



U.S. Army Corps  
of Engineers  
Far East District

# East Gate Edition

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## FED Says Goodbye to COL Kosich and Welcomes COL Janice L. Dombi

*See pages 8-9 to read full story*



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### This month's focus

## FED Welcomes COL Janice L. Dombi

### On the cover



Change of Command Ceremony  
on July 9, 2004

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# From the Commander



COL Janice L. Dombi  
Commander

Annonghaseyo from 37,000 feet above Alaska.

As I write this article I am on my way to Washington DC to receive the Air Force Construction Agent of the Year Award that **YOU** all earned for the Far East District. It will be an honor to represent you at the ceremony. I'll also use every opportunity to talk about the teamwork, professionalism and friendship each of you displayed as I came on board as your commander in July. Thank you for the

wonderful change of command ceremony and the countless briefings that you provided to me. With each briefing and site visit, I am more impressed with your teamwork and what you do each day.

Last year's November/December *East Gate Edition* had an excellent article by Allen Chin detailing the uncertainty of the stationing requirements for US Forces in Korea. Eight months later our political leaders are still crafting the details the FOTA decisions regarding military stationing. I am confident that our foundation for developing people, process and communication will serve us well in the coming months when we are required to quickly develop and implement plans to meet the requirements to support the US and Korean forces.

Last week I sat in regional leader development training where among other topics, the group discussed using the After Action Report (AAR) in a learning organization. I presented a situation to the group and within three minutes they took a textbook discussion and applied the concept to piece together possible improvements to a presentation. When I first asked for suggestions on "how we could do the task better," people did not feel comfortable offering suggestions. I reminded the group that I taught history at West Point for three years and I had plenty of experience waiting out the class until someone answered the question. Once one person took the challenge and made a suggestion, the group readily joined in and made several suggestions to improve my presentation to a visiting Admiral. Communication within the group made the difference. Each idea encouraged others to participate. In a learning organization we all have to recognize that there are many solutions to any particular problem. We have hundreds of year's worth of talent and experience in the district. We need to tap into this resource and share what they have learned with each other. By turning our learning organization from a textbook solution into a working solution we can use "good ideas." The AAR is a technique to share and develop ideas that will assist us as we transition into Vision 2012, and position ourselves for the missions to support the stationing requirements to support US Forces Korea.

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# Safety & Occupational Health

## SEAT BELT SAFETY IN THE REPUBLIC OF KOREA



Recently there has been an increase in the number of violation citations issued by the Military Police to drivers of government vehicles and their occupants for failure to wear a seat belt during operation. In accordance with AR 385-55, Prevention of Motor Vehicle Accidents, all personnel are required to wear seat belts when sitting in DOD vehicles and it is the driver responsibility to inform passengers of the requirement.

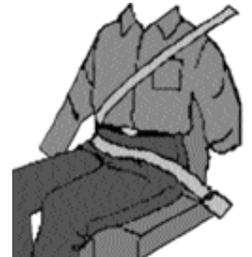
Increased emphasis has been placed on this important and always timely subject because it is a fact that seatbelts do save lives. From 1975 through 2002, it is estimated that seat belts saved 164,753 lives, including 14,164 lives saved in 2002 in the United States.

Here are three things a seat belt will do for you:

1. Distribute forces in a crash so they are absorbed by the strongest areas of your body.
2. Keep you in place so you are less likely to strike the vehicle's interior
3. Prevent you and other occupants from being thrown into each other or ejected from the vehicle.

So that you get the maximum protection out of your seatbelt it is important that you wear it properly:

When you buckle up, adjust your belt so it is positioned correctly. The lap belt or lap portion of the lap/shoulder belt combination should be adjusted so it is snug and low across the hips and pelvis - never across the stomach.



The shoulder belt should cross the chest and collarbone and be snug. The belt should never cross the front of the neck or face. Do not add excessive slack (more than one inch) into the shoulder belt. If you have an automatic shoulder belt, the lap belt must be buckled manually. New York State law now requires vehicle occupants who are required to wear seat belts to wear both the lap belt and shoulder harness.

Some vehicles have shoulder belt adjusters that allow you to move the shoulder belt's upper anchorage. This feature makes it easier to adjust the shoulder belt so that it does not touch the neck. Small adjustments in either the belt position or in your position on the seat can improve your comfort and make the belt work better in a crash.

There is no task that we perform here at the Far East District that requires us to risk injury to ourselves or others. The act of driving has its own inherent risk which can be reduced to an acceptable level by staying alert, practicing defensive driving and wearing seat belts.

Not only is it the law but "*Good Sense*"!

# Deputy's Word



*by LTC John F. Loefstedt*

*Deputy Commander*

I am honored and excited to be joining the FED team here in Korea. While I am a stranger to USACE, I am no stranger to the Republic of Korea, having spent my last 4 years working in various positions on the USFK and Combined Forces Command staff. Korea has become something of a second home for my family. My wife, Chin, hails from Seoul and Seoul remains home to most of her family. Chin and I are blessed with 3 children, Leah, Michelle, and Daniel, all of whom attend the DOD schools on Yongsan. We are also new residents of Burke towers, the housing project on Yongsan that you built. You might say the Loefstedt's are your customer, and speaking strictly as customers, we can say you should be mighty proud of your work.

Already in my short tenure with FED I've been impressed by the professionalism, which I expected, and the enthusiasm, which I didn't anticipate, of our team. We are a diverse workforce - a unique mix of DA civilian, Korean National, and military (small in number but great in spirit) personnel that make FED a vibrant workplace. That energy and creativity will serve us well as we prepare for major US force realignments on the peninsula and the resultant engineering work that will come our way. These are exciting times to be serving your country and serving the force here in the ROK. I look forward to facing the challenges together, contributing to our effort, and serving you and this great organization. Essayons!

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Lieutenant Colonel John F. Loefstedt is a native of Holden, Massachusetts. He was commissioned a Second Lieutenant in the US Army Corps of Engineers upon graduation from Virginia Polytechnic Institute in June 1984. He joins the FED team after completing a two year assignment with the Assistant Chief of Staff, Engineer, Combined Forces Command, Republic of Korea.

