



## Ground broken for Palau Compact Road



**W**hen the first shovels of earth were turned on Babeldaob Island in the Republic of Palau on June 18 to inaugurate the construction phase of the \$149 million 53-mile-long Palau Compact Road project, a reported 300 people joined Palauan officials and representatives of the U.S. and South Korea governments and Daewoo Corporation to witness the event. President Kuniwo Nakamura said that it was the realization of a long-time dream of past presidents of his republic. Palau has been independent since 1994 and is the newest member of the United Nations.

“1999 is, indeed, an earthshaking year for Palau,” said Nakamura, referring to the almost simultaneous implementation of major infrastructure projects throughout the nation that include the 53-mile-long road, the KB Bridge, the Palau International Coral Reef Center, a new international airport, dredging of the Peleliu Channel, a power project to outlying states, and the relocation of the capital from Koror to Melekeok.

Daewoo Corporation president Jung-Koo Lee, in his remarks, assured the people of Palau that the project would be implemented to the highest standard and on a timely basis. Daewoo of South Korea was awarded the \$89 million construction contract.

“We are proud to be participants in a new era for Palau,” said HED Commander Lt. Col. Wally Z. Walters. “While it is the newest Pacific nation, it is already taking its place among the best led, most democratic, and most responsible, especially in its stewardship of its people and its environment,” he said.

Construction of the road is an outgrowth of the trusteeship mandate assigned to the United States by the United Nations in 1946. A formal constitution was adopted by the people of Palau in

*Everybody pitches in for the symbolic turning of soil to mark the beginning of construction of the 53-mile-long road on Babeldaob. U.S. Army photo*

*See “Palau Compact Road,” page 6*

## Ceremonies mark command change, farewell

**O**n Tuesday, July 13, 1999, Maj. Gen. Russell L. Fuhrman, USACE Deputy Chief of Engineers, conducted Change of Command ceremonies marking the end of the tenure of the 21st Commander and Division Engineer of the Pacific Ocean Division and transferred responsibility for the Division from Brig. Gen. Carl A. Strock to Acting Commander Col. Donald R. Pawlowski. (See photographs in Regional Roundup on page 3).

Following the Change of Command, a formal Farewell Ceremony on the parade field at Fort Shafter’s Palm Circle marked the

departure of Brig. Gen. Strock for his new position as Commander of the Northwestern Division in Portland and gave invited guests, as well as POD and Honolulu Engineer District employees, an opportunity to say goodbye to the Strocks.

Col. (P) Randal R. Castro has been named to assume command as the 22nd Commander of POD. He is expected to arrive in early-August from his position as Executive Officer to the FORSCOM Commander at Fort McPherson, Ga., and to assume command of POD in ceremonies set for Aug. 31.

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**Equality:** *Tolerance is good for all, or it is good for none.* —Edmund Burke, British orator and author, 1729-97



**By Lt. Col.  
Wally Z. Walters  
HED Commander**

**HED Commander's Comment**

# Summer days mark progress

**S**ummer months in the military are usually characterized by leadership changes and by reassessments of performance. Among those we bid farewell and mahalo to this past month are BG Carl Strock, LTC Dave Austin and Mr. Allen Chin. Each has greatly contributed to the Honolulu District and will be much missed.

higher scores in satisfaction with our work than last year. There were also many favorable comments about specific individuals and projects. The organizations and military commands we support are recognizing the increased initiative and overall quality of the District's work. This achievement is the collective result of much effort by everyone. *Mahalo!*

The surveys also tell us that some challenges calling for further improvement remain, especially in timeliness, cost and in keeping project sponsors informed. Some specific projects have encountered special difficulties. Over the next year we will try to continue improving in these areas.

We also bid *aloha* and welcome to MAJ Dave Goddard as the new Deputy District Engineer and to Mr. Roger Blankenship as the District's new Safety Manager. Soon we will welcome COL(P) Randy Castro, who will assume command of the Pacific Ocean Division at the end of August.

As noted during the town hall meeting, we have good news to celebrate in the District's financial outlook. Our workload and budget appear sufficient to avoid any requirements for staff reductions over the next few years. Our budget for FY00 will also support expanding training opportunities and major improvements in our facilities. This outlook is directly tied to the great work done throughout the District in the last year. Opportunities to serve and funds to do more work result principally from the delivery of well-accomplished projects.

