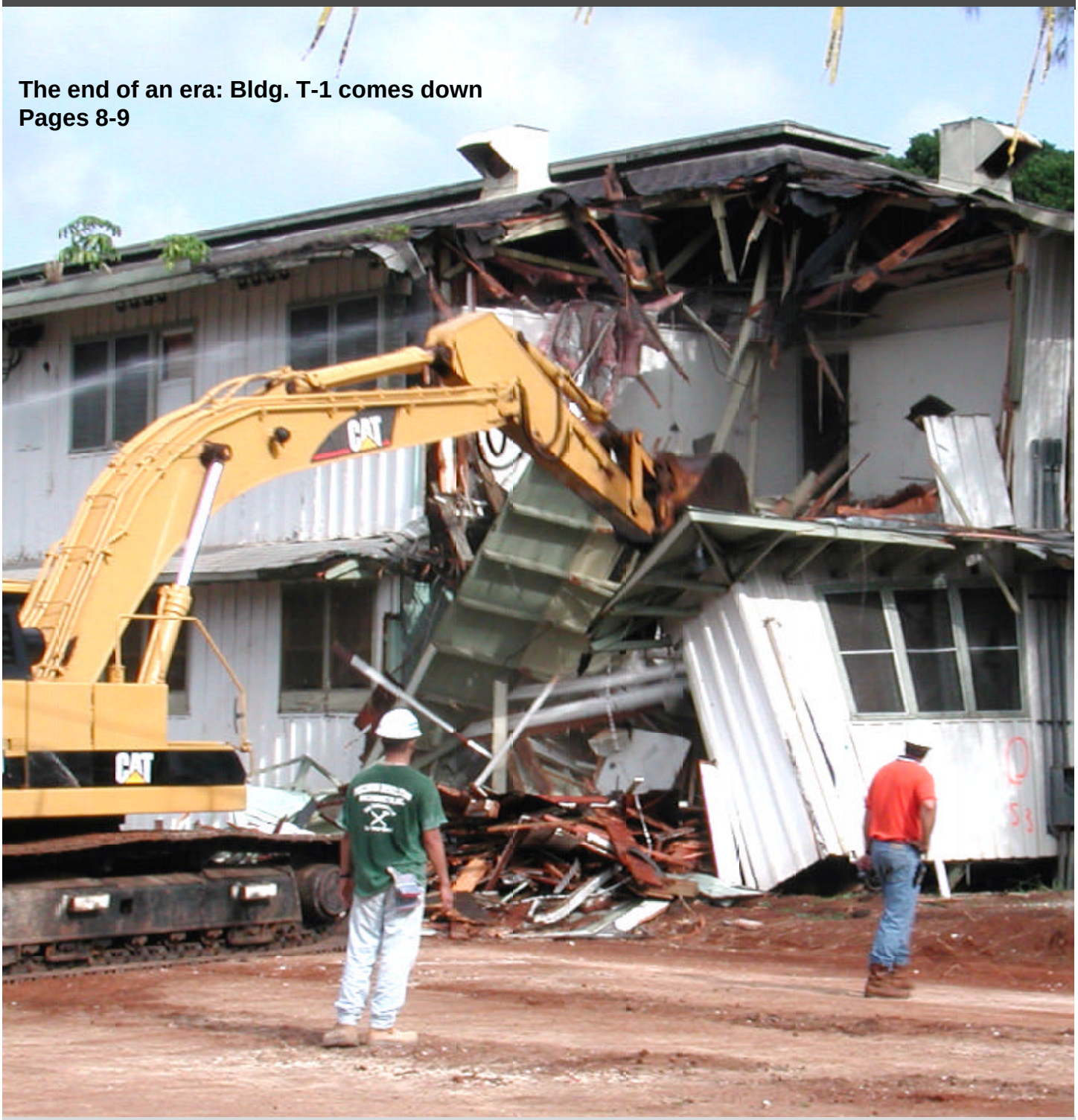
The Pacific Connection

Vol. 35, Nr. 4 **US Army Corps of Engineers, Honolulu Engineer District** April/May 2001



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Mistakes: ***A life spent making mistakes is not only more honorable, but more useful than a life spent doing nothing.* —George Bernard Shaw, Irish-born English playwright**

DoD program good for Hawaii's schools

Story and photo by Doug MaKitten

The first year of a highly successful, $5 million Department of Defense program that assists 25 Hawaii public schools is nearing completion and there is more help coming.

The program is administered by U.S. Pacific Command and is executed by the U.S. Army Corps of Engineers Honolulu Engineer District. It covers the repair and maintenance of public schools in Hawaii with high concentrations of special needs military dependents. Special needs students are defined as those with a variety of physical disabilities.

"Because of our experience and expertise in fast-track projects, we were able to execute the contracts within a tight timeframe," said HED project manager Gordon Kuioka. "The combined team effort of PACOM, the state departments of Education and Accounting and General Services and our HED staff made it possible.

"It's very satisfying to know that we have substantially improved the facilities at twenty-five of our local schools," Kuioka continued. "This program provides a clear example what can be achieved through a coordinated federal and state partnership."

The state of Hawaii's congressional delegation, led by Hawaii U.S. Senator Daniel Inouye, is responsible for the start and continuation of the program. Sen. Inouye was instrumental in including Section 8151 in the Fiscal Year 2000 Department of Defense Appropriations Act. That section allocated up to $5 million for school systems in states that are considered overseas assignments by the DoD and Hawaii is the only state so designated. An additional $5 million in aid is include in the FY 2001 DoD Appropriations Act. The money comes from the DoD-wide operations and maintenance account.

Eligible schools, work requirements and prioritization of projects are determined by the Hawaii state departments of Education and Accounting and General Services in conjunction with the Joint Venture Education Forum, an education advisory committee made up of military and state of Hawaii officials.

The program demonstrates the military's desire to help Hawaii schools that have a large number of students who are military dependents with special needs. However, the DoD assistance does not replace school funding from the state, but provides additional funds for the schools that qualify. For the initial year, The Joint Venture Education Forum determined that schools must have at least a 20 percent enrollment of military dependents to be included in the program.