LTC Loefstedt's previous assignments include Platoon Leader, Executive Officer and Battalion S4, 2<sup>nd</sup> Engineer Battalion, 2<sup>nd</sup> Infantry Division, Republic of Korea; Company Commander, 7<sup>th</sup> Engineer Battalion, 5<sup>th</sup> Infantry Division, Fort Polk, Louisiana; Plans and Exercises Officer, Assistant Chief of Staff Engineer, 21<sup>st</sup> Theater Army Area Command, Federal Republic of Germany; Instructor, Defense Mapping School, Fort Belvoir, Virginia; Military Observer, United Nations Truce Supervision Organization, Israel; Battalion S3 and Executive Officer, 29<sup>th</sup> Engineer Battalion (Topographic), Fort Shafter, Hawaii, and Geospatial Information and Services Officer, USFK.

LTC Loefstedt's military education includes the Engineer Officer Basic and Advance courses, Airborne school, CAS3, CGSC, and the Joint Forces Staff College. He is a 1984 graduate of Virginia Polytechnic Institute with a bachelor of Arts in Geography and a 1996 graduate of George Mason University with a Master of Science in Geographic and Cartographic Sciences.

# The Chin Report



by Allen Chin,  
Deputy for Programs and  
Project Management

## Far East Distirct Key Messages

When we interact with stakeholders, partners, and customers we need to communicate the Corps story. The Corps story includes key messages that communicate what we do for the military services, our stakeholders, our people, during contingencies, and the environment. The key messages will vary depending on when and whom we communicate with and even what the situation is. The FED Communication PDT together with the Division Chiefs has come up with Key Messages for the District. These messages will be embedded in the District Strategic Communication Plan that will be completed later this year.

### Support to USFK:

- Our number 1 mission is to serve the engineering and construction needs of the US Forces in Korea.
- We provide comprehensive and complete planning, design and construction services to the military services in Korea.
- We implement a host nation construction program in partnership with the Republic of Korea.
- We take pride in helping to improve the quality of life for all service members, their families and civilians in Korea.

### Partners and Stakeholders are our Team mates:

- We are teammates and partners to our customers and stakeholders; you can count on us.
- We keep our customers informed through frequent and timely communications.
- We provide total and extraordinary service through intimate understanding of customers' needs.
- We constantly work hard to meet or beat the customer's required delivery date on their projects.
- No job too small, too dirty, or too unusual, our customers' problems are our problems.

### PEOPLE: Our Assets and Resources:

- We retain a group of well-trained and best-qualified local construction contractors for all types of work.
- We train and maintain a competent and capable work force.
- District personnel are well trained and customers can depend on them to deliver projects successfully.
- We use our diverse skills and expertise to provide products which meet and exceed the expectations of our military and host nation partners and customers.
- We value our ability to provide quality service and technical expertise to our customers and stakeholders.

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# Message from Lt. Gen. Carl A. Strock



**Carl A. Strock,  
Lieutenant General, USA,  
Commanding**

Corps Team,

I'd like to take a couple of minutes to let you know how honored I am to serve as the 51<sup>st</sup> Chief of Engineers, and to also share with you a sense of direction for this tremendous organization. I have been privileged to serve with the U.S. Army Corps of Engineers in a district and as a division commander, and have always been impressed by the employees I have worked with or met along the way.

Many people wonder what changes a new leader will make, so I will let you know up front. Simply put, I will not make any immediate changes in the direction that the 50th Chief set for us. It hardly seems possible that four years have passed since LTG Flowers joined our ranks and we are just beginning to realize some of the results of his leadership and vision. During his tenure he increased our partnerships,

formalized the Corps' ethic of environmental sustainability, activated a wartime division, and implemented USACE 2012. We will stay on that same path and will now consolidate the gains from changing our business processes and structure.

These are challenging times. We are an Army and nation at war and we face fiscal constraints. The path we are taking will help us meet those challenges. We must continue to embrace change, but for right now it's important to maintain continuity as we continue the implementation of USACE 2012 and the fielding of P2. This includes maintaining our mission focus and ensuring that we are good stewards of our resources.

In the near term, I will meet with Corps leaders, and I will also begin meeting with customers, partners and stakeholders to learn about their direction - their vision, priorities and issues. I also want to hear from each of you and will work with the staff to develop a means to do that. In the interim do not hesitate to drop me a note if there is a burning issue that you'd like me to look into.

Periodically I will send emails to update you on what is happening. In the meantime, I ask that you continue to focus on

your mission - and continue to exercise your initiative in the spirit of the "Just Do It" card. I look forward to the next four years and to seeing what we will accomplish for the nation and the Armed Forces.

ESSAYONS!

Carl Strock

## Update #2

Corps Team,

I'd like to give you an update on some of my recent activities and my plans for the near future. Since the Change of Command, I have been engaging with members of Congress, former Chiefs of Engineers and other federal agencies. Also, on 6 July I met with the headquarters senior leaders and staff principals to discuss my initial thoughts about our priorities and direction. I discussed many topics including:

\* As a nation and Army at war, the Corps' first priority remains supporting the Global War on Terror at home and abroad. We are accomplishing a lot, not only in Iraq and Afghanistan, but also at home as we work to protect and enhance infrastructure to withstand potential attacks. Also, our response and recovery

capabilities remain important to GWOT support. I expressed my pride in the entire Corps team. Those who deployed have made a major difference, and those who remained at home have also contributed in a significant way. Some have absorbed additional work on behalf of deployed co-workers and others developed engineering solutions at home that have been applied in Iraq or Afghanistan. I appreciate all these tremendous efforts.

\* We will continue on the same path set by the 50th Chief of Engineers. He generated great momentum for us and there is no question that USACE 2012 and P2 are the right way to go. As USACE 2012 continues to take form, we need to remember a couple of things. One, it may be a challenge to retain technical expertise when functions are no longer co-located, so Communities of Practice will play a key role in helping maintain the expertise we need. Two, we must have consistent processes nationwide. Local and regional differences will require some variations, but a high degree of national consistency is essential for USACE 2012 to be truly effective. I also stressed the importance of taking an active approach to competitive sourcing in that we should shape the outcome instead of reacting to it.

