



HED assists Korea flood recovery effort

Devastating floods in Korea in early August provoked a quick Army Corps of Engineers response. Honolulu Engineer District immediately dispatched three engineers to help assess damages and provide technical expertise: Ivan Awa, ED-DG, Kenneth Ibara, ED-DC, and Dr. James C. R. Lee, ED-MT. The HED people augmented a group of 26 Far East Engineer District engineers already deployed in Korea. The task force has been investigating flood conditions and damages, particularly those affecting in-country U.S. military forces.

The Korea Meteorological Administration reported that this summer's flash floods have left over 24 inches of rain on the peninsula. These floods have taken the lives of more than 200 people, including four American soldiers, and have caused over \$130 million in damages, according to officials on the scene.

Although the flooding has ceased for the moment a reported 30,000

homes were under water in Seoul at one point and some 300,000 people had been evacuated to schools and other public facilities.

FED was given the mission to conduct detailed damage assessments on all buildings and structures for Camps Casey, Nimble and H220.

In addition to the 26 local and three Hawaii engineers, the District's task force included two more from Japan Engineer District, another from Alaska Engineer District, and one from St. Louis District. The team is assisting in direct support of the Director of Public Works (DPW), 501st Support Group, providing damage assessments. The team left the FED compound for Camp Casey on Aug. 10 and established a command center at the Tongduchon Resident Office.

In an interview with the Armed Forces Network Korea, Scott Bearden, FED Deputy District Engineer for project management, said that FED had a three-pronged mission.

"We're here to support the DPW (Director of Public Works) and the staff engineer. We're looking at flood assessments from an operational standpoint to determine what it will take to get the facilities back up and running and to get the troops out of the environment.

"And, we're checking to see where the high water marks are on the walls so we can come back later and do a flood analysis so we can put things in order so it doesn't happen again," he said.

Military installations in the northern part of South Korea, including Camps Casey, Hovey and Red Cloud, in the Uijongbu and Tongduchon areas, were hardest hit.

In Seoul, many streets remained under two to three feet of water for several days and were strewn with stalled vehicles.

See "Disaster response," page 5



Soldiers clear debris from flooded areas of Camp Casey, north of Seoul, Korea. Photo by FED.

Downsizing Update

Early in August, 36 Honolulu Engineer District employees received notice that they faced a significant possibility of involuntary separation, based on the results of the Mock Reduction-in-Force (RIF). In addition to receiving a briefing about what to expect, each affected employee has had opportunities for personal counseling from the local Civilian Personnel Advisory Center and outplacement assistance from the POD/POH Human Resources staff. Counseling and outplacement assistance is also available to all other employees.

Employees receiving Mock RIF notices are eligible to register in the Priority Placement Program (PPP) and several have done so,

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HED unit wins Hammer Award

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Experience: *A man who carries a cat by the tail learns something he can learn in no other way.*
—Mark Twain (Samuel Langhorne Clemens), U.S. author, 1835-1910



By Lt. Col.
Wally Z. Walters
HED Commander

HED Commander's Comment

Crisis spawns dangers, opportunities

The Chinese ideograph for “crisis” merges those of two other words—“danger” and “opportunity.” As the District proceeds with the necessity of downsizing due to reduced workload and income, the “danger” to individuals is readily evident. Many valued members of the District are undergoing personal crisis as they experience stress from the prospect of losing their job. The stress and the difficulties are real and all of us need to work together to support each other through this tough time.

The personal “opportunity” in this crisis may be less evident, but also deserves everyone’s consideration. Honolulu Engineer District and the Pacific Ocean Division are undertaking major efforts to assist individuals in job transitions with information, counseling, outplacement and financial incentives. Now is a good time for everyone to examine closely these opportunities and their circumstances. The essence of the District is its highly talented members. We want to work with everyone to ensure these talents continue to be well employed—whether in the District, elsewhere in the Corps, in other government agencies, or in the private sector.

Downsizing presents a crisis for the District as a whole as well, as downsizing imposes several necessities upon us: to become affordable, to ensure the successful execution of programs for our customers and to conduct reductions carefully in accordance with personnel rules. The principal danger is that we will lose the dedication of the members of the District that derives from their sense of participation in a valuable and caring community. Should this occur, an afford-

able financial balance will not compensate for the lost quality in the District’s work. To avoid this possibility the District leadership is doing what it can to ensure that downsizing proceeds in an open manner, run according to the rules, but with opportunity for everyone to get their views heard. In expressing those views I urge you to be mindful of the rest of the District community. Everyone has an important job and makes valuable contributions to the District’s success.

