



***Program aimed at improving Pacific island public works***

## OMIP at halfway mark

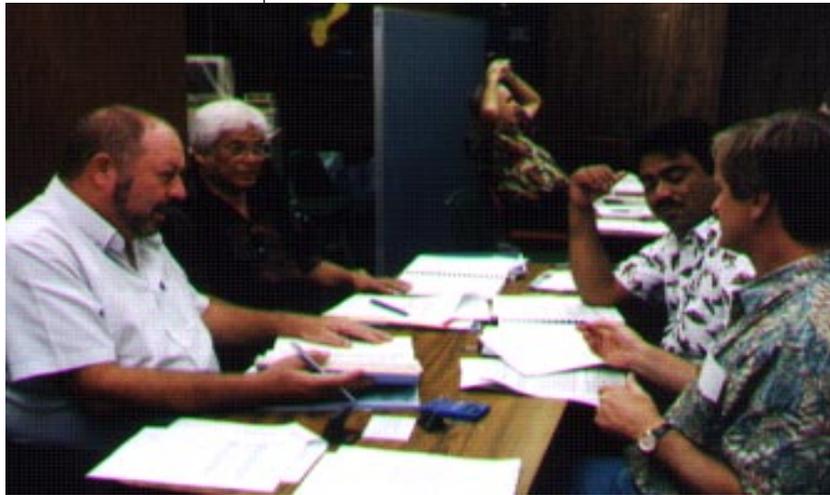


Photo by Jim Dung

*Representatives from Pacific insular governments discuss proposals at length on way to selecting a contractor for the second five-year Operations and Maintenance Improvement Program (OMIP) report on recommendations for public works organizations. (L to R) Al Minaker, Republic of Palau; Pohnpei Gov. Del Pangelinan; visible in background is Jeffrey Schorr, Dept. of Interior, Commonwealth of Northern Marianas Islands; Pohnpei Sen. Fernando Scaliem; John Emmerston, POD.*

Story by Alexander Kufel

**R**epresentatives of the OMIP (Operations and Maintenance Improvement Program) from Pacific insular governments gathered in Honolulu in mid-October to select a contractor to prepare a report for the five-year period remaining in the ten-year life of the program. Pohnpei governor Del Pangelinan and state senator Fernando Scaliem were among the attendees who met in POD headquarters, as was Lester Boggs, Department of Interior OMIP program manager.

Initiated in 1989 and scheduled to run through the year 2000, OMIP is a Department of Interior Office of Insular Affairs program managed by POD aimed at improving the operations and maintenance activities of public works organizations for the Federated States of Micronesia (FSM), the Republic of the Marshall Islands, the Republic of Palau, U.S. Territories of Guam and American Samoa, Commonwealth of the Northern Marianas Islands, and the U. S. Virgin Islands.

The first five-year contract for the preparation of a plan of action (POA) for each of the 11 governments was awarded to Louis Berger International, Inc., in association with Barrett Consulting Group, Inc. The team of consultants addressed administration, organization and training; financial management and procurement; transportation infrastructure; electric power; water, wastewater and solid waste; and building and equipment maintenance.

Each POA identified specific programs and projects, made recommendations, and set priorities to guide U.S. government grants to the insular governments on a 50/50 cost-sharing basis.

During its first period OMIP strengthened  
**See "OMIP at halfway mark" page 9.**

## Challenges met in contract award

**I**n August, when HED awarded a single \$12.5 million contract to J. A. Jones of Charlotte, N. C. for the construction of three projects on Kwajalein Atoll, 2,500 miles southwest of Honolulu, it marked the successful conclusion of a two-year period in which the projects were in jeopardy of not being

awarded at all.

Bids for the FY95 MCA (Military Construction, Army) Fuel Containment Upgrade had been solicited twice previously, but not awarded because proposals came in too high. The FY96 Emergency MCA Saltwater Intake project was advertised

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Toleration: *Americans will put up with anything as long as it doesn't block traffic.—Dan Rather, journalist*



By Lt. Col. Ralph Graves  
HED Commander

**Commander's Comment**

# We can get there from here

Last year I consulted with Colonel Cababa and other senior leaders here in Pacific Ocean Division Headquarters and Honolulu District and set nine HED/POD Goals. These goals weren't intended as all-inclusive, but instead to highlight for emphasis certain priority activities, process improvements or ways we could better serve our customers. Here is an assessment of our recent accomplishments and a look at goals for the fiscal year just begun.

•**FY96 Goal 1. Develop and begin execution of a complete plan to accomplish Palau Road.** The Palau Road project has gained substantial momentum. We have set a schedule, and EIS and survey work is well underway. Design contracts will be awarded shortly. We accomplished preliminary work on a Project Management Plan, but that needs to be updated and brought to a more complete form.

•**FY96 Goal 2. Establish the OEW (Ordnance and Explosive Waste) capability in Environmental Division.** This has essentially been accomplished with the hiring of an explosive ordnance specialist. We need firmly to consolidate and develop this capability by applying it to the Palau Road and other projects.

•**FY96 Goal 3. Stabilize the POD organization and make permanent leadership selections.** If anything, we are worse off in this area than a year ago. Yet despite the prospect of restructuring, the health of the organization depends on having leaders in place who can set and achieve long- as well as short-term objectives. We shall make permanent selections at the first opportunity.

•**FY96 Goal 4. Restructure PBAC (Program**

**Budget Advisory Committee) process to support POD 2010.** We have prepared the FY97 Operating Budget using "investment" lines that highlight building future capabilities, particularly in the areas of facilities improvement, training, and information management.

