



U.S. Army Corps
of Engineers
Far East District

East Gate Edition

May 2001

Volume 11, Number 4



Readiness. From left, SSG Cliff Martin, Jr., MAJ Richard Byrd, SFC James Macmanus, and SSG Carl Lindsay visit one of Iraq's nightmares from Desert Storm: an A10 attack plane. These Central Resident Office (CRO) soldiers took a Leadership Development Program (LDP) tour of Osan Air Base. The A10, known as the ugly-but-awesome "Warthog," rained ruin on Iraqi tanks and other ground targets. Both FED and the Warthog are ready for new bad guys. Story on page 10.

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RSO&I: FED AT WAR!

by Patrick Forrest

Way down south in Taegu town, tucked into a small fenced-in area of Camp Henry is FED. At least, this is what FED will become in the event of a contingency. Just as in the first Korean War, NEOs will evacuate (FED will drop from 400 to 191 people; see April's *East Gate Edition* for more on NEOs), and emergency-essential, mission-essential, and military personnel will

go south. Then the Far East District Operations Center (FEDOC), two semi-permanent portable buildings, a 5-ton van, and a civilian school building will be Headquarters, complete with FED Commander COL Gregory Kuhr. Exercise RSO&I2001 (Reception, Staging, Onward movement, and Integration) gives us the chance to test how well we would actually make such a
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From the Commander



COL Gregory Kuhr

COMMUNICATION WITHIN FED

How we communicate, what we communicate and to whom we communicate is absolutely critical to our business and personal relationships. A few months ago, a small group of our Emerging Leaders conducted a survey of FED employees to find out how good, or bad, our communication was. I want to 'communicate' the results of that survey, which I hope you will find interesting. We had excellent participation, with 283 employees, 161 KN and 122 DAC responding. Most participants were not supervisors. I intend to discuss only a few of the questions during this article and will continue with more, next issue.

What are your major sources of information within FED?

- 26% Supervisor and co-workers
- 24% Regulations and manuals
- 14% Standard Operating Procedures (SOP)
- 9% Customers
- 27% Others (industry stand-

dards, publications, catalogs, newsletters)

What are the most important ways to receive information?

- 24% E-mail
- 17% Supervisor instruction
- 12% Memorandum
- 11% Internet
- 9% Telephone
- 27% Other (library, meetings, fax, newsletters)

computers, email system and our ability to access the internet. I do encourage all employees to first understand where you are getting your information from and to seek out other sources. Information can open doors to creativity, work improvements, and better performance. I ALSO ENCOURAGE ALL EMPLOYEES TO COMMU



Mr. Larry Vogan and Ms. Bok Yoon go face-to-face. Actually meeting promotes clear communication and builds relationships.

How do you want to receive information?

- 37% E-mail
- 23% Verbally
- 20% Memorandum
- 13% Internet
- 7% Postal service

From these answers I have concluded that we rely on our supervisors and co-workers for much information. We also have become very reliant on our

NICATE FACE-TO-FACE – THIS BUILDS RELATIONSHIPS AND IS THE MOST EFFECTIVE WAY TO GET YOUR MESSAGE HEARD.

Yes, you will have to leave your desk and walk across the compound sometimes, but you will be glad you did.

Do you believe there is a

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

The East Gate Edition is an authorized publication for members of the Far East District, U.S. Army Corps of Engineers. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, DoD, DA, or the U.S. Army Corps of Engineers. It is published monthly by desktop publishing by the Public Affairs Office, Far East District, U.S. Army Corps of Engineers, APO AP 96205-0610, telephone 721-7501. Printed circulation: 500.

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

Safety/Occupational Health

Indoor Air Quality (IAQ)

by Edward J. Primeau

We have had several inquiries by personnel concerning their office environments. The main area of concern is indoor air quality. I would like to address that issue in this month's article.

First, let's look at the possible causes of poor Indoor Air Quality (IAQ). The National Institute of Occupational Safety and Health (NIOSH) has performed over 450 hazard evaluations due to complaints of indoor air quality problems in a wide variety of office settings. Their results indicated that the main problems found were inadequate ventilation (52%); contamination from inside the building (17%); contamination from outside the building (11%); microbiological contamination (5%); contamination from the building fabric (3%); and unknown (12%).

Since most of our facilities are without ventilation, this may also be the greatest cause of problems in our office environments. The Heating Ventilation and Air-Conditioning (HVAC) Systems of a building not only provide temperature control; they also provide dilution ventilation. The purpose of dilution ventilation is to reduce contaminants generated in the indoor environment. The contaminants generated in the indoor environment consist of carbon dioxide (which is produced during human breathing), odors, and chemicals (emitted from office automation machines or used for cleaning). In

addition to providing fresh air, the HVAC system also filters the air before it is delivered to the workspace.

The American Society of Heating, Refrigerating and Air-conditioning Engineers' (ASHRAE) guidelines for acceptable indoor air quality use a carbon dioxide level of 1000 parts per million (ppm) indoors as a decision point for whether enough fresh air is provided to the indoor environment. The outdoor, ambient concentration of carbon dioxide is usually 250-350 ppm, and may be higher in highly urbanized areas. Usually carbon dioxide levels are higher inside than outside, even in a building with few complaints about IAQ. If carbon dioxide concentrations exceed 1000 ppm, complaints of headaches, fatigue and eye and throat irritation will increase.

Unfortunately, most of our buildings do not have HVAC systems. Therefore, we may have inadequate ventilation in offices that are crowded or have poor air circulation. Our source of fresh air comes in through the windows, which rely on natural air movement and also do not provide any filtration for contaminants such as pollen and dust. To make matters worse, I see a problem with the use of office cubicles. These dividers provide privacy for employees, but they also hamper air movement in the office. I have seen some cubicles that go from floor to ceiling with no window or source of fresh air unless the office

door is kept open. This is similar to working in a closet. I believe that the best height for cubicles is about 4.5 feet. This will offer seated employees privacy, but will allow air movement in the office.

Many of our facilities are also being used for different purposes than they were designed for originally. A room designed to be occupied by two people may be unsuitable for more than two people plus computer equipment and other office automation equipment.

Since the air that enters through the windows is unfiltered, this allows dust, pollen and other particulates to enter the work environment. However, the human respiratory system is very efficient at removing particles before they reach the gas exchange region of the lung. Normally, exposure to dust may elicit only an allergic response in sensitive individuals. But it should be noted that if you smoke cigarettes you destroy part of this normal protection system, which allow particulates, especially those in cigarette smoke to enter your lungs.