\* I've asked for orientation sessions from each of the headquarters staff sections. I also asked for a letter from every

one of our senior leaders and headquarters staff chiefs. I want their candid input about what we need to work on and what they think I need to hear - not what they think I want to hear. The input will help us as we take a close look at our initiatives and processes over the next several months to decide what we need to continue, stop or adjust.

In August, I'm looking forward to our Senior Leader Conference in St. Louis, and a trip to Iraq and Afghanistan.

As you continue your good work for the nation and the Armed Forces, remember the importance of safety in everything you do. Take care of yourselves and watch out for your teammates, our contractors, and those who rely on us for safe facilities or who visit our projects.

ESSAYONS!  
Carl Strock

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## From the Commander

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*(continued from page 2)*

I recently had the privilege to recognize Mr. Jimmie Moore upon his return from supporting the top priority mission of fighting the global war on terrorism (GWOT). Mr. Moore made a difference in the lives of countless Iraqi civilians by offering hope for the future. He also made sacrifices to serve

in Iraq to make life better for coalition service members.



The fastest way home for our armed forces is through a stable Iraq. USACE has approximately 200 members deployed to fight the global war on terrorism and the requirement for most specialties is rising steadily. USACE stood up three districts in Iraq and one in Afghanistan to manage \$18 billion worth of construction beginning in October. I completely understand that the District's mission and schedules do not adjust for the GWOT. The people that pick up the workload for the deploying volunteers are hometown heroes. Volunteers of all skills are required in this war and FED is committed to supporting this mission. I strongly encourage volunteers to come forward so we can work a schedule that integrates your talent into this world-changing mission.

Thanks for all you do. We often talk about customers, projects and contracts but the bottom line is support and improving the quality of life for individuals-one Soldier, Airman, Marine, Sailor or family member at a time. You make a difference.

# FED Says Goodbye to COL Kosich

Far East District sent off its 28<sup>th</sup> Commander, COL Francis X. Kosich and welcomed the first female commander in FED's 47 years history. COL Janice L. Dombi took command of FED on July 9, 2004 at the Multiplex Training Facility, Yongsan.

by Chong Yun Kim, PAO

COL Kosich's farewell lunch on June 30, 2004 started with one of the worst jokes by Mr. Allen Chin, the master of the ceremonies. It was about the Texas tornado and Oklahoma divorce but failed to make the audience laugh. However, his comment about Mr. Richard Schiavoni's highest score in the farewell golf outing the other day moved people to laugh.



George Ward from the Construction Division compared COL Kosich with past commanders.

"He is taller and he has more gray hair just like me. And he's got a nice wife. Seriously, COL Kosich was out visiting the job sites much more than I am. He showed that the commander cares about people in regional offices. I don't think I will work for another commander who gets out as much as he did. We really appreciate that."

As a token of appreciation, the Engineer Division presented a traditional Korean gong to COL Kosich.



In the farewell remarks, COL Kosich expressed his appreciation and love to FED.

"I'm just a passenger on the train. You did it all. I can't thank you enough for your friendship, for your caring, for your dedication and for everything that you've done for both of our countries. Laurie and I and our kids will miss Korea. We will miss Far East District, specifically and most importantly the people, you. You made me feel special. I'm proud to be here and proud to serve."

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*"You truly are one of a kind  
and I will never forget you...  
See you on the ground."*

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COL Kosich becomes deputy commander, North Atlantic Division, U.S. Army Corps of Engineers.



In the morning of July 9, BG Robert L. Davis presented awards honoring Colonel and Mrs. Kosich at the FED compound.

# and Welcomes COL Janice L. Dombi

During the change of command ceremony, BG Robert L. "Larry" Davis applauded what COL Kosich has done in FED over the past two years.

"Dozens of office buildings, barracks units, housing units, and their supporting infrastructures stand in testament of COL Kosich's engineering abilities. They also stand in testament of his outstanding diplomacy. He has not only built a seven-point-two-million dollar bridge to Yongsan's Main Post, but has helped build a priceless bridge, one that stretches between our two nations."

The change of command ceremony is a very symbolic and historic activity. When the flag leaves the hands of one commander and is passed to the next, it signifies a change in responsibility. COL Dombi took this responsibility from COL Kosich and became the 29<sup>th</sup> Commander of the U.S. Army Engineering District, Far East District.

She has come a long way from enlisting in the Army as a private at Fort Jackson, SC. In 1981, she earned a Bachelor of Science Degree from Longwood College in Virginia and was commissioned in the U. S. Army Corps of Engineers. Her previous assignments include Commander, 864<sup>th</sup> Engineer Combat Battalion (Heavy) at Fort Lewis; Deputy Commander, Joint Task Force 411 in Panama; Battalion Commander and Battalion Executive Officer for the 536<sup>th</sup> Engineer Combat battalion (Heavy) also in Panama; Engineer Plans Officer, U.S. Army South, Panama; and Associate Professor of History at the U.S. Military Academy in West Point, New York.

COL Dombi is confident that she will be impressed with the teamwork developed with COL Kosich and mentioned her anticipation about serving here in her change of command remarks,

"My husband, Joe, and I look forward to learning about the Korean culture and getting to see more of this beautiful country. I also look forward to working and serving with each of you as we continue to be the engineer force of choice."