•**FY96 Goal 5. Establish Program Management and 'market sector' view of POD business.** PPM has established program manager positions and focused attention on customers. This has helped us regain our position for MEDCOM and TAMC work. Now we need to demonstrate that we

**“  
I look forward  
to working with  
you on the way.  
”**  
— Lt. Col. Ralph Graves

can tailor our organization and products (for example, award and administer our own JOC) to customer needs.

•**FY96 Goal 6. Resolve Emergency Deployment Roster issues.** The new PODR 500-1-1 has been finalized and will soon be signed. The next major disaster deployment will show how well we have put in place the refinements it

directs.

•**FY96 Goal 7. Resolve Construction affordability issues.** Analysis conducted by Construction Division enables us better to understand our affordability problem, and we have reduced construction personnel through restructuring and transfers. Still, HED experiences high S&A rates, funds shortfalls and heavy staff workload. We need to continue to look for solutions, especially in the areas of streamlining processes and reducing costs.

•**FY96 Goal 8. Plan and initiate establishment of GIS (Geographical Information System)**

**See 'Goals' page 9**

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**Perspective:** *Some people think of the glass as half full. Some people think of the glass as half empty. I think of the glass as too big. —George Carlin, comedian*

## Opinion

# Say, what's that word again?

To overly simplify matters, it seems to me that visual communications is divided into two major categories: words and pictures.

It stands to reason that I would like words. After all, it's a major part of my job to reach into the scrap heap of used words every day, dust them off a bit, rearrange them, then reuse them in a way that's more than simply a repeat of what I did the day before. All this in order to factually communicate interesting and even new things about Pacific Ocean Division.

Most of us begin our education looking at picture books as children. But, heavy-duty training for detailed reading comprehension doesn't really begin until we start school, and then it concentrates on words.

I bring this up because the potential for sophisticated meaning is present in every picture, in every drawing, in every photograph.

Our society chooses not to make too big a thing about that, although marketing and advertising people understand and use the "vocabulary" of visual images very well, indeed.

On the other hand, English is a tough language to learn. Its vocabulary alone is drawn from many languages spanning hundreds of years. Many words have long and eventful histories, not that it necessarily makes a difference when they are used in a specific context such as a local newspaper or a television show.

But, when context is broadened to include a large variety of people with differing experience bases, the potential for misunderstanding increases dramatically. Add in other languages and the difficulties inherent in translation and you have the basis for World War III, but that's another story.

English is also a tough language to use correctly. Lexicographers, people who devote their lives to studying usage of words, get in long and exceedingly bitter arguments about correct usage.

I try not to worry about things like that, relying pretty much on context and definitions found in small "common usage" dictionaries to see me through.

But, when it comes down to it, I *love* rather than *like* words. I love words so much that when I come across something new and unfamiliar it will worry me like a cosmic stone in my shoe until I can

at least get a general idea of what it means. This usually happens when I'm least prepared for it.

For example, the word *dipchick* just sort of jumped out at me while I was flipping through the pages of a dictionary looking for something else.

Sometimes when that happens I'll write it down so I won't forget. At other times it will sink slowly out of my memory like that same stone in a pond and I'll forget about it.

Then, without warning it will spring back into my consciousness. When I can't stand it any more I'll stop what I'm doing and look it up.

*Dipchick* means *dabchick*. See what I mean? Isn't this fun? Well, let's see what a *dabchick* is. Oh, oh, my dictionary stops there, *dabchick* is nowhere to be found. No problem, I'll look in another dictionary, maybe one with a hard cover.

Actually, that's not as easy as it sounds. The Webster's Collegiate in the office doesn't even have *dipchick* in it. Sounds like I'll be going to the library after work today, unless of course I just forget about it as being totally irrelevant to my life.

Fat chance! At the library I discover that Webster's Unabridged 3rd edition has nearly 2,500 pages in it, probably 250,000 words. Unfortunately, *dipchick* is not one of them.

My next step will be to go to a larger library where they would have a copy of the 20-volume Oxford English Dictionary. I ought to be able to find that word among 700,000 entries. I do want to know, don't I?

"Oh, wait a minute," I say, still turning pages of the Webster's 3rd. "Ah-ha, *dabchick*, is right here. Well, how about that?"

*Dabchick* means "a little grebe (*Podiceps ruficollis*) of Europe or the pied-billed grebe (*Podilymbus podiceps*) of America."

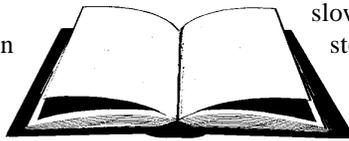
Hey! Genus and species. It must be an animal. Hmm, I think they're talking about birds. I know about *pie-eyed*, but who else has a bill? See? I knew it was something simple.

And a *grebe* is.... You guessed it! It's the common *gallinule*.

Oh, all right. A *gallinule* is the diminutive of the *gallina* hen, a type of waterfowl related to a "coot." Oops, here we go again—*coot*. Hmm, I wonder, is that young or old?



**Just Thinking**  
by Alexander Kufel



**Neckties:** *If men can run the world, why can't they stop wearing neckties? How intelligent is it to start the day by tying a little noose around your neck? —Linda Ellerbee, journalist*

### Tying the network together

# The invisible made visible

Story by Alexander Kufel

In a concept known as "corporate sharing," files, programs, printers and modems are utilized daily by more than 500 POD employees without difficulty and without most people being aware of it. They are connected by a labyrinth of wires in six buildings in a LAN or local area network.

Making the LAN appear invisible to most of us requires some effort. Several people daily oversee operations, anticipate problems and fix what needs to be fixed.

