



Plan calls for increased responsibilities

Secretary of Army approves revised restructuring that preserves POD

Secretary of the Army Togo D. West, Jr. approved a revised plan to restructure the U.S. Army Corps of Engineers divisions which preserves a division headquarters in Honolulu. In accordance with two provisions of recent legislation, the new plan provides for eight divisions with each division containing at least four subordinate districts. The revised restructuring retains Pacific Ocean Division as one of the eight divisions and adds Alaska as POD's fourth district. The plan also reassigns some other districts to new divisions.

"There was some concern in Congress with our previous plan as to whether we could effectively coordinate the regional issues and a concern as to

whether we would be able to continue to support our military construction mission in the Pacific Rim," said H. Martin Lancaster, Assistant Secretary of the Army (Civil Works).

The major components of the revised plan involve realigning the staffs of four current division offices into two divisions, each under the control of a single commander. The new Great Lakes and Ohio River Division will consist of the staffs currently at the North Central and Ohio River divisions, located in Chicago, Ill. and Cincinnati, Ohio, respectively. The new Northwestern Division will consist of the staffs currently at the North Pacific and Missouri River

See "Revised restructuring," page 9.

Commander's Call keeps people up to date

Poised on the eve of change



Col. Robin R. Cababa, POD Commander, bringing everyone up to date at the Feb. 6 Commander's Call at Skyview Terrace.

Story by Alexander Kufel

At the Feb. 6 Fort Shafter Commander's Call, POD Commander Col. Robin R. Cababa wasted little time before describing life as he sees it on the eve of Corps-wide restructuring, April 1, 1997.

Following initial presentation of awards (see Division Shorts, p.12), Cababa's hour-long talk to about 300 employees assembled at Skyview Terrace focused on comments about his recent visits to JED and FED, the strength of POD in terms of its workload, immediate challenges facing the organization, and what lies ahead. It also touched on observations about the new Chief of Engineers, what it means to be an operating division, and CEFMS (Corps of Engineers Financial Management System).

Newly returned from a two-week visit to

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Diplomacy: *Tact is the ability to describe others as they see themselves.*—Abraham Lincoln, U. S. president



*By Col. Robin R. Cababa
POD Commander*

Commander's Comment

The time for change is here

As you undoubtedly know, Secretary of the Army Togo D. West, Jr. recently approved a revised plan to restructure the U.S. Army Corps of Engineers divisions in accordance with provisions in recent legislation. The plan will now be transmitted to Congress for review, with implementation expected to start April 1.

This plan creates a new Corps structure of eight divisions consisting of at least four subordinate districts each. It also reassigns some districts to new divisions. Alaska District will report to the Pacific Ocean Division. POD will then consist of four districts, an increase of one over our current three, corresponding with the legislative requirements. This change will undoubtedly require considerable adjustment, but will ultimately result in a stronger division.

As has happened to plans in the past, nothing is final until it is reviewed by Congress and implementation takes place. H. Martin Lancaster, Assistant Secretary of the Army (Civil Works) said that the details of the implementation of restructuring were still being developed and that the Corps would begin implementation on April 1, 1997 as provided by the law.

We need to avoid speculation and avoid discussing this with the Alaska District or North Pacific Division until guidance is given. Lt. Gen. Joe N. Ballard, Chief of Engineers (COE) has specifically asked us to wait until he has given us implementation instructions.

Related to this is the more recent announcement by the COE of a meaningful Vision and Strategic Plan for the Corps of Engineers. This plan is a significant step towards realigning the Corps to better address the needs of our customers in the future.

The COE's Vision Statement for the U. S. Army Corps of Engineers: The world's premier engineering organization; trained and ready to provide support anytime, anyplace; a full spectrum engineer force of high quality, dedicated soldiers and civilians.

His vision also defines the Corps as: A vital part of the Army; the engineer team of choice, responding to our nation's needs in peace and war; a values-based organization—respected, responsive and reliable.

The COE pointed out that he is counting on the

“fine soldiers and civilians of the Corps” to turn these ideas into reality, in support of changing to meet tomorrow's challenges.

Corps Plus, General Ballard's master strategy to support his vision, emphasizes preservation of what's good and effective about the Corps:

- Make improvements where we need to change our current ways of doing business.
- Seek new opportunities for service consistent with Army and national priorities.

Corps Plus consists of three interconnected and reinforcing goals and seven substrategies:

The first goal, revolutionize effectiveness, calls for the Corps to align for success, to satisfy the customer, and to build the team.

The second goal, seek growth opportunities, will require enhancing our support of traditional Army Military and Civil missions, and enhancing our capabilities by marketing and capitalizing on opportunities for mission growth.

These two goals cannot be attained without achieving the third goal: invest in people. It is the foundation on which the others rest. The goal is an enlightened leadership and a talented, productive and diverse workforce that enhances the value of the Corps to the Army and the nation. To attain this, the Corps must develop marketing and strategic communications to create an understanding and commitment to the corporate strategy, and must shape a culture that reinforces corporateness, customer service, core values, and the importance of investing in people.