**Guests said goodbye to COL Kosich and his family after the Change of Command ceremony and greeted the incoming commander, COL Dombi, and her husband during the reception.**



**Following the tradition of a Change of Command ceremony, Mr. Richard F. Schiavoni, representing all the civilians within the district, passed the flag to the outgoing commander, COL Kosich, and received it back from the incoming commander, COL Janice L. Dombi.**



**Ribbon Cutting Ceremony for Burke Towers on June 28, 2004. Pictured (from left to right): COL Francis X. Kosich, Previous Commander, Far East District; LTC Donald W. Morris, Mayor of Burke Towers; Mr. Cho, Kang-Muk, President of Pumyang Construction Co. Ltd, Prime Contractor for this project; Lt. GEN Charles Campbell, Commander EUSA; COL Timothy K. McNulty, Area II Commander; Mr. Geoffrey Prosch, Acting Assistant Secretary of the Army for Installations and Environment.**



**Two five-story Burke Towers: North Tower S-7170 (above) and South Tower S-7171 (below)**



**The Family Housing Project Office includes Mr. Michael Onuma, Project Engineer, and Ms. Yi, Kwang-Suk, Secretary, Project Quality Assurance Representatives. Ronald T. Hodge and Mr. Kang, Ho-Sin, were unavailable for this photo. Ronald Hodge moved to the Pyongtek Resident Office on July 9, 2004 and Mr. Kang moved to the Central Resident Office on July 1, 2004. Dickson Ma was the previous Resident Engineer for the Northern Resident Office prior to Mansur Cheema.**



## Yongsan Multi-Story Family Housing Opens

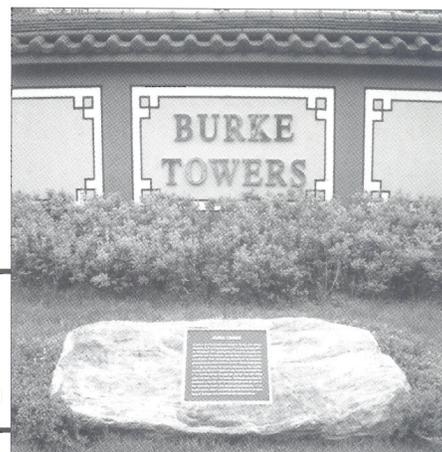
*by Chong Yun Kim, PAO*

Yongsan Garrison celebrated the opening of multi-story family housing, Burke Towers, on June 28, 2004. Two five-story housing towers are the first new family residences in Area II since 1985. They are also the result of efforts to improve the quality of life for service members and their families and to make Yongsan the assignment of choice.

The construction began in April 2002 as the first phase of a peninsula-wide project to allow more troops to bring their families to Korea. Burke Towers contain a total of 60 dwelling units: 2 five-bedroom apartments at 1,978 square feet (SF) each, 18 four-bedroom apartments (1,762 SF) and 40 three-bedroom apartments (1,573 SF).



The playground consists of a play house/enclosures, a sand box, a safety mat, a BBQ grill, sod and spring seesaws. (left)



A Memorial to 1LT Lloyd L. Burke, Korean War Medal of Honor recipient lies at the entrance to Burke Towers. (right)

“Each unit is equipped with its own self controllable heating and air conditioning systems, cable TV, phone and internet system. Domestic hot water is provided from a central boiler. Dishwashers come with every apartment. The kitchen range, refrigerator, clothes washer and dryer are government furnished appliances,” Mr. Michael Onuma, Project Engineer, Family Housing Project Office, said.

“Beneath each tower is an underground primary parking garage for the tenants. Each tenant has an outdoor storage room near their parking stall to store things like Christmas decorations. Between the two towers is an underground, secondary parking garage for visitors and guests to park. Behind the two towers are a basketball/volleyball court, child tot lot, gazebos, B-B-Q grills and a picnic area. About 85 percents of the apartments are occupied as of mid-July and the rest should be filled by the September.”

The towers are named after a Korean War Medal of Honor recipient, 1LT Lloyd L. Burke, U. S. Army, Company G, 5<sup>th</sup> Cavalry Regiment, 1<sup>st</sup> Cavalry Division. He killed about 100 enemy soldiers while advancing on a position near Chong Dong, Korea, in October 1951. His heroic action and outstanding courage inspired his small force of 35 troops and secured the objective.

Burke Towers are the first in Korea to be designed and constructed under an innovative Design-Build procurement concept. The new design of these apartments has become the standard for all new Army Family Housing projects on the peninsula.

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## The Chin Report: Far East District Key Messages

(continued from page 5)

### Contribute to Military Preparedness and Civil Emergencies Recovery:

- We provide direct support to USFK/Eighth US Army/IMA KORO during contingencies.
- We assist in recovery from natural disasters affecting U.S. military installations and neighboring communities in the Republic of Korea.

### Environmental Stewardship:

- We assure environmental sustainability in all our products.
- We stand ready to respond to any environmental requirement.

# HR Tidbits

by Monte Howard, RM

## Managing People Conflicts

Conflict is a normal part of work, even in high-functioning, cooperative work groups. Employees may clash over work styles, opinions, expectations, or ways of communicating. Although these kinds of people conflicts are normal, they can waste time, reduce productivity, and lower morale.

Part of your job, if you are a manager, is dealing with people conflicts in constructive ways. You need to be able to help the employees you manage work through their conflicts and maintain healthy working relationships with each other.

### Recognizing conflict

The first step in managing conflicts is recognizing that a problem exists. Sometimes conflict is obvious - an employee might come to you to talk about a problem she's having with another member of a team or you can see that two employees aren't getting along. But sometimes, conflict may be less obvious. The signs of conflicts can include

- A drop in communication
- People avoiding one another
- Gossip
- People sabotaging one another's work, ideas, or efforts
- A drop in productivity
- High turnover
- One person being excluded from meetings or conversations

### Dealing with conflict

When you notice any of these or other signs of conflict, it's important to take them seriously so you can respond in positive ways. Don't assume that a problem will go away on its own or that the people involved will work it out. When there is a problem, face it directly and promptly. The costs of not dealing with a conflict are much higher in the long run than taking the time to understand and manage it now.

The first step in dealing with conflict is understanding what's going on. If the conflict involves more than one person in your group, meet with each person individually. Listen carefully to each person's point of view without making any judgments. Try to focus on understanding what's at the root of the conflict. Keep the conversation focused on issues and solutions rather than on personalities or personal differences.