However, there are also important opportunities for the District. In achieving a workforce that matches the available work we will be able to provide better value for our customers, and over time be able to expand our investments in developing everyone’s talents. Financial affordability will also permit us to eventually improve the balance among skill levels and experience of the District’s members. While mindful of these opportunities, we are trying not to give up any more jobs than necessary now.

“
While mindful of these opportunities, we are trying not to give up any more jobs than necessary now.
”
—Lt. Col. Wally Z. Walters

The District’s most important opportunity ultimately is less tangible. By maintaining dedication to our work and supporting each other during this difficult time we have the chance to strengthen the District’s ohana. We can remain a caring community, a good place to work among friends and professionals who expertly perform valuable services for the military and others throughout the Pacific. How we overcome these adversities will define the District for years to come. I urge everyone to join in the efforts to sustain and strengthen the dedication and ohana of our District family.

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- Honolulu Engineer District Commander.....Lt. Col.Wally Z. Walters
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- EditorAlexander Kufel
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Freedom: *We feel free when we escape—even if it be but from the frying pan into the fire.*
 —Eric Hoffer, American author, 1902-83

Opinion

Will cuckoo work when clock strikes 12?

Figure it's never too early to get ready for the next millennium. I know, what is the first thing that comes to your mind when you read the word "millennium?" Right, I always thought it had one "l" and one "n" too. But the second thing that hits you is, oh, yeah, the Y2K BUG! On a scale of global disasters you've got species-extinction-rendering asteroid that's number one. Then comes nuclear holocaust followed by nuclear winter, spring and summer; worldwide famine; El Niño II; a sequel to The Brady Bunch Movie; and then the "Year 2,000 Problem."

Some of you may be scratching your head and admitting to yourself that you don't fully understand what all the commotion is over. Well, it's a very serious problem and could have dire consequences all over the globe. Experts have already warned that it might be a good idea to avoid elevators, lawyers, and to even think twice about flying in an airplane come midnight, New Year's Eve of next year. You see, the theory is that when the clock strikes 12 and all those billions and billions of microchip processors that run everything that matters in the world roll over from 1999 to 2000, they'll think it's the year 1900! Dumb microchips! Can't even tell the difference between the Year 2000 and the Year 1900. Wow, what a bunch of stupid transistors, huh?

So another thought: who cares? But what if the chip that runs the infamous "black box" on the airplane you happen to be riding thinks it's 1900? Will that microchip suddenly realize that the Wright Brothers aren't due to show up for three more years and decide that powered flight HASN'T EVEN BEEN INVENTED YET? Wow, that would really put things in a tailspin. Automobiles may come to a screeching halt waiting for unleaded gas. Department store elevators could stop between floors waiting for the invention of housewares, kitchen and bathroom accessories and small appliances.

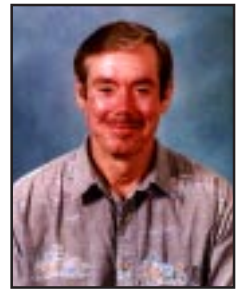
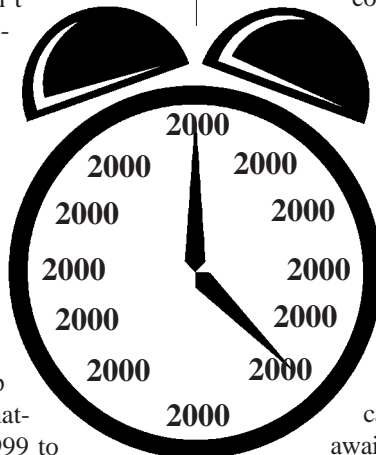
Survivalists have already got on the Y2K bandwagon. Always looking for a reason to arm themselves and run off into the hills and hide, these hardened individualists are preaching that chaos will erupt when folks aren't able to go to their local ATM because the bug has rendered them inoperable. So,

they figure, people will start withdrawing large sums of cash from each other instead. And that will lead to anarchy and a lot of unpaid IOUs. Better to celebrate New Year's peering through the cross-hairs of an infrared night-vision scope atop a high-powered rifle, ready to shoot anything that moves. That's worst case stuff.

