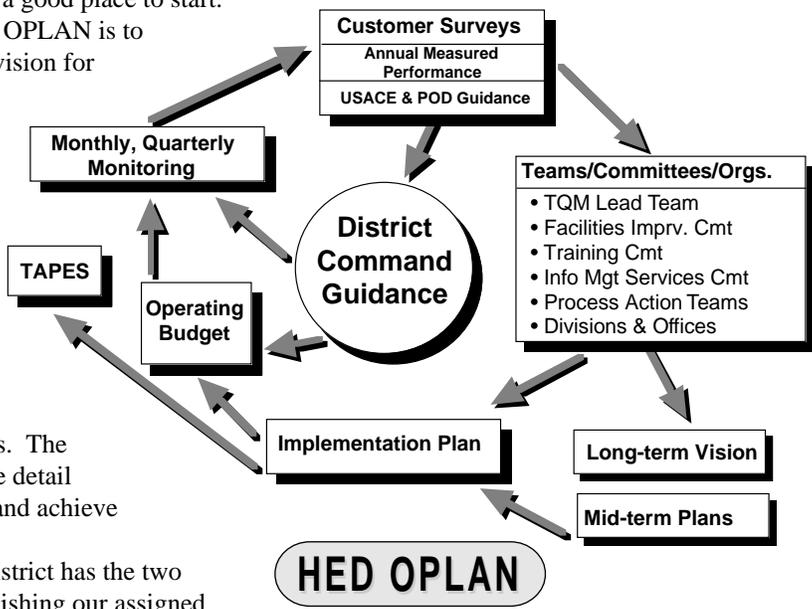
The purpose of the HED OPLAN is to carry out Lt. Gen. Ballard's vision for the Corps of Engineers. His Master Strategy tells us to revolutionize effectiveness, seek growth opportunities and invest in people. The POD Strategic Plan relays this guidance to the four districts of the Division and directs assembling inventories of ongoing and planned improvement actions. The HED OPLAN goes into more detail describing how we shall set and achieve improvement goals.

Broadly speaking, the District has the two interrelated goals of accomplishing our assigned mission and continuously improving our organization. The OPLAN seeks to focus and define better how we plan and assess our work towards these goals. Largely, it makes use of structures that already exist in the combined POD/HED.

How shall we assess our mission accomplishment? Each year, USACE issues Command Guidance with measurable performance objectives in many areas, including program execution. Some of these measures are examined quarterly in the Command Management Review (CMR). At the District level, we need to see deeper than the USACE CMR, so we are working up our own more detailed set of measures that focus on the cost of doing business and project time, cost and quality

performance. We'll consolidate the measures we plan to use and describe how often we'll gather and review the data in District Command Guidance to be published at the beginning of the fiscal year. Lessons learned from projects and feedback from customers are two additional sources of information on mission performance.

Improvement initiatives seek to advance the USACE goals of effectiveness, growth and people



investment. They may arise locally in the District or be directed from USACE or POD. The HED OPLAN tasks District organizational elements as well as the Facilities, Training and Information Management committees to submit initiatives for review by the TQM Lead Team and consolidation by Resource Management Division. The Program Budget Advisory Committee will ensure that priority efforts receive resources. A published list of improvement initiatives will better inform everyone what we are trying to do and keep our efforts on track for success.

Our improvement goals will be established in the short-, mid- and long-term. Our current long-

See "Regaining," page 10

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Giving: *No person was ever honored for what he received; honor has been the reward for what he gave.*
 —Calvin Coolidge, U. S. president

Opinion

The price of membership

Rites of passage being what they are, I felt that it was simply a matter of time before I would garner enough experiences similar to other Corps employees to qualify me, with no explanations or apologies due, to become a full-fledged member of the U.S. Army Corps of Engineers. In fact, with nearly a year of Corps-time under my belt, I've lately found myself thinking that perhaps I had already arrived without even knowing it.

Of course, I greatly underestimated the cost of admissions, a point mercilessly driven home when I recently visited USAKA (United States Army Kwajalein Atoll) while on temporary-duty to parts of the Federated States of Micronesia and the Republic of the Marshall Islands. It just may be that I've grown too accustomed to my civilian ways to adjust readily to the spartan life of a soldier. However, I can't say I wasn't warned.

Pohnpei was fascinating, charming in a way I've never before experienced. I was impressed by its natural beauty, by its total lack of pretentiousness, and by the very nice manner of the people I saw and met. Likewise on Kosrae. Entering that island state through the airport where ours was the only airplane, the mountains beckoned cool and pristine, the roads were quite good, the houses neat and set apart from each other and the people so friendly as to come outside to wave as we went by. Rain that fell while people were getting off the airplane produced several small rainbows. Just before leaving, a nice lady in one of the offices I visited gave me a Chinese-style fortune cookie. Undoing the wrapper and breaking the cookie in half I read the fortune:

God, in His great Mercy, pushes back what we deserve; In His Illuminating Grace, He brings in what we do not deserve.

"What does that mean?" I asked the person I was traveling with. "I don't know," he said shrugging. "It's probably good news."

The plane to Kwajalein was half-an-hour late. I grew nervous waiting, speculating the whole time. I couldn't get the fortune cookie out of my mind.

When we reached Kwajalein, things changed. Instead of rustic charm and rugged beauty, I found

strict regulations and "no room at the inn." Reality rained down on me, rainbowless.

First, I was told I couldn't enter USAKA because my entry authorization indicated that I was arriving the next day. However, as my request was "faxed" on the same side of the same sheet of paper as that of my travelling companion, the guard relented and disappeared, momentarily reappearing with a temporary ID card that he said was not effective until the next day. I could stay, but I wasn't to do anything because it was not yet valid.

Next, the lodging office had no record of me. They had no reservations, no rooms, no sympathy.

Well, sympathy.

The desk clerk looked a little harder and announced that they did have a room for me after all—the next day. However, since there were no more planes that day he would risk fate and assign me the same room now. A slight hitch...in

fact, two—"Credit card? A Visa card? Sorry, sir, we only take American Express. And, oh, uh, as you're early the room is probably dirty." Handing me another key, he said that this room should be okay because the bathroom was just outside the door.

"I beg your pardon?" I said. "It doesn't have its own bathroom?"

"Oh, no," he responded matter-of-factly. "None of the rooms do. But, it should be okay because no one else is in the other six beds."