"We're running something called multiple protocols simultaneously, but they're blended into one. People can communicate regardless of

platform," said Linda Tomlinson, IM, network administrator. "NetBEUI services PCs (MS-DOS or Windows-based systems). The hundred Macintosh computers in POD are interconnected by Appletalk. TCP/IP services UNIX-based computers, the Harris and Sun workstations and connects with the Corps of Engineers network. It also handles Netscape (the popular Worldwide Web browser)."

Tomlinson and Clement Liu handle the seven main file server computers that represent the core of the POD network. They receive assistance from Adalina Chun and Sharon Sherry. Sherry currently runs the "unattended tape backups" for the file servers and makes her presence known each Friday evening when she changes the tapes. Partial backups are conducted daily, with a full backup that takes 12-14 hours once a week.

There are at least 15 other file servers and they service ccMail, printing, and CADD (Computer Assisted Design and Drafting) stations. Douglas Fretz services e-mail. David Tam and Herbert Koga provide maintenance for the Harris and other computers.

Hardly visible, too, is the electronic infrastructure that establishes POD as part of a wide-area network or WAN. The WAN connects POD, FED and JED electronically. This, in turn, is connected with Corps networks throughout the world in a CEAP (Corps of Engineers Automation Plan) network.

Once you understand the metaphor of a 'web' of networks covering the earth, it becomes easier to comprehend the magnitude of such an undertaking. And, to comprehend just how easy it is for something to go wrong.

"Once downloaded from the file server into your computer's RAM (random-access memory), word-processing and other applications become self-contained," said Fretz. "They are no longer affected by what's happening on the network. It's only when you go back on the network for other functions that you might even become aware that the connection has been broken. If the system hiccups, people get an error message and we get calls for help. Fixing it, in most cases, is just a matter of restarting the computer."

The fragility of the current network is expected to diminish soon, and the speed of sending and receiving large files is expected to increase. In early December, once the three-month-long cabling process is complete, POD will experience higher data transfer rates and consequently fewer switching problems.

find out, such as the names of your relatives or your date of birth or your car license number. Also, because there is software designed to break codes by applying the contents of dictionaries, it is wise to avoid whole words, even though they may be easy to remember.

One scheme he proposed is to think of an easy-to-remember sentence, then use the first initial of each word as the password. Mixing alphabet letters — both upper and lower case, numbers and non-alphabet characters such as ampersands and asterisks — produces perhaps the most difficult-to-crack password, but it also creates something very hard to remember.



## E-mail security

Using the example of corresponding with co-workers via postcard or letter, Horace M. "Marshall" Barber, ET-TD, built a case for e-mail (electronic mail) security at a seminar attended by 10 POD employees, Oct. 15.

Distinguishing between 'at work' and 'at home' applications, Barber accepts the Corps policy of computer-generated passwords for work use but suggests taking care in selecting one's password for other uses so that it isn't easily 'broken.' Avoid the names or numbers important to you that are easy to

**Virtuousness:** *The problem with people who have no vice is that you can be fairly certain that they have some pretty annoying virtues.— Elizabeth Taylor, actress*

### POD's getting better

## Safety record improves

The stats are in for the 1996 fiscal year and POD is showing a 25 percent improvement in safety performance. Lost time has decreased, recordable contractor accidents are down and recordable government FECA (Federal Employees Compensation Act) claims, which amounted to three lost-time and three medical cases, are reduced from previous years. Of these, FED had no contractor-recordable accidents or government lost-time accidents, and JED had one government lost-time accident and no contractor-recordable accidents.

"A lot of it is because educational programs are beginning to pay off," said Bruce Barrett, division safety and occupational health officer.

"Partnering with contractors has resulted in excellent compliance with safety procedures. We have in Hilton Kalusche an excellent industrial hygienist who understands the importance of ergonomics in the workplace and has made a real effort to solve problems and prevent recurrences, and we have



both managers and employees who are at a high level of awareness," he said.

He went on to explain that together these elements combine to produce a well-informed workforce which realizes the significance of staying healthy and works to maintain

itself. Throughout the year, people attend monthly safety meetings and films. An annual Safety Day with classes and events also focuses attention on safety issues. And as a minimum everyone is required to participate in four hours of safety training annually. Barrett also credited another member of his office with helping to improve the safety record.

"Geri Pasco has been issuing safety advisories via e-mail to everyone just before every holiday," he said. "Between that and the free-to-the-employee physical examinations and flu shots arranged by Alice Culbertson, HR, through the Veterans Administration, we're determined to keep everyone alive and well," said Barrett.

## USACE Director of Civil Works named

**Washington, D.C., Oct. 28** —The Chief of Staff of the Army has approved Maj. Gen. Russell L. Fuhrman as the Director of Civil Works for the U. S. Army Corps of Engineers. The reassignment became effective Oct. 11, 1996.

Prior to his reassignment as the Director of Civil Works, Fuhrman served as Commanding General and Division Engineer of the North Pacific Division in Portland, Ore. since July, 1995.

Fuhrman will oversee the Corps' civil works program which has an annual budget of \$3.5 billion and includes projects to provide navigation, flood damage reduction, and environmental restoration to the nation. He will also oversee the Corps emergency response mission, the regulatory mission in the nation's waterways and wetlands, and many engineering and construction activities which the Corps performs for other Federal agencies.

Born in Shawano, Wis., Fuhrman graduated

from the U. S. Military Academy in West Point and holds a master's degree in chemical engineering from Pennsylvania State University. He is also a graduate of the U. S. Army Command and General Staff College and the U. S. Army War College.

Prior assignments include Deputy Chief of Staff, Engineer, at Headquarters, U. S. Army Europe at Heidelberg, Germany, and Commander of the North Central Division in Chicago, Ill. He has also held other command and staff positions with engineer units both in the United States and abroad.