A solution to the conflict may arise from the individual conversations you have with those involved. If not, you may decide that a group meeting is the next step. If you do decide to hold a group meeting, establish some ground rules. Make it clear that you expect people to be:

- respectful of other's opinions and ideas

- honest
- good communicators

**Here are some more tips for tackling conflict with your work group:**

- Talk about solutions. Ask employees for their ideas and input.
- Let employees know that resolving conflicts requires give and take from everyone.
- Focus on one issue at a time.
- Keep reasonable expectations. You might not reach a solution in one day.
- Help people get beyond the past and focus on the future.
- Avoid quick fixes. It's important to get to the root of the conflict and resolve the underlying issues.

Finally, get help resolving conflict when you need it. Sometimes it can be helpful to bring in someone from outside your team to facilitate, particularly when conflict has escalated or your attempts to resolve it have failed. For help managing a conflict, contact CEPOF-RM-M or your Area CPAC Management Employee Relations Office.

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## My Summer in Far East District

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*by Nana Olson*



This is my second year as a summer hire at FED. In my first year, I worked in the Public Affairs Office with Ms. Gloria Stanley as my supervisor. This year, I am working in the Transportation Branch of LMO. Mr. Kenneth Pickler is my supervisor. Both of my supervisors have been extraordinarily kind and patient with me. I received instructions on work etiquette, decorum, and responsibility. I am deeply indebted to both of them for their assistance, guidance and understanding.

Since becoming computer proficient, I have utilized programs such as Word, Excel, and Powerpoint to assist me in my scholastic endeavors.

Working at FED has allowed me to utilize my knowledge in a practical and realistic use in a work environment. In fact, my computer expertise has expanded during my employment at FED. Both of my supervisors taught me additional and beneficial computer skills. These additional skills will greatly assist me during college and help me in the future when I get a job. Also, I became more organized as I put files in order.

I would like to thank all the FED employees for your courtesy and assistance. This has been a very valuable learning experience for me. As I depart for college, I will cherish my time with you.

I hope to see you next summer.

# Iraq Assignment

by Edward E. Flint, Civil Engineer, GEE

My wife, Sandy, and I recently moved to Seoul, South Korea, from the Sacramento District where I worked as a Geotechnical Engineer. A year ago last Spring I had accepted a thirty day TDY assignment here in Seoul working with the Geotechnical and Environmental Engineering Branch, FED. My short stay here was enough for me to realize that this is a very nice assignment and I would like to work here. But before making that happen, I had to fulfill a personal commitment to spend a few months in Iraq as a Project Manager/Civil Engineer with the Forward Engineering Support Team A (FEST A) providing support for the Coalition Provisional Authority, Baghdad Central. Returning to Sacramento last May I began preparation for my new temporary assignment. Ninety days later I'm on a plane to Ft. Bliss, Texas for a week of training, "rules of engagement", and Army chow. After a day and a half of waiting in a sandy tent at Camp Wolf, Kuwait, for permission to enter Iraq I'm on my way.



**Mr. Flint provided a structural engineering assessment of a burned out government building (HQ Commission of Electricity).**

I've always enjoyed new adventure and this last assignment was a real thriller! My highlight of the deployment was meeting with and working with people from all over the world, including Americans, Australians, English, Bosnians, and Iraqis. And seeing and meeting Iraqi children and realizing that, in the



**Mr. Flint worked in the Presidential Palace, Baghdad, Iraq**

words of one of our Iraqi team members, "they who are the future of Iraq."

I've been asked many times about what I feel I'd accomplished while deployed in Iraq. On the whole, it seems very little then you realize that from your small individual pieces of accomplishment, joined with all of the other small pieces of accomplishments contributed by co-workers and others including our Iraqi engineer counterparts, comes a revitalized nation of people who can take charge of their newly found freedom like we have in the USA and who can be a part of determining their own individual destiny.

Were there any surprises? Yes, but they were mostly force protection issues stemming from "green zone" harassment by the bad guys. This harassment is still on-going today. Culturally, it was exciting to see and visit such a historically rich country and all of the diversity within the Baghdad Governance.

Lessons learned? Many! Here are two: One, never underestimate the will of the Iraqi people to overcome Saddam's 30-year-long oppressive leadership. The leadership and desire are there and ready to take over the responsibility of running their country, and two, do not take our personal freedom for granted. We are truly blessed to be fortunate enough to be able to determine or have a role in our individual destiny.

# ***ETHICS Crime Report:***

*by Gilbert Chong, Office of Counsel*

The following are examples of criminal prosecutions related to the Standards of Conduct laws and regulation:

1. Two former Social Security Administration employees were sentenced in the U.S. District Court for the Southern District of Texas for misusing their positions to cause 201 Social Security cards to be issued to illegal aliens. The defendants were also charged with providing Privacy Act information to others to facilitate credit card fraud. As a result of their actions, eight credit card holders experienced losses. The defendants pleaded guilty. One defendant was sentenced to serve twenty-seven months in prison followed by 3 years of probation. The other was sentenced to five years of probation to include six months of home confinement. *United States v. Woods, et al., Cr. No. 00-758 (S.D. Tex. 2001).*

2. A former Federal Aviation Administration (FAA) employee pleaded guilty to one-count charging him with the misdemeanor offense of engaging in a financial conflict of interest in violation of 18 U.S.C. 208. While inspecting an airline that was seeking to upgrade its FAA operating certification, the defendant accepted a job with that airline as President. The airline is no longer in business. He was ordered to pay a \$200 fine. *United States v. Moore, Cr. No. 02-01035 (E.D.N.Y. 2002).*

3. A private citizen pleaded guilty to one-count charging him with the misdemeanor offense of supplementing the salary of a federal employee, a violation of 18 U.S.C. 209. The defendant paid the director of a commissary \$9,000 to facilitate the sale of \$750,000 worth of batteries during a one-year period from 1996 to 1997. The defendant resold the batteries to a distributor netting the defendant \$20,000 out of which he paid the DeCA employee his share of the loot. The defendant was sentenced to one year probation. The DeCA employee was charged with one count of bribery for his role in the resale of the batteries. He went to trial and was acquitted by a jury. *United States v. Salazar, Cr. 02-102 (E.D.N.Y. 2002).*

4. Two former high-level Pentagon officials in the DoD's Office of Small and Disadvantaged Business Utilization will each serve 24 years and 4 months in prison. Each was also ordered to forfeit \$2 million in Rolex watches, homes, automobiles and other ill-gotten gains. The Federal jury in Alexandria convicted the two men in July 2003 on charges that they demanded and received more than \$1 million in cash, as well as sexual favors and gifts, in exchange for helping minority-owned companies secure government contracts. The men were found guilty of defrauding the Government by demanding that contractors make payments to companies linked to them in exchange for landing or maintaining lucrative Federal jobs. The charges against them included extortion, money laundering, making false statements, and several conspiracy charges. The scheme involved accepting gifts, including expensive gold watches and the services of prostitutes that a defense contractor provided the men at a small business conference in the Virgin Islands.

