

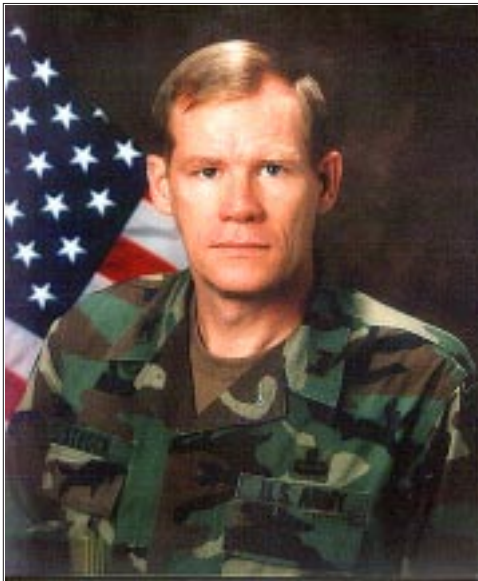


The Pacific Connection

Volume 31
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US Army Corps of Engineers
Pacific Ocean Division



Col. (P) Strock to command POD

Colonel (P) Carl A. Strock will become the 21st Commander and Division Engineer of the Pacific Ocean Division in ceremonies Aug. 13. Strock, who was selected for promotion to brigadier general and who will likely attain that rank concurrent with his arrival in Hawaii, is currently chief of staff of the U.S. Army Engineer Center at Fort Leonard Wood, Mo.

Strock's command of POD highlights a 26-year Army career that began as an enlisted soldier in 1971. A year after entering the service, Strock graduated from Infantry Officer Candidate School and was commissioned a second lieutenant. He has commanded military units from platoon through the brigade level, and held various staff assignments. He commanded the Engineer Brigade, 3rd Infantry Division (Mechanized) from 1994 to 1996.

See "New commander," page 4.

Town Hall Meeting

Separation of POD-HED focus of July 17 meeting

Story by Alexander Kufel

Pacific Ocean Division Commander Col. Robin R. Cababa reassured division employees at a town hall meeting July 17 that the transition from an operating division to two separate organizations would involve a lot of paper transfers, with few if any people losing their jobs.

"Our goal is to have no involuntary separations," as a result of the POD reorganization, he told a large group of around 400 POD employees. "Still, there is a major cultural shift this represents. We won't be conducting business as usual after the reorganization."

Cababa spelled out an organization that reflects a division staff of around 50, placing POD the leanest among the Corps' reorganized eight divisions. The commander pointed out that the other seven divisions contained rosters of about 90-115 authorized positions and were filled at around 75 to 95 employees.

"The Chief (Lt. Gen. Joe N. Ballard) has expressed concern that we may be light on resources to operate as a stand-alone division," he said, and cited that as one of the

reasons he has opted to staff the division at the full level, hoping to get additional fiscal resources at mid-year to support the division staff.

"There are no guarantees, but I've got to feel that we have a decent chance to get the resources we'll need later in the year."

Lt. Col. Ralph H. Graves, Honolulu District Commander, followed Cababa's division presentation with details of his own regarding the new district make up. He mentioned that the October '96 version of HED had 485 identified positions. This was the Honolulu District that was still planned to be absorbed by South Pacific Division in an expanded Pacific Division. That plan eventually

See "Town Hall," page 8.



Lt. Col. Ralph Graves, HED Commander, and Col. Robin R. Cababa, POD Commander, lay out separation plans to an attentive audience at Ft. Shafter's Richardson Theater.

Photo by Jim Dunge

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Completion: *When the last bugle is sounded, I want to stand up with my soldiers.—John J. Pershing, U.S. general*



*By Col. Robin R. Cababa
POD Commander*

Commander's Comment

Change: An unchanging theme

Change. It may be the most consistent, unchanging theme you've heard from me over the past four years. Over that time that I've had the pleasure to be a part of this Pacific Ocean Division Ohana, I've tried to act as a planner, executor and finally a leader in effecting that change. And, as should be expected, I will soon even be personally a part of that change as Claudia and I prepare to leave and pursue our next professional venue at the Waterways Experiment Station in Vicksburg, Mississippi.

What is that old Chinese curse that sounds like it ought to be a blessing? "May you live in interesting times"? Well, the times have been more than interesting. Take a look back and I hope you will agree with me that one could hardly imagine a period with more flux in Pacific Ocean Division than the last four years.

When I arrived here, we were getting rolling in TQM and all that that entailed. Even then, the primary focus was to establish a process by which we could manage change in POD. The Strategic Plan for 2010 and its several iterations and versions—a couple even in their "beta" stages—was yet another attempt to get our arms around this tumultuous phase we still find ourselves in. I think one of the lasting concepts of 2010 was that we were embroiled in a never-ending process that could not be forecast with absolute accuracy save for the fact that we could guarantee it would be dynamic and moving. Now that has been a prognostication for the ages.

I recall the major program funding shortfalls we faced in JED and POD/HED in 1994-95. It led to our implementing VSIP-VERA actions and taking preemptory measures to properly size our work force. That wasn't easy, but we were successful in minimizing any personal trauma—nobody lost their job—while we continued to meet our mission requirements. Our thought then, as it is now, was that bitter medicine at the time would add to the health of our organization later. Now, a couple years down the road that supposition has been affirmed and we are better prepared to meet the current list of looming events: The separation of district and division and the programmatic and personnel reorganization that will require; the integration of Alaska District into POD;

the assimilation of our program and vision into that of the Chief's through our Campaign Plan; making CEFMS work for us now that we've put in countless hours working for it... the list goes on and on.

