



# East Gate Edition

U.S. Army Corps  
of Engineers  
Far East District

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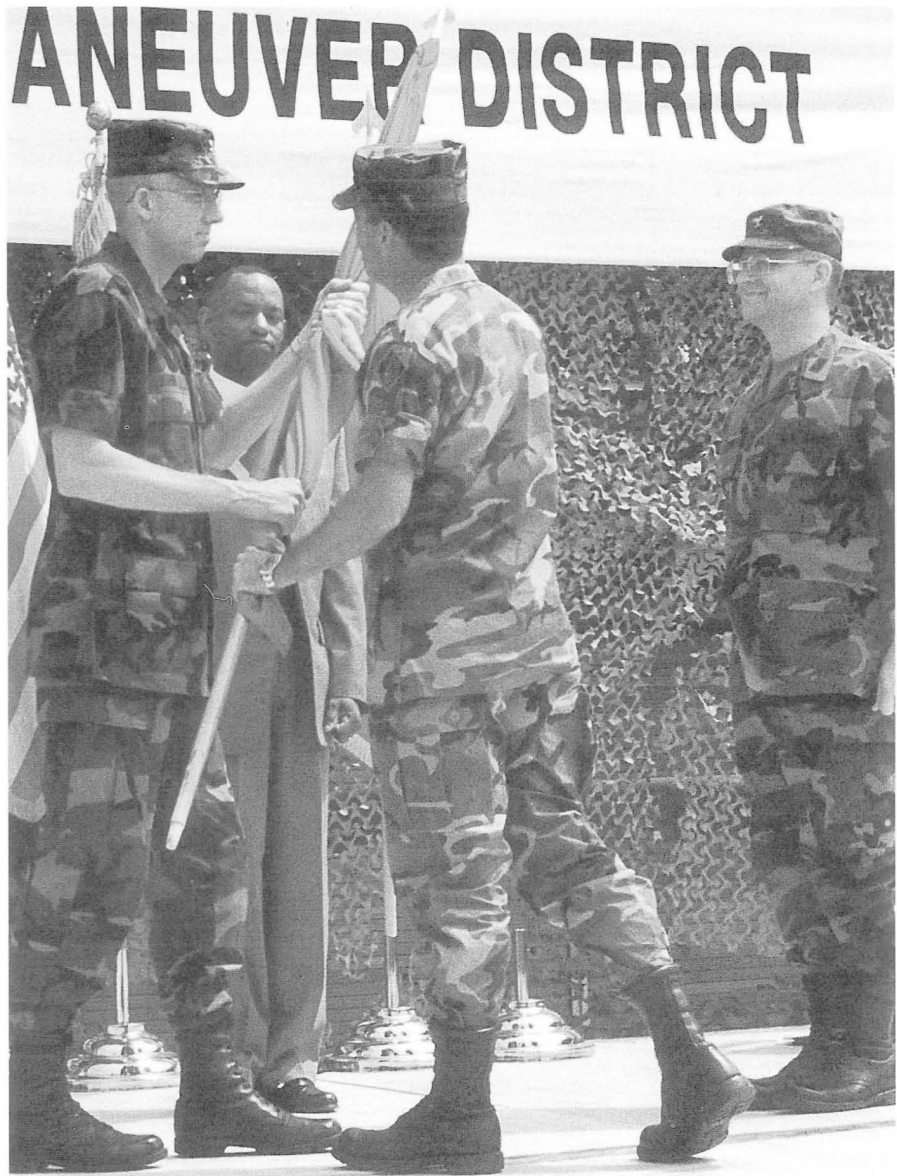
## COL Gregory Kuhr assumes command of FED

On June, 2000, during a change of command ceremony at the Far East District Compound, in Seoul, COL Gregory S. Kuhr became the 27th commander of FED.

"Greg is one great engineer and leader," said BG Randal Castro, Commander, Pacific Ocean Division, who officiated at the ceremony. "I watched his performance as 1st battalion's commander at Ft. Hood and I can assure you our army has no greater leader. He has the values and experience so important in this job and the kind of caring performance that is so necessary in today's army."