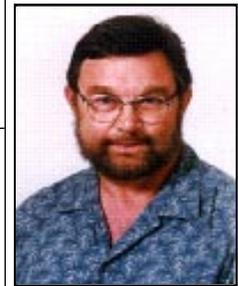
"I beg your pardon?" I said, holding up the room key. "What is this?"

"It's the PBQ," he answered, obviously dealing with someone from another planet. "And, it isn't far. It's only about a block down the street. You'll see it, it's a big building."

"Huh?" I said, walking out. "What's a PBQ?" Is this a barracks? Am I gonna like this?"

Walking down the street, my thoughts got darker and darker. It was a barracks, all right. I haven't lived in a barracks in 30 years. The building was dingy and imposing—partially under remodeling construction—deserted-looking.

I couldn't find the stairs to the second floor. Then I couldn't find the light switch (hidden behind a piece of furniture). Looking for an electrical outlet in which to plug my portable computer so I could organize my work notes, I found a metal strip with



Just Thinking
 by Alexander Kufel



See "Membership," page 11

Optimism: *To the question whether I am a pessimist or an optimist, I answer that my knowledge is pessimistic, but my willing and hoping are optimistic.—Albert Schweitzer, French philosopher and physician*

Town Hall Meeting

Chief of Engineers presents vision, strategic plan

In an hour-long presentation of his vision and strategic plan for the Army Corps of Engineers, Lt. Gen. Joe N. Ballard told nearly 400 POD and HED employees assembled for a town hall meeting at

Fort Shafter that he is deeply committed to making the changes necessary to bring "an industrial-age organization into alignment with the requirements of information-age technology." The changes would be many; teamwork would be the key.

At the Skyview Terrace meeting in mid-April, Ballard spoke of problems facing POD.

"This is the first time in my life that I've spent two Thursdays within 48 hours," he said, referring to crossing the International Date Line on a working tour of POD districts. "Wherever you go in POD, it takes a long time to get there!" he said, drawing laughter from the audience.

Ballard acknowledged the problems inherent in CEFMS, the recently implemented computer-

driven financial management system, but became serious referring to the effects of the International Date Line and foreign currencies on the system.

As an aside, Ballard provided answers to unasked questions: "Yes," he said, "within 60-90 days we will put a General out here. Yes, I know who he is. No, I won't tell you." Adding, "For the first time we will have a General Officer in command of all our divisions.

"I'm committed to getting the Corps in shape," he said. "Customers needs are one of our greatest challenges, especially since they have other (engineering) organizations to choose from. Our traditional missions are not growing... Base closures are dead. We have to do all we can to serve the customers well, work efficiently, and market ourselves."

To a question concerning the Corps assuming DPW roles, Ballard responded that he considered us to be a part of the same family.

"The Air Force created a situation where we are a large part of their team," he said. "We will do the same thing, it only makes sense."

In outlining his vision for the Corps (see boxed story), Ballard emphatically stated, "You will live this Vision Statement!" He presented the Master Strategy: Corps Plus. Essentially, it means that better, and enhanced, service will result from

retaining what is good about the Corps, while "revolutionizing effectiveness," seeking growth opportunities, and investing in people through improvements in communications and reinforcement of core values of respect, responsibility and reliability.

"We've been talking about this for 12 years," said Ballard. "We have to function as a team, individual stovepipes don't work."

He concluded his talk saying that all of this leads into reshaping the culture to one that reinforces ideal values.

"Be all you can be," he said. "If you're working under the castle you are part of the castle. Make it happen! Condense one large book into a small one."



Photo by Jim Dung

Chief of Engineers Lt. Gen. Joe N. Ballard recognizes Bonnie Nakahara, RM-B, for her work in restructuring planning while her supervisor, Elizabeth Bracken, looks on.

Ballard acknowledged the problems inherent in CEFMS, the recently implemented computer-

The Corps Vision

U.S. Army Corps of Engineers

The world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full-spectrum engineer force of high quality, dedicated soldiers and civilians:

•A vital part of the Army.

•The engineer team of choice—responding to our nation's needs in peace and war.

•A values-based organization—Respected, Responsive and Reliable. Changing today to meet tomorrow's challenges!

"Corps Plus" Master Strategy

To provide...

•Better service to the Army and the nation in traditional Corps mission areas. PLUS

•Enhanced service through an expanded Corps role in strategically targeted Army military and civil mission areas.

This strategic plan is based on three interconnected goals:

- 1) *Revolutionize effectiveness,*
 - 2) *Seek growth opportunities,*
- and*
- 3) *Invest in people.*

Truth: *Truth often suffers more by the heat of its defenders than from the arguments of its opposers.*
 —William Penn, English colonist

CPAC now in new offices

When CPOH (Civilian Personnel Office, Hawaii) closed its doors at the end of September last year to reopen Oct. 1 as the Civilian Personnel Advisory Center (CPAC), part of the plan was to change buildings as well as methods of operation. Termites, however, thought otherwise—at least about the building, and relocation was delayed until May, with formal opening festivities June 2.

“It’s been a lot of work,” said Jeff Okazaki, Civilian Personnel Officer. “It was a race against time in many respects.”

Bldg. T-1500 was in an advanced state of decay and there were safety considerations about staying there. Okazaki said that two months before the move, termite infestation in Bldg. 126 was determined to be greater than originally thought, delaying things six months.

“We had to put off full implementation of our computer services until after we moved,” he said.

Moving time came in May. They wanted not only to minimize disruption of services, but to hit the ground running with computer operations. They started moving things on a Thursday and were open for business the following Tuesday morning.

“I’m very proud of the staff,” said Okazaki. “There are far fewer people here now to do the work than there were a year ago, yet they’re doing a terrific job.”

The service center portions of CPAC are now located in Bldg. 126; administrative and labor offices are in the basement of Bldg. 123; and the training office and classroom, currently in Bldg. 105, will eventually be in Bldg. 127. Shortly, Bldg. T-1500, of WWII vintage, will be demolished to make way for the motor pool of 205th MI Battalion.

Administrative assistant Renee Marable said that even though many of the records they held were shipped to Fort Richardson in the Fall, there still remained more than 20 tons of documents to contend with. None of the furniture, some of it “ancient,” made the move. It was recycled to other organizations.

“Civilian personnel was in T-1500 since the early seventies,” said Marable. “The biggest problem we were faced with is that we now have about one-third the space that we had before. There was quite an accumulation of records that we

needed to retain access to, and quite a number that we didn’t. We moved 11 tons to storage at East Range and were able to dispose of the rest!”