Changing leadership is on that list. Soon-to-be Brigadier General Carl A. Strock arrives here in early August and we will change command on 13 August. Col. Allan B. Carroll will arrive around the same time to assume the position of Division deputy commander and chief of staff. When Brig. Gen. Henry Miller left for Southwestern Division and Charlie Cheung for USACE and Dick Hansen for a hard-working retirement a couple of years back, we experienced a major shift here in POD. Later when all appearances were that we would cease to exist as a division and would instead become a component of South Pacific Division headquartered in San Francisco, the shift seemed to have moved to an even greater extreme. And now, we may actually be meeting ourselves headed the other way, having come full circle and emerging as one of

Corps' eight viable divisions, with the entire Pacific region's engineering and construction program under one roof that is POD. What an interesting time we live in!

What an interesting time we live in!

—Col. Robin R. Cababa

Here's a constant. It's the continuing successful delivery of quality engineering design and construction products to our customers. The fact is, they haven't experienced the turmoil we have because we've managed our mission while we've also managed our future. "Seamless integration," "invisible impacts on the end-user," "continuing product throughput without interruption"... these are some of the phrases we use when we talk about our relationship with our customers. Generally, we've given our customers high-quality projects and services, on time, within budget, and we've done so safely. There is nothing on the horizon that leads me to believe that we won't continue to do so. Even after we cease being an operating division. Even after we divide physically and fiscally into distinguishable Pacific Ocean Division and Honolulu Engineer District. Even after we have fully integrated Alaska District into our organization. Even after we emerge from this especially active period of transition and potential turmoil. And even

See "Change," page 4.

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Division Commander Col. Robin R. Cababa
Chief, Public Affairs Larry Hawthorne
Editor Alexander Kufel
Photographer James Dung

Discontent: *If the grass is greener in the other fellow's yard, let him worry about cutting it.*
—Fred Allen, U.S. humorist

Opinion

Alaska and Hawaii: A lot in common way up North

It's a little unusual to live in a state where you actually have to either fly or take a boat if you want to see where the governor lives. A capital without a road that leads to it from every region in the state is reserved for the likes of Hawaii . . . and Alaska. I learned this little tidbit of useless-but-still-interesting information when I visited the Alaska District recently. The Jeopardy question is "what is Juneau?" And, of course, the answer was "the capital that is separated by 100 miles of water from the rest of the state." Alex Trebeck might have accepted "what is Honolulu?" as well.

And — my opinion — there are a lot of unexpected similarities between Alaska and Hawaii that probably help to ease this transition we are in as Pacific Ocean Division welcomes Alaska to the fold functionally as well as officially, the latter of which occurred April 1. Beyond the obvious contrasts — cold and ice in winter, warm and tropical in perpetuity; humongous amount of real estate, barely breaking the water in the middle of the Pacific — we share much with our Alaska brethren and sisteren.

Where are we alike? Well, there's that "off the map, out of mind" syndrome we both have to deal with. You know what map I'm talking about — the one where a small cutout in the lower left-hand corner is always reserved for Alaska and Hawaii. Alaska and Hawaii are always listed as "not to scale," albeit for different reasons.

We refer to that portion of the map that is to scale as "the mainland." In Alaska they call it the "lower 48." Well-meaning but somewhat geographically challenged domestic tourists refer to it as "the United States." So, the rest of America sees us and Alaska as being just a little different, and we're constantly having to deal with that. But, on the other hand, we view the rest of America as a little strange at times. Only I doubt they are spending too much time worrying about that even though we should probably require them to produce passports and make them go through customs anytime they arrive in either Honolulu or Anchorage. That would teach them.

Folks in Alaska District are used to flying

wherever they go, just like us. Only they fly over land while we fly over water. From one end to the Aleutians to the panhandle where Juneau is, if you placed it all on a map of the lower 48, Alaska would span the continent from San Diego to Savannah, Georgia. At one time not so many years ago, there were four different time zones in Alaska. Now there's only one. To get around this massive state you've really got to get in an airplane, just like we do here

when we need to go to Japan, Korea, Kwajalein, American Samoa or even Maui. People in Alaska District also know how to read an airline schedule.

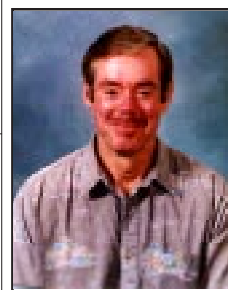
In case you think I only like Alaska in the summer, be advised that my first visit was in the middle of January last year. It was approximately 20 degrees below zero, but who was counting? It got dark at 3 in the afternoon then. This time it got dark . . . well, it didn't get dark, or at least I wasn't up long enough to see if it did or didn't.

What really impressed me about Alaska is all the stuff you read about in the travel brochures, and you hear and see on The Learning Channel. Big Sky country it is for sure. It's still mostly a wilderness and with some

20% of the total land area of the United States and only 600,000 people to get lost in it, you really have to pay attention where you go. Signs that warn of "moose crossings" and landscapes teeming with unfettered wildlife are small indications that there's something special going on in Alaska. To fly over Mount McKinley — North America's tallest peak — on a clear day is an astounding experience, and one I was able to absorb during a 45-minute flight from Anchorage to Fairbanks.

