May Christmas bring joy to all
Leaders send Christmas messages

As 1985 draws to a close, I look with deep satisfaction on what the Corps has done in the past year.

I'm proud of the way we served our customers — our contribution to the nation and our allies by giving soldiers modern training ranges and work facilities; our contribution to service members and their families who spend family and leisure time in buildings we construct; our contribution to the Air Force around the world and to the other parts of the Defense Department.

This season is especially warm and joyful for those who have been protected from flooding, and I note our projects saved as much damage — $1.5 billion — as the November eastern floods caused. We made a better life for those who had a chance to laugh and play at our recreation sites and those millions of people who are economically better off because of the products that pass through our locks and harbors.

When tragedy strikes, our Corps family provides relief and comfort to those who suffer. We have those who, time and time again, have been there when they were needed, asking only for the chance to serve again.

The growing number of people we serve is a compliment to your collective skills, your dedication to excellence, your concerns for the Corps and customer care, and your ability to tap the talent among the U.S. engineering and construction industries to get the job done. My congratulations to each of you for your share in these and our other achievements. You should share my pride in our serving family of so many diverse parts. I wish each of you a joyous holiday season, and hope you and your families are blessed in the new year.

LTG E. R. HEBERG III
Commander
US Army Corps of Engineers

As we celebrate this Christmas, let's keep in mind its true meaning by helping others less fortunate than ourselves. Get involved in your community’s activities year-round and feel the warmth from other loving and caring hearts.

Dee and I wish each of you and your families a safe and happy holiday and a prosperous New Year.

HAPPY HOLIDAYS

Col. Larry B. Fulton

CFC a success

FED's Combined Federal Campaign was a resounding success. Contributions totaled $8,437, nearly three times more than last year.

Jim Howells, FED's CFC Project Officer, expressed his appreciation for the contributions. A special thanks to all the key persons in each office for their enthusiasm and diligence in conducting the campaign.

FED can be proud that we "have helped someone through."

CW4 Arthur Mattingly receives the Aviation Safety Award from Col. Larry Fulton for 500 accident free flight hours since assigned to FED.
Seven Republic of Korea Army engineer officers were recently selected to participate in the Far East District/Ministry of National Defense Exchange Program. The FED coordinator for the program is Kenny Lee, Chief of Design Branch, Engineering Division. Maj. Rho Han Joo is the MND coordinator. In addition to Maj. Rho, the six other ROK officers participating in this program are Maj. Yim Chang Bae, Maj. Sunwoo Sik, Maj. Kim Dong Ju, Maj. Kim Joo Baik, Maj. Nam Shi Woo and Capt. Park Yoon Sig. The ROK Army officers were handpicked for this program. All of the graduates of the ROK Army Staff College. Four of the majors have masters of science degrees from Korean Universities and Maj. Yim received his masters degree from Florida Institute of Technology.

This is a six-month program established to promote an understanding of the principles and procedures used by the Corps of Engineers. In addition to engineering and construction techniques, items reviewed are the role of civilian engineers in the U.S. Army Corps of Engineers, rationale used in development of functional criteria, the long term economic benefits of life cycle cost studies taking into consideration first cost and maintenance costs, and a brief look at the authorization and appropriation procedures.

The ROK officers provide insight on the Korean principles and procedures within MND to promote a better understanding between U.S. and Korean engineers. Moreover, they are able to advise us of unusual technical and statutory/regulatory programs and practices which are unique to Korea. This enables our design and construction managers to improve the efficiency/effectiveness of the Corps' role in executing the combined defense improvement program in the Republic of Korea.

The program consists of each officer working three months with both Engineering and Construction Divisions. During this management period, fiscal and technical aspects are stressed to enhance joint understanding of the mission of each engineering organization.

Cooperation between the Corps and ROK Army on Host Nation projects and on the myriad of projects where Corps work and ROK Army work interrelate is essential. The exchange program provides an opportunity to improve communication between the Corps and ROK Army and is tailored to enhance the mission and image of the Corps in Korea.