The HQ USACE campaign plan will be ready March 14. Thirty days later, in mid-April, POD will publish its campaign plan. Thirty days after that FED, HED and JED will publish their plans.

The next thing facing us is implementation of the HQ USACE campaign plan. Following that will be implementation of division restructuring. These two actions, along with some other changes, will markedly change us. We must be flexible enough to innovatively plan for our future, then execute it when we are given the go-ahead. I know I can count on your support in this endeavor.

**“
We must be flexible
enough to innovatively
plan for our future.**

—Col. Robin R. Cababa

The Pacific Connection, an unofficial publication authorized by AR360-81, is a monthly newspaper produced by the Public Affairs Office, Pacific Ocean Division, US Army Corps of Engineers, Fort Shafter, HI 96858-5440, (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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Chance: *Chance favors the prepared mind.* —Louis Pasteur, scientist

Opinion

The Wilson Tunnel

You live on the windward side (Motto: “We’re where Waikiki isn’t”). You’re driving and you’re late for work. You would have arrived within two hours of normal office start time, but (now fill in the blank): “there was a _____.”

Now, if you answered “there was a car stuck in the Wilson Tunnel” you are absolutely correct. We who live on the windward side of Oahu know that there is usually a car stuck in the Wilson Tunnel. We don’t really know why, we just know it will be there. The day may be bright, the weather fair, but a car will get stuck in the Wilson Tunnel.

After some research, I have learned that the obvious is just that. There is no reasonable explanation for cars continually getting waylaid in the Wilson Tunnel. The tunnel begins at one end and ends at the other. There is only asphalt in between, and a few lights that work but you are forced to turn on your headlights anyway. So, what could it be?

Why is the Wilson Tunnel Hawaii’s version of some “roach motel” where motorists drive in, but they don’t drive out.

I called around and got the answer. It seems that the Wilson Tunnel Drivetime Delay is more than just a tradition. It’s a conspiracy. I talked to a high-ranking official, Mr. Ralph “Kimo” Smurdlap (not his real name) of the Hawaii State Underconstruction Highways Department (not a real agency) and got the whole story (not really the truth). According to Smurdlap, people are drafted at random each morning to stall their cars in the Wilson Tunnel. Much like the metering lights on freeway onramps on the mainland, the tunnel requires some sort of strategic delay to insure it is able to handle the tremendous load of traffic that flows through it.

“If all the cars on the windward side were to try to drive through the tunnel at the same time, it would be one helluva mess,” he insists. “So, with a car stuck in the Wilson Tunnel, everyone will hear this on the radio and head for the Pali.”

Smurdlap says the state uses a system much like that for determining jury duty. Citizens are picked at random by a computer and then — with the use of

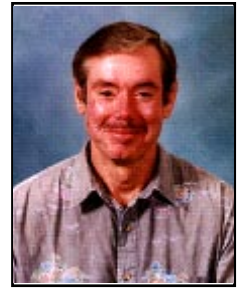
digitized audio technology — called on the phone by that same computer and in a gender-neutral voice directed to “get out of bed, get in your car and stall it immediately in the Wilson Tunnel.”

While I had him on the phone, I asked Mr. Smurdlap — an obvious expert on the Wilson Tunnel — who was responsible for the missing “n” at the end of Wilson at the entrance to the townbound side of the tunnel? He told me he didn’t know who took the n, but that the City and County of Honolulu were responsible for replacing it. He said it would probably be back up around the same time as the giant pineapple water tank along Nimitz Highway, or when Kalaniana’ole Highway is actually finished.

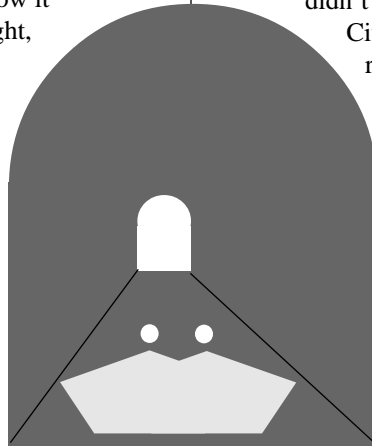
On the subject of delayed maintenance, repair and improvements, I broached (meaning I carefully tested the surface layer of a sensitive subject) the issue of H-3. When the freeway is complete, would there still be a need for programmed stalls in the Wilson Tunnel?

“Of course,” Smurdlap told me. “Everybody knows that H-3 doesn’t go anywhere that existing highways don’t already go. The only difference is that H-3 arrives there from a different direction. So, we figure that the traffic will be just the same, only you will have more selection in the jam you decide to loiter in. And more help is on the way. When the widening of Kahekeli Highway is completed motorists will be able to arrive at the traffic snarl of their choice more quickly than before. We here in the State Underconstruction Highways Department feel that will be a major improvement. One caveat, though. Our forecast is that H-3 will never be complete because there is no Already-constructed Highways Department here in Hawaii. Without someone to administer it, the roadway is not viable. Of course, it could still serve as a terrific course for the Great Aloha Run.”

I felt better after talking to Smurdlap. I thought about it alot when my time came to stall my truck in the Wilson Tunnel and somehow it all made sense to me. Now, if I’m ever called to jury duty . . .