You hear about the pioneer spirit of Alaskans and there's plenty of evidence that it's real. Not that far removed from a territory ourselves, I like to think that it's another trait we share. At Chena Lakes Flood Control Project, near Fairbanks, this Alaska spirit is embodied in the persona of John Schaake, chief Corps ranger at the project. The day I was there John and Tim Feavel and others in his office were busy crafting "fish-viewing glasses." No, I mean it. Now what do you suppose fish-viewing glasses are? Well, they're basically paper and tinted plastic "polarized" glasses

See "Alaska," page 9.



**The View
from Here.**
by Larry Hawthorne

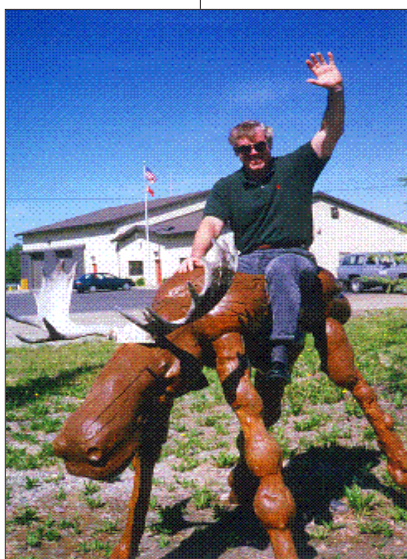


Photo by AED

A ride on the moose is required by newcomers to Chena Lakes.

Reality: *Hope is a good breakfast, but it is a bad supper.*—Francis Bacon, English philosopher

New commander...

Continued from Page 1

Strock holds a bachelor's degree in civil engineering from the Virginia Military Institute and a master's degree in Civil Engineering from Mississippi State University. He is a registered professional engineer in the state of Missouri.

Awards and decorations include the Legion of Merit, Bronze Star with one Oak Leaf Cluster, the

Meritorious Service Medal with two Oak Leaf Clusters, Army Commendation Medal with one Oak Leaf Cluster, Army Achievement Medal, and Southwest Asia Service Medal with three Bronze Stars, Ranger and Special Forces Tabs. He holds badges for Master Parachutist, Expert Infantry, Pathfinder, Diver, and Army Staff.

Strock was born at Fort Benning, Georgia. He is married to the former Juliana Moore of Atlanta. They have two sons: Christopher and John. Both are cadets at the Virginia Military Institute.

New deputy POD commander arriving in August

ing Management from the University of Missouri, Rolla.

After attending the engineer officer advanced course, he served one year in Korea as commander of D Company, 44th Engineer Battalion. From there he went to the Omaha District Corps of Engineers and later was assigned to the position of assignments officer at MILPERCEN in Alexandria, Va.

Following attendance at the Command and General Staff College, Carroll served on the USAREUR staff in Heidelberg, Germany, and then as operations officer for the 10th Engineer Battalion, 3rd Infantry Division in Kitzingen, Germany. He returned to Ft. Leonard Wood to command the 87th Engineer Battalion, and to Alexandria, Va., where he became Branch Chief for Engineer Officer assignments. In 1995 he graduated from the Industrial College of the Armed Forces before assuming his position at HQ USCINCPAC.

Carroll is married to the former Donna Preddy of San Diego, Calif. They have five children: Buck, 17; Heather, 15; Bethany, 8; Rachel, 4; and Joshua, 3.



Photo courtesy Col. Allan B. Carroll

On Aug. 11, another change takes place within Pacific Ocean Division: Col. Allan B. Carroll will become Deputy Commander. The deputy's position has remained vacant since Col Robin R. Cababa took command of POD Aug. 14, 1995.

Carroll is coming to POD from Headquarters USCINCPAC at Camp Smith, Hawaii where he has been exercise plans officer since 1995. He said that this is a very exciting period for POD and he is delighted to be a part of it.

Trained as an engineer at the U.S. Military Academy at West Point, N.Y., Carroll was commissioned in 1976 and assigned to Ft. Leonard Wood, Mo.,

where he served as both a training officer and company commander for advanced individual training soldiers. He holds a master's in Engineer-

Change...

Continued from Page 2

after I'm gone and my successors are gone, POD will continue to display the resilience and professionalism that serves us so well during these times of change.

The view to the field is equally bright. In FED, the workload has grown tremendously. They are challenged to keep up with it all as priorities continue to pile up as quickly as newspaper headlines regarding that part of the world move from the inside to the front pages. JED has always been the heavy hitter when it comes to sheer volume of work. That hasn't changed. Now that near-billion-dollar-a-year program will include work associated with relocations from Okinawa. Alaska District, our newest member, has a strong program as well.

Their military construction is especially robust and even as they finish the \$170 million hospital at Elmendorf Air Force Base (on budget and ahead of schedule) they've begun the planning on a new \$123-million medical facility to replace the aging Bassett Hospital at Fort Wainwright in Fairbanks.