Additionally, the District's structural realignment is now essentially complete to include formal assignment of individuals to the new positions. A new organizational chart reflecting these assignments will be published soon. While we will devote major efforts to improve our processes in the next year, the size and structure of the District are now roughly right for affordability, execution of our tasks and to position us for the future. Last year's crises are behind us.

I am also grateful to everyone who participated in and made possible the success of the Organizational Day picnic that followed the Town Hall. It was a good event as a result of the many people who pulled together and contributed, several with great generosity. We will try to build on this success in encouraging more opportunities to celebrate each other's fellowship.

There is now additional good news in the initial results of recent annual customer surveys. This year's feedback included much

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“  
**...we have good news to  
celebrate in the District's  
financial outlook.**  
”  
**—Lt. Col. Wally Z. Walters**

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building of monuments to the profession are not among our goals. Our work is not for the benefit of the Corps itself.

Instead, our purpose is to well serve the nation, its military and government organizations and its citizens by delivering the best possible value in projects employing engineering, contracting, construction and related services. We seek to partner with the private sector, not to compete with, or to emulate it. We can and should use those business practices that promote value and efficiency, but also must fulfill the special procedural and legal obligations of a public organization.

While the language of business and customers is often useful in discussions it is also important to keep in mind that we remain a government project and program delivery organization, not a private engineering firm. Profit, expansion of employment for its own sake, and the

Over the last year I have been especially impressed with the openness, integrity, dedication and responsibility of everyone in the District. The spirit of selfless public service and *ohana* are alive and well in the District. I am proud and grateful to serve among such great professionals who have such depth of commitment to their community and to the nation.

The Pacific Connection, an unofficial publication authorized by AR360-81, is a bimonthly 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.

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**Honolulu Engineer District Commander.....**Lt. Col.Wally Z. Walters  
**Chief, Public Affairs .....**Larry Hawthorne  
**Editor .....**Alexander Kufel

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**Character:** *When we must, in an instant, look inward for strength of character to see us through, we will find nothing inside ourselves that we have not already put there.*—Ronald Reagan, former U.S. president.

# Regional Roundup

## Division bids farewell to BG Strock



(Above) Maj. Gen. Fuhrman wishes the departing POD Commander well at the end of the Palm Circle farewell ceremony.

(Top) On July 13, Maj. Gen. Russell L. Fuhrman, USACE Deputy Chief of Engineers, passes the colors from Brig. Gen. Carl A. Strock to Acting Commander of the Pacific Ocean Division Col. Donald R. Pawlowski. (Above left) Strock bids farewell at formal ceremonies on Fort Shafter's Palm Circle. (Right) Brig. Gen. and Mrs. Julie Strock say goodbye to wellwishers from the Division and Honolulu Engineer District; (back to camera) Amy Kitano, RM-M, and (right) Milly Arzaga, RM-M. Photos by Alexander Kufel



(Above) The Strocks pose for one last portrait. (Bottom left) Listening closely as goodbyes are said at the Strocks' farewell luncheon at the Army's Hale Koa Hotel in Waikiki are U.S. Congressman Neil Abercrombie, Brig. Gen. and Mrs. Strock, and U.S. Congresswoman Patsy Mink. (Near left) Vernon Kajikawa, HR, presents Gen. Strock with a goodbye gift and Strock dons sunglasses as protection from the glare of Kajikawa's shirt which was color coordinated to match the gift wrapping.



**News:** *It's amazing that the amount of news that happens in the world every day just exactly fits the newspaper.*  
—Jerry Seinfeld, American comedian, 1954 -

Annual event held close to home

# HED Organization Day 1999



(Above) A line formed quickly for lunch, but it was a friendly one and moved as quickly as it was formed. The food disappeared quickly, too.

Story and photos by  
Alexander Kufel

This year, Organization Day was held July 2, immediately before the Independence Day weekend. The annual get-together took a different turn when it was moved from the usual beach site at Bellows Beach in Waimanalo to Fort Shafter. A Town Hall Meeting for the official events of the day was held first at the Army Reserve Center and afterwards people relaxed with a picnic on the lawn fronting the Logistics offices at

(Below) Gene Higa, RM, and Mark Yoshimura, RM, progress through the food tent, filling their plates in the process.