The ROK officers participating in the program commented that the FED employees are always willing to answer their questions and enthusiastically explain new concepts. These officers see this program as a valuable experience that will enhance their engineering management and technical skills.

Leaders have keen interest in others

Is a leader born, or is he made? Over 200 years ago Voltaire said: "The right of command is no longer an advantage transmitted by nature. Like an inheritance, it is the fruit of labor, the prize of courage."

Some people are fortunate enough to be born with traits that encourage other people to follow them, and many people work hard to become leaders. But these types of people are few. The rest of us can, nonetheless, become great leaders by studying the actions of successful leaders and, as Voltaire stated, by working to develop leadership capacity by "the fruit of labor."

Are there particular personality traits or qualities leaders have in common? This question reminds me of the alumnus who visited his alma mater and was surprised to see that the questions on the exams were the same he had answered years before. When he asked his old professor about it, the professor replied: Of course they are. The questions never change; only the answers.

So it is with personality traits and qualities. The question is always the same: What makes a great leader? But the answers change. Indeed, generations of research have failed to isolate one personality trait or set of qualities that can be used to discriminate between leaders and nonleaders. No matter how hard we try to isolate these traits, there will always be successful leaders who don't possess them.

I don't mean to say, however, that leaders have no characteristics in common. They do. A few are worth reviewing because they can be cultivated.

Most leaders have a keen interest in other people. They work at developing it. Those who work for you expect or hope that you have it. Expressing interest in others is a great way of getting others to develop an interest in you and what you want to do.

Most leaders are not afraid to take risks and make mistakes. Peter Drucker wrote: "Performance is not hitting the bull's-eye at every shot. That is a circus act that can be maintained only for a few minutes." A good performance record will include mistakes; it will include failures; it will reveal a person's limitations as well as his strengths. The better leader the person is, the more mistakes he is likely to make because the more things he will try and, consequently, the more he will learn. The key is to not make the same mistake twice. The leader to mistrust is the one who never makes a mistake, never commits a blunder, never falls in what he is trying to do. He is either a phoney or a person who stays in the safety of the "tried and the trivial." Good judgment comes from experience.

However, experience often comes from bad judgment. A good leader won't be afraid to fail. If he never tries, he'll never fail, but he'll never be successful either.

Most leaders cultivate loyalty among their followers by being loyal to them. Loyalty begets loyalty. Arthur W. Newcomb points out:

Show me the leader and I will know his men.
Show me the men and I will know their leader.
Therefore, to have loyal, efficient employees, be a loyal, efficient employer.

During the years that I have worked for Ronald Reagan, I discovered that one of his outstanding characteristics is his loyalty. In California, I worked for him as director of finance and made mistakes, as we all do. I have seen him appear before a press conference where a reporter would say, "Verne Orr made a mistake." Now Ronald Reagan would never agree that Verne Orr made a mistake. What he said was, "If I had the facts Mr. Orr had when he made that decision, I would have made the same decision." That's why President Reagan commanded such tremendous loyalty. He earned it. He gave it first.

The Honorable Verne Orr Secretary of the Air Force
FED sponsors orphanage Christmas party

FED personnel spread a little holiday cheer Saturday when they held a Christmas party for the children of Sung Ae Won Orphanage.

The afternoon at the East Gate Club began with a feast of spaghetti, topped off by traditional Christmas cookies, cakes and candy.

After lunch the Girl Scouts of Junior Troop One of Hannam Village sang and pantomimed songs to the delight of the Korean children. At one point the Korean and American children were singing along together not always understanding the words but communicating through smiles and gestures.

Then Santa Claus arrived and greeted the children. He was quickly surrounded by excited youngsters as he and his helpers handed out gifts to the delight of the children.

If the smiles on the faces of the children when they left were any indication — everyone had a very good time.

A special thanks to all FED employees and their friends who helped support the Sung Ae Won Orphanage throughout the year.