From Anchorage to Honolulu, to Tokyo and to Seoul, you

are going to be in good hands. Col. (P) Strock and Col. Carroll are prepared to lead you into a very bright future. Lt. Col. Ralph Graves will be a key leader of the "new" Honolulu District. The District will have the same mission, the same customers, and most would be satisfied with the same successes. Only, it will have its own budget, its own staff, its own identity. It will be a new culture, to be sure.

I've seen a lot happen here in POD during my four years. I was thinking the other day that I've actually worked with three commanders in FED (Colonels Bart Bohn, Robert Martin, James Hickey), JED (Colonels Ron Dabbieri, Mark Schnabel, Jon Jacobsen), and HED (Lt. Colonels Jim Muratsuchi, Bruce Elliott, and Ralph Graves) and even two in AED (Colonels Peter Topp and now Sheldon Jahn).

It's been challenging, rewarding, even interesting. And it isn't over yet. I'll be around a while longer before I say goodbye, but I want to be sure I have the opportunity to let you know that as your commander I want to do everything I can to help you deal with these challenging times in the best way possible. And that isn't for a change, but something I hope has been going on for at least the past four years.

Curiosity: *Millions saw the apple fall but Newton was the one to ask why.*
—Bernard M. Baruch, U.S. statesman.

Plans scrutinized prior to acceptance

Palau Compact Road Project concept design reviewed

Story by Alexander Kufel

In a week-long series of meetings at Ft. Shafter, Hawaii, at the end of June, concept design and value engineering for the Palau Compact Road Project was discussed by representatives of the Republic of Palau (ROP), POD and the architect-engineer design contractors.

The 53-mile-long road on the island of



Photo by Jim Dung

Republic of Palau Minister of Resources and Development Marcelino Melairei (left center) and Director of Lands and Surveys Fritz Koshiba (right center) listen attentively to a presentation on the concept design of the Palau Compact Road project.

Babeldaob is to serve as a direct link between the ten states on the island and is expected to function as a precursor to economic growth, according to the environmental impact statement. It will also provide Babeldaob residents the opportunity to commute to work on the urbanized island of Koror.

Representing ROP were Minister of Resources and Development Marcelino Melairei and Director

of Lands and Surveys Fritz Koshiba.

“This review of concept design is the first solid look at the cost of the project,” said Lt. Col. Ralph Graves, Honolulu District Engineer.

The concept design cost estimates for construction came in at about \$160 million, significantly higher than the \$124 million that is budgeted for construction alone. With a target completion date of October, 2001, weeks and months will be spent figuring ways to reduce costs and finalize the design.

Several issues were addressed during the course of the meetings: Compromises in the standards for the road will have to be made to reduce costs. These standards include pavement and shoulder width, design speed, maximum grade and minimum curve radius, and degree of guard rails use. Also, because the ROP government is requesting that a road of the highest possible standards be built, it is increasingly unlikely that the six-year completion period stated in the Compact will be met.

It was proposed that in order to minimize ordnance remediation costs, necessary funds will be cost-shared by the U.S. and ROP up to the limit of \$2.28 million currently in the budget. Funds above that limit would come from the unused balance of non-construction funds.

Known worldwide for its beauty and uniqueness, the ROP, located in the Western Pacific Ocean 500 miles southeast of the Philippines, is largely undeveloped. ROP consists of 200 islands, eight of which are populated, with a total land area of 177 square miles. Population is just over 15,000. Under authority of the Compact of Free Association, the U.S. government has agreed to construct this road.

Change of command at AED

Story by John P. Killoran

Col. Sheldon L. Jahn became the 21st commander of the U.S. Army Corps of Engineers Alaska District in ceremonies July 15. He is the first District Engineer to be born and raised in Alaska. Jahn succeeds Col. Peter Topp who has been named deputy commander of the South Pacific Division in San Francisco, Calif.

Presiding over change of command ceremonies at Elmendorf Air Force Base in Anchorage was Col. Robin R. Cababa, POD commander.

Jahn was born in Juneau and grew up in Haines,

Alaska. He graduated from California State University in San Jose with a bachelor's degree in Civil Engineering and was commissioned in the Army Corps of Engineers through the Reserve Officers Training program; he holds a master's degree in Engineering from Oregon State University in Corvallis.

Prior to taking command of the Alaska District, Jahn was the Deputy Director for Operations of the Alaskan Command at Elmendorf.

Jahn and his wife, Karen, are the parents of three sons: Christopher, Cameron, and Matthew. They reside in Eagle River, Alaska.

Optimism: *Remember, happiness doesn't depend upon who you are or what you have; it depends solely on what you think.*—Dale Carnegie, U.S. writer, speaker

Organization Day 1997

Something for everybody

Story by Alexander Kufel
Photos by Jim Dung

Of all the concerns POD employees had for this year's Organization Day at Bellows Beach in Waimanalo Friday, June 13, the one least in evidence appeared to be *parasked-videkatriaphobia*.

In case the word seems slightly unfamiliar, it translates into a fear of Friday the 13th. And, while it may explain the absence of a few individuals, it didn't seem to interfere at all with the awards, the games, the dunking booth, or the cooking and eating that are such an important part of this annual day at the beach.



(Above) Starting the day early to get a good place in the shade, Renee Inouye, PP-MC, brought along the essentials for a fun day: picnic cooler, boogie board, kids.