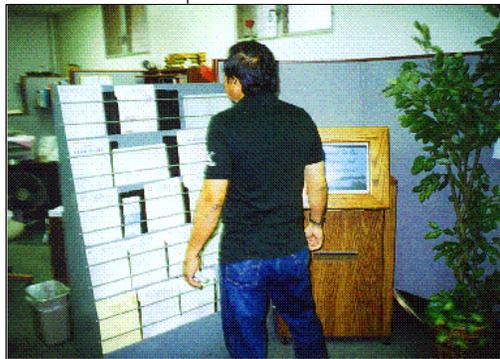
Okazaki said that streamlining is only one part of current operations.

“Managers now have more access to information than previously,” he said. “We already have considerably more computer power and, as certain systems such as Internet access and LAN facsimiles become operational, we will increasingly displace the need for physical space, particularly for the Federal employees that we service.”

“The new closeness of the CPAC is a very good thing,” said Vernon Kajikawa, POD Human Resource director. “It’s hard to believe that being on this side of the freeway rather than the other

(Below left) Lindy Kunishima, a temporary maintenance foreman at Schofield Barracks DPW, checking out the CPAC inside-lobby forms rack.

(Below) Bldg. 126, originally the Military Police guardhouse and brig and later finance offices, is new home of CPAC following extensive renovation for termite infestation.



Photos by Alexander Kufel

would make much difference, but it’s a whole lot more accessible. It’s nice that in their new location they’re much closer to the offices they service. When people need something, they can just walk over and get it.”

Lancaster to head NC community colleges

H. Martin Lancaster, Assistant Secretary of the Army for Civil Works and head of the Army Corps of Engineers for the past 17 months, was named May 16 to become the next leader of the North Carolina community college system, according to an Associated Press report. He is expected to assume his new position July 1. He will be the seventh president of one of the largest community college systems in the country, with 750,000 students. Lancaster is a former U. S. Congressman and member of the North Carolina House of Representatives. His successor has not yet been named.

Courage: *It gives one a sense of freedom to know that anyone in this world can really do a deliberately courageous act.* —Henrik Ibsen, Norwegian playwright

Heading deeper into the Pacific from Hawaii

Federated States of Micronesia beckon



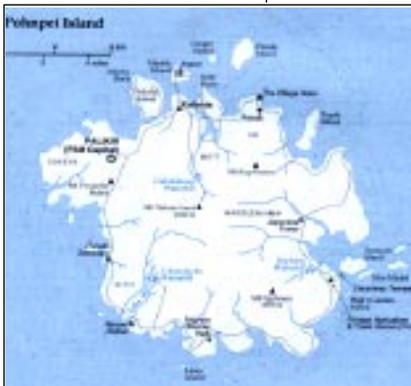
*Stories and photos
by Alexander Kufel*

The Federated States of Micronesia (FSM) is a grouping of 607 small islands in the Western Pacific about 2,500-4,000 miles southwest of Hawaii, lying just above the Equator.

Generally speaking, FSM comprises what is known as the Eastern and Western Caroline Islands. The island states are Yap, Chuuk, Pohnpei and Kosrae. Its capital is in Palikir in Pohnpei. While the federation's total land area amounts to only 271 square miles, it occupies more than one million square miles of the Pacific Ocean, and ranges 1,700 miles from east (Kosrae) to west (Yap).

First stop: Pohnpei

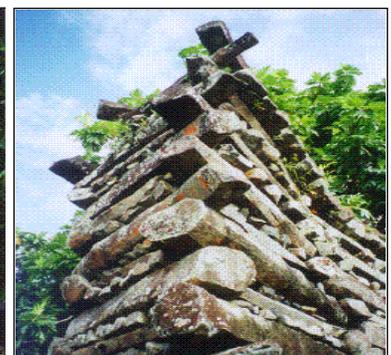
Pohnpei places



Lying 7 degrees north of the equator in the Caroline group, 1,050 miles southeast of Guam and 3,200 miles southwest of Honolulu, Pohnpei State consists of a large volcanic island with eight atolls totaling 127 square miles, 25 smaller islands within a barrier reef, and 137 widely scattered coral atolls. State population is about 35,000.

Pohnpei island, approximately 13 miles in diameter, is divided into six municipalities: Madolehnmw, Kitti, Nett, Sokehs, Palikir, and the town of Kolonia, which is the island's commercial center and the state capital. The FSM National government headquarters are located in Palikir, about three miles from Kolonia.

(Right) Sokehs mountain near Kolonia presents a postcard view. (Bottom right) At Nan Madol, stone ruins are situated on 92 man-made islets and are constructed of naturally occurring "prismatic" basalt that breaks geometrically in the hands of a craftsman. (Bottom left) Kepirohi waterfalls, swollen from recent rains, is a popular visiting spot.



Wealth: *That man is richest whose pleasures are the cheapest.*—Henry David Thoreau, U.S. writer

Next stop: Kosrae

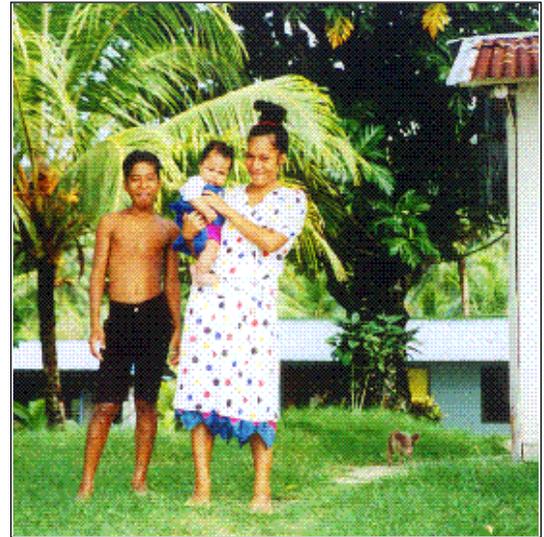
*Stories and photos
by Alexander Kufel*

At 42 square miles, the mountainous state of Kosrae has the smallest land mass of the four states. It is the easternmost state. Physically, it consists of two islands joined by a causeway and is divided into four municipalities: Tafunsak, Lelu, Malem, and Utwe.

The interior of the island is rugged and of volcanic origin, with Mt. Finkol rising to 1,950 feet. The mountain and foothills have fine agriculturally rich soil that covers less steep slopes to a depth of 50 feet. Population is nearly 8,000.