Santa distributing Christmas presents.

Bob Moody, Chief of OAS, is showing the tree to one of the youngsters.

FED personnel putting the finishing touches on the tree for their party for Sung Ae Won Orphanage.

FED employee helping youngster eat his spaghetti.
Employees attend holiday party

Linda Maples and her sister Marsha Holley assist Col. Larry Fulton awarding door prize to Yim Kwang Chun from Osan Resident Office.

FED employees enjoying annual Christmas party held at the Eighth Army Officers' Club.

Suk Hui Welch performs traditional Korean dance at the party.

Basketball season begins

The 1985-1986 rendition of the FED Company Level Basketball Team is alive and shooting hoops. After a dismal 1984-1985 season, returning coaches, Maj. Mike Connolly and Sgt. Joe King are very optimistic about the team. The team record is 3 wins and 2 losses. "Our caliber of play this year is greatly improved over last year," said an excited Sgt. Joe King. "We play team ball with defense as our strength."

The team offense is beginning to jell and team confidence is soaring. Team members are Sam Coleman, Wayne Durrigan, Jim Quinn, Hugh Word III, Ed Johnson, Gene King, John Jones, Philip Barnett and Alvin Evans.

"Over the Hill Gang" victorious

The over 33 FED Basketball Team started out the 1985-1986 basketball season with a victory.

The "Over the Hill Gang" includes Bill Butterwick, Ernie Commer, Gary Hodge, Rick Schneck, Mike Connolly, Don Powell, Roger Luque, Hesley Debow, and Ron McAddoo. "There are six teams in the league and we will be competitive," said an enthusiastic coach Tom Harrison. "We plan to do our best and play one game at a time. Most important of all is to have fun."

The Over 33 Basketball schedule is:

- 8 Jan. 5:30 p.m. PERSCOM Collier
- 15 Jan. 5:30 p.m. JUSMAG Collier
- 16 Jan. 5:30 p.m. MEDCOM Trent
- 22 Jan. 5:30 p.m. 1st Sig Collier
- 28 Jan. 5:30 p.m. PERSCOM Collier
- 2 Feb. 2:15 p.m. EAST Collier

Come on out and support your team. Anyone interested in playing, contact Harrison at Ext 364.

Alvin Evans takes 15-foot jump shot.
New FED faces

Capt. Thomas Julich is the Camp Page Project Engineer. He comes from Tacoma, Washington.

Elizabeth Matkowski is a Clerk Typist in Northern Area Office. She comes from the Office of Provost Marshal, Yongsan.

James McFaul is the Deputy Chief of Construction Division. He comes from the Al Batin Area Office, Riyadh District, Saudi Arabia.

Lee Myong Hui is a Word Processing Clerk in Northern Area Office. She comes from Yongsan Dental Clinic.

Nora Leggett is the Administrative Assistant in Construction Division. She comes from the Joint U.S. Military Mission Aid to Turkey, Ankara, Turkey.

Har Dae Yong is the Chief of Information Integration and Implementation Branch. He comes from the Information Systems Support Unit, Yongsan.

Paek Kil Hyon is a Secretary in the Procurement and Supply Division. She comes from the Community Family and Soldiers Service Command, Korea.

Joseph Stanfield is a Civil Engineering Technician in the Office Engineering Branch. He comes from King's Bay, Georgia.

Master Planning gets into first gear

By Philip Kimball
Master Planning Section

A Master Plan says what an installation is, what an installation is capable of supporting, where the installation is going in the near and long term future, and what the installation needs to do to get there.

Master Planning per se has been around for a long time, things just don't happen, there has to be a plan. In the past four years there's been a surge in new construction, upgrading of utilities and modernization of facilities in Korea which has made our existing master plans outdated. It's time to take advantage of modern technology in planning and taking care of our installations.

The largest of several ongoing master planning projects is "Phase I Basic Information Maps and Selected Comprehensive Installation Maps for Various U.S. Army Installations in the Republic of Korea."