Better case stuff is that lurking behind every disaster is a lot of potential. That means there's money to be made. A whole cottage industry has grown up around means to deal with the Y2K problem. Colleges and universities are churning out computer-smart graduates by the busload and sending them off to develop ways to sidestep the Y2K bug and save corporate America. No doubt they'll be well rewarded for their effort.

One of the more innovative ideas comes from the island nation of Fiji, just across the International Dateline. Fijians have reasoned that since the millennium will reach them first, they ought to capitalize on this and give the rest of the world a close-circuit, satellite feed so they can get an early glimpse of the fate that awaits us all, just a few hours later. They really do have plans to market this idea and somehow sell (pay per view?) the right to tune in as their clock hits the bewitching hour. Personally, I think there could be some flaws to this. Fiji looks great on a travel poster, but is it really the best example of a hi-tech, finely tuned machine that the slightest computerized glitch could send out of kilter? If we tune in and find out that the traffic lights don't work, the banks are doing their books by hand, the local power plant is having a blackout, and you can't hail a cab, how do we know it's even midnight yet?

Not to pick on Fiji. Their global geography has its advantages. But so does Hawaii's. While Fiji sits close to the one on that 24 hour clock, we're more at the point where Mickey's big hand intersects with the 12 (second time around). So when the first American city plunges head first into the next century, we'll see it live on the six o'clock news (OK, seven o'clock). And if that's Guy Lombardo playing in the background and the ball in Times Square stops suddenly, half the way down, it might be a good time to head for the local ATM, just in case.



The View from Here
 by Larry Hawthorne

Harbinger: *None loves the messenger who brings bad news.*—Sophocles, Greek playwright, 496-406 B.C.

Community involvement helps net “Hammer” award in remediation project

Story by Larry Hawthorne

There is an old saying that if you give a man a fish, you feed him for a day. If you teach him to fish, you feed him for a lifetime. In American Samoa, the latter approach was used successfully in helping to clean up a contaminated former military site while passing along some useful future expertise to local officials. It involved a clean-up operation that won for Army engineers the thanks of an entire village and recognition from the Executive Branch in the form of the coveted “Hammer Award.”

Aua is a quiet Samoan village of about 400, in an isolated corner of the U.S. Territory, 2500 miles south of Honolulu. This village had

the bad luck to be located in a former U.S. Navy fuel farm, directly atop heavily saturated, petroleum-contaminated soil. The Honolulu District of the Army Corps of Engineers sent a team to clean up the area in 1994. The textbook approach to contaminated soil is simple, but disruptive: Dig it up, ship it out, clean it up, and replace it.

“That works a lot of the time, but it didn’t seem to be the right thing to do here,” said Helene Takemoto, environmental specialist who led the team. The excavation and replacement technique would have meant evacuating the village and relocating the entire population. Also, since Samoan tradition is to bury loved ones in the front yards of residences, any excavation would have taken a cultural toll of major proportions. Significant social disruption aside, the excavation method carried with it a sizeable price tag, conservatively estimated at more than \$4 million.

Fiscally conscious and culturally sensitive, the team approached the problem in Aua village from another direction. They decided to keep it technically simple and minimally intrusive.

“We felt a bioremediation system was the best way to go,” said Takemoto. It relied on natural processes to clean the contaminated soil by enriching water with oxygen and nutrients. And, since water can follow the same path as the original contaminating petroleum due to gravity, it could stimulate the natural microbial activity of the soil to literally eat away the contamination as it migrates. No moving parts, no electrical power, and no highly skilled specialists were required, just the augmented water and periodic monitoring to

insure the soil was being cleaned as expected.

Best of all, no villager would have to move—even temporarily—and the simplified system also opened the door for local participation in the clean up itself. Villagers were employed to help construct the system and to place the cannisters that supply the oxygen and nutrients to the water. Local environmental officials helped to monitor the system and gained applicable expertise in a first-of-its-kind contamination removal system.

“That was probably the best part of all,” said Allen Chin, Honolulu District environmental chief. “Because the local villagers and officials could actually help with the monitoring and other clean up activities, they understood what was going on. And they supported and tolerated those few inconveniences that did occur.”

