



US Army Corps
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Far East District

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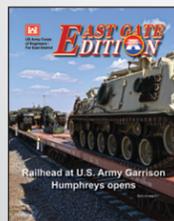
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Check out the Far East District web site at

www.pof.usace.army.mil

On the cover



On Feb. 17, the railhead at U.S. Army Garrison Humphreys was officially opened in ribbon-cutting ceremony. (Photo by Eric M. Hamilton)



By Sgt. Maj. Robert Stanek
FED Sergeant Major

Sgt. Major's Corner

Leadership vs. Mentorship



This issue, I would like to take a few moments to discuss a couple of words that many in society interpret to mean the same thing, but aren't necessary equal in use. They words are: LEADERSHIP and MENTORSHIP. Before we get started, let's see what the most common definition is for these words.

If you look on the Wikipedia web site, it defines leadership as: "a process of social influencing in which one person can enlist the aid and support of others in the accomplishment of a common task." While, Wikipedia's definition of mentorship is: "a personal development relationship in which a more experienced or knowledgeable person helps guide a less experienced or knowledgeable person."

We often mistakenly associate one word with the other, which ideally would be beneficial for most parties involved. However, reality shows that one is not likely associated with the other due to multiple factors that include, but are not limited to: differences in age, sex, time availability, ideology, distance between parties, cultural backgrounds, and a few other social related issues.

The reason I'm bringing these words up revolves around the activities I was involved with over the past few years. During this period of time, I had the opportunity to review the packets of almost 500 senior non-commissioned officers. I was astonished at what I found (or did not find) in these packets. I assessed packets for 99th Regional Support Command's qualitative retention board. I also reviewed packets for several non-commissioned officers who asked me to review their promotion packets in preparation for their next board. Finally, I analyzed thirty packets submitted for open Command Sgt. Major positions in the 416th Theater Engineer Command.

The majority of the packets reviewed (in my opinion), showed that the non-commissioned officers should have taken a more active role with their mentors, especially concerning the Soldier's evaluations. Let's take for example the six non-commissioned officers who asked me to review their packets before they submitted them to the promotion board. After my review of their packets, we talked or chatted via email about the strengths and weaknesses in their packets. And to a Soldier, they all indicated that "nobody had taken that amount of time to mentor them on what was needed to improve their packets".

Concerning their personal or professional development, this lack of mentorship is seen far too often in most people, not just non-commissioned officers, but officers and civilians alike. We have leaders all around us, but too few

of these leaders take the time to mentor their subordinates because of time constraints or some other factor previously noted. So for many of us to become better leaders and better mentors we need to be more engaged in providing mentorship of value to our peers and subordinates. Everything we do should focus on helping to develop all those around us.

Which brings me back to the comparison of leadership and mentorship. As described, leadership is when a person guides or directs an individual or a group, but mentorship is what we all want and need and is far more than just providing leadership. It is about an ongoing relationship where there is a developed environment of learning, a dialog or exchange of ideas and a challenging opportunity to provide for others to grow.

Continued on 15



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Chapel: integral part of Humphreys' military city

By Eric M. Hamilton
FED Public Affairs

One critical aspect of any military installation is a space that allows for service members to exercise their freedom of religion. For a military city, greater numbers and diversity demand more than just a single space. The first of four new chapels was recently completed, and is slated to be put into use by mid-2016.

“Many of us in the Far East District have been personally invested in the construction of these chapels, and we’re going to be just as excited as the

rest of the Chapel community to see this and our other new chapels open up,” said David M. Talbot, resident engineer of the District’s Family Housing Resident Office at Camp Humphreys. “I’ve been part of the chapel community here for the past four and a half years. I’ll be just as excited as the rest of the chapel community to see this and our other new chapels open up.”

But the Far East District’s personal involvement with the chapels at Camp Humphreys doesn’t begin there.

“Chi Young-hae, one of the proj-

ect engineers in my office, actually worked in the early ‘80s as a quality assurance representative for the construction of the prior garrison chapel,” Talbot said. “Now my office was responsible for demolishing that chapel as part of the Humphreys transformation.”

Until around 2014, U.S. Army Garrison-Humphreys personnel exercised their freedom of religion using one small chapel (the Freedom Chapel) and a small worship space in the 501st Military Intelligence area, said Chap-

lain (Col.) Raymond A. Robinson, Jr., the USFK command chaplain. Since the Freedom Chapel was demolished, the chaplains have been holding services in the Humphreys high school through a facility usage agreement with the Department of Defense Education Activity.