Kosrae places

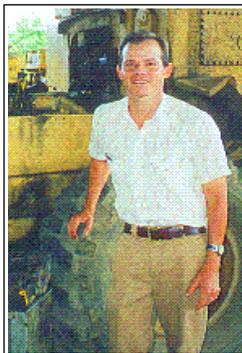


(Top left) Lelu Island, the commercial center of Kosrae state, connected by causeway with the other communities and site of stone ruins similar to those found at Nan Madol. Submerged in the harbor are the remains of Pirate Bully Hayes' sailing ship. Pirate gold is rumored to be buried somewhere on Kosrae. (Right) Residents of Walung Village, a community of around 200 people, accessible only by boat. The people there live traditionally, without running water or electricity. (Bottom left) Kosrae home, with pens in foreground for keeping domestic animals.

Kosrae people

Making inroads as an engineer

Getting to where one wants to go in Kosrae, has gotten progressively easier during the 15 years engineer Bruce Howell has been involved in construction projects. An airport has been built, capable of handling modern passenger jet aircraft, and paved roads are increasingly replacing dirt tracks. There have been other changes as well: reliable electric power now services areas previously without; water delivery systems have increased and become more dependable; waste water treatment has become a reality.



During this period specific construction projects not only have opened up Kosrae to the

See "Making inroads," page 12

Kosrae programs

Making roads out of paths



Roadbuilding is simply a matter of following certain steps, says Bruce Howell, administrator of the Kosrae Road Division, and as long as the weather holds and nothing breaks down, there's nothing to it. Of course, Kosrae is one of the wettest places on earth. Here's the plan:

- Survey sites and plan road path.
- Cut brush in the intended area.

See "Roads" page 12

Education: *Men are men before they are lawyers or physicians or manufacturers; and if you make them capable and sensible men, they will make themselves capable and sensible lawyers or physicians.—John Stuart Mill, English philosopher*

Into the Pacific

Last stop: Kwajalein

Kwajalein projects



Above photo by GBR-P



(Top) Construction of the 65-foot diameter ground-based radar prototype (GBR-P) tower by J.A. Jones is on schedule. Raytheon is now constructing the yoke for the radar. First mission will be in April 1998. (Bottom left) Chuck Riley, Kwajalein Project Office engineer. (Bottom center) Placement of conduit and manhole between GBR-P job site and Kwajalein power plant. (Bottom right) Transient housing renovation project is modernizing each barracks.



*Stories and photos
by Alexander Kufel*

Kwajalein, RMI (Republic of Marshall Islands) is the world's largest coral atoll. It consists of 97 islands in the Pacific Ocean, with a total land mass of 6.5 square-miles, surrounding an 1100-square-mile lagoon. A coral atoll is land made essentially of calcium carbonate-based reefs that remain following erosion of the volcanic land mass that once occupied the center of the ring. Elevation is very close to sea level.

RMI capital, Majuro, is located on its own atoll, 285 miles away.

Notably, Kwajalein is the touch-down, or target, site for missiles fired from Vandenberg Air Force Base in California, 4200 miles away. Located 2,450 miles west-southwest of Honolulu in the Pacific, USAKA, or the U.S. Army Kwajalein Atoll, is home to some 3,000 military, contract workers and family members.

Nearby on the island of Ebeye, three miles north of Kwajalein, live 9,000 Marshallese, of whom about 2,500 laborers commute daily by ferry. Ebeye is one mile long by 200 yards wide and is connected by causeway to the neighboring island of Gugeegue.

A dry-spell for Ebeye



Photo by Alexander Kufel

(Left) Desalination is the principal water source for Ebeye and Gugeegue. (Right) Problems with the desalination plant on Ebeye have meant importing 140,000 gallons of water, four times per week, from Kwajalein since February to meet the community's needs. (Far right) Workers and residents alike do not pass up any opportunity to carry water over from Kwajalein on their daily commute.



Photo by John Emmerson

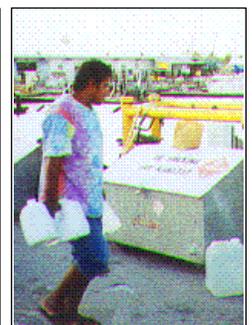


Photo by Alexander Kufel

Value: *Knowledge is a treasure, but practice is the key to it.*—Thomas Fuller, English clergyman

Hilo flood control project is largest ever for Hawaii County

Alenaio Stream project dedicated

*Story by Elsie Smith
Photos by Jim Dung*

Lt. Col. Ralph H. Graves, Honolulu District Engineer, traveled to the “Orchid Isle” May 28 to join Hawaii Mayor Stephen K. Yamashiro and a small group of interested Hilo residents in dedicating the completed Alenaio Stream flood control project to the Hilo community.

The \$17.1 million Alenaio Stream flood control project is the largest single flood control project ever constructed in the County of Hawaii. Graves noted that the dedication marked the completion of a very successful partnership among the Honolulu Engineer District staff, State of Hawaii and County governments, Hilo businesses and private citizens, and Nova Group of Napa, California, the Corps’ Alenaio construction contractor. Dorinda Won, HED civil works project

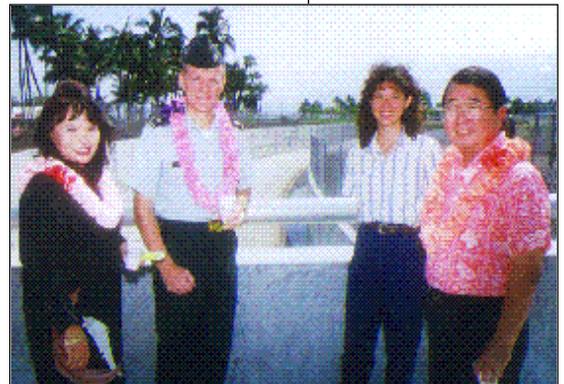
engineer, said that even though the project was completed on schedule, it managed to prevent some damages during heavy rains last fall before it was finished.

The dedication culminates nearly 20 years of effort by numerous agencies and citizens to provide flood protection to the Hilo community from frequent severe rainstorms.

The realigned flood control channel with its built-in floodwalls, greater width, and increased water

See “Alenaio,” page 11

(Top right) An upstream view from the Kionoole-Alenaio bridge showing a floodwall structure within the channel. (Lower right) Checking the channel downstream from the Kilauea-Alenaio bridge are Donna Fay K. Kiyosaki, Hawaii county engineering chief, Lt. Col. Graves, Dorinda Won, and Mayor Yamashiro.