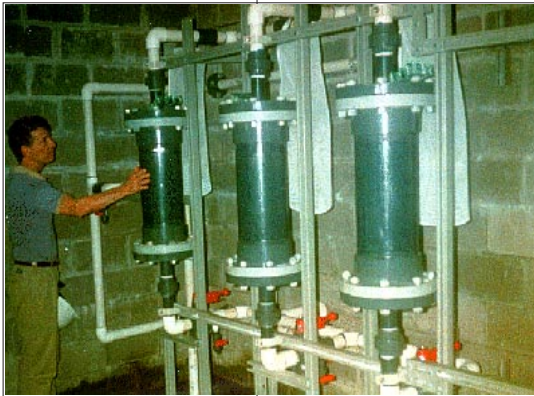
Samoans are an extremely close-knit community, said Chin, who rely heavily on a tribal system with a chief and elders in charge of a village. The decision to involve the villagers was more than just a better idea, it proved to be critical to the project’s success. To date, more than half the village is clean of the petroleum pollutants and the system continues to work. It remains virtually maintenance free, requiring only periodic sampling and replenishing of nutrients and oxygen. Those requirements are being met by local agencies in American Samoa. Another measurement of success was the cost of the system.

“Easily \$3 million. That’s not what was spent. That’s what was saved,” said Chin. He said the entire system cost around \$800,000 to assemble and make operational.

It may have been the high percentage of savings that caught the attention of Vice President Al Gore’s National Performance Review, which is intent on ferreting out and recognizing successful attempts throughout government to cut costs and bureaucratic red tape. Or it may also have been the involvement of the local populace in helping to rid themselves of pollution.

“I think that had to have had something to do with the recognition we received,” said Lt. Col. Wally Walters, commander of the Honolulu District, commenting on the Hammer Award presented in the name of his district in August. “When you involve the villagers and take the time to understand their culture, still get the job done and then save money, it earns that kind of recognition.”

His boss, Col. (P) Carl A. Strock, Pacific Ocean Division commander, saw the project as a departure from the norm. “How many times do you see the government come in, do the job and then leave? This is different. We’re gone, yes, but the system is still cleaning the village. And, most importantly, they are the ones making it work.”



Employing not-so-hi-tech bioremediation processes to clean oil-contaminated soil, oxygen and nutrients are fed into the earth as it is needed to speed up the natural process of microbial action which breaks down the oil and converts it into nitrogen.

Photo by Innovative Technology Works.

Aspirations: *If you would hit the mark, you must aim a little above it.*
 —Henry Wadsworth Longfellow, U.S. poet, 1807-1882

HED engineer wins prestigious award

Story by Alexander Kufel

When environmental engineer Dr. Linda Hihara-Endo, WED-CE, heard in early July that she was a serious contender for the annual Federally Employed Women, Inc. Leadership Award, it hardly registered in her mind—she was concentrating on day-to-day things. Two weeks later, POD Equal Opportunity Manager Anita Naone called again.

Make travel arrangements,” Naone told Hihara-Endo. “You’re a finalist and you may have to attend the annual awards banquet in Washington in two weeks.”

Hihara-Endo said that she was stunned, particularly because she could only imagine her competition. At the same time, related things were not looking good. Flights were booked, she had no hotel arrangements, and this was starting to get in the way of work she had to do.

Then, on Friday morning, July 17, Naone called her one more time. Excitement was in her voice.

“You won,” she said. “You’re one of four people chosen. Pack your bags. You have to be there Thursday.”

“At that moment, although I was still numb, the pride of this honor just kind of washed over me,” said Hihara-Endo. “This award was given by a major organization to recognize the efforts of people in a position to affect policies concerning women. And, for some reason, I was being counted among some really remarkable people.” She tried making travel arrangements again. This time everything fell into place.



Dr. Linda Hihara-Endo. Photo by Alexander Kufel

For those who know Hihara-Endo, her selection for this award is hardly a surprise. Environmental protection specialist Laurene “Lolly” Silva said that it was about time that Hihara-Endo was recognized because she was one of those “truly impressive leaders who use their positions to assist and go to bat for the other employees. “Linda,” she said, “hates injustice of any kind and goes out of her way to be sure everyone is treated fairly.”

Tom Ushijima, POD Director of Programs, was with Hihara-Endo when she was presented with the award. He said that selection criteria included demonstrating leadership, supporting the integration and promotion of women and minorities within the Department of Defense (DoD), and demonstrating excellence as a role model in activities promoting women.