"In my view being overseas in a Corps of Engineers district is all about providing the absolute best service to our deployed soldiers and airmen," Kuhr said during his remarks.

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July 1950 - STAND OR DIE*

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BG Randal Castro (center), Commander, Pacific Ocean Division, passes the colors to the incoming commander, COL Gregory S. Kuhr (left), as he assumes command of the Far East District. COL David Rehbein (right), had just received the colors from the district's senior civilian, Mr. James Dalton, representing all the civilians in the district, and passed them to BG Castro. BG Castro then passed the colors to COL Gregory S. Kuhr, incoming commander, who then passed them back to Mr. Dalton.

# From the Commander



**PROUD  
TO  
SERVE!**

**COL Gregory Kuhr**

I would like to use my first "From the Commander" article to introduce myself. As the son of a career Army officer, I have been a transient most of my life although I call northern Virginia my home. I graduated from the US Military Academy in 1977 and have served the last 23 years as an engineer officer. While most of my time has been with soldiers in combat units, I am fortunate to have had two previous assignments with the US Army Corps of Engineers. The first as a project engineer and deputy commander of New Orleans District and the second, last year's assignment at headquarters in Washington, D.C. I received my graduate degree in civil engineering from the University of Illinois and received my professional engineer registration from the state of Virginia. I am fortunate to have married a wonderful woman, Paulette, sixteen years ago and have two terrific sons, Mark (16) and Will (11). Enough about my history – now a little about who I am.

First, you must know that I have been thoroughly indoctrinated and brainwashed to believe in the Army values. I don't say that just to preach the party line, but to give you a heads-up on how I think. Loyalty, Duty, Respect for Others, Selfless Service, Honesty, Integrity, and

Personal Courage. These concepts will influence the way I look at issues and make decisions. Hand in hand with these values come two goals - commitment to mission accomplishment and always taking care of people. These goals are complementary, not conflicting. Good leaders find ways to ensure both are met. For example, with Far East District's growing workload it is inevitable that the workforce will feel the strain as it strives to accomplish its year end mission, while the District's leaders also endeavor to take care of their people. I have the fullest confidence in the abilities of the District's supervisors to accomplish this objective while taking care of their folks.

Secondly, I want you to know that I am committed to supporting the US military on the peninsula. Ninety five percent of the US military are in Korea on an unaccompanied tour, most involuntarily, and many have left their families and loved ones in the US. Unfortunately, many of the facilities we provide our soldiers are well below the standards they are accustomed to in the US. Quonset huts, barracks with gang latrines, poorly heated and cooled buildings, motor pools without hard stands or proper lift equipment, and so forth. It is great to be part of an organization that can make a difference on this front. Far East District has made a significant contribution in improving these facilities and will continue to do so. I also encourage all employees to seek innovative ways in which we can help the installation engineer staff improve and maintain their facilities.

Lastly, I want you to know that I am proud to have the opportu-

nity to serve with each and every one of you. Over the last year in which I was at headquarters, all I heard about was this District's tremendous support during the flood recovery operations. FED is also notorious at headquarters for always executing their MILCON program. In fact, during my in brief with General Schwartz he personally told me that I had taken command of an organization known for their professionalism and selfless service as evidenced by their widely recognized response to the flood. Even last week while I was in Washington I found out that FED has some of the lowest design costs within the Corps, is meeting all of their financial requirements, and in general executes a far greater program than most districts and does so with significantly fewer people. You should be proud to be part of a team with such a great reputation.

I appreciate the tremendous welcome and great hospitality I have received from everyone in the District. Although I was tempted to say something in Korean, I remember the Pepsi Company's advertisement campaign in China a few years back. Their ad "Come alive with the Pepsi Generation" was translated into Chinese as "Pepsi brings your ancestors back from the grave." Rather than embarrass myself like Pepsi or in any way mention your ancestors, allow me to say thanks to the many Korean employees who have also welcomed me. I hope to learn more about the wonderful Korean culture while experiencing the beauty of your country.

**ESSAYONS!**

**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

## Heat Stress

Combinations of heat and humidity could make hot weather hazardous and that can result in serious illness or death. Increased attention must be paid to the prevention of heat-related illnesses and the appropriate steps taken to reduce the effects of heat and humidity. The heat index chart below is a measure of humidity and how it contributes to high temperatures and reducing the body's ability to cool itself.