“The previous religious facilities were insufficient in capacity and functionality to meet the total religious support needs of the community,” Robinson said. “Having dedicated religious support facilities (will be) critical enablers that empower the chaplaincy to help the commander fulfill his or her Title X responsibilities of providing for the opportunity for the free exercise of religion for the personnel within his or her command.”

Army chapels follow standard designs so they are properly configured to support the free exercise of religion for the supported population, Robinson said. The role of the Command Chaplain for U.S. Forces Korea was to provide strategic guidance, feedback and oversight in the development of these chapels, ensuring compliance with Army standards.

“Personally, I had a small role from 2005-2007 while serving as the Area III Chaplain in helping the command determine the total number of facilities and square footage required to afford the future supported community with the opportunity for the free exercise of their religious faith,” Robinson said.

While assigned to the Army Chief of Chaplains Office from 2008-2010, Robinson also had an indirect role in shaping the type of facilities being built through his work on the Army Standards and Standard Designs for religious facilities.

“It was very helpful to have reviews from the chaplains during the project’s construction, particularly from Chaplain Robinson. He was very



Chaplain (Col.) Raymond A. Robinson, Jr., the USFK command chaplain (right), receives a briefing on the recently completed chapel #1 from David M. Talbot, resident engineer of the Far East District’s Family Housing Resident Office at U.S. Army Garrison Humphreys (left). (Photo by Robert H. McElroy)



On April 30, 2013, the garrison chaplain met with the FED construction team and the construction contractor, and held a prayer ceremony on the freshly placed floor slab of Chapel #1 in lieu of a traditional groundbreaking. (Photo by U.S. Army Corps of Engineers)

familiar with the requirements and his input will help us avoid problems as we complete the other chapels,” Talbot said.

When construction is finished at USAG Humphreys, a total of four chapels and two religious education/family life centers will support the garrison. The criteria for determining the number, size and types of facilities are based on the projected population size of the garrison, Robinson said.

“These dedicated facilities not only provide a sacred space and atmosphere that facilitates worship and the faith development of attendees, but also represent the most effective and efficient means to manage the total religious support program for the Humphreys community,” Robinson

concluded. Dedication isn’t unique to the facility itself, but seems to be a feature in the chapel community.

“As a member of the chapel community, I volunteered a lot my off-duty time to design the audio conduit runs and the sound booth for this and the other Troop Chapel,” Talbot said. While the actual audio system will be installed through a follow-on garrison contract, the underlying design came through Talbot’s extra work and personal devotion.

For a sacred space like a post chapel, it’s a blessing to have Far East District engineers dedicated to the project.

Ribbon-cutting ceremony opens railhead at Camp Humphreys

By Eric M. Hamilton
FED Public Affairs

On Feb. 17, the railhead at Camp Humphreys was officially opened in a ribbon-cutting ceremony, and a tracked engineer recovery vehicle was the first vehicle to roll off the train and onto the railhead.

The ceremony's first speaker was Col. Joseph C. Holland, garrison commander of U.S. Army Garrison Humphreys.

"We are at the forefront of incredible change, represented in a few minutes when we'll offload one of the heaviest pieces of equipment in the U.S. Army inventory," Holland said. "Before today, we were reliant on the airspace and the road networks to be able to move in and out of Camp Humphreys. Now, this is a facility well worthy of the USFK relocation that's going on here at Camp Humphreys in Pyeongtaek. This facility is a focal point for that effort in a peace zone, to enable the transition of the Second Infantry Division to Pyeongtaek and Camp Humphreys," Holland said. "This railhead is essential for us being able to fight tonight."

Holland then introduced the next speaker, Maj. Gen. Theodore D. Martin, commanding general of the Second Infantry Division.

"I tell you, it is a great day to be a Soldier," said Martin, "standing at what will soon be the linchpin of our power projection capabilities for the ROK-U.S. alliance."

Martin said, "It is fitting today that this engineer recovery vehicle is the first of more than 390 tracked vehicles and 950 wheeled vehicles from our division, which will eventually call Camp Humphreys home. It's fitting that the engineers lead the assault. Even in the earliest days of the Revolution, it's been the engineers that led the breach and established a foothold so that the rest of our army could assemble together in one place, and that's exactly what you're seeing here. I couldn't be prouder of the entire team, and I'd like to salute the government of the Republic of Korea, the U.S. Army Garrison Humphreys, all of the engineers and the proud workers that made this day a reality."

"So, without any further ado, I think we need to cut that ribbon and get that armored vehicle on the ground here so we can get about the business of bringing the entire division to Camp Humphreys," Martin said. "We are on the way; there is nothing that stop us. Second to none! Katchi kapshida."