Some may feel that portable air cleaners are the answer. However, I am not sure that these cleaners have the efficiency to solve our problem. First, these devices need adequate airflow if they are going to clean the environment. Office furniture and machines may obstruct such airflow. These air cleaners may be designed to handle smaller rooms, which are supplied with air from an

(Continued on page 8)

The Deputy's Word

by LTC Charles Markham
Deputy Commander



It feels like summer is here and the District work pace is heating up also. We have many activities going on concurrently at the District Headquarters while the Resident and Project Offices continue with their heavy construction workload. I don't see any let up through year-end! Talking about our extra work, if you need to work overtime, please notify your supervisor and claim the hours you work! Managers, ensure your employees are properly compensated for their time and effort.

Lately we've hosted a few HQ USACE and POD visitors with more to come in June. Mr. Ray Urena and CW5 Curtis Atkins, USACE Logistics Management Office, visited our LMO for a week, assessing our internal operations. Ms. Pat Rivers, Chief, Environmental Division visited to get a feel on how FED and USACE can better help USFK/EUSA in environmental work. Coming in June is the USACE Chaplain, COL Moore, who will be visiting FED employees and 249th Engineer Battalion soldiers. Also in mid June, BG Hawkins, USACE Military Programs, and BG Castro will participate in the EUSA Senior Executive Review Group (SERG)

activity. So if you see some new faces around, greet them with a smile and show them our FED spirit.

The FED military personnel are scheduled to travel to Washington D.C. in June to celebrate the Army's 226th Birthday and participate in a few USACE professional development activities. We will be losing two great officers in June, MAJ John Eisenhower, Page Project Office, and MAJ Pete Helmlinger, Tongduchon Resident Office. We wish them the best of luck as they head off to CGSC at Fort Leavenworth.

In May we celebrated Employee Appreciation Week by recognizing the great efforts of our employees. We conducted an award ceremony in conjunction with our Town Hall Meeting and I really enjoyed seeing our outstanding workers receive these awards and certificates. Thanks to all of you for your dedicated work throughout the year!

I think our annual Safety Day was a great success and want to thank everyone for their participation and especially Mr. O and the Safety Office for coordinating and executing this superb event. We welcome your

comments and suggestions on how to improve this annual event.

The next big event for the District is our annual Organization Day. This special time is scheduled for Friday, 29 June. Please mark this date on your calendar and I look forward to seeing everyone there. We're planning for a fun day with lots of activities, snacks and food. To help defray some of the cost, the committee is organizing some fund raising events. Please continue to support us in this worthwhile endeavor.

As always, think and act safely as we head into the summer construction season and warmer weather. Leaders must be aware of their employee's potential risks, and have a plan to mitigate them to an acceptable level or stop the activity.

As our new motto states, ***"There's No Alternative for Safety!"***

Serving the District and you!

FED: PACAF's 2001 Design Agent of the Year

Colleen Chamberlain 2001 CPM of the Year in Design

from staff reports

Pacific Air Forces (PACAF) recognized FED for its outstanding services by naming the District their 2001 Design Agent of the Year and Colleen Chamberlain their 2001 Civilian Project Manager of the Year in Design. In August 2001 Chamberlain will be recognized in Washington D.C. for winning the worldwide 2001 USAF Civilian Project Manager of the Year in Design. This distinguished award is given by AF Headquarters to the person who provided the best professional management in project execution during the previous fiscal year.

When asked what she attributed her recent success to, Chamberlain explained, "I was fortunate to win this award because of the generous people, team environment, and the "can-do" attitude of FED. I've worked as a project manager in other districts before, but I've never worked with a better team of dedicated professionals than Allen Chin, Bob Losey, Ki Kim, Dave Yang, and Dave Newcomer. Teamwork within the organization is exceptional, and it's enhanced by great leadership from the top. James Dalton is the best DPM that I've ever worked for. He constantly keeps the district focused on successful program execution and customer service. He also sincerely takes personal interest and care in the careers of his people."

Chamberlain took special pride in one of the significant achievements over the past fiscal year. "Our Kunsan team phenomenally designed and awarded three MCP projects within just seven months! These projects, totaling a



Kunsan Team: (l to r) Ki Kim, Colleen Chamberlain (Team Leader), Dave Yang, Dave Newcomer

PA of \$18.7M, doubled the average MILCON program at Kunsan AB. Projects of this complexity could take up to 2 years in the states to design and award. However, the entire project delivery team utilized intense management and innovative design/review processes to contribute to successful award by 30 September. This feat was even more noteworthy as we awarded these projects at \$2.3M under PA."

"Fast track execution is only one of a few reasons that makes working in FED different from stateside," said Chamberlain. "The difference between FED and other military construction-based districts is like night and day. A CONUS and OCONUS comparison makes those differences even greater. Because our work directly supports frontline U.S. service members, we have to be innovative to execute quickly. Also, our AE firms and construction contractors partner really well with us. We currently

have only two AE firms who work exclusively for FED as an extension of our in-house design staff. We also have about 40 pre-qualified construction contractors, who are very cooperative due to the competition to get on our list. We enjoy having almost no protests or claims."

Having worked in the Civil Works and Environmental programs stateside before coming to FED, Chamberlain found her first experience with the Military program to be her most exciting and challenging yet. She found the transition to the Military program to be quick. "What I learned in FED in one year would normally take a PM three years stateside to learn. This is attributed to the fast pace of execution here and the incredible mentorship by senior staff. FED has also just developed the first interactive LAN-based Project Management Business Process Manual. It makes the learning

(Continued on page 8)

RSO&I: FED

(Continued from page 1)

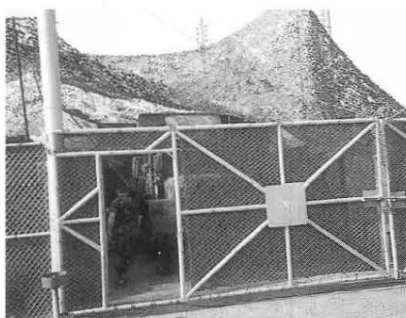
jump.

While FED takes its orders from the Pacific Ocean Division in Hawaii, we provide direct support to USFK. In a conflict, CFC/USFK will become an even bigger customer of ours. Of course we're also in the same Army. Thus each year, FED joins two of USFK's major exercises: RSO&I and UFL (Ulchi Focus Lens).

