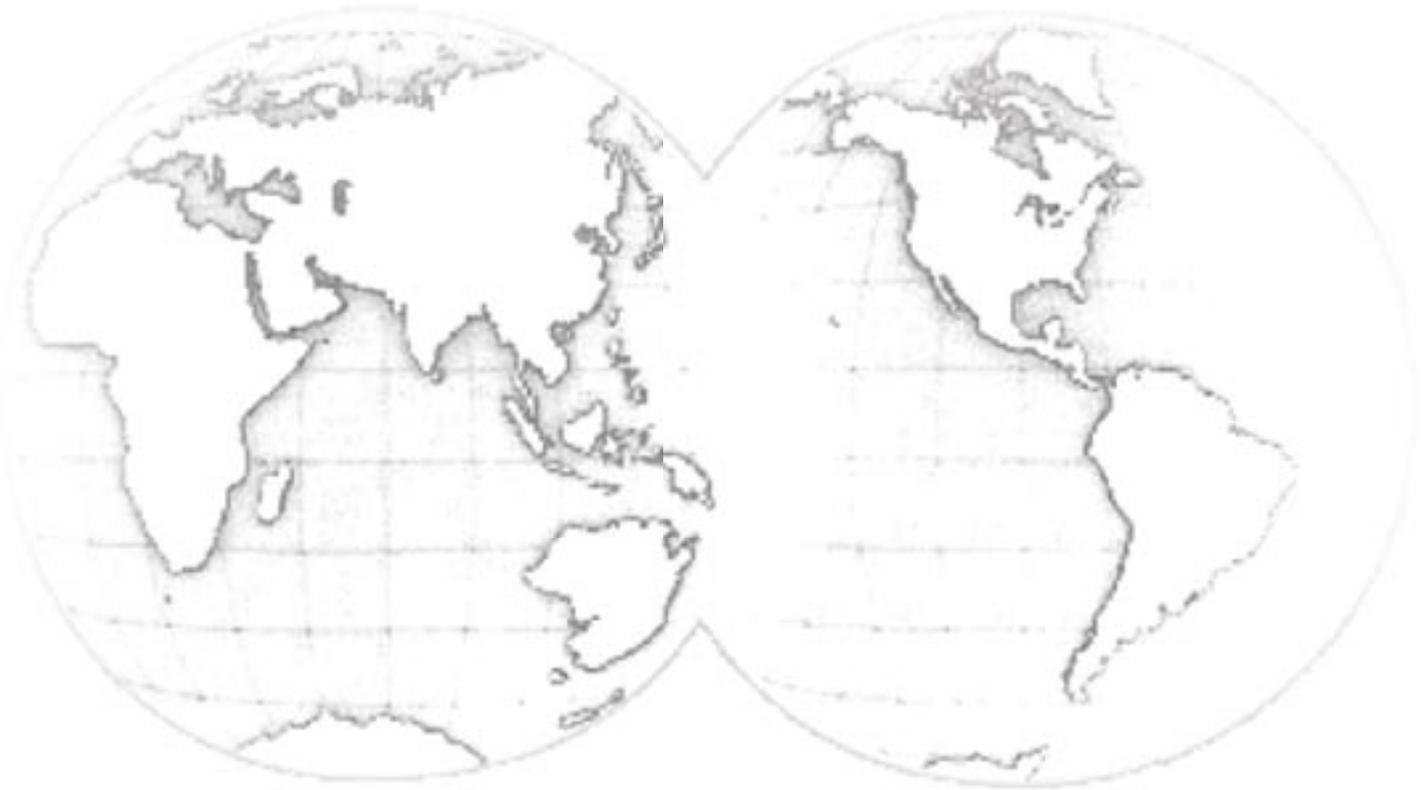


PACIFIC ENGINEER

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



July 2005



On the Cover: Brig. Gen. Robert “Larry” Davis, the Commanding General of the Pacific Ocean Division, poses for a departing shot as he prepares for his final change of command.
Story on page 5.

Cover Photo by Dennis K. Bohannon



PACIFIC ENGINEER

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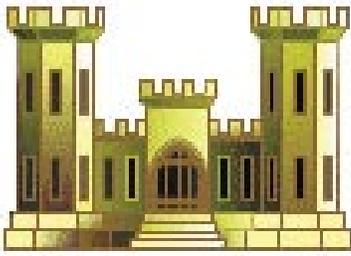
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It's a long road to certification

by **Dennis Bohannon**

Pacific Ocean Division Public Affairs Office

A journey, that for the U.S. Army Corps of Engineers began in 1994, has led the Pacific Ocean Division down a path that, thus far, culminates with a series of framed certification letters and the title of being "The first Division."

The journey has been a path towards International Organization for Standardization certification. The framed letters are five 'Certificates of Approval' certifying that each District and the Headquarters has been inspected and approved by Lloyds Register Quality Assurance Management Systems as having established standards in accordance with ISO 9001-2000 processes.

The first certificate was awarded to the Far East District in October 2003, followed by the Alaska District in March 2004, the Honolulu District in May 2004, and finally the Japan District and Headquarters in December 2004, making the Pacific Ocean Division the first division in the U.S. Army Corps of Engineers to have all districts ISO certified.

Delegates from 25 countries created the International Standards Organization in 1946. The ISO 9000 Series provides general quality assurance guidelines as well as quality system models that can be used by any type or size of company anywhere in the world. The Geneva-based organization began to write and publish the ISO 9000 series of standards for quality assurance in the 80's. Their goal was to provide guidelines for consistent quality practices across international borders. These standards have become an international reference for quality requirements in business-to-business dealings. According to Underwriters Laboratories, Inc., to date, more than 100 countries have adopted ISO as national standards.

Bob Curnyn, an environmental engineer in the Division's Business Technical Division, said that within the Corps, ISO certification originally started 1994 at select districts. He said, "Our Corps headquarters, then lead by Frank Oliva, now a Senior Executive at POD, provided guidance and funds for selected demonstration districts to try to selectively implement ISO. It started with Louisville, Portland, Kansas City, and Savannah Districts." But, he adds that these demonstration district followed the old 1994 ISO Standards (9001, 9002, 9003, & 9004). At that time, he continues, only two districts obtained partial registration. They were Portland (Engineering and Planning) and Louisville (Engineering and Construction). "Recently Kansas City District obtained registration (Engineering and Construction) under the newer 2000 standards," he said.

Curnyn said that the Pacific Ocean Division process began in 1999, following a presentation he made to then,



Brig. Gen. Randal R. Castro, the Division's commanding general. According to Curnyn, the benefits of the ISO process, combined with new business processes being considered by the Corps' headquarters, and the Alaska District separately discussing the issue within their senior leadership, all contributed to getting the ball rolling.

When asked about the biggest challenges to becoming ISO certified, Curnyn replied, "I would say there were three challenges. The primary challenge is for mid-level managers, not just the senior leaders - commanding general and senior executives - committed to quality, but also the GS-15 and 14s to lead by example and encourage their staff that what we are doing is justified. The second challenge is a commitment of funds for the effort, with the understanding that 'value' will be achieved through the effort. The third was to involve the older, experienced staff members in supporting the effort by documenting best practices or proven methods of successfully completing projects. Champions who are willing to withstand ridicule, and yet, will continually push forward are required."

Curnyn notes that since the Division began working toward certification, the process survived the scrutiny of two later commanding generals, Brig. Gen. Ronald L. Johnson, and Brig. Gen. Robert L. Davis. He said, "At first the new commanders questioned if there was value, but they quickly appreciated what was being done and saw initial results and how people within the Districts were learning and accepting, they were complete supporters. Additionally since the inception, Frank Oliva continually supported the effort as a POD senior leader."

In the Division's future there lies a continuing series of reviews and audits, but Curnyn says that today new employees learn through the quality management system and accept it as the way we do business. He says the entire Division now uses ISO as a framework to improve what we do and how we do it. "We are looking to processes that can be regionalized and standardized to become more efficient," he said.

» See related story on page 21

Farewell

As Barbara and I prepare to move on to a new phase in our lives, I wanted to take advantage of this opportunity to thank every one of you for the past two years. It has been an honor and a joy to serve with the great professionals of the Pacific Ocean Division and your families. I cannot think of a more pleasant and rewarding way to have spent our last two years in the Army!



Brig. Gen. "Larry" Davis

The time has passed all too quickly as I missed my first six months in the Division with a temporary detour to Iraq. Upon returning to Hawaii I had the opportunity to experience the joys and challenges of serving our customers throughout this vast and diverse area. I tried to make it to as many of our projects and offices as possible so I could see first-hand the work of our magnificent team and hear from those we serve. Across the board, the message was the same. They appreciate the work you do, respect the professionalism and experience you bring to the process, and they hold the Corps of Engineers in very high regard. You should be very proud of all you have accomplished.

As we look ahead, I am very excited that Lt. Gen. Carl Strock has selected Col. John Peabody to be the next Division Commander. He has a superb reputation in the Army and is eager to learn the intricacies of the Pacific Ocean Division. I am confident that he and Kelly will be accepted into the Ohana with the same warmth that was extended to Barb and me when we arrived two years ago.

If I had my life to live over again, there are two things I would do the same. I'd marry the same woman and I'd join the United States Army. Both have always been there for me and have made this past 31-plus years more than I could ever have dreamed for or expected. Thank you for the part you played in my career. I am eternally grateful.

Essayons!

A handwritten signature in black ink, appearing to read "Robert L. Davis".

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

Pacific Ocean Division change of command scheduled for July 29

The United States Army Corps of Engineers, Pacific Ocean Division change of command will take place on Fort Shafter's Palm Circle Parade Field on Friday, July 29, at 10 a.m.

During the traditional ceremony, Brig. Gen. Robert "Larry" Davis will relinquish command of the Pacific Ocean Division to Col. John W. Peabody. Lt. Gen. Carl A. Strock, Commanding General and Chief of Engineers, U.S. Army Corps of Engineers, will preside over the ceremony.

Davis assumed command of the Division on June 9, 2003. However, he immediately departed for a six-month temporary assignment to Iraq in support of Operation Enduring Freedom. Davis and his wife Barbara will retire and begin a new phase in his in the civilian sector near Los Angeles, California.