“This is a tremendous achievement,” he said. “Linda is only one of four individuals in the entire DoD to receive this award. We are all very proud of her.”

Hihara-Endo began her civil service career as a GS-9, hydraulic engineer, with POD 14 years ago, soon after receiving a doctorate degree in environmental engineering from the University of California, Berkeley. She worked her way up to a “study” management position. She then left the Corps for four years to work in a management position at U.S. Army

Pacific and as an assistant professor in engineering at the University of Hawaii, Manoa. She returned to POD and received a temporary leadership promotion once again, this time to chief of Operations Branch. She lost that promotion during the recent reorganizing of HQ POD and HED.

“I understand why it’s all happened,” she said. “Although it was a bit upsetting at the time. I think I was lucky to be in those positions of responsibility, even if it was only for a short time. Our work load is at a low point right now, maybe things will get better before too long, and then we’ll see what happens. I’ve found out over the years that often when one door closes, another opens somewhere else.”

Disaster response...

Continued from page 1

Many of the city’s underpasses filled with five to six feet of water.

U.S. and South Korean military officials also warned of a situation potentially more deadly than the rain and flooding—ammunition and other explosives have washed into swollen streams during the storm and may have been swept into civilian areas.

Seoul newspapers reported that as many as 10

tons of mortar shells, flares and fragmentation grenades were swept from storage facilities at South Korean army camps near the Demilitarized Zone and washed into rivers and streams in the area.

Two soldiers with the 304th Signal Battalion died Aug. 8, after a mudslide swept through a field training site on Mount Myundae, south of Seoul. Another died the next day when he apparently fell into a flooded ditch about 1 a.m. near the base’s main gate. Three other people who were walking with him attempted unsuccessfully to rescue him, officials said.

(Gloria Stanley, FED Public Affairs Officer, contributed to this story.)

Creativity: *It is better to fail in originality than to succeed at imitation.*—Herman Melville, U. S. writer, 1819-1891

In the Field



The Whole Barracks Renewal Program at Schofield Barracks reached a significant milestone Aug. 25 with the grand opening of the 2nd Brigade Barracks Complex. (Above left) POD commander Col. (P) Carl A. Strock chats with some of the POD and HED personnel that were involved in the design and completion of this complex. (L to R) Bruce Chun, ET-TA; Col. (P) Strock; Fabian Ladao, ET-CB; Roy Fujinaka, ET-CB; and Lynette Kwock, ET-TC. (Above right) During a tour of the new barracks, Col. Strock talks with one of the occupants of the newly dedicated facility, Spec. Edward Boop of Clearwater, Pa., Co. B, 1st Bn., 14th Infantry Reg., 25th Inf. Div. (Light). Photos by Jim Dung.

Downsizing...

Continued from page 1

said Vernon Kajikawa, chief of Human Resources. Four have already received and accepted job offers as a result. Through Sept. 23, all GS-13 and below employees in HED and HQ POD are eligible to apply for a separation bonus offered under the Voluntary Separation Incentive Program (VSIP). Additionally, eligible GS-13 and below employees may apply for early retirement, as the Department of the Army is currently considering a POD/POH request for Voluntary Early Retirement Authority (VERA). While applications must be submitted by Sept. 23, employees with approved

VERA and VSIP requests may serve until Dec. 31 and have their benefits paid in the 1999 tax year.

Due to the District's declining workload, the Chief of Engineers has authorized a RIF which could involuntarily separate up to 49 employees. The actual number of such separations is expected to be substantially less and will depend on the possibilities for additional workload and the number of employees accepted for VSIP and VERA. The RIF will be conducted in late October and notices will be distributed beginning Nov. 4. The effective date of the RIF will be Jan. 4, 1999. HED commander Lt. Col. Wally Z. Walters said that avoiding involuntary separations through placement assistance remains the District goal.

PRODUCTIVITY CORNER

Self-motivation

At 46 years old, Will Kellogg was a shy man and without a remarkable talent. He was working for his brother, a physician, but was having trouble staying motivated.

One day, the brothers were working to create a cereal for a patient and discovered the wheat flake. Will tried to convince his brother to mass-market the cereal, but the doctor wasn't interested.

Instead of giving up on the idea, Will Kellogg bought out his brother's portion of the cereal business and set out on his own. He motivated himself to success, not only creating Corn Flakes, but also uncovering his talents for marketing, business know-how, and customer sensitivity.

