



East Gate Edition

U.S. Army Corps
of Engineers
Far East District

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A Groundbreaking, A Groundbreaking, and yes, one more Groundbreaking!

by Gloria Stanley

As a Far East District team member, it's probably not news to you there have been many groundbreaking ceremonies recently. There was one for the FED Motor Pool on October 12, and just to make sure you're up to date, one for the Camp Page Community Activity Center on October 24, one for the Osan fitness center and the visitors quarters projects on November 2, and one for the K-16 water and communication systems upgrade projects on November 3, 2000.

There is an article about the FED Motor Pool ceremony in the October issue of the EAST GATE EDITION if you would like to read more about it.

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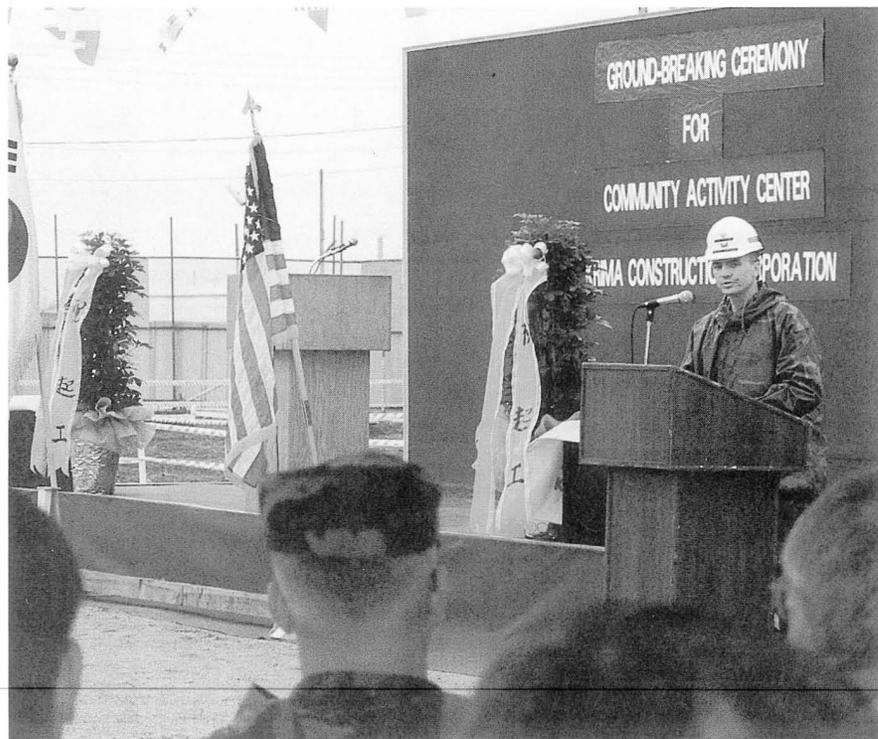
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(Above) (l-r) LTC Keith Anderson, Commander, Camp Red Cloud; Mr. Yi, Chong-hui, Managing Director, KRIMA; Mr. Choe, Byung-Je, President, KRIMA and LTC Charles S. Markham, Deputy Commander, Far East District, cut the cake celebrating the groundbreaking of the Camp Page Community Activity Center Project on October 24, 2000.

(Below) LTC Charles Markham makes a few remarks to the guests at the Camp Page CAC groundbreaking ceremony.



From the Commander



COL Gregory Kuhr

Striving for Excellence

I want to take this Commander's Corner to announce several awards the District has received recently. These awards are an indication that many employees are striving for excellence everyday. While the awards were received by one individual, in every case there is a team of champions, which have supported that person or effort. The awards are an indication that we have some terrific teamwork on-going within the District.

First, our Air Force customers, PACAF, passed on the following recognition:

2001 PACAF Design Agent of the Year Award to Far East District. This award recognizes FED's design and construction award of four projects on Osan Air Base and Kunsan Air Base this past year.

2001 PACAF Civilian Project Manager of the Year, Design Agent Category Award to Ms. Colleen Chamberlain. Ms. Chamberlain was recognized for the outstanding support she has provided Kunsan Air Base as an FED Project Manager.

2001 PACAF Concept Design Category Award for the Fitness Center Addition, Osan Air Base. Our supporting AE firm and team member, AMKOR, received this award for innovative design of the structure.