Peabody will become the Division's 27th commander. Peabody, and his wife Kelly come to Hawaii from a tour of duty in Washington D.C.

Aligning to The Regional Technical Center 2012

by **Erick Kozuma**

Regional Tech Center, Technical Support Branch

In order to align the Pacific Ocean Division with USACE 2012, which called for USACE Headquarters and the Divisions to disperse technical assets to the Districts, former Division Commander Brig. Gen. Ronald Johnson and the Division Regional Management Board approved the creation of the Regional Technical Center within the Technical Support Branch, Engineering and Construction Division within the Honolulu District.

The Division's strategy was to achieve a consistent level of design and construction quality, and to address recruitment and retention issues within the Districts. While it is a challenge to retain seasoned technical personnel in overseas locations, especially given the five-year turnaround rule, the Honolulu District had no such issues.

The combined Technical Support Branch - Regional Technical Center stood up Oct. 1, 2002 and began supporting all Districts.

The Technical Support Branch - Regional Technical Center combined the technical assets of the former Honolulu District's Quality Assurance Branch (senior construction technical staff) and Technical Review Team (senior engineering review staff).

Additional positions were added based on the levels of technical support required by each District. This created a robust technical team of highly experienced architects and engineers that now supports the entire Division.

Use of all Centers of Expertise and Mandatory Centers of Expertise was also fully integrated within this concept. With all key vacancies filled, the Regional Technical Center became fully functional Oct. 1, 2003.

Regional Technical Center missions include performing independent technical review services of the Division's design products, and provision of technical consultation services for all Districts. Districts have reported high satisfaction in the impact made by the Regional Technical Center.

By tapping the experience of the Regional Technical Center in performance of independent technical reviews for the Division's design products, design issues raised by the Regional Technical Center result in higher quality of delivered facilities.

Cost avoidance, resolution of design issues during the design phase costs less than resolution of design issues during the construction phase, is another prime benefit to in depth technical reviews. The Regional Technical Center has provided other Districts with on-site technical support and construction expertise. Examples of regional support include:

- Numerous Independent Technical Reviews of each District's design products
 - Providing a team of construction specialists to Alaska District in July 2003 to assist them in preparation for a Division Design Construction Evaluation inspection
 - Providing a structural engineer to the Alaska District in August 2004
 - In October 2003, a team was sent to Far East District to provide technical and construction support for 121st Hospital, Yongsan, Korea
 - Providing a technical team to Far East District for one month in May-June to provide technical review support to assist in timely execution.



Photo by Sarah Cox

Erick Kozuma

Feedback thus far has been very positive from each District. Figures for the current annual financial support from each regional partner are Far East and Alaska District - \$500,000 per year, Japan District - \$200,000 per year, the Division - \$50,000 per year.

The Honolulu District provides the balance of the income, approximately \$2.5 million per year at this time. In the first quarter of fiscal year 2005, through the continued support of Division Commander Brig. Gen. Larry Davis and the Division's Command Council, the Division Regional Management Board renewed the Memorandum of Agreement under which the Regional Technical Center operates, for two additional years.

Web futures

by **Dennis Bohannon**
Pacific Ocean Division Public Affairs Office

A new look for the Corps' World Wide Web showcases the new "corporate feel" that will transform Division and District sites around the world in the weeks to come, and according to the most recent surveys, people throughout the Pacific Ocean Division feel it is time for change.

The U.S. Army Corps of Engineer's web site at www.usace.army.mil received a face-lift and was published worldwide June 3. According to George Halford, one of the web team's developers, "This is the first step in building a consistent look and feel throughout the Corps. Now we need to begin pushing the changes throughout the Corps in an effective, efficient, i.e. not too costly, manner."

It was noted in a recent web team telephone conference, that the design that appears online today only contains the "first round" basic elements and design. More changes will be incorporated in time. Halford said that in the future the top portion of Division and District web pages, the banners, would pretty much look like the USACE banner. However, he noted, Divisions and Districts will be able to tailor the banner to include their own photos and titles.

The team also noted that although many of the links will be standardized at the top of each page, the content below these links could be locally tailored with news stories, features, additional links, or anything else that is appropriate for the home pages.

The plan is to grow the sites incrementally. Divisions and Districts will begin receiving the templates in the next few weeks, with changes beginning to appear across all USACE sites over the summer. USACE Public Affairs says there will be guidance from the Headquarters announcing the changes and amending existing Engineering Regulations.

Halford added that for the time being, local web pages will continue to be held and maintained on local servers, but that web management tools will be located on a central web farm and available from throughout the Corps..

In an Internal Communications Survey conducted across the Pacific Ocean Division earlier this year, respondents identified web sites and web potentials as being a valuable tool for posting and sharing information, but indicated they would welcome change.

The top 112 most often listed elements that are "important" in a web sites, according to the respondents, are: content (55), to include up to date accuracy, current events, policies and regulations, contacts, awards and contracts, tech libraries, and human resources information; easy navigation (42), to include



The USACE and POD web site pages display the old and the new looks.

accessibility, search ability, links and logical organization; accessibility (12), to include speed; and appearance, to include home pages and photos.

Although 77 percent of the respondents indicated they "normally" or "almost always" find what they are looking for, the comments volunteered also indicated they feel there are too many web sites, information too spread out, many sites were inaccessible, and those functioning are not being maintained and updated to their full potential. The most volunteered recommendations for improvement included, "better content management," "easier navigation," and "standardizing" the look and feel of the sites.

In responding to what they would like to see "less of" they volunteered: outdated info; fluff such as midi music, gif cartoons, eye candy, and propaganda; dysfunctional elements, such as link boxes, large files, slow loading pages, photo files; long articles; broken links, and under construction signs.

The new design may make it slightly easier for web masters to maintain, change and update web site information. However, many of the web managers feel the renewed focus and energy associated with creating each web site's new look can also be expected to renew focus and energize efforts for local managers to review their site's content and links, remove undesired or unauthorized web elements, and correct accessibility and search ability issues.



Two-thousand students, four days ...

Alaska volunteers lead outdoor education

by Pat Richardson
Alaska District Public Affairs Office

The air horn blows. Maj. Steve Unfreid and Carlos Paez, Alaska District volunteers, can barely hear it over the rush of unusually high waters of Campbell Creek.

Becky Breeding, a structural engineer, leads a class of sixth graders down the narrow trail toward Unfreid and Paez who are waiting at the Alaska District's outdoor education station. The "station" is a sand bar beside the creek that meanders through 730 acres of wilderness in the heart of Anchorage.

It is mid-morning, the sun is shining, and the moose that was grazing across the creek earlier has moved deeper into the boreal forest. The 31st annual Outdoor Week is underway.

During four days in mid May, 2,000 sixth-grade students from the Anchorage School District participate in various outdoor



Maj. Steve Unfreid, from Alaska District's Emergency management, talks to sixth-grade students during Outdoor Week, May 17-20 at Campbell Creek in Anchorage, Alaska. The creek runs through a large wilderness in the middle of town.



As others watch, a sixth-grade student takes his turn at measuring the width of Campbell Creek as part of an experiment to determine the velocity and flow of the stream.

activities. As they pan for gold, tie a fly onto a fishing hook, and use math to calculate the flow of the creek, they learn about their environment from 10 federal, state and nonprofit organizations.

The U.S. Army Corps of Engineers, Alaska District, was one of the federal agencies who developed the concept in 1974 and worked out the details to found this educational week. The Alaska District has participated almost every year since.

Sponsored by the Bureau of Land Management and the Anchorage School District, Outdoor Week is held on Bureau of Land Management property at Campbell Tract, a short bus ride from schools throughout the Municipality of Anchorage.

Alaska District volunteers teach the students how to measure stream velocity or water speed and flow or how many gallons of water flow down the creek per second. This year, because Anchorage has had a warm spring, with temperatures ranging from 59 to 68 degrees Fahrenheit, the creek is high and fast.

Even with the warm weather, the water is cold. The Corps also demonstrates the effects of hypothermia. Unfreid, Breeding and Paez fill three plastic buckets with creek water and drop pebbles into the buckets. In teams of two per bucket, the students dip their hands into the water to see which team can retrieve the most pebbles in 30 seconds. While they count their pebbles, Unfreid, Breeding and Paez tell them to notice how cold their hands feel. They tell them the dangers of hypothermia and how to protect themselves in Alaska's northern climate and frigid waters.

Each Corps volunteer puts his or her emphasis on the



A sixth grader measures the depth of Campbell Creek. Her figures were combined with other measurements and then Corps volunteers led the students through mathematical formulas to calculate the water speed and the volume of water flowing down the creek. They convert the figures to gallons per second so the students can compare the stream flow to something more familiar -- gallons of milk. This year there were 1500 gallons of "milk" flowing down the creek every second.

presentation, depending on education, career field and personal interest. Unfreid, a liaison officer in Emergency Management, emphasizes safety. He pulls on his waders and teaches the children how to cross a stream safely while he measures the width and depth of the creek.

Paez, a biologist in Regulatory Branch, tells the children about ecology. He asks, "Who likes to eat salmon?" As hands shoot up into the air, he launches into a lesson on preventing erosion and protecting fish habitat.

Later in the week Chelan Schreifels, a civil engineer in Engineering Division's Civil Works Branch, leads the demonstration. This is her second year to volunteer and she loves it because she came here as a sixth grader. Last year her sixth-grade teacher came through her station. "I was so proud to be there with the Corps teaching my former teacher's students," she said. "It made my heart glow."



Sixth graders learn about hypothermia by immersing their hands in cold creek water to retrieve pebbles. In Alaska's frigid waters a person loses muscle control in less than five minutes and loses consciousness in 10 to 15 minutes. Corps volunteers tell the students to notice how their hands feel after being in the water for only 30 seconds.



Photos by Becky Breeding

The children count their pebbles after retrieving them from the buckets of cold creek water. The students compete to see which of the three teams get the most pebbles. Corps volunteers tell them that fish and frogs like the cold water because they are cold blooded but people are warm-blooded so cold water causes hypothermia in humans.

Volunteers from the Bureau of Land Management blow the air horn and it's time to wrap up this session and send these young students to the archaeology station. Another class comes tromping up the trail toward the Corps station, appearing eager to see what the Alaska District will teach them about the outdoors.

