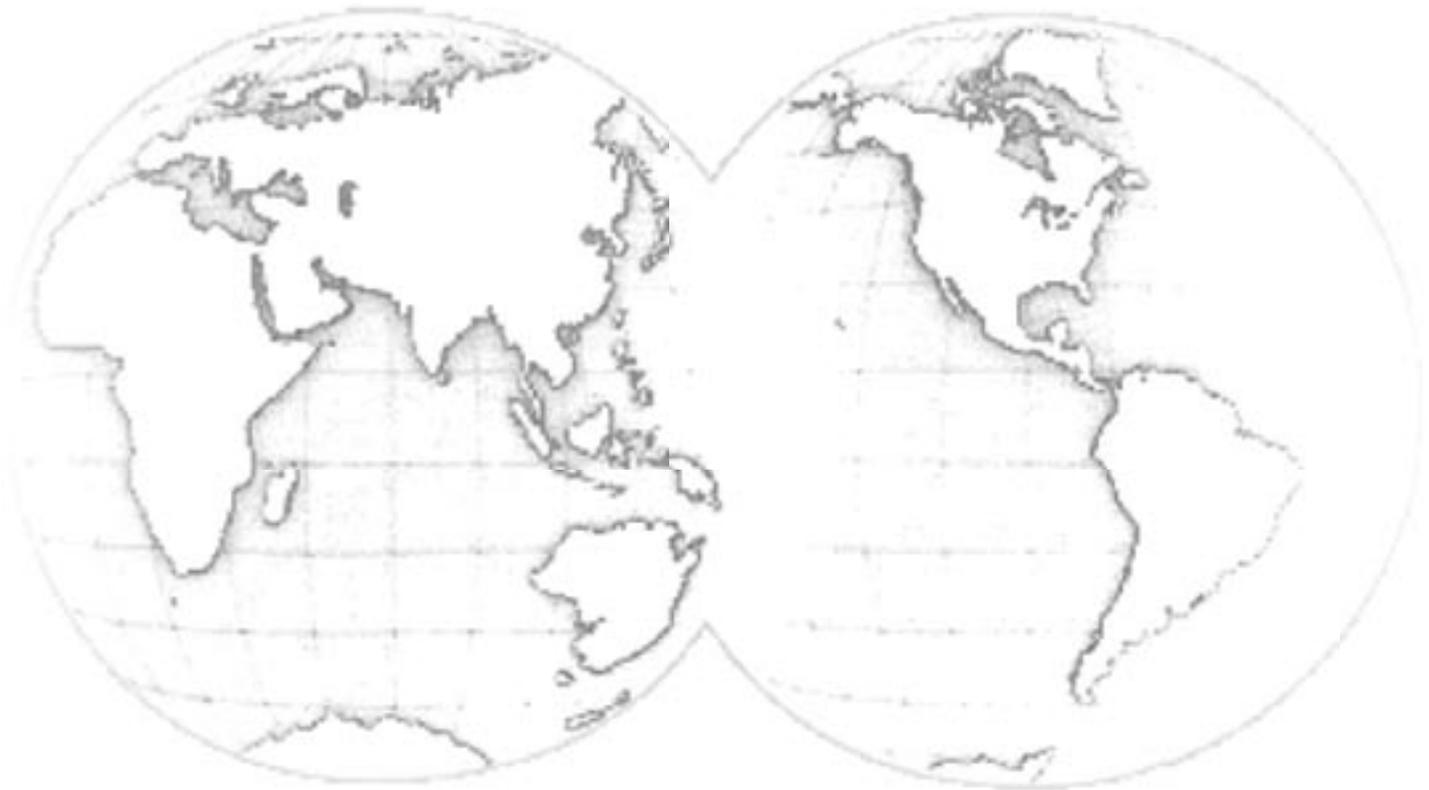


PACIFIC ENGINEER

U.S. ARMY CORPS OF ENGINEERS - PACIFIC OCEAN DIVISION



April 2005



On the Cover: Former residents of this neighborhood in Indonesia pick through the rubble that was once their homes. As shown, although the tsunami was devastating, the earthquake that preceded it took its toll as well.

Photo provided by David Wong, Honolulu District, Corps of Engineers.



PACIFIC ENGINEER

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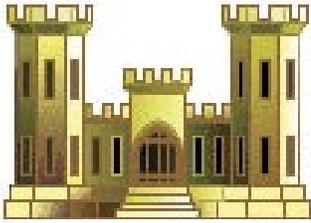
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Around The Pacific



Alaska



Honolulu



Japan



Korea



Around The Corps



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The internal communications Survey Says

by **Dennis Bohannon**

Pacific Ocean Division Public Affairs Office

In February and March 2005, the Pacific Ocean Division undertook an Internal Communications Case Study. As part of this study, a survey was conducted. A portion of that survey focused on internal news publications.

According to the survey responses, asked if internal news publications are needed, 87 percent of the respondents say “yes” they are needed.

Of those participating in the survey, 51 percent indicate they would like to see such publications on a monthly basis, 37 percent indicate their preference is quarterly. Only 3 percent of the respondents indicate they would like to see such publications every two weeks. Conversely, 9 percent indicate they would like to see such publications once or twice a year.

Of the 549 individuals responding to this segment of the survey, 85 percent read “some,” “most,” or “all,” of their local publications. Of those who indicate they only “skim,” or “don’t read it,” 12 individuals offered comments. Five wrote that it is because the content is not of interest. Four said they have no time. Three indicated the content was not relevant to them.

The overall opinions toward these publications are “good” and “excellent” according to 81 percent of the respondents. Seven percent of the respondents find the content “always interesting,” 39 percent find the content “mostly interesting,” and 49 percent find the content “ok.”

Asked if they would like to see a news publication that combines news, information and features from all Districts, the Division, and USACE, 29 percent of the respondents indicate “absolutely,” 34 percent give it a “maybe,” 18 percent have “no opinion,” 15 percent “don’t think so,” and 4 percent respond “no.” Asked if the District news magazines should continue if a regional publication is developed, 67 percent respond “yes,” 33 percent respond “no.”

On the topic of information, respondents indicate, across all surveys that they would like to see more information about: lessons learned and best practices; policies plans, and changes; and news from the USACE level.

When asked how local publications could be improved, the top five volunteered responses include: “better content” to include a more professional appearance, more timely and shorter newsworthy articles, less personal type information, employee benefits, policies and reasoning articles, human interest stories, local news, better color photography; “wider contributions” from employees, regional news, and more technical contributions; “more frequency” in publication; “electronic” availability by placing and archiving publications online; and more “accuracy” in content with less fluff, propaganda, or whitewashing.

The full results of the survey, to include this section, are available for viewing via the Pacific Ocean Division Intranet at: https://podinfo/viewing_Says.html

For more information contact the Division Public Affairs Office at DSN 438-8319 or Commercial at (808) 438-8319.

Welcome to the first edition of the *Pacific Engineer*, our new regional news publication.

I see this publication as an opportunity for all of us, both in the headquarters and throughout the Districts, to share our experiences, successes, lessons learned, and future plans.

I believe that in the editions to follow you will find the *Pacific Engineer* is both a window to regional efforts being made across the Pacific Ocean Division, as well as a source of news and information about your own District. As you will see in this first issue, our intent is to keep you better informed about our environment by communicating what is going on, the decisions that are being made, and why they are important to our mission.