On Feb. 17, the railhead at Camp Humphreys was officially opened in ribbon-cutting ceremony. Key members of the FED team were present. From left to right: Myles Esmele, Richard Butler, Shane Kobiarka, Maj. Flowers, David Talbot, Greg Reiff and Col. Bales. (Photo by Eric M. Hamilton)



On Feb. 17, the railhead at Camp Humphreys was officially opened in ribbon-cutting ceremony. (Photo by Eric M. Hamilton)

New barracks opened for 2ID junior enlisted Soldiers at Camp Carroll

A ribbon cutting ceremony was held for the 2nd Infantry Division Sustainment Brigade's new barracks at Camp Carroll Feb. 22. Junior enlisted Soldiers on Camp Carroll have a new place to call home while stationed here. Far East District engineers are doing our best to improve quality of life for those who serve. (Photos by Sgt. 1st Class Stephanie Widemond)



New Humphreys "Downtown"

Construction start: August 2014
Expected Completion Date: Late 2016

The future Humphreys "downtown" area, which includes an exchange, commissary, bowling center and chapel among its 11 buildings and parking structure, is about 73 percent finished. Completion is expected by the end of 2016.



DoDDS schools and EDIS

Construction start: June 2013
Expected Completion Date: Summer 2016

Department of Defense Dependent Schools Middle and Elementary Schools and Educational and Developmental Intervention Services facility. The middle school will support 1,100 students and elementary school 875 students. Construction is 98 percent complete.



Medical and Dental Complex

Construction start: November 2012
Expected Completion Date: Late 2018

The completed medical campus will be able to support 65,000 eligible beneficiaries and 5,000 annual inpatient admissions. Construction is about 59 percent complete.



2nd Infantry Division Headquarters

Construction start: April 2014
Expected Completion Date: Summer 2017

The 2nd Infantry Division's new headquarters will include an operations center, network operations center, administrative facilities and a parade ground. Construction is 40 percent complete.

ARMY

Army projects continue to make up the bulk of the work for the Far East District and are mainly centered on U.S. Army Garrison Humphreys and USAG Daegu. At Humphreys, construction on the KORCOM headquarters and the Eighth Army/IMCOM headquarters building is nearly finished, with the former at 98 percent completion and the latter at 99 percent. The commissary and the main exchange are now more than halfway done with both 73 percent completed. The 2nd Infantry Division headquarters building is 40 percent finished with a completion date scheduled for late 2017. The building will include an operations center, network operations center, administrative facilities and parade grounds. All of these projects are part of the Yongsan Relocation Plan and Land Partnership Plan. At USAG Daegu's Camp Walker, ground was broken on the new middle/high school in late 2014 and construction is proceeding rapidly as it is 39 percent completed and expected to be finished by the end of 2016. The school is scheduled to open to students in early 2017. Construction has also begun on new family housing which is 1 percent complete and design work is 95 percent completed on upgrading the health clinic.



Air Force projects at the Far East District mostly are centered at Osan and Kunsan Air Bases, with operational and quality of life facilities in design and under construction. At Osan, work on the replacement elementary school is progressing and is now 92 percent complete. Work continues on a hospital addition/alteration which is 68 percent completed and construction work on the small arms range complex is 4 percent completed. The design work for an air freight terminal facility is 70 percent complete and the design for the Korea Air Operations Center is 15 percent completed. At Kunsan Air Base, on Korea's southwest coast, construction of a security forces facility is almost completed with 98 percent of the construction finished, while construction on a communications squadron facility is 97 percent completed. Design work at the base includes upgrading the electrical distribution system which is 30 percent completed.

AIR FORCE



U.S. Army Corps of Engineers Far East District



Project Update
Spring 2016



MARINE CORPS

The district's Programs and Project Management Division staff is responsible for overseeing work with the Marine Corps on the peninsula. A new bulk fuel transfer pipeline to replace the existing pipeline located at the Pohang Republic of Korea Marine base is now 100 percent design completed. A four hundred open bay billeting facility at Camp Mujuk is now 100 percent design completed. A new four-story Marine Air Ground Task Force Operations Center for the III Marine Expeditionary Force (MEF) is also in the design phase and is 30 percent complete.