Other Outdoor Week volunteers:

Becky Breeding, Engineering Division, Structures & Architecture Section
 Dave Williams, Contracting Division
 Samantha Meurer, Construction-Operations Management Support
 Julie Woodke, Regulatory Branch
 Mary Leykom, Regulatory Branch
 Lynette Bushaw, Military Project Management Branch
 Kathy Kenney, Engineering Division, Electrical Section
 Estrella Campellone, Engineering Division, Civil Works Branch

Ground broken for C-17 facilities

by Pat Richardson
Alaska District Public Affairs Office

A ground-breaking ceremony on May 19 for the C-17 Flight Simulator Facility marked the beginning of an advanced training campus on Elmendorf Air Force Base. Several additional simulators, including the F/A-22 Simulator, will be added to the complex in the future.

Officials at the ground breaking ceremony for the C-17 flight simulator facility included Col. Christopher Thelen, Air Force 3rd Civil Engineer Squadron commander; Col. Timothy Gallagher, Alaska District commander; Brig. Gen. Michael A. Snodgrass, Air Force 3rd Wing commander; Richard Weldin, Weldin Construction, Inc.; and Lt. Col. Thomas Browning, Air Force 3rd Operations Support Squadron commander.

Brig. Gen. Michael A. Snodgrass, outgoing commander of the 3rd Wing, told those gathered that simulators play a vital role in today's Air Force. "We can train without the expense of flying the airplanes," he said. He noted that the new cargo aircraft would aid the flow of material and people through Alaska to Asia when it arrives in 2007.

The C-17 facility will be part of the Distributed Mission Operations training concept. This net worked system will allow various military forces in different simulators to interact and train with each other in a realistic virtual environment.

For instance, Army personnel in a Stryker simulator at another installation could request support from Air Force assets in the C-17 simulator on Elmendorf. They would be able to interact and actually see each other in their respective simulators.

The 1271.6 square meter (13,688 sq. ft.) flight simulator facility will be designed and constructed under a \$7 million contract awarded by the Alaska District to Weldin Construction, Inc., of Palmer, Alaska, March 23. The project includes utilities, force protection, security requirements, communication -



Above, an artist's conception shows how the facilities will appear upon completion.

including telephones and fiber optics, and all necessary support. It is scheduled for completion in July 2006.

The Boeing C-17 Globemaster III aircraft is coming to Elmendorf to support the Stryker Brigade concept, Army Transformation mission, and other joint missions. With a payload of 160,000 pounds, the C-17 is designed to fulfill changing airlift needs for carrying heavy, oversized cargo. The size and weight of U.S. mechanized firepower and equipment has grown in response to capabilities of potential adversaries.

The C-17 can take off from a 7,600-foot airfield, fly 2,400 nautical miles, and land on a small austere airfield of 3,000 feet or less. It is equipped with an externally blown flap system that allows a steep, low-speed final approach and low-landing speeds for routine short-field landings.

The C-17 has been operational since 1995 and has been used in Bosnia, Kosovo, Afghanistan and Iraq.



Photo by Pat Richardson

George Newman, Alaska District's Army Program Manager accepts a plaque from Brig. Gen. Robert L. Davis, commander of the Pacific Ocean Division during a ceremony held at the Alaska District in Anchorage.

Alaskan receives national level Small Business Award from Secretary of the Army

by Pat Richardson

Alaska District Public Affairs Office

ANCHORAGE, AK -- George Newman, U.S. Army Corps of Engineers, Alaska District's Army Program Manager, received the Secretary of the Army's Small and Disadvantaged Business Utilization Award for 2004.

Through Newman's leadership, the Corps in Alaska increased by 50 percent its awards to small businesses and to small disadvantaged businesses, doubled its percentage of awards to Historically Under Utilized Business Zone Firms, and tripled its awards to Women-owned Small Business Firms.

Newman and his Alaska District team of contracting, engineering and project management specialists, set a new benchmark for the Corps in awarding contracts over \$20 million and \$30 million to small disadvantaged businesses. Under fast-

tracked construction for the Army's Stryker brigades and the stationing of an Airborne Brigade in Alaska, Newman worked closely with the Small Business Office and design teams to match the Section 8 (a) Business Development Program for small disadvantaged business with contractor capabilities and mission requirements.

Newman and the Alaska District team used a variety of contracting tools and methods, including the Alpha Contracting Process with 8 (a) sole source awards. The Alpha contracting process is an expedited sole source contract that can be used on projects with fast schedule requirements. The Alpha process starts with a concept prepared by a contractor. The Corps and the contractor jointly develop the concept into a scope of work within the available dollars. The scope is further developed jointly into a request for proposals.

Santerre selected as the Outstanding Attorney of 2004

Phil Santerre, the Deputy District Counsel for the District of Alaska, was selected by the Chief Counsel for the U.S. Army Corps of Engineers to receive the George Wolfe Koonce Award for Outstanding Attorney of 2004.

The Koonce Award recognizes the Corps of Engineers attorney whose performance symbolizes the continuing tradition of extraordinary professional dedication and excellence of "Judge" Koonce, the Father of the Corps' Legal Services.

Santerre is the lead counsel for the second largest Regulatory program in the U.S. Army Corps of Engineers, the assigned attorney for the more than \$100 million of military construction at Fort Wainwright, and he also handles a myriad of other responsibilities throughout his geographically large and diverse district, including leading the District's Team Leadership Program within the Pacific Ocean Division Regional Leadership Development Program.



Phil Santerre



District partners with Ala Wai

**Earth Day 2005
focused on
excellence, innovation
and enthusiasm**

"Mother Earth, for you a lei"

by Dino W. Buchanan
Honolulu District Public Affairs

In partnership with more than 460 volunteers, the Ala Wai Watershed Association, state environmental offices and 25 local civic organizations, the U.S. Army Corps of Engineers continued to focus on excellence, innovation and enthusiasm for the environment during Earth Day 2005. This year's theme was *"Mother Earth, For You a Lei."*

At the April 23 event, the Corps' Pacific Regional Visitor Center at Ft. DeRussy in Waikiki provided a hub for free trolley transportation to one of seven Earth Day study, information and educational sites located throughout the Ala Wai watershed area. At these sites the public and volunteers participated in activities ranging from Corps environmental project seminars and informational booths to stream trash cleanups, storm drain stenciling and a fish re-stocking at the beach adjacent to the Waikiki Aquarium.

Inside the Corps' Regional Visitor Center more than 75 volunteers and information specialists provided a plethora of environmental information and informational seminars about the environment and Corps environmental projects.

"The Regional Visitor Center was our focal point for the 2005 Earth Day

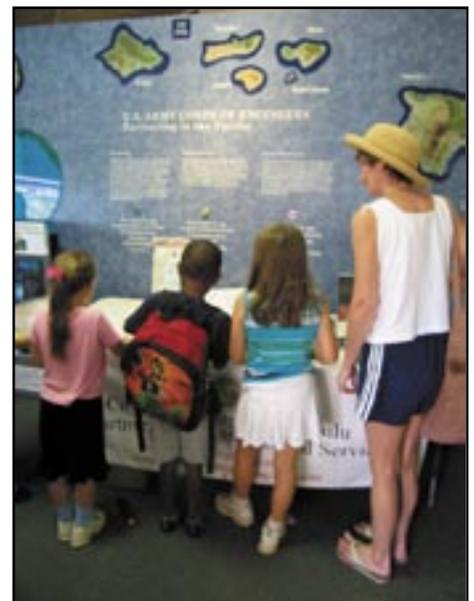


Elementary school students and parents board a free trolley at the U.S. Army Corps of Engineers Pacific Regional Visitor Center en route to the Waikiki Aquarium on Earth Day 2005.
Photos by Dino Buchanan

celebration as we had more than 10 environmental government, state and local agencies promote the environment with information booths. Our informational seminars featured local professional and educational environmental experts who provided the most current information on the Ala Wai Watershed and Hawaiian reef restoration projects. It was a great event for the Corps, Hawaii and the environment," said Lt. Col. David E. Anderson, Commander, Honolulu District.

One seminar participant agreed with Anderson that Earth Day 2005 was an important informational event.

"Reef Check Hawaii appreciated the opportunity to present to the community findings from our surveys in the Waikiki area and to provide updates to the public on our project status," said Dave Raney, Community Outreach Coordinator of Reef Check Hawaii.



Honolulu-area elementary school students pick up free information brochures at the City & County of Honolulu Department of Environmental Services booth inside the Pacific Regional Visitor Center during Earth Day.

Honolulu District hosts 10th Annual "Global response in the 21st Century" workshop

by **Joseph Bonfiglio**

Honolulu District Public Affairs Office

More than 220 people attended the 10 annual Corps of Engineers Workshop April 19 at the Hale Koa Hotel.

The workshop was designed to provide architects, engineers, contractors and others with the latest information on the District's project workload, technical information and administrative procedures that affect how industry does business with the Corps.

After opening remarks by Glen Lau, president of the American Council of Engineering Companies of Hawaii, James Bersson, chief of the Honolulu District's Engineering and Construction Division, told the audience about



Lt. Col. David E. Anderson

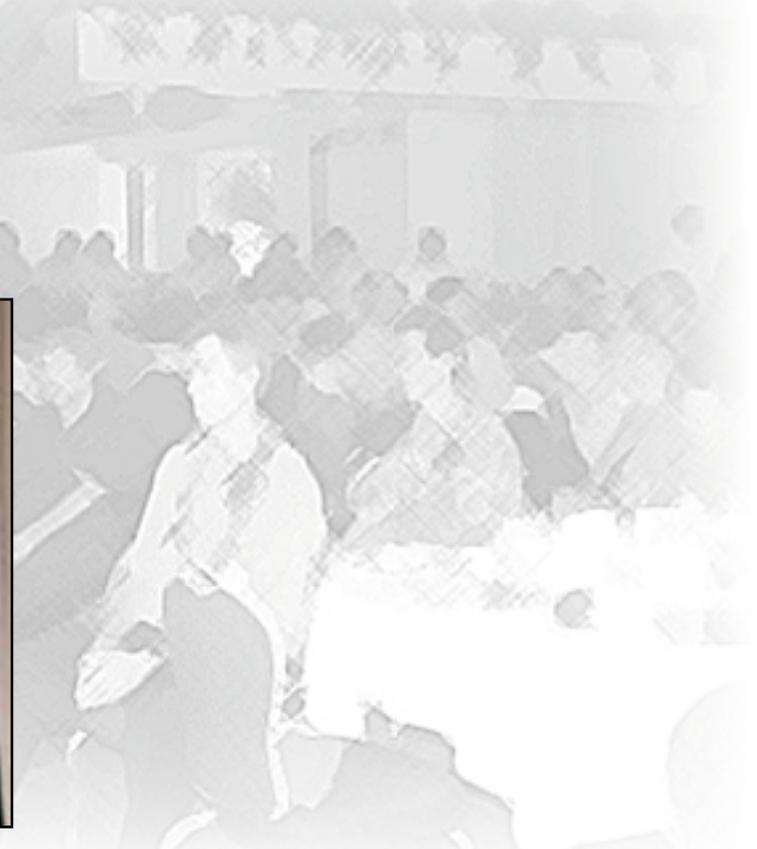
projected future work and how work comes to the Corps.

