



U.S. Army Corps
of Engineers
Far East District

East Gate Edition

January 2001

Volume 11, Number 1

6th Cav gets new barracks for Xmas

by Patrick Forrest

On December 20, Camp Humphreys' 6th Cavalry Brigade received three new barracks, raising the comfort level for 632 soldiers. In a ribbon cutting ceremony, Pumyang Construction Company LTD turned over three handsome new facilities. FED Commander COL Gregory Kuhr spoke and joined in the ceremony.

Two of the barracks will house two hundred soldiers each, while the third will hold 232. Each new building stands four-stories high and contains the same basic layout. On the first floor is an exercise room, as well as a "mud room"—a side entrance with washing facilities for soldiers to avoid tracking grime through the front door, whenever they find themselves in a less-than-springtime fresh state, such as when returning from the field. On the second floor is a kitchen. Actually, soldiers usually eat in the dining facility. Thus the barracks kitchen is sufficient for 200 soldiers as an extra



Ribbons fly and a ribbon is cut in front of Camp Humphreys' new barracks.

benefit. On the third floor is a gameroom, and on the fourth floor a lounge.

What's inside the sleeping rooms? The layout of each quarters is called "Modified 2 + 2," which means two soldiers to a room with a latrine—known otherwise as a "bathroom." In the past, two rooms shared one latrine. In other words, the new barracks have twice the usual number of latrines. Separating the sink from the latrine room lets one soldier shower, etc., while the other uses the sink. Instead of just a locker, each soldier has an actual closet, as well as a storage unit elsewhere in the building. Between each first floor room and rooms at each end on the other floors, inner connecting doors permit instant

modification to provide senior NCOs two rooms. Furniture arrives in January.

Like most new Army construction, the new barracks are made of concrete blocks, covered with EIFS (Exterior Insulation Finishing System). EIFS essentially means styrofoam across a building's entire exterior. *Styrofoam!?* Don't worry.

First, wire mesh is attached to the concrete blocks. Then, the two-inch-thick sheets of styrofoam are attached to the mesh. On top of the whole sandwich goes a layer of high-tech, colored concrete. The result looks like stucco but EIFS is far more durable. EIFS never needs painting and preserves interior square footage by insulating

(Continued on page 10)

Inside

FED trains MND engineers 5

Message from LTG Flowers 6

Regional Management

Feedback 7

Sol-Nal: Korean New Years' 9

NEW! Hangul section. 12

From the Commander



COL Gregory Kuhr

WINNING TEAMS

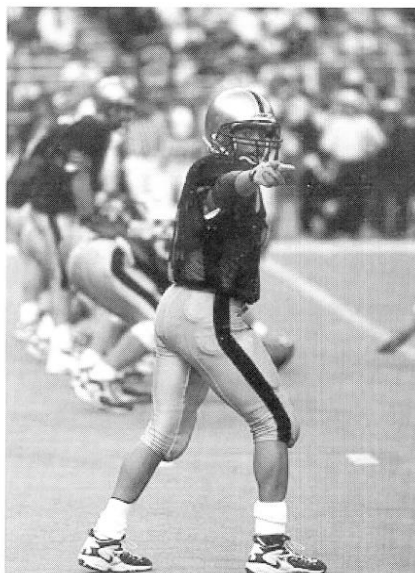
When Rick Greenspan took over as the new Athletic Director for the U.S. Military Academy at West Point, he discussed his philosophy for collegiate sports. He observed that there are three critical components to a successful, winning program. These three are recruiting, coaching and facilities.

In many ways, Far East District is similar to a sports team. We face competition, believe it or not. We compete with our past performance. We compete with the private engineering sector. We compete with our Army partners who think they can build a similar quality project at less expense. Keep aware of this competition. Knowing it exists sharpens our senses and improves our performance. As I have previously written in this space, we should always measure our performance and seek improvement whenever we initiate a project.

Consider Coach

Greenspan's three components of a winning program:

Recruiting. I do not believe anyone would argue that recruiting is not vital to us. We simply must recruit and retain the best people possible. How do we do that? First, we must ensure that all of our actions are governed by a set of values. These values



Go Army!...Go FED!

set the tone for a great workplace that allows every employee to be his or her best. Living by the Army's values will establish our terrific workplace:

Loyalty—keeping faith with our co-workers and our organization

Duty—committing to accomplish our mission

Respect for Others—remembering the Golden Rule

(Treat others as you would have them treat you)

Selfless Service—realizing true gratification by giving of ourselves to a great cause. FED does this every day by supporting our servicemembers in Korea

Honesty—always being truthful

Integrity—ensuring we report as accurately as possible

Personal Courage—having the courage to speak our minds. FED needs everyone's willingness to voice ideas, including disagreements.

We must all cooperate to retain our great employees, and to entice other great people to join us.

Coaching, or leadership, is crucial. To complete our work each day requires the leadership of each and every team member. But what is leadership? And do you have it? In my view leadership is simply the ability to influence others to accomplish a task. You accomplish this by treating people right, providing clear instructions, motivating and encouraging others, and always recognizing those who actually do the work.

Facilities. Let's talk about those. Take a look around your office area and ask yourself, "Would I be proud to

(Continued on page 10)

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

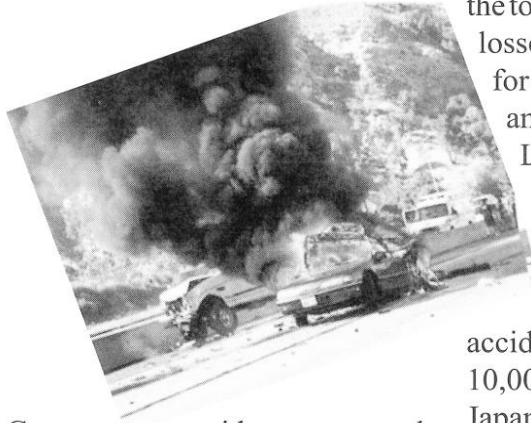
The **East Gate Edition** is an authorized publication for members of the Far East District, U.S. Army Corps of Engineers. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, DoD, DA, or the U.S. Army Corps of Engineers. It is published monthly by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

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

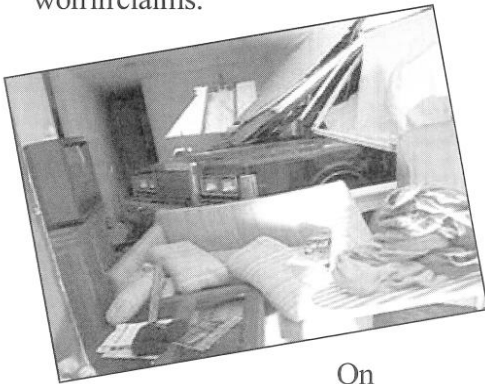
Safety

Car Accident Losses Reach 8.1 Trillion Won Last Year

by the Korean Road Traffic Safety Authority



Car accidents accounted for 8.1 trillion won (about \$6.4 billion) in losses last year in Korea. This "Kingdom of Car Accidents" reached ten percent of last year's 80.13 trillion won budget. One person was killed or injured in car accidents every 76 seconds, costing an average of 11.64 million won in claims.