POD safety day informative and fun

The 3rd Annual POD Safety Day presented a significantly larger observance this year at the end of May as all four districts participated with programs. (See “In the Field” on page 14 for details.) Bruce Barrett, division safety officer, said that it was a true success and he has already received many positive comments from people who are looking forward to next year’s events.

Winner of this year’s safety slogan contest was Deanne Hill, CO-RR, AED with “SAFETY...the Core of the Corps.”

Safety, personal health, environmental awareness, and planning are just part of the issues addressed throughout an entire day devoted to increasing awareness and changing

habits. Activities included fun-runs and walks, blood-pressure and cholesterol readings, computer safety, stress management, cardiopulmonary resuscitation (CPR) certification, and hazardous material spill clean-up demonstrations.

Engineer offices in Guam, Kwajalein and Schofield Barracks presented individual programs on field safety, golfing safety and on-the-job safety.

“There’ll definitely be another Safety Day next year,” said Barrett. “In the short time we’ve been doing this, we’ve seen a direct correlation between increasing people’s awareness and a 25-percent

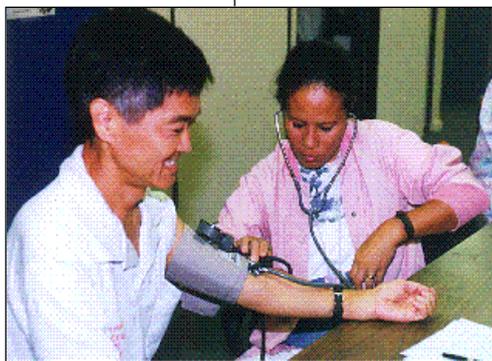


Photo by Jim Dung

Les Hokyoku, chief of Management Division, RM, having a good time getting his blood pressure checked by Tripler Occupational Health Clinic Licensed Practical Nurse Marsha Tamashiro.

per year reduction in in-house accidents.”
—Alexander Kufel

Outlook: *I am an optimist. It does not seem too much use being anything else.*
 —Sir Winston Churchill, British prime minister

OMIP...

Continued from page 1

Associated States in the Pacific.

In its first five-year period, Louis Berger International, Inc., in association with Barrett Consulting Group, Inc., delivered a detailed plan of action for FSM and each FSM state, the Republic of the Marshall Islands, the Republic of Palau, the U.S. territories of Guam and American Samoa, the Commonwealth of the Northern Marianas Islands, and the U.S. Virgin Islands.

The individual plans detailed operations and maintenance activities of public works organizations for each of the 11 governments involved. Self-sufficiency of utilities has become a major goal.

Louis Berger will prepare similar plans for the remaining, and final, five years.

Areas that will continue to be addressed are administration, organization and training; financial management and procurement; transportation infrastructure; electric power; water; wastewater and solid waste; and building and equipment



Photo by Alexander Kufel

James C. Wright III, financial management specialist with the Pohnpei State government and OMIP Program Manager John Emmerson discuss the quarterly progress report prepared by Wright.

maintenance.

More urgently, however, since in the densely tropical environment of Pohnpei nature has a way of imposing itself on the best-laid of plans, repairs have to be made. In addition to other problems, the week after the typhoon, following unusually heavy rains in an eight-hour period, mudslides took the lives of 19 people and damaged numerous homes and buildings in Sokehs municipality. (see story below)

Recovery and repair operations continue to be the governor's priority. Matters have been complicated by the initiation of a 20 percent across-the-board reduction of government services for the remainder of this fiscal year. Government offices and employees now have a 32-hour work week in which to get things done.

"We still need to work on efficiencies," said Pangelinan on the day employees started receiving their revised paychecks. "We've renovated several public buildings, and the landfill has been cleaned up. Now we have to recover from the storms and continue strengthening public works. It isn't easy, but we have to succeed."

Mudslides take 19 lives in Pohnpei

POHNPEI, FSM—Tragedy struck the island of Pohnpei, Federated States of Micronesia, April 20 as mudslides resulting from an unusually heavy downpouring of 12-15 inches of rainfall in an eight-hour period buried entire houses in Sokehs municipality and took the lives of 19

people. One Pohnpeian said that this was the worst disaster ever to hit the island.

There was some speculation that hillsides had been loosened by the typhoon and were therefore vulnerable to slippage from heavy rainfall. Gov. Del Pangelinan appealed to Pres. Bill Clinton through acting FSM Pres. Jacob Nena for disaster assistance and said that knowing why the mudslides took place would help prevent recurrence.

Regaining...

Continued from Page 2

term vision for improvement is the existing POD Strategic Plan for 2010. It projects the environment, workload, capabilities and organization of POD some 15 years from now. In the short term, we set goals and resource efforts one year at a time in the annual budget, project and appraisal cycles. To ensure that each year's short-term goals build toward the

long-term vision, we need mid-term roadmaps such as a Facilities Improvement Master Plan or GIS Fielding Plan that organize related tasks over a span of five years or so.

You might say that the OPLAN is a "Theory of Everything" for Honolulu District. As such, it is a high-level overview, and much detail remains to be filled in. Yet I am confident that we'll succeed if we organize our efforts and everyone contributes. I urge you to read the OPLAN and use it to assess your personal role in accomplishing our mission and steadily improving the District.

Smallness: *Almost everything you do will be insignificant, but it is very important that you do it.*
—Mahatma Gandhi, Indian nationalist, spiritual leader

Alenaio...

Continued from Page 9

capacity will eliminate the severe flooding that has plagued the Hilo area for decades. The channel improvements are designed to protect nearby neighborhoods and prevent floods like the one that occurred Aug. 12-13 of 1994 when 15 inches of rain fell on Hilo. Flood damages then were estimated at \$3.4 million, impacting on at least 200 homes and businesses. Several roads and bridges were washed out as well. Nine other major floods have struck downtown Hilo since 1920.

“The need for this flood control project is clear,” Graves observed, “but it has not been without its challenges and cost.” One public building, a

commercial business building, and six private homes had to be removed to make way for the channel. A large banyan tree also had to go, but was replaced with four more banyan trees now thriving in nearby Waiolama Park.

Nova Group is still at the site completing landscaping and cleanup work.



(Left) Lt. Col. Graves listens while Hilo resident Harold Desaki recalls past thunderstorms that flooded Hilo. (Right) At the downstream limit of the channel, future floodwaters will flow into the Waiolama Canal and be dissipated. Buildings in downtown Hilo appear in the background.

Membership...