His military decorations include four Legion of Merit Medals, three Bronze Star Medals, three Meritorious Service Medals, two Army Commendation Medals, the National Defense Service Medal, the Vietnam Service Medal and numerous others.

A registered professional engineer in the state of Virginia, Fuhrman and his wife, Marjorie, have four children.

**Games:** *The paradox in games is that most games are no fun unless you take them seriously; but when you take them seriously, they cease being games. —Sydney J. Harris, columnist*

## POD environmental success stories emerge

# Good things can come

Stories by Alexander Kufel

**W**hen diesel-oil contaminated soil on the remote island of Gugeegue (pronounced goo-jee-goo) ten miles north of Kwajalein in the Republic of the Marshall Islands tested below the Army's 'action level' it might have appeared not worth bothering about. But obligations spelled out in the 1986 Compact of Free

Association required it be cleaned up before the island could be returned to the Marshall Islands government. That and the impact of a relatively minor amount of pollution in an extremely confined area indicated something had to be done.

"While the physical area affected was small in terms of square feet, the atoll itself is so tiny that proportionately it is as if the state of Iowa were contaminated," said Don Schlack, POD chemist and technical manager of the project.

In April 1995 a team of POD personnel that included Schlack, Miriam Koyanagi, an industrial hygienist, and Kanalei Shun, an archeologist, arrived at Gugeegue in a combat support boat with some of the required equipment following a rough, rainy, and windy ride from Kwajalein. They were met by Gerry Boyle, POD's Kwajalein Liaison Officer,

and several others. Some equipment was already on site. All food and water had to be carried up each day as there are no stores on Gugeegue.

Remediation was complicated by the remoteness and inaccessibility of the island and other factors such as the intensity of the sun, rain, and wind, periodic equipment breakdowns, lack of electricity, a solid

coral substrata, and a limited budget. They all worked to turn what should have been a simple clean-up project into a major accomplishment.

Following several days of manual labor, a 9-by-15-foot excavation pit was lined with plastic to provide a basin. The contaminated soil was returned to the basin, together with one hundred pounds of NPK fertilizer (nitrogen, phosphorous, potassium) and one gallon of the soil nutrient triethyl phosphate, so conditions would be conducive to bacterial degradation of the fuel in the soils. The object was to turn the diesel fuel into biologically harmless substances.

The contaminated soil was allowed to sit unattended for seven months, using air and rainwater to break down the petroleum fuel into the non-toxic by-products of carbon dioxide and water.

In November 1995, another team consisting of Dr. Donald Ott, USAKA Environmental Engineer, Capt. Thomas Jardine, USAKA Liaison Officer, and Schlack returned to Gugeegue.

The remediation site was intact and the security fence was still standing. The dirt pile was heavily overgrown, a sign that toxicity had been reduced and that biodegradation had been effective. Several small holes were dug to examine for the presence of residual contamination. Subsurface soil samples were collected and verified that the remediation was complete and conversion of the diesel fuel had taken place. The soil was then pushed back into the original excavation using a front end loader. The plastic liner was recovered for transport back to Kwajalein for disposal. Ott and Schlack mapped and photographed the site to inventory the structures in preparation for turnover to the Marshall Islands government. The goal of restoring the site had been achieved.

**O**n Sept. 11, 1995 while the bacterial action was quietly taking place on Gugeegue, the solution to three problems impacting on the Hawaii shoreline and coastal region converged when the Atlantis Submarine Corporation requested

**T**wo environmental actions involving POD surfaced recently that testify to the clear role the Corps plays in protecting the environment. In both cases, there is an element of uniqueness and a requirement to solve unusual problems. One involved a former Civil Action Team site on a remote island in the Pacific where a relatively small amount of pollution was posing a large problem. Another, closer to home shores, is an example that one man's problem — in this case a derelict vessel that had become a silent and permanent resident of Keehi Lagoon — could serve as another man's solution. Perhaps most important, Pacific Ocean Division acted as the broker for both of these success stories. They point toward a shifting emphasis that along with the charge of sustainable development comes the added responsibility to insure the integrity of the environment.

"The Corps has changed from being the developers of the nation to being the conservators of the nation," said Russell Takara, program manager for civil works, in a recent Pacific Connection article.

"Ideally," said Kathleen Dadey, POD environmental engineer, "environmental consciousness could be raised a level where the Corps would not need to issue permits because project designers would try not to have more than the minimal adverse impact on the environment."

Examples of that abound, but here are just two: one on the Marshall Islands island of Gugeegue; the other at Waikiki Beach in Hawaii.



Photo by Don Schlack  
Approaching the island of Gugeegue



Don Schlack  
preparing

**Ideas:** *Don't trust a brilliant idea unless it survives the hangover.* —Jimmy Breslin, columnist

# in small packages

authorization to sink a derelict ship off Waikiki Beach as part of an existing artificial reef. Four months later to the day, redtape notwithstanding, St. Pedro No. 36, clean as a whistle and environmentally friendly, went down in 100 feet of water to begin a new life as an artificial reef.

Problem number one dated back to 1992 when Hurricane Iniki hit the south shore of Oahu and the reef area just outside famous Waikiki Beach was damaged when artificial reef materials already in place were swept away.

Problem number two developed when studies revealed that smaller artificial reefs off Waikiki Beach than that provided by a sunken ship were largely unsuccessful.

Problem number three belonged to the state of Hawaii. It even had a name: St. Pedro No. 36. It was a 111-foot-long, 85-ton ship with problems that prevented it from being either used or disposed of without extensive modification.