--Working Communicators

Making it happen

Debbie Sivyer knew how to bake cookies. She perfected her chocolate chip cookie and decided to go into business. Her family and friends discouraged her. But she persisted and managed to get a \$50,000 loan from a bank to open the first "Mrs. Fields" store in 1977.

But no one came in to buy her cookies. She didn't wait. She marched out onto the street and gave her cookies away. Soon enough, the customers were coming in droves.

Mrs. Fields is now a chain of more than

600 stores worldwide.

--Working Communicators

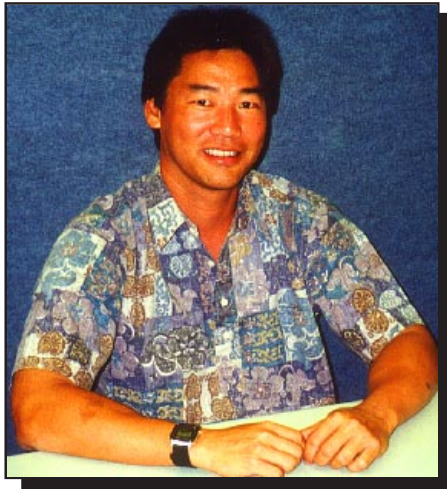
The mind's eye

Where the mind goes, the body will eventually follow. University of Chicago psychologist Mihaly Csikszentmihalyi recently recounted a story about a pilot long imprisoned in North Vietnam who headed straight to the golf course upon returning home. Though weak and emaciated, he astonished fellow players by playing superbly. His secret, he said, was that during every day of his imprisonment, he imagined playing 18 holes, choosing his clubs, driving off the tees, gauging the slope of the greens. He even varied the course from day to day. His mental exercises prove that the power of concentration on tasks can work miracles.

—Speechwriter's Digest

Improvisation: *Do what you can, with what you have, where you are.*—Theodore Roosevelt, U.S. president, 1858-1919

PRODUCTIVE PEOPLE



Thomas Taam

Hometown: Honolulu

Years with Corps: 15

Works in: Cost Engineering

Civil engineer team leader Thomas Taam brings to his job the same restless energy with which he approaches life. He confesses to being an early-morning surfer; an avid golfer (a self-described hacker); has turned an interest in computers into a modest business as a software consultant with one of his friends; and for the past five years has been organizing what has become an annual neighbor-island golf tournament that includes 12-16 HQ POD and POH participants. He also likes to travel and views TDY assignments as an opportunity to experience new things.

"It seems that right now everything's revolving around my family," said Taam. "We just got back from a great vacation in Maui and I've been pretty involved helping to coach soccer and basketball with my eldest son's teams."

Married to Colleen for 10 years, they have two boys: Cory, 8, a third grader at Iolani, and Dylan, 5, who is just starting kindergarten.

Himself an Iolani grad, Taam said that his goals for his sons include giving them the same good education he had. And while he followed in his father's footsteps by becoming an engineer, Taam said that he chose civil engineering because he excelled in math and science and the University of the Pacific in Stockton had an excellent work program that gave him field experience as an engineer while he was still a student.

Tom is making HED more productive.



Dickson Ma

Hometown: Honolulu

Years with Corps: 18

Works in: Construction

As chief of QAB (Quality Assurance Branch) it seems natural that civil engineer Dickson Ma function as general contractor to build his own home. Actually, this decision was made before he assumed this position in the newly reorganized HED and was abetted by his HED engineer wife of 10 years—Lise. Completing construction in October, they spent the previous two years as owner/builders, working closely with the architect and getting involved to really make the house their own.

"It was a lot of work and it took time away from recreational things," said Ma. "After work and on the weekends, the house was waiting for me. I'm just glad its over!"

It was worth it though, he said, because by employing contractors for most jobs and doing some of the physical work themselves, they were able reduce costs and concentrate on the things that were important to them—like improving quality and using low-maintenance materials.

Now that it's finished, Ma is looking forward to getting back into tennis and improving his golf game in time for next year's neighbor-island trip with co-workers.

And, at work, of course, what he's doing is quite different than previously.

"A lot of our responsibilities have changed and now we're concentrating on improving the organization," he said.

Dickson is making HED more productive.