Additionally, recent surveys have indicated that many of you would like to see this publication carry a wide variety of stories, to include materials that focus more on the professional aspects of Engineering in the Pacific. To do this, we will need you to author articles to be included in the magazine. Our Public Affairs Offices stand ready to offer professional help to those who desire to make submissions. Contact them with your ideas. Tell them what you would like to do.

We look forward to your input and comments to continuously improve this product!

Essays!



Robert L. Davis
Brigadier General, U.S. Army
Commanding



Brig. Gen. “Larry” Davis

Promotion



Photo by Dennis K. Bohannon

Capt. Summer Wagner was promoted to her current rank, and “pinned” by Brig. Gen. Robert “Larry” Davis, Commanding General, Pacific Ocean Division, during a small ceremony held April 1 in the Division Headquarters on Fort Shafter. As the General’s Aide, Wagner has become a familiar and highly recognized face throughout the Division. She has spent most of the past year traveling the Pacific while visiting the Districts.

Tsunami

by **Dennis K. Bohannon**

Pacific Ocean Division, Public Affairs Office

The U.S. Army Corps of Engineers, Pacific Ocean Division responded to relief and reconstruction efforts in Thailand, Sri Lanka, and Indonesia as part of the Department of Defense's Operation Unified Assistance and under a Participating Agency Service Agreement with the U.S. Agency for International Aid.

In January, in cooperation with the U.S. Pacific Command and Operation Unified Assistance, the U.S. Army Corps of Engineers contributed three Forward Engineer Support Teams (A). The teams were from the Japan, Far East and Little Rock Districts. In early February, the U.S. Army Corps of Engineers and the U.S. Agency for International Development signed a Participating Agency Service Agreement allowing the Corps of Engineers to provide an additional two teams and technical assistance as part of the U.S. tsunami recovery and reconstruction effort.

On Dec. 26, an earthquake measuring 9.0 on the Richter Scale struck the seabed off the coast of Northern Sumatra, Indonesia. It triggered a tsunami that killed more than 170,000 people and devastated the coastlines of 11 nations around the Indian Ocean.

On Jan. 6 the Corps deployed three six-member FEST-A teams to Thailand. Other Corps engineers worked virtually from various locations around the U.S. analyzing satellite imagery, and assessing road, bridge, structural, and harbor damages.

The FEST-A teams were equipped with satellite communications gear that allowed "reach-back" to stateside facilities.

Corps' Support: "Push rather than pull"

Initially, the Corps' efforts were coordinated through the Pacific Ocean Division Emergency Operations Center in Honolulu. Steven Philben, Director of POD's Emergency Management Office, said that their involvement began shortly after the tsunami.

"We had people monitoring the situation, and began coordinating with the people we support within 24 hours." Once the magnitude of the disaster became apparent, the Chief of Engineers, Lt. Gen. Carl Strock, sent a message, advising POD to "Be proactive, push rather than pull."

Philben explained, "This is not a normal operation. We had to pick up the phone, call people, and say 'We're available if you want us involved.' The folks that we can support don't always know when to ask for us. So, we have to 'push' our capabilities



A single house is all that remains in a once beautiful community of Banda Aceh, Indonesia.

Photo by Petty Officer First Class John Yoder

forward."

The three FEST-A teams began to assemble in Japan, Alaska, and Little Rock Districts within hours after the disaster. Each FEST had a military team leader, a civil engineer, a structural engineer, and a geo-technical engineer. In addition, two Soldiers from the 249th Engineer Battalion (Prime Power) augmented each team.

The first three FEST-A teams deployed to U'tapao Air Base in Thailand. They worked with the Combined Support Groups, providing relief and damage assessment activities in Thailand and Indonesia until their return.

Japan's FEST (A) Support

Japan's team leader, Maj. Tong I. Smith, and Civil Engineers Harry V. Pham and Pat W. Naher, were joined by Geo-technical Engineer Edward E. Flint from the Division's Far East District in Korea.

After several days in Thailand, the Japan FEST-A team received clearance and further deployed to Indonesia.

In Indonesia the team conducted route assessments of the Saleh, Medan, Banda, and Maimum Ache roadways that connect to Meulaboh. As part of the same mission, they conducted damage assessments in and around the Meulaboh airfield and seaport. According to team members, this type of analysis is critical to relief efforts.

The Meulaboh area in Indonesia is used by the United Nations as a major rehabilitation logistics hub. To have a functional hub, they need to know the status of the airfield, port, and connecting road network for transportation of material. Most important, they need details of how to get the roads, airfield, and seaports open to make them mission capable.

» See "Alaska Support" on page 8

» See "USAID Support" on page 8

Tsunami Overview **Indonesia**



After the devastating tsunami struck the Indian Ocean Dec. 26, the U.S. Army Corps of Engineers and the U.S. Agency for International Development signed a Participating Agency Service Agreement allowing the Corps of Engineers to provide technical assistance to USAID as part of the U.S. tsunami recovery and reconstruction efforts.

This assistance to USAID includes damage and need assessments, preparing a scope of work, determining cost estimates and initial environmental reviews and project implementation services for identified construction projects. The types of projects included roads, bridges, ports and small boat harbors, water distribution systems and other public facilities.

Honolulu Support

In Indonesia the initial emphasis was on the coastal road and bridges from Banda Aceh southwestward along the Indonesia Coast.

The Honolulu Support Team's primary task was to provide a scope of work and cost estimate for USAID's 'signature infrastructure' project, replacement of a road from Banda Aceh headed south on the western side of Sumatra. The project included 240 kilometers of urban, mountain, marshland, and flat terrain roads, replacing some 110 water crossings and culverts with four or five major bridge structures, and environmental documentation for the road project.

Rod Markuten, Project Manager and Construction Engineer on the Indonesian Team, termed the efforts "a glowing success" in that the efforts were well coordinated and the cooperation and support of USAID representatives was excellent. "We were able to gather all the information we needed while we were there. We had a lot of luck as to being able to meet with the people we needed to see. Everything just sort of fell into place."

Other members of the team included team leader Eric Kozuma, Geo-tech Engineer, Ray Kong, Structural Engineer David Wong and Cost Engineer Ron Pang. They arrived in Jakarta, Indonesia Feb. 23 for a one month temporary duty

assignment. While there, the team was provided daily reach-back support from both the Honolulu District and the Pacific Ocean Division. All contributed to the total success of the mission.

Markuten said the team spent considerable time collecting information both on the ground looking over the roadway and in the air documenting the impassable areas from helicopter.

Markuten cited "limited time" and "getting the reconstruction contracts in place and the work started" as being the biggest challenge to the engineers that will follow. He said "Manpower could be a challenge if we get into competition with all the other work needed there. In all officials are estimating at least \$4.5 billion worth of work is required in the region. Only a fraction of that is represented by the Corps' road and bridge estimate." He noted that dozens of donor countries would be vying for materials and manpower.

Markuten, like many other team members was taken aback by the tsunami's destruction. He said that although the people are recovering, "Through the pictures you can't get a true feeling for what happened there." He said that during the inspections he noted that, "In some areas complete lanes (of road) fell away. In other areas bridges just seemed to lead to nowhere. It was hard to see where the bridge once connected to."



Before (left) and after (right) shots of an affected area show the devastation of the December 26 Tsunami.

Photos provided by David Wong

Sri Lanka Tsunami Overview

Far East Support

The Far East District Support Team deployed to Sri Lanka in late February in support of USAID.

John Emmerson, the Program Manager Forward, said the on site team was initially comprised of the Team Leader and Sanitary Engineer Hank Miyamoto, Cost and Civil Engineer Potong Bhramayana, and Geotechnical Civil Engineer Ed Flint. Eric Sugiyama, a Structural Engineer joined them March 5.