Next, MAJ Pete Helmlinger was recently selected as the POD and USACE Nominee for the National Society of Professional Engineers' Federal Engineer of the Year Award (Military Engineer Category). Maj Helmlinger was recognized for his efforts at the Tongduchon Resident Office.

Though not recognized as a formal award, there were several other achievements. First, the District has been recognized for efficiently managing its FY00 District Budget by achieving nominal balance in our overhead and facilities accounts. Secondly, we met our customer's

requirements at year-end by contracting for all projects in which sufficient funds were available. I have received several comments from our numerous customers expressing their gratitude and appreciation for FED's superb commitment to mission accomplishment. These accomplishments were realized through leadership by key individuals but ultimately through teamwork by all involved District offices. I applaud your efforts and look forward to continued recognition for the accomplishments of every office within FED.

I would be remiss if I failed to mention that we have a new Chief of Engineers. LTG Robert Flowers recently assumed command of the Corps of Engineers. As the new Chief he will bring a fresh perspective to the Corps. He has a wealth of experience and is well qualified for his duties. I expect LTG Flowers to visit FED sometime next year and we will look forward to his guidance and leadership.

Essays!
COL Greg Kuhr

Check out the Far East District web site at [Http://www.pof.usace.army.mil](http://www.pof.usace.army.mil)

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District Commander: COL Gregory S. Kuhr Public Affairs Officer: Gloria Stanley Photographer: Yo, Kyong-il

Safety

When it's gone, it's Gone!

by Ed Primeau

At my last assignment I was performing air monitoring for airborne levels of lead at an indoor firing range. I entered the room to the firing line and noticed an individual not wearing hearing protection. This seemed odd since everyone else was wearing hearing protection. I approached this individual and asked him why he wasn't wearing earplugs or muffs. He said "I came from the artillery, I'm used to the noise."

Unfortunately for him, he was not developing immunity to the noise. The human ear does not get used to loud noise. What really was happening was he was losing his hearing. Hearing loss is the number one occupational illness in the Department of Defense today. This occupational illness does not have to happen because it is 100% preventable.

Ours ears gather, transmit, and perceive sounds from the environment. Sound creates a change in atmospheric pressure. The ear converts the sound pressure wave into mechanical vibrations in the middle ear and then into electrochemical activity in the inner ear. The frequency range of the human ear sensitivity ranges from very low frequencies below 30 Hertz (Hz) to very high frequencies near 15,000 Hz. Most sounds have components of many different frequencies. Our sensitivity to sound is greatest during childhood and decreases in the high frequencies (above 14,000 Hz) as we age, a condition called presbycusis. Exposure to excessive noise causes irreversible sensorineural hearing loss. The sensory component of the loss damages hair cells in the inner ear and the neural component, causing degeneration of the auditory nerve.

Most individuals have experienced a temporary hearing loss when they have a short-term exposure to loud noise. This is due to neural fatigue. Hearing sensitivity will return to the pre-exposure level in a matter of hours or days. This can usually be noticed if an individual listens to the car radio while commuting. How many people have started the car in the morning and had to turn down the volume of the radio? It seems louder in the morning because during your drive home your ears were fatigued. Therefore you needed to raise the volume to perceive the same level of sensitivity you did in the morning.

However, long term exposure to excessive noise can cause permanent loss of hearing sensitivity or tinnitus. Tinnitus is a condition in which people complain of a sound in the ear(s). This condition is predominantly caused by long-term exposure to high sound levels, but can also be caused by short-term exposure to very high sound levels such as from a gunshot.

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Sound Source and Measurement Location	Sound Pressure Level
Pneumatic chipper at operator's ear	120 dBA
Accelerating motorcycle at 1 m	110 dBA
Shouting at 1.5 m	100 dBA
Loud lawnmower at operator's ear	90 dBA
School children in noisy cafeteria	80 dBA
Freeway traffic at 50 m	70 dBA
Normal male voice at 1 m	60 dBA
Copying machine at 2 m	50 dBA
Suburban area at night	40 dBA
Air conditioning in auditorium	30 dBA
Quiet natural area with no wind	20 dBA
Anechoic sound testing chamber	10 dBA

The Deputy's Word



by LTC Charles Markham
Deputy Commander

Time! Sometimes I feel so inefficient in my time management as the Deputy. There isn't enough time in the day to get everything done I want to do and also provide guidance and/or counsel to our staff and employees. A few of my time culprits include meetings and e-mail. Meeting management techniques will be a future article; today I want to discuss some thoughts about e-mail management techniques.

