



A Message From Our President

by Glenn Nohara

Recently, while preparing for a construction presentation for a University of Hawaii College of Engineering senior design class, I researched our company's past experience in implementing Dr. W. Edwards Deming's management method. From what we have learned, Deming's methods were most beneficial during tough economic periods such as the one we are going through now. We read and hear quite a bit about budget cuts, layoffs, pay and benefit reductions, etc., but very little about methods to reduce waste, systems improvement, and reinvesting in ourselves. There seems to be a general unwillingness to change and to just continue debating and complaining about our misfortunes. In taking some positive action to combat our current doom and gloom climate, now might be a good time to review **Deming's Fourteen Points** as we face and overcome our challenges.

1. Create constancy of purpose for improvement of product and service.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost by working with a single supplier.
5. Improve constantly and forever every process for planning, production, and service.
6. Institute training on the job.
7. Adopt and institute leadership.
8. Drive out fear.
9. Break down barriers between staff areas.

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Project Highlight

Royal Hawaiian Hotel Public Area

by Hye Jin Warren



The Royal Hawaiian Hotel first opened its doors in 1927 and has been one of the most recognizable hotels in Hawaii ever since. As most of you know, it is famous for its pink color, mission style architecture, and views of Waikiki Beach and Diamond Head. With all of this history in mind, I knew that the renovation of the Royal Hawaiian Hotel would

not just be another project. Koga Engineering and Construction Inc. had the privilege to play a role in improving one of our historic icons. In fact, this was the most significant renovation since its 1927 opening.

The hotel had to close during the renovations, so there was pressure to complete this project as quickly as possible. Our portion of the work began July 2008 and finished up in December 2008. Specifically, we did site demolition, clear and grub, mass excavation and embankment, plumbing and gas line excavation and backfill, slab cushion, installation of the new drain system, and prep for new concrete sidewalks and driveway.

One of the significant difficulties we confronted was working in very tight spaces. Demolition of the existing slab and excavation of the new plumbing lines in the old Surf Room kitchen and finding the "perfect" equipment to fit in the limited opening was challenging. Next, because of the age of the building, the existing conditions were often very different from what was shown on the plan. I am sure that the design team had little information on the location of the existing utility lines or old concrete paving under the



Royal Hawaiian Hotel, post renovation

existing AC pavement. A third challenge was limited access to the hotel and coordination with the neighboring Sheraton Waikiki Hotel project that was also undergoing a simultaneous renovation. Site work along with the material delivery schedule was constantly communicated among the trades and the two projects.

A major success of this project was the team effort with Swinerton Builders (general contractor), led by project manager **Angela Hines**, superintendent **Del Roy Gonzales**, and project engineers **Bryce Toyama** and **Jeffrey Good**. Kudos also go to Wilson Okamoto's civil engineers **Michael Fujita** and **Kevin Goto**. Furthermore, we took a proactive approach to anticipate potential issues and conflicts so we could keep the project on schedule. Our team worked closely with key subcontractors including **Commercial Plumbing**, **Commercial Electric** and **Island Landscaping**. Koga Engineering also coordinated effectively with **Nordic PCL** and **Jayar** who were doing the Sheraton Waikiki Project.

I would like to pass on a job well done to lead foreman, **Johnny Sanchez**, as well as to

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Keeping Up With Mal

This edition of our newsletter finds me fairly close to home. I've been recuperating at a facility named Hawaii Kai Retirement Community. At this place, I have a studio apartment and three meals a day in the dining room. While I'm here I am convalescing and listening to the radio quite a lot. The other day I heard a song that caught my attention. With a little help from Google search, I was able to get the full lyrics to the tune that I provide for you below.



Moon Shadow

I'm being followed by a moon shadow
 moon shadow - moon shadow
 leaping and hopping on a moon shadow
 moon shadow - moon shadow
 and if I ever lose my hands
 lose my plough, lose my land
 oh, if I ever lose my hands
 I won't have to work no more
 and if I ever lose my eyes
 If my colours all run dry
 yes, if I ever lose my eyes
 I won't have to cry no more.
 yes, I'm being followed by a moon shadow
 moon shadow - moon shadow
 leaping and hopping on a moon shadow
 moon shadow - moon shadow
 and if I ever lose my legs
 I won't moan and I won't beg
 of (oh)* if I ever lose my legs

I won't have to walk no more
 And if I ever lose my mouth
 all my teeth, north and south
 yes, if I ever lose my mouth
 I won't have to talk...
 Did it take long to find me
 I ask the faithful light
 Ooh did it take long to find me
 And are you going to stay the night
 I'm being followed by a moon shadow
 moon shadow - moon shadow

TALK ABOUT UPLIFTING AND KEEPING A POSITIVE ATTITUDE!