"We love the program," said Hawaii Department of Education Superintendent Dr. Paul G. LaMahieu. "It provides more assistance to the schools, speeds up the system's resources and allows the schools to do more repairs and maintenance."

Two school principals agreed with Dr. LaMahieu's assessment.

"We are very pleased to receive this assistance," said Pearl City Elementary School Principal Howard Humphreys, whose school received some exterior painting as part of the program.

"The painting and recarpeting at our school were very well done," said Makalapa Elementary Vice Principal Elynne Chung.

Kuioka said all of the work was scheduled and performed so it wouldn't affect school activities. In spite of this constraint, the project delivery team's contractors (Pinnacle Contracting, Master Construction, Primatech Construction, and Luersen Architects) all local small businesses, worked with the Corps so efficiently that the work was completed ahead of schedule.

DoD support to Hawaii public schools with a high concentration of special needs military dependents includes recarpeting classrooms at Makalapa Elementary School.

The only remaining work from the program's first year is some bathroom renovations at Solomon Elementary School. That will be completed this summer, when work on the program's second also begins.

The schools that qualify for the assistance include: Leilehua, Moanalua and Radford high schools; Aliamanu, Moanalua and Wahiawa middle schools; and Aliamanu, Barbers Point, Fort Shafter, Hale Kula, Helemano, Hickam, Iroquois Point, Lehua, Makalapa, Mokapu, Mokulele, Nimitz, Pearl City, Pearl Harbor, Pearl Harbor Kai, Red Hill, Solomon, Webling and Wheeler elementary schools.

The Pacific Connection, an unofficial publication authorized by AR360-1, is a monthly newspaper produced by the Public Affairs Office, Pacific Ocean Division and Honolulu Engineer District, US Army Corps of Engineers, Fort Shafter, HI 96858-5440. Telephone (808) 438-9862. This command information newspaper is for employees and others who request it in writing. Contents are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. Circulation: approximately 1,300.

This newspaper is printed on recycled paper.

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Achievements: *Great things are not done by impulse, but by a series of small things brought together.* **—Vincent Van Gogh, Dutch painter**

Employees of the Month

Dayna Kawakami

Hometown: Honolulu
Position with Corps and how long: Office Support Assistant since May 2000
Describe your job in 50 words or less: My main responsibility is to provide support to the 13 project managers in the Military Branch and to upper management to achieve the HED mission and to ultimately delight our customers. I monitor the Project Management Business Process chat room, attend and write up After Action Reviews and post them in DrChecks. I extend my support to other branches within PPMD to include briefings and slides, and reproduction purchases and make deliveries/pick-ups as necessary.
What do you like best about your job? I like working with the people in the Military Branch, so providing support by working with or assisting them in what they need to accomplish in the PMBP process makes work a lot more enjoyable and rewarding.
What is the most difficult part of your job? I haven't encountered it, because it's a matter of perception and attitude.
If I was the DE for a day, I would... sit in with individuals from various branches and observe their work and get some "hands on" experience to understand their work, expectations, frustrations, as well as their satisfactions.
What is the best improvement in the District in the past six months? The support of the District in providing training (leadership, interviewing, etc.) to help HED employees better themselves.
What is the best improvement in your office in the past six months? As the Military Branch will be getting new systems furniture, it provides everyone the opportunity to clean up their work area and feel better about the work place.

Bruce Stevenson

Hometown: Winthrop, NY
Position with Corps and how long: Civil Engineer/ Contract Administrator, 19 years
Describe your job in 50 words or less: I assist the Project Delivery Teams by performing professional engineering assignments associated primarily with contract administration, prepare contracting officer's final decisions, work closely with counsel, and provide expert testimony as needed.
What do you like best about your job? Determining the relevant facts associated with an issue, developing potential solutions, and negotiating to reach agreements.
What is the most difficult part of your job? Patience.It is extremely difficult for me to remain calm and patient when I see new contracts or situations being developed that repeat the same problems.
If I was the DE for a day, I would... task a senior leader to become familiar with Defense Acquisition Workforce Improvement Act training and certification and implement a training program here in HED.
What is the best improvement in the District in the past six months? After many years of cutbacks and multiple renovation/relocations we appear to be on the verge of a real systematic investment in our work environment, with tentative plans for some subsequent investment in our greatest resource - our people.
What is the best improvement in your office in the past six months? The organizational and managerial recognition that the talented people that share my office are part of many different work groups. Since the downfall of the stovepipe organizational mentality, we have been allowed to provide assistance as requested without bureaucratic delays.

Kindness: *Constant kindness can accomplish much. As the sun makes ice melt, kindness causes misunderstanding, mistrust, and hostility to evaporate.* **—Albert Schweitzer, French philosopher, physician, and musician**

Palau Compact Road Will Transform Island Nation

Story and photos by Dave Kern, Project Manager

The Palau Compact Road, a 53-mile-long highway through virgin territory on a new island nation in the western Pacific Ocean, is HED's most challenging project.

In 1994, the U.S. Department of the Interior, under the Compact of Free Association (Compact) with the then newly independent Republic of Palau (ROP), provided that the road be built on the ROP's Babeldaob island. DOI asked the Corps of Engineers to be its technical representative because of the Corps' reputation for handling large, complex projects in a timely and cost effective manner. The Honolulu Engineer District enthusiastically took on the task.

The Republic of Palau is the westernmost geographical area in Micronesia, less than 500 miles east of the Philippines and about 4,600 miles from Hawaii. Its capital is Koror. The country is very near the equator and consists of several hundred volcanic islands and a few coral atolls but only eight inhabited islands. The population is approximately 18,000 people with a land area of 188 square miles.

The terrain is one of the factors that makes construction of the Palau Compact Road challenging.

The island of Babeldaob, with an area of 133 square miles, is the second largest island in Micronesia. Palau's main economic strengths are in its marine resources. It is recognized as one of the best scuba-diving locations in the world, with its Rock Islands a world renowned tourist destination.