Emmerson said the immediate challenge was getting to the sites. The team's initial intent was to break into two groups. One group would go east to assess a bridge and water and wastewater needs at Arugam Bay. The second group would travel south and assess the vocational training campuses and fishery harbor projects. The fishery harbors were at Hikkaduwa, Mirssa and Dondra. Emmerson noted that parts of the country have been in political turmoil for decades. He said, "There were many military check points for the team that traveled to the east," and on the days they intended to travel north along the coast from Arugam Bay, demonstrations kept the team in the east from traveling.

"I'm proud of how the team worked together," said Miyamoto. "We experienced a great deal of professional satisfaction."

Emmerson said despite some travel difficulties, the deployment was extremely successful. The team worked with a variety of government organizations that included the Road Development Authority, the National Water and Drainage Board, the Ceylon Fishery Harbour Corporation and the Vocational Training Authority. They were able to collect data, verify conditions, establish assumptions and coordinate proposed scope and costs for USAID's signature projects. The projects, which will employ Sri Lanka Building Code and Design Standards, totaled \$35.5 million.

The team's assessments included a two-lane 600 meter bridge and a new by pass road at Arugam Bay, 20 kilometers of road repairs in Mutur, water treatment and distribution, and wastewater treatment after collection of the wastewater from Pottuvi. The systems include two 250,000-gallon water tanks, 4000 cubic meter per-day wastewater treatment plants and collection systems.

Eight schools, all part of the country's Vocational Training Facilities were assessed, to include repairing, rebuilding, or relocating a total of 23 facilities, labs, lecture halls, workshops, equipment, and technical assistance. Emmerson said, "We want to provide facilities that include green construction environmental standards and all vocational training equipment that the U.S. is proud to have built, ones that can be used as models for future schools that may be built."

Other significant projects include three small fishery boat harbors, costal zone management, and bringing new facilities



More than 1,200 people are thought to have died on this train when the tsunami struck Sri Lanka.

Photo provided by John Emmerson

and technologies to the harbor area. The harbors consisted of the 350-boat harbor at Hikkaduwa, a 300 small-boat harbor at Mirissa, and the Dondra Fishery small boat harbor. Repairs and new construction assessments at each of the three harbors include breakwater repairs, dredging and new breakwater construction at a channel entrance, repair and new construction of wharfs, construction of floating docks, new 80 ton capacity slip way, dry-docks at each harbor, new or repair of boat motor repair facilities, fish processing and storage facilities with 50 ton capacity ice plant and flash freeze capability, new water and waste water treatment facilities at each harbor, new fuel stations at each harbor with two 8,000 gallon tanks, repair or new net mending buildings, new administration or community use buildings, new fish auction facilities, new Harbor Master Quarter buildings, new canteens and sales outlets, security improvements, and a variety of lighting, gating, pavement and facilities repairs.

An environmental assessment will be conducted in compliance with USAID regulations for all the projects.

Emmerson said professionally there are challenges that lay ahead. "The most challenging will be meeting the customer's expectations and time schedules." He said this is particularly challenging in view of the existing circumstances. "In Sri Lanka where there is a shortage of skilled labor and sand for aggregate. Both are essential to any project. There are a lot of other international organizations that will soon be competing for those resources. The challenge is in getting ahead of other donor countries to ensure we are first in line to get people and materials." Nonetheless, Emmerson notes, "We hope to be back in Sri Lanka in September for a ground breaking ceremony for all the projects."

Emmerson said that personally the most difficult part was witnessing the pain and devastation along the countryside, "More than 40-thousand people in Sri Lanka lost their lives as a result of the tsunami, some 1,200 people on one train alone. We passed that train. A lot of the areas we visited were fishing communities. We saw a lot of fishermen who went out one day, only to return to find their entire families had been wiped out. It is pretty sobering."



Alaska responds to tsunami

by **Dave Spence and Debbie Fletcher**

Alaska District

Alaska District's Forward Engineer Support Team - Advance was the first to hit the ground in Thailand as part of Pacific Ocean Division's Humanitarian Assistance and Disaster Relief support and emergency response to countries affected by the recent Indian Ocean tsunami disaster.

The Pacific Command requested that the Corps be prepared to augment the Joint Task Force teams on Dec. 31. Within 24 hours after receiving clearance, the Alaska team boarded an airplane for Bangkok, Thailand. Alaska District's team members were Capt. Teresa Schlosser, from the Fairbanks Northern Area Office, who served as the Team Leader; Bruno Sinigaglio, Civil Engineer also from NAO; Robert Haviland, Structural Engineer, Environmental Engineering Branch, Anchorage, and Robert Sanders, Geo Tech Support, Plans Formulation Section, Anchorage.

The team arrived in Bangkok on 5 Jan. 2005, and then traveled on to U'tapao, Thailand where they met up with the two soldiers from the 249th Prime Power, Fort Lewis, Sgt. 1st Class Christopher Woolley and Staff Sgt. Gabriel Faulkner.



The Alaska Forward Engineer Support (Advance) Team evaluates the safety and usability of a building in Thailand. During their deployment the team supported the relief and reconstruction efforts by evaluating several hundred buildings, along with bridges, air fields, and harbors. Photo provided by the FEST team

Alaska District has three new senior leaders



Alaska District's new Chief of Engineering Division is Patricia S. (Trish) Opheen. She rejoins the District from the Missile Defense Agency where she was director of technical engineering for almost three years.

Previously she served in the Alaska District as team leader for the Clear Radar Upgrade and Department of Defense Schools, Department of Education Program. From 1992-1996 she was the Air Force Programs project manager.



Phil Hunt has been selected as the Deputy District Engineer for Programs and Project Management Division.

He came from Washington, D.C., where he was the Military Programs lead for the U.S. Army Corps of Engineers Headquarters-Pacific Ocean Division Regional Integration Team. He has worked with the District on many complex issues. Hunt served as the Deputy for Programs and Projects for the Baltimore District.



The District's new Chief of the Construction-Operations Division is Pete Perez. He was promoted from his position as the District's Southern Alaska Area Engineer.

He came to Alaska in 2002 from the Far East District in Seoul, Korea, where he worked as a Resident Engineer and Administrative Contracting Officer in the Central Resident Office. He received the Hispanic Engineer National Achievement Award in 2002 in the Professional Achievement Category.

Re-locatable buildings destined for ABCTs and Fort Richardson

by **Pat Richardson**
Alaska District Public Affairs Office

Temporary prefabricated buildings will be arriving this summer to support the stationing of an Army airborne brigade at Fort Richardson. The facilities include barracks, company and battalion headquarters, and heated storage. The units will be manufactured, delivered and set up under a \$48.3 million contract.

The U.S. Army Corps of Engineers, Alaska District, awarded the contract to Alutiiq Manufacturing Contractors, Inc., an Alaska Native corporation-owned company of Anchorage in late March.

“These temporary facilities will go a long way to improve the quality of life for Soldiers during stand up of the Airborne Brigade Combat Team,” said Al Lucht, Chief, Directorate of Public Works, U.S. Army Garrison Alaska.

Facilities include 456 billet spaces in 76 temporary barracks buildings. Each barracks building will be divided into two units. Each unit will have three bedrooms, a bath and a kitchen. One laundry building will be supplied for each set of two barracks buildings.