With all of the news about bail outs and stimulus programs you can be caught up in the doom and gloom and think that there is something seriously wrong with our system of business and government. You may even want to put your hands up in the air and say "to heck with everything!" Maybe another verse to the song might be:

AND IF I EVER LOSE MY JOB, I WON'T CRY, I WON'T SOB,
 IF I EVER LOSE MY JOB,
 I WON'T HAVE TO WORK NO MORE
 I WON'T SOB

I also found out that this song was composed and sung by an artist named Cat Stevens. I was curious as to who he was and what was meant by being chased by a "moon shadow". I'm still investigating, so I hope to learn more in the next few weeks. But for now, that's it for Keeping up with Mal. Aloha! 🌺

Project Highlight

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Villamor Acosta, Gil Rafael, Lee Iboshi and Bryant Akiona. This was Johnny Sanchez's last project before his recent retirement. Thank you also to **Tosh Hamada** for providing support as project engineer. Lastly, a special mahalo to all the Koga employees who had a hand in this project, including excellent estimating work for the project.



Team Royal Hawaiian

The many challenges we faced by this project showed clearly how the application of the Deming Principals can help us to coordinate with other team members and to brainstorm to come up with creative solutions. I urge everyone to visit the Royal Hawaiian Hotel the next time you are in Waikiki and see how the "Pink Palace" is again shining brightly. 🌺



Royal Hawaiian Demo Pool Restroom, Johnny Sanchez and Henry Scanlan

Koga Jobs

- Oahu Current Projects General Contractor / Client**
 Kaiser Moanalua Medical Center McCarthy / Kiewit JV
 Trump International Hotel & Tower Albert C. Kobayashi, Inc / Kiewit JV
 Pier 51 Waterline Hawaiian Dredging Construction Company, Inc.
 HRSOC Dick Pacific Construction Co., Ltd.
 HRT Medical Building Kiewit Building Group
 HECO Pole Foundations Hawaiian Dredging Construction Company, Inc.
 Disposal of Dredged Spoils, Pier 7 Department of Transportation
 Repair Middle Tank
 Bldg M Aliamanu San Construction
- Kaua'i Current Projects General Contractor / Client**
 Kukui'ula Plantation Core Linthicum Custom Builders, LLC
 St. Regis Princeville Hotel Unlimited Construction Services, Inc.
 Kaua'i Lagoons Affordable Housing Armstrong Builders, LLC
 Waha Wawae &
 Niho Road Waterline County of Kauai DOW
 Kaumualii Hwy Drain Improvement State DOT
- Big Island Current Projects General Contractor / Client**
 Beach Tree Restaurant Nordic/PCL
 Schulttz Siding Complex
 Drain & Water County of Hawaii
- Maui Current Projects General Contractor / Client**
 Honua Kai Lot 4 Kaanapali Ledcor Construction, Inc.
 Honua Kai Ph II Ledcor Construction, Inc.



The beautiful view at the upcoming Beach Tree Restaurant, Four Seasons Hualalai



Fine grading at Honua Kai, Kapalua Maui

Koga Bits & Pieces

Condolences to the Koga Ohana on the recent passing of:
 Afitoto Solomona Tauanuu, Father of Asotasi Afi (Oahu Laborer)
 January 2009, age 82

President's Message

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10. Eliminate slogans, exhortations, and targets for the work force.
11. Eliminate numerical quotas for the work force and numerical goals for management.
12. Remove barriers that rob people of pride of workmanship. Eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement for everyone.
14. Put everyone in the company to work to accomplish the transformation.

Until the next Koga Report, thank you very much for all your efforts and work safely. 🏠



Kip Furugen, Todd (Rocky) Refamonte and Troy Furugen at Kapa'a Homestead 0.5 MG Tank

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Phone (808) 845-7829 • Fax (808) 845-3742
www.KogaEngineering.com • info@kogaeng.com
Lic.#ABC6826

An Equal Opportunity Employer



P.O. Box 31289
Honolulu, Hawaii 96820

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Think Sitework...Say Koga!

Koga Hearing Conservation Program

by Kristi Koga

Construction workers are surrounded each day by noise from heavy equipment, tools, traffic and other construction activities. As a result, many construction workers suffer from significant hearing loss after 15-20 years in the trade. Hearing loss has a dramatic impact on a worker's quality of life and is also a serious safety issue. The good news is that noise induced hearing loss is PREVENTABLE. Koga Engineering & Construction, Inc. is committed to the health and safety of our workers and therefore our Hearing Conservation program includes the use of the proper hearing protection (required at all times when operating large and small pieces of equipment), audiometric testing (done on an annual basis) and noise monitoring (when excessive levels are expected).



This month for our quarterly safety training, we are conducting our annual audiogram tests along with a short training from **Evalyn Inn of Hawaii Audiology Consultants**. These tests have developed a baseline for all of our employees and help to identify deterioration in hearing ability as early as possible. Another important element is identifying workers with significant hearing loss (whether age or noise induced). These workers are counseled as to how to work effectively and safely in the field with hearing loss. Their supervisors are also notified so that

they can assist in any way possible to ensure that communication is clear when giving directions, having team meetings and when working with others in the field.

The following example from www.clarityproducts.com may help you to have some insight as to the daily challenges of those with hearing loss.

Severity of Loss	Effects on Words
Normal Hearing	Freddie thought he should find a whistle
Mild Hearing Loss	Freddie though -e -ould -ind a whi-le
Moderate Hearing Loss	-reddie -ough- -e -ould -l a -i-le
Severe to Profound Hearing Loss	LOUD mumble soft LOUD soft LOUD soft

Remember, you are in charge of your hearing. If you use the hearing protection that is provided to you PROPERLY and when REQUIRED you will have a better chance of hearing when you retire.