Like many of the emerging Pacific Island nations, Palau has a history of foreign occupation. Western contact first took place in l783 when the vessel of explorer Captain Henry Wilson of England was shipwrecked near the islands. The British dominated trade with Palau until 1885. Spain claimed control until 1899 when they sold it, along with the rest of the Caroline and Northern Mariana Islands, to Germany following Spain's defeat in the Spanish-American War.

During the German administration of the island from 1899 to 1914, Palau's economic potential was increased by the introduction of coconut planting and phosphate mining. The Germans also introduced widespread sanitary measures to combat epidemics of influenza and dysentery. Those two diseases caused the population of Palau to fall from 40,000 to 4,000 in approximately 120 years.

Japanese forces occupied Palau in 1914. The League of Nations recognized Japan as the mandatory power in a territory which included the Northern Mariana Islands, the Marshall Islands, Yap, Truk, Ponape and Kosrae as well as Palau. The Japanese increased efforts in mining, agriculture, and commercial fishing.

Palau became a closed military area in 1938. Fighting during World War II took place throughout Palau, principally in Peleliu, Angaur, and Koror. In 1947, the United Nations created the Trust Territory of the Pacific Islands (TTPI) and named the United States as the TTPI's administering authority. Palau was the last TTPI district.

On October 1, 1994, the Compact of Free Association between the United States and Palau entered into force. Under the Compact, the status of free association recognizes Palau as a sovereign state with the capacity to conduct foreign affairs. The Compact places full responsibility for Palau's defense with the United States. The Compact also provides grant funds and federal program assistance, principally through the DOI.

The Compact requires that the U.S. build a 53-mile road on the undeveloped island of Babeldaob to foster ROP's economic development. Some numbers make it plain how the road will enhance the ROP's economy: the tiny island of Koror, the capital of Palau, has only 4 percent of the country's landmass, but 70 percent of the country's population. An encircling road on Babeldaob, which has 70 percent of ROP's landmass, will open many opportunities to the

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Vision: *The great thing in the world is not so much where we stand, as in what direction we are moving.*—**Oliver Wendell Holmes**

Palau

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citizens of Palau. The new road will also provide excellent access to the new capital site at Melekeok, now under construction about halfway up the east coast of Babeldaob. The capital would not have been relocated without the Palau Compact Road.

In agreements between the United States government and the ROP, the project budget was established at $149 million for a 24-foot wide, paved road. Although the DOI has overall responsibility for the project, HED did the planning and design, and manages construction of the road.

In the planning and design phases of the project, HED employed Wil Chee Planning, a Hawaii-based environmental resources firm, to write the project's environmental impact statement. The District also hired International Archaeological Research Institute to handle historic preservation compliance, and four architect-engineer companies and several specialized sub-contractor designers to do the topographic surveys and all design work. Professional facilitators conducted formal partnering between the U.S. and ROP, during the design phase, and between HED and the construction contractor. All told, more than 35 firms, including the prime construction contractor Daewoo Engineering and Construction Company, are part of the effort to design and build this road.

The ROP hurdled a major obstacle by securing permissions to enter all properties connected with the project, which was their obligation under the terms of the Compact. The acquisition of Rights-of-Entry (ROE) was expected to be a difficult task for several reasons: (1) the Palauan culture opposes the taking of private land by the government; (2) some of the private land ownership is in question because the land was under Japanese land rules during Japanese occupation; and (3) some of the private land parcels are under traditional ownership, e.g. a clan, a family or several families, or several individuals, requiring that all parties must agree with the ROE. The most significant means by which the ROP acquired the ROEs was to site the road alignment so that a large proportion (about 93 percent) of the corridor would be in public ownership. This in turn minimized the number of parties with which the ROP had to negotiate to acquire the ROEs. The land acquisition effort was successful and all land rights were secured prior to construction.

A traditional hut and bamboo raft on the Tabecheding River, a tributary to Palau's Ngeremeduu Bay.

Design of the road is complete. The major features of the road include pavements, roadside and cross drainage, bridges, shoulders, guardrails, pavement markings, signage, and intersections. Earth-filled causeways and bridges were designed to span two bays. The construction contract was awarded on March 30, 1999 to Daewoo Corporation of Seoul, Korea for $88.6 million. Notice to Proceed was acknowledged on Nov. 1, 1999. Construction activities are currently underway. Almost $40 million has been spent thus far on road planning, design and construction. Some numbers related to construction that convey the size of the project: placement of about 3.5 million cubic meters of fill, construction of more than 300 drainage structures, the use of more than 600 pieces of equipment, and the employment of more than 500 workers.

The Compact requires mitigation to compensate for the unavoidable adverse environmental impacts of the project. After months of work and negotiations, the U.S. and ROP agreed that Palau would establish two conservation areas, set aside in perpetuity, for mitigation use. The larger of the two conservation zones encompasses Ngeremeduu Bay, the largest estuary in Micronesia. This area, including the bay and it major tributary streams, barrier reef, and lagoon, totals 28,000 acres.

The Corps entered into a federal interagency agreement with the Environmental Protection Agency, the Fish and Wildlife Service, and the National Marine Fisheries Service to integrate the project's environmental program. These agencies played an active role in the planning and designing of the project.

Now that construction is underway, representatives from these agencies make semi-annual visits to review progress and provide recommendations on how the work can better comply with project environmental guidelines. As a result of past

Palau gets as much as 150 inches of rain a year, making soil compaction, a key element of road building, difficult. –**Photo by Lt. Col. Ronald Light.**

See "Palau," page 13

Marriage: *Whatever you may look like, marry a man your own age— as your beauty fades, so will his eyesight..* —Phyllis Diller, comedienne

Corps Workshop 'An Odyssey in Partnership'

Story and photo by Doug MaKitten

The sixth annual U.S. Army Corps of Engineers Workshop for architects and engineers, construction contractors and others in related fields who are interested in doing business with the Corps was held April 27 at Honolulu's Hale Koa Hotel.

HED, in conjunction with the Consulting Engineers Council of Hawaii and the local chapter of American Institute of Architects, organized and conducted the event, which was attended by about 150 people.