RSO&I evaluates and improves combined and joint coordination, procedures, plans and systems for contingency operations of ROK and US Forces. Technically, RSO&I describes the process of deploying units into a theater (RECEPTION), integrating combat-ready personnel and their equipment (STAGING), moving units from staging areas to their field commands (ONWARD MOVEMENT), and integrating them into the combat zone (INTEGRATION). Politically, RSO&I demonstrates the resolve and ability of our great alliance to defend Korea.

FED's Chief of Transportation Ken Pickler performed S-4 (logistics) duties during the exercise. Ken notes, "until five years ago, we didn't have a real mission" in RSO&I. FED spent four decades helping USFK prepare for war, without knowing what role FED itself would take in the event. Finally, in 1996, the first 13 FED team

members joined the exercise, using a conference room at the Southern Resident Office on Camp Henry as the Operations Center.



The FEDOC: Two portable buildings and a 5-ton van squeezed between them. The van's expanding sides create an area of about 15'x15'. The two portable buildings are 16'x40' and 8'x40'.

This year, FED stationed a total of 34 people in the Taegu area. Another 14 served elsewhere. Reservists from the States – the Contingency Response Unit (CRU) – deployed to augment our forces. According to MAJ Peter Helmlinger, our mission today is well defined: "to support USFK with design services and contract administration for contingencies." If that doesn't sound very warlike, consider the Army's current doctrine: a crisis response force of up to 5 and 1/3 divisions (over half the combat strength of the Army) must be deployed by C + 75 (75 days after a crisis begins). The transformation proposed by GEN Eric Shinseki, the Chief of Staff, calls for an even faster buildup, and that's just for the Army.

FED is really a "purple"

organization. This means it serves all the services in Korea. In a contingency, that may well include, for instance, almost the entire combat strength of the Marines – three divisions, three air wings. Then there's the Navy and Air Force. Clearly, urgent construction needs will vastly exceed the capabilities of all available combat engineers, who in any case will be at the front. In the rear, as hundreds of thousands of personnel pour in, fast, furious construction will be essential, and thus, so will FED.



Beneath the netting: Mr. Hong, Song performs PMCS on the FEDOC van, as LTC Robert Foster emerges from a portable building.

Ken Pickler: "until well into the war, we're the only unit available to do contract-type construction, whatever the CINC's priorities may be." The classified, ever-changing Critical Construction List (CCL) attempts to predict the CINC's needs. During the exercise, most of the FEDOC's

AT WAR!



Classified briefing: MAJ Gary Klein, Mr. Dave Honbo, LTC Dan Encinas and Mr. Larry Drape wait to catch the MSLs.

time was, in fact, spent reviewing the CCL. The kind of projects required would have to go up in less than 60 days. "In that time," says MAJ Helmlinger, "we could build camps and warehouses, and lots of force protection structures: berms, barriers, and revetments." These would become logistical bases, bed-down facilities, POW camps, and myriad other facilities the CINC might require.

But how can you know, *very quickly*, what a POW camp should look like? Or how about a Logistics Over the Shore (LOTS) facility—essentially, an instant port? That's where Engineering Division's Theater Construction Management System (TCMS) Team comes in. Bob Kiehm; Pak, Un-yong; Choe, Yong-to; Yu, Chae-hwang; Yi, Chun-ki and O, Song-hun use TCMS: a sophisticated database of standard designs that need only be adapted to specific sites. According to MAJ Helmlinger, one lesson of using TCMS in the exercise has been the need to adapt TCMS designs to local materials. "Unfortunately, so much of our [hasty] construction

designs have wood construction. In Korea, steel is readily available. Timber is not." So expect lots of steel, quonset hut-like K-Span buildings. These are meant to serve 4-to-6 months, though interestingly, FED's own quonset huts are going on fifty years' service.

Inspections "confirm" or "deny" the usability of actual sites, or suggest improvements to "adapt" sites to TCMS designs. Sites will also need constant inspection to assess facility damage (FACDAM). Thus, in a vast, rapid build-up, site inspections will be a large part of FED's duty. To simulate this, one of our Liaison Officer (LNO) teams, MAJ Richard Byrd and SSG Carl Lindsay, actually used a helicopter to recon USFK construction sites.

FED LNOs both gave and took information. MAJ Helmlinger and SSG Tootoalii Polu at Eighth Army (EUSA), MAJ John Eisenhower, CPT Mike Derosier and SFC Dean Davis at USFK, CPT Randall Wheeler at US Naval Forces Korea, and SFC James

McManus and SSG Michael Martin at 7th Air Force collected battle reports. In turn, our LNOs were "the one door to the Corps," assisting and advising on engineering questions, and able to reach as far as USACE HQ in Washington for answers.

In our crisis, will contractors even exist anymore? The plan is that Korea's provincial governments will, in a sense, "draft" contractors and

assign them specific missions. Yet certainly, "performance issues" such as contractors disappearing off the face of the earth can be anticipated.

Trying to imagine all that might go wrong—a contingency pretty much means everything already *has* gone wrong—is the role of MSLs (Master Scenario Events Lists). Pronounced "measles," MSLs work not unlike real measles, basically making you sick. Say, the enemy attacks your contractor . . . or damages a project beyond the contractor's ability to repair it . . . or suddenly, the FEDOC must move . . . or your drinking water is poisoned . . . or all these problems assault you, all at once. In the exercise, Jerry Giefer and Dave Wilson briefed such calamities, and everyone had to solve these hypothetical misfortunes right then and there. FED generated numerous MSLs internally, with more coming from USFK's higher HQ.

Good solutions, which MSLs lead to, become COSOPS (Contingency Standard Operating Procedures), a set of answers to foreseen contingencies. FED keeps its COSOPS in a set of classified binders, locked in our vault. And locked in our thoughts is FED's war, which we have grounds to hope will never happen.

Keeping well prepared keeps our adversaries well deterred. This is the true purpose of exercises like RSO&I.

Electro-Osmotic Pulse

by Gloria Stanley

On Yongsan Garrison, in Seoul, Korea, moisture has plagued the underground areas of certain headquarters buildings. Because of damage to the buildings, the Yongsan Director of Public Works (DPW) requested the Far East District (FED) to evaluate the moisture-damaged areas and propose a solution to the problem. The damage includes deterioration of the structural concrete on the exterior of the structures and patches of fungus and corrosion in the ventilation system, the operations and communications areas, and in underground passageways.