*The View
from Here*
by Larry
Hawthorne



Courage: *A thousand things advance; nine hundred and ninety-nine retreat; that's progress.*
—Henri Frederic Amiel, Swiss poet, philosopher

February is Black History Month

Overwhelming odds didn't stop father, son

Story by Alexander Kufel

Forty-nine years after racial segregation was abolished by the U. S. Army, the term "separate but equal" still resonates with the pain, injustice and shameful behavior it inflicted on millions of Americans of African-American ancestry during the years it was official policy.

In 1940, with the appointment of 63-year-old Benjamin O. Davis, Sr. to the rank of brigadier general, racial inequality began dissolving, as two separate armies, one white—one black, started to become one. These changes, and more, are illuminated in the book, "America's First Black General," by Marvin E. Fletcher, that details Davis' 50-year career commencing in 1898. For much of his career, policy dictating that white officers were not placed in positions subordinate to black commanders influenced his assignments and added to his frustration.

Davis began making his most important contributions as a brigadier general attached to the Office of the Inspector General, where he became the Army's chief troubleshooter for installations experiencing racial strife. Fletcher said he is considered to have laid the foundation for the integration of the Army mandated by President Harry S. Truman in 1948.

In 1936, a young man by the name of Benjamin

O. Davis, Jr., graduated from the U. S. Military Academy at West Point. He was the fourth African-American to do so; the first in this century, a privilege not accessible to his father. His story is told in his autobiography, "Benjamin Davis, Jr.," as well as in several other books. He said he endured four years of silence from his classmates, yet persevered because he wanted to be a pilot.



(Above) Brig. Gen. Benjamin O. Davis, Sr., the first flag officer of African-American ancestry. (Below) Son Benjamin O. Davis, Jr. shown as a recently graduated Army Air Corps pilot, also a first for African-Americans. He went on to become a major general.



In 1941, under pressure from civil rights groups, President Franklin D. Roosevelt announced formation of a new flying unit, the 99th Pursuit Squadron, with Davis, Jr. as the commander. Based at the Tuskegee Army Air Field which was built specifically for the purpose, the 99th was the first flying unit for black soldiers and gave them their only opportunity to learn to fly. For Davis, Jr. it was the fulfillment of a lifelong dream. Graduates distinguished themselves in Italy and over Germany during World War II.

Davis, Jr. saw service in Korea and in Viet Nam, and achieved the rank of major general in the U. S. Air Force before he retired in 1970. In civilian life, he worked for John Volpe, Secretary of Transportation, helping to resolve the problem of hijacking commercial airliners in the U. S. and was instrumental in lowering the national highway speed limit to save lives. He

earned the nickname "Mr. 55" as he traveled throughout the country calling for lower speeds.

Federal benefits booklet available, free for calling

Washington, D.C.—Keeping up with the constantly changing rules about your federal benefits can be difficult and the rules are often confusing.

To help federal employees make sense of everything from locality pay to parental leave, Public Employees Roundtable is offering a free guide, revised for 1996: *The "Ins" and "Outs" of Your Federal Benefits*.

The 32-page booklet includes the latest information on changes which affect federal employees. Included in the booklet are chapters on salaries, leave benefits, health and life insurance programs,

labor-management relations, retirement, buy-outs, reductions-in-force, and relocation benefits. Of the 65,000 copies printed, about 6,000 remain. One may be obtained by calling the toll-free number 800-442-6654. There is no charge, but supplies are limited to one per caller. Allow a month for delivery.

Public Employees Roundtable is a non-profit, non-partisan coalition of 37 management and professional associations representing more than one million public employees and retirees. It was founded in 1982.

Foresight: *To be prepared for war is one of the most effectual means of preserving peace.*
 —George Washington, first U. S. president

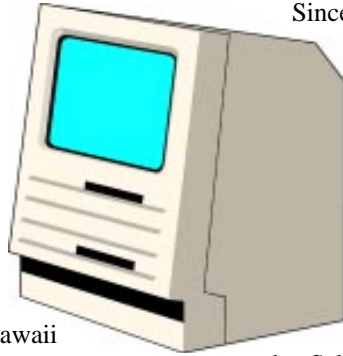
Breathing new life into old computers

Computers-to-schools program alive and well

When POD replaces a computer with another machine more capable of handling increasingly sophisticated software, it doesn't necessarily follow that the older computer is headed for DRMO property disposal. Since 1992 an executive order signed by President George Bush provides the means whereby old computers can be given to schools for use in math and science programs. More recently, President Bill Clinton has amended that order to allow schools the freedom to use the computers wherever they see fit.

Francis Tonaki, LO-S, said that in the past he coordinated with the Hawaii Department of Education, but this time he is able to deal directly with the schools.

They are able to offer computers, but no



software and, thus far, no printers.

"There's nothing wrong with the computers, other than being a little old. Hopefully, the schools will use them well and they'll work okay," said Tonaki.