Work on the U.S. Naval Forces Korea headquarters in Busan is finished and the official ribbon cutting ceremony was held in February. Ground was broken for the facility in late summer 2013 which is housing U.S. Navy personnel who previously worked at U.S. Army Garrison Yongsan in Seoul. Also at Busan, work continues on repairing a joint rigging facility with construction 26 percent complete. At Fleet Activities Chinhae, construction on a consolidated communications facility is now 22 percent completed. Projects under design at Chinhae include an indoor training pool which is 15 percent completed and upgrading the electrical system on pier 11 which is 60 percent complete.

NAVY

Korea Relocation Program

U.S. Army Garrison Humphreys

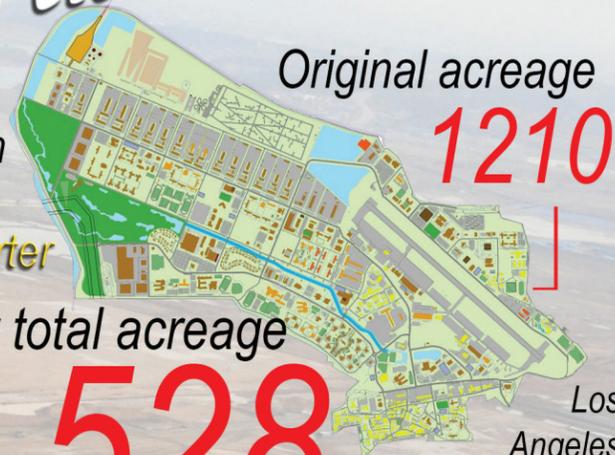
By the Numbers



71

Percentage of completion for the entire program

Up 3 percent in the past quarter



Original acreage

1210

New total acreage

3,528

Los Angeles International Airport is 103 acres smaller

655

 buildings done, under construction or planned.

The number of buildings being demolished is

339

\$10.7

Billion total price tag

17.6

million cubic meters of

engineered fill already in place, raising the land by about 8 1/2 feet. High enough to keep out

water from a

100

 year flood.

More than 40 miles of water piping has been installed and tested in the new land. Another 40 miles of new roads will be built. Total miles of cabling installed is

988



Enough fill is in place to fill the old Yankees baseball stadium about 5 times over

Construction Surveillance in Korea

By George Ward
FED Construction

We have had a lot of new employees join the district in the last year, including several in Construction Division, so I wanted to take this opportunity to discuss nuances about our construction program that might not be obvious to anyone new to our district.

A large part of our workload here in the Republic of Korea is host nation construction where the Korean Government's Ministry of National Defense awards and manages contracts to construct facilities for U.S. Forces Korea. While there are different programs under the host nation construction term, Construction Division's primary role under all of them is construction surveillance. In my discussion below, construction surveillance (CS) refers to an inspection we perform on contracts awarded and managed by MND. Quality assurance (QA) refers to inspections we perform on contracts awarded and managed by the district or inspections performed by the Ministry of National Defense on contracts they awarded and managed.

So what is construction surveillance and how is it different from our normal QA role? Construction surveillance is the periodic review, testing, and inspection of on-going host nation construction work with qualified and experienced personnel to verify compliance with design documents and specifications. From a technical perspective, there is no difference between a QA inspection and a CS inspection. When performing CS inspections we perform the same basic technical review, inspection, and testing that we would for a quality assurance inspection. The only difference is we conduct them less frequently. The purpose of both is to determine if the project quality and safety is under control and will result in a completed project that complies with requirements. The primary difference between a QA inspection and surveillance is in the action we take when our inspection finds deficiencies.

If deficiencies are found during a QA inspection we contact the contractor's quality control and project manager to have the deficiencies corrected as well as correction

of the failures in the contractor's QC process. We do this because, as the contracting agency, we have a contractual relationship with the contractor. However, on contracts managed by MND we have no contractual relationship with the construction contractor and have no authority over the construction contractor to resolve quality problems. On host nation projects it is MND who is responsible for QA and ensuring QC is functioning properly. This makes our job very difficult because our partners at USFK and the installations are looking to us to ensure a quality facility is constructed just as if we were the contracting agency.

So what do we do? In a lot of cases we still notify the contractor's QC and the problem is resolved. However, quality problems frequently persist and nothing we say to the contractor can correct the problem. In these cases we have to understand that the contractors are not contractually obligated to comply with our direction and we must work with our MND counterparts to correct the problem. This will not be easy for a number of reasons; differences of opinion may exist; the MND representative may not have an understanding of QA and QC or the three phase inspection process; language barriers present a challenge; and finally there are significant differences in MND's and the U.S. Government's acquisition regulations which may create barriers to resolution.