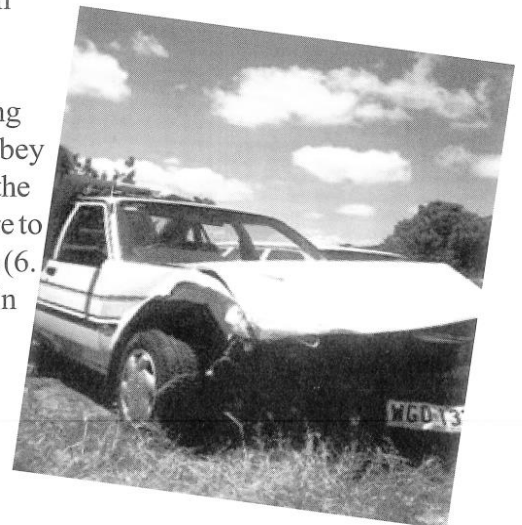


On December 21, 2000, The Road Traffic Safety Authority announced estimation and appraisal report costs for car accidents. According to The Road Traffic Safety Authority, human losses cost 4.8

trillion won, which was 59.1% of the total amount of car accident losses. This compares to 34% for Japan, 35% for Britain and 46.7% for the U.S. Last year, there were 275,000 accidents resulting in 9,300 deaths and 402,900 injuries. Fatal car accidents stood at 8.4 people per 10,000 cars. That compares to Japan's fatality rate of 1.2 people and the U.S. rate of 2 people per 10,000 cars.

Those driving under the influence of alcohol caused 23,700 accidents. This was 8.6% of the total number of car accidents, costing the Korean economy approximately 520 billion won or 22 million won per accident. Personal car accidents accounted for 73.1% of the total number of accidents, costing an estimated 3.64 trillion won.

The main causes for car accidents were improper driving practices (63.7%), failure to obey traffic signals (8%), driving in the opposite lane (6.4%) and failure to follow proper driving distances (6.2%). The number of accidents in cities stood at 162,000. Rural areas accounted for 95,000 accidents and expressways 7,500.



The Deputy's Word

by LTC Charles Markham
Deputy Commander



Happy Lunar New Year! My wife Sun and I hope this year of the "Snake" is good to you and your family and also FED. My youngest son, Steve, is a "Snake" and is looking forward to "his" year.

A few days ago, I was asked the question at a staff meeting, "Why is BG Castro coming to visit us?" My first thoughts were all of the below:

- a. Because he wants to!
- b. Because he was invited by the CINC, GEN Schwartz.
- c. Because he enjoys visiting with us, his Division employees.

After a short pause, I decided to answer with "because he wants to!" Actually, all three would be correct.

So, with short notice, the Division Commander visited us from 9 to 12 January 2001. As usual, his visit was a whirlwind of meetings, briefings, tours and visiting, but in the end a successful time for the District. Again, the District put forth its best and showed BG Castro why we are the best District in USACE for Installation Support.

The overriding theme for BG Castro's visit was the need for USACE help in master planning on the peninsula. The future USFK Land Partnership Plan (LPP)

initiative will require expert engineering knowledge and data gathering to ensure a complete and usable product is available. FED will be on the cutting edge of this work. BG Castro heard this request for USACE expertise during office calls with GEN Schwartz, LTG



LTC Markham shows BG Castro FED.

Zanini, EUSA Commander, and COL Madden, Area I Commander. To help with their requests, BG Castro is working with USACE to fund a Program Manager position for FED to work on the USFK Engineer staff managing the LPP program. In addition, he wants to provide an Environmental Engineer staff officer to directly help with the USFK/EUSA environmental program. Both of these positions would be part of the emerging USACE initiative of Field Force Engineering (FFE). We'll all be hearing more about FFE in the future.

In addition to visiting with the military commanders noted above, BG Castro visited with the Uijongbu Project Office personnel at Camp Red Cloud, and the FED Staff. While at the FED Compound, he toured the multiple upgrade projects completed and in-progress throughout. He was impressed and happy to see us improving our work place. He also received a briefing from the Division and Office Chiefs on our OPLAN initiatives. He was very satisfied with the initiatives briefed and offered words of guidance and encouragement to us all.

As he left Korea, BG Castro asked me to thank everyone for the great hospitality and efforts in making his visit informative, constructive and worthwhile. He is off to a General Officer Course for the next two months and wishes everyone well. He expects to see us again in the Spring, just because he wants to!

Just as soon as BG Castro had left, we received word that LTG Flowers, Chief of Engineers, will visit FED from 25-28 February 2001! Why? Your reason is as good as mine.

Remember to always act safely in this year of the Snake. "Safety is an Everyday Affair!"

Serving the District and you!

ROK MND military and civilian engineers get FED training

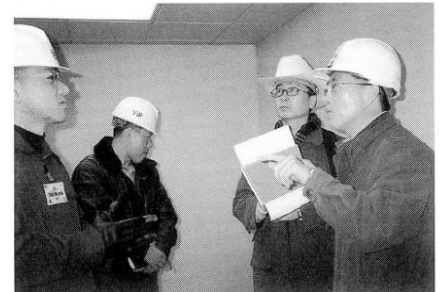
by Gloria Stanley

A Republic of Korea (ROK) Ministry of National Defense (MND) and Far East District (FED) exchange training program benefits both FED and ROK MND engineers. From October 30 – December 21, 2000, selected MND engineers – 3 ROK Army officers, 2 ROK Air Force officers, 2 ROK Navy officers, and one civilian – received valuable training from the FED team.

Mr. Lenny Kim, Programs and Project Management Division, has coordinated this annual training program with MND for the last 3 years. During the seven weeks the MND engineers who attend this training experience a rare opportunity to learn about the FED program. Team members introduce them to the FED organization and the way it conducts construction operations. The training begins with an orientation by the Programs and Project Management Division and ends with visits to some Northern Resident Office (NRO) project sites. This year's site visits included a new helicopter maintenance hangar and company operations building at K-16. During their seven weeks they also visit Contracting Division, Foundations and Materials Branch, Design Branch, Cost Estimating Branch, Quality Assurance Branch, Customer Service Branch and NRO.