Because of their extensive DOD aerial survey and photogrammetric mapping experience in the Pacific Area, the R. M. Towill Corporation was selected for this project. They are using two consultants in the areas of aerial photography and aero triangulation.

They're also responsible for all aerial photography and ground surveys/field verification for preparing and furnishing Basic Information and (specific) Combined Utilities Maps for 49 Army installations throughout Korea. Ground surveys will be required for 15 installations either because of size or location (too close to the DMZ). The notice to proceed for the multi-million dollar contract was issued on August 21. The contractor has 570 days to complete the work. The final product will consist of:

1. Reservation Maps (mylars) depicting the entire installation or groups of installations on one standard sheet;
2. General Site Maps (mylars) with 25-foot major contour lines with 5-foot dotted intervals including separate overlays for each or a combination of existing tree coverage, transportation facilities, water, sanitary sewer, electrical, fuel/gas, street lighting, telecommunication, heating and cooling, storm drainage system including government furnished flood plain management data, building area and installation land use, future construction projects and explosive safety quantity distances;
3. Combined Utilities Maps (mylars) at the 1"=50' scale with 2 foot contour line intervals; and
4. Aerial photo mosaics by individual installation or by area (group of installations in close proximity).

Maps prepared from aerial photos will show building rooflines not footprints and will be so noted. Based on available as-built drawings, the location of underground utilities will be field verified using current techniques such as sounding. The location of non-metallic underground utilities without tracer wire will be based primarily on field coordination with the AFE Utilities Division personnel.

With these documents our customers will be able to determine where they have been, where they are and where they are going with their installation master planning program and ultimately improve the quality of life for the soldiers and civilians serving in Korea.
"Leaders In Customer Care"

East Gate Edition
SEOUl KOREA VOL. III NO. 33 DECEMBER 1985

즐거운 성탄절과 신년을 축하합니다

[Image of Santa Claus giving presents to two children]
공병단사령관 연말연시 멘세지 보내와

1985년이 지나가고 동시에 본인은 저탄한 동안 공병단에 이룩한 업무에 대하여 감사의 말씀을 드리기로 한다.

본인은 우리나라가 과거에 몸싸움을 지지하던 방식을 사양스럽게 생각하고 있지만, 영봉을 위한 헌신적 노력과 우수한 성과를 위해서 우리 공병단은 지속적으로 발전하고 있다. 특히 우수의 장기, 전자기력, 전력공급 등 공병단의 주요 업무를 수행하는 본인과 팀원들께 감사의 말씀을 전하고자 한다.

국방부 장관은 이번 연말연시에 대해 다음과 같이 말하고 있다.

"우리는 국방의 중요성을 인식하고, 국가와 민족의 안전을 위해 노력하겠습니다. 공병단의 업무와 업적들로 인해 국방부 장관께 감사의 말씀을 전하고자 한다.

이번 연말연시에 맞춰서 모든 팀원에게 우려의 감사의 말씀을 전하고자 한다. 인생과 직장에서 열심히 노력하시면서도 업무에 임해하시기를 바란다.

국방부 장관, 연말연시에 보내는 멘세지를 본인의 초대를 받아선다.

E.R. Heiberg III 중장
미육군 공병단사령관

이 사진은 미육군규정 360-라조항에 의거, 승인된 비공식 지급이다. 제재된 모든 팀원의 의견은 반드시 국방부를 대변하는 것은 아니다. 이 사진은 대한민국 서울에 주재하고 있는 군주 983호
국방부서 유관기관 공병단에 의해 발행된 것으로 확인되었다. 전화번호는 2917-501(미군본부), 265-7964(일본), 262-1595(AUTO-VON)이다. 발행업체는 움직임앤드으로 매번 950부가 인쇄된다. 구독은 무료이지만 반드시 사전으로 신청해야 한다. 제재된 모든 사
전은 별도 소유자가 발행하지 않는 한, 미육군부 소유이다.