One example of a difference in the acquisition regulations is that under U.S. Government regulations specifications govern over drawings, while under the MND regulations the bill of materials governs over both the drawings and specifications. This is a fundamental difference in how we do business and differences such as this can lead to misunderstandings in discussions with MND. What we may consider a simple enforcement of the specifications may actually require MND to issue a modification to the contract.

Does this mean we shouldn't pursue corrections of quality or safety deficiencies on host nation projects? Absolutely

not. However, we should keep in mind that when we are in discussions with our MND counterparts we don't always have the same point of reference or common ground that helps us understand one another. It will take a little more time and patience to ensure we both understand each other's position and hopefully come to a satisfactory resolution. Building a relationship based on respect and trust with our MND counterparts early on during a project is also key. If a good relationship is already in place when issues arise it is much easier to reach an understanding and a satisfactory solution. However, if we cannot come to a satisfactory resolution with our MND counterpart at the site then the issue needs to be raised as soon as possible to the next level of management for resolution.

Raising issues in obtaining quality on a host nation project not only provides the project or resident office with assistance in correcting issues, it provides information to FED leadership on systemic issues with the program. This information is shared with USFK and is used to improve the overall host nation program in their discussions and negotiations with the ROK government.

So, while there is little technical difference between a CS and QA inspection, there is a big difference in how we assure quality on a host nation project versus an FED project. Ensuring quality on a construction contract is always a challenging assignment. It is especially challenging when we have no contractual authority over the construction contractor. To be successful it is essential that we develop a professional partnership with our counterparts at MND since we are dependent upon them to follow through on correcting any deficiencies that we note during our surveillance inspections. It will also ensure the end product complies with our requirements. A good partnership will allow early resolution of issues and prevent FED from being placed in the position of having to refuse to accept a completed facility from MND because of significant quality or safety concerns.

New Era of US, ROK Navy Alliance begins in Busan

By Commander, Naval Forces Korea Public Affairs

BUSAN, Republic of Korea (Feb. 19, 2016) - Commander, U.S. Naval Forces Korea conducted a ribbon-cutting ceremony Feb. 19, officially opening its headquarters in Busan and ushering in a new era of U.S. and Republic of Korea Navy (ROKN) alliance.

The ceremony, attended by dignitaries and senior U.S. and ROK military leaders, marked the completion of CNFK's relocation to Busan making it the only U.S. military headquarters in Korea located on a ROK base.

"Five years in the planning, but 59

years in the making, Commander Naval Forces Korea is home in Busan," Rear Adm. Bill Byrne, the commander of CNFK, said. "We are where we belong, shoulder-to-shoulder with the Republic of Korea Navy."

The relocation from Seoul to Busan enhances the alliance between the ROK and U.S. navies by enabling closer collaboration and communication and reinforces the strong relationship between the partner navies.

"Together we will continue to serve this nation, strengthen our friendship, and nurture this alliance. This

partnership, like this building, will stand the test of time," Byrne said.

ROKN Vice Adm. Lee Ki-sik, the commander of the ROK Fleet in Busan highlighted the importance of the partnership and the role this move will play in future operations.

"There is no doubt in my mind that by working together, face-to-face, in the same location in such critical times, we will further solidify the ROK and U.S. alliance, and our combined naval operations capability," said Lee. "[This move] will play a crucial role in the ROK-U.S. alliance's maintenance of

peace on the Korean peninsula."

Gen. Curtis Scaparrotti, the commander of U.S. Forces Korea, took the opportunity to emphasize the tight bond between the U.S. and ROK combined forces.

"Today's ribbon cutting truly represents a new chapter in our alliance," Scaparrotti said.

"Five years of planning has become reality as our two Naval Commands join in one location, an act that symbolizes the traits that make our combined force great; open communication, mutual values, and constant collaboration that were founded right here so many years ago."

U.S. Ambassador, the Honorable Mark Lippert, closed the ceremony by stressing that CNFK personnel were now part of the Busan community and echoed the overall sentiment that Busan is the new home for the U.S. Navy in Korea.

"This [Busan] is our new home," said Lippert. "We live here among our friends and neighbors. Our families live here intimately tied in with our local Busan community. Our children go



to school here growing up together and shaping our futures together. We are here at our new home fully committed to this alliance."

CNFK is the regional commander for the U.S. Navy in the Republic of Korea and provides expertise on naval matters to area military commanders,

including the Commander of the United Nations Command, the Combined Forces Command, and Commander, U.S. Forces Korea.

For more news about Commander, U.S. Naval Forces Korea, visit www.navy.mil/local/cnfk.