The program is contributing greatly toward improved construction quality in the Combined Defense Improvement Projects (CDIP) program. It also promotes communication and good working relationships between the Far East District team members and their ROK MND counterparts.

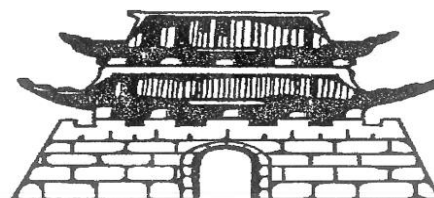
Congratulations to the graduates of the 2000 MND Exchange Training Program and to Mr. Lenny Kim and all the FED team members who helped make this a valuable experience for some host nation engineers.



MND engineering students tour a company operations building at K16.



Ministry of Defense engineers in this year's exchange program. Front row from left: Mr. Pak, Kun-Suk; Mr. Cho, Hyun-Chan, Mr. Choi, Ho-Jung; FED's Mr. Lenny Kim and Mr. Hong, Sung-Uk. Back row from left: Mr. Kim, Hui-Suk; Mr. Nam, Dae-Hyun, Mr. Pak, Byung; and Mr. Hong, Sung-Uk.



New Year's Message from the Chief of Engineers



LTG Robert Flowers

Happy New Year to each of you! I hope all of you had a safe and joyous holiday season that you were able to celebrate with family and friends.

As we enter 2001, I take great pride in serving as your 50th Chief of Engineers. The United States Army Corps of Engineers is vital to the Army and the nation; I am privileged to be a part of it. Our organization is world-class because of you, the outstanding men and women who make up the Corps. Remember that the Army Corps of Engineers is about people. It's about you. The Corps is 35,000 plus proud Americans who bring unique and diverse skills and talents together to do great things for this country. Hold your heads high - you have every reason to be proud of your contributions.

This year will present many challenges and opportunities for us - some known, some as yet unknown. As we have for 225 years, we will meet those challenges as dedicated professionals and concerned citizens doing an outstanding job in meeting the needs of the nation today and in the future.

I look forward to the upcoming year, to working with you, and to serving as your Chief. I'm wishing each of you, and those you care for, a safe, prosperous, and enriching year.

ESSAYONS!

Bob Flowers

UNITED STATES ARMY CORPS OF ENGINEERS WHITE PAPER 2001

*by LTG Robert B. Flowers
Commanding General
United States Army
Corps of Engineers*

As the new leader of the United States Army Corps of Engineers, I have written this white paper to report on the state of the Corps and my direction. It is addressed to everyone with an interest in the Corps.

The state of the Army Corps of Engineers is sound. For 225 years the Army Corps of Engineers has honorably served the Army and the Nation. During the 20th Century the Army Corps of Engineers experienced both resounding success and bitter controversy. Today, at the dawn of the 21st Century, we are again under the microscope of public examination.

As I survey our horizon I see the Army Corps of Engineers

performing vital functions. We are deployed around the globe as part of the Army's contribution to our national security strategy. Across America I see both our Military Program and Civil Works Program addressing local, regional, and national challenges. I see that our Army is transforming itself to prepare for an uncertain future. I see the Corps as critical to the success of this transformation. Additionally, I see the value that the public places on our Nation's environment remains a powerful and growing force for change in public policy and fiscal priorities. Imperatives and directions are shifting. As a result, the Army Corps of Engineers often finds itself dealing with issues involving significant and divergent interests.

The Army Corps of Engineers Civil Works Program is responsible for the development, management, protection, and enhancement of our nation's water and related land resources for commercial navigation, flood damage reduction, recreation, and environmental restoration. The program provides stewardship of America's water resources infrastructure and associated natural resources, and also provides emergency services for disaster relief. The Civil Works Program supports the Army in peacetime pursuits, during national emergencies, and in times of war. It is my job, in concert with the Assistant Secretary of the Army for Civil Works, to act as a strong

(Continued on page 11)

Regional Management Board Feedback

by Gloria Stanley

As part of the District's initiative to increase situational awareness, a RMB Feedback meeting was held with the District to explain the function of the RMB and discuss events of the recent RMB meeting.

USACE is working using Regional Business Centers, establishing Corporate Business Processes and Project Management Business Processes for quality and standardization. This will help solidify the "one door to the Corps" philosophy by supporting the use of virtual teams, improving and revising performance measures, facilitating corporate training, and sustaining a capable workforce. The RMB was established to facilitate communication between districts which will make implementing these initiatives much easier.

"The Board's mission is to identify, develop and evaluate all major regional initiatives and business processes," said Mr. James Dalton, FED Deputy for Programs and Project Management. "The board evaluates performance and makes recommendations to the POD commander." The POD Regional Management Board (RMB) includes staff members from POD and its four districts and is co-chaired by Mr. Tom Ushijima, POD Director for Programs and Project Management, and Mr. Scott Newitt, POD Chief RM.

FED RMB members include Mr. Dalton and Ms. Regina Adams, Chief, Resource Management Office. Mr. Jack Church, Chief, Construction Division, and Mr. Richard Schiavoni, Chief,

Engineering Division, alternate attending the RMB meetings.

Among other topics, the November RMB agenda included discussion on sustaining a capable workforce, developing the Corporate Business Process, strategic communication, and ISO 9000 implementation.

Sustaining a capable workforce and "USACE Inc."

In the next 5 to 10 years, there will be a mass exodus of experience throughout USACE due to people retiring and leaving for other reasons. The Corps is not attracting enough people with the expertise it wants and needs. The Corps has recognized it must take steps to improve recruitment practices to maintain its reputation as the "premier engineering organization." Therefore a task force has been established to work this issue. The task force is focusing on identifying the critical resources that the Corps must keep to maintain its technical capability, as well as investigating ways to attract more college graduates. RMB members discussed ways to sustain the POD workforce and technical capability. One resource POD will rely on is emerging leaders. Emerging leaders are a valuable resource and were present at the RMB to participate in discussions.

Another challenge facing the Corps is the development of the "Corporate Business Processes (CBP). In order that all district offices conduct business the same way, it is necessary to identify

processes used. This initiative began following a move by HQ USACE to improve the Project Management Information System (PROMIS). The new PROMIS version has been identified as P2. In order for a private vendor to develop P2 in a manner that supports and compliments our processes rather than dictates them, standard business processes must be developed. The result of the CBP is similar to "simultaneously merging 43 independent "companies" in to a single corporation, USACE Inc." The RMB members discussed the necessary POD support to the CBP effort and agreed to provide dedicated manpower to the effort if needed. Cynthia Nielsen from HQ USACE attended the RMB and is planning a briefing to the USACE Command Group in the near future regarding the status of this initiative. She will advise if additional Division resources are needed.