Some of the rust and deterioration in one of the underground areas evaluated for EOP technology to prevent additional damage.

Mr. Thomas Spoerner, General Engineer, and Mr. Jack Giefer, Facilities Management Specialist, constitute the FED Installation Support Office (ISO). They have been working with the

Construction Engineering Research Laboratories (CERL) of the U.S. Army Corps of Engineers Engineer Research and Development Center and a contractor, Drytronic Inc., to determine if electro-osmotic pulse technology (EOP) is a viable solution to the moisture problem.

This project is the result of a fortuitous meeting between Mr. Daniel Greene of the Yongsan DPW and Mr. Spoerner.

"Mr. Greene described the problem to me," said Spoerner recounting the meeting. "I had been the Center for Public Works Program Manager for the EOP research and development project in the early '90s. I immediately thought of EOP, but before I could say a thing, Mr. Greene presented me with a CERL Facility Engineering Applications Program Fact Sheet on EOP and asked me if I thought EOP would work. We both had the same idea from the start."

Spoerner and Mr. Ben Gompers (of FED Environmental and Geotechnical Section) did the preliminary facility assessment and quickly recognized the site as a prime candidate for EOP.

The FED ISO picked up the tab for the initial assessment, the site visit by CERL, and the engineering evaluation. This is a technology-transfer project for facilities operation and maintenance. Potential technology-transfer projects are elevated to the 19th Theater Support Command (TSC). If the project is

a priority of the 19th TSC, the ISO can request central funding for certain aspects of the project. In this case, everything came together. FED was not only able to provide the expertise, but also the funds for the project.



Mr. Vincent Hock (left), Principle Investigator, CERL, and Mr. Michael Connor, Chief Operating Officer, Dytronic, Inc., use a protometer to measure the humidity in the concrete walls and floors.

What is EOP?

EOP is a proven and permanent method of preventing below-grade water intrusion. The technology is installed from the inside the affected building and uses a series of low-voltage pulses. Based on the theory of "Electro-Osmosis", these pulses create an electric field inside the building's concrete walls, thus halting the water penetration. The EOP technology also reduces humidity to acceptable levels which prevents corrosion of equipment and eliminates the source for mold, fungus, and disease-carrying microorganisms

Technology – whaaaaaat?

that cause respiratory and other health problems.

Originally developed in Europe, EOP technology was introduced to North America by Drytronic, Inc., in 1990. The original method of Electro-Osmosis was established in the late 1800's, but new application developments by Drytronic, Inc., piqued the interest of CERL. In 1994 CERL projected the EOP system could save the U.S. Government millions of dollars each year upon its validation. The CERL team provided site visits, installation drawings, and systems monitoring to Dytronic Inc., along with in-house research and development. These efforts led to the development of a new anode material and installation methods that ensure quality to its customers.

"As a Principle Investigator for the U.S. Army, part of my mission requirement was to infuse the EOP technology into daily use by implementing the technology army-wide. During FY'97 alone we estimate the technology saved the U.S. Army in excess of \$5 million," said Mr. Vincent Hock, CERL.

How does EOP work?

A groove (or grooves) is cut into the interior walls and/or floor of the affected structure. A wire "anode", designed for a 100-year life, is embedded into the groove and patched over with concrete. Copper grounding rods, "cathodes", are inserted into the surrounding earth. An EOP Central Control Unit (CCU) is mounted on the wall. Wires from the anodes and cathodes are attached to the CCU and the

system is activated.

The CCU delivers a series of low-voltage pulses to the anodes and cathodes. These pulses create an electric field inside the walls. The pulses cause the water to move from the "dry side", the interior, to the "wet side", the exterior, of the building against the direction of the flow induced by the hydraulic gradient. This prevents water penetration through the concrete.

Advantages of EOP technology

EOP technology uses standard 110v power, is energy efficient, is cost effective, halts corrosion of electrical and mechanical equipment, stops deterioration of the concrete, eliminates the source for fungus and mold growth, does not require expensive and hazardous excavation, reduces humidity to acceptable levels, and restores good indoor air quality.

According to a CERL technical report, the EOP system is 40% less expensive than traditional waterproofing methods, yields further benefits beyond the initial cost savings, and is now recommended for Army-wide implementation.

The Evaluation

The first step in correcting the situation at Yongsan was to make a site visit and take moisture samples of the interior walls and floors of the damaged areas. After consultations with Spoerner and Giefer, Mr. Vincent Hock, Principle Investigator, CERL, and Mr. Michael Connor, Chief Operating Officer, Drytronic Inc., made a trip to the Far East District in January to take samples

and make an evaluation of the site. Taking the samples involved drilling 1/4" holes at the water-damaged areas and using a protometer to measure the humidity in the concrete walls and floors.

The resulting project proposal is to install an EOP system consisting of four control boxes and annodes along with initial adjustments - and system monitoring nine months later. The DPW will assess the findings and if installation of an EOP system is found to be cost effective, the Yongsan DPW will have the EOP system option to solve the moisture problem in these underground locations.

New Team Member

CPT Michael C. Derosier joined FED on April 15 as Project Engineer at the Camp Page Project Office. His hometown is



Somersworth, New Hampshire. He received his Civil Engineering degree from West Point, and his Masters in Civil Engineering -- Construction Engineering Management from the University of Colorado, Boulder. Prior to joining FED, he served as Company Commander of B Co. 62nd Engineer Bn., Fort Sill, Oklahoma. Michael enjoys downhill skiing, ice hockey, golf, running and hiking. His wife Monica lives in Boulder, Colorado.

Safety/Occupational Health

(Continued from page 3)

HVAC system, which filters air prior to delivery in the room. In addition, air cleaners may produce noise, which is annoying or which interferes with office communication.

So how can we make the best of the work environment we have? Here are some suggestions for providing the best possible environment.

- Regular and thorough cleaning is important to ensure good indoor air quality. While custodians typically clean the office, as an employee you can also play an important role in promoting and maintaining cleanliness. Keep your desk and work area clean. Clean spills promptly. Keep food and beverages stored in sealed containers to avoid attracting insects and vermin.

- Do not store chemicals in the office. Chemicals should be stored in a closet or in a chemical storage cabinet.

- Report leaks to Facilities Maintenance promptly to prevent the growth of microbial contaminants.