The theme of this year's workshop was "2001: An Odyssey in Partnership"

"It's a great opportunity to meet face to face and rub elbows with those with whom we do business," said Keith Chan, president of the mechanical engineering consulting firm Notkin Hawaii Inc., who also serves as CECH president. "At the workshop, people have the opportunity to network, voice their opinions and ask questions in an open setting.

"All of us, both in the private sector and in the government, are trying to be more efficient and give customers more value for their money and the workshop helps us learn how to do that," Chan continued. "The break-out sessions are very informative and with everyone here in one place at the same time, we can get answers about our questions quickly from the Corps."

After opening remarks by Chan, and HED's chief of Engineering and Construction Division Jim Bersson, HED Deputy District Engineer for Programs and Project Management and chief of Programs and Project Management Division Ray Jyo briefed the attendees on the District's future work outlook.

According to Jyo, the outlook for the next three fiscal years is positive. He said the District is scheduled to make seven construction contract awards this fiscal year. Six of those are estimated to be between $1 and 5 million and one — Phase 2A of the Whole Barracks Renewal at Schofield Barracks — is estimated at more than $10 million. In addition, the civil works program's Kahului Small Boat Harbor modifications project construction contact is also scheduled for award this FY and is estimated at between $1 and 5 million.

Jyo said two design-build construction contracts, for a phase of the Whole Barracks Renewal and for family housing at Schofield Barracks, will also be awarded this FY and are each estimated at more than $10 million. Another Schofield design-build construction contract scheduled for award before September 30 for a new fire station is estimated between $1 and 5 million.

According to Jyo, it is also projected the District will award between 25 to 35 small business set aside contracts before the end of September, with an estimated value between $20 and $40 million. Further, HED anticipates awarding 35 to 45 indefinite delivery, indefinite quantity contracts this FY, with a total estimated value of $10 to 20 million.

Jyo also said during the next few years more significant military construction, formerly used defense site cleanup, support for others and civil works projects are anticipated.

After Jyo's presentation, the attendees spent the next two hours in a variety of breakout sessions. The topics were developed from survey input from conference attendees. Each session was led by an HED specialist, including:

- A-E Negotiation Preparations by James Pennaz
- DrChecks Automated Review System by Santiago Mor
- A-E Services and related forms by Kalani Smith
- Anti-terrorism and Force Protection by Bob Tom
- Sustainable Project Rating Tool SPiRiT by Russell Uyeno
- Contractors and Historic Preservation by Kanalei Shun
- Safety Training for Contractors by Lou Muzzarini and Tracy Lawson, Dick Pacific Safety chief
- Ethics in Contracting and Recent Developments in Government Acquisition by Bob Sundberg
- Doing Business with HED by Duane Inoue
- Best Value Contracting by Bruce Stevenson
- ISO 9001:2000 Quality Management System by Thom Lichte and Richard Yoshimura

HED's Paul Mizue leads a panel discussion.

A free-wheeling panel discussion followed the breakouts. Paul Mizue, who read questions from the attendees and called on HED specialists to provide answers, led it. Questions ranged from how does the Corps determine labor rates to how does the Corps

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Words: *Please God, make my words today sweet and tender, for tomorrow I may have to eat them.* —Unknown

HED employees participate in Earth Day 2001

Photos by Alexander Kufel

Climbing the ridge overlooking Makua Valley *in support of the U.S. Army Garrison, Hawaii DPW Natural Resource Center's efforts to return the upland forests to natural vegetation seemed like such a good idea to 17 HED employees that they each took a hard-earned day of annual leave to do so as part of an Earth Day Service Project on April 20. To quote one participant, "The work we did cutting and treating clidemia (clidemia hirta) was easy compared to the uphill walk through cold rain and mud to get there. Would I do it again? You bet!" (Bottom left) DPW field biologists Kupau Kawelo, Kauai-based Laura Arnold, and Vince Costello instruct the group. (Bottom right) Renee Hicks, CT, and Donna Kanetake, OC, cut and treat the alien plant; Jeri Sato, CT, is visible just behind them. Other participants included Kurtis Kikkawa, CT; Dan Nakamura, EC-E; Brian Chung, EC-M; Earl Nagasawa, PP-E; Jack Yamada, EC-S; Dean Fukuchi, PP-M; Carrie Wakumoto, PP-E; Maria Buckner, CT-S; Dillie Rapley, EC-CS; Randall Kurashige, PP-E; Milly Arzaga, RM-M; Roxane Iseri, RM-B; Amy Kitano, RM-M; and Alexander Kufel, PA.*

Stupidity: ***We are all born ignorant, but one must work hard to remain stupid.*** **—Benjamin Franklin, American statesman**

Building T-1 finally comes down

Story and photos by Alexander Kufel

It took only three days of demolition with two medium-size "back hoe excavator" machines to reduce a building that stood for more than sixty years to an unglamorous pile of rubble. Building T-1, a massive two story wood frame structure used by administrative offices of HED for at least 20 years, finally came down in March. T-1 had withstood strong winds, termites, wood rot, the threat of fire, and occupation by Tripler Hospital, the U.S. Post Office, and the Army Corps of Engineers during its long lifetime as a "temporary" structure.

"The only surprise we found during the demo was that the building was remarkably termite free," said John Clarke, Contractor Quality Control manager/superintendent for the prime contractor. "There also had been some concern that there might be an exodus of rodents, but DPW (Directorate of Public Works) vector control did such a good job during the past few months that there were none."

See "T-1," page 9

(Above, left to right) Day One.Ten feet from the end the walls and floor are chipped so the outer walls can fall inward. (Below, left to right) By mid-day of the first day the former post office is history. By the end of Day Two, spaces occupied by HED Information Management and Resource Management are history as well.

Advice: ***Advice is what we ask for when we already know the answer but wish we didn't.*** **—Erica Jong, writer**

T-1

Continued from page 8

DPW utilities foreman Andy Shigemoto said that DPW also was responsible for rerouting water lines and cutting off the power to T-1 and that DPW worked well with HED. "We have a good relationship with the Corps of Engineers and everything went smoothly," he said.