TEMPERATURE, HUMIDITY AND APPARENT TEMPERATURE (Deg. F.)

A	110	99	105	112	123	137	160				
I	105	95	100	105	113	123	137	160			
R	100	91	95	99	104	110	120	132	144		
	95	87	90	93	96	101	107	114	124	136	
T	90	83	85	87	90	93	95	100	106	113	122
E	85	78	80	82	84	86	88	90	93	97	102
M	80	73	75	77	78	79	81	82	85	86	88
P	75	69	70	72	73	74	75	76	77	78	79
	70	64	65	66	67	68	69	70	70	71	71
	0	10	20	30	40	50	60	70	80	90	100

RELATIVE HUMIDITY %

NOTE: When the air temperature is above 80 degrees F. and the relative humidity is above 40% the temperature the body experiences is greater than the air temperature.

### HEAT ILLNESSES, SYMPTOMS, DANGERS, AND FIRST AID

- Heat Rash** - also known as prickly heat, occurs when people are constantly exposed to hot and humid air, causing a rash that can substantially reduce the ability to sweat. Heat rash is not just a nuisance because of discomfort, but by reducing the ability to sweat, the ability to tolerate heat is reduced.  
**First Aid** - Cleanse the affected area thoroughly and dry completely. Calamine or other soothing lotion may help relieve the discomfort.
- Heat Cramps** - may occur after prolonged exposure to heat. They are the painful intermittent spasms of the abdomen and other voluntary muscles. Heat Cramps usually occur after heavy sweating and may begin towards the end of the workday.  
**First Aid** - Rest, drink plenty of water. Water is recommended but electrolyte fluids may be used.
- Heat Exhaustion** - may result from physical exertion in hot environments. Symptoms may include profuse sweating, weakness, paleness of the skin, rapid pulse, dizziness, nausea, headache, vomiting, and unconsciousness. The skin is cool and clammy with sweat. Body temperature may be normal or subnormal.  
**First Aid** - Rest in the shade or cool place. Drink plenty of water (preferred) or electrolyte fluids.
- Heat Stroke** - is a serious medical condition that urgently requires medical attention. Sweating is diminished or absent, which makes the skin hot and dry. Body temperature is very high (106 degrees F. and rising), and if uncontrolled, may lead to delirium, convulsions, coma, and even death.  
**First Aid** - This is a Medical Emergency!! Brain damage and death are possible. Douse the body continuously with a cool liquid and summon medical aid immediately.

Source: Vermont Safety Information Resources, Inc.

**July Safety Slogan:** *Safety is an everyday affair*

# The Deputy's Word



by LTC Charles Markham  
Deputy Commander

During the past month we've celebrated two great District events, a change of command and our 43<sup>rd</sup> Annual Organization Day. Both events succeeded through the fantastic efforts of you, the employees of the Far East District. Thank you.

Once again the FED family stepped forward and warmly welcomed a new commander while graciously bidding farewell to the outgoing commander and his family. The outpouring of stories, shared experiences and displays of affection at COL Rehbein's luncheon, award ceremony and following the change of command ceremony reflected how strong and close a team we are. Vice versa, the friendliness and warm welcome extended to the new commander, COL Kuhr, initiated the start of a new team. As we all know, and just experienced, "change" is all too frequent in the military. As one leader leaves, another is there to take up the challenge. The constant in the process is you, the members of the FED team.

COL Kuhr brings with him a vast amount of leadership and Corps of Engineers experience. He also brings change, with a different look at how and why we

do business here in Korea. His questions and guidance will cause us to look at ourselves and at the District as a whole. Because of this, we all may need to change or adapt and improve to meet the goals and expectations he sets. Through this initial and important phase of team building, we need to remain flexible and open, while maintaining our high standards of service throughout Korea. I challenge you to make "change" work positively for the District and you.