Rear Adm. Bill Byrne, commander U.S. Naval Forces Korea, Gen. Curtis Scaparrotti, commander, U.S. Forces Korea, VAdm. Ki-sik Lee, commander Republic of Korea Fleet, Maj. Gen. James Walton, director of transformation and re-stationing for U.S. Forces Korea, Hon. Mark Lippert, U.S. ambassador to the ROK, Jung Gyung-jin, mayor of Busan for administrative affairs and Lee Jong-cheol, Nam-gu district mayor cut the ribbon of CNFK's new head quarters building during a ribbon-cutting ceremony. This ceremony marks the opening of CNFK's new headquarters building in Busan since their relocation from Seoul as part of the greater Yongsan Relocation Plan. (U.S. Navy photos by Mass Communications Specialist 3rd Class Jermaine M. Ralliford/Released)

Sgt. Major's Corner: Leadership vs. Mentorship

Continued from Page 3

Going back to the six non-commissioned officers packets I reviewed. If they had a good mentor, then that mentor would have walked them through the process of how to develop a strong promotion packet before they came to me. Whereas a good leader would have pointed them to a good mentor to help them out. A great leader and mentor would have done both. There is a distinct difference between those two types of individuals.

Throughout my career, and in particular the second half of my career, I have tried to challenge myself to de-

velop a better sense of mentorship for all Soldiers and civilians I work with in whatever organization I belong. My goal is to mentor everybody I come in to contact with and anybody who is interested. They in turn, hopefully, will mentor others, and from there on, these others would in turn mentor our future civilians, Soldiers and peers.

So as you move forward in your career, look to mentor others as we all have a skill set unique to our own personal being. Imagine the Far East District organization where any contact with another individual ultimately de-

velops into a learning situation. With that, I ask that no matter what you do, you take a moment to help mentor your peers, subordinates and even your superiors. If you have no plan in place, then maybe start one tomorrow, and see what you can do to take the time to mentor some else.

Until we meet again...

Respectfully

Bob S

SGM

Lessons learned from a fuel tank

By Eric M. Hamilton
FED Public Affairs

While the Far East District is at the center of many high-profile military construction projects throughout the Korean peninsula, some of the best lessons learned come from a fuel tank recently installed at Osan Air Base.

Frank Meleton, resident engineer at Osan, outlined the scope of the project, installing enormous tanks capable of holding about three million gallons of fuel each.

Tom Larkin and Kong Ho-sin, both from the Construction Division elaborated on this recently completed project.

Larkin said, "Fuels is really a specialty; if you mess up, there's a high risk of injury or death."

Kong agreed, "It's important to not only adhere to the specifications but also to have early involvement of the supplier."

The supplier is more or less responsible for getting the system put together, tested and ready for implementation. The supplier is involved in specifying every component in the system – valves, gauges – prior to commissioning, Larkin said. You have to test the system and ensure that it's functional before commissioning. It's normal practice for the contractor to test the system before commissioning and turning it over. And testing, when done right, can provide timely insight into potential problems.

"We had some issues with the cleaning of the tanks, before we put fuel in them. Debris in the system had accumulated, delaying the proper commissioning of the project by several months, ultimately leading to other

problems," Kong said.

Larkin said hydrostatic testing comes first. It ensures the integrity of the tank, checking to see that nothing leaked before the tank is installed, encased in concrete.

It's a demanding, meticulous testing process that's absolutely necessary. Thousands of gallons of potable water was used for this testing, to comply with environmental requirements. After testing, this water is dumped and cannot pollute.

Cleaning should be done after the flushing and cleaning of the pipes; the contractor cleaned the pipe by sending a device called a "pig" down the pipes, after which the contractor flushed the pipe using pressurized air. The standard for commissioning fuel is to flush the system using fuel, to demonstrate the fitness of the system for its intended purpose, Kong said.

Next comes fuel testing, Larkin said. The tanks have to be tested thoroughly to ensure that everything works correctly – gauges, filters, piping, even the lining of the tank. As much as 300,000 gallons of fuel may be used for flushing and cleaning. By the time the testing is over, the fuel coming out has got to be absolutely clean, just as it must when the tank is put to use. If the system isn't carefully tested beforehand, it could contaminate millions of



Rendering of Fuel Tank at Osan Air Base

gallons of fuel, rendering it unfit for use and possible loss of aircraft.

Coating is another specialty – different from fuels but a major part of the overall project. Problems with coating inside the tank might cause the coating to peel off or blister inside the tank, leaving debris. Even though it seems that everything was done right, these problems cropped up, Meleton said.