"The demo work went very well," said HED project manager Gerald Young. "Time was taken for testing of various parts of the building right up until the last moment to ensure that the debris met landfill requirements. Asbestos in the floor tiles was removed before the demo began, and testing was done for lead, cadmium and arsenic," he said. Initially, the contractor's employees donned protective clothing throughout the hazardous removal process.

While the "L" shape of T-1 and its dimensions of 220 feet by 70 feet with a covered lanai on one side and 90 feet by 60 feet on the other did not present any particular problems for the subcontractor—Precision Demolition and Construction, Inc.—the nearness of the building to civilian neighbors just outside of Fort Shafter did. Although dust screens, 25 feet high, extended along

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Former occupants reminisce

Tales of T-1evoke memories for many

Some sources say T-1 was built in 1936. However, the building does not appear on maps of the post from 1937 or 1941. The type construction and the existence of plywood blackout screens on some of the windows suggest that it was actually built during World War II. HED archaeologist Kanalei Shun said that although the office buildings and quarters located on Palm Circle were determined a National Historic Registered Places (NHRP) landmark in May 1987, structures such as T-1 are listed as belonging to Category III: Properties that contribute to the significance of other properties but do not individually meet NHRP criteria and therefore are included in the Army's Facilities Reduction Program.

In terms of the human adventure in and around building T-1 at Fort Shafter, Corps of Engineers' employees emotions ran high as the building came down.

Eric Bjorken, SO, said that he and his wife, Polly, RE, met in T-1 and that he was thinking of asking the demolition contractor for the water cooler as a souvenir. Darryl and Joanne Hasegawa also met in T-1 and married.

And then there are the stories: of friendships, of characters, of pulling all-nighters at the end of the fiscal year, of holiday and going away parties. These in turn lead to other stories...of things that go bump in the night, of cold chills in certain parts of the building.

It may have been a temporary structure right from the start, but when small groups of POD and HED people gather nowadays talk invariably turns to T-1.

"We had it all, I have plenty to write about," said accounting technician MaryAnn Tilton, RM-F. "I was in that building from Jan. 7, 1980 until we moved here to 525 this past summer. I actually cried when we moved, after all it was my home for so many years. Silly me. I will definitely cry when it comes down," she said. (And she did.)

Day Three. War zone or construction site? The two-story reinforced vault is all that remains by the third day.

Character: ***Success is always temporary. When all is said and done, the only thing you'll have left is your character.*** **—Vince Gill, singer/musician**

T-1

Continued from page 9

the perimeter fence separating Fort Shafter from the Moanalua Gardens neighborhood, the clearance was only 15 feet. Young said that mechanical demolition was determined to be the least intrusive means of bringing down the structure and the lack of clearance on the "ewa" side of the building required a lot of skill on the contractors part to get the walls to buckle in the desired direction. Debris was left in place until all the walls were down and used to help the excavators reach the higher parts of the roof line as they "chewed" their way through the building.

No explosives were used to implode the walls, but in the end the effect was the same. There also were no complaints from the neighbors. Young said that the contractor and Randy Chun, an HED construction representative, went door-to-door throughout the neighborhood informing people verbally and through information sheets about what was going to happen during the actual demolishing process.

This project also includes landscaping and site work, including a sound-dampening berm along the west end of the site. Immediate plans are to provide additional parking in the area and a picnic spot.

These two stone pillars behind the rapidly disappearing T-1 once marked an entrance to Fort Shafter.

In Department of Defense parlance, a "T" in front of a building number means that the structure is on borrowed time from the day it's completed. Young said that this demolition is just one part of the Army's Facility Reduction Program that ends in 2003 and could possibly affect any buildings on Fort Shafter with the "T" designation. Many buildings have already been demolished, but this particular one is of sentimental interest to Corps employees. Young said, too, that T-1 did not meet the criteria for inclusion on the National Register of Historic Places and therefore was earmarked by U.S. Army Garrison, Fort Shafter for demolition because of the expense of maintaining an old wooden building on base.

Already abandoned and on the eve of demolition, building T-1 was home to several major Division and District work groups during its long life.

Quality: ***It is easier to do a job right than to explain why you didn't.*** **—Martin Van Buren, eighth U.S. president**

Workshop

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determine its acquisition strategy?

The day's activities concluded with a lunch program, including an awards ceremony for outstanding contractors and a presentation by the featured speaker, District Commander Lt. Col. Ronald Light.

Light's topic was "Service in the Pacific: A Partnership?" Light emphasized that the Corps considers private-sector contractors a vital part of the team that provides engineering, construction and environmental services to the U.S. military and those who live in the District's far-flung area of operations.

Light noted that HED must maintain its own technical expertise, and, accordingly would always do a certain percentage of in-house design work. However, he noted that 100 percent of HED's construction work was done by the private sector and A-E firms did 71 percent of the District's design work.

Light used top ten lists to explain what contractors can expect from HED and what HED expects from its private sector partners. Number one on both lists was to treat each other as partners and keep communication flowing.

He closed by telling the attendees that a successful HED-private sector partnership is important to the District, emphasizing: "We are your neighbors, we are here in the Pacific to stay and we want you to prosper!"

Gary Nip, chief of Design Branch and the District's primary coordinator for the workshop, said the event went well and he got positive feedback from many of the attendees.

"We always try and improve it each year by adding breakout sessions on timely topics," said Nip. "For example, this year, through our surveys, we knew that the attendees wanted to learn more about DrChecks and changes in contracting procedures so we developed sessions on those topics and they were well received."

Nip also credited the many District workers who helped make the workshop a success.

"It was a true team effort by our many dedicated professionals including the speakers, those who handled the awards program and those who provided the audiovisual support, administrative assistance and publicity," said Nip.

Dick Pacific is HED Military Construction Contractor of the Year; Other Companies Also Receive Honors

Dick Pacific Construction Company, Ltd., of Honolulu has received the Honolulu Engineer District's Military Construction Contractor of the Year Award for 2000.

The award was presented by HED Commander and District Engineer Lt. Col. Ronald Light to Dick Pacific project manager Matt Lee April 27 at the 2001 Corps of Engineers Workshop for architect engineers, construction contractors and others in related fields who are interested in doing business with the Corps. The event was held at Honolulu's Hale Koa Hotel.