Continued from Page 3

two-pronged sockets for the seven lamps in the room, but no three-pronged outlet. A barracks! I had barracks-memories of three different radio stations on at the same time, towel fights in the shower room, somebody turning off the lights at taps.

“Oh, well,” I thought. “Maybe there’s only one radio station on Kwaj.”

With the room empty except for me, I un-tensed a bit and decided to rent a bicycle, then go get dinner. Bicycles were the primary mode of transportation from what I could see.

Checking in had taken time. The messhall was already closed. The option for dinner was the dining room at “the club.” No problem.

Problem. The dining room is closed Monday and Tuesday. The bar beckoned. At least most of its six TV’s were showing the same movie. Beer and pizza after a week of fish and exotic entrees. Why not?

Afterwards, straining into the wind on a three-speed bike with only one gear working, perched on a too-high seat with the bolt rusted in place, I vowed to change the bike, change my room...later. I was just too tired and it was already way past dark. I hardly noticed that the bed I slept on was probably the same one I had used in Viet Nam.

In the morning, things improved. Following a boat ride, I had a great breakfast of fish, eggs and rice on the island of Ebeye; met some interesting people; had an interesting and informative trip out the causeway to Gugegue.

I returned the bicycle when I realized I could tighten most of the spokes by hand and got another one that was much better. In fact, everything got better. The Corps people I met were friendly and caring; I adjusted quickly to my new environment, enjoying the secure, structured atmosphere of off-duty time on Kwajalein—and I was legal.

The following day, it was time to leave. I never did manage to find a plug for my computer, so my worknotes consisted of handwritten scribbles. The airplane leaving the island was late and, of course, the Micronesian gift shop at the airport is closed on Wednesdays. Rumors about the delay proliferated: we would have to wait three hours, eight hours, the next day, indefinitely. I kept getting a busy signal when I called home to tell my wife we hadn’t left yet. I found myself fretting about silly things, like why the checkout time at the Lodge was noon, but the airplane didn’t leave until nearly six p.m., and today it was late, so just where was it I was supposed to be waiting? And, so on.

Then, it occurred to me that all of the indignities, the inconveniences, the frustrations I was experiencing were actually trivial and possibly heightened because I was so unprepared for them. In actuality, I had just spent a couple of days using my favorite means of transportation—the bicycle—in an environment that is decidedly bicycle-friendly. And, when you come right down to it, it’s the people you meet and the friends you make that make life worthwhile, and everyone I had recently met was extraordinary. Plus, I’ll probably never have to go to Kwajalein again.

Kwajalein? Been there, done that.

Substitutions: *In war there is no substitute for victory.*—Douglas MacArthur, U.S. general

Making inroads...

Continued from Page 7

rest of the world, and improved the quality of life for its nearly 8,000 residents, but have made it a model of innovative problem-solving for others to emulate. During the annual assessment of OMIP (Operations and Maintenance Improvement Program) effectiveness conducted by contractor Louis Berger International, Howell's schoolbus maintenance program has been recognized repeatedly for its excellence the past several years.



While not as necessary as previously, the schoolbus "fleet" consists of vehicles capable of traveling on unimproved roads.

Proud to be a part of what's been accomplished, Howell said that it has happened because of the commitment and involvement of many people, and because of the existence of programs such as OMIP.

Coming to Kosrae as a U.S. Navy officer, Howell was largely responsible for construction of the airport. Previously, incoming airplanes landed and took off on a causeway after police stopped traffic, occasionally with disastrous results.

Reluctant to leave the island when his tour was up, Howell separated from the military, getting a position with the Kosrae government in engineering planning, paving the way, literally for two miles from the airport, and figuratively for a position later as administrator of the road division. He also built a warehouse on the dock, water distribution systems, started waste water treatment facilities in four villages, and built a gymnasium. More athletic facilities are currently being completed, Kosrae will be the site

of the Micronesia Games this summer.

In recent years, Howell, as Administrator of the Road Division for the state transportation department, has been improving roads, paving 16 miles of roads utilizing public works resources and employees, and developing a maintenance program for the equipment that they have.

Asked about the difficulties facing him, Howell responded:

"We have our frustration levels. Things are done at their own pace here, partly because of the heat and the rain, partly because of the distance from supply centers. If you're patient, persistent,

you'll get where you want to go. But, I am patient. I feel that this is my community, too."

Television-can't-be-all-bad Dept.

EMD chief lauds Shriners Hospital

Recently, relaxing in front of the television set following a long day at work, Jimmy Lee, chief of EMD (Emergency Management Division), saw a show commemorating the 75th Anniversary of Honolulu's Shriners Hospital for Children and was reminded of his own success story.

When he was eight years old, Lee suffered a broken thigh that had him bedridden for nearly a year, unable to walk. Shriners Hospital found out about it through his home tutors and requested that he be admitted to the hospital. They provided constructive surgery and four months of in-hospital physical therapy, all at no cost to his family.

"Good thing," said Lee. "We lived on a farm in Aiea and my family was very poor."

Shriners Hospital continues that policy of free admissions today, absorbing all costs for operations, hospital stays, therapy, and equipment. Lee visited the hospital again in May, this time walking on his own two legs, and was impressed by what he saw.

"People shouldn't forget that the Shriners do a wonderful job and should be supported," he said. "The fact that I can walk today is a testimonial to that!"

Do you know a child Shriners can help? The Honolulu Shriners Hospital for Children can be reached at (808) 941-4466.

Roads...

Continued from Page 7

- Mark out design width, straightening any existing road where possible.
- Fill the road bed with crushed quarry stone, raising it 18-24 inches above existing levels, utilizing sub-contractors so that delays in providing fill are minimized.
- Move power poles to make way for the new road.
- Add culverts for drainage.
- Construct beach revetments, or

rock reinforcements, with available materials, such as sandbags filled with concrete, to support roadbed and deter erosion.

- In the absence of funding for the more permanent surface of a standard three-inch layer of pre-mixed asphalt, pave the road bed with two applications of "chip seal," a process whereby fine stone is laid down then saturated with oil to create asphalt.
- Drive on the road as if it has always been there.

Middle age: *Middle age is when you are faced with two temptations, and you choose the one that will get you home by 9 o'clock.*—Ronald Reagan, U. S. president

FED unit wins award...

Continued from Page 1

Attended by 1,200 federal employees, this year marks the 41st anniversary of the event recognizing significant achievements by individuals working for the U. S. government. POD submitted nominees in all categories.