I was reading an interesting book: *The 10-second Internet Manager*, by Mark Breier. Mr. Breier suggests some interesting tips on using e-mail in the modern corporate workplace. I'd like to highlight a few and talk about them and their use at FED.

1. Put the topic and desired action in the subject line.

This is an interesting technique and one that will ensure everyone understands the subject and what action is required, and by whom. Also, when screening messages this allows a manager to quickly act on important messages. An additional related tip is the use of Outlook options like the "High importance message" marker, "Low importance message" marker or "flagging" the message for follow-up. We can use these options to help us manage our e-mail techniques to save us time for working the issues.

2. Be concise. Keep messages short and to the point. Don't send attachments of data when all the manager needs is a summary

of the news.

3. Don't spend too much time worrying about the rules.

Though e-mail is an informal means of communication, know your audience. Choose your words carefully and take a few extra seconds to use the spell checker and proof read it before hitting the send button.

4. Don't contribute to e-clutter.

a. Don't copy people who don't really need it.

b. Reply to sender, not all.

c. Add value when forwarding. Before forwarding a message to someone else, ask yourself why you're sending it, what you want the person receiving it to do, and when you want them to have it done. Put your comments, views, recommendations, or suggestions right at the top.

5. Check your e-mail frequently.

6. Take Action. Quickly decide which of the following options best applies:

a. Delete.

b. Divert. File or send to an assistant to file or track.

c. Delegate. Make sure the person who assumes ownership of the task knows precisely what the expectations and time limits are.

d. Do. Respond or comply with e-mails timely. If you don't answer a message that day, you probably won't get to it tomorrow

either. Waiting too long to answer defeats the whole purpose of having sent the e-mail in the first place.

e. Deliberately – but not accidentally - delay. Set up a system to review or answer informational messages.

7. After the third e-mail on the same subject, walk n' talk (or call).

If a chain of messages is getting too long, suggest that everyone involved in the discussion get together, in person or over the phone, to work things out.

8. Establish Ownership.

Clearly define who has responsibility and authority to make decisions on issues in the message.

9. Get a separate account for your personal stuff. Remember, we use a government-owned and operated e-mail system for official business only.

10. Praise in public, criticize in private, or, when not to send e-mail at all.

Never use e-mail when you're angry and never write anything you wouldn't send on District letterhead or that you wouldn't want everyone in the District to know about. Because e-mail can be forwarded and can spread quickly, you have to assume that anything you send is public – or soon will be.

Always be safe (even when e-mailing!) and remember, Safety is an Everyday Affair!

Serving you and the District.

Closing FED's compound just one hot issue at town hall meeting

by Patrick Forrest

At his first FED Town Hall Meeting on October 12, COL Kuhr revealed the contents of a letter sent by the local Choong-Ku municipality to the R.O.K.-U.S. SOFA Committee. Local authorities have requested the closure of FED's Tongdaemun area compound. COL Kuhr suggested that such a move would be the matter of lengthy negotiations likely to take years. He offered his own opinion that perhaps an office tower at the Army's main Yongsan Garrison would be more appropriate for FED than the current location in the heart of Seoul's fashion district.

In the meantime, COL Kuhr reported, "We are in the process of selecting a third AE [Architectural Engineering] firm," to join Amkor and TJD on the FED compound. In addition, FED is considering a move to "Design/Build" or "Turnkey" contracting. This type of contracting combines designing and building into one bid, instead of using two, separate contractors.

Upcoming projects for FED's work include a proposal to build high-rise towers at Yongsan Garrison, new headquarters buildings for Eighth U.S. Army (EUSA) and U.S. Forces Korea

(USFK), and a complex renovation of the 121st Army Hospital, which will keep the hospital open through the entire construction period. In all "We have over 400 projects on the peninsula," COL Kuhr reported.