지구명발행장: 레이 B. 홀름 deficient

이 서두운 연말연시가 되기를 바라며 여러분이 행복한 새해를 맞이하기 바란다.

ARThur, Mattingly 일등중위가 FED에 근무시간에 아래 500시간 무사고비용에 대한 포상금을 Larry Fulton 대령으로 부터 수여받고 있다.

Page 2, East Gate Edition, December 1985
노스 Montana 플루어 국도 395

지역 현장 조사를 통해, 몽골의 북부 지역, 특히 노스 Montana 플루어 국도 395 주변 지역의 환경 변화에 대한 이해를 향상시켰다. 이러한 변화는 기후 변화, 생물 다양성 감소, 안개, 지중하수 등 다양한 요소로 인해 발생하였다.

노스 Montana 플루어 국도 395는 몽골의 주요 국도 중 하나로, 지역의 경제적 발전과 교통 흐름을 담당하고 있다. 이 국도는 기후 변화와의 대응을 위한 대안을 찾는데 중요한 역할을 한다.

지역 주민들은 이 변화에 대한 경각심을 가지고 있으며, 지속 가능한 관광 활동을 위해 노력 중이다. 이는 지역 경제의 발전과 동시에 환경 보호를 위한 중요한 기회이다.

노스 Montana 플루어 국도 395는 이 지역의 주요 관광지로, 지역 주민들은 이를 활용하여 지속 가능한 관광 활동을 위한 노력을 계속하고 있다. 이러한 노력을 통해 지역의 경제적 발전과 환경 보호를 결합하는 방법을 찾을 수 있을 것이다.
FED 성애원 크리스마스파티 후원

지난 12월 17일, FED의원들은 성애원 어린이들을 위하여 크리스마스 파티를 열어주었다.

이날 오후부터 East Gate 근처에서 시작된 크리스마스파티는 스파게티 및 크리스마스를 상징하는 파자, 케이크, 커피 등으로 구성된 신선한 식사가 되었다.

로하식사 후에는 미 6층 한남빌딩 1층 스카웃 어린이들이 이날의 행사에 축하하는 판타지아로 노래를 함께 공연함으로서 한국어로 어린이들을 더욱 즐겁게 하였다.

그리고 준 센터플로스 활동가가 나서어머니가 그는 밝은 환호하는 어

한 어린이들에게 돌아가자, 곧 이어서 센터플로스 활동가들이 그들을 열

행은 어린이들에게 선물을 한마음씩 안겨 주었다.

받은 그날 바람에 어린이들의 얼굴들은 풍성한 눈의 내밀지 않았지만, 놀

어족이 있었다면 모두가 아주 유쾌했던 휴식이었다고 사십일 것이다.

지난 한해동안 성애원들에 대하여 함께 해피 즐 FED직원들 여에 관

련된 모든 분들에게 감사드립니다.

성애원 크리스마스파티의 준비를 위하여 마지막 순간을 하고 있는 FED직원들.

센타플로스 활동가가 어린이들에게 선물을 나누어 주고 있다.

Rob Moody 행정과정이 어린이들에게 크리스마스 트리를 보여주고 있다.

스파게티를 먹고 있는 어린이들 모습에 여가와 있는 FED직원.
공병단가족 모두 함께 크리스마스파티

이건우씨(캠프 케이시)가 8년간 계속하여 사회를 맡는데 대한 감사의사를 표하는 모습.

초대손님 토데전씨가 이날을 축하하는 노래를 하고 있다.

고고단사를 추다 칭찬.

파티가 끝날 무렵 모두 정답게 손을 잡고 "고요한 밤 거룩한 밤"을 합창하고 있다.

크리스마스카몰을 부르고 있는 F.E.D.비원들.
새로운 얼굴들

Thomas Julieh 대학.
온천 Camp Page 평양사무소장으로 추천. 워싱턴주 탁아마에 부서 임원.