(Above left) "It doesn't get any better than this," say Lou Muzzarini, ET-CS; Dave Marquardt, ET-TA; George Kimura, PP-P; and Kit Lee, IM. (Above right) "Take our picture!" said these happy picnickers. (l-r) Elsie Smith, PA; Renee Kurashige, LO-S; Anita Naone, EO; and Maj. Linda Fischer, SM.



In the formal portion of the program, the invocation was made by Jerry Cornell, PP-P. Col. Robin R. Cababa, POD commander, then presented length of service awards to 21 people. It was noted that this year 104 people were eligible for the recognition.

Honored for 10 years of service were Justina Bagasani, RM-B; Lincoln Gayagas, ET-PP; Joycelyn Grady, RM-FA; Robert Lau, RM-F.

Honored for 15 years of service were Roland Chong, ET-TA; Lise Ditzel-Ma, ET-MI; Dinah Lazaro, RM-FA; Aida McKeen, CT-P; Anna Jean Tarrant, IM; Mark Yoshimura, RM-B.

Honored for 20 years of service were Robert Abbott, RE; Eric Bjorken, ET-TC; Gayle Chestnut, OC; Robert Shimizu, Jr., ET-CB; Timothy Young, ET-PP.

Honored for 25 years of service were

Ardine Ingraham, RM-FA; Susan Ireland, RM-P; Louis Muzzarini, Jr., ET-CS.

Richard Raber was honored for 25 years of service.

Approaching the stratosphere, Jim Dung, PA, was honored for 50 years of service. In special recognition, Elsie Smith, PA, was awarded an Achievement Medal for Civilian Service for 55 years of service.

Fifteen people were then honored for recognition as Instructors for the PROSPECT (Proponent-Sponsored Engineer Corps Training) program. Raymond Kong, ET-TC, Dickson Ma, ET-CF, and Gerald Young, ET-

Continued on next page

(Sequence right) The dunk tank got off to a slow start, but picked up speed when the POD commandertook his seat. It was all in good fun, however, and we know for sure that Col. Cababa wasn't affected by the heat.



Education:

The beautiful thing about learning is that no one can take it away from you.
—B. B. King, American musician



(Left) Once the place is selected, the orders for the day are faithfully followed: socialize, eat, have fun.

(Right) Appearing to be one blink away from nap time, Alyssa-Rae finds a comfortable place in the arms of daddy Randy Mita, ET-CH.

(Below) Once an engineer, always an engineer. Roland Chong, ET-TA, doing some shoreline protection chores for his sons and their friends. Undoubtedly, the youngsters are future engineers themselves.



Continued from previous page

CF, elected to be present for their certificates.

Afterwards, attention turned, not only to games, swimming, cooking, and eating, but to what undoubtedly was the main event: knocking Col. Cababa into the dunk tank, an activity that didn't appear to dampen his spirits a bit! All in all, it was another wonderful day at the beach.



(Below) The sea was blue and clean, the sun was bright, the wind gentle, the sand smooth, and the company just right.



Anticipation: *Fore-warned. Fore-armed.*—Miguel de Cervantes, Spanish writer

Town Hall...

Continued from Page 1

was scrapped in favor of the one executed April 1 that annexed Alaska District to join Far East District and Japan Engineer District and HED as the fourth district in POD. The new "separated" HED has 477 positions in it and with the allocated 48 division positions the reorganized POD/HED would number 515.

"Right now we're at 499," he said, echoing the POD commander's contention that a reorganized POD at that level would not be all that difficult without having to involuntarily separate anyone.

Cababa admonished the assembled audience that POD has been functioning as an operating division for some time and it will be necessary for HED to separate out those functions that are clearly its own and for POD to conduct other activities.

"We are going to have to be careful to identify and fund things properly. To this point we've never had to worry about it, because we had a single budget. That will change and district functions will be paid for with district money," Cababa said.

Graves commented that with fewer soldiers and soldiers' families in Hawaii it has been inevitable that POD would shrink proportionately, falling from the high of 800 employees a few years ago to the some 500 of today.

The reorganized division will have a commander, deputy commander and executive staff and program management and engineering technical services staff that will be totally separate from HED. Some support services will continue to be shared with the district, primarily in the form of dual-hatted directors and staff office chiefs and a plan to "buy back" services as required from the district. Positions serving both the district and division will be pro-rated in terms of a split in personnel funding between the organizations.

A study of a few years ago listed four functions at the division level: command and control, regional interface, program management, and quality assurance.

"Anything else belongs to the district," Cababa said.

Thus, the Honolulu Engineer District will be split into an Engineering and Construction-Operations Division while the Division will maintain a Directorate of Engineering and Technical Services. The Division will have a Program Management Directorate, but no project management function since that will be the responsibility of the district.

The major personnel actions required to reorganize into a separate division and district will abolish practically every job in the organization and initiate ones that reflect the new separation of functions.

Although somewhat misleading in name in this instance, so-called Reduction in Force or RIF actions will be required. It is a standard procedure for any type change to take place, such as consolidating positions, creating new ones or even eliminating old ones. On Aug. 1 a briefing is scheduled for 10 a.m. at Richardson Theater to inform POD employees of their rights under a RIF action and what they can expect. That same day a hiring freeze is to

be placed in effect, according to a timeline Cababa announced at the town hall meeting.