Deputy Commander LTC Markham awarded FED coins for outstanding service to Ms. Cho, Si-Cha; Mr. Chang, Yong-Ung; Mr. Cho, San-Choi; Ms. Kim, Tong-Ae; Mr. Kim, Sung-Uk; Ms. Pak, Chu-Cha; Ms. Yun, Sun-Han; Mr. Kim, Min-Kyu; Mr. Choe, Chong-Hun;

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Courageous Channel: for when you really must be going

by Patrick Forrest

No one is "non-essential." Nevertheless, should an emergency ever occur in the Korean theater, it may become essential that noncombatants leave. USFK's semiannual exercise to practice NEO (Non-Combatant Evacuation Operations) and ECC (Evacuation Control Center) processing is called Exercise Courageous Channel.

FED NEO Wardens, Chris Vaia, Bruce Kim and Bok Yoon, took part in Courageous Channel from 19 to 21 October. NEO Wardens notify noncombatants of reporting or assembly procedures and serve as liaisons between noncombatants and units or organizations. FED's NEO Wardens served at the ECC

Comfort Station in Hannam Village Chapel. Let's walk through each of the ECC's nine stations.

First is the NEO Collection Point, really the perimeter security checkpoint. Here, ID cards and passports are checked, and pets weighing over 25 lbs. go into a holding area. Only one pet may be evacuated, and it must be stowed in a pet carrier.

Station number two is the Search Point, where passports and luggage are inspected. NEOs should pack enough for three-days' travel, but bring no contraband. Expired passports will also cause big trouble.

Baggage in excess of 66 lbs. will be left behind. The fact is,

given an emergency, you may never see abandoned baggage again. So why bring it? By the way, does your 25 lb.-or-under pet count against your 66 lb. limit? Yes, it does. Remember, this is an emergency.

Servicemembers posted throughout the area guide your every step through the process. Upstairs in the Chapel, at the Briefing Point, a slide show explains Courageous Channel and offers common-sense tips. For example, wear sturdy, comfortable shoes. Carry lightweight baggage. Keep your children close to you. Etc.

At the NEO Tracking Station, your passport or ID card is

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Young, bright-eyed architect-engineering college

by Gloria Stanley

For the first time, a group of architect-engineering students from a Korean University - Chung-ang University, Ansan Campus - visited an FED construction site on a U.S. military installation as a field trip.

When Dr. Kim, Yong-su, ph.D, one of seven professors in the architecture-engineering department of Chung-ang University, was looking for a location for a field trip, he



Mr. Don Wood, Tongduchon Resident Office, gives the architect-engineering students from Chung-ang University a safety briefing before escorting them on a tour of two FED projects at Camp Casey, a 60% complete barracks project and a completed company operations building.



Students check out sample construction materials used for the projects they toured at Camp Casey.

contacted someone he knew: Mr. Chong, S. M., Administrative Manager, LG Engineering and Construction Corp. Mr. Chong recommended a trip to the two FED projects at Camp Casey. After making proper arrangements with installation officials the tour was all set.

Mr. Don Wood, Quality Assurance Representative, at the Tongduchon Resident Office realized the community relations

benefits. Always ready to show off a great FED project, he was delighted to participate in the event.

Wood met the two busloads of students and Dr. Kim, Yong-su, ph.D, who accompanied the students, at the main gate of Camp Casey. He escorted them to the first project site, a completed company operations building, where everyone was provided a hard hat. After



Architect-engineering students from the Ansan campus of Chung-ang University pose for the camera after touring FED projects at Camp Casey.