Two battalion operations facilities will be housed in six temporary buildings and eight company operation facilities, including an operational readiness facility for each company, will occupy 16 buildings. In addition, there will be medical facilities in four temporary and one existing building with enclosed walkways. Warm storage buildings will be provided for equipment storing and staging, for a grand total of 129 buildings.

All the temporary facilities will be located in the main cantonment area except the storage buildings, which will be in the industrial-warehouse area.

The re-locatable buildings will be manufactured in Texas, driven to Tacoma, Washington, barged to Anchorage, then driven



Re-locatable buildings are being delivered and installed to provide temporary barracks and battalion and company headquarters buildings. The headquarters buildings will be assembled from three of these units. Each barracks will be one unit long and two units wide, similar to a double wide mobile home.

to a staging area in the northwest loop area on Fort Richardson.

The project is required to support the Army stand up and stationing of a new airborne brigade at Fort Richardson to support strategic commitments, including ongoing operations in support of the Global War on Terrorism. The new brigade will encompass about 3,500 Soldiers, including nearly 700 from the airborne task force currently at Fort Richardson.

The contract includes delivery, installation, setup, individual utilities connections, and foundations for all facilities. The facilities have a minimum life expectancy of seven years. The contract includes fire alarm systems, stairs, and ramps.

Site work includes fencing, asphalt pathways, clearing and grubbing, erosion control measures, outdoor lighting, and landscaping.

The facilities will be ready to house incoming troops and equipment no later than this fall.



An artist's conception shows the features of the temporary warm storage buildings. The buildings will provide shelter to vehicles and equipment. The aluminum-framed structures are covered with canvas.

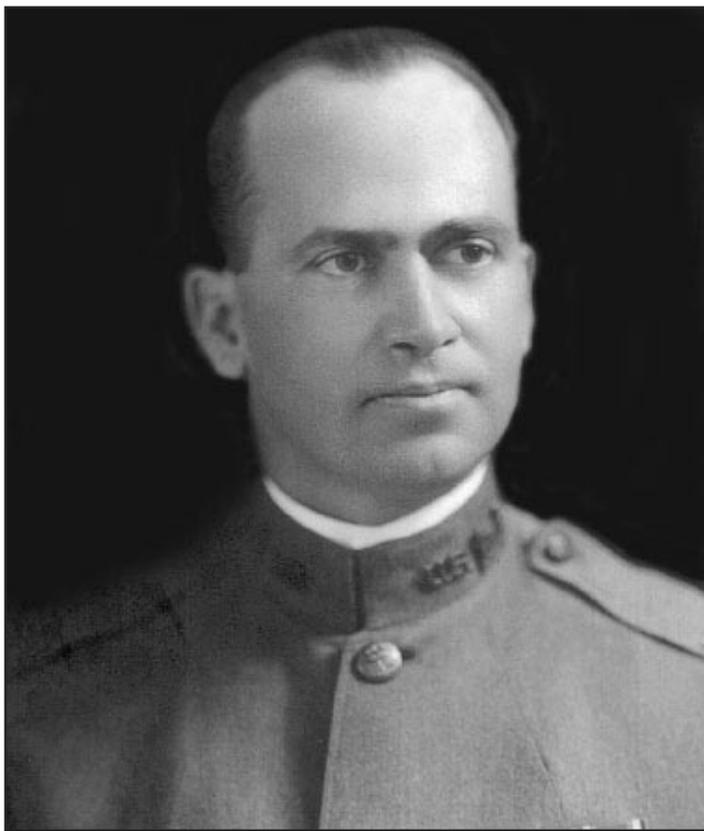
Honolulu District

by Sarah Cox

Honolulu District Public Affairs Office

On April 15, 2005, the U.S. Army Corps of Engineers, Honolulu District celebrates 100 years of service to Hawaii, the Pacific region, the military and the nation.

The U.S. Army Corps of Engineers missions in the Pacific region have expanded exponentially since the unit's conception in 1905 when Lt. John Slattery arrived on the island of Oahu to design and construct lighthouses for navigation. Oahu's landscape continually evolved as Slattery's duties serving the 12th Lighthouse District grew to include acquiring land for military fortifications, improving the harbors and later expanding the Corps' services to other Pacific islands.



Lt. John Slattery

The Honolulu District has been executing projects for the Nation and its Armed Forces for a century. From civil works projects – navigation, flood control and shore protection – to building and maintaining the infrastructure for our Soldiers and Airmen, the Honolulu District is proud of our service,” says Lt. Col. David E. Anderson, Commander, Honolulu District. “We have had a significant impact on the ability of our servicemen and women to fight the Global War on Terror, we have bolstered the region’s economy, and in everything we do, we protect the environment,” he said.

In its initial 100 years, the District has supported the military in peace and in war, helped protect the island from enemies and forces of nature, protected the environment and wetlands and added to Hawaii’s economic growth.

At the beginning of the 20th Century, the District constructed six deep-draft harbors on the five major Hawaiian Islands and three crucial lighthouses for navigation. Under Slattery’s command, the District began transforming the swampy coral reef used as a quarantine station in Honolulu Harbor into what is now known as Sand Island. Slattery’s contributions are honored today with the Lt. John R. Slattery Bridge, which connects Sand Island with the city of Honolulu. He later purchased the 74-acre Fort DeRussy area in Waikiki for just \$2,700 an acre for use as a military fortification. At the time, the land was little more than a swampy parcel. Today the area provides a valuable green oasis in the heart of Waikiki.

Throughout the 20th century, The Honolulu District supported Oahu’s defense by building a multitude of coastal fortifications including Pearl Harbor, Forts Ruger, Armstrong, Weaver, Barrette and Kamehameha as well as Batteries Randolph, Williston, Hatch and Harlow.

Changes in technology and the approaching World War I changed the District’s missions. Batteries and forts were supplemented with artillery fire control and submarine mine defense systems. As cars began replacing horse-drawn wagons, the District built new roads and tunnels to transport equipment and troops. The District enlarged Honolulu

harbor to 1,000 feet long and 800 feet wide, a critical project since the newly-created Panama Canal had made Honolulu a major port-of-call for ships needing coal and supplies.

The Honolulu District’s role in the Pacific increased dramatically during World War II. At the height of the war, the District employed more than 26,000 people. Not only was the District creating the new airfield ferry routes and repairing the damaged airfields at Hickam, Wheeler and Pearl Harbor, but the District was also tasked with additional responsibilities outside its normal realm.

The District was suddenly responsible for determining shipping priorities in the harbor; converting sugar cane and pineapple plantations to vegetable farms; organizing the rationing program for oil and other consumer goods; camouflaging equipment and landmarks; building trenches and air raid shelters; erecting radar stations and excavating extensive underground rooms and tunnels for ammunition storage.

Before war was declared, the District had been creating a new Airfield Ferry Route System. The original route from the Philippines, Marianas, Wake Island, Midway, Hawaii to California was considered vulnerable to Japanese attack. New air ferry routes to the east and south were necessary to the war effort and the military build-up in Australia.

Building seven runways and support facilities on small, remote islands presented a number of challenges including material, manpower and water shortages, communication, transportation and geographical topography problems. The southern route, from California, Hawaii, Christmas, Canton, Fiji, New Caledonia to Australia and the eastern route, from Christmas, Penrhyn, Aitutaki, Tongatabu, Norfolk to Sydney, were finished by the one-year anniversary of the attack on Pearl Harbor—an impressive accomplishment even in wartime.

When the war ended, the District had constructed 69 miles of runways and taxiways and 2,700,000 square yards of aircraft parking area.

Although the District’s workload diminished after the war, the post war years were not quiet as the District continued to supply engineering troops overseas and to dispose of real estate on the islands.