Since Jan. 17, over 60 Macintosh Classics, SE, and SE30 computers have been offered to area schools. Recipients include Ka'ewai Elementary, Momilani Elementary, Alva Scott Elementary, Webling Elementary, Aiea High, LeJardin Academy, the Christian Academy, Star of the Sea, and Maryknoll Elementary. Tonaki said that recently it came to their attention that Salt Lake Elementary lost computers in a burglary and they are seeing if POD can be of any assistance replacing them.

Commander's Call...

Continued from Page 1

military installations in Japan, Okinawa and Korea, Cababa spoke in complimentary tones about the work being done and the projects upcoming in both districts.

"FED is growing in both Army and Air Force work, with an increase in reimbursable work, such as barracks upgrades, as well. JED's program is steady with slight increases in reimbursable work, but there will be a big increase if SACO (Special Action Committee on Okinawa) goes through. Both organizations are doing well," said Cababa.

"The bottom line is that POD is in good shape as an organization in terms of its workload," he said. "However, we are constrained in the number of FTE's (full-time equivalents) that we have. The immediate challenges that we face will be in satisfying customers. Although POD will continue to exist following the April implementation of Corps-wide restructuring plans, the paradigm, or model, for organizing the Corps of Engineers has been broken. We will need to pay attention to the overall implementation plans for restructuring throughout the Corps in order to understand what it will mean to us."

The commander commented that he appreciates people "staying the course" throughout the various plans for reorganization. Cababa noted that the operating division concepts employed by

POD already make good use of resources by creating and disbanding task-specific teams of employees for problem-solving. He does, however, suspect that in the months to come, further economies by the organization will have to be made.

The concept of operating division also may be further expanded to create a closer working relationship between the division headquarters and the districts over the entire geographical area of the Western Pacific, Japan and Korea.

In observations about the new Chief of Engineers, Lt. Gen. Joe N. Ballard, Cababa noted that following duty in Viet Nam, Ballard left the Army to be an engineer, then returned because he loved soldiering. Ballard is traditionally oriented in terms of dealing commander to commander and following the chain of command, is visionary in his desire to produce a strategic plan for the Corps, with each district doing the same, and is determined to change perceptions of the Corps. He values loyalty and honesty and accountability and promises to ensure that the Corps of Engineers is nondiscriminatory.

The strategic plan is forthcoming, said Cababa, and when it is published POD's 2010 plan will be synchronized with it.

"I know we will have hiccups," said Cababa on the topic of CEFMS as the audience laughed at the very mention of the name. "We need to hang together until we're all able to make it work for us. I can promise that this new system will become very important."

Bias: *A river has no politics.* —David E. Lilienthal, American public official

Nesting season begins at the end of the month

Race against time at Nu'upia Ponds



Aerial view of Nu'upia Ponds located within Marine Corps Base Hawaii on the windward side of Oahu.

Story by Alexander Kufel

Maintaining the Nu'upia Ponds Wildlife Management Area in optimal condition for nesting is a year-round activity, but the work currently being performed under a contract for mangrove removal must be completed by Feb. 28, the start of the stilt's nesting period, said civil engineer Gerald Young, POD contract administrator.

Nesting place for the endangered Hawaiian Stilt as well as habitat for a host of other birds, Nu'upia Ponds is a 482-acre wildlife habitat located in the middle of the Marine Corps Base Hawaii in Kaneohe, on windward Oahu. Constructed by pre-contact Hawaiians, eight interconnected fishponds are still identifiable by rock alignments and openings that would have contained fish gates. Water freshness is maintained by easy movement between the ocean and the ponds.

The work being done involves hand-cutting mangroves on 13 islets in Nu'upia Pond, and clearing vegetation from culverts. Typical of the care being taken, the islets are surrounded by "silt curtains" while the cutting and clearing takes place and floating walkways wide enough for a wheelbarrow

are used to facilitate removal of the debris.

Environmental engineer Earl Nagasawa said that they had to work particularly hard to expedite this last phase of the contract because the permit process normally takes a year. They managed to push it through in five months because the "window" in which they could do the work was itself only a five-month period during the non-nesting season, Oct. 1 to Feb. 28.

"However," he noted, "the stilts are so protective that they'll circle and possibly attack you if you get within 50-100 feet of a nest, so you wouldn't want to be there anyway!"

Dr. Diane Drigot, head of the Marine Corps Base Hawaii's environmental affairs division recently noted that in addition to the POD contract for mangrove removal, several other efforts are currently underway to keep the ponds themselves from being overgrown with pickleweed and the various interconnecting channels and culverts open. Recently they hosted a Sierra Club ecology camp for young people to



Photos by Jim Dune

(Above, left) Workman readies reusable silt curtain for placement around an islet. (Above, right) For clearing more accessible areas, such as culverts, mechanized equipment is used.

remove, by hand, mangrove growth that contractors have not been able to reach.

POD archaeologist Kanalei Shun said that although the walls that define the ponds have long been known to be there, an exciting aspect of this particular contract has been that the removal of vegetation has revealed rock alignments substantially in better condition than was previously thought.