I was extremely pleased to host and participate in our 43<sup>rd</sup> Annual Organization Day on 23 June. Many thanks go out to all of you who volunteered your time and energy in planning, coordinating and executing a great event. Special appreciation goes to Bill Baker, Ken Pickler, Dave Wilson, all of the Division representatives and game sponsors, the cooks, the set-up and tear-down crews, and

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*"I was extremely pleased to host and participate in our 43<sup>rd</sup> Annual Organization Day."*

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*"Throughout this initial and important phase of teambuilding, we need to remain flexible and open while maintaining our high standards of service throughout Korea."*

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especially all who participated in the events. My family and I thoroughly enjoyed the food, meeting everyone and the camaraderie displayed throughout the day. If you have ideas on how we can "change" or improve for next year, just let me know.

You may have noticed I "changed" the name of this column too. Like I said, be flexible and open. In addition, the "Northern Cranberry" walls and doors of the executive office have also changed. However, one constant that should never change in the District is our commitment to safety. We've recently experienced a handful of work and off-work injuries. Please remember, always be safe! Safety is an everyday affair.

*Serving the District and you!*  
**LTC Markham**



## Remembering the Korean War - July 1950 "STAND OR DIE"

by Ronnie Z. Miller

On 26 July 1950, LT GEN Walton H. Walker issued an operational directive to his field commands to withdraw to prepared positions along the Naktong River, stabilize the front, and maintain a position from which they could transition to the offense. Movement would begin on order and units were to maintain contact with the enemy during the retrograde. That same day, LT GEN Walker telephoned Tokyo and spoke to LT GEN Ned Almond (GEN MacArthur's Chief of Staff). LT GEN Almond was adamantly opposed to any further withdrawals, believing that such actions would be the genesis of a general debacle. Immediately following the telephone conversation, LT GEN Almond informed GEN MacArthur of the situation and encouraged him to personally visit LT GEN Walker (which GEN MacArthur did the very next day). GEN MacArthur, LT GEN Almond, and LT GEN Walker conferred in private for an hour and a half. And though MacArthur never alluded directly to Walker's withdrawal plans, he did convey the message that the Eighth Army was expendable - there would be no "Korean Dunkirk".

Two days later, on 29 July, LT GEN Walker issued his controversial "stand or die" order outlining what he (and GEN MacArthur) expected. This ultimatum was disseminated to every soldier in the field with varying interpretations. Due to LT GEN Walker's ineptness at public relations, the news media picked up the story and promptly sensationalized his remarks in the headlines of major American newspapers. Many criticized the order because they thought it was impossible to execute. Whatever the individual's viewpoint of the order might have been, LT GEN Walker and his Eighth Army were running out of space to trade for time. Soon there would be no place to withdraw to except into the sea. It must be noted, however, that the real intent behind LT GEN Walker's order was that units not vacate their fighting positions until they were jeopardized with encirclement (heretofore, units had abandoned their positions long before that time had arrived).

Despite the order, Eighth Army units were consistently forced back and, on 1 August, LT GEN Walker ordered his command to withdraw behind the Naktong River and establish a defensive posture oriented on terrain retention. Fifty miles short of the sea, a defensive perimeter (labeled by journalists as the "Pusan Perimeter") was formed. The front was now clearly defined and more or less static. Consequently, combat multipliers such as close air support and artillery could be employed more effectively while rail and road networks increased the reliability and responsiveness of logistical support. All of this, to include sufficient forces to block the roads against enemy tanks and mechanized artillery, gave American forces a feeling of security and the will to "stand or die". At the Naktong, the North Korean Forces made its supreme effort - and failed. All around the perimeter the fighting was bitter and bloody, but US and Republic of Korea forces held firm, significantly depleting the North Korean forces in protracted engagements. The successful defense of the Naktong River bulge ultimately enabled US forces to seize the initiative and assume the offensive.

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### Korean War Commemoration Events - 2000

Start of the Korean War - Eighth U.S. Army - 25 June

Task Force Smith - 6th Cavalry Brigade - 5 July

Pusan Breakout - 19th TAACOM - 13 September

Inchon Landing/Seoul recaptured - U.S. Marine Corps Forces Korea - 15 September

Northern Campaigns - U.S. Marine Corps Forces Korea - 11 November

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# FED celebrates Organization Day

It was another great FED Organization Day celebration on June 23, 2000. There were a lot of competitive sporting events, good food to eat, a taekwondo demonstration and game booths. For the record, here is a list of some of the competition winners.