“Each person nominated today is a winner as far as I’m concerned,” said keynote speaker Senator Daniel Inouye. “They represent a field of 68,000 other employees who are also doing a fine job. I’m proud to be a part of such company!”

Other POD nominees were Beth Miura, HED ET-ES, for professional, administrative, technical employee of the year; Son Cha Yi, FED DE, for clerical and assistant employee of the year; Sin Il So, FED LO-F, for

trades and crafts employee of the year; John G. Emmerson, HED PP-P, for manager/supervisor of the year; Robert E. Knollenberg, JED EC-CQ, for exceptional community service; Sgt. 1st Class Reuben Trujillo, JED EC-CN, for enlisted service member of the year; and Capt. Michael C. Wehr, JED EC-CY, for military officer of the year.

The Far East District Water Well Program is operated by FED’s Hydrology and Construction Section, which maintains 249 water wells and constructs new wells on 57 U. S. military installations across Korea. The certificate stated that their expertise and dedication to duty ensured a continual supply of potable water to U. S. personnel stationed

in Korea, and resulted in an annual savings of \$22.4 million to the U. S. government.

—Alexander Kufel



Photo by Alexander Kufel

POD nominees for the 41st Federal Executive Board awards for outstanding government service met with POD Commander Col. Robin R. Cababa just before the awards luncheon. (L-R) Douglas Bliss, Maj. Joseph Corrigan for Capt. Michael C. Wehr, Terry Hayes for Sgt. 1st Class Reuben Trujillo, Col. Cababa, James Tamura for Robert E. Knollenberg, John G. Emmerson, Sin Il So, Son Cha Yi, and Beth S. Miura. Flower leis were provided by POD’s Ho’okupu Ohana.

POD has launched its own home page on the World Wide Web. Find it at: <http://www.pod.usace.army.mil>

The Electronic Library

By Ruby Mizue

Focus on the Environment

BNA’s Environment Library on CD (ELCD) is a networked reference source and compliance tool that provides access to full text of federal and state environmental laws, regulations, policy documents, and forms. This CD-ROM product is updated monthly on the POD LAN for current environmental information at your desktop. Currently:

Environment Reporter

Includes all major environmental statutes, Title 40 of the Code of Federal Regulations, all other major environmental regulations, administrative documents and executive orders.

Chemical Regulations Reporter

Includes statutes, regulations, and government

and industry policies concerning chemical manufacturing and control.

Hazardous Materials Transportation Service

Includes relevant federal statutes, regulations, and documents on the transport of hazardous materials by public highways, rail, air, ship, and pipeline.

State Environmental Laws and Regulations

Available for all states, but POD subscribes to Hawaii and California statutes only.

Instructions for installing this product on your PC are posted in the ccMail Bulletin Board, E-Library mailbox. Follow instructions to setup the program and icons on your computer, then explore the many helpful features. There is currently no equivalent on the Web for Mac users. However, web access will be announced when it is online. A videotape is available in IM for those who are interested in an overview of the product and searching techniques. On-line help as well as technical help over the phone is also readily available.

Reality: *Nothing is real unless it happens on television.*—Daniel Boorstin, historian

In the Field

Safety Day activities feature something for everyone

Alaska Engineer District

- Preventing Workplace Violence.
- Blood Pressure/
Cholesterol Readings
- Ergonomic Worksite
Furniture
- Bear Safety *(For real!)*
- Outdoor Activities
- Survival Equipment
- Unexploded Ordnance
- Communications for
Fire Team Leaders

Far East Engineer District

- Stress Management
- Safety Theater
- Pool Diving Safety
- Motor Vehicle Safety
- Spill Clean-up
- Fire Extinguisher
Demonstration
- Asbestos Removal
Demonstration

Honolulu Engineer District

- Fun Run/Walk
- Blood Pressure Reading
- CPR Certification
- Cardiovascular Health
- Hurricane Preparedness
- Driver Awareness
Training
- Protective Equipment
- Field Safety - Guam
- Safety Theater -
Schofield Barracks
- Golfing Safety, Water
Safety - Kwajalein

Japan Engineer District

- Office Safety
- Stress Management
- Computer Safety
- Ergonomic Office
Display
- Health/Wellness
Presentation
- Blood Pressure
Reading
- Individual and Work
Area Safety Self-surveys

PRODUCTIVITY CORNER

Good question

These questions were asked of the Smithsonian Museum:

- There's a mastodon in my back yard. Can you send some scientists to dig it up?
- What's the name of the guy who invented the wheel?
- Where do you keep the flying saucers you've captured?
- Does the Smithsonian display Civil War planes?
- Is the Smithsonian interested in buying the carcass of Bigfoot?
- Can you send "all the information you have on human evolution, even the secret stuff?" —Associated Press

It's the law!

- In New York, it is against the law to throw a ball at someone's head for fun and you need a license to use a clothesline outdoors.
- The state of Washington has passed a law stating it is illegal to paint polka dots on the American flag.
- In order for a pickle to officially be considered a pickle in Connecticut, it must bounce.
- If you sell hollow logs in Tennessee, you are breaking the law.
- Compulsive gamblers stay out of Richmond, Virginia: it is even illegal to flip a coin in a restaurant to see who pays for the coffee.
- The state of Oklahoma forbids a person from taking a bite out of another person's hamburger.
- And if any retirees from the circus are thinking about settling down and farming in North Carolina, they are forewarned right here and now that it is against the law

in this state to use elephants to plow cotton fields!

—from Internet newsgroup:bit.listserv.gig

How far ahead should you plan?

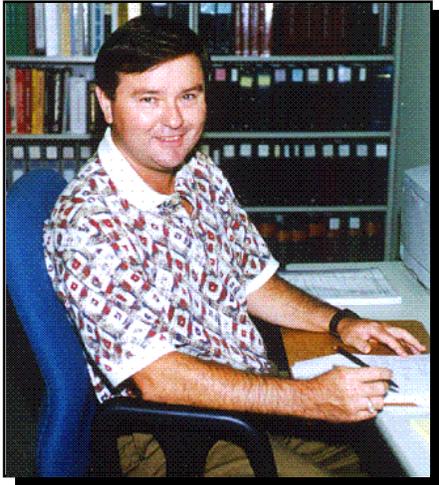
An entomologist at New College, Oxford discovered beetles infesting the oak beams supporting the roof of the Great Hall. It was fairly urgent that these be replaced before the roof collapsed, but the cost of oak beams was not something the college budget was prepared for.