Celebrates 100 Years of Service—

The Corps was also busy with major endeavors like construction of Tripler Army Medical Center, the National Memorial Cemetery of the Pacific at Punchbowl and flood control and shore protection projects.

Tripler Army Medical Center, commonly known as the “Pink Lady,” was completed in 1948 at a cost of \$40 million. The 14-story, 1,500-bed hospital was an extensive project featuring 12 separate buildings – each constructed separately to make the Medical Center earthquake resistant. Today Tripler continues serving military members and their families from the Pacific Rim.

During the 1960’s and 1970’s, new federal policies further expanded the District’s duties. The National Environmental Policy Act of 1969 required the Corps to prepare environmental impact statements on all proposed federal actions affecting the environment. The Clean Water Act of 1977 brought changes to the Corps’ regulatory mission and required the Corps to issue permits for all dredged or fill material. The Corps was now responsible for all the nation’s water and wetlands and not just the navigable waters. This began the Corps’ mission as “Stewards of the Environment”.

The 1970’s were also a time of internal change for the District.

In 1973, the functions of the Pacific Ocean Division and the Honolulu District were merged to form an operating division. The Division moved from Fort Armstrong to its present location at Fort Shafter on Oahu.

Civil works and capital improvement programs expanded to Guam, American Samoa, Kwajalein and the Commonwealth of the Northern Mariana Islands. Main projects on Oahu included building military housing and improving facilities at Hickam AFB, Wheeler, Schofield, Aliamanu and Fort Shafter.

In 1973 the Honolulu District began construction of the Hale Koa recreational hotel at Fort DeRussy in Waikiki. The original high-rise hotel tower has 416 rooms, 15 floors and was built for \$15.7 million. The nearby Battery Randolph was transformed into the U.S. Army Museum. The second floor of the museum today houses the U.S. Army Corps of Engineers Pacific Regional Visitors Center.

The Corps’ responsibilities were further defined in 1980 with the addition of an Emergency Management Division. The Honolulu District responded swiftly in December 2002 when Pacific Ocean Division disaster recovery specialists arrived two days after Super Typhoon Pongsona devastated Guam with 184 mph winds and within two weeks more than 100 members from all eight Corps of Engineers divisions were on the ground conducting \$20 million in disaster cleanup. Just six months earlier in July 2002, Honolulu District disaster recovery specialists were providing support in the wake of Typhoon Chataan.

In the fall of 2004, the District sent emergency management teams and manpower to Florida, Louisiana, Alabama and South Carolina in response to the devastation by Hurricanes Ivan, Charley and Frances.

The District continues to serve a variety of missions and projects in 12 million square mile region from Hawaii to Micronesia, spanning five time zones, the equator and the international dateline.

Anderson concludes, “We are ‘America’s Engineers in the Pacific,’ and we look forward to continuing to serve our nation as we begin our second century of service.”



The Diamond Head lighthouse lights the way as a means of improving navigation to and from the Oahu’s harbors. The construction of similar lighthouses was the mission of the 12th Lighthouse District and Lt. John Slattery when he arrived in 1904.

Corps of Engineers File Photo



A visitor to the U.S. Army Corps of Engineers’ Pacific Regional Visitor Center examines the historical display of the Corps’ contributions to the United States Military.

Photo by Sarah H. Cox



“Partnering in the Pacific” panel discussions offered

by **Dino W. Buchanan**
Honolulu District Public Affairs Office

In keeping with its theme “Partnering in the Pacific,” and to further its goal of enhancing the public’s understanding of the U.S. Army Corps of Engineers’ role in water resource issues, a series of educational panel discussions are held monthly in the USACE Pacific Regional Visitor Center’s theater located on the second floor of Fort DeRussy in downtown Waikiki.

Topics include: Wetland Restoration, USACE Regulatory Program and Civil Works Project Development, the Environmental Protection Agency’s Involvement in Wetland Protection, Natural Resource Conservation Service Programs and National Wildlife Refuges Management in Hawaii.

Each panel discussion includes guest speakers from the Honolulu District as well as experts from such local, federal and private agencies as: Department of Land and Natural Resources, University of Hawaii Sea Grant Program, National Oceanic and Atmospheric Administration, EPA and the Audubon Society. Sessions usually involve an audio-visual presentation followed by an informal exchange of ideas and questions.

The session held March 8 discussed the science needed to protect wetlands and a more collaborative, partnering approach that integrates agency missions, other agencies and resources, and a holistic watershed management style.

The primary legal protection of wetlands in the United States is contained in Section 404 of the Clean Water Act, the Swampbuster provision in the Food Security Act and the no net loss policy.

The Corps of Engineers has reaffirmed its commitment to the environment by formalizing a set of Environmental Operating Principles applicable to all decision-making and programs. The principles are consistent with the National Environmental Policy



Act, the Army’s Environmental Strategy with its four pillars of prevention, compliance, restoration and conservation, and other environmental statutes and Water Resources Development Acts.

For more information on the Partnering in the Pacific Panel Discussion program contact Iwalani Sato, Pacific Regional Visitor Center, Civil Works Technical Branch, Honolulu District at 438-2815 or 438-4112 or e-mail, IwalaniSato@hawaii.rr.com.



Visitors to the U.S. Army Corps of Engineer’s Pacific Regional Visitor Center learn about the Corps’ environmental and regulatory program through a variety of different exhibits including plasma screen televisions.

Photo by Dino W. Buchanan

Kwajalein paint shop under construction

by Sarah H. Cox

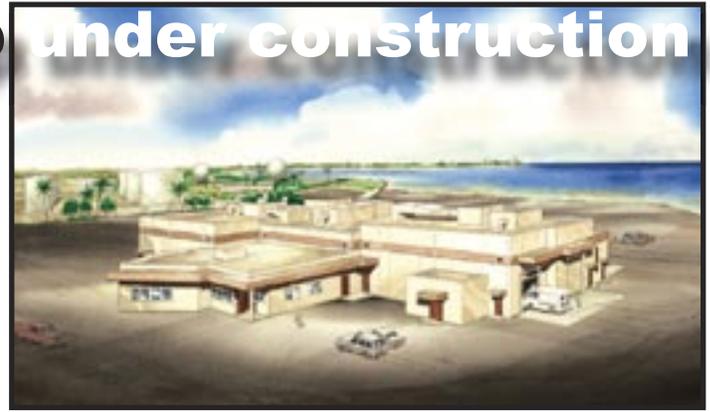
Honolulu District Public Affairs Office

Officials broke ground Jan. 19 on a new \$10 million vehicle paint shop on Kwajalein Island. The U.S. Army Kwajalein Atoll's 19,400 square foot shop is a complex project with booths for abrasive and hydro blasting, metallization, painting and undercoating and office space, support facilities, utilities, alarms, air conditioning and paving.

"We follow the partnering concept on all of our projects and often conduct a formal, facilitated partnering session on our larger or more complex construction projects," said Honolulu District's Construction Branch Chief, Louis Muzzarini.

Members of the Honolulu District, U.S. Army Kwajalein Atoll's Directorate of Public Works, San Juan Construction and Kwajalein Range Services participated in a two-day partnering session following the ground-breaking ceremony. The partnering sessions increase value for the money invested, greater safety, productivity, efficiency, morale and better product and service delivery.

"The goals of these sessions are to build relationships



among the project stakeholders, clarify roles and responsibilities, establish common goals, clarify methods of issue resolution, and improve communication," said Muzzarini.