Sanctimony: *Even if you're on the right track, you'll get run over if you just sit there.*—Will Rogers, U.S. humorist

Balancing public benefits and detriments

Permit process minimizes impact to environment

Doing virtually any type of work in, on, or even sometimes under, America's coastal waters, waterways or wetlands automatically involves the U. S. Army Corps of Engineers. Tasked with ensuring that the impact of such actions on navigability, water quality and a host of other considerations is minimized, the Department of Army regulatory program is one of the oldest of the federal government. Central to the success of such regulation is the issuance of permits that allow certain types of work to take place with clearly defined terms and limitations.

Activities in U. S. waters that typically require permits involve construction of docks, piers, wharves and marinas; installation of mooring buoys; construction of pipes, cables and tunnels in or under navigable waters; dredging; filling wetlands, coastal areas or waterways; construction of revetments, groins, breakwaters, and levees; and transportation of dredged material for dumping into ocean waters.

Public involvement plays a critical role in determining issuance of a permit. Public notice and the opportunity for a public hearing is a fundamental way of acquiring information for evaluating ultimate impact.

In recent years, the process has been streamlined with nationwide and regional general permits which authorize activities resulting in no more than minimal impact with little delay or paperwork. On Feb. 11, a total of 39 nationwide permits, including two new ones, became valid. For projects of greater than minimal impact, an individual permit is required, with the process involving extensive scrutinizing of the work to be done as well as of short- and long-term effects.

"A good project is one that accomplishes the applicant's purpose with little or no adverse impact on the environment," said environmental engineer Kathleen Dadey.

According to Dadey, problems arise when people ignore the permit process and just do the work. Aside from the obvious legal ramification of such actions, they find out later that they could have modified their methods just a little bit and produced something with only minimal impact.

"The majority of people who come in for permits want to do the right thing," said Dadey. "Recently the Corps of Engineers has been doing whatever it can to streamline the process so that people aren't discouraged from applying. Nationally, there are general permits that cover certain kinds of work. Locally, we've developed regional

general permits. In Hawaii there is stream clearing and rebuilding *taro lo'i* (deliberately flooded patches of land used for growing the taro plants that become Hawaiian *poi*). By making it easier to obtain permission to do

fairly standard work that has minimal impact, we protect the environment and eliminate excuses for circumventing the law."

Recently, said Dadey, POD proposed a new regional general permit for beach nourishment that has generated positive public response.

Linda Hihara-Endo, acting chief of the operations branch, said that in a general permit, national or regional, it is the Corps who goes through the steps of applying for the necessary state certifications, rather than the individual. POD essentially guarantees that the project will be of minimal impact when it issues an authorization under a general permit.

Three distinct steps are usually involved in issuing individual permits. There is a pre-application consultation, a formal project review wherein the Corps assigns a project manager who becomes responsible for the project until a decision is reached, and the decision making process itself.

In those situations where the work promises environmental impact, or engenders controversy in its early stages, Environmental Assessments and even Environmental Impact Statements may be required.

Corps policy states: "Of great importance to the project evaluation is the Corps public interest balancing process." Benefits and detriments are therefore weighed relevant to factors that may include conservation, economics, aesthetics, wetlands, cultural values, navigation, fish and wildlife, water supply, and water quality.

The regulatory program was conceived to protect the navigability of the nation's waterways. As the needs of the nation have changed, so have the regulatory authorities. With the introduction of the National Environmental Policy Act in 1969, ecological factors also became a consideration.



Photo by POD Regulatory Branch

Wetlands mitigation site in Pearl City, behind Waipahu High School, was created under permit to offset infill of adjoining area.

Priorities: *In spite of the high cost of living, it's still popular.*—Kathleen Norris, U.S. writer

Department of unnecessary questions

Who dat guy, Michael Jackson and why does he get everyone so excited?



Spaceman Michael Jackson, live, onstage at Aloha Stadium. And, at 225 feet wide, 125 feet deep, and seven stories high, what a stage that was!

Story by Alexander Kufel

There is no connection between pop music star Michael Jackson and the Army Corps' Pacific Ocean Division. That still didn't stop at least two dozen POD employees from using influence, connections, luck and just plain patience to get tickets and become part of the 70 thousand people attending his performances at Aloha Stadium in early January. Jackson was concluding an overseas tour to Korea and Japan and made his first concert appearance in the United States following a long absence.

Virtually everyone has heard of entertainer Michael Jackson. So, when it was announced in November that he would perform for one concert in Hawaii in January, chaos ensued. In less than a day, the tickets were gone and the complaints were many and loud. A second concert was scheduled and most of those tickets went on the same day as the first. Both concerts were scheduled for the multi-purpose Aloha Stadium, and word spread quickly about the advance preparations that included container-trucks full of costumes and props and the constructing of a seven-story stage in the end-zone.

"Let me begin telling you about the long awaited experience of a lifetime," said Carol Deocampo, ET-TD. "I had a real time getting tickets. Once the con-

cert began, I could just feel the electricity and excitement going through my body! Michael Jackson's concert was a once-in-a-lifetime experience!"

Aida McKeen, CT, said that her nephew got tickets so she didn't have to suffer through the long lines, but that Jackson is "a truly great entertainer."

"He's a genius at his craft," said Mike Pangilinan, ET-TA. "He had us all rocking in the aisles!"