"There's certain humidity and temperature requirements for the three-coat epoxy system, and the coatings have to have a certain amount of time to cure between applications," Meleton said. "Monitoring the entire tank and not small areas may have allowed for too much time to possibly pass between coatings. After the primer coat is applied, and there's a certain time allotted for the curing. If that time is exceeded, the second coat won't adhere properly, causing the subsequent coats to peel off or degrade when put into use.

"It can be tricky keeping close tabs on the tank, which is roughly 25 feet high and 120 feet in diameter. You have

to monitor and sandblast and prime coat in sections. Applying the second and third coats means the process has to be stair-stepped as you go around the tank," Larkin said. If documentation isn't carefully maintained, it's easy to lose track of the progress made and the progress required. If the contractors doesn't have a lot of experience working with these types of epoxy coatings, then it becomes particularly difficult to get the really good quality coating that lasts as it's designed to last.

It can also be tricky coping with the day-to-day uncertainty of military operations. For example, because the tank project was in a restricted area, the contractors needed escorts to get to the work site. Since these escorts are provided by the military, so it's much harder, if not impossible, to get escorts when a major exercise or inspection is underway. And sometimes, the type of exercise itself may require keeping civilians out of the way entirely, affecting contractors all throughout the area.

Some delays can be anticipated, Meleton said, with contract clauses that inform contractors about the nature of the situation. In this particular case, 40 working days of delays due to exercise were anticipated for this particular contract, but were exceeded. Notifying the contractor in advance is par for the course, trying to minimize unexpected delays. But there are still occasions of no-notice drills and testing that comes as if out of nowhere, and giving notice to the contractors isn't always feasible.

Larkin agreed. Working around these operations can definitely impact a contractor's ability to complete the job on time. The Corps of Engineers team at Osan Air Base is responsible for translating these military situations into the terms of the contract, and for ensuring that the terms of the contract are understood and enforced.

"We're the link between the base and the contractor, bringing them together to get a project completed," Larkin said. Once a contract is

awarded, the contractor asserts that he understands the timeline and the scope of the project.

Reading and interpreting the specifications can vary between the contractor and the designer; you're always going to have some differences on it, and we have to work together to find a happy medium, to complete the project within the timelines, cost and intent of specifications and the quality needed, Larkin said.

This is why certified engineers are part of the quality assurance team, Kong said. The engineers have the training and experience needed to understand both the specifications of the design and the capability of the materials used. The manufacturer can send a certified representative who can validate the project.

"Just because you're certified doesn't mean you meet requirement of specs when we specify ask for an employee of the manufacture to certify a specific critical item," Larkin said. The manufacturer's representative is the person who knows what the materials used are designed to do. Failing to validate the project in this way may

void the warranty of the materials used.

Depending on the size of the project, the Corps' project delivery team might regularly include project managers, engineers, construction, quality assurance branch, resource management, as well as customer stakeholders, like the base's Department of Public Works or Base Civil Engineering, who represent larger agencies like Pacific Air Force (PACAF) or the Defense Logistics Agency (DLA) as the bigger the project and complex the greater the team (PDT) effort required.

Another tank project is coming up at Kunsan Air Base that's going to make use of these lessons learned.



Inside of Fuel Tank at Osan Air Base

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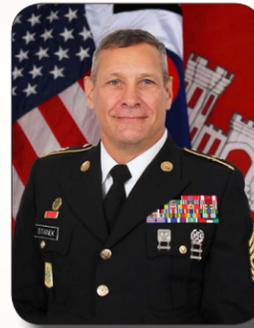
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By Sgt. Maj. Robert Stanek
FED Sergeant Major

Sgt. Major's Corner

리더십 vs. 멘토십



이 달에는 사회에서 같은 의미로 사용되지만 꼭 그렇지만은 않은 단어들을 소개하려 합니다. 단어는 리더십과 멘토십입니다. 자세한 설명으로 넘어가기 전에 두 단어의 정의가 무엇인지 알아보도록 하겠습니다.

위키피디아 웹사이트(온라인 백과사전)는 리더십을 다음과 같이 정의합니다: "공동의 일을 달성하려고 한 사람이 다른 사람들에게 지지와 도움을 얻는 사회적 영향 과정이다." 멘토십은 다음과 같이 정의합니다: "경험과 지식이 풍부한 사람이 경험과 지식이 부족한 사람을 지도하는 자기 개발을 위한 관계."