Kwajalein Atoll is part of the Marshall Islands and is the world's largest coral atoll with 97 small islands surrounding the world's largest lagoon. It is home to the U.S. Army Kwajalein Atoll's Ronald Reagan Ballistic Missile Defense Test Site and includes the Kwajalein Resident Office and approximately 2,000 American military and Department of Defense civilian support personnel.

Tailored Emergency Management

Mass Management Tool delivered to island communities in the Pacific

by Sarah H. Cox

Honolulu District Public Affairs Office

When a hurricane threatens the mainland, cars fill the inland-bound highways and hotels within 500-miles of the storm's projected landfall is filled to capacity.

But on an island less than 50 miles across, the situation is much different and the traditional hurricane/typhoon evacuation studies and models available do not apply. Emergency Managers' daunting task of keeping island communities safe during a natural disaster requires a comprehensive tool specifically tailored to the unique characteristics of the communities.

Since 2001, Honolulu District, Federal Emergency Management Agency, and Post, Buckley, Schuh & Jernigan Inc. have worked to develop the Mass Management Tool.

Not only are the Pacific islands physically different, but culturally the people are different. During a disaster many living near the coast will travel inland to stay with relatives while the large population of tourists will go to public emergency shelters.

"We helped develop the (Mass Management Tool) because we needed a program where (Emergency Managers) could quickly access all the latest necessary emergency information. The biggest benefit of the Mass Management Tool is that it indicates where the shortfalls are so local Emergency Managers can recognize the problems and work around them and make the best decisions to protect the vulnerable populations," said Honolulu District's Project Manager Edwina Williams.

"Say the Mass Management Tool shows there is a shortage of public shelters in a certain area, the local Emergency Managers can then redirect the masses to a different area," Williams said.

The Mass Management Tool provides the islands' local Emergency Managers with the ability to assess a wealth of data cross-referenced in a number of ways. Some of the cross-referenced modules include:

- Hazard/Topographic/Socioeconomic needs including population by zones, housing types, occupancy levels including tourism, income levels and ethnicity;
- Evacuation statistics by storm intensity, tourist occupancy levels and zones;
- Behavioral by storm intensity, topography, housing type and zones;
- Public sheltering including assignments, demand, remaining capacity, projected ethnic mixture and zonal shelter demand;

Evacuation mass management timing including clearance time, expected arrival times of winds, waves, storm surge, rain, flooding, mud slides and time of public shelter openings.

So far, the Honolulu District has delivered the Mass Management Tool to Kauai, the Big Island, CNMI, Guam, Puerto Rico, St. Thomas, Maui, Kalauao and American Samoa.

"We hope to have the program completely in place in the Pacific region soon," said Williams.

The best available information is being used to create the Mass Management Tool but will continually be upgraded with more accurate data such as hazard modeling, behavioral studies and Geographic Information Surveys.

By having the most accurate data at their disposal, the Mass Management Tool makes the Emergency Managers' difficult task of keeping the community safe during and after a natural disaster much easier.



A one of a kind project for a one of a kind problem

by Grant Sattler

Japan District Public Affairs Office

Entomology specialists at Marine Corps Air Station Iwakuni have another weapon in their arsenal against the Black Widow spider with the recent completion of a unique 2.8-kilometer perimeter barrier.

Not native to Japan, the Western Black Widow spider has been the focus of an extensive eradication effort by base officials since first discovered on the installation in 1997.

The perimeter barrier is designed to augment arachnid control measures already being taken on MCAS Iwakuni by reducing the chance that any of the spiders will walk into adjacent Japanese neighborhoods on their own eight feet.

The positioning of MCAS Iwakuni main base on a peninsula between the Monzen and Imazu rivers, and bordered on the south by the Seto Inland Sea, has been an advantage in checking the spread of the spiders.

“The characteristics of the Black Widow is that they don’t go across the water,” explained Noriyuki Mizuta, an architectural engineer with Japan Engineer District’s Iwakuni Resident Office, serving as Quality Assurance Representative on the Government of Japan-funded project.

Designed by a Japanese entomologist, the barrier is



(Above) Architectural Engineer Noriyuki Mizuta checks the perimeter barrier for proper installation of a spider trap. (Below Left) A portion of the barrier stretches into the distance.

Photos by Grant Sattler



constructed of 20-inch high acrylic panels in 2-meter long sections. Not inclined to climb the clear and slippery acrylic, the transient spiders should climb the supporting posts where traps are positioned to entice them, Mizuta explained.

“The traps hold a netting which contains a special chemical to kill the spiders,” Mizuta said.

Work on the barrier that runs from C-Gate on the western side of the installation to a canal on the eastern side began in June 2004 and was completed by Nagahata Construction Company in March 2005.

“Since the spider barrier goes along the existing security fence, there were existing catch basin and drainage systems, so those had to be relocated inward to have the room for the spider barrier,” Mizuta said.

Construction cost for the one of a kind project was approximately \$1 million.

Construction was also completed in March on a new \$1 million pest control facility from which the installation’s entomology specialists will soon direct their efforts against the Western Black Widow.

New high rises open for Navy in Yokosuka Japan

by Grant Sattler

Japan District Public Affairs Office

Officials opened the Bara Heights and Ume Heights towers on Yokosuka Naval Base April 1.

The 9-story towers were built for United States Naval Forces Japan Housing by the Government of Japan under the Japan Facilities Improvement Program, under the construction surveillance of the U.S. Army Corps of Engineers, Japan District and its Yokosuka Resident Office.

The buildings are named after Japanese seasonal flowers in keeping with Yokosuka tradition. Bara means rose and Ume is Japanese plum.

“Starting today, 136 families will begin moving into these new homes,” said Capt. Thomas Arnold, Deputy and Chief of Staff, U.S. Naval Forces Japan. “With the opening of these two towers we now have 2,985 homes for our military and civilian families at Fleet Activities Yokosuka.”

Ellen Spirito, director of the Yokosuka Housing Welcome Center said that is great news for a lot of people. “The wait varies by bedroom size, but we have some families who have been waiting almost a year to get into [government] housing.”

Each building provides 68 3-bedroom apartments measuring 1,400 square feet, a multipurpose room, garbage storage, storage compartments, and two elevators.

Also included in the project was construction of a two-story steel parking structure providing 200 parking spaces, driveways, a playground and picnic shelter, and landscaping.

Spirito said the towers will house all ranks. “[The towers] give us more options for assignment and the floor plan is very good for families. The living-dining area is a bit larger, they have the newest appliances, and these homes have built in



A playground lays in wait with Ume Heights and Bara Heights in the background.

U.S. Army Photos

dishwashers.”

Senior Chief Petty Officer Thomas Summerour and his wife Cris, helped cut the ribbon as the first residents to move into Bara Heights. The Senior Chief said he, his wife, and two daughters were looking forward to more space than Japanese apartments provide and the convenience of living on the base.

Capt. William Peacock, Commanding Officer, Naval Facilities Far East, said the two buildings are a great addition to the family housing inventory and highlighted several employees who worked with the project since its inception in 1995.

“I’m impressed by the quality of this work,” Arnold said. Thanking the Japanese Defense Facilities Administration Bureau, the U.S. Forces Japan staff, the U.S. Army Corps of Engineers, and contractors, he said, “We all succeed with the help and support of each other and this is evident in how well this project has been executed.”

In his remarks, Japan Engineer District Commander Col. Robert Vasta highlighted the work of Project Managers Nelson Lee and Kazuo Miura, Yoshimi Shibata from the Environmental Team, Yokosuka Resident Engineer Wayne Joh and his deputy, Maj. Tara Lee, and Project Engineer Masaaki Kido.