Experiences varied, but everyone seemed to agree that it was a worthwhile experience. Everyone said they would do it again. People who were seated on the floor directly in front of the stage did complain that people in front of them stood up to dance along with Jackson, but they ended up doing the same thing.

Holders of \$175 VIP tickets in the stadium risers initially were dismayed that they were

Photos by Carol Deocampo



Costume changes ruled the evening as Jackson followed one surprise with another.

further back than they thought they should be, but concern turned to relief as they enjoyed an unblocked view of a stage that measured 225 feet in width, was 125 feet deep, and was flanked by two enormous video screens.

"If the 75-foot high image of MJ wasn't enough to heighten your senses," said Leonard Furukawa, ET-CS, "the super-mega-bass just about knocked you down, and the fireworks at the beginning and end of the show left you breathless!"

Yes, it is back to work for everyone following the holidays but, those people sitting at their desks smiling, is it in memory of Christmas, New Year's or MJ?

Apathy: *Science may have found a cure for most evils, but it has found no remedy for the worst of them all — the apathy of human beings.*—**Helen Keller, U.S. author, lecturer**

Revised Restructuring...

Continued from Page 1

divisions, located in Portland, Ore. and Omaha, Neb., respectively. Division headquarters will remain open at all four locations to better coordinate and address regional issues.

Additionally, the current New England Division, which is already an operating division similar to a district, will be converted to the New England District and will be placed under the control of the North Atlantic Division Commander in New York City.

The plan also alters the authority line for a number of districts. Two districts managing the Upper Mississippi Valley (St. Paul and Rock Island districts) will be realigned with four districts in the current Lower Mississippi Valley to create a new Mississippi Valley Division and enhance the integrity of the watershed management of the Mississippi River. The plan also calls for the Albuquerque District to report to the South Pacific Division in San Francisco. The previous plan would have had Honolulu, Japan, and Far East Districts report to South Pacific Division. Alaska and Albuquerque currently report to the North Pacific in Portland, Ore. and Southwestern

divisions in Dallas, respectively.

The revised plan is in response to Public Law 104-206 Energy and Water Development Appropriations Act, 1997, which directs the Corps of Engineers to reduce the number of its divisions. A provision in Public Law 104-303, the Water Resources Development Act of 1996, prohibited the reassignment of the St. Louis District of the Corps of Engineers from the operational control of the Lower Mississippi Valley Division. The St. Louis District will continue to be under the control of the newly renamed and aligned Mississippi Valley Division. The plan will now be transmitted to Congress.

"We are eager to move forward on this directive," said Lt. Gen. Joe N. Ballard, Chief of Engineers, U.S. Army Corps of Engineers. Ballard noted that in addition to meeting the requirement of the law to reduce the number of divisions, the plan also meets other criteria he established: optimizing support to military forces, minimizing district realignments and maintaining geographical balance. The plan also ensures continued customer service, ensures the management of major watershed basins stays under a single division headquarters, and minimizes work disruptions and personnel turbulence.

Mr. Lancaster said that the details of the implementation of restructuring were still being developed and that the Corps would begin the implementation on April 1, 1997 as provided by the law.

They lived to tell the tale

275 checks in one day

Fort Shafter, Hawaii, Jan. 17, 1997— The term "just another day at POD's disbursing office" took on an entirely new meaning. In one day, 275 checks paying \$14 million to contractors and travelers were manually processed and completed just hours before the cut-off time for the now-superseded COEMIS disbursing system.

"This," said Robert Lau, RM-F, "is the storm before the calm! We won't be cutting any more checks until implementation of CEFMS around the third week of February. Once we're through the blackout period things will calm down and we'll resume a less spectacular pace."

During calmer times it was possible to reach a peak of 50 to 60 checks being cut in one day, he said, and accomplishing even that amount required a concerted group effort. Everyone did what they could to keep the paperwork moving.

"I'm doing two months work in one day," said Susan Chun, lead disbursing teller, while preparing the checks. "I'll be in tomorrow

(Saturday) to stamp them and post the invoices. Next week I'll stuff envelopes and mail them out. This will keep me busy for two-three days. Then we'll be done."

(Right, top, L to R) Handing Susan Chun invoices to be processed are Mark Yoshimura, John Gouveia, Margie Rodrigues, Ardine Ingraham, Rodney Nishizawa (hidden), Todd Dinovo, and Dennis Kanetake. (Right, bottom, L to R) Displaying checks ready for disbursing are Mark Yoshimura, Susan Chun, and Robert Lau.



Photos by Jim Dung

Perceptivity: *There are three classes of people: Those who see. Those who see when they are shown. Those who do not see.*
—Leonardo da Vinci, Italian artist, scientist, architect

Neighbor island project updates



Things appear on schedule at the Alenaio Stream flood control project in Hilo, Hawaii, as the foundation of the final portion of the 1,800-foot-long concrete channel is laid in place (left, upper). On target as well, the 3.67-meter Advanced Electro-Optical System telescope at the U.S. Air Force Space Surveillance Complex atop Mt. Haleakala on Maui (left, lower) also nears completion. The telescope houses a uniquely retracting dome that uses eight hydraulic cylinders to move the dome to a position below the base of the telescope while eliminating the vibration associated with traditional rotating design.