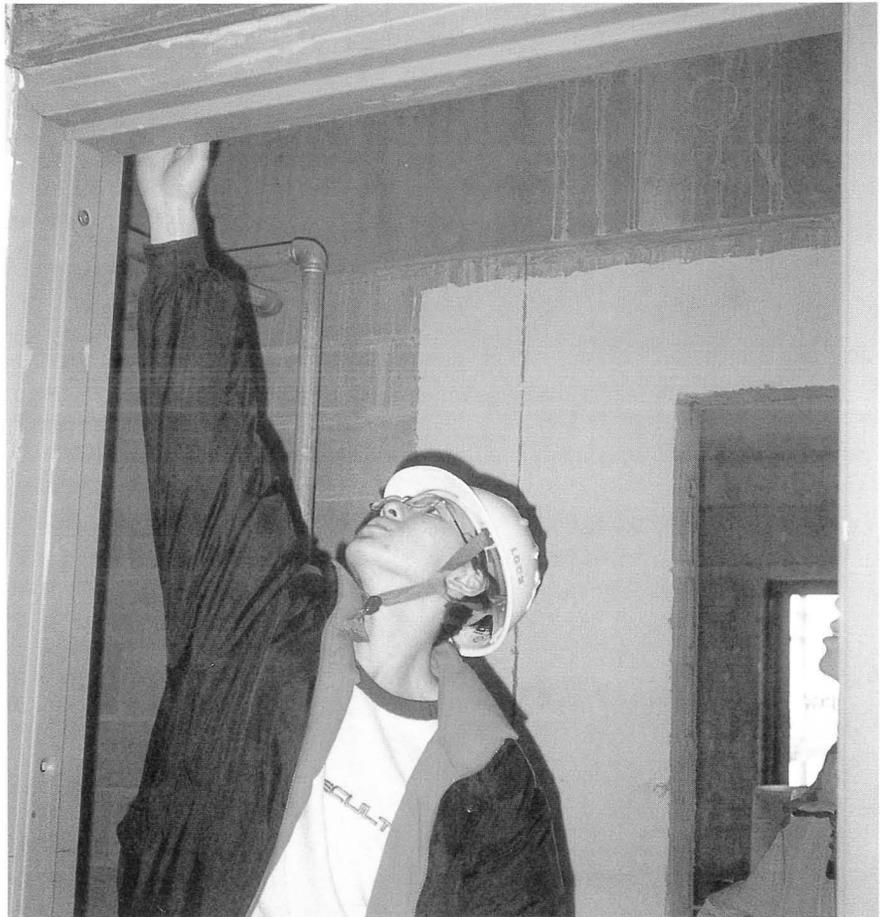
students tour FED Projects at Camp Casey

receiving Wood's safety briefing and spending a few minutes looking at drawings, specifications and regulations, as well as samples of materials used for construction of the project, everyone was ready to check out the brand new company operations building.

Next it was on to the second project, a barracks approximately 60 per cent complete. The students seemed fascinated and asked countless questions. It was interesting to note the number of female students on the tour.

"The students were very well behaved and disciplined," Wood commented to Dr. Kim at the end of the tour.

Maybe there are some future FED engineers in the group!



One of the engineering students checks out the doorway construction of the Camp Casey barracks project he and 67 other students visited on November 4, 2000.



The Chung-ang University students asked many questions of one of the construction workers and took many notes during the tour.



Before going inside, the students have an opportunity to look at the specs, plans and regulations vital to a construction project.

When it's gone, it's gone!

What is considered a loud sound? According to the Department of Labor, Occupational Safety and Health Administration, exposure to average daily noise levels of 90 decibels. A-weighted (dBA)* is hazardous and a hearing protection program is required when exposure is equal to or greater than 85 dBA for an 8-hour average. The Department of Defense has increased its protection of employees by implementing control of noise levels in excess of 85 dBA. Therefore, any sound greater than 85 dBA must be controlled and employees who are occupationally exposed to noise levels greater than 85 dBA for an 8-hour time weighted average must be monitored in an audiometry (hearing test) program.

There are several ways of controlling a person's exposure to hazardous noise. The primary method is to use engineering controls such as barriers to prevent high sound levels from reaching the employee. If this is not feasible, you can use administrative controls such as rotating the worker out of the hazardous environment to decrease the time they are exposed to the hazardous noise. But the most common method of controlling exposure to hazardous noise is to use hearing protection devices such as earplugs or muffs. However, these devices are only effective if the employee wears the protection. The majority of hearing protection devices will reduce the hazardous noise by

(continued from page 3)

15 dBA, which should decrease most sounds below 85dBA.

The general rule is if you and another person are 1 meter apart and have to shout to communicate, then you are in a hazardous noise environment and should be wearing hearing protection.

It is important for everyone, whether at work or at home, to protect their hearing by wearing hearing protection when exposed to hazardous noise. The damage is permanent and will effect your quality of life.

If you have any questions on hazardous noise, please contact me by e-mail or at 721-7385.

** Instruments used to measure sound pressure levels utilize a "weighting" filter. The A-weighted filter is used since it is capable of simulating the sensitivity of the human ear.*



Good Luck Charlie Reeves!

After more than 34 years of federal service, more than 10 with FED, and 23 years Active Army duty, Charlie is leaving.

If you get the chance, wish him good luck in his retirement!