5. A retired Air Force Brigadier General, formerly employed as the Director of the Defense Systems Management College Western Regional Center, located in Los Angeles, was sentenced to a one year probation and ordered to pay a \$20,000 fine for tampering with a witness who was going to reveal that the former director illegally supplemented his salary by taking payments from a hotel employee. The hotel paid the director \$5/night for students the college referred to the hotel. When Federal investigators got involved in the case, the director told the hotel employee to shred the checkbook recording the payments he received before the hotel received a subpoena for it.

## Things to Do...

## Retrospective of Marc Chagall in Seoul

A major retrospective of the Russian painter, Marc Chagall (1887-1985), is at the Seoul Museum of Art, downtown Seoul from July 15 to October 15, 2004.



The show displays a total of 120 oil paintings, gouaches, drawings and panel works. The exhibit will then travel down to Busan Metropolitan Art Museum, where it will run from November 13, 2004 through January 16, 2005.

The retrospective includes some of the painter's most famous works: four large vertical panels Chagall painted for the Jewish Theater in Moscow in the 1920s and "Au Dessus de la Ville," a melancholy painting from 1914 of a couple floating over a town.

This show is a part of a touring exhibition, the Chagall retrospective began last year at the Grand Palais in Paris, and then moved to the San Francisco Museum of Modern Art.

The Seoul and Busan shows group the works by theme. Among the sections are "Lovers," "Imagination," "Circus and Jewish Theater," "Paris," "The Bible" and "The Odyssey."

The Seoul Museum of Art is located near City Hall Station, Subway Line No. 2, Exit 12. It is open from 10:30 a.m. to 9 p.m. on weekdays and from 10 a.m. to 7 p.m. on weekends. It is closed Mondays. Tickets are 10,000 won for adults.

Information about the retrospective can be obtained at [www.chagallkorea.com](http://www.chagallkorea.com) or at 02-724-2904.

## Officer's Dormitory Dedication at Osan AB



**The 51st Fighter Wing's newest Officer's Dormitory opened on July 29, 2004 at Osan Air Base.**



*(From left to right)* Ms. Beth Wilson, Civil Engineer Housing Flight Chief; LTC Gerard Castelli, Commander, 51st Civil Engineer Squadron; LTC John Lofstedt, Deputy Commander, FED; COL Maria Dowling, Commander, 51st Mission Support Group; Mr. Cho, Pumyang Construction Co, LTD; BG Maurice Forsyth, Commander, 51st Fighter Wing; COL Wilfred Cassidy, Director of Civil Engineer, 7th Air Force.

## New Member



**SSG Carlos E. Santiago** joined the Far East District as a Quality Assurance Representative for the Central

Resident Office. He joined the Army in 1989 and has been stationed at Ft. Benning, GA; Ft. Richardson, Alaska and Ft. Carson, Colorado. He deployed to Saudi twice and Bosnia, Haiti, Peru, Egypt, El Salvador, Johnson Atoll, Kosrae, and Comoros Island. He was born in Puerto Rico, is married to Pamela M. Santiago and has 2 kids, Carlos JR and Juan Carlos. He enjoys darts, basketball, football and baseball.



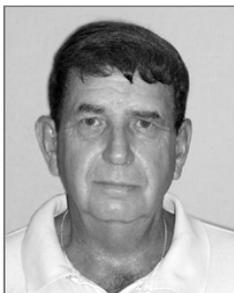
**SSG Douglas A. Smith** joined the Far East District as a Quality Assurance Representative for Kunsan

Project Office. He has been in military service for 14 years including in Alaska, Ft. Lewis, WA and Virginia. He is married to Erica C. Smith and has a son, Douglas Owen Smith. His hometown in Olympia, WA and he enjoys basketball and baseball.



**SSG Roger K. Johnson** joined the Far East District as a Quality Assurance Representative for Pyeongtaek

Resident Office. He was born in Hamilton, Ohio and is married to Vanessa. He has been stationed at Ft. Rocker, AL; Ft. Lewis, WA; Ft. Polk, VA; Iraq and Kosovo. He has two daughters, Tayler and Reagan, and likes basketball, hunting and fishing.



**Mr. Wayne Hughes** joined the Far East District as an Accountable Property Officer. His hometown is

Edinburg, Illinois. He has worked for the US Government for 37 years, including his 24 years Honorably Retired Military Service. He holds bachelor's and master's degrees in Business Administration. He worked as an Accountable Property Officer in Japan Engineer District and Honolulu Engineer District before joining FED. He is married to Fumiko and has a son, Steven, and a daughter, Sachiko. He likes working on cars, riding a motorcycle and collecting the State Quarters.

## Congratulations!



Pung, Son Yong of the Engineering Division and Timothy M. Laferty of HRO are the proud parents

of **Julie Ann Laferty** bom on June 30 at 7:42 P.M. She was born at Samsung Jeil Hospital & Women's Healthcare Center, Seoul. Her weight was 4030 grams (8 lbs 14 oz) and length was 52 cm (20.5 inches).

Son Yong and baby were released from the hospital after 7 days and stayed at a Maternity Care center for 5 days before returning home. Julie and the baby are doing well.

Best wishes!

## Reenlistment



**SSG Jason Stedman** (right), QAR, Central Resident Office, reenlisted for 6 years and choice of assignment. The ceremony was at the Dragon Hill Lodge on July 26.