Palau Compact Road Project progressing

Babeldaob, Republic of Palau—Significant progress on the Palau Compact Road Project has continued. A partnering workshop at the end of 1996 involving representatives from the Republic of Palau, the U.S. Department of the Interior, each of the four design firms, and POD established that the design criteria for the road would follow the technical parameters of the "Green Book," a technical manual developed by the American Association of State Highways and Transportation Officials, along with input from technical representatives of the Palauan government.

Due to large amounts of aggregate needed for the construction of the road, there is an ongoing effort to identify locations in Palau where aggregate of sufficient quality and quantity can be mined. The Ministry of Resources and Development is currently receiving input from the Palauan states and private citizens regarding potential sites.

Currently, POD is working on finalizing road alignment, developing a conceptual road design, locating aggregate sites and completing the Environmental Impact Statement. All of these actions will be achieved in close collaboration with the Palauan government.

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

PRODUCTIVITY CORNER

Questionable diagnoses

A chiropractor in Arizona charged his patient's insurance company for treatments made during the time the patient was in Europe. The doctor said he had taken a photograph of the patient's aura, and did "aura adjustments" using the photo while the patient was traveling abroad.

In another case, following an auto accident, a doctor listed his diagnosis on insurance forms as "bruised karma."

—Dale Dauten, columnist

Mistaken assumption

A doctor's telephone rang one night, awakening him from a fitful slumber. It was

one of his regular patients, a young man in a wild state of alarm.

"My wife, doctor!" he shouted. "It's her appendix! You'd better come around quick!"

The doctor sighed and told the young man to go back to bed. "Give her some bicarbonate or ginger ale, and I'll look in tomorrow," he said. "She doesn't have an appendix."

The young man became even wilder, insisting that she did, in fact, have appendicitis.

"Well, she can't have appendicitis!" the doctor shouted. "I took her appendix out three years ago, and I never heard of anyone having two appendices."

"Ever hear of anybody having two wives?" demanded the young man.

—The New Yorker

Comfort zone

Baltimore Oriole shortstop Cal Ripkin

hasn't missed a game in more than 13 years, breaking Lou Gehrig's record for most baseball games played consecutively. When asked if he ever went to the ballpark with aches and pains, Ripkin replied, "Yeah, just about every day."

Although Ripkin's casual reply makes it sound routine, overcoming everyday aches and pains without fail for 13 years is a remarkable achievement for an athlete—or anyone, for that matter. Throughout his long and distinguished career, Ripkin has encountered the same daily challenges and setbacks as his fellow players and has risen above them all. His dedication, drive, and youthful energy have proven all but inexhaustible.

What's the secret behind Cal Ripkin's incredible longevity and success in a career as demanding as professional baseball? One of the keys to his success must surely be that he has conditioned himself to be comfortable being uncomfortable.

—Bits & Pieces, Economics Press, Fairfield, N.J.

Curiosity: *Where there is an open mind, there will always be a frontier.*—Charles Kettering, electrical engineer



Renee Kurashige

Hometown: Honolulu, Hawaii.

Years with Corps: 10-1/2

Works in: Logistics

Modesty becomes some people and the value of Renee Kurashige's willingness to pitch in and help others is enhanced by her desire to stay out of the limelight.

"I'll help anybody," she said. "All they have to do is ask!"

Kurashige is a supply technician and is responsible for applying bartags to property items that come in, doing the necessary paperwork to ensure accountability, and processing documents for payment. She also purchases supplies that are not stocked in-house. Team oriented, she is actually looking forward to assisting with the travel portion of CEFMS implementation.

Responsible behavior doesn't end at work, however, and before she gets home to Mililani Town each day, Kurashige will pick up her daughter Nicole, 4, from pre-school and get anything she still needs to prepare supper. The daily routine includes cooking, chatting with Tom, her husband of six years, and Nicole, and doing whatever needs to be done around the house before bedtime. Daily, at 4:30 a.m., she gets up and starts the cycle again.

True to her sense of responsibility, Kurashige says that weekend shopping trips are simply an excuse to take her daughter out and about, and while she does buy books for herself, she seldom has a chance to read them.

Renee is making POD more productive.



Michael O'Leary

Hometown: Glendale, California.

Years with Corps: 8-1/2

Works in: Contracting

Procurement technician Michael O'Leary describes himself as Contracting directorate's "jack-of-all-trades." That this is accurate soon emerges as he describes his job, the things he's done both in the Corps and out, and the education he's acquired along the way. He's interested in many things. His knowledge is broad-based and he applies it wherever he can.

"I did get a bachelor's degree in Political Science," said O'Leary, "but formal education was just to make me a better person."

In civil service for nearly 15 years, O'Leary said that a critical moment in his life came a few years ago when a discussion with a professor made him realize that there is more to political science than manipulating people and events.

"It's about life itself," he said. "I can apply what I've learned directly to my job. I've developed the inner strength I need in order to meet challenges at work and I'm able to understand the point-of-view of the person sitting opposite me, whether it's a contractor or a co-worker."