The college forester suggested that the time might be right to harvest a stand of mighty oaks that was under his care. They had been planted when the college was founded, and down the centuries each forester had told his successor not to cut the oaks because "They are for when the beetles get into the beams in the Main Hall."

—Oxford Independent

Luck: *I am a great believer in luck, and I find the harder I work the more I have of it.*
—Stephen Leacock, Canadian economist and humorist

PRODUCTIVE PEOPLE



Hilton E. Kalusche, Jr.

Hometown: McComb, Mississippi

Years with Corps: 5-1/2

Works in: Safety Office

Industrial hygienist Hilton Kalusche does not necessarily live a life in which everything is neat and tidy. Conscientious in his work, Kalusche is an avid hiker and motorcyclist on his off-duty time. Currently, however, together with his wife of seven years, Brenda, he is in the process of adopting a baby from China—a girl, boys cannot be adopted out of the country.

“A girl is just fine,” said Kalusche. “It’s a very involved process. It takes about nine months, the same as giving birth, and emotionally it’s quite a roller coaster ride.”

Kalusche has been in Hawaii since New Year’s Eve 1995 and has adjusted happily to life here.

“In Mississippi, it’s hot, humid and the air is still. Here, we like the outdoors, the beaches, the tradewinds, and we’ve been very happy with the way our life is going.”

Prior to joining POD, Kalusche worked for OSHA (Occupational Health and Safety Administration). He was educated originally at “Ole Miss” (University of Mississippi at Oxford) in biology and chemistry, and then in public health on a scholarship at Tulane.

“I came real close to going into medicine,” he said. “My mother is a nurse anesthetist. A counselor at school said I should probably go into a health-related field because of my wide-spread interests. Here I am.”

Hilton is making POD more productive.



George Martin Olson

Hometown: Los Angeles, California

Years with Corps: 13

Works in: Kwajalein Project Office

Coming to the Corps following three years with the Navy engineers at Pearl Harbor, construction representative “Marty” Olson is so satisfied with life on the Pacific Ocean atoll of Kwajalein, located some 2,450 miles west-southwest of Honolulu, that he doesn’t intend to leave for quite a while.

“Living here is like living in a high-tech small town,” he said. “All of us in my family like it. The activities we do here are basically the same as what we did living in Hawaii, but closer.”

Those activities include golf and bicycling, use of the teen center and rollerblading. Olson particularly likes to tinker with bicycles. He said besides a bike, he has a “trike,” which consists of two full-size frames bolted together, side by side.

Thanks to the experience both Olson and Sherry, his wife of 20 years, had as Peace Corps volunteers teaching construction practices in El Salvador and Honduras, Olson said they really don’t need a whole lot to be happy.

“We’re a very close family unit,” he said. “Kwajalein has a terrific education system, and my sons Joshua, 16, and Jacob, 15, often go on field trips, camping and visiting some of the islands in the atoll. We do a lot of things together. Our latest project is getting on the Internet, but at seven cents a minute for commercial rate telephone service, I don’t know if that will last!”

Marty is making POD more productive.

Afterlife:

The primary question about life after death is not whether it is a fact, but even if it is, what problems that really solves.—Ludwig Wittgenstein, English philosopher



Division Shorts

Aloha means hello to **Sonyo Graham**, new secretary at EMD. Sonyo's husband, Steve, is with the 25th Infantry Division Headquarters Company 2nd BN 27th INF at Schofield Barracks. Since coming to Hawaii in March from the Savannah District, Sonyo, the mother of three children—Marvin, 17; Sterling, 6; Sierra, 3—has not only obtained a full-time job, but also resumed working toward a bachelor's degree by enrolling in behavioral sciences classes at Chaminade University.

Aloha means hello to **Thomas Brady**, new contingency planner, also at EMD. As recently as two years ago, from May, 1993 until June, 1995, while still on active-duty, Tom was at POD as an Army Captain.

Aloha means goodbye to **Fred Adaniya**, technical manager with ET-MI, on his retirement June 3.

Aloha means goodbye to **Derral Herbst**, ET-ES, on his retirement June 3. An environmental protection specialist with 23 years of federal service, Herbst is acclaimed as a botanist and co-author of "Manual of the Flowering Plants of Hawaii."

"I'm working on several book projects right now, some still in manuscript form, others almost ready for publication," said Herbst. "I feel that I still owe something to society and haven't yet made my contribution."

Condolences to **Katie Tamashiro**, ET-TA, on the loss of her companion for nine years, Elmer Ke (Keliikuloa) April 26. Elmer was an accomplished jazz pianist who accompanied big stars who came to Hawaii in the 1950's and was a popular accompanist to local stars in the 1970's.

Condolences to **Clyde Mizuguchi**, Mailroom, on the loss of his father, Takuma "Tak" Mizuguchi, 89, June 1 in Hilo. Tak was a retired supervisor for Hilo Coast Processing Co.

Congratulations to **Miriam Koyanagi**, ET-EH, and husband Craig on the birth of their daughter, Kristi, March 29 at Queen's Hospital. Kristi weighed in at 6 pounds, 14.5 ounces.

Congratulations to **Wendy Mow**, PP-MD, and her husband Creighton on the birth of Leighton Sai Mung Mow at Kapiolani Hospital May 2. Leighton entered this world at 21 inches long, weighing 9 pounds, 1.4 ounces and joins sisters Kimberly Ann, 8; Chelsea Ann, 5-1/2; and brother Brandon, 1-1/2. Mother and baby are both doing fine at home.



Photo by Alexander Kufel

Aloha means goodbye to **Jackie Roderiques**, secretary at the Kwajalein Project Office since Sept. 1995. June 3, Jackie headed to Fort Bragg, N.C. with her husband, Master Sgt. Clifford, and children Melissa, 14; Dionna, 12; and Ian, 11.

Noteworthy: The 1997 Chevron Elementary School Speech Festival was conducted Sat., April 19, at Kalani High School in Honolulu. Students from 29 schools participated in five categories. **Kathy Ahsing**, PP-P, and **Alexander Kufel**, PA, were among the voluntary judges.

Letter to the Editor:

The recent article on my medical condition was a terrific means of shedding light on a very critical issue. I applaud your civic responsibility in allowing the topic of organ donation to be discussed. It allows people to realize the importance of telling loved ones that they have decided to become an organ donor.

You have helped many to understand the significance of this gift of life and for that I am grateful. POD is certainly one big family.

*Mahalo nui loa,
Karen Meyers*

Editor's Note

The *Pacific Connection* is your connection to co-workers within the Division. Share your activities.

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