The theme of the workshop was, "Global response in the 21st Century." The Department of Defense's number one goal is winning the Global War on Terrorism.

The luncheon speaker was Lt. Col. David E. Anderson, Honolulu District Engineer and Commander. His presentation was, "Keeping Pace with a Changing World."

In his presentation, Anderson highlighted how Corps and industry partners have a key role in the Global War on Terror, detailed how the Army is transforming from a division-centric to a brigade-centric organization and what effect transformation will have on installation military construction.

"This is not a time when we are doing business as usual. We are a nation at war, and everyone with whom we do business has an important role to play in winning that war. I thank the employees of the Honolulu District and our industry partners. It is important that we work together, now more than ever," Anderson said.



Photos by Joseph Bonfiglio

The information presented during the workshop allowed participants to better understand contracting methods and procedures, to be aware of new standards and codes affecting military projects and to learn about design, construction and legal implications of working with the Honolulu District.

It was an opportunity for industry reps to discuss issues with Corps' employees in the spirit of partnership.

"I really enjoyed the workshop and I learned a lot about filling out Form 330 for Architect-Engineer Qualification," said Julie Chen, marketing coordinator for SSFM International.

"I liked the way that Duane Arakawa explained the process. I plan to come back next year."

There were a wide variety of breakout sessions covering everything from the Honolulu District's Contracting Methodology to Construction Quality Management. Corps functional area specialists participated and there was ample time for questions and answers.

» See "Workshop" on Page 17

“Doing business with the Army”

by **Bob McElroy**

Pohakuloa Training Area Public Affairs Office



Monica Kaji, Honolulu District Corps of Engineers Deputy for Small Business addresses the 35 small-business owners who attended the recent “Doing Business with the Army” seminar in Kailua-Kona on the Big Island.

Photo by Bob McElroy

KAILUA-KONA, Hawaii - Small businesses owners here had another opportunity to learn how to do business with the Army May 3 when the U.S. Army Corps of Engineers Honolulu District and the Hawaii Small Business Development Center Network held its second “Doing Business with the Army” seminar on the Big Island.

The first seminar took place in September 2004 at the University of Hawaii-Hilo campus for East Hawaii small businesses. About 60 people attended that seminar.

Approximately 35 people attended the Kailua-Kona seminar and represented a diverse array of small businesses: everything from bomb-disposal to helicopter tours, contractors and builders.

The idea for both seminars came from a suggestion Pohakuloa Training Area Commander Lt. Col. Fred Clarke received at a land use meeting last year. Clarke discussed the idea with the Corps and the seminars were born.

As he had in Hilo, Clarke opened the Kailua-Kona seminar by encouraging the participants to take advantage of the knowledge and information the subject matter experts on hand could provide them and turn it into business opportunities.

Monica Kaji, the Honolulu District’s Deputy for Small Business, followed Clarke and outlined the procedures small businesses to follow should they want to bid for and win contracts with the Army.

Kaji stressed the importance of registering online with the Central Contractor Registration; without it a small business cannot get federal awards she said.

Newton Yuen, Associate Director of the Army Contracting Agency, Pacific Region, followed Kaji.

Yuen said that small business awards from Hawaii totaled \$138 million in fiscal year 2004, proof of the Army’s commitment to small businesses.

Yuen said that there are a number of goods and services the Army can purchase from subcontractors: custodial refuse collection, grounds maintenance, equipment maintenance, food service, laundry service, Soldier Leader Development Program and Language Immersion Training.

The Army also buys supplies and enlists subcontractors to perform Minor Construction—repairs, alterations and demolition—as well as Open-Ended Construction—roofing, painting, paving, sidewalks and flooring, Yuen added.

Yuen said that the Army does not purchase Military Construction or Architect and Engineering Services, they are performed by the Corps of Engineers—Commissary and Post Exchange stocked items or Non-Appropriated Fund requirements.

In closing, Yuen emphasized that he’s always looking for businesses owned by Native Hawaiians, Service-Disabled Veterans and businesses located in Historically Under utilized Business Zones.

Next up was Michael Youth of the Small Business Administration who explained that his organization’s programs are open to subcontractors, especially businesses owned by Native Hawaiians, Service Disabled Veterans and the socially disadvantaged.

Youth explained that the latter category includes individuals who are presumed to have been socially disadvantaged and subject to racial or ethnic prejudice or cultural bias. This group includes: Black American, Asian Pacific American, Subcontinent Asian American, Hispanic American and Native American (includes Native Hawaiians).

The Small Business Administration also provides opportunities for economically disadvantaged small businesses to compete for and win federal contracts, Youth said. This group includes individuals whose ability to compete in free enterprise is impaired by diminished capital and credit.

To be considered an economically disadvantaged business or individual, the net worth cannot exceed \$250,000 at the time of application.

Mary Spencer, also of the Small Business Administration, spoke next and reiterated Kaji’s admonition that subcontractors must register online with the Central Contract Registry in order to compete for federal contracts.

» See “Doing business” on Page 17

Engineer dive team responds quickly to Manele Harbor emergency

by 1st Lt. Charles Denike

29th Engineer Battalion, 7th Engineer Detachment (Dive)

Photo provided by the 29th Engineer Battalion

The 29th Engineer Battalion, 7th Engineer Detachment (Dive) is known for its readiness and rapid response capabilities.

The reputation was put to the test recently as the engineer divers were requested to conduct a survey of a fiber-optic cable inside Manele Harbor on the island of Lanai. With only two days notice, a team of five divers led by Staff Sgt. Mike Vaughan and 1st Lt. Charles Denike, deployed to Lanai to find and mark the fiber-optic cable which was delaying a dredging operations project directed by the Honolulu District.

Working with the Honolulu District's Dan Meyers, the dive team flew to Lanai on April 15 and began working immediately. Thanks to the United States Coast Guard Air Station, Barbers Point the team was able to deploy to Lanai aboard a C-130 search plane with all necessary equipment to accomplish the mission. The equipment cache included an Army Humvee and full scuba gear for the five-man dive team.

"I called Lt. Cmdrs. Andy Wishmeyer and Jon Ballweber at Barber's Point on Wednesday morning and explained our situation and asked if they could help us," said Denike. "They replied 'No problem, when do you need us?' Without their gracious support, we simply would not have been able to accomplish the mission."

In Lanai, the diver team encountered rough surface and underwater conditions. Due to the rough sea state, Vaughan, the diving supervisor, elected to only deploy two divers, Staff Sgt. Matthew Hayden and Denike.

While battling surge, strong current and zero visibility in



Divers from the 7th Engineer Detachment enter Manele Harbor off Lanai in efforts to survey and mark a fiber-optic cable.

marking the fiber-optic cable, the divers braved an even more treacherous situation as a large rock breakwater was near the path of the fiber optic cable. Divers had to maintain extreme awareness to ensure they didn't crash into the rock in the zero visibility underwater.

"There were times when all I could do was hold on and wait for the surge to subside a little so I could get back to work," said Hayden. "Since I couldn't see anything, I was working by feel only."

After two days, the cable was marked with buoys, the locations recorded and the Honolulu District dredging project could continue.

The dive team returned to Oahu April 17 and resumed their preparations for an upcoming deployment.



A blast shield is moved in place over a suspected UXO site.

File Photo

UXO detection training being offered to Hawaii residents

*Graduates may be eligible to
apply for jobs, to include the
Waikoloa site*

by Dino W. Buchanan

Honolulu District Public Affairs

The U.S. Army Corps of Engineers Honolulu District is offering a five-week training course for Big Island residents to assist in the safe detection, location, identification and disposal of unexploded ordnance.

Residents applying for one of the more than 20 available training billets can graduate as a certified Unexploded-Ordnance Technician Level 1 and be eligible to apply for jobs in connection with the Formerly Used Defense Sites program, including the cleanup at the 135,000-acre Waikoloa Maneuver Area on the island of Hawaii. Entry-level unexploded-ordnance technicians usually earn about \$15 to \$20 per hour.

The training course is being offered through Texas A&M University. The Honolulu District Formerly Used Defense Sites program is currently in a five-year, \$50-million contract awarded to American Technologies Inc., for removal of unexploded ordnance in the Waikoloa and Waimea areas. The intent of the training is to improve awareness of potential risks from unexploded ordnance among community members and to have trained individuals ready locally as jobs become available throughout the course of this contract and other future Formerly Used Defense Sites work.

A formal schedule for the training has not been made but will be determined once the Honolulu District has selected potential trainees. Selection of potential trainees shall be completed by August. Training could start before the end of the year or the very beginning of 2006 in Hawaii or Texas. Trainees will not receive a salary during the five-week period, but all travel, lodging, food and training expenses will be paid. Employment afterward is not guaranteed.

The Waikoloa FUDS project was expanded from 123,000 acres to 135,000 acres last year after undeveloped land between Queen Kaahumanu Highway and the shoreline was determined by the Corps to be of concern.

Live ordnance found in the area includes grenades, bazooka

rounds, artillery and mortar rounds, land mines, and hedgehog missiles. At least six people have been killed or injured by old artillery rounds since the 1940s and there have been more recent events in which unexploded ordnance was found near schools or uncovered by children at play. So far, around 650 live rounds have been recovered with no injuries to staff or residents.