St. Pedro No. 36 was a former Korean long-line fishing ship, derelict since a fire off South Point, Hawaii 20 years earlier. Stories still abound about the unusually aromatic fumes that wafted across the waters when the St. Pedro's fish meal cargo caught fire and soy sauce cargo also on board was used to fight the flames. It lay at anchor in Keehi Lagoon



Schlack by sea.



Photo by Don Schlack

Schlack, ET-EH, checking the remediation basin necessary to adding nutrients to the contaminated soil.

“We approached two submarine companies to see if they were interested in finishing the clean-up and using it as a reef,” said Stephen Thompson, Oahu District manager of the Department of Land and Natural Resources Division of Boating and

Ocean Recreation. “Atlantis was the one who responded.”

It is expensive to remove pollutants and environmental hazards such as asbestos, fuel tanks and brass fittings from a vessel prior to sinking it.

It is expensive, too, to fill it with non-polluting ballast for stability, sink it in 100 feet of water and moor it in place, then cut holes in the hull to improve water circulation and seal off interior compartments to make it safer for SCUBA divers.

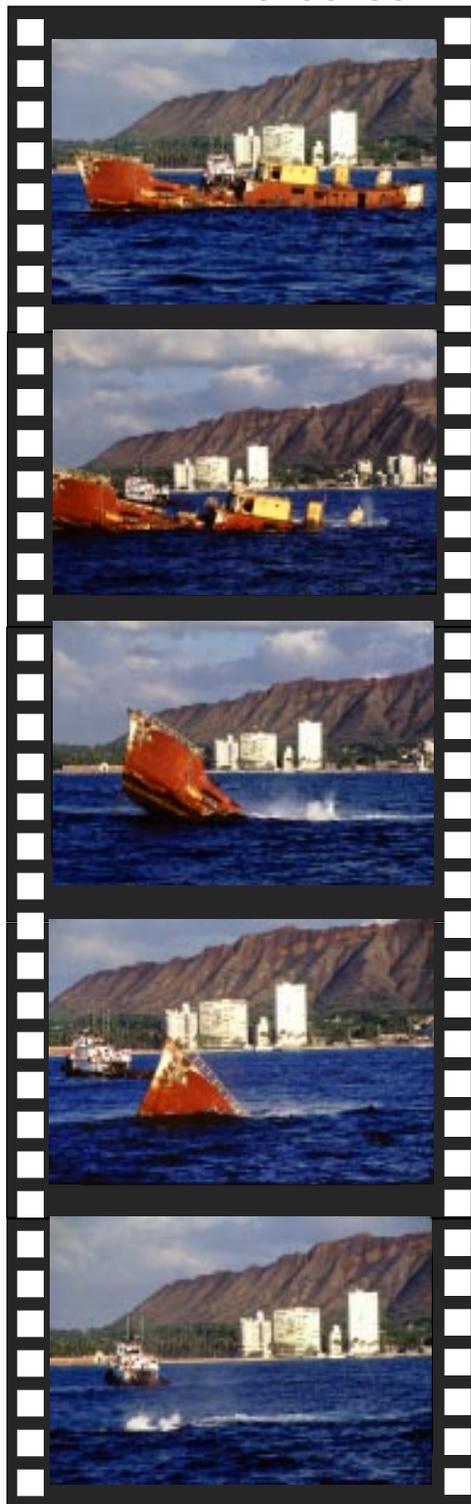
Terry O'Halloran of Atlantis Submarines said that the long-term benefits more than offset the costs of about \$100,000 and that the company saw it as something that not only was good for their business but was of benefit to the community as well.

“We got approval Dec. 21. The next three weeks were really hectic,” said O'Halloran. “We decided to pull out all the stops and clean up the ship immediately so we could sink it and get on with other things.”

On Jan. 11, 1996, the aft compartments of St. Pedro No. 36 started filling rapidly with water and she sank, stern-first, as quickly as any submarine and with barely a ripple to mark its passage to take its place on the ocean floor as part of a developing reef.

The next day O'Halloran visited the site in an Atlantis submarine. “On the deck of the St. Pedro sat a Hawaiian sea turtle, sitting like he had been there forever,” he said. “I took it as a sign that we did the right thing.”

Below: St. Pedro No. 36, going, going, gone.



Photos courtesy Atlantis Submarines Hawaii

**Money:** *Money goes where it is wanted and stays where it is well treated. This annoys government no end.*  
—Walter Wriston, banker, in *Wired*

### ***As usual it was full of surprises***

## **Contracting year-end predictable**

**W**hen Kent Tamai, a contracting team leader, appeared in the doorway of Fort Shafter building 200 at 11:45 p. m. the night of Sept. 30 with a handful of MCDs (Miscellaneous Commitment Documents), it was clear that FY96 was not quite over. Not when there was still time in the 15 minutes remaining to award six more contracts rather than defer them to the next fiscal year.

In a flurry of activity, through the combined efforts of Finance, Programs and Contracting, the appropriation data was typed in, the documents were signed by contracting officers, copies were made and all six projects made it through the rapidly narrowing window of opportunity. They made it with five minutes to spare.

This is not a new scenario. The question that always faces Contracting during the final week of each

fiscal year is how many of the contracts are going to make it through the award process before the clock strikes 12 midnight.

“As many as we can,” said Florence Nii, chief of Contracts Division. “But, it isn’t just a few individuals; it’s really a team effort involving several offices.”

Although midnight is the deadline most consider, it’s not the end of the process.

“It’s not really that the ‘peak’ of activity is reached at midnight on the 30th,” said Niel Tamayori, RM Military Accounting. “A more visual image is that of a hourglass pinched at the middle. Turn it over and there’s more to come.”

