



US Army Corps
of Engineers

Far East District Employee Newsletter

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Special Feature:

1991: Ready for Tomorrow's Challenges

a message from
Lt. Gen. Henry J. Hatch,
USACE Commander

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DoD recommends streamlining Army Corps of Engineers



Dick Cheney
Secretary of Defense

The Chief of the U.S. Army Corps of Engineers said on May 25 that he deeply appreciates the Secretary of Defense's decision to recommend that Congress enact legislation allowing the Corps of Engineers to restructure and realign its military and civil works construction organization within the continental United States. In a May 24 news release, Secretary of

Defense Dick Cheney announced that he was submitting a Corps of Engineers reorganization study to Congress.

The reorganization plan, which affects only the Corps organization in the continental United States, would reduce the number of divisions to six from the current ten, cut the number of districts nationwide to 22 from the current 35, and realign regional office boundaries. The number of districts doing military design and construction would be reduced to seven from the current 15.

The recommendations are the result of a review of the facilities and organization of the Corps, which provides engineering services to the federal government and the military throughout the 50 states. "We concluded that the Corps can perform its military and civil functions with substantially more efficiency if we streamline that infrastructure," said Cheney.

The Secretary of Defense recommended that Corps of Engineers reorganization legislation be separate from the base closing process already underway. "We considered sending the two together in April," Cheney said, "but at the request of the leaders of the Public Works committee of the House, who exercise legislative responsibility over the civil works function of the Corps, we agreed to send the plan separately for the prompt consideration of Congress."

Lt. Gen. H.J. Hatch, Chief of Engineers, had earlier forwarded a proposal through the Secretary of the Army to the Secretary of Defense that the Corps study be included as part of the "Base Closure and Realignment Act, 1990 (BRAC)."

Commenting on the need to reorganize the Corps of Engineers, Hatch said, "The work we do now differs substantially from that of the past, and our future work will differ in some ways from what we do now. Our civil works workload is imbalanced and increasingly difficult

to forecast; it is evolving from the simultaneous construction of several large projects to a larger number of smaller ones, with our environmental, regulatory, and our reimbursable work for other agencies increasing," he said.

"We must wisely reshape the Corps for its future," Hatch said, "and it cannot be done by retaining all of our current office locations. We must also change our structure to take full advantage of technological advances in information and communications technology. Our goal is to serve the Armed Forces and the public with a more efficient, flexible, and competent Corps."

Approval of the Corps of Engineers plan would result in six Divisions encompassing 22 subordinate districts to serve the continental United States:

- **North Atlantic Division**, headquartered at New York, New York
Baltimore District, New York District, New England District
- **North Central Division** at Cincinnati, Ohio
Buffalo District, Huntington District, Louisville District, St. Louis District
- **Northwest Division** at Portland, Oregon
Omaha District, Portland District, Walla Walla District
- **Southwest Division** at San Francisco, California
Albuquerque District, Los Angeles District, Sacramento District
- **South Central Division** at Vicksburg, Mississippi
Fort Worth District, Galveston District, Little Rock District, New Orleans District, Vicksburg District
- **South Atlantic Division** at Atlanta, Georgia
Jacksonville District, Mobile District, Savannah District, Wilmington District

Three existing division offices—the Missouri River Division at Omaha, the North Central Division at Chicago, and the Southwest Division at Dallas—would be combined into other offices under the plan. The New England Division would be reconstituted as a district under the North Atlantic Division and would remain at Waltham, Massachusetts.

The fourteen district offices to be combined into other offices are the existing one at Charleston, Chicago, Detroit, Kansas City, Memphis, Nashville, Norfolk, Philadelphia, Pittsburgh, Rock Island, St. Paul, San Francisco, Seattle and Tulsa.

Corps offices overseas are not affected by this initiative with the exception of the Alaska District, which would become part of Pacific Ocean Division.

● Deputy Chief of USACE visits FED

Major General C. Ernest Edgar III, Deputy Chief of Engineers, visited the Far East District 19-23 June.

The purpose of Edgar's visit was to receive an overview of ongoing and future FED projects. While here, he met with various USFK officials to discuss the Corps' and FED's involvement with Yongsan's proposed relocation.