The Civilian Personnel Operating Center in Anchorage, Alaska is due to have completed all the new HED and POD job descriptions by the end of August, opening the way for a mock RIF to be conducted Sept. 5-17. Based on results of the dry-run RIF evaluated on Sept. 18, command staff will decide whether to implement a VSIP (Voluntary Separation Incentive Plan) or VERA (Voluntary Early Retirement Authority) to pare down the work force. Both Cababa and Graves indicated that the numbers did not appear so critical as to warrant that action at this time. "But there could be some 'eaches'," said Cababa, "that could require some surgical implementation targeted at jobs where we are overstaffed in the new organization."

On Oct. 1 temporary and term employees will receive notices that those positions will end Dec. 5. The possibility exists that the need for temporary and term employees will reassert itself once reorganization is completed and they could be re-appointed as early as Dec. 8. Things will be complicated somewhat for employees in 'obligated positions,' a condition that occurs when someone

takes an overseas job with return rights, said Cababa, because their former position may not be in existence when their current tour is over. Thus, their rights might be limited to a turn to POD or HED but not their old position that could be abolished.

Without VSIP/VERA the entire process might be complete and both organizations up and running — separately — before Christmas, Cababa said. The effective date of RIF actions was listed as Dec. 8. If the early out incentives are needed, then the process could be drawn out to the early spring of next year, around February or March, he said.

Graves said that HED priorities will be to accomplish its quality design and regulatory mission; for HED to implement restructuring; and for HED to improve its own organizational effectiveness. Involved will be improvements in financial and project management, increased use of information management technology, increased customer feedback and marketing of capabilities.

Plans are being drawn up to physically separate the division and the district. For the near term, designers are studying splitting division and district onto separate floors in Building 230. Other nearby buildings on Fort Shafter are being considered for longer term quarters.

"When I arrived here four years ago it was evident then, and it still is today, that this organization will be in a constant state of change and may never reach stasis," Cababa said, in summarizing the latest transitional events.

As for the Honolulu District commander, Graves offered that he had been to numerous town hall meetings over the two years he's been in POD and "this is the first time anyone has asked me to speak." He cited it as an example of changing times in POD.

"We are going to have to be careful to identify and fund things properly."

—Col. Robin R. Cababa

Aspiration: *No bird soars too high if he soars with his own wings.*—William Blake, English poet

Alaska and Hawaii...

Continued from Page 3

that help reduce the glare on the water so kids and others can better see the salmon as they migrate upstream. John had a “prototype” ready to go, with Corps logo already imprinted. Of course, the ultra-deluxe model had small paper cut-outs of salmon jumping along the frames that must really add to the whole experience. You just know the kids are gonna love this stuff. And John’s exuberance and enthusiasm to see this great idea through are the insurance that it all will happen as planned. Later, we left the compound and drove past the permanent sign advertising “moose burgers tomorrow” and John took me down to their lake to show me their “beach.” It was about as crowded as a similar piece of sandy real estate in Waikiki and since it was about 85 degrees that day there was an element of familiarity in the scene. So far away and yet so many similarities . . . er, in the summer anyway. It’s great to see committed people like John Schaaek working for the Corps of Engineers, even (read especially) in far away Alaska.

And there’s that Ohana spirit as well, just like us.

Back in Anchorage, John Killoran, my Public Affairs counterpart in AED, took me with him and Pat Richardson in his office to help judge a Friday lunch-time photo contest. It was all part of a Sloppy Joe feed and end-of-week celebration hosted by the Regulatory Branch. Some of you may know that the regulatory mission in Alaska is the largest in the Corps, by far. You would expect that a group of 60 or so people with such a demanding job would be a

close-knit group. But, I admit I was still surprised by the degree of camaraderie, respect and mutual support these folks showed each other.

While we were all staining our clothes with the Sloppy Joes, the Regulatory folks spent the good part of an hour presenting each other with awards, certificates and pats on the back for the work they were doing. And if there wasn’t enough recognition that came naturally, they made some up. The “dipstick” award, presented to the lucky employee of the month for being the unluckiest employee of the month, was obviously a most-coveted award that seemed to be relished even more than an incentive check. (Most recent awardee had locked himself out of his government sedan with the engine still running. A deserving recipient if there ever was one.) And when the formal recognition ran out, the Regulatory secretary announced everyone who celebrated a birthday during the month or even the anniversary of their date of Corps service. Think about it. Announcement of the anniversary of service to the Corps of Engineers brought celebration and applause in honor to the person who had reached that milestone. There’s a lesson worth bringing back from Alaska.

We’re lucky that Alaska is a part of POD. Don’t tell Portland this, but if I think that Alaska District folks are happy to now be a part of an organization that also refers to the rest of the nation by a euphemism that loosely translated means “the rest of the nation.” Only we should make them a deal: We come visit you in the summer. You come visit us in the winter. That’s another lesson I brought back from Alaska.

How do you spend your lunchtime?

Busy office makes time for romance

For the POD Office of Counsel, lunch Monday, July 7, was a tad more formal than usual as they functioned as surrogate family for the Moanalua Gardens wedding ceremony of Robert Henson, an attorney on TDY from Seattle District, and Maricel Tangapa, a high-school teacher from Mindinao, Philippines.