## 사령관 메세지



**COL Janice L. Dombi  
Commander**

**안**녕하세요. 알라스카 37,000 피트 상공에서 인사드립니다.

저는 지금 공군건설위에서 주는 올해의 상을 받기 위해 워싱턴 디씨로 가는 길에 이 글을 쓰고 있습니다. 이번 수상은 여러분이 이루어낸 것이며, 여러분을 대표해서 이 상을 받는 것은 저에게 큰 영광이 될 것입니다. 저는 지난 7월 제가 여러분의 사령관으로 부임한 이래로 여러분이 보여주신 팀웍과 전문성, 우정에 대해 가능한 많이 이야기 할 것입니다. 훌륭한 취임식을 준비해 주신데 감사드리며, 제게 해주신 많은 브리핑에도 감사드립니다. 브리핑과 현장 방문을 통해 저는 여러분의 팀웍과 업무에 더 많은 감명을 받았습니다.

작년 East Gate Edition 11/12월호에 Allen Chin씨가 쓴 주한미군 주둔의 불확실성에 대한 좋은 글이 실렸습니다. 8개월이 지난 지금, 우리의 정치 지도자들은 미군의 주둔에 대해 한미 미래동맹이 내린 결정의 세부사항을 다듬어가고 있습니다. 저는 사람, 과정, 의사소통을 개발하려는 우리의 토대가 앞으로 우리가 한미 양국군을 지원하기 위한 계획

을 개발하고 시행해야 할 때에 큰 도움이 될 것이라고 확신합니다.

지난 주에 저는 Regional Leadership Development교육에 참석했는데, 배우는 조직에서 After Action Review (AAR)의 사용에 대한 그룹토의가 있었습니다. 저는 그룹에게 어떤 상황을 제시했고, 그들은 곧바로 교재토론에 들어가 거기에서 나온 개념을 가능한 개선안들에 적용시켜 나갔습니다. 제가 처음 “어떻게 하면 임무를 더 잘 수행할 수 있을까”에 대해 제안을 해 보도록 했을 때는 많은 사람들이 선뜻 의견을 내놓지 못했습니다. 저는 제가 3년동안 West Point에서 역사를 가르쳤었고 누군가 답을 하기까지 기다려 본 경험이 수없이 많다는 것을 상기시켜 주었습니다. 한 사람이 제안을 내놓기 시작하자 다른 많은 사람들도 해군 제독의 방문 때 제가 할 발표에 도움이 될 만한 제안들을 많이 했습니다. 그룹 내의 의사소통은 변화를 만들었습니다. 각각의 의견들은 다른 사람들도 함께 참여하도록 유도했습니다. 배우는 조직에서 우리는 어떤 문제든 반드시 많은 해결책이 있다는 것을 알아야합니다. 공병단에는 수백년에 걸친 수완과 경험이 있습니다. 우리는 이러한 재원을 활용하고 우리가 배운 것들을 서로 나누어야 합니다. 책을 통해 얻은 해결책을 업무현장에서의 해결책으로 바꿀 때에 비로소 그것은 “좋은 생각”이 되는 것입니다. AAR은 우리가 함께 나누어야 할 기술이며, Vision 2012로 나아가고, 주한미군을 지원하기 위해 필요한 요구사항들을 수행해내는데 있어 도움이 될만한 생각들을 발전

시켜 줍니다.

저는 최근에 테러와의 전쟁 (GWOT)에서 임무를 마치고 돌아온 Jimmie Moore씨를 만날 기회가 있었습니다. 그는 수많은 이라크 사람들에게 미래에 대한 희망을 주면서 그들의 삶을 변화시켰습니다. 그는 연합군의 생활을 더 낮게 하기위해서 이라크에서 기꺼이 일했습니다.

미군이 철수하는 가장 빠른 길은 이라크의 안정화입니다. 미육군공병단은 약 200 명을 테러와의 전쟁에 보냈고 각 전문 분야에서의 요구는 계속해서 증가하고 있습니다. 미육군공병단은 이라크에 3개, 아프리카니스탄에 1개의 지부를 세웠으며 10월부터 약 180억불에 달하는 공사를 진행하고 있습니다. 물론 저는 테러와의 전쟁을 위해 우리 공병단의 임무와 계획을 조정할 수 없다는 것을 잘 이해합니다. 지원자들이 이라크로 떠난 공백을 매우느라 더 많은 업무를 수행하고 있는 사람들도 역시 영웅들입니다. 이 전쟁은 다양한 기술을 가진 지원자들을 필요로 하며, 극동 공병단은 이 임무를 지원할 것입니다. 저는 지원자들이 많이 나와서 세계를 변화시키는 임무에 여러분의 재능을 발휘하기를 적극 장려합니다.

여러분의 노고에 감사드립니다. 우리는 고객, 프로젝트, 계약에 대해서 자주 이야기하는데, 중요한 것은 지원이며 개개인, 즉, 군인, 공군, 해병, 해군 또는 가족들 모두의 삶의 질을 향상시키는 것입니다. 당신이 변화를 만듭니다.

## 부사령관 메시지



by LTC John F. Loefstedt  
Deputy Commander

저는 FED의 일원이 된 것을 영광으로 생각하며 몹시 기대가 큼니다. 비록 제가 공병단에는 처음이지만, 대한민국에서는 지난 4년동안 USFK와 연합사 등에서 일했습니다. 대한민국은 제 가족들에게 제2의 고향과도 같습니다. 제 부인인 진이 서울 출신이고 처가 식구들은 대부분 서울에 살고 있습니다. 진과 저는 리, 미셸, 데니엘, 세 자녀를 두고 있고 모두 용산에 있는 학교에 다니고 있습니다. 우리는 이번에 FED에서 용산에 새로 지은 벌크 타워에 입주했는데, 다시 말해 저희 가족은 여러분의 고객이기도 합니다. 그리고 고객의 입장에서 저희는 여러분이 하신 일에 아주 만족

하고 자랑스럽게 생각합니다.