Strategic Communication

Another key element to the success of the Corps is strategic communication, which requires everyone's participation. Strategic communication has been defined as: "a philosophy that articulates the manner in which you present your message, to whom you present it, and how much risk you're willing to accept in presenting it."

According to the *International Association of Business Communicators*, strategic communication includes "communications programs that

(Continued on page 8)

Regional Management Board Feedback

(Continued from page 7)

support successful completion of the organization's strategic activity in a measurable way." Also, "enlightened senior leaders demand that communication contributes to achieving the organization's mission, goals, and objectives, and that it facilitates the implementation of key strategies and tactics."

Many problems can hinder successful communication. Public Affairs Offices can become ineffective if they are only reactive, not strategic, under-staffed, or not at the table. Leadership stifles communication if it is not open, "kills the messenger," communications are gagged or politicized, or are in conflict with the Assistant Secretary of the Army. Losing sight of our purpose and core values (business vs. service) or not defending ourselves can blur communications. Also, a lack of respect for opposing views can create communication problems.

Increased use of strategic communications will improve the Corps' ability to maintain its reputation as the world's premier engineering organization. A Public Affairs task force is working the strategic communications issue.

International Organization of Standardization

Certification as an International Organization of Standardization (ISO 9000) organization is another way FED is working to earn and maintain its world premier engineering organization reputation within the engineering and construction community and among our partners and clients.

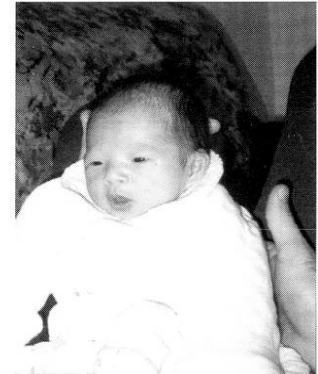
ISO 9000 is the international standard for quality management systems. It is a foundation for implementing quality improvements. It is managing a business to continually improve and become more competitive. It is common sense management practice. ISO quality management principles are: customer focus, leadership, involvement of people, a process approach, a system approach to management, continual improvement, and a factual approach to decision making.

The Corps needs ISO 9000 because of the implementation of PMBP, because customers believe our costs are too high, because our product quality can be better, and because we are not competitive and are losing customers. It's just good business practice. The standard provides the framework for the PMBP, the foundation for a quality system, a common sense approach to management, and an opportunity for excellence.

Benefits of ISO certification include improved customer satisfaction, more work from customers, consistent performance, continuous improvement, lower project delivery cost, employee pride, and it will put FED in the best position to deal with a changing environment.

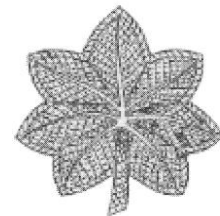
"In March we will begin the process toward certification and anticipate FED implementation and certification by 2005," said Mr. Gil Kim, Engineering Division, FED. Kim is the FED member of POD's ISO 9000 Steering Committee.

TRANSITIONS



**Rebekah Baker,
welcome aboard!**

Rebekah Alleyne Lee Baker, a baby girl, was proudly introduced by Sarah and CPT Paul Baker, who is Project Manager of the Yongsan Area Team. The Bakers brought FED's newest little team member home from her adoption agency on January 8, 2001. Rebekah weighed 6.8 pounds (3.1 kg) and was born on December 22, 2000. Happy New Year, Paul, Sarah and Rebekah! And happy new baby.



Congratulations, MAJ Byrd!

Richard Byrd, Project Engineer Central Resident Office, was officially promoted by COL Kuhr to MAJOR, with a date of rank of January 1, 2001. Please congratulate our new field grade officer when you see him.

Sol-nal: Korean New Year's Day

story/photo by Ickchan Lee, TOPICS Online Magazine: www.rice.edu/projects/topics/Electronic/Magazine.html

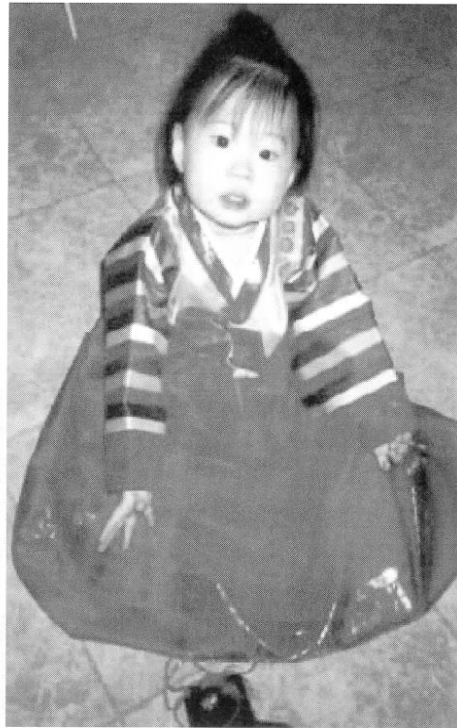
Like many other Asian countries, Korea has two different New Year's days according to solar and lunar calendars. The more widely preferred one is lunar New Year's day, called *Sol-nal* (January 24, this year). *Sol-nal* is a day for the whole family's reunion and for refreshing everyone's common life at the very beginning of a year. The day has many special meanings and events.

On New Year's Eve

On *Sol-nal*'s Eve, people prepare special sieves made with straw (*Bok-jori*) and hang them outdoors to protect their family from evil and bad luck. Often, kids try to stay awake all night in the belief that if they sleep, their eyebrows will turn white.

Clothes

On the morning of *Sol-nal*, everyone dresses in specially prepared, traditional clothes (usually new and fresh). Generally, the clothes are decorated with five colors. These clothes are called *Sol-bim*.



On the morning of *Sol-nal*, everyone dresses in specially prepared, traditional clothes.

Food (meal ceremony)

Early in the morning, every family gathers at the eldest male member's home to perform *Charye*, ancestral memorial rites. Bowls of *ttok-kuk* are served. This is a soup of thinly sliced white rice cake, boiled in a thick beef broth topped with bright garnishes and green onions.

Ttok-kuk means "age adding." People believe if they have a bowl of the soup, they will become one year older. Koreans traditionally add one to their age, not after their birthdays but after

Sol-nal.

Jol (bowing)

After the big, very special breakfast, younger people bow to their elders, wishing them health and long life, good luck, and prosperity through the whole year. This bowing is called *Se-bae* or *Jol*. To perform *Jol*, a man brings his hands together in front of his eyes and sits on his knee, touching the floor. He then bows his head with his hands touching the floor. For a woman, it is more difficult. She needs assistance to sit with her hands brought together in front of her eyes, but without her knees touching the floor. She sits "side saddle," her hip to the floor. Often, kids prepare small, beautifully decorated purses, called *Bok-ju-mo-ny* to put money in that their elders give them after the bowing.