With a courtship that started on a vacation trip to the Philippines three years ago and was sustained through e-mail and subsequent return trips, Henson said that timing was everything, particularly because his two-month temporary assignment was nearly over.

“It started out as just an idea, then the whole office pitched in to make it a reality just a short time later,” he said.

Mike Feighny gave away the bride and Bob Sundberg was best man.



Photo by Jim Dung

Presenting Mr. and Mrs. Robert Henson. (front center) Maricel and Robert and folks from POD Office of Counsel, otherwise known as “the wedding party,” (left to right) Karl Morishige, Donna Kanetake, Shirley Koga, Pat Billington, Mike Feighny, Bob Sundberg, Dawn Awaya.

Poetry: *A poet can survive everything but a misprint.*—Oscar Wilde, Irish poet and playwright

Air Force telescope dedicated

The \$20 million Advanced Electro-Optical System telescope facility constructed at the U.S. Air Force Space Surveillance Complex atop Haleakala on the island of Maui was dedicated in ceremonies July 5.

POD managed construction of the facilities, including a uniquely retracting 90-foot dome designed to eliminate vibration and stabilize temperatures.

"Today marks a milestone to go forward to the 21st century," said Gen. Ronald Fogleman, Air Force chief of staff.

The 3.67-meter telescope is capable of viewing a four-inch object 180 miles out in space, according to Air Force sources.

Construction presented some unusual operational challenges to Corps personnel, including working above 10,000 feet elevations in frigid temperatures.

In the Field



Photograph by Don Schlack

Mysterious tree presents itself on Gugeegue Island, Republic of Marshall Islands. Extensive informal research into the provenance of this unusual tree reveals that it is:

- A. The only known example of the legendary rock tree.
- B. The famous "storm tree." Small-craft warnings are issued when all rocks hit the ground.
- C. A potted plant, recuperating from a year in a stone quarry.
- D. A last-ditch attempt at deforestation.

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

PRODUCTIVITY CORNER

Ahead of their times

In 1649, the Rev. Felix Porter, an Anglican clergyman who was also a scientific dabbler, drained a flagon of blood from one of his parishioners and then pumped it into another parish volunteer.

At his trial for murder, Rev. Porter protested that had his experiment worked, it would have been a jolly good idea. As a result, in 1650, a law was passed in England strictly forbidding "sanguine transfusion."

Sixteen years later, a Frenchman got the same idea. He used his cousin and a sheep. Both went into convulsions from what we now know is an immunological reaction. A law prohibiting blood transfu-

sions was also passed in France.

For the next two centuries, there are no recorded attempts to meddle with transfusion. Then, in 1900, an Austrian scientist, Karl Landsteiner, discovered the existence of blood types. This was the breakthrough needed for the safe transfusion of human blood.

The rest is history.

—Henry Ehrlich, in *Writing Effective Speeches*

Speed above all

If speed were all that mattered, how fast could you build a house? Some years ago, the Building Industry Association of San Diego County sponsored a competition among builders to answer that question. The proposed home had three bedrooms, two bathrooms, and was made from standard materials.

The winning time: two hours and 45 minutes. The winning team used 700 people divided into subgroups of car-

penters, plumbers, electricians, and other tradespeople. They spent weeks practicing, looking for ways to accelerate the process. During the competition, the winners completed the rough plumbing in eight minutes and set the main roof in just over nine minutes.

—*Fast Company*, Aug./Sept. 1996

Leading from the front

In World War II, Gen. Dwight D. Eisenhower was picked to head the Supreme Allied Command because he wasn't a charismatic or dramatic man. Rather, Eisenhower was tough. In a meeting with his top generals shortly before D-Day, he reminded them of the importance of leading by example: "An army is like a piece of string," he said. "If you try to push it from behind, it just tangles. Soldiers have to be led from the front."

—*Jim Rohn*, in *Cultivating an Unshakable Character*

Faces: *It is the common wonder of all men, how among so many millions of faces there should be none alike.*
—Sir Thomas Browne, English physician and author

PRODUCTIVE PEOPLE



Steven Talley

Hometown: Whitefish, Montana
Years with Corps: 16
Works in: Kwajalein Project Office

Civil engineering technician Steve Talley is one more person who doesn't find living on the Pacific Ocean atoll of Kwajalein, located some 2,450 miles west-southwest of Honolulu, to be particularly restrictive.

"There's a lot to do here," said Talley. "In fact, there's even too much. To say I'm a tennis fanatic is an understatement."

Talley is president of the tennis club. They started a junior tennis program for Marshallese kids between the ages of eight and 18 that is now chartered by the International Tennis Federation.

"It's been very rewarding," he said.

Family-oriented, Talley said that while he enjoys life on Kwajalein, he is occasionally pulled by thoughts of being so far away from his daughter Stephanie, 18, at Montana State on a tennis scholarship, and memories of his mountain log-cabin on a good fishing stream in Montana.

Sports-minded too, Judy, Talley's wife of 25 years, plays tennis and his son Joshua, 15, is an avid "wake-boarder," a watersport similar to water skiing.

Looking back on his years with the Corps and as a tennis instructor, Talley said that he is surprised and happy to see where he is today.

"If I can quote John Lennon," he said, "life is what happens to you while you're busy making other plans."

Steve is making POD more productive.