Dick Pacific was honored for its exemplary work on the $6 million National Defense Launch Test Facilities project at Meck Island, Kwajalein Atoll. HED is the Department of Defense design and construction agent for the U.S. Army and U.S. Air Force in Kwajalein.

The Meck Island project consisted of constructing two, 70-foot deep silo shafts for future missile launch testing and the renovation of existing missile launch facilities at the remote site, nearly 2,500 miles from Honolulu.

The award citation noted Dick Pacific's admirable performance that emphasized construction quality and safety in spite of the project's remoteness, time constraints and groundwater conditions.

HED Commander Lt. Col. Ronald Light presents one of several awards to Dick Pacific project manager Matt Lee. **—Photo by Doug MaKitten.**

Dick Pacific also received the HED Safety Management Award for completing 40,000 work hours on the Meck Island project without an accident and an outstanding construction evaluation from the District for its quality of work, timeliness, excellent project management and strict compliance with safety standards.

Pinnacle Contracting Services Corporation received the Pu'uhonua Safety Award for its outstanding safety program and an outstanding construction evaluation for its work on a building renovation project at Schofield Barracks.

Other awards presented included:

Nagamine Okawa Engineers, Inc., Mitsunaga and Associates, Inc. and Luersen Architects all received excellent evaluations from HED for their project management and professionalism on a variety of projects.

Ocean House Builders, Alan Shintani, Inc., Hunt Building Corporation and Pioneer Corporation all received outstanding construction evaluations. *—Doug MaKitten*

Possibilities: ***You can have it all. You just can't have it all at one time.*** **—Oprah Winfrey, talk-show host**

Electronic Library

by Ruby Mizue

FREE Computer Training Renewed for Army Users

The US Army has funded another year of *Computer Based Training* (CBT) to provide online Information Technology Training to the total Army workforce. CBT has an extensive library of courses available at NO COST to active duty military and civilian employees, as well as Army National Guard and Army Reserve personnel. The course offerings cover a wide range of software suitable for both computer professionals, as well as end users.

Visit the website at **http://www.armycbt.army.mil** to check out the course listings. To register initially for this service, your email address must end with ".army.mil." Follow the links to register online, and *be sure to note your Student ID and Password*. The training web site will automatically track and manage student records. If you registered in the previous fiscal year, you may be required to re-register.

Once registered, the coursework can be accessed from any computer system, so you can get up to speed on Powerpoint, the Internet, or Excel from the comfort of your home, while on TDY, or from your laptop while traveling.

New AR 25-50, Preparing and Managing Correspondence

The regulation on preparation and management of Army correspondence has been substantially revised in a new publication dated 5 March 2001. The new AR can be accessed from the official US Army Publishing Agency (USAPA) website at: **http://www.usapa.army.mil/pdffiles/r25_50.pdf**

This revision establishes three forms of authorized correspondence: a letter, a memorandum, and a message, eliminating the use of the endorsement. It also makes significant changes in the use of the memorandum and letter, modifies the addressing format of mail and correspondence, and modifies the MEMORANDUM FOR line and abbreviation practices.

Since these revisions are already in effect, originators of all correspondence should become familiar with these changes. Your office administrative staff may have print copies of the new AR and can assist you with questions. You may also contact Anna Tarrant for specific questions or clarification on the changes.

Hawaii Directory of State, County and Federal fficials

The Legislative Reference Bureau has completed the 2001 edition of its *Directory of State, County and Federal Officials*. The directory can be accessed on the Internet at:

http://www.state.hi.us/lrb/dir You can download and print out the entire directory, or use the handy Table of Contents to view just the legislative office or public agency you are interested in.

POHINFO—District Intranet Update

New *After Action Reviews* (AARs) have been posted on the AAR Home Page at: **https://pohinfo/AAR/index.html**

If your office has information to share with the district staff, the HED Intranet might be the place to post it. Contact Ruby Mizue for more information.

PRODUCTIVITY CORNER

Blindness is just a nuisance

Born with a rare degenerative eye disease, Erik Weihenmayer became completely blind at age 13. He was told he would never be able to do the things other people did. He had a disability, yet Weihenmayer refused to accept a life with such limitations. After fighting his blindness for years, Erik learned to embrace his adversity, making it part of him.

First, he joined his high school wrestling team, became co-captain, and state champion runner-up in his class. Next Weihenmayer took on the challenge of rock climbing —a difficult hobby for those with perfect eyesight. "Blindness won't keep me from having fun," Weihenmayer insisted. He took his adversity, his blindness, and turned it into his strength, using his heightened senses to take on challenges few will conquer.

In 1995, he scaled 20,230-ft. Mt. McKinley, North America's highest peak. In 1996, he became the first blind person to ever scale the 3,000-foot granite monolith El Capitan in Yosemite. Says Weihenmayer, a teacher at the private Phoenix Country Day School, "Blindness is just a nuisance." As for climbing, he says, "You just have to find a different way of doing it."

—Ragan's Communications

Sam Walton's Ten Commandments

Sam Walton is one of the most successful businessmen this country has ever seen. Early on in his career, he wrote ten rules for building a business. Any small-business owner with an eye toward growth would do well to follow Sam's rules:

1. **Commit to your business.**
2. **Share your profits with all associates.**
3. **Motivate your partners.**
4. **Communicate everything you possibly can to your partners.**
5. **Appreciate everything your associates do for the business.**
6. **Celebrate your successes.**
7. **Listen to everyone in your company.**
8. **Exceed your customers' expectations.**
9. **Control your expenses better than your competition does.**
10. **Swim upstream.**

—Ragan's Communications

Equality: ***I will feel equality has arrived when we can elect to office women who are as unqualified as some of the men who are already there.*** **—Maureen Reagan, daughter of former U.S. president Ronald Reagan**

Palau

Continued from page 5

visits, the agencies have suggested ways to streamline the coordination and permitting of construction activities with local agencies such as the ROP Environmental Quality Protection Board and the Palau Historic Preservation Program. They have successfully entered into cooperative associations with groups such as the Palau Conservation Society, the Palau International Coral Reef Center, and the Coral Reef Research Foundation seeking their help and input on the project. They have also provided HED with helpful input on important issues such as conservation area management plans, minimizing and mitigating wetland fills, erosion control, coral reef monitoring, and water quality monitoring and documentation. Through working together, HED and its agency partners have solved problems and that has benefited the project and the ROP.