**Arm wrestling (male) - PPMD**

**Arm wrestling (female) - RM**

**Chinese Chess - LM**

**Kick Volleyball - LM**

**Tug-of-war - CD**

**Sack race - LM**

**Badminton - IM**

**Eating contest (male) - IM**

**Eating contest (female) - RM**

**Ping Pong Carry - PPMD**

**Water balloon toss - LM**

**Yut - CD**

**Volleyball - ED**

**Overall winner - CD**

Congratulations to all the winners!



LTC Charles Markham (right), Deputy Commander, presents the certificate for this year's overall division to Mr. Fred Davis, who accepted on behalf of the Construction Division with a total of 25.5.

Everyone seemed to enjoy the Taekwondo demonstration.

# FED celebrates Organization Day



The FED team members watch the men's and women's arm wrestling competition.



The golf challenge was a favorite booth game.



The eating contest is always lot's of fun.



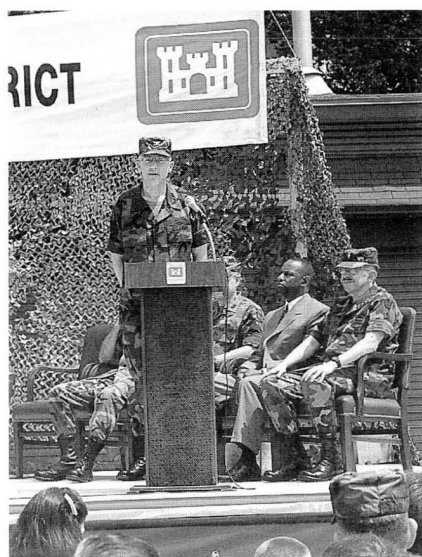
One of the favorite sport competitions is the tug of war.



## FED Change of Command

(continued from page 1)

"The Far East District does it every day and has a great reputation for mission execution and installation support."



COL Kuhr addresses the FED team members during the change of command ceremony.

The history of the change of command ceremony can be traced back to the year 406 B.C. when Lysander took command of the Armies of Sparta.

## Congratulations!



On June 14, COL Gregory Kuhr, Commander, presents the Superior Civilian Service Award, signed by BG Randal Castro, to Mr. Olson Okada.

## Congratulations!

to **Mr. Song H. Hong**, Logistics Management Office, who received a Bachelor of Science degree from the University of Maryland on June 11, 2000.

and

to **Mr. Chris Vaia** and family on the birth of a new granddaughter, Jeniveve Alexandria Vaia.

and



Ms. Charlotte Stockwell receives the Commanders Award for Civilian Service.

## Future Korean War Commemoration Events

### 2001

*UN Participation  
United Nations Command  
18 April*

*Battle of the Outposts  
2nd Infantry Division  
18 August*

### 2002

*Air Power  
7th Air Force  
14 September*

*Veterans Day  
Eighth U.S. Army  
11 November*

## New Team Members

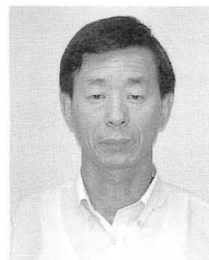
**Ms. Danisse Osborn** joined FED on June 4, 2000, to serve as a program analyst. Osborn holds a bachelor of Science Degree in Information



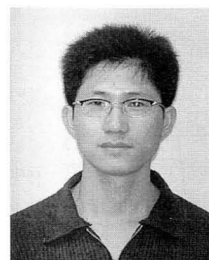
Systems and Operations Management from the University of North Carolina at Greensboro. She also holds a Masters degree in business administration from Troy State University. She began her U.S. Government career in October 1993. Her sport interests include volleyball.



**Mr. Kim, Yong-kyun** joined FED on June 1, 2000 to serve as a laborer in the Logistics Management Office. His hometown is Song Nam City. His outside interests include hiking.



**Mr. Kim, Chae-sup** joined FED on June 15, 2000, to serve as a laborer in the Logistics Management Office. Mr. Kim's hometown is Seoul and his outside interests include fishing.