“Even though the contract may be awarded, there is still work to be done recording and processing the documents. It continues until Oct. 18 when everything has to be completed.”

“Besides,” he added. “After that we’ll be busy splitting the data base in preparation for CEFMS. There’s no more time!”



Photo by Jim Dung

**Florence Nii,**  
**CT, chief of**  
**POD Contracts**  
**Division**

## **Kwajalein continued...**

*Continued from Page 1*

once before, but also not awarded because the bids came in too high.

“The difficulty in attracting contractors was primarily because Kwajalein is so far away (from both Hawaii and the rest of the United States),” said Lt. Col. Ralph Graves, HED commander. HED is the primary design and construction agent on military support and RDT&E (Research, Development and Evaluation) projects.

While Kwajalein is often described as a giant ‘bull’s eye’ in the Pacific where sensor and interceptor technology is tested, mobilization costs for a contractor are higher than for projects close to home because it is expensive to move equipment and people to and from the area.

“The need for the projects didn’t go away,” said program manager Rodney Leong, “so, we kept trying to award the contracts. Finally, after a bit of a ‘hard sell,’ we combined them with the GBR-P (FY96 National Missile Defense, Ground-Based Radar, Prototype) project and found a contractor we felt confident could perform all three. It was very involved because the priorities differed for each project.”

The GBR-P project schedule was tight because other construction is to begin April 1997. The Fuel Containment Upgrade had limited funding and bids kept coming in overbudget. Also, the Saltwater Intake Replacement had a mission-critical priority because of the necessity to cool the KREMS (Kiernan Reentry Measurement Site) missile-tracking radar.

Leong said other factors contributed to the difficulty of awarding the contracts. One of the two major contractors with equipment already on Kwajalein informed HED they were pulling out of the market and would not be bidding. The FY92 MCA funding of the Saltwater Intake Replacement was about to expire. Many of the POD team members had never experienced the uniqueness of Kwajalein solicitations and requirements.

“Even the veteran members, at times, struggled through portions of this solicitation,” said Leong, “although, in the end, everyone was satisfied with the results.”

“By bundling the contracts we made the package more attractive,” said Graves. “Greater dollar value and reduced equipment mobilization costs, due to much of the same equipment being used for each project, produced excellent proposals. The resulting award was over a month earlier and more than \$4 million less than expected.”

**Service:** *Service to others is the rent you pay for your room here on earth. —Muhammad Ali, boxer.*

# HED Goals...

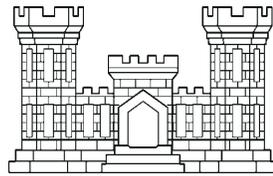
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**capability.** A committee is exploring options, and money has been budgeted in FY97. As yet we are proceeding slowly because of uncertainty over system compatibility and eventual demand for products.

•**FY96 Goal 9. Formulate with USARPAC and DPW an Installation Support Initiative.** We engaged in some informative discussions with USARPAC DCSENG and USAG-HI DPW about possible consolidations in the areas of CADD/GIS, MILCON programming and environmental planning. Despite general acknowledgment that such consolidations make sense, we were not able to agree on any specific steps to take. We should continue to look for opportunities and to offer expanded services to our customer engineering organizations.

For the coming year, we will of course be greatly occupied with fielding CEFMS and executing whatever form the Division Restructuring takes. I believe that to retain the initiative and look to the future we must do more than react to these externally driven events. Here are the goals we have set for FY97:

1. **Restructure POD** in accordance with law and command guidance, preserving an effective, efficient organization and protecting the interests of our employees.
2. **Field CEFMS**, using the enhanced capabilities of the system to improve accountability and highlight opportunities for more efficient use of funds.
3. **Establish an internal set of measures and goals for cost of doing business**, supplementing where necessary the CMR standards and taking



maximum advantage of the capabilities of CEFMS and other management systems.

4. **Assess and enhance our lessons learned / continuous improvement system** based on customer input and construction experience.

5. **Improve teamwork** by refining definitions of project management and technical responsibilities and enhancing communication among POD elements.

6. **Award and administer a POD Job Order Contract**, in order better to meet the needs of our reimbursable customers.

7. **Award Maalaea Small-Boat Harbor Improvement project construction contract.**

8. **Continue progress on the design of the Palau Compact Road** to support a planned FY98 construction contract award.

9. **Complete a Master Plan for POD facilities**, with thoughtful participation by POD employees and managers to provide optimum direction for the future course of our workplace improvement program.

10. **Develop plans and preparations for deploying POD personnel** and helping deploy USACE reinforcements to military contingencies in the Pacific.

Some of the above are easier than others. For example, the draft Facility Improvement Master Plan has already been published, while progress toward awarding construction for Maalaea Harbor still faces challenges we can only indirectly influence. Also, I realize that much effort goes toward worthwhile tasks not addressed in either set of goals. Nevertheless, I am confident that in the coming year we can accomplish these ten goals and much more. I look forward to working with you on the way.

## OMIP at halfway mark continued...

*Continued from Page 1*

infrastructure institutions in each insular area. Public utility corporations on Pohnpei, Kosrae, Chuuk, Palau, and Ebeye were established. Created too, was public awareness of the need for systematic funding of maintenance of schools and hospitals to help reduce dependence on outside sources.

“OMIP has provided funding otherwise not available for projects that have been both visible and important to the development of the state governments,” said Gov. Pangelinan regarding program impacts in the FSM. “The people involved understand the needs of the different

islands and have been able to tailor the program to address those needs.”