PMBP

How well do you know it?

by Gloria Stanley

By now, many of you are familiar with the term, Project Management Business Process or PMBP. Some of you may know it inside and out – but many of you don't. Do you know the eight imperatives? Many of you may not think PMBP applies to you because you don't work in the Programs and Project Management Division (PPMD).

It may surprise you that although PMBP was implemented in the Corps through PPMD, it is intended for use by everyone in all offices in all the Corps Divisions and Districts. It applies whether you work as a project manager in PPMD, a computer specialist in the Information Management Office, as a mechanic in the motor pool, or a procurement specialist in Contracting Division. PMBP is the way the Corps will be doing business in the future, so if you work for the Corps you will be doing business the PMBP way.

What is PMBP? It is client-focused teamwork; operating like a business; delivering quality results; continuous improvement and learning; and it is the way USACE works. By implementing PMPB the Corps is responding to changing national needs, changing technology, a changing workforce and a changing world. Before PMBP there were conflicts in traditional roles: Project Managers handled the cost and schedule while

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"Prime Power" Battalion electrifies FED

by Patrick Forrest

Noticed a few more BDUs on FED's compound lately? The extra soldiers were fellow engineers from A Company, 249th Engineer Battalion (Prime Power): the only Engineer Battalion directly under USACE. A good chunk of the 249th's A Company lived and worked at FED from 31 October to 21 November.

Company Commander CPT Rafael Pazos, Executive Officer 1LT Bryan Erickson, FSG Marty Cooper and other "Black Lions" used FED's Emergency Operations Center (EOC) as their Tactical Operations Center (TOC) for the Korea Power Plant Exercise, and even bunked in Building S81. SSG Larry Jennings served as NCOIC of the team working on key sites at CP Redcloud and CP Stanley. Their work was mainly circuit breaker and relay maintenance, as well as substation repair.



SSG Larry Jennings (3rd Platoon, Ft Lewis, Washington) briefs LTC Anthony C. Vesay, 249th Engineer Battalion Commander (left) on Camp Red Cloud about circuit breaker relay maintenance (CBRM) and substation maintenance.

The 249th (Black Lions) is commanded by LTC Anthony C. Vesay from its FT Belvoir, Virginia headquarters. However, the battalion works worldwide. Alpha Company's platoons are assigned to FT Lewis, Washington; FT Bragg, North Carolina; Schofield Barracks, Hawaii and CP Humphreys, Korea. During the Korea Power Plant Exercise, about 2/3 of Alpha Company, including the permanently-assigned 4th Platoon – 31 green suit engineers – were deployed on the peninsula for both training and maintenance work.

This is A Company's second year here. In late 1995, a power outage at CP Bonifas sparked concerns about electric power on the peninsula. The 249th Engineer Battalion was tasked to devise a plan to conduct peacetime assessments of critical facilities in support of potential wartime operations. The idea became known as the Korea Power Plan. The 4th Platoon was charged with conducting annual inspections

of critical facilities around the peninsula. In a "win-win" deal, installations received top-quality, low-cost electrical maintenance, and the 4th Platoon practiced prime warfighting skills.

Soon, the Korea Power Plan expanded and included all of A Company. Thus, if the 19th Theater Support Command is USFK's "landlord," Alpha Company is now the electrician. 19th TSC provides the 249th with a "Mission Task List," identifying top priorities for electrical assessments in Korea. The list forms the basis of the company's annual exercise during which it deploys to Korea, trains for war and makes real repairs.

Each soldier in the 249th holds the rank of E-5 or above. 52E, Prime Power Production Specialist, is a highly-technical MOS, demanding skills in mechanics, I-tech and electronics. "We work on 500 to 750 kw generators," says SFC Joneil Ribaya. FSG Cooper notes with pride, "we take on any electrical mission worldwide for division-level or above electrical support, with expertise-support at any level."

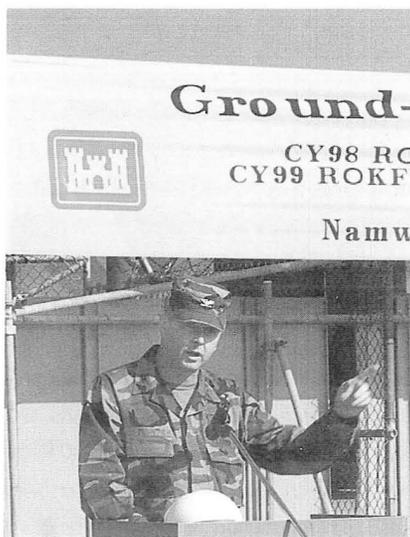
A Groundbreaking, a Groundbreaking, and yes, one more groundbreaking

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At K-16, the water system upgrade project will repair existing pipe/joint leaks and a water gate valve. There will also be a water treatment plant with an underground clear well tank, a new waterline, an elevated water storage tank and supporting facilities. The communication system upgrade will include installation of new telecommunication underground ducts, manholes and cable throughout the installation. The two ROK-funded system upgrades are scheduled for completion by November 2001.