The Waikoloa Formerly Used Defense Sites area received a top risk assessment rating because of the 20,000 or so people who live and work within the project's boundaries and the large number of tourists frequenting the area.

Ordnance clearance was started in late January 2004 and is continuing through the present time. Thus far over 3,000 acres of land have been cleared of unexploded ordnance in lands bordering neighborhoods in Waikoloa Village, Waimea, Lalamilo, and Ouli.

Throughout the unexploded ordnance cleanup, crews on the Big Island are developing new methods to detect and clear ordnance which have been adopted at other sites around the country. Some are as low-tech as sandbag enclosures built in such a way as to eliminate most of the concussion and fragmentation from a detonation.

"We've been able to cut down the 'frag zone' to the point where we can pretty much guarantee safety to 200 feet," according to Chuck Streck, Waikoloa project manager.

Streck says subsurface ordnance detectors have been refined to a point where they now distinguish between a pipe or other debris and a piece of ordnance, without requiring workers to dig it up. This results in crews now clearing 35 percent to 40 percent more ground than before.

The area's rough terrain still requires use of hand-held detection devices or a "towed array" mounted on a cart and pulled by workers.

"There's no other way to do it. It's too rough," says Streck. "But with the detection refinements and potential of added manpower we are on schedule with the Waikoloa FUDS cleanup."

Barger named Hawaii's Federal Employee of the Year

By Joseph Bonfiglio

Honolulu District Public Affairs

Cindy Barger, a project manager for the Honolulu District, received the Federal Employee of the Year Award in the Professional, Administrative and Technical category from the Hawaii Federal Executive Board during a luncheon June 8.

Barger was nominated by the Honolulu District for her outstanding work in the

successful completion of the Stryker Brigade Combat Team Environmental Impact Statement.

According to Honolulu District Commander, Lt. Col. David E. Anderson, "everyone in the Honolulu District is well aware of Cindy Barger's accomplishments and her role in leading the team that executed the successful SBCT EIS. I am thrilled that the rest of the federal family in

Hawaii is recognizing her accomplishments, too."

The 2nd Brigade of the 25th ID (L) is in the process of transforming into an SBCT. Transformation is important because it will provide the Army and the nation with a more responsive, deployable, agile, versatile, lethal, survivable, and sustainable force well suited to meet the defense challenges of the 21st century.



Cindy Barger

Doing business

Continued from Page 14

Small businesses desiring to work with the Army should know the marketplace they planned to enter, she stressed. They should be competitive, persistent and patient in their pursuit of federal contracts. Finally, she said, they should be Internet savvy and know the government contracting and small business web sites.

Clarke wrapped up the morning seminar with an outline of the mission of the Pohakuloa Training Area as well as the latest information on how Transformation will affect the training area and the Big Island, especially the business opportunities it could provide for local subcontractors.

The morning seminar transitioned into a subcontractor's fair with representatives present from six businesses currently doing

business with the Army. One of the six, Kiewit Pacific, has been the prime contractor for the new Saddle Road on the Big Island.

Another contractor, Nan, Inc. of Honolulu, has been the contractor responsible for the renovation of Quad C and F on Schofield Barracks; those projects cost \$56.2 million and \$48.4 million respectively. Nan, Inc is also renovating Quad C at Schofield Barracks. According to a company brochure, the Quad C renovation should be completed by June 2006 and is projected to cost \$56.2 million.

Jocelyn Peralta, Nan's office manager, said that approximately 50 percent of the firm's site work is performed by subcontractors. They especially look for subcontractors to perform electrical and plumbing work, Peralta said.

Workshop

Continued from Page 13

The sessions presented by District staff included:

- Honolulu District's Contracting Methodology - Kent Tamai and Monica Kaji
- Design Quality Management - Erick Kozuma and James Tamura
- Customer Feedback Panel - in which Olson Okada led a panel discussion with Col. Floyd Quintana, outgoing Director of the U.S. Army Hawaii's Directorate of Public Works; Don Ritenour, outgoing Chief of the Engineering Division of Headquarters U.S. Air Force Pacific; Martin Okabe, Hawaii State Highways Division and Eric Hirano, Chief Engineer of the Hawaii Dept. of Land and Natural Resources
- Legal Aspects of Construction Claims - Richard Totten
- Mold / Mildew - Humidity Control is Key - Erick Kozuma and Lori Arakawa
- Construction Quality Management Updates - Allyn Tabata and Kevin Araki
- Form 330 for A-E Qualifications - One Year Later - Duane Arakawa SPiRiT & LEED A Comparison of Projects - David

Bylund and Emile Alano

- An Overview of the Corps Regulatory Program - George Young and Alec Wong

The first Honolulu District Workshop was in 1996 at the Pagoda Hotel with the Consulting Engineers Council of Hawaii. Since then, they have changed their name to the American Council of Engineering Companies of Hawaii. In 1998 the workshop expanded to include the American Institute of Architects. In 2000, it again expanded to include the General Contractors Association, the Building Industry Association and the Associated Builders and Contractors Association.

In 1999, due to the increasing number of participants, the site was changed to the Hale Koa Hotel where it has been held ever since.

This year's workshop was managed by the American Council of Engineering Companies of Hawaii in conjunction with Honolulu District.



Key improvement completed

by Grant Sattler
Japan District Public Affairs

Completion of Ship Support Complex (Phase 1) is a key step in improving the capability of U.S. Fleet Activities, Sasebo, Japan. First nominated for use by the modernizing Japanese Imperial Navy by Lieutenant Commander, later Admiral Heihachiro Togo in 1883, Sasebo harbor on the southern island of Kyushu remains today a vital location for the Japan Maritime Self-Defense Force and the U.S. Navy.



U.S. Army Photos

Kikuo Ando from Architect & Engineering firm Kyuken Sekkei, left, and U.S. Army Corps of Engineers construction representative Hiroshi Nagashima from the Sasebo Project Office, discuss final details for facility turnover inside the Ship Support Complex.

USS Essex (LHD2) and six other U.S. Naval ships of Amphibious Force Seventh Fleet, Amphibious Group One are forward deployed to U.S. Fleet Activities Sasebo, Japan to help maintain peace and security in the Pacific region.

Completion of construction in April on the four-story 126,435 square foot Ship Support Complex is a lynch pin of the Tategami Peninsula development plan for U.S. Fleet Activities, Sasebo. Built by the Government of Japan under the Japan Facilities Improvement Program, the Ship Support Complex houses industrial shops, office and administrative areas, training facilities and classrooms, and includes rooftop parking.

“This facility will allow Sasebo to better compliment the capabilities at Ship Repair Facility Yokosuka,” said John Zambrano, Sasebo Project Engineer with the U.S. Army Corps of Engineers, Japan District. The new building houses multiple tenants, bringing together units responsible for ship repair, maintenance scheduling, and maintenance training into a combined facility. Moving into the new building are Amphibious Group One Task Force 76, Ship Repair Facility and Japan Regional Maintenance Center, Detachment Sasebo, the Afloat Training Group Western Pacific Detachment, Fleet and Industrial Support Center, Commander Logistics Western Pacific Detachment, and Systems Test and Analysis Equipment Group.

Navy Capt. Alan Moore, deputy commander, Amphibious Group One, and dual-hatted as surface maintenance officer, said collocation will be a primary benefit of the new facility that replaces a number of structures built in the 1920’s. “All of us in one building will help interaction between the TF-76 staff, the ships, and repair on the waterfront,” he said. “This is step one heading toward the vision of this peninsula truly being all the things required for ship support.”

Moore said the U.S. Naval Ship Repair Facility, Detachment Sasebo will see the most immediate benefit from the new facility.

Facility Manager Charles Fulkerson with Ship Repair Facility, Det. Sasebo agreed. “This facility lets us bring our whole shop into one area,” he said. “Where now we’ve got three barges, plus an operation out adjacent to Dry Dock Two, about 3 or 4 kilometers away, here we’ve got a good central location.”

Cmdr. Paul Macri, Officer In Charge, Ship Repair Facility, Det. Sasebo, said the new building would boost his unit’s productivity.

“Several operations have to go from one barge to another for completion,” Macri said. “Now those operations will just move within one building. That will be a much simpler task, thanks to seven bridge cranes that traverse on rails over the shop areas.”

Involved initially in 1995 with plans for the Ship Support Complex, Fulkerson credited Ship Repair Facility Yokosuka

Fleet Activities, Sasebo

Code 350A shop superintendent Hiromu Oomori and Commander Naval Forces Japan Regional Base Development and Real Estate Business Line Coordinator Wesley Ishizu, with making the facility right for Ship Repair Facility, Det. Sasebo.

“If a guy owned a small company, this is what he’d want,” Fulkerson said. “I’m really, really happy with this place.”

A \$1 million purchase arranged by Ship Repair Facility, Yokosuka for Industrial Plant Equipment – lathes, milling machines, drill presses, welding machines, etc. – will ensure Ship Repair Facility, Det. Sasebo can accomplish its goal of completing 30 percent of its work in house. “It’s going to



Ship Support Complex (Phase 1) is readied for occupancy.



Construction contractor Susumu Shibahara briefs U.S. Fleet Activities Sasebo Fire Fighters on elevator emergency extraction procedures as part of the facility turn over for the Ship Support Complex.

increase our productivity quite a bit,” Fulkerson said. Typically, up to 80 percent of repair and refurbishment work is sent off the installation, while Ship Repair Facility, Det. Sasebo handles the remainder and maintains the capability for expedited work, Fulkerson said.

Much of the new equipment will be of Japanese manufacture that is better suited to the organization’s Japanese workforce, Macri said. Ship Repair Facility, Det. Sasebo has a dozen U.S. Civil Service workers, and an equal number of sailors, but the majority of workers, about 230, are Japanese.

In addition to getting its shops off of the barges and installing modernized equipment and a single tool room, Ship Repair Facility, Det. Sasebo also expects to gain other efficiencies. “A lot of our workers are multi-track,” Fulkerson said. “For example,

our welders can work on pipe, or plate. Once we’re collocated it will be a lot easier to swing them to the work.”