Entertainment

After the long bowing period, youngsters go outside to fly kites, spin tops (for boys) and enjoy Korean seesawing (for girls). Inside, people play *Yut-no-ri*, a game played with four wooden sticks and checkers. They eat, talk, and play all day, and enjoy the large family reunion -- from great grandfather to great granddaughter.

New Year, new barracks for 6th Cav

(Continued from page 1)



Farewell to lockers. Mr. Greg H. Reiff, P.E. ACO, PRO shows off a closet. Each soldier will have a closet, plus an assigned storage unit elsewhere in the building.

the building's outside, rather than its inside. Another benefit: by forgoing the traditional method of studs and drywall over layers of insulation, EIFS lets builders lay the interior drywall flush against the concrete block structure. Translation: the new barracks have virtually no walls that can be kicked in.

Mr. Kim, Chong Won, the project's General Administrator, opened the ribbon cutting ceremony with fireworks. Mr. Cho, Kang Muk, President of Pumyang, LTD greeted the audience by noting two years of hard work. In fact, contract DACA81—98—C—0055 required 850 days and cost \$23,748,554.32. The entire project comprised not just the three barracks but also four company operations facilities, all at Camp Humphreys. Work included the demolition of thirty existing buildings and the construction of a pile foundation.

Supporting facilities include utilities, water storage tanks, electrical services, security lighting, fire protection and alarm systems,

paving, walks, curbs and gutters, parking, storm drainage, a sewer system with a lift station, fuel oil storage tanks, information systems and site improvements. The buildings' oil-fired heating and central air conditioning systems are self-contained. FED and Pumyang LTD completed the vast project on schedule. FED Commander COL Gregory Kuhr and MAJ Noel L. Lewke, Installation Commander and Area III Deputy Commander presented Pumyang LTD with a Letter of Appreciation.

Taking part in the ribbon cutting itself were Mr. Cho, Kang Muk, President of Pumyang Construction Co., LTD; FED Commander COL Gregory S. Kuhr; MAJ Noel L. Lewke, Installation and Area III Deputy Commander; Mr. Michael P. Sweet, CEA USASA Area III; Ms. Helen C. Nurse, Chief Housing Division; LTC John C. Harrison, Deputy Commander 6th Cav Bde; Mr. Jan Buzak, Director DPW Area III; Ms. Marjorie Barrell, Chief PAO Area III; Mr. Greg H. Reiff, P.E. ACO, PRO; Mr. Hyon, Ki Do, Camp Humphreys area Project Manager, PPM, FED; and Mr. Paul B. Salinas, COR, DPW Area III. Refreshments were served in the new barracks exercise room.



COL Kuhr toasting the new barracks. When workout equipment arrives in January, this becomes the exercise room.

In his congratulatory remarks, COL Kuhr observed, "these buildings look terrific. . . A little known fact is that FED has the best safety record of any Engineering District. I look forward to coming back when the 6th Cav has moved in. . . I like coming back. That's when we learn our lessons."



Gleaming new barracks look like stucco, but it's high-tech styrofoam.

—("WINNING TEAMS" from page 2)—

yourself, "Would I be proud to bring my parents into my work area?" If you have any doubts about that, then act. Develop a plan to improve the appearance and functionality of your office. Take the plan to your boss and use your power to influence and motivate others, to win their support for your initiative. (If you still meet resistance, show them this article.) We should all feel pride in where we work as well as how we maintain it. Well-kept spaces make everyone feel better and brighten our day.

I would like to express my thanks to each and every one of you for safeguarding yourself over the holidays. We had no reported accidents. Hopefully, you each applied your risk management skills and protected yourself. I look forward to seeing you throughout the District, throughout the new year.

ESSAYONS!

COL Kuhr

Corps of Engineers White Paper

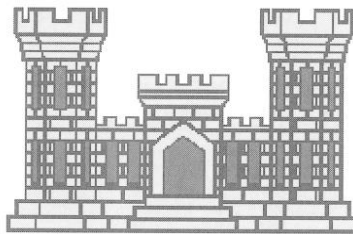
(Continued from page 6)

for Civil Works, to act as a strong voice to the administration and the Congress for the management of our water resources. We must create environmentally sustainable systems that protect people, property and economic growth across the United States. The goal of our study process is to produce the best economic and scientific analysis available. When studies are complete, I will report results to the public, the administration, and the Congress, in order to facilitate their decision.

We will strive to improve the quality of our studies, projects, and operations, while reducing time and cost. We will seek to develop technologies to protect or restore the environment; and to create environmental benefits. We will continue to rely upon the private sector to execute the majority of our work. We know we are not and will never be perfect – we must become more agile as a learning organization filled with people willing to evolve and enable change. We rededicate ourselves to continuous improvement. I reaffirm our strong commitment to produce unbiased recommendations consistent with law, regulations, and science.

The Army Corps of Engineers will continue to provide excellent service to the Army and the Nation with integrity and credibility. We are a team of dedicated military and civilian professionals with a strong ethos for service to the Nation. We do not, can not, and will not favor any

special interest, nor allow any special privilege, in the execution of our studies and projects. The public must have trust and confidence in our process as well as in those entrusted with implementing that process. Our integrity must remain beyond reproach. We will be open and responsive in working with all interested parties in the execution of our studies, projects, and in



our regulatory responsibility. We will reach out to stakeholders early and actively listen to the concerns on all sides of issues. We will promote dialogue. We will seek to build consensus and always strive to do what is right. The Army Corps of Engineers is vitally important to the Nation and vital to the livelihood of most Americans – this has not changed in 225 years. I believe the Corps is a national resource that plays an indispensable role in serving the public.

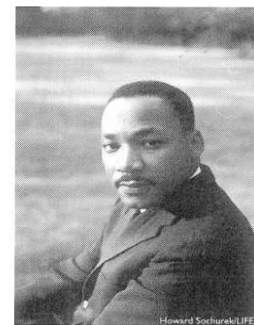
The Army Corps of Engineers is also an essential part of the greatest Army in the world. We will work hard to be a vital link between the American public and its Army.

We are dedicated to

operating in the interest of the American public and always in accordance with laws and regulations. Our team works with many different entities, but only for one purpose, to do what is right to enhance and protect the well being of the Army and the public. We seek to partner with stakeholders and to build relationships that serve the public interest. We work with the administration and the Congress. We work with the civilian and military authorities appointed over us. Most importantly, we work for the American public's trust and confidence.

ESSAYONS!

LTG Flowers



"I have a dream."