Accompanying Edgar on his visit were Brig. Gen. Clair F. Gill, POD commander; Charlie Cheung, director

of Engineering, POD; and Dick Hanson, director of Construction Operations, POD.

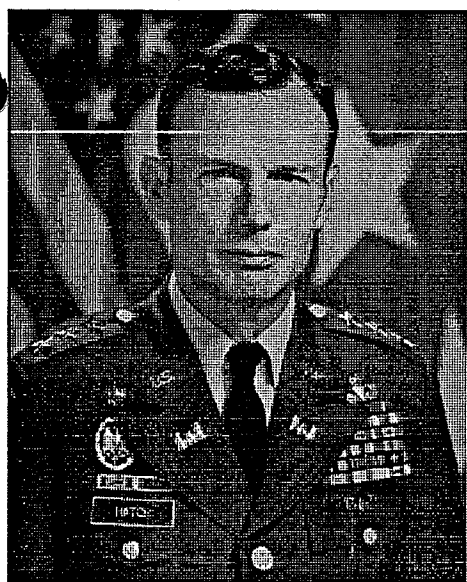
One of the highlights of Edgar's visit was a dinner held in his honor at SamWon Gardens restaurant accompanied by FED's commander, deputy commander, and division and office chiefs and their spouses.

Edgar has served as Deputy Chief of Engineers/Deputy Commanding General, U.S. Army Corps of Engineers since July 1990.



MG C. Ernest Edgar III
Deputy Chief of Engineers

1991: Ready for Tomorrow's Challenges



Lt. Gen. H. J. Hatch
Chief of Engineers

There is no word that better describes the 1990s thus far than the word change.

This time last year, America stood fascinated by the historic drama playing out in Eastern Europe, awed by the promise of peace it

held. Who could have known that Americans would soon star in a very different drama—war in the Middle East?

These events and many more are altering the shape of history, and no organization can survive unless it adapts to a changing environment. As the needs of America and the world shift, the Corps of Engineers is quickly learning to importance of being alert to change and the necessity to adapt quickly and efficiently.

We can do it. We are already the finest public engineering agency in the world, and our firm commitment to sound business practices will build an even stronger Corps, ready and eager for tomorrow's challenges.

It will not be easy; evolution never is. Now more than ever, the word "teamwork" must apply to the Corps of Engineers. You are the architects of the new Corps. I challenge each of you to take an active role in surveying, planning and building our future.

The future will be exiting. There are fascinating new missions on the horizon, from cleaning up the environment to rebuilding America's aging infrastructure. And, as always, the Corps will continue serving America in the way for which we have become so famous, though on a slightly smaller scale.

While the future holds many challenges, it is a future worth having. I know that no organization is better equipped to work for that future and meet its challenges than our Corps team. I know your pride and professionalism; I know your commitment to the nation and the Corps of Engineers. With that pride, professionalism and commitment, we will make the future ours.

- H.J. Hatch
Chief of Engineers

Corps kicks off first Mid-Management Conference

The first annual Mid-Management Conference (MMC) was held from April 30 to May 3 at Tysons Corner, VA. The MMC was held concurrently with a portion of the Senior Leaders Conference (SLC), a semi-annual gathering of the top military and civilian leaders in the Corps of Engineers.

The MMC, an outgrowth of the past two Leadership Conferences (LC), offered a forum for mid-level managers (GS/GM 13s and 14s, majors, and lieutenant colonels) to hear about the Corps' strategic goals and objectives and offer their suggestions for improved corporate performance. It consisted of a number of breakout sessions interspersed with formal presentations and panel discussions. Geared to look at the commitments espoused by the Corps of Engineers in its Vision statement pamphlet (commitments to its people, values, and customers/partners), its goals were to determine whether or not those commitments were being met.

Each breakout session, facilitated by a former LC participant, was designed to examine a particular aspect of each Vision commitment. The output from the sessions were compiled into a report, and the report was briefed to the SLC on the last morning of the conference.

LTC Phil Smith, FED's deputy commander, represented FED at the MMC. "We were charged with taking a look at where the Corps was in the pursuit of attainment of its Vision," Smith said. "After dissecting the existing situation, we sought ways that we, as stakeholders in the organization, could help the Corps of Engineers to grow and prosper."