The placement of the Ship Support Complex on the Tategami Peninsula in the center of CYFA Sasebo is ideal, Macri said. “We’ll be able to put ships on both sides,” he said. “Instead of having shops all over the basin, we’ll now save a lot of time lost in transit before.”

The Ship Support Complex includes several specialized rooms, such as an instrument calibration laboratory with controlled temperature and humidity and an oxygen clean room with overpressure for repair of components of breathable O² systems. The building has its own emergency generator with fuel room and a cleaning area built into the floor that is connected to its own wastewater treatment plant that will save on disposal costs. “Environmentally this is the latest,” Fulkerson said.

“Eighty percent of our wastewater can be disposed of once it’s treated, whereas if you just use a tank, you have to pay for the whole thing. The average cost for waste water disposal is 41 cents a liter.”

Upper floor administrative, office, and classroom spaces incorporate raised floors in the design for variable configurations and routing of phone connections, local area network, and other connections, Fulkerson said.

Moore said having the various tenants on a single floor will also improve working relationships. “It will be ‘step over to the office next door’ functionality,” he said.

The Afloat Training Group Wet Trainer Facility will allow sailors to learn to make underway repairs in a realistic environment. It also includes shower and locker facilities for changing after classes.

Future construction of Phase 2 of the Ship Support Complex will add warehousing, administrative space for the Integrated Logistics Operations Detachment and two levels of parking on its rooftop. Construction of Phase 2 is projected to begin in 2007.

Improvements are all over Sasebo

by Grant Sattler

Japan District Public Affairs

Thanks to a myriad of construction projects Commander Fleet Activities, Sasebo is becoming a prize pearl among Pacific region bases.

Commander Fleet Activities, Sasebo, nestled in the picturesque Sasebo Bay on the southwestern coast of Japan's Kyushu Island, is a joint Japanese Maritime Self Defense Force and U.S. Navy installation.

The completion of the Ship Support Complex (see page 20) on the Tategami Peninsula dividing Juliet Basin and India Basin, the continued presence of a pile driving barge making improvements to the seabed as part of the multi-year Juliet Basin Berthing Wharf (Phase 1) land reclamation project, and the recent completion of a heating plant are just part of the new construction revitalizing Commander Fleet Activities, Sasebo. A number of other facilities and quality of life projects are near completion, under way, or about to start.

Sasebo Base Planner Marshall Ito, from the Commander Fleet Activities, Sasebo Public Works Department, is charged with keeping a myriad of projects on track and orchestrating the timing and siting of future work. Master plans include both buildings paid for by the Government of Japan through the Japan Facilities Improvement Program, and by the United States Government through MILCON or other appropriation.

Ito shared highlights on the future Japan Facilities Improvement Program projects the Fukuoka Defense Facilities Administration Bureau directs and for which the U.S. Army Corps of Engineers provides engineering oversight and construction surveillance in a recent joint interview.

Main Base Fire Station

Construction of a consolidated fire training facility and three-company fire station will be completed later this summer.

"This fire station is for main base and the location is ideal," Ito said. "It's right in the central part of the base." The fire station being replaced by the Japan Facilities Improvement Program project is located on the Hirase peninsula. The \$5 million facility makes more space available on the installation for future projects by replacing two separate aging and substandard buildings and serves to cut emergency response time for much, if not all, of the installation, Ito said.

Physical Fitness Complex

Construction began mid-April on the new Physical Fitness Complex for Commander Fleet Activities, Sasebo. Designed to meet the needs of physical training for military members both ashore and aboard forward deployed ships of the 7th Fleet, once completed the new complex will replace the substandard gymnasium on the Tategami peninsula. Demolition of the old gym will make room for second phase of the Ship Support Complex. The new Physical Fitness Complex will house a weight room, cardio room, staff offices, locker and shower rooms, a full gymnasium with a running track, racquetball court, and a 25-meter heated pool. The Japan Facilities Improvement Program project is expected to be completed in the summer of 2006.

AFN Radio/TV Station

Starting this summer, American Forces Network Sasebo can begin reporting from their windows on construction progress on the Japan Facilities Improvement Program replacement AFN facility. "We'll be building adjacent to the existing AFN Sasebo studios on Hirase peninsula," Ito said. The new studio will be built on the existing parking lot shared by AFN, the



An artist's conception of the new Fitness Complex

Harbor View Club, the Bowling Alley, and the Fitness Center. When it is completed in early 2007, the existing studio will be set for demolition and make way for a new parking lot.

Fiddler's Green & Mid-rise

To allow for an expressway extension project the Japanese Ministry of Land, Infrastructure and Transportation is funding relocation of 11 substandard housing units affected by the plan to an acquired parcel of land called Fiddler's Green.

"This is a result of the Nishi-Kyushu expressway that is being built and requires the Navy to acquire additional land in order to release land," Ito said. The planned interchange lies over the northeast corner of the existing housing area. The Japanese Ministry of Land, Infrastructure and Transportation—funded project, currently in design, will construct three duplex and five single housing units for senior officer quarters at Fiddler's Green, Ito said.

Another piece connected to the release of land required by the Nishi-Kyushu expressway is the construction of a 44-unit 3-bedroom mid-rise. Currently, the mid-rise construction is ongoing at Hario, with anticipated completion in the spring of 2007. The project also includes a 66-space parking structure, Ito said.

Once the relocation of the units to Fiddler's Green and the construction of the mid-rise are complete, the required land will be released for the Nishi-Kyushu expressway extension.

Japan District passes first surveillance audit

by Grant Sattler

Japan District Public Affairs Office

Japan District passed its first surveillance Quality Management System audit conducted the first week of May.

Deputy District Engineer for Programs and Project Management Sam Zakhem said Ray Vurpillat, the auditor from Lloyd's Register Quality Assurance, Inc., reported "No findings," after a thorough review and examination of Programs and Project Management Division and Contracting processes.

"We will continue to improve our processes in order to ensure that we deliver quality facilities to our customers," Zakhem said.

The surveillance audit, a periodic visit from the registering organization, is designed to ensure that the system is being implemented and is effective per the requirements of ISO 9001:2000, Zakhem said.

Surveillance audits are performed every six months. The objective of Lloyd's Register Quality Assurance, Inc. is to audit every office, and most field offices, within three years. Three years after the Initial Assessment, there will be a full assessment. For the Japan District, that will be October 2007.

"We anticipate that the next surveillance audit will be of Engineering Branch and the Yokosuka Resident Office, as well as Quality Management, which is a required area for every audit," said Japan District's Quality Management Representative Drew Yee.

In addition to checking day-to-day business processes, the audit also looked at management's commitment to Quality Policy and Objectives, Management Review of the QMS, Internal Audits, Corrective/Preventive Actions, Customer focus/satisfaction, and Continual Improvements.

"Our QMS has been fully functional

for less than a year and a half, so it is still in its infancy," Yee said. "Our documented procedures are in need of continual improvement and we all need to increase our awareness and use of standard procedures."

Yee said one of the "new and improved" characteristics of the QMS is that management is able to consolidate the District's vision of the future into one set of measurable goals and move out using quarterly District Management Reviews.

"The DMR acts not only as an important snapshot of our overall performance, but it can also act as a catalyst to assign resources (time and effort) where they are needed most," Yee said. The driver of the DMR is customer satisfaction, taking into consideration the past, present, and future workload, he said. "We must remember that procedures are meant to help us focus on the customer's needs, not get in the way."

» See related story on page 4

Thompson receives E. Manning Seltzer Award

Otto A. Thompson, Jr., Japan District's Counsel, was recently recognized with the E. Manning Seltzer Award for significant contributions to the Corps of Engineers legal services mission.

The award is named for E. Manning Seltzer, who served with distinction in the Office of the Chief of Engineers from 1946 to 1977. The Chief Counsel presented the award May 5 at the Chief Counsel's Annual Awards Banquet in Seattle.

Thompson was recognized for his role in the resolution of a number of significant legal issues involving acquisition and fiscal law, the United States-Japan Status of Forces Agreement, Civilian Personnel Law,



and Ethics within the Pacific Ocean Division in 2004 and 2005. His advice on International Law and Status of Forces Agreement issues regarding the entry of U.S. contractors into both Japan and Korea was instrumental in the protection of the DoD Construction Agent status of both the

Japan District and the Far East District in Korea.

He also drafted substantive POD input for revision of the DoD Directive regarding the USACE role as the DoD Construction Agent for Japan and Korea, assisted in the resolution of a number of regional issues (including modularity issues), and provided legal advice to the Division Engineer and District Engineer on topics such as the proper legal basis for an engineer exchange program with the Japanese Defense Facilities Administration Agency, the deploy ability of Japanese Master Labor Contract employees, the applicability of Japanese environmental law, and the release of government estimates within the government.



New USFK helipad

Photo by Chong Yun Kim

OPENS

by Chong Yun Kim
Far East District Public Affairs Office

A new helipad for United States Forces Korea on Yongsan's South Post opened for operations May 2.

The helipad was relocated from the H-208 VIP Helipad near Gate 17 to an area near Collier Field House as part of a plan for the United States to turn 2.6 acres of the land back to South Korea to use as a main gate for their new national museum.

The National Museum of Korea is set to open its new Yongsan venue in October and is expected to play a major role in Yongsan's rebirth as a cultural center. However, many Korean historians and curators expressed concerns that the noise and vibration of departing and landing of helicopters could damage historical artifacts exhibited in the museum. Seoul and Washington agreed in May 2004 to move the pad behind the Korean Ministry of National Defense compound.

The construction of a new landing pad began on Sept. 23, 2004 as a concrete wall between Yongsan Garrison and the Korean Ministry of National Defense was torn down. A group of South Korean media members gathered and clicked their cameras showing growing interest from South Koreans.

The new heliport, designated the H-264 VIP Helipad, consists of one landing pad, which can accommodate a single UH-60 Blackhawk helicopter. The final stage, including

Top, pilots await takeoff from the H-264 VIP Helipad for United States Forces Korea in Yongsan's South Post

building a new air traffic control tower and soundproofing in the neighboring houses is estimated to be completed by November. Both U. S. and South Korean militaries will use the new helipad after Yongsan Garrison is returned to South Korea in 2008, according to the officials.