Martin Luther King, Jr

1929 ~1968

사령관 메세지



COL Gregory Kuhr

성공적인 임무수행

웨스트 포인트 미 육군 사관학교의 새 운동경기 감독으로 Rick Greenspan이 부임하여 대학운동경기에 관하여 그의 생각을 피력했습니다. 그는 운동경기를 성공적으로 이끌기 위한 세 가지 중요한 요소가 있음을 주목했습니다. 그것은 선수선발, 훈련 그리고 쾌적한 환경을 만드는 부대시설물 등이었습니다.

여러 가지 면에서 FED도 하나의 운동팀과 유사합니다. 우리도 경쟁 속에서 일하고 있기 때문입니다. 우리는 과거에 우리가 달성한 것보다 더 낫도록 노력합니다. 우리는 민간설계회사와 경쟁합니다. 우리는 더 적은 비용으로 FED와 유사하게 건축할 수 있다고 믿는 미 육군에 속한 다른 기구들과도 경쟁을 합니다. 그래서 우리는 항상 경쟁 속에 살고 있음을 숙지해야 합니다. 경쟁 속에 있음을 인지할 때 우리의 의식을 예리하게 하고 우리의 임무를 개선할 수 있습니다. 앞서 기술한 것과 같이 우리는 항상 스스로 업무수행 능력을 파악하여 우리가 어떤 하나의 계획을 세울 때마다 개선할 점들이 있는지 찾기 위해 힘써야 합니다.

Greenspan 감독의 성공적인 계획안을 만들기 위한 세가지요소를 생각해 봅시다.

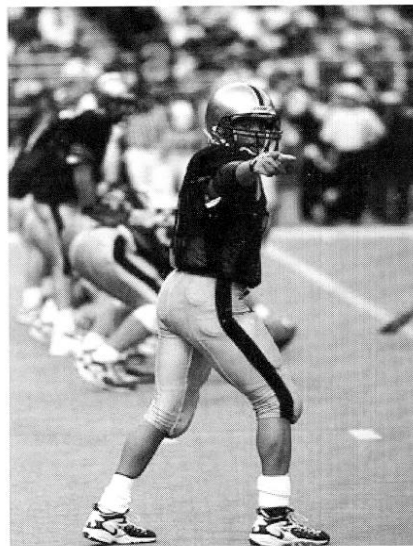
직원채용: 직원을 채용하는 것이 우리에게 중요하지 않다고 생각하는 사람은 아무도 없을 것입니다. 우리는 직원을 모집하고 그중 가장 우수한 인재를 고용하도록 해야합니다. 그렇다면 어떻게 해야 할까요? 첫째 우리는 우리의 모든 행동

이 바람직한 기준에 의해 통제 되도록 해야 합니다. 이런 바람직한 기준들은 모든 직원들이 그들의 능력을 최대한으로 발휘할 수 있도록 만드는 최상의 직장 분위기를 만듭니다. 표준을 유지하도록 육군에 의해 만들어진 지침들은 우리의 직장분위기를 최상으로 만들어 줄 것입니다.

충실함 - 우리가 속한 직장과 함께 일하는 동료에게 최선을 다하는 것

의무 - 우리의 업무를 잘 성취하기 위한 우리의 자세

타인을 존중 - 황금률을 상기할 것 (타인에게 잘 대우받기를 기대하는 만큼 타인을 잘 대우하는 것)



Go Army!...Go FED!

사심 없는 공헌 - 우리자신에게 주어진 임무를 수행함으로 진정한 만족감을 인지함

FED는 항상 한국에 주둔하고 있는 미 군대를 돕습니다

정직성 - 항상 진실한 마음을 갖는 것

성실성 - 사실만을 말하는 것

개개인의 용기 - 의견을 소신 있게 말할 수 있는 용기를 갖는 것. FED는 모든 직원들이 다른 사람과 의견차이가 있다해도 그들의 소견을 자유롭게 피력하기를 바랍니다.

우리는 우수한 직원을 보유하기 위해 모

두가 협조해야하고 다른 우수한 인력이 우리와 함께 일하도록 용기를 주어야 합니다.

훈련 또는 지도력은 매우 중요합니다. 우리의 임무를 성취하기 위해 매 순간 각자 그리고 모든 구성원의 지도력이 요구됩니다. 하지만 무엇이 지도력입니까? 그리고 우리가 지도력을 가지고 있다고 생각하십니까? 내 생각에 지도력은 임무를 잘 수행할 수 있도록 다른 사람에게 용기를 주는 단순한 능력입니다. 다른 사람들을 올바르게 대우하고 정확한 방향을 제시해 주는 것과 동시에 다른 사람에게 용기를 주고 또한 항상 실무자들이 있음을 인지함에 의해 지도자로서의 임무를 잘 수행할 있습니다.

시설물: 시설물들에 관해 이야기해 봅시다. 우리의 사무실 주위를 둘러보고 자문해 봅시다. "부모님께 우리의 직장을 보여드리는 것을 자랑스럽게 생각할 수 있습니까?" 만약 자랑스럽게 생각하지 않는다면 개선점을 찾아야 합니다. 사무실의 외형 뿐만 아니라 능률적으로 일할 수 있는 곳으로 개선되도록 계획을 만드십시오. 여러분의 상관에게 그 계획을 설명함은 물론 다른 직원에게도 설명하여 계획에 대한 동의와 그 계획이 실행되도록 도움을 받는 것에 최선을 다하십시오. (만약 다른 사람들이 계획이 실행되는 것을 반대한다면, 이 기사를 보여주십시오.) 우리 모두는 우리의 직장환경을 어떻게 잘 유지할 것인가 만큼 직장에 대해 자랑스럽게 생각해야만 합니다. 쾌적한 직장환경은 모든 직원을 더 즐겁게 하고 우리의 일상을 밝게 해줍니다.

나는 각자 그리고 모두가 안전하게 휴가를 보낸 것에 대해 감사를 드리고 싶습니다. 그것은 휴가기간 동안 어떤 사고도 보고되지 않았기 때문입니다. 각자가 자신들을 보호하기 위해 위험에 처했을 때 대처할 수 있는 능력을 사용했기를 바랍니다.

나는 새해에도 FED에서 여러분 모두 다시 만나기를 기대합니다.

부사령관 메시지



LTC Charles Markham

새해 복 많이 받으세요! 제 아내, 아들과 저는 신사년 새해가 모든 직원 여러분과 여러분의 가족, 그리고 또한 FED를 위해 좋은 한해가 되기를 바랍니다. 제 작은 아들 스티브는 뱀띠생이고 그의 해가오기를 무척 기대하고있습니다.

몇일전 저는 중역회의에서 어떤 질문을 받았는데 그것은 왜 카스트로 준장께서 우리 FED를 방문 하시는가였습니다.

맨먼저 제가 생각한것들은 다음과 같았습니다.