- Minimize the restriction of air movement. Place office furniture and equipment with air circulation in mind. The use of a fan may help distribute of fresh air. However, the fan should not be directed at personnel and should be quiet enough to not disturb or annoy employees.

- When air conditioners are used, their filters should be cleaned or replaced regularly.

If you still have indoor air quality problems after implementing some of these changes, please call me at 721-7114 and I will perform an evaluation.

CRO soldiers take LDP at Osan

by MAJ Richard T. Byrd

Soldiers from the Central Resident Office and the Pyongtaek Resident office recently participated in their first Leadership Development Program (LPD). On 9 February MAJ Richard Byrd, SFC James Macmanus, SSG Carl Lindsay, and SSG Cliff Martin, Jr. worked a day at Osan Air Base as the first in a series of quarterly LPDs. The day started with a tour of an A10 attack aircraft. We had originally been scheduled for ECAS training (Emergency Close Air Support), but an exercise here conflicted with that. Maybe next time.

We had lunch at the bowling center at Osan where I gave the NCOs some pointers on bowling techniques. (Actually, I came in last place.)

We discussed professional development for NCOs in the 51H military occupational speciality (MOS) field. Presently, SFC Macmanus is scheduled for PCS back to Ft. Sill under the Homebase Assignment Program. SSG Lindsay is scheduled for a PCS move to Ft. Leonard Wood under the Homebase Assignment Program. Both SFC Mac and SSG Lindsay will probably attend the same ANCOC course in September at Ft. Leonard Wood. SSG Martin is considering extending here for one more year.

After lunch, I gave a presentation on our roles during contingencies. This session lasted well into the afternoon and was very productive. I received some good feedback on ideas for improving the FED Standard Operating Procedures OP for LNO duties.

Remember Memorial Day Sunday, May 28



PACAF Design Agent of the Year

(Continued from page 5)

process even easier and quicker for new PMs and all functional staff.

Also, the Korean culture is centered around natural teamwork and the willingness to do what's needed to get things done. All this makes the perfect environment for a PM and other team members to succeed."

Chamberlain summarized by saying, "I truly enjoy my experience in Korea and FED, both personally and professionally. I can understand why many people come here and don't want to leave. Whether coming over with a family or alone like I did, it can be a very rich experience. I immediately became part of the FED family and was afforded terrific opportunities to learn. Going overseas has turned out to be my best career decision to date. It's opened doors for me to be competitive for bigger and better career opportunities."

For Asia-Pacific Heritage Month

Korean-Americans: a Time Line

from the Overseas Koreans Foundation

-1882 – 1902 – “The Beginnings.” In 1882, the US and Korea signed their first treaty. In 1886 the US approved Korean immigration. In 1902, Korean emperor Kojong recognized Korean immigration to the US.

- 1903 – 1905 - “First Wave.” 7,843 Korean immigrants came to Hawaii (6,701 men, 677 women, and 465 children). They spread to various pineapple plantations. Some formed a self-governing village. Most adjusted to the new environment but those who couldn’t either went back to Korea or to the mainland US. For example, on January 13, 1903 – 102 Korean Immigrants (56 men, 21 women, and 25 children) came



Korean-American comedienne Margaret Cho to Hawaii on the *SS Gaelic*. Each person had different reasons for immigrating but all

shared a common goal: to earn money and live a better life. This was a test case to see if Koreans were good workers and had courteous attitudes. On February 26, 1903 – the *Evening Bulletin* in Hawaii reported “... They appear to be hard workers, yet they are paid the least ... would work ten hours from dawn to sunset for sixty-nine cents a day.”

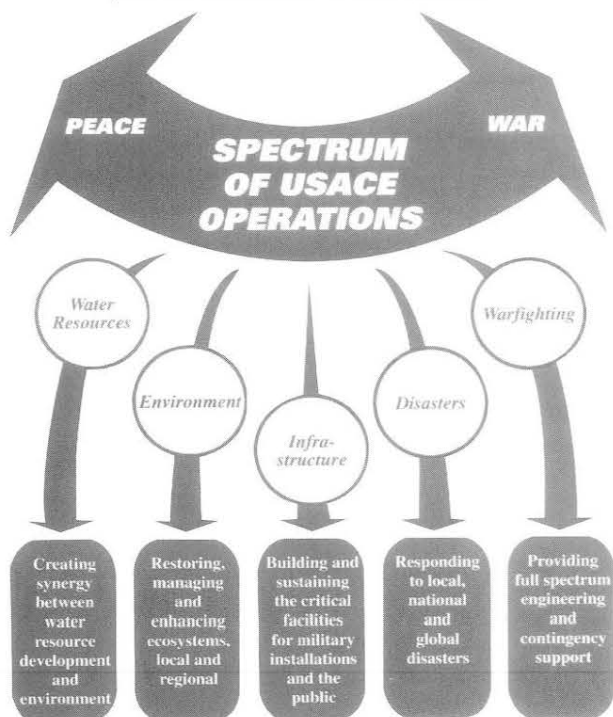
-1912 – 1924 - “Second Wave.” 951 Korean “picture brides” immigrated to Hawaii. Before the second wave, Korean men outnumbered Korean women. But Korean men insisted on marrying Korean women only. There were nearly 5,000 bachelors, and most remained bachelors. They had to send pictures of themselves and have arranged marriages. The immigration of Koreans stopped because of the Oriental Exclusion Act of 1924. The Oriental Exclusion Act came about because of anti-Japanese feelings of that time.

-1924 – 1960’s - “Third Wave” The US allowed Korean students to come to the US and study. Immigrants also came due to the liberation of Korea from Japan. American soldiers stationed in Korea married Koreans; these were called “War-Brides” or “Peace-Brides”.

-1965 – The Immigration Act of 1965 created the present - “Fourth Wave.” About 1,200,000 formal Korean immigrants reside in the US, today.

THE CORPS' MISSION

from the STRATEGIC VISION document



From the Commander

(Continued from page 3)

need for bilingual information?

82% Yes

18% No

I recognize how difficult it is to be completely fluent in a second language. My intent is to continue to have a Hangul section in the *East Gate Edition* and to provide translation in town hall meetings and other large forums. I also encourage all of our KN and DAC employees to work to understand each other. Remember when you were in school and the instructor said something you did not understand, and you did not raise your hand to ask for further explanation. Well, this is not school – we all must continue to ask questions of each other until we fully understand.

In an upcoming article, I will talk about the rest of the survey. Suffice it to say we have many employees who do not understand our corporate business process – project management. I want all employees to work together to overcome our cultural and language differences in order to make FED even better than it is.