"This \$4 million project will make K-16 better for 2000," said LTC Charles S. Markham, Deputy Commander, Far East District. "I look forward to attending the ribbon cutting."

The community activity center (CAC) at Camp Page will include a kitchen, dining room, lounge, multi-rec area, a recreational machine room, a craft



"This is a team of teams that will change quality of life for our soldiers," said COL Stephen D. Mundt, Commander, 17th Aviation Brigade, referring to the contractor and others who are part of the K-16 project team.

area, service bar, internet cafe and computer/internet room, and six bowling lanes. Another \$4 million project, the CAC is scheduled for completion in March 2002.

Chief of Engineers' Important Issues

1. Morale
2. Army transformation
3. Support for others
4. Congressional relations

Closing FED Compound just one hot issue

(continued from page 5)

Ms. Ko Son Cha; Mr. Kim, Hui Kyu; Mr. Kim, Kwang Nam; Mr. Hong, Chong Sik; Mr. Don Schlack; Ms. Yi, Chong-Hui, Ms. Chong, Tok-Sok; and Ms. No, Yong-Hye. Mr. So, To-Sok; Mr. Jason Kim; and Ms. Pak, Un-Yong received recognition for outstanding support during exercise Ulchi Focus Lens (UFL) 2000. Mr. Chris Vaia was awarded the Korean Service Medal to recognize Department of the Army civilians who have completed a 24-month tour in the Republic of Korea. Mr. Cho, Yong-To; Ms. Kang, Myong-Suk; Mr. Cho, Yong-Wol and Ms. Yi, Myong Hui each received certificates recognizing 15 years' excellent service to the U.S. Government. Mr. Kim, Kwang-Ung, Mr. Choe, Tae-Chin; Mr. Pae, Un-Hwan and Mr. Yi, Hak-Chong were awarded Superior Performance Certificates. Mr. Yim, Wi-Sop received a Certificate of Appreciation and a Certificate of Retirement. Mr. Pak, Chol, Su received an On-the-Spot Cash Award.

COL Kuhr concluded by inviting any member of the FED team to the Commander's Sessions scheduled for every Tuesday at 0800, when the Colonel is available. To allow for thorough discussions, he asked that meetings be limited to 6 FED team members at a time. For courtesy's sake, he also advised those wishing to attend to ask their division office chiefs ahead of time.

New Team Members

CPT Randall E. Wheeler



joined FED on August 29, 2000, to serve as the Uijongbu Project Engineer. He graduated from

Campbell University with a B.S. in Mathematics and a M.S. in Environmental Resources Management from the University of South Carolina. His home town is Fayetteville, North Carolina. Wheeler enjoys family time, golf, movies and traveling.



Mr. Sin, Yong-ung



joined FED on November 1, 2000, as an electronics technician in the Information Management Office. His home town is

Seoul, Korea. He graduated in 1994 from Konkuk University with a Bachelor's degree in electronic engineering. He was with the 552nd Signal Company in Uijongbu for one year and spend four years as an audio engineer in MBC Media Tech. Sin was also with Samsung Company as a network engineer for a year and a half. He enjoys listening to music and using his video camera.



Courageous Channel:

for when you really must be going

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scanned into a computer, and you are issued a bar-coded ID bracelet. Then, servicemembers with bar code readers can track you and your loved ones' whereabouts from here to eternity. The Medical Control Center determines who is fit to be evacuated. For example, those over 32-weeks pregnant, who have had surgery in the past 7 days, who are unable to walk—or who suffer all three conditions—may not be evacuated by normal means. The Vet Station inspects your pet's fitness to be evacuated.

The Transportation Station inventories car keys, property lists, and high-dollar items. Actual transportation and billeting arrangements for NEOs are also made here.