- 왜냐하면 그가 원하기 때문에!
- 사령관인 스왈츠 장군이 초대했기 때문에.
- 왜냐하면 그는 우리와 사단에 속한 직원을 방문하는 것을 좋아하기 때문에.

잠시후에, 나는 그가 원해서 라는 것으로 답변을 결정했습니다. 사실은 위의 세가지 모두가 정답이 될 수도 있습니다. 그래서, 이런 짧은 통지와 함께 사단장이 2001년 1월 9일부터 12일 까지 우리를 방문했었습니다. 여느때처럼, 그의 방문은 각종 회의에 참석, 브리핑, 시찰과 방문이라는 빠른 일정들이었지만 그의 방문은 성공적이었습니다. 한번더 언급하자면, FED는 최선을 다해 앞으로 전진하며 왜 우리가 설비지원 부문에 대해 미 공병대속에서 최고인지를 카스트로 준장께 보여 주었습니다.

카스트로 준장방문의 최대관심사는 한반도에 대한 주계획안속에서 미

공병대의 지원에 대한 필요성에 관한 것이었습니다. 미래의 주한미군 공조계획(LPP)의 시발점은 완전하고 활용할 수 있는 계획이 실제로 이용될 수 있게 만들기 위해 공학분야에 대한 전문적인 기술과 자료수집이 요구될 것이고 FED는 이 분야에서 주도적 역할을 할것입니다.

카스트로 준장께서는 스왈츠 대장, 자니니 중장, EUSA 사령관 그리고 매튼 대령, Area I 사령관과 함께 공식석상에서 미 공병대의 전문적 기술에 대한 이런 의뢰를 받았습니다. 그들의 요구를 충족시키기 위해 카스트로 준장은 주한미군 공학부 간



LTC Markham shows BG Castro FED.

부에 준한 주한미군 공조계획을 관리할 새 기획관리자를 채용하기 위한 자금을 충당하기위해 미 공병대와 함께 일하십니다. 더구나 그는 환경에 정통한 공학간부 직원자격으로서 직접적으로 USFK/EUSA 환경관리 계획을 도울수 있는 직원보강을 희망합니다. 이런 두 직종대한 인원 보강이 야전 공병보강(FFE)에 대한 새로운 미 공병대 계획의 일부가 될것입니다. 미래에 우리는 야전 공병보강에 대해 더 많이 접할 것입니다.

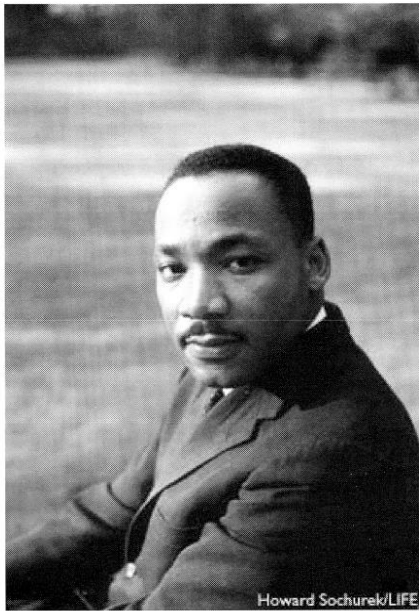
위의 사령관들을 방문한것 이외에

도 카스트로 준장은 레드 크라우드 캠프에 있는 의정부 프로젝트 사무실 직원과 FED직원들을 방문하셨습니다. FED를 시찰하시는 동안에 그는 FED내에 이미 완성됐거나 진행중인 많은 개축된 건물들을 둘러 보셨습니다. 그는 깊은 인상을 받은 동시에 우리가 우리의 일터를 개선시킨것에 대해 매우 만족해 하셨습니다. 그는 또한 각 부서의 간부들로 부터 우리의 경영계획에(OPLAN)에 관해서 간결한 보고도 받으셨습니다. 카스트로 준장께서는 일련의 보고에 대해 만족해 하였고 우리 모두에게 지도와 격려의 말씀도 아끼지 않으셨습니다. 한국을 떠나실때 카스트로 준장께서는 FED 직원들의 친절한 환대와 그가 방문하는 동안 유익한 정보를 얻고 의미있게 만들어 주기위한 노력에 대해 모두에게 깊은 감사의 말을 전해달라고 저에서 부탁하셨습니다. 다음 두달동안 그는 장군 훈련교육과정에 가실 예정이시고 FED 직원 모두가 잘 지내기를 바랍니다. 그는 봄이오면 다시 우리 모두를 만나기를 기대하십니다. 왜냐하면 준장 자신이 원하시기 때문이지요!

카스트로 준장께서 한국을 떠나시자마자 우리는 미 공병대 사령관인 플라워스 중장으로 부터 2001년 2월 25일부터 28일 까지 FED를 방문하신다는 소식을 받았습니다. 왜 일까요? 나의 추측만큼 직원 여러분의 추측이 맞습니다.

뱀의 해를 맞이하여 항상 안전하게 행동하는 것을 기억 하십시오. " 안전은 일상생활에 항상 염두에 두어야 할 일입니다!"

FED와 여러분을 위해 일하고 있는!



Martin Luther King, Jr.

(1929-1968)

미국 침례교 출신의 흑인목사로 인종차별 철폐운동에 있어서 평화적인 방법을 주장한 대표적인 민권운동가. 1964년 노벨 평화상을 수상하였고 1968년에 암살 당한다. 1984년 미국의회의 결의로 현재 그의 생일(1월 15일)은 국경일로 지정되어 있다.

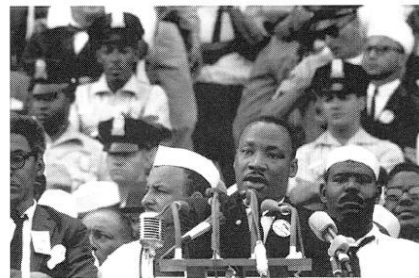
저서로는 Why We Can't Wait(1964), Where Do We Go from Here: Chaos or Community(1967) 등이 있다.

그의 연설문 i Have a Dream
중에서 발췌

어떤 면에서 우리는 수표를 현금으로 바꾸어 달라고 하기 위해 이 나라의 수도에 왔습니다. 이 나라를 건설한 사람들이 참으로 훌륭한 말로 헌법과 독립선언문을 썼을 때, 그들은 모든 미국인이 상속받게 되어 있던 약속어음에 서명했던 것입니다. 이 어음은 모든 사람에게 양도될 수 없는 생존과 자유와 행복을 추구할 권리를 보장한다고 약속했습니다. 오늘날 분명히 미국은 유색인종에 관한 한 이 약속어음을 지불하는 의무를 게을리 하고 있습니다. 이 신성한 의무를 존중하지 않고서, 미국은 흑인에게 재원부족이라고 찍혀 되돌아오는 부도의 거대한 기회 저장실의 재원이 부족하다고는 믿지 않습니다. 따라서 우리는 이 수표, 즉 풍부한 자유와 안전한 정의를 요구대로 내줄 이 수표를 현금으로 바꾸고자 합니다. 우리는 또한 지금 그렇게 해야 한다는 절박한 긴급성을 미국에 상기시키기 위해 이 신성한 장소에 나왔습니다. 이것은 감정을 가라앉히려는 식의 사치

를 부리거나, 점진주의라는 신경 안정제를 먹을 시간이 없는 일입니다.