Thanks to the Emerging Leaders who conducted the survey – Ms. Kim, Yong-Son; Mrs. Sin, Hui-Pok; Mr. John Ghim; Mr. Lenny Kim; and Mr. Pak, Chun-Pom. Also, thanks to the many folks who helped get the survey out and who took time to participate.

TRO family & friends tour construction sites

by Christopher S. Campbell

On April 13, 2001, the Tongduchon Resident Office's annual Spring Picnic was held at Camp Casey. As part of this year's festivities, we decided to offer the families and friends of TRO employees a first-hand look at the many FED projects being constructed at Camp Casey and Camp Hovey. Twelve visitors including two specially-invited guests from FED HQ – Ms. Lee Jones, Executive Office, and Ms. Lowanda Almond, PPM – attended.

Prior to the trip, each participant was handed a hardhat and a folder that included the tour itinerary and project location maps. The itinerary provided specific information for each site that would be visited, such as the contractor's name and the contract cost. Colored maps showed the location of construction sites and their status: active, complete, or planned. The tour bus wound through Camps Casey and Hovey, giving our guests an idea of the magnitude of the work in progress. We stopped at three different types of facilities to provide the group an opportunity to see what a typical construction site was like.

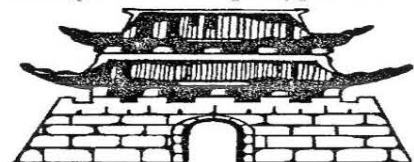
Our first walking tour was of a Duplex Company Operations Facility, where the day-to-day administrative functions of a military unit are managed. Hyundai Corporation is constructing the facility. Mr. Mike Compton, the project QAR, gave a brief explanation of the

construction process and then led the group through the building, describing many of the various construction aspects.

The second destination was the new Law Enforcement Center constructed by Doosan Construction & Engineering Co. for the Criminal Investigation Command and the Military Police at Camp Casey. Ms. Carol Spratley and Mr. Larry Grant gave a presentation along with a guided tour through this impressive facility, which will be turned over to its users this May.

The final stop was the new Close Combat Tactical Trainer facility being constructed by Samwhan Corporation and monitored by our QAR, Mr. Kim, Nak-In. Probably the most complex facility currently being built at Camp Casey, this facility will house sophisticated simulators for training tank crews. Mr. Kim led our visitors through the facility showing what the Corps and a skilled contractor can accomplish.

The feedback we received was very positive. Ms. Lee Jones remarked, "I thoroughly enjoyed the tour and found it to be very informative and interesting, to say the least. I knew the Corps was involved in numerous projects but did not realize the full scope until the tour." Given the positive response, we plan to offer our construction site tour each year during our annual spring picnic.



사령관 메세지



COL Gregory Kuhr

FED 내에서의 의사 전달 방식

정보를 어떻게 받길 원하십니까?

37% 전자 우편
23% 구두로
20% 통신문
13% 인터넷
7% 우편물

우리의 의사를 어떻게 전달할지, 어떤 것을 전달해야할지와 누구에게 전달할지는 우리의 업무나 사적인 관계를 위해 매우 중요합니다.

얼마 전에 미래에 지도자가 되실 분들의 작은 모임에서 우리가 의사 전달을 충분히 잘하고 있는지 그렇지 않은지에 관한 설문조사를 했었는데 그 조사결과를 말씀드리겠습니다.

한국인 근로자 161명과 미육군성에 속한 민간인 근로자 122명이 참가한 총 283명이라는 많은 인원이 이 설문조사에 응해 주셨고 그들 대부분은 사무실의 책임자들은 아니었습니다. 이 시간을 빌어 몇 가지의 질문만을 다함께 생각해보기로 하고 다음 기회에 같은 주제를 래 더 많이 토론할 기회를 갖도록 하겠습니다.

FED에 대한 정보를 주로 어디서 얻습니까?

26% 책임자나 동료
24% 법규나 안내서
14% 표준 작업 지시서
9% 고객
27% 기타 (산업 표준서, 간행물, 카탈로그, 외부)

정보를 받을 수 있는 가장 중요한 방법은 무엇입니까?

24% 전자 우편
17% 책임자의 지시
12% 통신문
11% 인터넷
9% 전화
27% 기타 (도서일, 모임, 팩스, 외부)

이 설문조사의 응답에서 저는 여러분들이 많은 정보에 대해 책임자나 동료들을 신뢰하고 있다는 결론을 내렸습니다. 우리가 또한 컴퓨터, 전자 우편 시스템과 인터넷을 많이 이용하고 있음도 알 수 있습니다.



사진설명 : 왼쪽이씨가 보건씨에게 무엇인가 이야기하고 있는데, 이것이 사람관계서 언급하신 가장 효과적인 의사전달 방법입니다.

니다. 저는 제일먼저 정보를 어디서 수집하고 있는지와 다른 정보들을 찾는 방법도 여러분들이 아시길 바랍니다. 정보를 이용함으로써, 독창력과 업무개선, 그리고 더 나은 업무이행을 도모할 수 있습니다. 저는 또한 모든 근로자들이 의사를 전하기 위해 직접 만나는 방법을 권유하고 싶습니다. 왜냐하면, 그것은 인간관계를 발전시키고 여러분이 의사를 전달하는데 가장 효과적인 방법이기 때문입니다.

네, 그렇습니다. 때때로 책상 앞에서 일어나 사내를 걸어다닐 필요가 있고, 여러분은 그렇게 하기를 잘 했다고 생각할 것입니다.

두 가지 언어로 기술된 자료가 필요하다고 생각하십니까?

82% 네
18% 아니요

여러분, 저는 제 2의 언어를 유창하게 구사한다는 것이 얼마나 어려운지를 잘 알고 있습니다. 따라서, 저는 FED 월보에 한국어 번역부본을 계속하며, 옥외모임과 다른 중요한 토론에 대한 자료를 한국어로 번역하여 여러분께 제공하고 싶습니다. 이 결과로 모든 한국인과 미육군성 소속 근로자들이 서로 이해하며 일할 수 있기를 바랍니다.

여러분의 확장시절속에서, 여러분이 교사의 말을 이해하지 못했어도 손을 들어 질문하지 않았었음을

기억하십시오. 그러나, 이곳은 학교가 아니기 때문에 우리가 완전히 이해할 때까지 서로에게 질문을 계속해야 합니다.