U.S. Army Corps  
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# East Gate Edition

October 2000

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## Big picnic ends big year!

by Patrick Forrest

Don't worry, that smoke billowing from the picnic area between Buildings S-67 and S-68 on October 6 was only hamburgers. The Programs and Project Management Division (PPMD) hosted FED's annual picnic to mark the end of the fiscal year. PPMD's James Dalton served as Master of Ceremonies and about 330 members of the FED family feasted on American and Korean fare.

FED Commander COL Gregory Kuhr quantified our success in FY 2000: zero loss of life; only one work-related injury; 54 contracts valued at \$316 million; 261 orders worth almost \$39 million and 605 modifications worth over \$26 million. Deputy Commander LTC Charles Markham added figures illustrating the vast scale of our work. In short, FED's DA civilians, KN workers and contractors performed over 1¼ million eight-hour workdays and drove over half-a-million miles last year! We spent \$36.8 million of our \$37 million year-end budget, meeting all planning guidelines. Right in our compound, you may have noticed upgrades to several buildings, preparations for the new motor pool, and other projects.

Supervisory Architect Mr. Chai, Yeong M. received the Commander's Award. In recognition of the successful year, PPMD recognized 37 FED employees from other offices that often go unnoticed, but played a critical role in the success of the project delivery teams.

PPMD team leaders,  
Bob Losey, Sam Han, Milton  
Matsuyama, and Dick Byron

(continued on page 7)



Ms. Yun, Sun-han, and Mr. James Chin of the Engineering Division did a great job of cooking hamburgers at the year-end picnic on October 6, 2000.

### Inside

The letter "T":  
What does it have to do with team  
building in FED?  
..... see page 5

Ground breaks for new FED motor  
pool  
..... see page 6

# From the Commander



**COL Gregory Kuhr**

I appreciated the opportunity to address our employees stationed at the FED Compound during the Town Hall meeting on 12 October. For those of you who were unable to attend, look for an article about it in the November issue of the East Gate Edition.

As I stated at the year-end party, the District performed superbly in FY00. The countless hours, dedication and perseverance I witnessed was nothing short of remarkable. I take my hat off to you for a job well done!

I want to take this Commander's Corner to talk about some of the changes impacting the District. These are in no particular order or priority.

By January 2001 we hope to be fully paperless in our contracting process. We should have the capability to solicit contractors, provide digital versions of our plans and specifications, and receive proposals all electronically.

We are in the process of selecting a third architect-

engineer (A-E) firm to support the District. We currently have two other A-E firms on the compound, AMKOR and TJD. We will likely find office space on the compound and the new company hopefully will be on board by second quarter of FY01.

As I explained at the Town Hall meeting, there is a formal request to return the FED compound to the ROK government. The local authorities would like to use the land we occupy for construction of a new civic center. This issue will be negotiated between the US and the ROK government and this could take a number of years before we are required to move. Where we will move to is yet to be determined.

On 12 October, our Logistics Management Office hosted a terrific groundbreaking ceremony for a new motor pool facility. This new facility will enable us to demolish the old motor pool building, which has numerous safety hazards and frequently floods out during heavy rains. We should also see additional parking spaces once the project is complete. Other significant projects include a new security wall in selected areas, a new entrance into the District HQ building and some repairs to the KN mess hall.

The District has several major projects which will be

challenging and rewarding. On Yongsan these include the design and construction of the first family housing tower, the renovation of the 121st Hospital while it continues to operate, and the construction of new headquarters for US Forces Korea and for Eighth Army and a Battle Simulation Center. We also have several barracks renovation projects throughout the peninsula and the construction of a Visitor's Quarters at Osan Air Base. These projects and many others will be excellent opportunities for the District to demonstrate its commitment to excellence.

As many of you know there are many other areas undergoing significant changes. I welcome your suggestions and recommendations on any of these. I will continue to hold Commander's Sessions with designated employees every week in which I am available. If you would like to discuss your ideas with me, ask your Division/Office Chief to put you on the list for the next session. Again, thanks for the superior effort throughout FY00 and let's get even better in FY01!

**Essayons!**  
**COL Greg Kuhr**

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