**Length-of-Service Awards were clearly one of the orders of the day at the HED Town Hall Meeting that preceded Organization Day as 63 employees of POD and HED were presented with certificates and pins recognizing Federal employment anniversaries from 10 to 40 years. Recipients in alphabetical order are:** Victor Abril, EC; Duane Arakawa, EC; Milly Arzaga, RM; Elsie Brown, RM; Alfred Cambra, EC; Beverly Candelaria, EC; Louis Carr, POD-ET; Henry Cho, RM; Paul Choy, EC; Joseph Elaban, IM; Ronald Fong, POD-ET; Roy Fujinaka, EC; Peter Galloway, EC; Levida Hardy, RM; Charlene Hasegawa, EC; Wayne Hashiro, POD-ET; Sandra Hata, POD-PM; Renee Hicks, CT; Earl Hiraki, EC; Renee Inouye, PPM; Sandi Ishida, RM; Sharon Ishikawa, PPM; Betty Kam, POD-RM; Calvin Kameya, RM; Warren Kanai, EC; Norman Kaneshige, EC; David Kern, PPM; Valerie Kidani, POD-AO; Amy Kitano, RM; Janet Kojima, PPM; Alexander Kufel, PA; Gordon Kuioka, PPM; Roland Laberge, RM; Alex Lau, PDO-DB; Dennis Lau, POD-PM; James Lee, EC; Wade Low, EC; Desmond Lum, RM; Dickson Ma, EC; Maydean Martin, EC; Edith Matsuki, RM; Laurie Minami, RM; Michael Miyata, EC; Paul Mizue, PPM; Santiago Mor, EC; Robert Mueller, EC; Howard Murakami, EC; Earl Nagasawa, PPM; Lionel Nagata, EC; Dan Nakamura, EC; Sam Ng, EC; Clifford Olivera, LO; James Pak, EC; Cathy Paresa, EC; Tony Paresa, PPM; James Pennaz, EC; Harley Rowe, EC; Helen Stuppelbeen, PPM; Joe Swift, POD-CT; Linda Tsugawa, PPM; Yvonne Watarai, EC; Edwina Williams, PPM; Edwin Yago, EC. U.S. Army photo





**Opportunity:** *Opportunity is like hair on a bald-headed man; it only comes around once and you have to grab it while it's there.—Dr. Joycelyn Elders, former U.S. Surgeon General*

*Continued...*

building T223. Nearly 200 people turned out for the picnic and those who came said they had a good time. Unique this year was that instead of individual groups being responsible for their own food, everyone shared what was brought. There was a food tent containing trays that ranged from steak, hot dogs and chicken yakitori, to Chinese noodles, chili, sushi, rice and various salads, vegetables and fruit—including watermelon. Of course, there was “shave ice,” too. Drinks were provided by Lt. Col. Dave Austin, the HED Deputy Commander, and by Betsy’s Snackbar. The major activity of the afternoon was the opportunity to do some “karaoke” singing and the enthusiastic participants provided impromptu entertainment for everyone.



***Pacific Ocean Division nominees for the 1999 Excellence in Federal Government awards assemble in the Division Commander’s office just prior to attending the Federal Executive Board luncheon at the Sheraton Waikiki Hotel June 8. From left: Gordon Kuioka, PP-C, representing the Palau Compact Road Project Delivery Team, candidate for Federal Organizational Excellence Award; Capt. Stephen R. Walker, FED, candidate for Military Officer of the Year; Sgt. 1st Class Steven Eugene Turley, FED, candidate for Enlisted Service Member of the Year; Ebenezer Danguilan, AED, Candidate for Exceptional Community Service; Florence K. Nii, JED, candidate for Federal Manager/Supervisor of the Year; Kenneth F. Santiago, HED, candidate for Federal Employee of the Year (Trades and Crafts); Si Cha Choe, FED, candidate for Federal Employee of the Year (Clerical and Assistant); Robert Sundberg, OC, representing Gayle B. Chestnut, HED, candidate for Federal Employee of the Year (Professional, Administrative, Technical); POD Commander Brig. Gen. Carl A. Strock. Photo by Alexander Kufel***



*(Left) Jeanette Stephens, POD-PM; Sharon Freitas, EC; Cynthia Matsuyama, EC; Laureen Vizcarra, EC; and Doris Aguilar, PP enjoying themselves.*