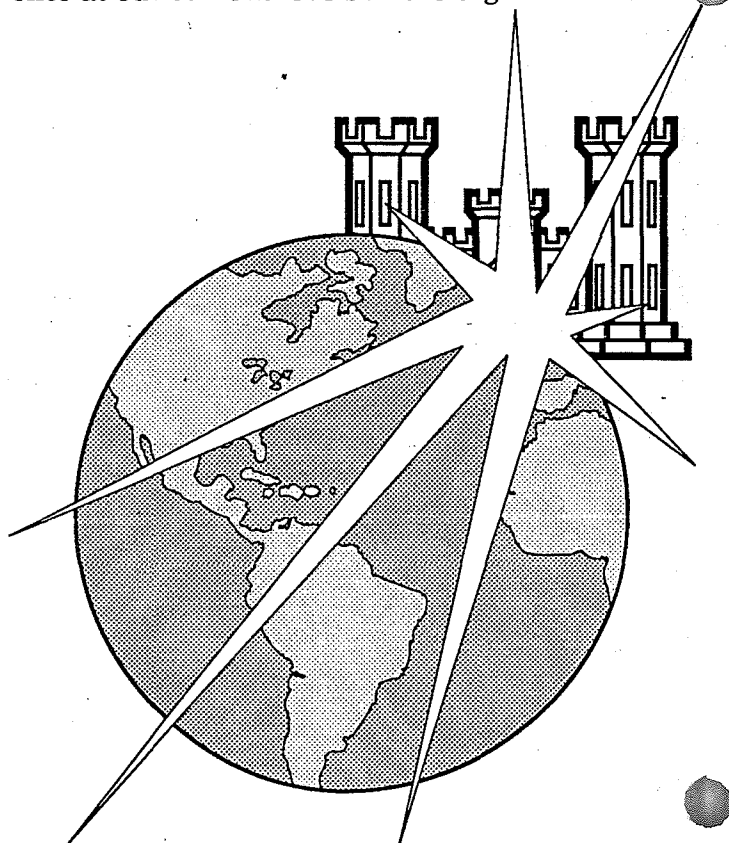
The MMC identified six issues to pursue with regards to the Corps measuring up to its stated commitments. Those issues were:

- ☐ Managing change.
- ☐ Building a creative/exciting environment.

- ☐ Fostering a commitment to open and honest communications.
- ☐ Improving internal relationships.
- ☐ Developing a structured approach to partnering.
- ☐ Improving the way we relate with external customers.

Each of the issues were discussed in terms of recommendations for MMC participant commitment and requisite senior leader support.

Smith, who was selected as the spokesperson to brief the conference report to the senior leaders, wrapped up the MMC by observing that "the process was important, more so than the outputs of the conference. The opportunity for introspection showed us that we can make a positive difference at our current levels in the organization."



Project Managers: The backbone of the Corps

By David M. Honbo
Chief, Military Projects Section

For many of us, the term "project management" simply implies the managing of projects through the design phase. However, the management of projects includes a myriad of tasks involving, but not limited to: scheduling, coordinating, budgeting and fiscal control, reporting, contract administration, and "Customer Care" services.