Enjoying the moment at the ribbon cutting ceremony are (from left) Navy Capt. William Peacock, Navy Capt. Gregory Cornish, Ellen Spirito, first residents Cris Summerour and Senior Chief Petty Officer Thomas Summerour, Navy Capt. Thomas Arnold, and Col. Robert Vasta.

“Icebox” project receives a “warm” Navy welcome

by Grant Sattler

Japan District Public Affairs Office

Japan Engineer District’s northernmost resident office completed a top-priority Department of Defense project for the U.S. Naval Security Group Activity, Misawa, Japan.

The NAVSECGRUACT MISAWA project was named “Icebox Antenna Foundations.” The project scope included construction of two concrete structures to house equipment and support protective radomes.

The customer, NAVSECGRUACT MISAWA, is a command of about 300 sailors providing Information Operations, Information Technology, and Cryptologic Systems guidance and services for the U.S. Navy. The unit has operated from a portion of the Draughton Training Range, an aerial gunnery and bombing range about 10 miles north of Misawa Air Base, since relocating there from Kamiseya. in 1971.

“Japan Engineer District’s involvement was to site adapt a standard design from a similar project previously completed outside of Japan,” said Misawa Resident Engineer Don Bleibtrey. “The time line was extremely tight and the completion date was not flexible.”

Project Manager Danny Morisaki said the standard design needed no change for seismic requirements and was the same design as the two other existing Icebox Antenna foundations. After verification with the user that structural design was right, “...we took the standard design and determined how much grading needed to be done, and where to bring in the utilities and access roads,” he said.

The project carried a high Department of Defense priority encoded FAD1, PRIORITY 1 DX BRICKBAT. “It’s the highest priority I have ever seen,” Bleibtrey said. Programs in the BRICKBAT category are approved by the President of the United States and are of the highest national priority based upon key political, scientific, psychological, or military objectives, he said.

The \$391,428 MILCON project was awarded April 30, 2004.

“Design Branch did a truly outstanding job of expeditiously putting together the design package,” Bleibtrey said.

The project was built using an existing Indefinite Delivery / Indefinite Quantity contract, which electrical engineer Evan Roberts said meant the design package was less detailed than when a design has to be bid, which saved critical time. “With IDIQ there is already a contractor on board... the contractor just needs an understanding of what needs to be done,” he said.

Project Manager Morisaki said, “We went out with basic requirements from the user to the contractor. During construction,



Dean Bradshaw (right) construction representative with the Misawa Resident Office, briefs Col. Robert Vasta, Japan District commander, at the location of the Naval Security Group Activity Icebox Antenna Foundations project. The Department of Defense priority project, completed Dec. 15, 2004, after just 7 ½ months, was a credit to the Japan Engineer District team, especially the Design Branch, Contracting, and the Misawa Resident Office.

Photo provided by the U.S. Navy

the Resident Engineer refined it, ...the minimum amount of tree clearing required, the amount of fencing needed... working with the contractor, the user, and the [Misawa] Base Civil Engineer to make it acceptable to all parties. Tree clearing is a sensitive environmental issue in Misawa so the Misawa Resident Office had to work closely with the user and the Base Civil Engineer to find what was acceptable and still meet the user’s mission requirements.”

Roberts said, “[Construction Representative for Contract Administration] Dean Bradshaw worked closely with the user on-site to answer a lot of questions and the user in the States to make changes to the design and scope.” It took substantial coordination on the part of the Misawa Office to make it happen, he said.

Credit goes to the members of the Project Delivery Team consisting of NAVSECGRUACT MISAWA Comptroller Lt. Noel Cabral, Project Manager Danny Morisaki, Design Reviewer Dan Nakamura, Electrical Designer Evan Roberts, Contracting Officer Suzette Labial, Construction Contractor Nippo Corporation, and from the Misawa Resident Office – Resident Engineer Don Bleibtrey, On site Quality Assurance Representative Naomi Araya, and Construction Representative for Contract Administration Dean Bradshaw.



Far East District supports RSOI



“RSOI” stands for Reception, Staging, Onward Movement, and Integration. The RSOI exercise is a U.S. and South Korean annual joint military exercise. About 17,000 U.S.-based military personnel joined another 6,000 based in South Korea to take part in annual military exercises, which simulate a response to a hypothetical invasion by an aggressor. The U.S. personnel are normally joined by an unspecified number of South Korean troops.

Story and photos by Gloria Stanley

Far East District Public Affairs Office

Because the Far East District receives many requests for engineering projects during a contingency, it has a Base Development Team to respond to customers and partners.

The team contributed to the success of the Far East District, U.S. Army Corps of Engineers, accomplishing its missions for the Reception, Staging, Onward Movement and Integration, or RSOI, military exercise conducted on the Korean Peninsula March 18 – 25, 2005.

In addition to Jason Kim, Base Development Team Coordinator, the team includes five Base Development Team specialists with varied engineering skills who contribute to the team’s expertise, Pak Chun-Pom, An Kyun-Nyang, An Kyu-Son, Choe Yong-To, and O Son-Hun.

The purpose of the team is to provide timely engineering services to USFK during a contingency by using Theater Construction Management System design and planning documents, Tele-Engineering Tool Kit and Blast Effects Elimination Model Software.

A major benefit of the Theater Construction Management System is that it contains a ready viable pre-installed engineering database, which includes sketches and building material lists, which we can use in responding to customer requests for project information in timely manner.

Many of the team’s projects are temporary facilities such as a base camp for housing incoming military units, Defense Fighting Positions, Troop Medical Centers, Covered Storage facilities and others. A base camp would include tents, water, sewer, and electricity. A project could be as simple as construction of outdoor lighting or a defense fighting position, which could be a foxhole built with sandbags or concrete. Other projects could be a helipad, an aircraft truck fuel facility, a warehouse, a vehicle maintenance facility or a Prisoner of War camp.

The Base Development Team often provides information to our customers on local availability of materials as well. Each U.S. military base has a stock of materials such as lumber, pipe and other construction material, but the stock can be rapidly used up during contingencies and the commanders on the peninsula will need to plan a strategy for what materials are needed and how to supply those materials.

“They will first use the materials on hand, but if that isn’t enough, they will have to tap into local sources,” says Jason Kim, Far East District’s Base Development Team Coordinator for the RSOI-05 exercise. “There are many options for acquiring materials.”

The Base Development Team process usually starts with a Request for Information received by the District’s contingency project manager from one of our customers such as U.S. Forces Korea, 8th Army, 7th Air Force, U.S. Navy or Marines. The Base Development Team Coordinator and the Contingency Programs and Project Management Manager prioritize the requests.

“Because there are so many (requests for information) on the availability

of local materials, one of our challenges is to build a data base of the sources and cost of local materials, so we can readily substitute those materials in the TCMS database” said Kim.

Another tool for the Base Development Team is the Geographic Information System database of photo images of all camps in Korea. These photos are used to graphically site a potential facility on a photographic map. A Forward Engineering Support Team is then tasked to do a detailed site analysis at the site. The Base Development Team uses Blast Effects Elimination Model Software to provide analyses of possible facility damages caused by a bomb blast and recommendations for reducing such damage.

“The Theater Construction Management System is a very effective tool for meeting all types of engineering needs of our customers,” said Kim. “All of our work is done on tough book laptop computers so that they can withstand the real war-time environment.”