Clarence Lincoln Gayagas

Hometown: Honolulu, Hawaii
Years with Corps: 3-1/2
Works in: Planning

Hydraulic engineer "Lincoln" Gayagas tells his story slowly, reluctantly. He would much rather be talking about something else: work, his family, sports; anything but himself.

It emerges that he received his training as a civil engineer at West Point; he was active for a time on the swimming team in the free-style event. Following graduation, he spent seven years as an artillery officer and an intelligence officer in the Army before returning to Honolulu as a civilian to pursue engineering.

Married, with three children: Leah, 14; Zachary, 10; and Samuel, 4; Gayagas met his wife, Lori, at Ft. Benning, Ga., while at Army jump school. Family activities take care of most of Gayagas' free time.

"I'm very involved with my kids' sports teams and even coach baseball and soccer," he said. "I really get a lot of pleasure out of doing that."

Lately, Leah, who plays cello in the Moanalua High orchestra has been working hard on music—they're headed for Carnegie Hall in the spring!

"But," he said, "family outings are a lot of fun. My daughter and I enjoy surfing together."

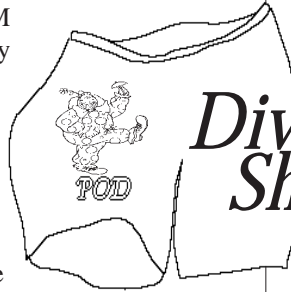
Not one to sit in front of the television, although he does like to watch football, Gayagas does find time to pursue a more personal interest in team sports: he plays softball regularly with POD's "Corps Blue."

Lincoln is making POD more productive.

Knowledge: *A man doesn't know what he knows until he knows what he doesn't know.*

—Thomas Carlyle, Scottish historian

Aloha means Hello to Maj. James Ball, incoming deputy commander, HED, coming to POD from the 29th Engineer Battalion where he was executive officer. This is Jim's second assignment to POD. He was in PPM from February 1994 until July 1995. **Congratulations** are also in order to Jim and his wife, Linda, on the birth of their son, Jacob Ryan, at 12:07 a.m. on the seventh day of the seventh month in this 97th year of the century. Ryan did break the cycle, however, by weighing eight pounds, one ounce and measuring 20 inches in length. He joins sister Shelby, who's a little over 2-1/4 years old.



Congratulations to attorney Robin Au, OC, and her husband Marc Oley on the birth of their daughter, Jenna Abigail U'ilani Oley, at 4:04 a.m., April 18. Weighing in at four pounds, 12 ounces, Jenna was 18-1/4 inches long.

Congratulations to Delia Abear, HONEA FCU, and her husband Wayne on the birth of their son, Wayne Lewis Abear, Jr., at 2:00 a.m., June 19. Junior weighed in at seven pounds, seven ounces and was 19-1/2 inches long. He joins sister Tiffany, age two.



Photo by Jim Dung

Aloha means Goodbye to Maj. Joseph W. Corrigan, deputy commander, HED, on leaving July 23 to become facility engineer for the Defense Communications and Electronics Testing and Evaluation Agency at Ft. Belvoir, Va. Aveteran of 16 years, this HED tour was Joe's third assignment with the Army Corps of Engineers.

"I've really enjoyed being a part of the Corps, and am going to miss a lot of the folks here," he said.

Aloha means Goodbye to Raymond Narahara, cartographic technician with Real Estate directorate, retired July 3 following 38 years of federal service, all with POD. Ray said his retirement plans include a trip to Japan and gearing up to become a grandfather this fall. However, with July not yet over, rumor has it that Ray may be back on a part-time basis until his full-time replacement is found. Talk about indispensable!

Aloha means Goodbye to Elaine Kishaba, Contractor Industrial Relations Specialist at OC, upon her retirement May 2 following 35 years of

government service. Some folks still remember Elaine joining POD while the offices were located at Fort Armstrong. Retirement coincides with the baby-sitting needs of her two daughters. She said that this summer she's enjoying herself taking care of her four grandchildren and expects to continue this important role long into the future, particularly because the youngest, Zoe Leaman, is not yet a year old.

Aloha means Goodbye to Bruce Swafford, civil engineering technician with Civil and Geotechnical Branch, upon his retirement following 41 years, 7 months of federal service. Bruce was known for his expertise in concrete and paving materials.

Condolences to the family of Lesly Yomogita, supply clerk with Logistics Branch, who died June 11 while on annual leave in Florida. Lesly initially worked for the technical services branch of the former U. S. Army Support Command, Hawaii and joined POD in 1984, working in administrative services, customer assistance, information management and logistics. She was active in ITC (International Training and Communications) and the bible study group.

Romance rules the day. True to her word, Sgt. 1st Class Lucena Hocking, formerly Ellis, assigned to EMD for active duty training last summer from Johnston Island, returned to Hawaii Oct. 21 long enough to get married to John Hocking, an instrumentation engineer living in Washington state. Following an Oahu honeymoon that included the Turtle Bay Hilton and the Hale Koa Hotel, the couple returned to their respective jobs, over 3,000 miles apart, seeing each other only between duty assignments. Back this summer at EMD for two weeks in June and two more weeks in August for Ulchi-Focus Lens, Sgt. 1st Class Hocking said that they anticipate remaining apart until the year 2000, when retirement plans will allow them to finally get together.