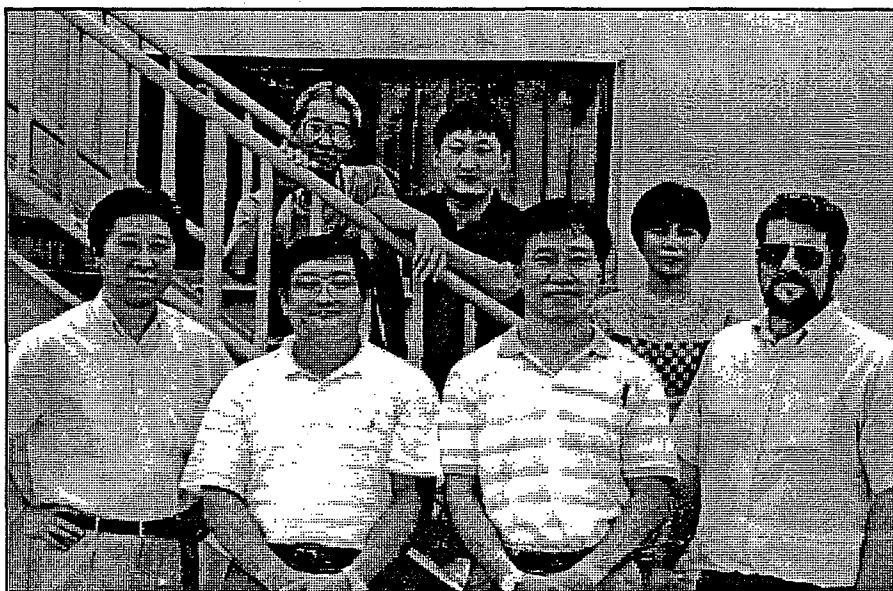
The Far East District is basically a military program District with the Military Projects Section providing much of the lifeblood for the District. Without the Customer Care services that we provide, which includes bending over backwards to accept the job, the District would almost cease to exist. Our project managers not only manage projects, they are highly motivated, fast-moving, and very knowledgeable individuals that know the customer's business, organization, people, strengths and weaknesses as well as the District's.

Though sometimes unrewarded, the project managers of the Military Projects Section provide superhuman efforts to alleviate any potential show-stoppers or any changes that may bedevil projects. This includes handcarrying funding documents, writing the Special Clauses for proposed construction contracts peculiar to the project/contract, or anything else that may be required to get the job done.

Big or small, each project requires the same amount of effort. . . .

A recent reorganization merged the Air Force and Army Sections as units into the Military Projects Section providing flexibility for future expansion or further reductions. Currently, this section manages for the Air Force about 57 O&M, one MCP, two NAF, and 56 Requirements and/or SABER projects. Army projects include 88 O&M, two UMMCA, six MCA, three major NAF and one major Family Housing, and 18 smaller local NAF projects.

A total of 236 active projects, amounting to \$95.4M, are managed by six project managers: Mr. Dave Roden, Mr. Won



The "stars" of FED's Project Management Section are (l to r): (top row) Dave Honbo, Steve Kim, Kyong Suk Hong, (bottom row) Chang Su Yim, Won Lee, Hui Chan Wang, and Dave Roden.

Lee, Mr. Chang Su Yim, Mr. Steve Kim, Mr. Hui Chan Wang, and Ms. Kyong Suk Hong. These project managers provide the gamut of project management functions for all of these projects.

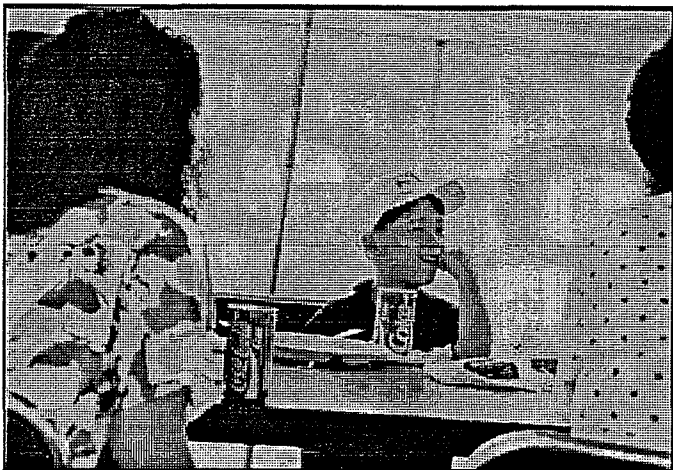
Big or small, each project requires the same amount of effort: identifying the scope, scheduling the pre-design meeting, negotiating the A-E contract, requesting sufficient design funds, coordinating site visits and reviews with the customer (which normally effect changes at the eleventh hour), initiating the pre-qualification memo of contractors, issuing the boiler plate, requesting construction funds, handcarrying the funding documents and providing the necessary backup to assure the acceptance of the funds will be made by the various District elements, writing any special clauses if necessary, assuring the award of the construction contract as scheduled, and "walking" the construction contract packages to the various offices responsible for consummating award. These are just some of the duties or responsibilities that project managers must shoulder.

Project schedules, reports and fiscal control and management also account for much of the project managers' time and effort.