우리는 대부분 두 단어가 같은 의미를 갖고 있다 잘못 생각하고 있으며 이런 생각은 관념적으로는 당사자들에게 유익합니다. 하지만 현실은 나이 차이, 성별, 시간 제약, 이념, 당사자들의 친밀도, 문화적 배경, 그리고 사회적인 문제와 같은 여러 요소 때문에 두 단어를 연관짓기 어렵습니다.

제가 이 단어들을 소개하는 이유는 몇 년 전 제가 경험한 것을 이야기하기 위해서입니다. 당시 저는 하사관 500명의 지원서를 검토할 기회가 있었습니다. 저는 이 서류들을 보면서 크게 놀랐습니다. 저는 제99 지역 지원 사령부의 인재 보유 위원회를 위해 지원서류를 평가해야 했습니다. 또한 몇몇 하사관들은 다음 위원회에 제출할 진급서류 검토도 제게 부탁했습니다. 마지막으로 제416 전구 공병사령부 원사 지원서 30부도 검토해야 했습니다.

다수의 지원서류들을 검토한 결과 저의 의견으로는 하사관들이 자신의 멘토와 적극적인 관계를 맺지 못했다

는 생각이 들었으며 특히 병사 평가 부분에서 부족함을 느꼈습니다. 저에게 진급 서류 검토를 부탁한 6명의 하사관을 예로 들겠습니다. 저는 지원서류의 강점과 보안점에 대해 면담을 하거나 이메일을 주고받았습니다. 모두 다 저에게 "그 누구도 이만큼의 시간을 들여 어떻게 지원서류들을 보완해야 하는지 멘토해준 사람은 없었다"라고 했습니다.

개인 또는 전문성 개발과 관련해 하사관 뿐만 아니라 장교 그리고 민간직원들 사이에서도 너무 자주 멘토십이 부족한 현상이 일어나고 있습니다. 우리 주변에는 많은 리더들이 있지만 시간 제약 또는 앞서 언급한 요소들 때문에 소수의 인원이 자신의 시간을 할애해 부하직원을 멘토합니다. 그러므로 우리가 보다 나은 리더 또는 멘토가 되기 위해서는 직장 동료 또는 부하 직원에게 보다 적극적으로 가치 있는 멘토십을 제공하도록 노력해야 합니다. 우리가 하는 모든 일이 우리 주변 사람의 개발에 도움이 되도록 중점을 두어야 합니다.

다시 리더십과 멘토십의 차이점으로 돌아와, 리더십은 개인 또는 그룹을 한 사람이 이끌거나 지지하는 것이지만 멘토십은 우리 모두가 원하고 필요한 것이며 리더십을 발휘하는 것 이상입니다. 멘토십은 지속적인 관계를 통해 학습 환경을 만들어 가고, 대화 또는 생각을 교환하고, 다른 사람이 성장할 수 있도록 도전 기회를 제공하는 것입니다.

제가 검토한 하사관 6명의 지원서류 같은 경우, 만약 좋은 멘토가 있었다면 그 멘토는 합격하기 위해 지원서를 어떻게 작성해야 하는지 알려주었을 것입니다. 반면 좋은 리더는 좋은 멘토를 소개해 주었을 것입니다. 훌륭한 리더와 멘토는 소개도 해주고 멘토링도 해주었을 것입니다. 두 유형의 사람은 뚜렷한 차이

가 있습니다.

직장 생활을 지금까지 하면서 특히 후반에 들어서는 제가 소속된 어느 조직이든 병사와 민간 직원에게 보다 나은 멘토십을 제공하자라고 제 자신에게 도전했습니다. 제 목표는 제가 만나는 모든 사람 그리고 관심있는 사람 모두를 멘토링하는 것입니다. 추후 이들이 또 다른 이들을 멘토링하고 이들에 이어 미래 민간 직원, 병사, 그리고 동료를 멘토링하길 바라겠습니다.

여러분들도 직장 생활을 계속하면서 멘토할 수 있는 사람을 찾아보시기를 바랍니다. 우리는 각자 소유한 독특한 능력들이 있습니다. 어떤 사람이 다른 사람과 관계를 맺어 그 관계가 결국은 학습상황으로 이어지는 극동공병단을 상상해 보시기 바랍니다. 무엇을 하시든 직장 동료, 부하직원 또는 상사를 멘토하는 시간을 조금 내보시기 바랍니다. 만약 지금 당장 계획이 없다면 내일 시작해 보셔도 되며 여러분이 누군가를 위해 시간을 내어 멘토하면 어떤 일이 일어나는지 경험해 보시기 바랍니다.

다시 만날 때까지...

Bob S

SGM



US Army Corps
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