Obtaining dredged material for road construction has been another unexpected challenge. Originally the Corps thought the material would be available from existing Palauan stockpiles. As such, dredging was not part of the original contract with Daewoo. However, the contractor needed navigational access to Babeldaob Island as well as coral materials that could be obtained from dredging to efficiently mobilize its equipment and to have the supplies and materials necessary to build the road. Accordingly, an environmental assessment was completed, and a modification to the contract allowing dredging at three locations was issued in May 2000.

Unexploded ordnance from World War II Japanese Army munitions storage sites is occasionally found during construction of the Palau Road.

Another project concern is World War II-vintage ordnance found along the road alignment. Though no battles were fought on Babeldaob, the Palau headquarters of the Japanese Army was located there. Many of the remnants found are from munitions storage sites. More than 2,200 pieces of ordnance ranging from 500-pound bombs to artillery rounds, mortar rounds, grenades and large quantities of 55-caliber ammunition have been discovered. That number is expected to increase as ordnance removal and disposal crews clear the road alignment in advance of actual earthmoving. The ordnance pieces are collected and disposed of by a staff of former U.S. military unexploded ordnance specialists hired by Daewoo. The ordnance is stockpiled at a safe and restricted storage area, then it is transported to a designated site where it is blown up in place.

Several construction challenges remain. Because of the contractor's access and materials acquisition requirements, the schedule has slipped 9-12 months. Another challenge is obtaining adequate soil compaction in the very wet (150 inches per year of rainfall) and humid conditions of Palau which is causing additional delays. HED and Daewoo are looking at alternative means of speeding up construction. This includes developing more rock sources to replace existing soil, improving soil drying techniques such as using shelters and more and better rototiller equipment, and conducting geotechnical studies that may result in alternative, more flexible soil compaction specifications.

Communication and the reconciliation of cultural differences have also been a constant challenge throughout project construction. Many languages are spoken by the more than 400 people working on-site, including English, Palauan, Korean, Vietnamese, Malaysian, Bengali, Thai and Chinese.

HED's Palau Resident Office has diligently worked with the contractor to overcome these challenges enabling construction to safely and successfully proceed. In addition, Daewoo has improved its communication with its subcontractors by "flattening" its organizational structure, decreasing the layers of management.

Since meetings between the Departments of Interior and State, the Republic of Palau and the Corps of Engineers first initiated this project in 1994, many issues and challenges have arisen and been resolved. Much remains to be done before the Palau Road is finished. However, the Corps is committed to solving any and all problems and working with all its partners to successfully complete the project.

Many of the citizens of Palau eagerly await completion of the project. Then they can move back to their ancestral villages on Babeldaob to be near their family and friends and take advantage of the economic opportunities of relocating the capital.

The Palau Compact Road is the largest public works project ever undertaken in Micronesia. When finished (scheduled completion is late 2003) it will have a tremendous impact on the quality of life and the economic development of Palau, as envisioned by the framers of the Compact of Free Association.

Purpose: *Ordinary people think merely of spending time. Great people think of using it.* —Unknown

Customer Service

The Honolulu District's 14-Point Customer Commitment Plan

The Honolulu Engineer District is dedicated to providing a full spectrum of planning, engineering, design, contracting, construction and support services for our customers throughout the Pacific Region. We want to delight our customers on every project and become your engineering and service provider of choice. Here is our 14-point commitment plan:

Planning and Design

1. We will meet with you to discuss your requirements and desires.
2. We will establish a Project Delivery Team, with you as an active team member, to formulate a Project Management Plan. This Plan will clearly define project scope, objectives, expectations, schedule, contracting considerations, and budget.
3. We will assign a Project Manager, as your liaison, to keep you fully informed of project status. The Project Manager will be responsible to lead the Project Delivery Team in meeting our commitments to you as defined in the Project Management Plan.
4. We will provide you opportunities for feedback during design development to ensure your requirements are fully satisfied.
5. We will conduct thorough technical and Biddability, Constructability, Operability, and Environmental reviews to minimize cost growth and schedule delays during construction.
6. We will respond to your phone inquiries within one day and written inquiries within seven days.

During Construction

7. We will enforce a rigorous safety program by ensuring a complete safety/accident prevention plan is developed and that weekly toolbox meetings are conducted. In addition, we will provide the necessary construction oversight to assure that the contractor's safety program is effectively implemented.
8. We will deliver projects within schedule and budget by timely resolution of field issues.
9. We will develop and maintain an effective Quality Control/ Assurance Program by implementing a three phase control process for each definable feature of work consisting of preparatory, initial, and follow-up inspections.
10. We will keep you informed of construction progress through a combination of phone calls, visits to your office, and e-mailed digital photos and progress reports.

Post Construction

11. We will involve all Project Delivery Team members in conducting After Action Reviews to capture, formulate, address, resolve and document lessons learned to provide for continuous improvement.
12. We will provide After Action Reviews on design and construction to assist you in planning for future projects.
13. We will provide Operation and Maintenance training for personnel upon project completion, as required.
14. We will provide Computer Aided Design Drawings (CADD) files of as-built conditions within sixty calendar days after final inspection.

Leaders: ***People ask the difference between a leader and a boss. The leader works in the open, and the boss in covert. The leader leads, and the boss drives.*** **—Theodore Roosevelt, 26th U.S. president**

HED's 14-point Customer Service Commitment Plan

By Lt. Col. Ronald N. Light HED Commander

Commander's Comments

"We will deliver all projects on time, on budget, and perform the required safety and quality control/ assurance on behalf of our customers."