*(Below) At first people thought it was a professional recording, but it was Anna Tarrant, IM, making karaoke singing sound and look easy. In background (l to r) Roland Stine, IM; Roy Yamanaka, LM; Steve Paahana, LM; Danny Anderson (husband of Jeannette, LM); Rudy Atoigue, LM; Francis Tonaki, LM.*

*(Below) Misty Payne, RM, and her son Tyler, 5, enjoy their picnic under the trees.*



**Memory:** *The existence of forgetting has never been proved: We only know that some things don't come to mind when we want them.* —Friedrich Wilhelm Nietzsche, German philosopher, 1844-1900

## Restoration Advisory Board formed on Big Island

*Story by Larry Hawthorne*

Honolulu Engineer District representatives launched a citizens advisory group to help guide an environmental clean-up of a former military maneuver area on the Big Island of Hawaii in a July 21 public meeting in Waikoloa. About a dozen members of local landowner, business and civic groups attended the meeting at a Waikaloa-area hotel. Helene Takemoto, HED project manager for the clean-up effort, told the group about plans to clean up the area and to form a Restoration Advisory



*Project manager Helene Takemoto describing the Board's function at a public meeting. Photo by Larry Hawthorne*

Board (RAB). She invited local-area citizens to apply to be members.

The RAB, the first of its kind in conjunction with a Corps of Engineers project in Hawaii (a similar one was formed for a project in Saipan), is part of a nationwide effort to expand public participation in environmental programs to restore Formerly Used Defense Sites or FUDS. Under a larger umbrella program called the Defense Environmental Restoration Program or DERP, the acronym-heavy process is aimed nationwide at

methodically cleaning up abandoned or out-of-use military installations one after another, with the most pressing environmental problems handled first. More than 3,000 sites are listed and scheduled for eventual clean up.

"We've finally reached the top of the priority list to attract funding to clean up this particular area," Takemoto told the audience. "We will need the assistance and advice of a group from the community like yourselves in order to gain the necessary rights of entry on private land and be able to take advantage of what should be considered an opportunity."

She outlined a plan to remove and dispose of spent and unexploded

ordnance in a 91,000-acre northwestern section of the Big Island. The area had been used by Marines during World War II to train for the eventual assault on Mount Suribachi on Iwo Jima. Thousands of live rounds were fired during field training in what was then the Waikaloa Maneuver Area and Camp Tarawa. By war's end, more than 40,000 troops had encamped in the area. It was eventually turned back to civilian authorities in 1946.

Takemoto cautioned those present to understand that the availability of funding for this federal program would likely not match the need in any given year.

"If we don't accomplish all that we can to clean up as much as we can, we may not get another chance for a long time to come," she said.

The biggest threat to project completion is the reluctance of some private landowners to allow Corps access to their properties, she said. The Corps cannot compel landowners to allow access, but no cleanup can be accomplished without it.

"Fostering the understanding in the local community for both the benefits of a program like this — and the lost opportunities if we aren't able to move forward — is something we hope a RAB can help us accomplish," Takemoto said. She and Frank Ono, HED environmental specialist who is also working on the project, stressed the importance of the advisory group to the success of the FUDS cleanup.

The South Kohala district area encompasses Waikoloa, Waimea, Kamuela, and Kawaihae vicinities. In six areas ranging from 15 to 222 acres, the ground is littered with rusting munitions and suspected live rounds that could pose a potential danger to local inhabitants. In the mid-1950s, two employees of Parker Ranch were killed when they accidentally detonated a device. Two sweeps of the area since that time have not been sufficient to clean up the area to meet today's higher environmental standards.

Once a RAB is established, it will meet as needed to help advise the ongoing progress of the FUDS project. Takemoto said Chuck Streck, HED archeologist, will likely co-chair the RAB when he returns from medical leave.

## Contracting workshop speeds up learning process

The "hot topics" of acquisition and logistics reform initiatives are not for everybody, but this past June, employees from POD and HED spent a "very worthwhile day" participating in an all-day, all-Army Hawaii workshop conducted by USARPAC at Fort Shafter's Sky View Terrace, said POD Deputy for Small Business Alex Lau.

"This couldn't have come at a better time," he said. The topics included HUBZones (Story in Jan/Feb 1999 Pacific Connection), SDBs (Small Disadvantaged Businesses), 'best-value performance,' and educational opportunities in the acquisitions career field. "These

are all things we're both interested and involved in," said Lau.