Kim said the District is planning to have more people trained in Theater Construction Management System, BEEMS, GIS and Tele-Engineering to supplement the core Base Development Team. Typically, the Base Development Team is a five-member team, however, Kim likes to see a few more people added in case the workload increases. He said that since the Base Development Team handles high tech equipment, continuous training in use and maintenance of the hardware and software is a must.



Jason Kim, Base Development Team Coordinator, Far East District, works with Base Development Team Members to complete engineering projects for District customers during the Reception, Staging, Onward Movement and Integration military exercise conducted on the Korean Peninsula March 18-25, 2005.



Far East District Hosts Engineers' Day at Seoul American High School

by **Chong Yun Kim**
Far East District Public Affairs Office

Photos by Chong Yun Kim

In conjunction with National Engineers Week, February 20-26, 2005, the Far East District U.S. Army Corps of Engineers hosted an annual Engineers Day at the Seoul American High School auditorium Feb. 24. National Engineers Week has been celebrated throughout the United States since 1951, and is dedicated to enhancing public understanding and appreciation of the engineering profession.

Every year since 1997, the Far East District has presented an Engineers Day Program at SAHS to give students the opportunity to meet and talk with practicing engineers. This program promotes pre-college interest in science and engineering as a career option and encourages students to consider possible career paths in these fields.

Throughout the day, students from science classes rotated through 11 different stations set up with displays on various topics, such as Computer Aided Design and Drafting, Global Positioning Satellite surveys, Geographic Information Systems, engineering in master planning, military construction projects in Korea, foundation engineering, environmental engineering, the design of buildings and facilities and the Society of Military Engineers. The demonstrations basically covered most aspects of design and construction.

"Students move on to each station and see hi-tech displays. It is a good chance for them to realize what they are interested in among the various fields of science and engineering," said Douglas Bliss, Chief of Geo-technical and Environmental Engineering Branch, Far East District, who has been coordinating

the program since its first year.

"We try to make it interesting to attract the kids. Our goal for this program is to give students a chance to experience what it would be like becoming an engineer. Not 100 percent of the students will say now they want to be engineers after this



A student questions an Engineer about a piece of equipment during the Seoul American High School Engineers Day.

program. However, I hope this encourages the students to have more interest in engineering."

The day's special display, which drew the most attention from the students, highlighted the contributions of the Far East District engineers and other personnel deployed in support of U. S. troops in Iraq and Afghanistan, as well as assisting in recovery efforts from the tsunami disaster in South Asia. Edward E. Flint, a geo-technical engineer, shared his very valuable experience with the students. He was deployed in Iraq as a Project Manager, Civil Engineer with the Forward Engineering Support Team-A providing support for the Coalition Provisional Authority, Baghdad Central. He also worked in Indonesia recently to assist in the Tsunami recovery effort.

"I'm surprised that students are very interested in helping people and reaching out to the society. I'm happy to help them gain an understanding of the valuable contributions engineers make to the world, as well as our local society," said Flint. He departed to Sri Lanka for another mission to support the recovery effort two days after this Engineers Day event.

Students of SAHS also had a chance to set up a display showing their effort to their fellow students.



Col. Janice L. Dombi, the commander of the Far East District, encourages the students from the Engineers Club of Seoul American High School and the sponsor of the club, John Malone (left).



Seoul American High School students have a close look at the various pieces of equipment displayed at the asbestos table during Engineers Day.

The Engineers Club, a group of SAHS students who gather for the common interest of engineering, made a presentation on their plans for the renovation of the snack shack.

“Working with friends with a common interest is a good experience. But since we are high school students lacking advanced training in engineering we want to be teaming up with actual engineers and learn more about actual building. And that will also help me get a head start in the engineering career field,” said Andy Park, the president of the club.

Col. Janice L. Dombi, the commander of the Far East District, encouraged the students from the Engineers Club by saying, “One thing I really like about engineering is we work on something and there’s something physically there. There’s something you can go and look at 20 years later. There’s a lot of satisfaction compared to many other jobs. It’s a lot of fun.”

“Of course there’s a lot of study involved in becoming an engineer. The college courses now are really innovative in terms of hands on projects and things like solar cars. Things are not just in the classroom. You can actually get out and use your hands, build bridges and get involved in the community,” Dombi said.



Edward E. Flint, a Geo-technical Engineer of the Far East District U.S. Army Corps of Engineers, presents his experience in Iraq and Indonesia to the SAHS students attending the Engineers Day Program, part of National Engineers Week.



Annual Senior Leaders' Conference held

by Allen E. Chin

Far East District

During the week of Feb. 7, 2005, the annual Pacific Ocean Division Senior Leaders Conference was held in Hawaii. A total of 49 senior leaders from POD and Honolulu, Alaska, Japan, and the Far East Districts participated as well as POD Regional Leadership Development Program members and the USACE Regional Integration Team Leader, Dr. Michael O'Connor.

A POD Project Review Board was held the day before the start of the SLC. The PRB discussed execution of MILCON projects using P2 and included customers from PACAF and Installation Management Agency – Pacific Area Regional Office. The PRB showcased how P2 could be used during a Program Review to discuss the status of projects. We also discussed the lessons learned and good news stories of each District during the PRB.

On the first day of the SLC, we went over the progress of 2012 implementation and had good discussions on the effectiveness of the Communities of Practice. It was pointed out that the Cost Engineering CoP was especially effective. We had good updates and discussions on the District Support Teams and The Regional Integration Team. This was followed by a "POD Command Assistance Visit Focus" where Steve Cayetano, Tony Paresa, and Brian Kamisato provided a briefing to stimulate discussion and development of recommendations for FY06 CAV focus areas.

The POD RLDP gave a very good briefing on their Group Project which was entitled; "The effect of Regional Consolidated Departmental Overhead, General and Administrative and regulatory rate on the Pacific Ocean Division." The briefing was very enlightening as the RLDP compared the organizations and rates of the different Districts.

A highlight of the SLC was a briefing and project site visit by Honolulu District on their high visibility project at Waikaloa for removal of unexploded ordnance. Under the Defense Environmental Restoration Program Formerly Used Defense Sites program, the Corps is funded for the removal of hazardous waste and unexploded ordnance. Waikoloa was a training and maneuver area for the U.S. military before they deployed to the Pacific theatre during World War II. During that time, the military left behind unexploded ordnance that is a danger to the public. This is a high interest project that has direct benefits to the public.

We received a briefing on the POD FY05 Campaign Plan Progress by the Campaign Plan Champions using the "football field" format. This set the tone for us to start looking at the FY06 Campaign Plan. A primary focus of the SLC was on preparing the POD FY06 Campaign Plan. We all separated into teams composed of senior leaders from the various Districts, POD and HQUSACE to work on initiatives for the Campaign Plan. These initiatives involved the Corps Mission Areas of War fighting, Homeland

Security, Infrastructure, Environment, and Water Resources as well as the President's Management Agenda.

The most important benefit of the SLC has always been hearing from and interacting with all the Senior Leaders of POD and benefiting from the synergy and teamwork of all these great leaders.



Editor's Note: Allen Chin will bid a fond farewell to the Pacific Ocean Division when he departs for his new Senior Executive

Service position as the Regional Business Directorate for the North West Division. Chin has been with the Corps for 27 years. He worked in L.A. District as a project manager and in South Pacific Division in disaster management and hazard mitigation. Chin has also served as Environmental Chief at Honolulu District and the Pacific Ocean Division. Most recently, as Chief of the Project Manager Division, Chin has managed Military Construction programs for the Far East District.

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