Last July and August, as a District team put the finishing touches on our fiscal year 2001 operations plan (OPLAN), we took time to sift the OPLAN initiatives through a single measure. That measure? ***Will the initiative improve our customer service?*** We discarded initiatives that did not pass this criterion. Recently, we issued our 14-point Customer Commitment Plan. This document represents our commitment to do certain things for our customers. It's tied to our OPLAN initiatives and the project management business process. I'd like to draw your attention to this 14-point plan.

First of all, thanks again to three of our emerging leaders, Dickson Ma, Gerald Young, and Dave Lindsey, for developing and publishing this plan. Many other people helped with this effort, but these men kept the fire burning, so to speak, until the job was complete.

We've organized the plan into 3 major headings: ***planning and design; during construction***; and ***post construction***, corresponding to the major phases for each project or item of work we undertake in the District.

In the **planning and design phase**, we will meet with the customer to determine the project requirements. Then, in accordance with the project management business process, we will form a project delivery team (PDT) and assign a project manager to the project. This team develops the project management plan. As the project develops, we confer with the customer routinely, and respond to customer queries rapidly. None of this is new…all we've done is boil down how we manage a project into six concise points. Notice that each point begins with a commitment: **we will.** That's a powerful statement!

As we move the project to the **construction phase**, the PDT, which includes our resident office field personnel, ensures the work occurs safely. We will enforce a rigorous safety program on behalf of the customer. Likewise, we will develop and maintain our own quality control/assurance program to ensure the construction contractor builds the project to specifications, on time, and within budget. Throughout the construction phase, we will continue to inform and involve the customer in the project. Not all work we perform involves construction; however, we will deliver all projects on time, on budget, and perform the required safety and quality control/assurance on behalf of our customers.

One of the strengths of the Corps of Engineers is our commitment to managing a project from start to finish. In the **post construction phase**, we will conduct an after action review (AAR) to capture project lessons learned. The District has a good AAR process, and many of you have already participated in an AAR. We will share this AAR with our customers, as we've already been doing. Moreover, we will provide operations and maintenance training, and as-built drawings to our customers, when required.

You may have noticed the photo of 14 District employees on the plan. Each employee represents one point of the plan. You may not have a role in each of the 14 points, but whatever job you perform in the District, you can help to delight our customers.

You can make a difference in the Honolulu District by joining me in adopting our **14-point Customer Commitment Plan**. The plan represents, in one place and in one neat package, what we promise to do for our customers. I have personally adopted this plan, and I hope you will commit to it as well.

Conducting After Action Reviews is involved in two of the 14 points in HED's Customer Commitment Plan. **Photo by Alexander Kufel.**

Potential: ***It's the moment you think you can't that you realize you can.* —Celine Dion, singer**

District Shorts

Congratulations to **Rollie Laberge**, HED's RM Chief, on his selection as POD's RM Chief.

Congratulations to **Debbie Alexander,** LM, on her selection as Chief of Logistics.

Congratulations to **Dave Kern**, PP-C, on his promotion to Project Manager, GS-13.

Congratulations to **Kurtis Kikkawa**, CT-C, on his promotion to Procurement Analyst, GS-13, in the POD contracting office.

Congratulations to **Lise Ditzel-Ma**, PP-M, on her promotion to Project Manager, GS-13.

Congratulations to **David Lindsey**, PP-A, on his promotion to Project Manager, GS-13. David will be the PM Forward with DPW at Wheeler Army Airfield.

Congratulations to **Misty Payne**, RM, on her reassignment and promotion to GS-7.

Aloha means Hello to **Kim Ishii**, RM, who comes to HED from the Navy Transportation Office, Pearl Harbor.

Aloha means Hello to **Kathleen Anderson**, EC, Procurement Tech/Admin Support, who transferred to HED from U.S. Army Garrison, Hawaii.

Aloha means Hello to **Alex Skinner**, DE, Executive Assistant. Alex comes to HED from Alamogordo, N.M., where he was a school teacher following his retirement from the Army with more than 27 years of service.

Aloha means Hello to **Ronnie Kirkland**, Chief of Internal Review, who comes to HED from the Norfolk District.

Aloha means Hello to **Steven Kim**, Environmental Technical Branch, coming from DPW's Environmental Office to head HED's Natural Resources Technical Support Team.

Aloha means Hello to **Shane Brady**, RE, cartographer, who comes to HED from Arizona.

Aloha means Good-bye and Good Luck to **Col. Donald Pawlowski**, POD, who will be transferring to a new assignment as the Chief of Staff, 91st Division (Exercise), Camp Parks, Calif.

Aloha means Good-bye and Good Luck to **Christina Ouderkirk**, Kwajalein Resident Office, who has resigned.

Aloha means Good-bye and Good Luck to **Catheren Gill**, Palau Resident Office, who has transferred to JED.

Contracting instructor learns from HED

John Numoto, an instructor at Defense Acquisition University (DAU) in Port Hueneme, Calif., spent four weeks with HED's contracting personnel to learn more about how the Corps of Engineers does business.

***John Numoto, a contracting instructor at DAU, spent four weeks as a "student," learning about the Corps' contracting requirements.* —Photo by Michelle Cain.**

Instructors are encouraged to do rotational tours, ranging from one to six months long, in order to stay current on what contracting activities are doing in the field, he said.

"Since I didn't have a background in architect-engineering or construction contracts I wanted to find out about that area," said Numoto. "The Corps of Engineers is well-known for its construction and architect-engineering services."

Numoto's salary, travel, and expenses were paid for by DAU.

He spent time at the Ft. Shafter Resident Office and POD, in addition to HED. "I got to talk to everybody - the technical folks, the resident office folks - to get a feel for how the Corps operates," he said. "I've learned how the Corps operates internally as far as how they do their work, what kinds of work they do, and the processes used to get that accomplished."

In return, Numoto feels he was able to give the Corps "a third-party look at how they do work and make some comments on what I've seen other places compared to what I've seen at the Corps," he said.

Will the time spent at HED affect the quality of his teaching? "In classes, I often get Corps of Engineers students," he said. "When they told me what they do, it wasn't too clear. Now I know what they're talking about; I can relate to what they're saying because I understand where they're coming from."

–Michelle Cain