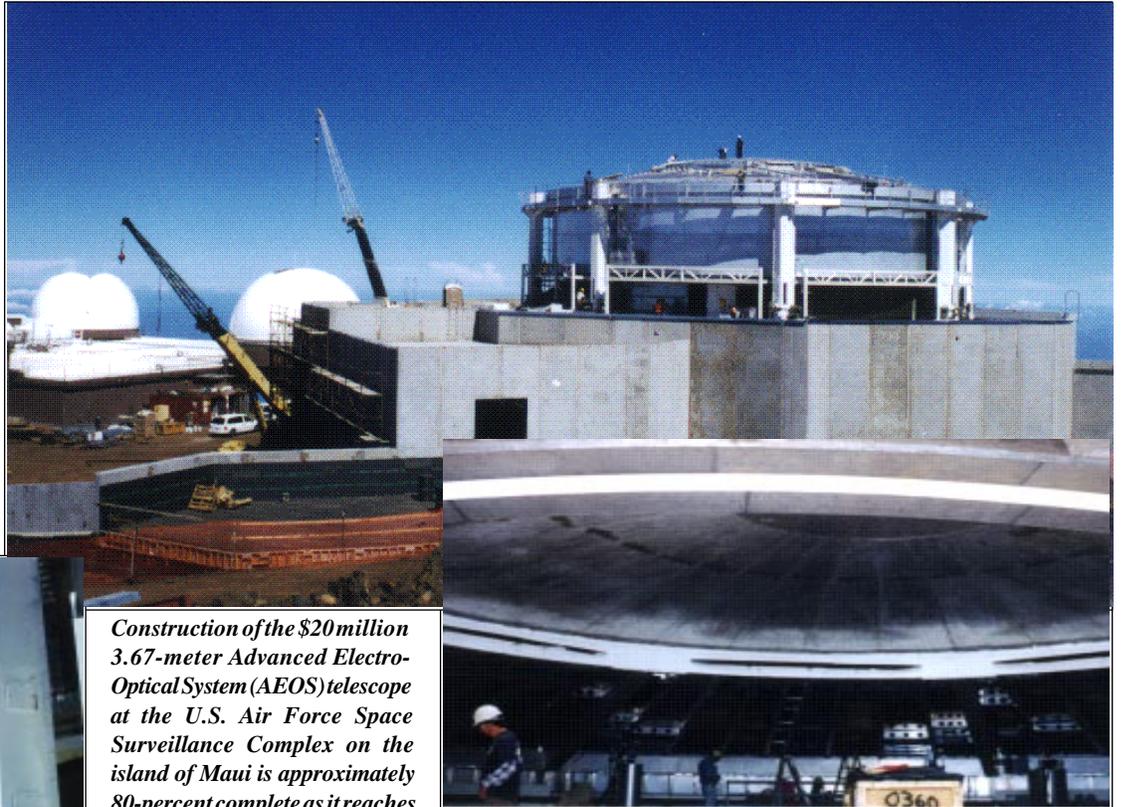
“It has been very rewarding to see the various utility and public works organizations become self-sustaining so that the host governments can divert funds to schools, training programs and medical care,” said John Emmerson, POD project and technical manager.

The new contract is expected to be awarded before the end of the calendar year and the OMIP team will resume on-site O&M reviews in January. The next OMIP conference is scheduled for April next year when progress will continue on improvements to facilities and utilities infrastructure in outlying areas of the Pacific.

**Experience:** *Experience is a great advantage. The problem is that when you get the experience, you're too damned old to do anything about it. —Jimmy Connors, tennis pro.*

# In the Field

## AEOS facility atop Haleakala nearing completion inside and out



Photos clockwise from top: South elevation of AEOS facility. Interior view of retractable roof. Dome actuator column.



Construction of the \$20 million 3.67-meter Advanced Electro-Optical System (AEOS) telescope at the U.S. Air Force Space Surveillance Complex on the island of Maui is approximately 80-percent complete as it reaches another milestone with installation of the uniquely retracting dome. This 'out-of-the-way' design uses eight 'giant' hydraulic cylinders to move the dome to a position below the base of the telescope and eliminates the vibration associated with

Photos by Haleakala Project Office traditional dome rotation. Completion of the entire facility is anticipated by the end of March 1997. The project is being managed by POD.

### PRODUCTIVITY CORNER



BRECKENRIDGE, Colo. (AP) —

Federal guidelines suggest that people should keep their body mass indexes under 25. Anything more than that is too much for good health.

Body mass index, or BMI, is quickly becoming the standard way of talking about obesity, since it is possible to compare the fatness of people of different heights. BMI is body weight in kilograms divided by height in meters squared. A woman 5-foot-4 who weighs 145 pounds has a BMI of 25.

#### Calculating body mass:

1. Multiply your weight in pounds by .45 to get kilograms. Save as 'A'.

A= \_\_\_\_\_

2. Convert your height to inches and multiply by .0254 to get meters.

B= \_\_\_\_\_

You will get a number that you next square (multiply by itself) to produce a figure that you save as 'B'.

3. Divide A by B. Your answer will probably be a figure in the 20s or low 30s. It is your BMI. Optimal BMI is 25.

Your BMI may indicate that you need to gain or lose weight. To determine your optimal weight in pounds, you have to apply some reverse math:

4. Retrieve the figure 'B' (the square of your height from step 2).

B= \_\_\_\_\_

5. Multiply that figure by 25 (which is optimal BMI).

6. Multiply the answer by 2.21 to convert it to pounds. The number produced is your optimal weight in pounds.

**Lessons:** *It took me all my life to learn the biggest music lesson of all—what not to play. —Dizzy Gillespie, jazz musician*

## PRODUCTIVE PEOPLE



### Gene Higa

*Hometown: Aiea, Hawaii*

*Years with Corps: 4*

*Works in: Resource Management,  
Revolving Fund*

It is possible that some people know Gene Higa as a disbursement teller without knowing that his real position is that of accounting technician with the revolving fund. For six weeks recently, while crosstraining for back-up purposes, Higa was called upon to perform the duties full-time. The training period over, he did the job quietly and seamlessly, preferring anonymity to the spotlight.