The Protective Mask Training Station reveals that there are actually four kinds of gas masks. In addition to the familiar M-40,

there also exist masks for children, infants and the elderly. A training film gives the low-down.

The Spot Check Station inspects 10% of all NEO Packets to ensure they are perfect, including strip maps, family care plans, and other papers required or recommended to support evacuation and repatriation processing. The last station is the Comfort Station, where FED is represented. They can provide complete meals, courier messages to loved ones, and see to numerous personal needs.

No one wants to leave this way. But if you really must be going, you would be ready now to evacuate the Peninsula. Exercise Courageous Channel keeps us prepared to rapidly exit—just in case. Now, what if you packed for your evacuation extra loud pajamas? That, of course, would be courageous flannel.

FED Share Wagon

This holiday season there will be a collection of food for the needy!

Please donate!

*You may bring donations to the children's christmas party on December 9, 2000
Bldg. T-109*

All donations will be given to the Salvation Army.

PMBP *(continued from page 8)*

technical chiefs handled stewardship, technical quality, function and codes. The PMBP approach is to use project delivery teams (PDTs) with the PDT responsible for all aspects of the project. Each PDT includes a project manager as the lead, technical experts and the client. The team works together to satisfy client needs and expectations. The result is a better product for the client.

Up to now the primary focus of PMBP has been on projects for external clients, but the intent has always been to use PMBP for all projects including those focusing on internal operations. For instance, recruitment and retention is a challenge, and therefore, a recruitment and retention strategy should be developed by a PDT. There are several PDTs in place for internal projects such as small project initiatives and re-engineering the way engineering and construction is done between the DPW and FED.

Now back to those eight imperatives. ER 5-1-11 is the implementing regulation for PMBP and it identifies eight imperatives: (1) consistent project definition; (2) each project has one project manager (PM); (3) the PM is the team leader; (4) the PM is the primary POC with the client; (5) every project will be managed with a management plan; (6) PMs manage project resources, data and commitments; (7) the Deputy for Programs and Project Management has programmatic oversight for all work; (8) and all work will be managed using the PM automation information systems and PMBP.

HQ USACE determined these imperatives are too general in nature and something more detailed and specific is required in order to standardize the way USACE does business and develop PROMIS 2 (often referred to as P2). They have a PDT developing what will be the USACE Corporate Business Processes (CBPs). The CBPs are basically detailed instructions for implementing the PMBP throughout all USACE offices.

The PMBP list of processes is sub-divided into two groups, above the line requirements and below the line requirements. HQ USACE realizes that each District may have a few processes unique to that District, so these processes are called below-the-line processes. CBPs make up the larger list of processes and are referred to as above-the-line processes.

FED has already developed its own processes which are expected to be similar to USACE CBPs. FED is already developing a PMBP training program.

"It's important that everyone in the District know the direction of the Corps and FED," said Mr. James Dalton, Deputy for Programs and Project Management. "That direction includes PMBP, using design-build project execution, and best value rather than low bid contracting."

LTG Robert Flowers, Chief of Engineers, stated some of his principles *(listed on this page)* for the Corps at the recent PDT Conference in Seattle, Washington, attended by Dalton, Mr. Allen Chin, Mr. Jack Church, and Mr. Richard Schiavoni.

Chief of Engineers'

Principles

1. **Everyone's Responsibilities:**
Know your job
Be situationally aware
Be healthy
Everyone deserves dignity and respect
2. **Just Do It!**
Ask yourself:
Is it good for my customer?
Is it legal and ethical?
Is it something I am willing to be accountable for?
If so, don't ask for permission. You already have it.
3. **Measure progress**
4. **Communications is everybody's job.**
5. **Fix at the local level.**
6. **Actively listen:**
seek to understand.
7. **Seek to build coalitions**
8. **Recognize the importance of community decision-makers' opinions.**
9. **Negative press happens:**
don't overreact.
10. **Engage dialogue early.**
11. **Champion win - win.**
12. **Do the right thing.**
13. **Be optimistic.**
14. **Leaders set the example.**
15. **Focus on our workforce.**
16. **Smile and have fun.**

USACE = Synergy

"Synergy is the fruit of thinking win-win and seeking first to understand . . . It's not compromise . . . It's the creation of third alternatives that are genuinely better than solutions individuals could ever come up with on their own."

Stephen R. Covey