Below: The wall between Yongsan Garrison and Korean Ministry of National Defense is demolished Sept. 23, 2004 in preparation for new helipad construction as South Korean media covers the helipad relocation project.



Photo by Kyong Il Yo

Far East District celebrates Asian-Pacific Heritage with Korean dances, songs and Guk Seon Do

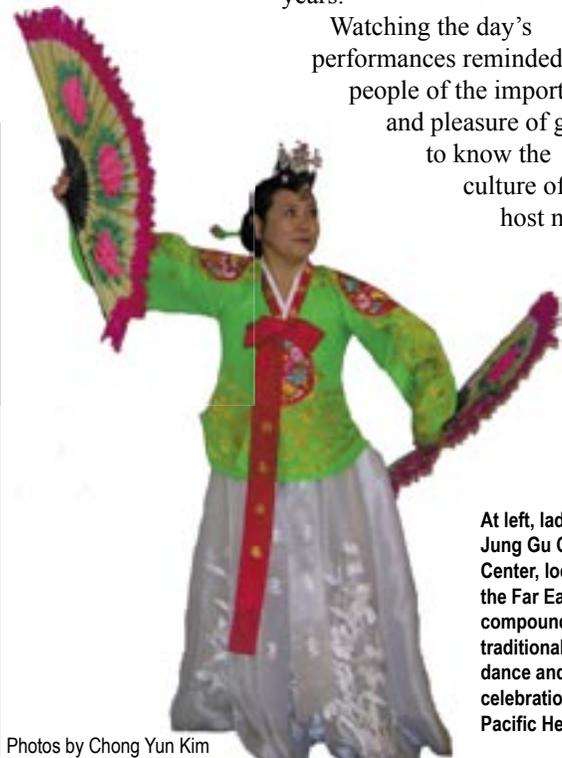
by Chong Yun Kim
Far East District Public Affairs Office

Far East District employees experienced traditional Korean culture May 24, while celebrating Asian-Pacific Heritage month. Though many of the employees are Korean, this event reportedly was new and interesting - even for them.

Following Korean dances and songs, the day's activities were highlighted by a demonstration of Guk Seon Do, a traditional Korean exercise of mind and body. The performance attracted the attention of many spectators. Interest has been getting very high since Na, U Kyun, the Korean National Union representative of the Far East District, started his Guk Seon Do class in the newly expanded FED gym. People not completely familiar with this traditional Korean exercise appeared impressed with Guk Seon Do demonstrators and their flexibility and strength.

"Guk Seon Do is the training not only for the body, but the mind. The breathing practice is most important in this training and helps you clean the spirit and enhance the energy level of your body. This is good for everybody and especially for those who want to relieve stress," said Na, who has practiced Guk Seon Do for more than 12 years.

Watching the day's performances reminded people of the importance and pleasure of getting to know the culture of the host nation.



At left, ladies from the Jung Gu Community Center, located next to the Far East District compound, perform traditional Korean dance and songs in celebration of Asian-Pacific Heritage Month.

Photos by Chong Yun Kim



(Above and Below) Members of a group called People with Love and Nature in Truth, or PLANT, demonstrate a traditional Korean exercise known as Gouk Seon Do, for FED employees.





Am I already home?

by Edward E. Flint

Far East District Geotechnical & Environmental Engineering Branch

SEOUL, Korea -- Seems like such a short time ago that I stumbled into the Japan District Forward Engineering Support Team A as a geotechnical engineer member and, with the team, mobilized to southeast Asia to assist recovery efforts.

Our team was the first of three teams that arrived in U-tapao, Thailand meeting up with the United States Pacific Command's, Combine Support Force staff to await downrange assignments.

After a few days of readying for our actual mission deployment, we boarded a C-2 Greyhound, or COD, short for Carrier Onboard Delivery aircraft, for transfer to the USS Abraham Lincoln. From there, we headed to our first mission assignment assessing the Cut Nyak Dien airfield located about 17 kilometers southeast of Meulaboh, Indonesia on the island of Sumatra. The stretch of coast from Banda Aceh in the north to south of Meulaboh, a distance by road of about 250 kilometers, sustained tremendous damage to property and the loss of thousands of lives to many coastal Indonesians.

After a somewhat abrupt stop on the Abraham Lincoln, as it was the first for us Army-types to experience an arrested carrier landing, we catapulted (and yet another first for our team) off the deck the next day heading to Banda Aceh where we boarded a helicopter to Meulaboh and begin assessing the airfield damage and the road and bridges north from the airfield into the port city of Meulaboh.

On the way to Meulaboh we passed over surreal scenes of disaster that words cannot really describe. I can only say that from my perspective it seemed like a giant eraser had removed all traces of civilization along vast expanses of the Sumatra coast leaving only a dirty wet plain of brackish water, laid over coconut trees, and remnants of bridge abutments. Traces of the coastal highway appeared sporadically, but in between there were very few signs of the previous bustling society that once inhabited this stretch of equatorial land. Once in a while curls of smoke reached into the sky from the survivors burning the leftover debris.

In between conducting a reconnaissance of the coastal highway from Meulaboh to Banda Aceh, assessing possible landing craft sites near the once coastal cities of Lageuen, Lhokkruet, and Lamno, and the assessing the status of the bridges and coastal roads, we lived aboard two other U.S. Navy ships, the USS Bonhomme Richard and the USS Ft McHenry. Getting my "land legs" back took another week after I returned. Life on a Navy ship was yet another "first" for our team as we experienced



Photo by Edward E. Flint

One of more than 90 bridges destroyed when the Tsunami came ashore.

first-hand the ability of the U.S. Navy to deliver seriously needed food and water to landlocked Indonesian citizens. This was accomplished by very hard working ship's personnel loading landing craft and helicopters with the supplies for later distribution to the people on shore. With all of this activity going on we were only able to admire the ability of the ship's crew to orchestrate this hazardous work with no accidents. Typically over 200,000 pounds of supplies were transferred daily for distribution to the Indonesian people. In between these critical missions our team was able to squeeze into the ship's tight air schedule to perform our missions.

Again, our team tested another function of the standard road reconnaissance gear by modifying the equipment to fit on a helicopter platform. The information acquired during this long aerial mission proved valuable as it was discovered that over 90 bridges and causeways were in effect demolished beyond simple repairs. The corridor from Banda Aceh to Meulaboh will require extraordinary engineering in order for the Indonesians trapped in this long narrow band of land to begin living again.

The experience to me personally was sobering - surpassing other natural disasters I have experienced during my tenure as a Corps' employee. I am amazed at the outpouring of thanks from people who appreciate the effort by all involved in bringing much needed relief to the people. Many of my friends from Sacramento, California to Washington D.C. have also expressed their gratitude for all of the volunteers who have contributed their time and effort to evaluate and provide worthwhile solutions to help in the recovery of the people of Indonesia to get back on their feet.



Afghanistan challenge

by **Capt. Sam Volkman**

Far East District, Deployed

HERAT, Afghanistan -- As part of the building of a legitimate Afghan National Army, the U.S. Army Corps of Engineers is constructing an army base to facilitate a corps sized element at Herat, Afghanistan.

Throughout history, Herat has held a strategic importance to the region both economically and militarily. The ancient city of Herat was established in 330 B.C. during the conquests of Alexander, The Great.

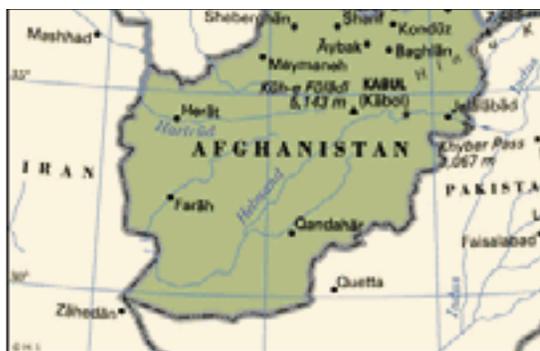
The 2,500-year-old city located on the Harirod River provided the entry gate to the East for trading and was part of the famous travels of Marco Polo and the Silk Trade Highway. The Herat Afghan National Army base is to provide the central facility for their defense in the West.

Similar Corps Afghan National Army facilities are being constructed throughout the perimeter of Afghanistan in locations such as Qandahar and Mazar-e-Sharif. The Herat Afghan National Army base mirrored the base built in Qandahar with the same contractor and contractual requirements. Those requirements included a power plant, sewage system, water system, training buildings, training ranges, motor pools, maintenance garages, and approximately 128 barracks buildings to be completed within 270 calendar days.

However, similarities in operating and construction between the Afghan National Army bases quickly diverged. Herat is truly remote compared to the more established Afghan airports of embarkation/debarkation, Bagram and Qandahar. Material transportation took 14 days by land to travel from Kabul, the capital of Afghanistan, to Herat via the "ring" road. The contractor lost 75 percent of their windows due to the conditions of the road, poor packing, and theft.

Airlift into Herat was severely limited due to the existing small asphalt runway at the Herat International Airport. The runway with no taxiways or aprons was constructed by the U.S. in the late 1960s and consisted of 6" of asphalt on a well-compacted base. Furthermore, the U.S. has a very small presence in Western Afghanistan with NATO having responsibility of Western Afghanistan. This meant the robust U.S. military support elements, such as the Army and Air Force Exchange Services were not present in Herat.

Herat's industrial development had transgressed during the Taliban regime. Due to the poor development, many common



Two unidentified security guards take time out to pose for the camera while watching their posts.

local materials were not readily available. The contractor had to bring in three concrete masonry unit machines to produce enough quality blocks to complete the project. The locally produced blocks routinely failed compression tests at 110 kg/cm² with the specification standards requiring 140 kg/cm² compressive strength after 28 days. The contractor established a concrete batch plant, which required drilling a water well to meet the water needs to produce enough concrete. Compounding the concrete issue was the ring road, as cement had to be imported from Pakistan to meet the concrete demands. Providing the construction site with the appropriate quality and quantity of material proved to be a demanding task.