Without the unusual dedication, commitment and creative techniques of the project managers within the Military Projects Section, the quality of satisfying the customers and identifying and articulating their needs--the embodiment of the Corps' Vision--would surely be lost.

FED Organization Day 1991

Col. Mark W. Potter,
FED Commander,
cuts
the Engineer Cake
celebrating the
Far East District's
thirty-fourth
birthday.



Young and old
alike enjoyed
the
camaraderie
at the
picnic.

Over 150 employees
and their families
attended the picnic.
The food was 'served
with a smile' by
members of FED's
Morale and Welfare
Committee.



34 years of service to our customers

Shank named project engineer at Cp Casey



Capt. Stephen J.F. Shank

A hearty welcome to **Capt. Stephen J. F. Shank**, a new member of the FED family. Shank arrived in Korea on May 1st. He is the project engineer at Camp Casey.

Shank comes to us from the Recruiting Command. His last duty assignment was in St. Louis, Missouri.

He has been in the Army for eight years and is a native of Sheboygan Falls, Wis.

Hails:

David Honbo, Chief, Military Projects Section
Robert Lewis, Dragon Hill Resident Engineer
SGM Sam Johnson, POD Sergeant Major
Maj. Richard H. Hoff, Dragon Hill Deputy Resident Engineer

Farewells:

CPT Albert G. "Chip" Marin III to Ft. Leavenworth, Kansas
SFC Micheal J. Hooper to Ft. Leonard Wood, Missouri
SFC Walter Wisely to Savannah, Georgia
SGM Alexander Ferguson to Columbus, Georgia
SFC Ivory Chevis to Ft. Leonard Wood, Missouri
CPT David P. Pursell to Ft. Leavenworth, Kansas
MAJ Ira J. "Joe" Davis to Ft. Leonard Wood, Missouri
SPC Robert T. Howard to Fremont, Nebraska
Monica E. Parker to Seattle, Washington

Hooper receives MSM

SFC Michael J. Hooper was awarded the Meritorious Service Medal for his performance as a construction inspector and quality assurance representative at Kunsan and Kwangju Air Bases. This is Hooper's first Meritorious Service Medal; his other awards include five Army Commendation medals and five Army Achievement medals. Congratulations!

Wisely receives ARCOM

SFC Walter Wisely received an Army Commendation Medal while serving as Kunsan's quality assurance representative during the period Feb. 16, 1989 to Feb. 1, 1990. Working closely with the U.S. Air Force, he was instrumental in the timely, high quality completion of various construction projects and the successful management of the warranty program for all Corps projects at Kunsan. This is Wisely's third commendation medal. Congratulations!

Tohill graduates from U.S. Academy at West Point

Our chief of Construction Division, **Edgar L. Tohill**, and his wife **Marilyn**, are very proud parents these days.

On June 1, their son, Lieutenant **Kevin M. Tohill**, graduated from the U.S. Military Academy at West Point.

Then on June 2, Lt. Tohill married the former Eva Costa in a ceremony held at the Cadet Chapel. After honeymooning in Jamaica, Lt. Tohill reported to Ft. Benning, Georgia, for Airborne School, the Infantry Officer Basic Course, and Ranger School. His first assignment will be with the Berlin Brigade, Germany.

Lt. Tohill is a 1986 graduate from Seoul American High School.



Lieutenant Kevin M. Tohill

In the beginning. . .

Bunker Hill battle fortifications first Corps construction 'project'

The first shots fired in the American Revolution occurred at Lexington Green and Concord Bridge on Apr. 19, 1775, signaling that American resistance to British rule had shifted from words to arms.

Two months later, simple fortifications on Breed's Hill—for the so-called Battle of Bunker Hill—would be the first efforts of a fledgling Army Corps of Engineers, directed by Col. Richard Gridley, the first chief of engineers.

Repulsed by the colonists, British troops retreated to their garrison in Boston to conserve their strength and to wait for further instructions from the British Ministry. For the colonials of Massachusetts the goal was to bottle up British troops in Boston to buy time to obtain the support of the other American colonies, for Massachusetts alone could not defeat the might of the British Empire.