Adding impetus to the workshop was the designation by Dr. Jacques S. Gansler, Army Under-Secretary of Defense (Acquisition and Technology), of June 7-11, 1999 as Acquisition and Logistics Reform Week. Over 75 employees from the Corps, USAGHI and Tripler Army Medical Center participated in the one-day workshop.

"In addition to picking up timely information about these topics, we also had a chance to interact with other Contracting people," said Lau. "The opportunities for such accelerated learning don't happen all that often."

## Palau Compact Road...

*Continued from page 1*

1981. After several plebiscites, the people voted to enter into a Compact of Free Association with the United States. The compact is a treaty that provides the United States with military access to the islands in exchange for approximately \$630 million in capital improvement grants and government operation subsidies over a

fifteen year period, and free immigration to the United States by Palauan citizens. The Compact took effect October 1, 1994, thereby making the Republic of Palau an independent country.

The 16 governors of Palau were very aware of the symbolism of the site for the commencement of construction and chose Melekeok, called the "sunrise" state because of its easternmost location on Babeldaob. Completion of the road is scheduled to take place in Ngeremlengui, the "sunset" state.



**Beauty:** *Anyone who keeps the ability to see beauty never grows old.* —**Franz Kafka, Austrian author, 1883-1924**

## PRODUCTIVE PEOPLE



### Roxanne R. Puskas

*Hometown: New Haven, Missouri*

*Years with Corps: 2*

*Works in: Kwajalein Resident Office*

Life on Kwajalein is as simple and good as the small town in Missouri in which she grew up, said Kwajalein Resident Office secretary Roxanne Puskas. She said that while there are everyday matters to attend to no matter where one lives, and one also can find joy in family and friends other places, on Kwajalein it is the little things like riding a bicycle to work, taking daily walks on the reef, or getting involved in native crafts that produce a great quality of life.

"We love it here," said Puskas. "There aren't the pressures that you find on the mainland, and it's a great place to raise kids. We're delighted that my husband just got a two-year extension on his Army assignment and we'll be able to stay."

A military spouse for 16 years, Roxanne and husband, George have two children: Amy, 15, and Thomas, 12, plus a miniature dachshund named Daisy who, at 20 pounds is apparently in danger of losing his "miniature" status. Both children are active in their school sports programs and attendance at games is one of the family activities.

Puskas said she is too busy to watch much television or even to read and takes much pleasure in being active in wives club activities, basketweaving, and in volunteering as buyer of Pohnpei crafts at the Micronesian Handicraft Shop at the airport.

Roxanne is making HED more productive.



### Melene Lee

*Hometown: Kaneohe, Hawaii*

*Years with Corps: 11*

*Works in: Resource Management, Finance*

Accounting Technician Melene Lee said that although her job is to handle commercial payments for HED and travel payments for all four POD districts, by default she seems to have become the "CEFMS Helpdesk."

"People think we have all the answers so they call us," she said. "But it's a good experience because we're always learning new things. I like that. I feel that you can never learn too much."

Lee said she doesn't stop learning just because the workday is through. She is a single parent raising four boys: Brandon, 18; Bradley, 16; Brandt, 12; and Brycen, 7.

She has taken an active role in their development and said she has put in her time as a soccer coach, was active in the Cub Scouts, is currently unit coordinator for her sons' Boy Scout troop, and is also president of the Parent-Teachers Association at Puohala Elementary School in Kaneohe.

"I like to be involved in their activities but I take the attitude with my sons that they are going to experience things that I haven't," she said. Even though she can tell them what she would do in the same situation, she said that they need to grow a little and consider their own decisions. "That way we're all learning," she said.

As for her own interests, Lee is taking Tai Chi lessons and said that whenever she can she reads either mysteries or stories about the outdoors.

Melene is making HED more productive.

**Taxes:** *We are taxed twice as much by our idleness, three times as much by our pride, and four times as much by our folly.*  
 —Benjamin Franklin, American statesman and author, 1706-1790 from Poor Richard's Almanac

**Aloha means Welcome Back** to archaeologist **Chuck Streck, PP**, who has returned to work from his bout with a major illness in early June and expresses "mahalo anui loa" to everyone for their support and "aloha."