The Herat Afghan National Army base site enjoyed a diverse mixture of ethnicity in its labor force. The contractor employed over 2,000 laborers from the local area. Furthermore, the contractor brought in over 400 skilled Turkish, Pakistani, Egyptian, and Indian laborers. Typically, a skilled worker would have four to five unskilled laborers working for him in an effort to impart a skill. Unfortunately, the literacy rate amongst the general laborers was around 12 percent causing all sorts of issues from pay to safety. Finding a common language to communicate was challenging as even the local Afghans spoke different dialects. Despite these differences, the workforce performed exceptionally well with a sense of purpose and the hope of peace and prosperity.

Photo by Sam Volkman



Father - son tour Iraq

by Ken Larson

Alaska District Bassett Resident Engineer

BAGHDAD, Iraq -- When my 23-year-old son Lars called his mother and I in late July 2004 to tell us that he was headed to Ft. Hood, Texas, to join his 1st Cavalry Division Unit and immediately depart downrange for Baghdad, Iraq, it was very unsettling. On Sept. 15 Lars joined his Baghdad Unit, B Battery, 82nd Field Artillery, 1st Cavalry Division, as a 2nd lieutenant.

The 1st Cavalry's Area of Operation was the north eastern portion of Baghdad, which includes Sadr City and 9 Nisan. Some of the fiercest insurgent fighting of the war had taken place there and the 1st Cavalry had suffered many casualties.

As headquarters platoon leader and battery information officer, Lars was responsible for all his battery's civil military operations projects. He had daily contacts out in the Iraqi communities, including Iraqi police recruiting, school and road reconstruction, agricultural development, handing out everything from shoes to seed, frozen chickens to live sheep, and any other Iraqi liaison projects that came up.

Lars oversaw more than \$400,000 in direct reconstruction projects and local aid packages, as well as assisted in the capture of an insurgent mortar team and scores of weapon caches. He experienced two fire fights and two IED near misses with his almost daily patrol and convoy operations.

"I know that I have made life better and safer for both the U.S. Soldiers and local Iraqis serving and living here," Lars told his parents.

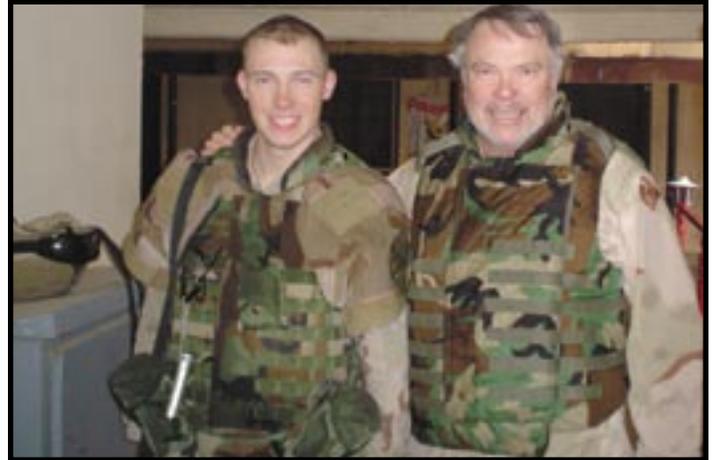
Shortly after my son's initial call, I received a message from Lt. Gen. Bob Flowers who was retiring as commander of the U.S. Army Corps of Engineers. He had worked for me as a young captain in the late 1970s at the Corps' Bonneville Dam project in Oregon. He said the Corps was looking for experienced volunteers for its construction operations in Iraq and asked if I knew of any.

After spending some time in serious discussions with my wife, family and close friends (some of whom thought I was nuts!), I made appropriate contacts and volunteered.

I was selected to be a resident engineer on a 1st Cavalry Forward Operating Base that included Camp Cuervo where Lars was stationed. I arrived in Baghdad at Camp Victory Dec. 12, 2004. Three days later I was flown out to my 1BCT Resident Office on Camp Ironhorse, located about seven kilometers due east of the Green Zone.

Lars' comment was "Even though we didn't live on the same FOB, we still got to see each other. We got to spend Christmas together, which was really nice. I couldn't make it home to my family, so I brought half of it to me."

Photo provided by Ken Larson



Ken Larson and his son Lars pose for an unusual family portrait in Iraq.

As the 1BCT (now redesignated the 2/3-BEST) resident engineer, I and my staff of 12 Americans and three Iraqis had construction contract administration oversight on over 60 projects worth over \$447 million. I was directly involved in scoping, negotiating and awarding almost \$150 million for new sewer, water and power projects to serve Iraqi folks who have never had these services before. Other projects included hospitals, health clinics, schools, fire stations, police stations and a large Iraqi Army NATO Training Base on Camp Cuervo. These projects were mostly located north and east of Baghdad's city center, an area with a population of just under three million people, or almost half of Baghdad's total population.

It was a real challenge in that we had to deal with language and cultural differences, as well as nonexistent construction standards and regulations. The constant occurrence of bomb and bullet attacks made our jobs a lot tougher to accomplish. I am not used to having so little direct project oversight on the ground, but then again back home contractors and Corps folks don't experience kidnapping and death threats. As a result we lived by our computer e-mail and Resident Management System.

It was fun to work with my son. Working for the same Brigade, sometimes our scopes overlapped. The day after Christmas, my son led my armed escort while I checked out some of the road and bridge repair projects he had in his zone.

Lars redeployed to 1st Cavalry's home base on Ft. Hood, Texas, in March. I redeployed back home to Fairbanks, Alaska, in April after four short months of very intense and rewarding work for the Iraqi people with a remarkable crew of Corps volunteers.

One of my most memorable experiences occurred the night before the first Iraqi general democratic elections on Jan. 30. The night time skies looked like Alaska's Northern Lights due to all the tracers flashing by over our resident office complex roof. Another memorable experience was the sight of my two office housekeeping Iraqi ladies proudly holding up their purple fingers to indicate they had voted.



Honolulu manager provides key training to Iraqi reconstruction efforts

by **Mike McAleer**
Gulf Region, Northern District

TIKRIT, Iraq -- Success of the Iraq reconstruction effort is dependent on the capability and capacity of the people of Iraq. Part of that success is providing Iraqi engineers the tools and experience to manage construction projects. Providing training to engineers is one way the U.S. Army Corps of Engineers is assisting the Iraqi people increase their reconstruction capacity.

Reconstruction is having a measurable impact restoring the long neglected utilities and infrastructure of the country, employing Iraqis, and is improving the Quality of Life in Iraq.

The Corps' Danger Resident Office, near Tikrit, recently held a Construction Quality Management workshop for local Iraqi engineers. Derek Chow, Danger Resident Office Engineer developed and led the training.

Before arriving in Iraq Chow was a senior project manager in the Corps' Honolulu District Civil and Public Works Branch responsible for managing and overseeing federal water resources development projects in the planning and design phase.

"The workshop was a success and all participants gained an overview of the CQM system," said Chow. "Weekly meetings are planned to continue building the understanding and implementation of the CQM process." The end-result will be Iraqi team members providing quality assurance inspections of projects in the Salah ad Din province.

The objective of the Construction Quality Management system is to provide quality durable construction products for the Iraqi people. Relevant regulations used as a guide for the training workshop, including ER 1180-1-6, Construction Quality Management, and EM 385-1-1, Corps of Engineers Safety and Health Requirements Manual.

Construction Quality Management provides the guidelines that ensure a quality product results while promoting a safe and healthy working environment. The process ensures the work is acceptable to the specific contract throughout the contract up to turn over of the finished project to the customer. Chow said, "CQM is the key to reconstructing infrastructure that will lead to stabilization of the Iraqi people's lives."



Photo Tom Urbaniak

Derek Chow, Resident Engineer, Danger Resident Office instructs Iraqi engineers in Quality Control Management. Derek is a Senior Project Manager in the Honolulu District's Civil & Public Works Branch.

Participants attending the workshop reviewed the Construction Quality Management system defining the differences in roles of the contractor and the government. As with all technical material, a good bit of time was spent on terms and definitions. The Construction Quality Management process, reporting procedures, and safety requirements at projects was discussed. "Throughout the workshop, the QA engineers and project engineers were able to engage in discussions on various general and project related topics," Chow said.

Security and construction go hand in hand. Chow said. "The safety of our people and our partners is our top priority. We take every precaution necessary to protect them as they accomplish their jobs." Intimidation and the insurgency have made the reconstruction more difficult in some areas. Despite the obstacles, much of Iraq is safe and construction continues.

The engineers that participated in the workshop agree that the training and follow on weekly meetings is helping them understand how to manage construction projects. They believe that by adopting this Construction Quality Management system, the quality of construction will be raised and they will become proficient in managing projects.

This is not a one-time opportunity but the first building block in an ongoing training process that will be offered as needed. All new staff joining Danger Resident Office will receive the training in an effort to hasten their effectiveness as a new team member.



Congressman Neil Abercrombie receives the Silver de Fleury Medal

WASHINGTON, DC. - The U. S. Army's Chief of Engineers, Lt. Gen. Carl A. Strock, presented Congressman Neil Abercrombie (D-Hawaii) with the Silver de Fleury Medal, April 14 during a ceremony at the U.S. Army Corps of Engineers Headquarters.

The de Fleury Medal is named after the 1700s French engineer Francois Louis Tesseidre de Fleury, who volunteered to serve with the American Army in its fight for independence from Britain. The Silver de Fleury Medal is awarded to those individuals who have provided significant contributions and support to Army engineering.

During his 30-year career of public service, Congressman Abercrombie has been a strong supporter of the Engineer Regiment, the U.S. Army Corps of Engineers and the nation. While serving on the Armed Services Committee and several key subcommittees, he worked to improve mission readiness capabilities and quality of life for all the members of the Armed Services in the Pacific Command.

Specifically he initiated legislation for the Whole Barracks Renewal Program at the Army's Schofield Barracks, a 10-year program to upgrade enlisted quarters; secured construction, renovation or replacement work of approximately 1,000 military family housing units on Hawaii Army, Air Force, Marine and Navy installations; and led the effort to authorize public-private partnerships to build, maintain and operate family housing, such as the Army's 50-year Residential Communities Initiative for 7,700 units in Hawaii.



Photo provided by The U.S. Army Corps of Engineers

Lt. Gen. Carl A. Strock, Chief of the U.S. Army Corps of Engineers, congratulates Hawaii Congressman Neil Abercrombie after presenting him the Silver de Fleury Medal during a ceremony at the Corps of Engineers Headquarters in Washington, DC.

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