다음 시간에 실릴 글에서, 저는 설문조사의 나머지 부분에 관해 이야기하도록 하겠습니다. 우리의 공동 사업 진행 기획 관리에 대한 인식이 부족한 많은 근로자가 있음을 상기하십시오. 저는 모든 근로자들이 지금보다 더 나은 FED를 만들기 위해 우리의 문화와 언어의 차이를 극복하며 다함께 일하기를 바랍니다.

이 설문을 주관했던 김영선, 신희복, 존 김, 레니 김, 박준범씨께 감사드리고, 아울러 설문조사를 도왔던 많은 분들과 참여하신 분들에게도 감사의 뜻을 표합니다.

부사령관 메시지



LTC Charles Markham

환한 미소로 인사하는 FED 직원

여름철을 실감하며 우리지구내 업무 또한 여유 있게 느껴집니다. 계약관 사무실과 공사 사무실 등에서 대량의 건설공사가 일정대로 진행되는 동안 당 지구본부에서 많은 일들이 동시에 일어나고 있습니다.

저는 연말까지 업무가 적으리라 생각하지 않습니다. 초과근무에 대해 말씀드리자면, 여러분들이 초과근무를 해야할 필요성이 있다고 생각하시면, 여러분들의 책임자에게 말씀하시고, 초과된 시간에 대해 수당을 청구하십시오. 책임자들에게서는 부하직원이 근무시간과 성과에 따라 적절하게 수당이 책정되도록 힘쓰기를 바랍니다.

최근에, 워싱턴에 있는 미 육군공병대 본부와 태평양지구에서 몇 분들이 방문하였고, 오는 6월에는 더 많은 분들이 방문할 예정입니다.

미 육군 공병대 병참과 소속의 유리나씨와 엡킨스 준위 (CW5)가 우리 내부 운영을 평가하기 위해 한 주일 동안 FED의 병참과를 방문했었습니다.

또한 미 육군공병대와 FED가 주한미군/미 8군이 업무를 잘 수행할 수 있도록 어떻게 지원하는지를 보기 위해 환경부 책임자 리버스씨가 방문했었습니다.

6월에는 미 육군공병대 군목이신 무어대령이 FED와 제 249 공병대대 소속 군인들을 방문할 예정에 있습니다. 그리고, 6월 중순에는 미 육군공병대 군 공사 담당이신 호킨스 준장과 카스트로 준장께서 미 8군 수뇌검토탄 (SERG) 활동에 참석하실 것입니다. 만약 여러분들이 사내에서 새로운 얼굴을 보게되면, 환한 미소로 인사하시고

활롱한 FED 정신을 보여 주시기 바랍니다.

오는 6월, FED의 군 대원들은 제226회 육군 창립기념일을 맞이하여 축하와 '아울러 소수의 미 육군공병대 전문개발활동에 참석하기 위해 워싱턴에 가기로 예정되어 있습니다. 또한 6월에 페이지 공사 사무실의 활롱한 장교인 아이젠하워 소령과 동두천 상주 계약관 사무실의 햄링어 소령이 FED을 떠

특별한 날은 오는 6월 29일로 예정되어 있습니다. 그 날짜를 달력에 표시하시기 바랍니다. 저는 그 자리에서 여러분 모두 만날 수 있기를 바라며 다양한 행사, 다과 그리고 음식과 함께 즐거운 날에 대한 계획이 진행중에 있습니다. 약간의 비용을 부담하기 위해 창립기념일 위원회는 기금마련을 위한 행사도 가질 예정입니다. 이런 보람 있는 일에 다함께 힘을 모읍시다.

“ 새로운 얼굴을 보게되면, 환한 미소로 인사하시고 활롱한 FED 정신을 보여 주시기 바랍니다. ”

날 것입니다. 그들이 리벤워스 포트에 있는 CGSC로 갈때, 행운이 함께 하길 바랍니다.

지난 5월에는 활롱한 근로자를 표창하기 위한 근로자 감사 주간행사가 있었습니다. 우리는 옥외 모임과 함께 상장수여식을 준비했었고, 상장을 받은 우수한 근로자들을 보게되어 기뻐했습니다. 한해를 통해, 헌신적으로 일하신 모든 분들께 감사드립니다.

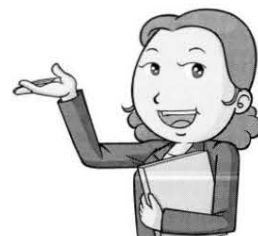
연례 안전의 날 행사가 활롱히 마쳐졌다고 개인적으로 생각합니다. 참가하신 모든 분들께 감사드리며, 특히 이번 행사를 활롱하게 주관하신 오승식씨와 안전과 여러분께 감사를 표합니다. 또한 이 연례행사를 좀더 개선시킬 수 있는 방법에 대해 여러분의 의견과 제안을 환영합니다.

다가오는 당 지구의 큰 행사는 연례 행사인 창립기념일입니다. 이

여름철 건설공사와 더 더워진 날씨에도 평소처럼 항상 안전하게 생각하고 행동하십시오. 지도자들은 그들의 직원에게 일어날 수 있는 위험요소들을 염두에 두고 이런 요소들을 줄이거나 없앨 수 있는 계획을 마련해야 합니다.

우리의 새로운 표어,
안전은 선택의 여지가 없다!

serving the District and you!



연대순으로 본 한국인의 미국 이민역사

● 1882 - 1902: 이민의 시작.

1882년에 미국과 한국은 최초의 이민조약에 서명했고 미국이 한국인 이민을 승인한 것은 1886년이었습니다. 그러나 고종황제는 1902년에 비로소 한국인의 미국이민을 공식적으로 인정했다.

● 1903 - 1905: "첫 번째 이민"

7,843명의 한국인 이주자가 하와이에 정착했다 (6,701명의 남자, 677명의 여자와 어린이 465명 포함). 그들은 파인애플 농원을 경영했고, 일부는 자치촌락을 형성하기도 했다. 대부분은 새로운 환경에 잘 적응했지만, 한국으로 돌아가거나 미국본토로 가지 못한 이들도 있었다.

예를 들면, 1903년 1월 13일에 56명의 남자와 21명의 여자, 그리고 25명의 어린이를 포함한 총 102명의 한국인 이주자들이 게일릭 배로 하와이에 왔었는데 모두의 이민사유는 탈락지만 돈을 버는 것과 더 나은 삶을 위해서 라는 공통적인 목표를 가지고 있었다. 이 첫 번째의 이민은 한국인들이 성실하고 근면한 근로자인지 혹은 예의바른 태도를 가지고 있는지를 보기 위한 시험적 사례가 되기도 했다.