Confidence: *The only limits to our realization of tomorrow will be the doubts of today.*
—Franklin Delano Roosevelt, U.S. president, 1882-1945

Regional Roundup

Contracting innovations reduce clean-up costs

by Pat Richardson, AED

Cleaning up formerly used defense sites (FUDS) in Alaska can get expensive. As most sites have no road access, a contractor must barge-in equipment and fly personnel to remote areas. Sometimes there is no housing or food service available. Mobilizing can cost more than \$100,000 per event.

Two years ago, Alaska Engineer District decided to see if they could reduce mobilization costs. Their solution was to divide the state into 24 geographic zones and then try to group work items together in each zone. They called the concept C3: Coordinated Comprehensive Cleanup.

During the first year of execution at two C3 zones, the program saved over \$2.6 million. Projected five-year savings range from \$7 million to \$9 million. These savings earned the Alaska District two Secretary of Defense Productivity Awards this spring.

Akutan Naval Station, a remote Aleutian Island WWII refueling station, 875 miles from Anchorage, was the first test site for the C3 process. It was cleaned up five years ahead of schedule at a savings to the government of \$6.25 million.

"This concept works for Alaska because of the remote sites and the cost of

mobilizing," said Claude Vining, acting chief of Programs and Project Management. "It might not work as well in another District, but it's great for Alaska."

"In order to implement C3 we had to break the molds of how we previously approached the FUDS program," said Bob Chivvis, FUDS program manager.

Before C3, each FUDS site was prioritized on a list. The District used fiscal year money to work on the highest priority projects, without regard for where the projects were located. Each year, the whole contractual process would start again for the lower priority sites as funds were allocated for new studies and additional design work.

"Sometimes we were mobilizing to the same area two or three times to accommodate a priority list of cleanup projects," said Vining.

A key to the success of C3 is utilizing cradle-to-grave type contracting. Instead of awarding individual contracts for each phase of work, the District utilizes two contractual methods: either the Total Environmental Restoration Contract (TERC) or the Indefinite Delivery Type Remedial Action (IDTRA). These contracts are awarded for a set period of time, usually five to 10 years. The District then places work orders against

the in-place contract. The work orders cover all phases of cleanup in the assigned zone.

The Kodiak zone, ranked No. 1, included all sites on the island. Under a C3 contract, the contractor mobilizes equipment to Kodiak and leaves it there until all sites are completed.

A District technical team developed the C3 idea by looking at the whole area, said Vining. "We considered all the work that has to be done, regardless of the ranking for individual sites."

If several sites had a risk assessment in Fiscal Year 1999 and a nearby site had one in 2000, the team might move the risk assessment for the second site back a year.

Since the implementation of C3, the District changed the way it spends money in the FUDS program. Now, they put all the money into the top zones instead of individual sites. This concentrates effort in a smaller area of the state but assures that cleanup in those areas will be accomplished sooner at a greatly reduced cost.

"Looking at the short term, it may seem that money to some areas of the state has been delayed with the C3 program," said Vining. "However, in the long term, all sites will be cleaned up faster and at less cost because the program is more efficient."

Aloha means goodbye to **Kathy Ahsing**, POD-PM; **David Marquardt**, ED-D; **Marcela McCoy**, RM-F; **James Nakasone**, POD-ET; **CynDee Oleyte**, CO-SE; **Charles Riley**, CO-K; **Bruce** (CO-C) and **Gloria** (CO-HE) **Stevenson**; and **Dorinda Won**, CO-FQ; on their departure from HQ POD and HED.

Aloha means hello to Division real estate appraiser **Douglas Trospert**, RE, newly arrived from AED where he was the District appraiser.

Aloha means hello to **Levida Hardy**, RM-B, chief of Budget and Manpower. Levida arrived in June from Washington, D.C. accompanied by her husband, Kola



Bamidele, and two children: Olamide, 11, and Raman, 6.

Aloha means hello (again) to **Robert Henson**, OC, recently of the Seattle District, returning to Hawaii in a permanent position as a general attorney. A year ago, while on a two-month TDY to HED, Henson and his wife, Maricel, were married with the then POD Office of Counsel functioning as surrogate family.

Aloha means hello to **Louis Carr**, HQ POD director of Engineering and Technical Services (DETS).

Aloha means hello to **Robert Curnyn**, ET-E, an environmental engineer with POD directorate of Engineering and Technical Services.