While waiting for instructions, the British and colonial armed forces rushed to occupy strategic heights commanding Boston and its harbor. The Americans moved quickly to frustrate the plans of the British commander, Gen. Thomas Gage, to occupy the heights of Dorchester, Boston Neck and the hills of Bunker and Breed.

Early in May, 1775, Col. Richard Gridley led a reconnaissance party that surveyed the area around Boston. Col. Gridley was chief engineer of the Massachusetts militia. A retired British officer, he lived in New England and was one of the few colonials with experience in military engineering. He

recommended constructing several redoubts and breastworks on Bunker Hill, just north of Boston and Dorchester Heights, southwest of Boston.

However, a lack of resources delayed con-

struction.

Forced into action by Gage's plan to seize Bunker Hill, Maj. Gen. Isreal Putname overruled Gridley by ordering him to fortify Breed's Hill on the night of June 16.

The next morning, British troops under Maj. Gen. William Howe launched a frontal assault at the entrenched Americans under Col. William Prescott. By holding their fire until British troops were within fifty yards, the colonials devastated the first two assaults. But when they ran out of ammunition and had no reinforcements to assist them, the Americans succumbed to the third assault and surrendered the hill by retreating.

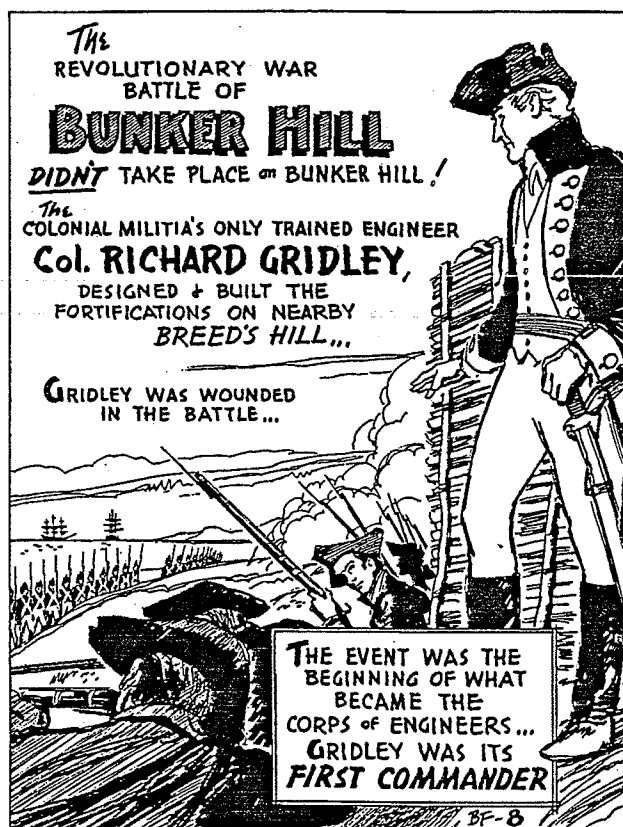
Americans lost 140 dead and 271 wounded, including Col. Gridley. But the price paid by the British for the capture of Breed's Hill was high. More than 1,000 of the 2,000 British troops were wounded, of which 226 died in battle and 250 died afterward. Also serious for the British was the loss of 89 officers who died or were wounded.

British generals concluded that such victories would ruin the English cause. For Americans the battle proved that their militia could withstand direct British attack. In fact, the British never again attempted a frontal assault on an American fortification during the rest of the war.

Col. Gridley had demonstrated the value of military engineering to the Americans: picks and shovels were mighty weapons.

In the meantime, the Second Continental Congress girded for war by incorporating the New England militia into the Continental Army under the command of Gen. George Washington.

With Gridley too ill from his wounds



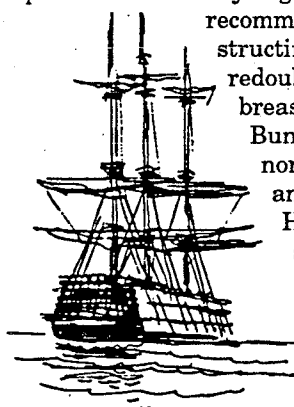
to serve, Washington ordered Lt. Col. Rufus Putnam, the second chief engineer; Captains Jeduthan Baldwin and Josiah Waters; and Henry Knox, later the first Secretary of War, to fortify Dorchester Heights and other hills around Boston.