1903년 2월 26일에 하와이 석간신문은 "한국인들은 열심히 일하는 근로자들이지만, 여전히 가장 적은 임금을 받았고 ... 하루에 69센트를 벌기 위해 새벽부터 해가 질 때까지 10시간을 일하곤 했다."고 보도했다.

● 1912 - 1924: "두 번째 이민"

FED 새 가족



마이클 드로지어 대위

마이클 드로지어 대위가 지난 4월 15일, 캠프 페이지 공사 사무실의 설계 감독자로 FED에 합류했다. 그의 고향은 뉴햄프셔주의 서머스웰스이다.

그는 웨스트 포인트에서 토목공학 학위와 보울더에 있는 볼로라 대학에서 건축공학

951명의 한국인이 "사친의 신부들"라는 이름아래 하와이로 이주했다. 그 이유는 두 번째로 이민이 이루어지기 전에 한국인 남자들의 수는 여자들보다 월등히 많았고 이들은 오직 한국인 여자와 결혼하기 원했기 때문이다. 대부분 미혼인



유명한 재미교포 코미디언 마기렛 조

채 남아있었던 약 5000명이나 되는 남성들은 그들의 사친을 한국에 있는 여자들에게 보내서 일종의 합의하에 결혼을 했다. 그 이후인 1924년에는 동양인 이민금지법에 따라 한국인 이민이 중단되었는데 이러한 법의 제정은 그 당시의 반일감정에 기인한 것이었다.

● 1924 - 1960년대

"세 번째 이민" 미 정부는 한국의 학생들이 미국에서 공부하는 것을 허락했고 이 시기에는 학생뿐만 아니라, 일본지하에서의 해방운동을 전개하기 위해 미국으로 건너오기도 했다. 그 당시, 한국에 주둔했던 미군들 중에 한국인 여자와 결혼하

관리 석사학위를 각각 받았다. 그는 제 62 공병대대, B 중대의 중대장으로 오를라호마 폴트 실에서 복무했다.

그의 취미는 활강 스키, 아이스하키, 골프, 달리기 등이고 볼로라도 보울더에 부인이 살고있다.

기도 했었는데 이들 신부는 "전쟁 신부" 또는 "평화 신부"라 불렸다.

● 1965 - 현재

오늘날 개정된 이민법은 "네 번째 이민"을 만들었고 현재 미국에 거주하는 통계상의 한국인 이주자는 약 백 이십만 명에 달한다.

어머니의 날과 아버지의 날

어머니날과 아버지날은 여러분 이 어머니와 아버지뿐만 아니라 어머니와 아버지같이 지내는 분 들까지 포함하여 그들의 은혜에 감사하는 날입니다. 어머니날의 기원은 1600년대 영국으로 거슬러 올라갑니다. 부활절과 비슷한 시기인 어머니날은 하인들에게 집으로 돌아갈 수 있도록 하루동안 휴가를 주어 그들의 어머니를 만나게 하였습니 다. 전후한 남북 전쟁 직후인 1872년에 미국에서 줄리아 워 하우(그 유명한 남북 전쟁 노래인 공화국의 전투 찬양을 작사했던)는 평화를 위해 평생을 바친 어머니를 위한 날을 만들 것을 제안했고 비로소 1907년에 에나 자비스가 국립 어머니날을 제정해야 한다는 캠페인을 벌였습니다. 1914년, 마침내 우드로 윌슨 대통령은 매년 5월 둘째주 일요일을 어머니날로 선포했습니다. 지금도 덴마크, 핀란드, 이탈리아, 터키, 호주와 벨기에 등에서는 이와 똑같은 날에 경축행사를 갖습니다.

첫 번째 아버지날은 1910년 6월 19일에 워싱턴 주에서 도드 부인이 그녀의 아버지인 윌리엄 스마트씨에게 감사하기 위해 마련한 기념행사로 시작되었습니다. 그것은 남북전쟁 당시 군인이었던 그녀의 아버지가 아이를 낳는 중에 목숨을 잃은 그의 아내 대신에 농부로서 혼자 여섯 명이나 되는 자녀들을 양육했었기 때문입니다. 마침내 1966년, 존슨 대통령은 6월 셋째주 일요일을 아버지날로 선언했습니다. 우리의 작은 노력과 감사하는 마음이 모든 아버ীদের 큰 기쁨임을 잊지 말아야 하겠습니다.

Talk tips

STRATEGIC GOALS

전략상의 목표

People. 사람들.	Be recognized for the technical and professional excellence of our world class workforce, functioning as teams delivering projects and services. 기획과 영역을 이끄는 팀으로서의 기능을 가지고 있는 세계의 같은 부류의 근로자중에 기술적, 전문적 우수성에 대해 인정을 받을 것.
Process. 진행과정.	Use the Project Management Business Process to operate as One Corps, regionally delivering quality goods and services. 국부적으로 우수 품질의 영역을 제공하는 하나의 단체로서 행동을 취하기 위하여 기획 관리 사업 진행을 동원할 것.
Communication. 의사전달.	Communicate effectively to build synergistic relationships that serve the nation. 국가에 이바지하는 최상의 관계를 확립하기 위해 효과적으로 의사를 전달할 것

THE ARMY VALUES

육군의진가

LOYALTY. 충실함.	Bear true faith and allegiance to the U.S. Constitution and the Army. 미 헌법과 육군을 위해 참된 신뢰를 갖고 최선을 다할 것.
DUTY. 임무.	Fulfill your obligations. 책무를 다할 것.
RESPECT. 존중.	Treat people as they should be treated. 대우받는 것과 같이 대우할 것.
SELFLESS SERVICE. 사심 없는 봉사.	Put the welfare of the nation, the Army and your subordinates before your own 자신보다 국가, 육군, 부하직원의 복지에 힘쓸 것
HONOR. 명예.	Live up to all Army values. 모든 육군의 가치를 위해 처신할 것.
INTEGRITY. 성실성.	Do what's right, legally and morally. 옳고 합법적이고 도덕적인 일을 할 것.
PERSONAL COURAGE. 용기.	Face fear, danger, or adversity. 두려움, 위험, 또는 역경에 대처할 것.