"What else has happened, though, is that I've become an advocate for things I believe in. I'm interested in natural healing and health and in spiritual development. I like to share that interest. I guess it's my nature that I try to help people. I don't want to impose anything on anyone. I just want to enlighten them."

Mike is making POD more productive.

Commitment: *The most dangerous thing in the world is to leap a chasm in two jumps.*
 —David Lloyd George, British politician

STEP	1	2	3	4	5	6	7	8	9	10
GS- 1	\$12,669	13,091	13,512	13,932	14,355	14,602	15,017	15,436	15,454	15,844
GS- 2	14,243	14,583	15,055	15,454	15,628	16,088	16,548	17,008	17,468	17,928
GS- 3	15,542	16,060	16,578	17,096	17,614	18,132	18,650	19,168	19,686	20,204
GS- 4	17,447	18,029	18,611	19,193	19,775	20,357	20,939	21,521	22,103	22,685
GS- 5	19,520	20,171	20,822	21,473	22,124	22,775	23,426	24,077	24,728	25,379
GS- 6	21,758	22,483	23,208	23,933	24,658	25,383	26,108	26,833	27,558	28,283
GS- 7	24,178	24,984	25,790	26,596	27,402	28,208	29,014	29,820	30,626	31,432
GS- 8	26,777	27,670	28,563	29,456	30,349	31,242	32,135	33,028	33,921	34,814
GS- 9	29,577	30,563	31,549	32,535	33,521	34,507	35,493	36,479	37,465	38,451
GS-10	32,571	33,657	34,743	35,829	36,915	38,001	39,087	40,173	41,259	42,345
GS-11	35,786	36,979	38,172	39,365	40,558	41,751	42,944	44,137	45,330	46,523
GS-12	42,890	44,320	45,750	47,180	48,610	50,040	51,470	52,900	54,330	55,760
GS-13	51,003	52,703	54,403	56,103	57,803	59,503	61,203	62,903	64,603	66,303
GS-14	60,270	62,279	64,288	66,297	68,306	70,315	72,324	74,333	76,342	78,351
GS-15	70,894	73,257	75,620	77,983	80,346	82,709	85,072	87,435	89,798	92,161

** Reflects 2.3% increase. Does not include locality adjustment*

Don't forget!
March 13, 1997

**9th Annual
 POD Retiree Day**

Program schedule:

- 8:30 - 9:00 a.m.**
 Coffee and Donuts in Room 323, Bldg. 230, Fort Shafter
- 9:00 - 10:00 a.m.**
 Commander's Update
- 10:00 - 10:45 a.m.**
 Free time
- 10:45 a.m.**
 board bus to TAMC
- 11:30 a.m. - 12:30 p.m.**
 Lunch at Officer's Club
- 12:30 - 1:30 p.m.**
 Program
- 1:30 p.m.**
 Return to Fort Shafter

**For reservations call
 Darlene Arakaki
 438-8386**



POD volunteer participants in "A Giving Tree for Christmas" program sponsored by the Ewa Healthy Start, Hawaii Family Stress Center receive a certificate of appreciation for their support. The program provides a needy child with a meaningful Christmas gift. (L to R) Sybil Hamasaki, ET; Karen Tomoyasu, ET-Z; Judi Jinnai, ET-C; Kimberly Hibbs, RM-B; Edwina Williams, ET-MI; Ann Chang, PP-M; and Janet Kojima, PP-Z. Not pictured are Wendy Mow, PP-MD; Leo Endrina, PP-P; Karen Turner, IM; and Linda Tomoyasu, Karen's sister.

Condolences to the family of Lawrence W. M. Chang, who died Feb. 6. He retired from POD in 1964 and was known for his stories about construction in the Pacific during World War II.

Aloha means hello to Walter Goode, new director of Logistics, coming to POD from the Law Enforcement Command, Fort Shafter, and **Leilani Love**, new transportation clerk, originally of Muscogee, Okla. This is Leilani's first trip to Hawaii; her mother discovered the name when a local couple appeared on the television show, *The Newlywed Game*, and liked it enough to bestow it on her daughter.



Volunteer POD employees receive FEMA awards at the Feb. 6 Commander's Call for participating in FEMA's interagency hazard mitigation team following the November flooding. (L to R) Ron Fong, ET-CS; Grace Nakaoka, ET-S; Dave Kern, PP-P; Lynnette Serao, ET-CH; and Lincoln Gayagas, ET-PP, with Col. Robin R. Cababa, POD Commander. Not pictured are Wayne Hashiro, ET-TC; Al Carvalho, ET-CH; and Nadine Miyahara, ET-TD.

Also recognized for participation in other FEMA disaster missions were **Harry Aoki**, ET-TE; **Ryo Nakamoto**, ET-TM; **Lori Sorayama**, IM; and **Bert Kaneshiro**, ET-TM, for performing Preliminary Damage Assessments following Oahu flooding, and **Stanley Wakumoto**, ET-TE, for his assistance on Guam following Typhoon Dale.

Aloha means goodbye to Allyn Tabata, ET-CH, who left for JED and **James Suster**, chief of Revolving Fund who left to become chief of Army accounting operation for DFAS, Ford Island.