Strengthened by new ammunition and cannon from Fort Ticonderoga, the Americans could bombard British troops in Boston and ships in the harbor.

Wisely, on March 17, 1776, the British evacuated Boston, never to return. Gridley returned to duty and spent the rest of the war improving the defenses of Boston in case the British decided to attack.

Ironically the Battle of Bunker Hill took place on Breed's Hill. The Corps traces its origins to that battle, when Col. Richard Gridley served as the first chief engineer under Gen. Washington.

Provided courtesy of Dr. Anthony F. Turhollow, Historian, Los Angeles District



Korean War Vet Memorial Design Finally Approved

By Rudi Williams
American Forces Information Service

After more than two years of changes, the design for the Korean War Veterans Memorial was approved in April and the artist conception finished in early May.

The memorial will be built on the Washington (D.C.) Mall in a 2.2-acre section south of the Reflecting Pool near the Vietnam Veterans and Lincoln memorials. The design was approved by the memorial advisory board and several organization charged with District of Columbia affairs, such as the National Capital Planning Commission and National Capital Memorial Commission.

Groundbreaking ceremonies are scheduled for Veterans Day, Nov. 11, 1991. The memorial will be built with private funds under the auspices of the American Battle Monuments Commission.

The 230-foot-long design features 38 larger-than-life-sized bronze statues of troops; their number represents the 38th Parallel, the demarcation of North and South Korea. Figures in the 180-foot-long column formation represent all services. The statues will reflect on a long brown granite wall with inscriptions that honor nurses and other specialists not represented in the troop formation. South Korean combat troops are also represented.

"It honors those who fought and survived and those who didn't make it home, including those still listed as mission in action," said retired Army Gen. Richard G. Stilwell, chairman on the memorial's advisory board. "Among the more significant features are the war-weary emotions on the faces of the statues. We'll also have

an accurate breakdown of the ethnic diversity of our armed forces during the war, including five African Americans, five Hispanics, two Asians and two American Indian statues."

The column of war-weary combat troops march toward a circular pool and American flag at one end of the memorial. Stilwell said the pool pays a simple, solemn tribute to the 38,000 Americans killed or missing in action and to the 4,000 who endured and survived as prisoners of war.

"It's a long-awaited recognition of victory achieved on the battlefield," said Stilwell, a Korean war veteran who eventually ended his military career as commander of the 8th U.S. Army, U.S. Forces, Korea and United Nations Command. He and historians point out the goals of the U.N. resolution under which the United States fought were to repel the invasion of South Korea and to restore its territorial integrity. Those goals were achieved, though the toll was high: More than 54,200 Americans died of all causes, and another 103,284



Retired Army Gen. Richard G. Stilwell, chairman of the Korean War Veterans Memorial advisory board, points out a feature on an artist conception of the memorial, which will be built on the Washington (D.C.) Mall. (Photo by Rudi Williams)

"It honors those who fought and survived and those who didn't make it...."

Gen. Richard G. Stilwell, USA, Ret.

were wounded. The strategic results of that three-year war have been enormously favorable to the United States and the Free World. We saved 40 million human beings from being overrun by communists," Stilwell said. "We laid the foundation for the development of the very formidable Republic of Korea—a major player on the world scene today. I remarked at the Seoul Olympic Games that the playing fields of 1988 were made possible by the battle-fields of 1950 to 1953.

"It was a vicious war," he contin-

ued. "The number of our killed in action was about the same as the number killed in Vietnam, but ours were incurred in a much shorter period of time—just over three years (June 1950 to July 1953).

"The memorial will highlight a phase of military history that, for a moment, was forgotten," Stilwell said. In a staunch patriotic tone, he added the memorial will positively project the spirit of service, sacrifice and dedication to the cause of freedom that characterized all participants. "Just as people go the Lincoln Memorial and Washington Monument and come away uplifted in spirit, we hope that every patriotic visitor—young and old, black, white, yellow, brown and whatever—will come away with the same feeling when they visit the Korean War Veterans Memorial," he added.

Contributions may be sent to:
Korean War Veterans Memorial Fund
P.O. Box 2372
Washington, DC 20013-2372