**Aloha means Hello to Maj. Dave Goddard**, the new HED Deputy Commander. Originally from Salt Lake City, Utah, Goddard comes to HED from the 65th Engineer Battalion at Schofield Barracks where he has been the battalion operations officer for the past year. He is married to **Debi**, who teaches highschool in Haleiwa.



**Aloha means Hello** to **Roger Blankenship**, the new HED Safety Manager recently arrived from Louisville District where he was Safety Manager there, and to **Jeanette Stephens**, POD Support Assistant in PPM recently arrived in Hawaii with her husband Petty Officer 2nd Class Wendell Stephens, and son Wendell II, 22 months.

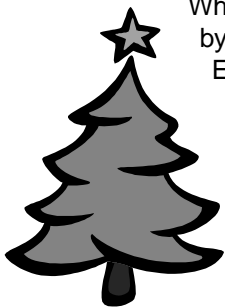
**Aloha means Goodbye** to civil engineer **Pamela Awada, EC**, who left to take a position as environmental engineer with USARPAC; to **Allen Chin**, chief of Environmental Branch who left for a position with PPM, Far East District; to ecologist **Alan Everson, EC-R**, who left to take a position with National Marine Fisheries Service; and to budget analyst **Faith Soma, RM**, who left for a position with Japan Engineer District.

## District Shorts



*Aloha means Goodbye to HED Deputy Commander Lt. Col. David Austin and his wife Tish at their farewell luncheon Fri., July 23 at Fort Shafter's Skyview Terrace. The Austins are bound for Chievres Air Base in Belgium where he will become the Director of Public Works. Photo by Alexander Kufel*

## Chili and Christmas!



What could be more natural than to get into the Holiday spirit by purchasing tickets for Zippy's Chili now to help the Special Emphasis Program Committee raise funds for the 1999 POH/POD Holiday party. The donation price is \$5.00 per ticket and the tickets may be redeemed at any Zippy's Drive-in. Order from the following SEPC members:

- Lise Ditzel-Ma, PP-P, 438-7071
- Sharon Ishikawa, PP-C, 438-2249
- Pauline Kahalioumi, IM, 438-2301
- Kurtis Kikkawa, CT-C, 438-8564
- Gary Kitkowski, POD-PM, 438-6927

- Alexander Kufel, PA, 438-9564
- Randall Kurashige, PP-P, 438-8881
- David Lau, POPD-PM, 438-6912
- Tammy Luke, CO-HQ, 433-3636
- Maydean Martin, ED-DA, 438-9594
- Beth Muira, ED-ES, 438-5101
- Wendy Mow, PP-MM, 438-6907
- Dan Nakamura, ED-EH, 438-0401
- Anita Naone, POD-EO, 438-2797/8381
- Lolly Silva, EO, 438-8386/2797
- Kent Tamai, CT-S, 438-9700
- Edward Yoshimura, CO-H, 433-3636

## PRODUCTIVITY CORNER

### Teamwork

Many years ago in Austria, there was a custom that helped villagers size up the future happiness of a newly married couple. After the marriage was completed, the village women would escort the bride and groom to a nearby forest and stand them before a large tree. They would then hand the young couple a two-handled bucksaw and ask that they use it to cut the

tree down. With the bride on one end of the saw, and the groom on the other, the village women watched as the young couple sawed through the tree. The closer the cooperation between the couple, the shorter time it took for the tree to come down. The older villagers reasoned that the shorter the time, the happier the couple would be—because they had learned that most valuable of lessons—teamwork.

—Working Communicator

### Visualize your goal

So many stories of success involve people who kept immediately before them their dream. And it's often these goals that help us

overcome the challenges. Romana Banuelos is an example. She was 16 years old, living in Mexico, when her husband deserted her and their two children. Poverty-stricken, but determined to improve their lives, she left Mexico and headed for Los Angeles. She was untrained and spoke no English. Her determination and willingness to work, however, landed her first a job as a dishwasher and then a taco maker on the midnight to 6 a.m. shift. She worked until she saved \$500, with which she bought a taco maker. She worked, always keeping in mind her goal for a better life, until she became the manager of the largest Mexican wholesale food business in the world. But she didn't stop. And she eventually was chosen to be the 37th U.S. Treasurer.

—Motivational Manager, Ragan Communications