It seems that Higa does most things without fanfare. Still living in his family home in Aiea, he confesses a love for the purity of sound tones that come from 'surround sound' equipment and digital recordings by groups such as Hiroshima and Accoustic Alchemy and especially likes concert videos like "Hell Freezes Over" by the Eagles.

He confesses, too, that while he doesn't like to hang around with a lot of people, he does have many friends that he sees regularly to play tennis, go with to the movies and even go snow-skiing on the mainland. He grew animated discussing automobiles, muscle-cars: a 1970 El Camino and a 1973 Corvette, both stored on blocks in his carport. Daily, he drives an S-10 Blazer to work. Higa did let slip that he would love to get his hands on a Chrysler Hemi.

Gene is making POD more productive.



### Edward Yoshimura

*Hometown: Honolulu, Hawaii*

*Years with Corps: 20-1/2*

*Works in: Family Housing  
Resident Office*

Interest in other people seems to override the fact that Edward Yoshimura, resident engineer at the family housing office, is saying how important familiarity figures in his life.

"I'm an avid golfer, softball player and racquetball player," Yoshimura said. "I have to be active in things, I'm not an armchair adventurer. I like to be with people. I like to meet people. On weekends I work as an on-call bartender at the Hilton Hawaiian Village hotel. I really enjoy hearing the stories and points-of-view of people who visit the Islands.

"My life has been very calm, very predictable," said Yoshimura. "Both my brother and sister are engineers, too. I grew up in Honolulu—in Manoa, and still live in the same house today. In fact, I'm very active in the community association because I like learning about the history of Manoa. I'm a product of Stevenson Intermediate, Roosevelt High and U. H. Engineering school, so I've never done anything out of the ordinary. I started with POD as an engineering intern and have never really left Hawaii for more than 45 days. I even met my wife Joy right here when she worked for the Corps.

"I am proud to be part of the first graduating class from Noelani Elementary School and now my daughter Kelli, 8, is going there too," he said.

Ed is making POD more productive.

**Government:** *I hate the government every April 15, but otherwise it leaves me alone. I've organized my cats into a militia in case the situation changes. —Scott Adams, Dilbert cartoonist*

**Aloha means good-bye**

to ecologist **Terrell Kelley**, ET-PO, who left Regulatory Branch Oct. 25 to join the local office of NRCS (Natural Resources Conservation Service — formerly the Soil Conservation Service) to concentrate on wetlands research. Kelley joined POD in Fall 1993 and worked extensively in wetlands delineation.



who has been the acting chief of operations branch for four months. She returned home to Omaha, Neb. on Nov. 1. **Dr. Linda Hihara-Endo** is back on the job following maternity leave. **Aloha means good-bye** to civil engineer **Harley Rowe**, ET-CS, transferring to Baumholder, Germany Nov. 12 to work in an interdisciplinary position following 12 years with POD.

**Aloha means good-bye**

to **Julie Brumm**, an accounting technician with RM-FA, who left Oct. 25 for a position with the DFAS accounting center on Ford Island claiming a daily ferry-boat ride as incentive. Following 15 years with POD, her farewell luncheon was distinguished by Brumm turning the tables and presenting games and prizes as her way of saying 'mahalo' to her co-workers. **Aloha means good-bye** to **Rose Hargrave**, ET-PO,

**Aloha means good-bye** to civil engineer **Ella Cassity**, ET-CS, who came to POD 4 1/2 years ago and is transferring to Wuerzburg, Germany Nov. 24. **Aloha means good-bye** to **Bong "Paul" Yoo**, ET-TM, who left POD Nov. 12 for FED in Seoul to become chief of the engineering division. Yoo was in Korea previously, from 1975-83 and has been with the Corps for 21 years.

**CPOC ready to go.**

The Pacific Region Civilian Personnel Operations Center (CPOC) at Ft. Richardson, Alaska, officially opened its doors in a 'cool' (16 degrees Fahrenheit) out-of-doors ceremony Oct. 23.

Photo by CPOC, Ft. Richardson, Alaska



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

*It's fall, when a young lawyer's fancy turns to. . . Plovers?*

**Hawaii has its own signs of times**

**B**ob Sundberg, OC, was the first to comment that the Hawaiian equivalent of autumn leaves turning colors had occurred.

"A Golden Plover showed up on our mauka (mountain side) POD parking lot at building 230 last week," he said. "The plovers summer in Alaska and spend winters in Hawaii. It must be fall already."

The Golden Plover is a handsome bird, small but reminiscent of pheasants for those familiar with them, and distinctive when he puts in his annual appearance in Hawaii. Reasons why get complicated quickly, but the coloration of the migrating birds differs from those who, for one reason or another, stay in Hawaii over the summer.

There are other signs of fall, too. It would be nice to count the flowering of the shower trees,

but they jumped the gun in August and September. So the signs are subtler—young people are back in school, mangoes are no longer on the trees, and the whales are appearing once again, with the first sightings of humpbacks having been made in October. For many, whale season is more commonly thought of as beginning in December, perhaps as an early sign of winter.



Usually air temperatures would have been cooling down a bit in early October, but that happened late in the month, so the first harbinger was that plover.

The whales, of course, will soon steal the show, arriving in increasing numbers until a peak in February. They'll start leaving for northern feeding grounds around April. Then, the plovers will quietly wing their way back to Alaska and yet another season or two will have passed.