FED에서 일하기 시작한지 얼마 되지 않았지만 저는 기대했던대로 여러분의 전문성에 큰 감명을 받았습니다. 또한 우리 팀의 열정에도 큰 감명을 받았는데, 그것은 기대 이상이었습니다. 우리는 매우 다양한 사람들이 모인 조직입니다. 미국 민간인, 한국인 직원 그리고 적은 수이긴 하지만 투철한 정신력을 가진 군인들이 FED를 활기에 넘치는 곳으로 만들고 있습니다. 그러한 힘과 창조력은 우리가 주한미군의 재배치와 그에 따라 우리에게 주어지는 공사들에 잘 대비할 때 제대로 기능할 것입니다. 지금은 여러분의

조국과 대한민국에 주둔하고 있는 군을 위해 일하는데 있어 격동의 시기라 할 수 있습니다. 저는 함께 변화에 맞서고, 우리의 일에 기여하고, 여러분과 이처럼 훌륭한 조직에 이바지할 수 있기를 기대합니다.

Essays!



존 로프스테드 중령은 메사추세츠주 홀든 출신으로, 1984년 버지니아 과학기술대학을 졸업하면서 미육군 공병단에 소위로 임관했습니다. 그는 주한미군 연합사의 공병 부관으로 2년간의 임기를 마치고 FED에 오게 되었습니다.

로프스테드 중령은 주한미군 제2사단의 공병여단에서 소대장, 행정장교,

여단 S4; 루이지애나주 포트 포크의 제5사단 제7공병여단의 중대장; 독일 제21전역(戰域) 육군사령부 정책 및 훈련장교; 버지니아주 포트 벨보아 국방지도학교 교관; 이스라엘 유엔 휴전 감독기구 군 감독관; 하와이 포트 셰프터 제29 공병여단 (지형학) 여단 S3와 행정장교, 그리고 주한미군 지리정보장교 등을 지냈습니다.

로프스테드 중령은 공병장교 과정, 공수학교, CAS3, CGSC와 연합군 참모 대학 등을 마치셨습니다. 1984년에 버지니아 과학기술대학에서 지리학으로 학사를 하고, 1996년 조지 메이슨대학원에서 지리와 지도 제작에서 석사를 하셨습니다.

# FED의 새식구



카를로스 산티에고 하사가 오산 Central Resident Office 에서 Quality Assurance Representative로 근무하게 되었습니다.

1986년 육군에 들어와 조지아주 포트 베닝, 알라스카의 포트 리차드슨, 콜로라도의 포트 카슨 등에서 복무했습니다. 사우디에 두 번 파병되었었고, 보스니아, 하이티, 페루, 이집트, 엘살바도르, 존슨 아틀, 코스레, 코모로스 아일랜드 등에서도 복무했었다고 하십니다. 푸에르토리코 출신인 산티에고 하사는 파멜라 산티에고와 결혼해 카를로스 주니어와 주안 카를로스, 두 자녀를 두고 있습니다. 다트, 농구, 축구, 야구 등을 즐긴다고 합니다.



더글라스 스미스 하사가 군산 Project Office에 Quality Assurance Representative로 오면서 FED의 새 식구가 되었습니다.

그는 군에 14년째 복무하고 있으며, 알라스카, 워싱턴주 포트 루이스와 버지니아주 등에서 일했습니다. 에리카 스미스와 결혼해 슬하에 아들, 더글라스 오웬 스미스를 두고 있습니다. 고향은 워싱턴주 올림피아이고, 농구와 야구를 좋아한다고 합니다.



로저 존슨 하사가 팽택 Resident Office에 Quality Assurance Representative로 새로 오셨습니다. 오하이오주 해밀

턴에서 태어났으며, 부인 바네사와의 슬하에 타일러와 리건, 두 딸을 두고 있습니다. 알라바마주 포트 락커, 워싱턴주 포트 루이스, 버지니아주 포트 포크와 이라크, 코소보 등에서 복부했습니다. 취미로는 농구와 사냥, 낚시를 즐긴다고 합니다.



웨인 휴스 씨가 Accountable Property Officer로 FED의 새 식구가 되었습니다. 일리노이주 에딘버그가 고향으로 미육

군에 24년 복무한 후 명예 제대하신 것을 포함해 37년째 미국 정부에서 일하고 계십니다. 경영관리분야에 학사와 석사를 가지고 있으며 FED에 오시기 전에 일본과 호놀룰루에서 일하셨습니다. 부인 후지꼬 씨와의 슬하에 스티브와 사찌꼬, 1남1녀를 두고 계십니다. 자동차를 좋아하시고 모터 사이클 타는 것을 즐기며, 미국 주(州) 동전을 수집하신다고 합니다.

## 색채의 마술사 샤갈 회고전

러시아 출신 화가, 마크 샤갈 (1887-1985) 회고전이 7월 15일부터 10월 15일까지 서울시립미술관에서 열린다.

이번 전시에서는 120여점의 유화와 수채화, 드로잉, 벽화 등이 선보이며, 서울에 이어 부산시립미술관에서도 11월 13일부터 2005년 1월 16일까지 계속된다.

이번 회고전에는 작가의 유명작들이 대부분 전시되는데, 1920년대 모스크바 소재 국립유대극장의 장식을 위해 그린 네 개의 벽화와 1914년에 그린 "마을 위에 뜬 연인" 등이 있다.

작년 파리의 그랑팔레에서 시작되어 샌프란시스코 근대미술관에서의 대규모 회고전에 이어지는 마크 샤갈 회고전은 국내에서는 단일작가로는 최초의 대규모 전시이다.

서울과 부산 전시는 주제별로 구성되는데, "연인", "상상", "췌커스와 유대극장", "파리", "성경", "오디세이" 등 7개 주제로 나뉜다.

서울시립미술관은 지하철 2호선 시청역, 2번출구에 위치해 있고, 평일 오전 10시 30분부터 오후 9시, 주말 오전 10시부터 오후 7시까지 전시된다. 월요일은 휴관이며, 입장료는 성인 10,000원.

이번 회고전에 대한 문의는 인터넷 [www.chagallkorea.com](http://www.chagallkorea.com)과 전화 02-724-2904를 이용하면 된다.