Elizabeth Matiowski의
북부기금공동서우스 입문 연설장으로 추천. 월내 동부행사로 부터 임원.

James McPail의
공사 부대별로 추천. 사우디아 리바이 리바이즈힐 알바린 공동기금 지역서우스로 부터 임원.

이병희의
북부기금공동서우스 위트프리세스 사무실로 추천. 월산 지관련로 소로 부터 임원.

Nora Leggett의
공사 신문정보달로 추천. 터키 카랄 리우얀 군사교육센터로부터 임원.

하태용의
지로통신시스템장으로 추천. 월산지로통신시스템부(구 YDPC)로 부터 임원.

박명선의
구로데일부서서 부서로 추천. 커뮤니티 기독교연합 서부분부로부터 전임.

Joseph Stanfield의
토목공학기사로서 OBB의 부서 추천. 조지아 캔다가 부서로부터 전임.

매스터 플래닝이란 과연 무엇인가

매스티 플래닝이란 시설에 대한 인내, 시설이 지착할 수 있는 위, 일반적으로 재정확립에 있어 핵심 목표를 위한 시설이 필요로 하는 것이 무엇인가는 많은 제안이 될 것입니다.

차례 바탕에 몇몇은 지지자들은 오직으로 설계되어 되었습니다. 모든 업무는 자연의 방향으로 이어지며, 자연에서 시작하여 적절히 조정되어야 합니다. 이것은 대상 기업의 방향을 이용하기로 결정한 사례입니다. 다시 수립하여 우리가 사항화하고 있는 시설을 리끄러야 할까요.

부가정보를 올바른 매스터플레닝에서의 가장 존중하는 음되어 있는 많은 접근을 시켜야 하는 다양한 매스터 플래닝 시설에 대한 제 1단계 기초설계도와 업계의 조건에 따라 설립된 시설의 제작한 것이 다.

대창면지역에서의 방정위한 국방식 허공구축 및 시설확장을 이용한 지도계획원으로 인하여 R. M. Towill회사가 이런 계획을 발개하였으며, 두명의 고용이 허공주도체험과 허공설계감독 업무에 참여하게 되었습니다.

이들은 또한 본 허공설계감독과 시설분할형 혐취단업체의 임명에 참여하여 효과적으로 설계되어 있는 4개소의 주요안주를 선정한 후에 본고의 대상 황장한 현실현장베어로 작성하였습니다. 그러나 지식의 크기와 위치변경(바우준대비 올림픽)으로 인하여 15개소의 시설에 대하여는 지상구조물의 관리가 필요하였습니다. Towill 회사는 앞으로 570일 이상의 모든 업무에 마무리 계획으로 되어 있습니다. 최종결과는 더불어 여러가지 설계의 과정을 포함하였습니다.

위치도(매스터 : 생활사례로 참여하여 허공

의 플래닝도)의 모세르프리스 관에 설계한 자료) : 신청자림이나 일정회에서 이루어진 허공 구조물에 포함하였습니다.

일간바이어(매스터) : 25개로 간적으로 주요

을 포함하고 이 시기는 다시 5개로 각각으로 나뉘어 설계로 표시하였습니다. 이것은 다음과 같은 자료적 시설구조의 각각 또는 통합적으로 포함하고 있습니다. 수송정부, 수송시설, 상류수도시설, 전기 중앙관리, 가로등, 통신시설, 방정 및 영화, 배수시설, 정부부서의 허공주도체험에 관한 자료, 건물지면, 시설사례, 건설계획의 일별로

부터 허공의 설계가 필요하다고 판단하였습니다. 그러나 미세하게 설계되어 있기 때문에 필드값은 지하

간의 시설을 주로 그 지역에 근거하는 시설관계에 직관적이고 현실적이며, 각게 등장할 수 있는 요구

이란 없이가 있을 것입니다. 이 제안은 앞으로 주

원자이의 생활을 더욱 재설치가 줄 것입니다.

저자 김철
매스터 플래닝