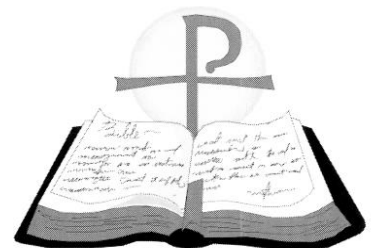
바로 지금이 민주주의의 약속을 현실화시킬 때입니다. 바로 지금이 인종차별의 어둡고 황폐한 골짜기에서 떨쳐 일어나 인종간의 공평이라는 햇볕 드는 길로 갈 때입니다. 바로 지금, 하나님의 모든 자녀에게 기회의 문을 열어야 합니다. 지금은 우리 나라를 인종불평등이라는 유동성모래에서 형제애의 반석 위로 옮겨 놓



을 때인 것입니다.....

동지 여러분, 저는 현재의 고난과 좌절에도 불구하고 저에게는 꿈이 있음을 오늘 말씀드립니다. 그것은 미국의 꿈에 깊이 뿌리박은 꿈입니다. 저는 언젠가

는 이 나라가 일어나서 "우리는 모든 인간은 평등하다는 진리를 자명한 것으로 지지한다." 는 독립선언서의 진정한 의미를 실행하리라라는 꿈을 꿉니다..... 제 어린 아들 네 명은 피부색에 따라서가 아니라 인간성에 따라 평가받는 나라에서 살게 되리라라는 꿈을 갖고 있습니다..... 우리가 자유의 종을 울리게 했을 때, 우리가 온 주와 온 도시의 온 마을과 촌락에 자유의 종을 울리게 했을 때, 우리는 흑인과 백인, 유대인과 이방인, 개신교와 카톨릭 할 것 없이 하나님의 자녀들 모두가 손을 맞잡고 오래된 흑인 영가 한 소절을 부를 수 있을 것입니다. "해방되었네. 해방되었네! 전능하신 하나님께 감사드리세, 우리는 마침내 해방되었네!"



안 전

교통사고 손실 1년에 8조 1천억

(도로교통안전공단 발표)



지난 한해 도로 교통 사고로 인 한 손실비용이 무려 8조 1천억이나 되는 것으로 집계됐다. 지난해 국가예산 80조 1천 3백여원의 10%에 이르는 거금이 허공에 날아간 '교통사고의 왕국'인 것이다.

평균 76초에 한 명이 숨지거나 다쳤으



며, 이에 따른 비용도 한명에 1천1백64만원이 들었다.

도로교통안전관리공단은 21일 이같은 도로 교통사고 비용의 추계와 평가 보고서를 발표했다. 보고서에 따르면 교통사고 사상자로 인한 인

적 피해비용은 4조8천억원으로 전체의 59.1%나 됐다. 일본의 34%, 미국의 46%, 영국의 35%에 비해 훨씬 높은 비율이다.

지난해 27만 5천여건의 교통사고로 군부대 1개 사단 규모인 9천3백여명이 숨지고 40만2천9백여명이 부상했다. 자동차 1만대당 사망자도 8.4명으로 일본(1.2명), 미국(2명)보다도 월등히 많았다.

음주운전으로 인한 교통사고는 2만3천7백여건으로 전체 사고의 8.6%이었고 비용도 5천2억원이나 됐다. 건당 평균 비용은 2천2백만원. 차종별로는 비사업용 자동차에 의한 교통사고가 73.1%로 가장 많았고 비용은 3조6천4백억원으로 추정됐다.

주요사고원인으로는 안전운전 불이행 (63.7%), 신호위반 (8%), 중앙선 침범 (6.4%), 안전거리 미확보 (6.2%)등으로 조사됐다. 또한 도로종류에 따른 사고 건수의 차이가 많았다. 시군 도에서만 9만8천여건이 발생해 전체 사고의 35.7%를 차지했다. 일반국도 6만9천여건, 특별시도 6만4천여건, 지방도 2만6천건, 고속도로는 7천5백여건이다.



Talk tips

Do you speak English?

young-uh-rul ha-shim-ni-kka

영어를 하십니까?

How do you say in English?

young-uh-ro uh-tto-ke mal-ham-ni-kka?

영어로 어떻게 말합니까?

What does that mean?

i-ge mu-sun ttut-im-ni-kka?

이게 무슨 뜻입니까?

Would you repeat that?

Chon-chon-hui mal-sum-hae ju-shi-gess-sum-ni-kka?

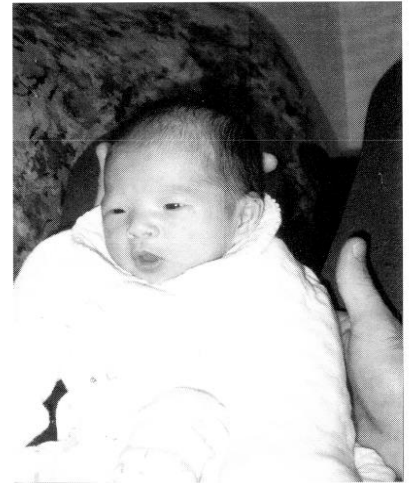
다시 말씀해 주시겠습니까?

Please show me (in this book)

(yi-chae-ge-suh) bo-yo ju-ship-shi-yo.

(이 책에서) 보여 주십시오.

레베카 안녕



용산지역담당 프로젝트 매니저인 폴 베이커 대위와 그의 부인 사라는 그들의 아기인 레베카 아레인 리 베이커를 자랑스럽게 소개했다. 2001년 1월 8일 한 입양기관으로 부터 아기를 FED의 가장 새롭고 작은 팀의 일원으로서 집으로 데려왔다. 레베카는 2000년 12월 22일 태어났고 당시 3.1kg이었다. 새해 복 많이 받으세요, 폴, 사라 그리고 레베카!!



축하합니다. 버드 소령님!

CRO의 프로젝트 엔지니어인 리차드 버드 대위는 공식적으로 2001년 1월 1일부로 소령으로 진급되었다. 그를 보면 신임 소령이 된 것을 축하합니다.