



**U.S. Army Corps  
of Engineer  
Far East District**

# East Gate Edition

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A Korean traditional song and dance was performed by the family members of the Department of the Army Civilian employees, who practiced very hard especially for this event.

## Camp Walker Health Clinic Opens

by Julie Park

will provide outpatient primary care, preventative medicine services and ancillary services to eligible military and civilian personnel of United States Forces Korea (USFK) and the Eighth United States Army (EUSA). The clinic is set to provide comprehensive family medical care as well as referral services and 24-hour emergency services.

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It was a celebration! With the ribbon finally cut and Korean traditional dance performed, the guests and future users of the new Camp Walker Health Clinic, who waited close to 20-months, entered the facility with great anticipation.

On June 28, the folks in Camp Walker welcomed their brand new and very spacious state-of-the-art health clinic as it

# From the Commander



COL Francis Kosich

## What a Team!

My favorite past time is sports. I love the challenge of competition and love watching others compete. I guess I've always been drawn to being part of something bigger than the individual and believe that athletics teaches enduring lessons about the value of teamwork. I've been on some pretty good teams and some that were not so good. My 8<sup>th</sup> grade basketball team for instance, had a perfect record. We were winless in 17 games, a season of character building that I still hear about from time to time to this day.

One often hears of sports analogies in the business world because the concepts of teamwork and commitment to a common goal transcend the fields of athletic endeavor. In a sense, our District is a team of teams. Our success lies in the development of mutually supportive relationships whereby all teammates are focused on a

common objective. That's what the Project Delivery Team is all about, relationships, both internal and external to the organization, fixed on accomplishing a clearly defined objective.

As many of you know, this is my first time back to Korea since 1985. That year the Villanova Wildcats played the Hoyas of Georgetown University for the NCAA Men's Division I basketball championship. March Madness... Final Four... Georgetown had Patrick Ewing and was heavily favored having beaten Villanova soundly twice in the regular season. Villanova was truly a team of over-achievers; no one expected them to get very far in the



tournament; certainly not to the championship game. Georgetown on the other hand was the top team in the country and had size, talent, and depth on its side. Villanova was overmatched and everyone knew Georgetown was going to win but as they say, that's why they play them. Villanova played the game of its life defeating

Georgetown, a team it had no right beating, in one of collegiate basketball greatest upsets ever. Villanova had no superstars. It had no one to match up against Ewing who had an outstanding game. It did have a team, a coach and a group of players who believed in themselves, prepared, and executed flawlessly. And I'd offer to you, the fact that they won the game is not why I consider them successful... it's how they grew as a team focused on a common goal, enabling them to accomplish the unthinkable is why I consider them successful.

So, why am I enamored with the team concept? Because we have a team of teams right here in the Maneuver District. And we compete everyday. And as a team, we should strive to get better... everyday. Why? Here are a few reasons.

1. **Together Everyone Achieves More.**
2. There's much to be said about being part of something bigger than yourself.
3. Teammates are there for each other. They watch each other's back and pick up each other's slack because they know you are there for them as well.
4. Teammates develop bonds that withstand good times and bad.

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

# Safety & Health

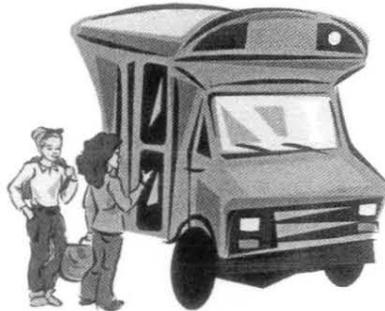
## BACK TO SCHOOL SAFETY

by Ralph Youins  
Safety Specialist

As the proud parent of two young adults, I am always concerned about their well-being and safety, but much more so at the beginning of each school year. My concerns for them are (1) Do they remember the school hazards we discussed prior to and during the previous school year, (2) What new hazards for the coming school year do we need to discuss (3) How best to avoid these hazards and what they should do in unavoidable situations.

To ensure I cover all three areas of my concerns I remind my children:

- Always walk in a group when walking to and from school.
- Whenever possible, a responsible adult will accompany them as they walk to and from school.
- Remember to practice safe pedestrian behavior whenever they walk to and from school.
- Obey law enforcement personnel to include school crossing guards.



- We ensure they know their home phone number (including area code) and address, their mother's and my work numbers, the number of another trusted adult, and how to use 7914 - 8177/8/9 for emergencies. We make sure they have enough change to make a phone call or they carry a telephone calling card.

- Never to talk to strangers or accept rides or gifts from strangers. A stranger is anyone their mother and I and our children do not know well or don't trust.

- Be careful of drawstrings on clothing. Since 1985, 22 children have died when drawstrings caught on school buses, playground equipment and other products.

- Whenever they ride their

bike a bicycle helmet is required! Their bicycle and helmet are to be thought of as a set; when one item is missing the set is incomplete, period. Each year, more than 200 children are killed in bicycle-related incidents, and about 60 percent of these deaths involve a head injury. Helmet use can reduce the risk of head injury by up to 85 percent.

If your child is home alone for a few hours after school:

- Set up rules for locking doors and windows, answering the door or telephone.
- Make sure he or she checks in with you or a neighbor immediately after school.
- Agree on rules for inviting friends over and for going to a friend's house when no adult is home.



# The Deputy's Word



by LTC Paul D Cramer  
Deputy Commander

I would like to take this opportunity to reintroduce myself to some of the fantastic members of this great district that I served with in the past and provide an introduction to the many new faces of the district. I previously served with FED in 1998 to 1999 on an unaccompanied tour in the Tongduchon Resident Office, serving with many talented people that I look forward to seeing again. On this trip my family overwhelmingly agreed to move away from Virginia Beach, Virginia and travel to the land of the morning calm. They are quickly adapting to life in the housing projects on Yongsan. My wife, Monica and I have been married for 18 years and have been blessed with two wonderful daughters, Jennifer who is 14 years old and Laura who is 11 years old.

I have served in many types of organizations mostly associated with armored forces. These assignments have taken me from the plains of Kansas to the deserts of California and the rolling prairies of Texas. In addition to my previous overseas assignment here, I have served in Germany, Kuwait, Saudi Arabia, and Missouri. I received a

Bachelor's degree in Civil Engineering, a Master's degree in Engineering Management and professional engineer registration from the Commonwealth of Virginia.



A lot of Corps of Engineers' initiatives have been refined over the last few years in order to improve our business practices and ability to communicate with our customer base so we better understand their needs. We as a collective organization have fostered many relationships with various organizations throughout the Korean peninsula. The time is ripe to focus some of our efforts on improving the communications within the district. We all need to make a better effort in getting critical and routine information out to everyone on our team(s). Information is not a finite resource that needs to be conserved, so do share it liberally

and help strengthen our team. Within these first few months I will be assessing the internal practices of the headquarters so that I gain a better understanding of how we operate and to evaluate how we do business. I ask that all leaders take a look at their internal operation to see if improvements in efficiencies can be made. We have been given many resources to increase our productivity; these data processing resources do not replace the need to talk to one another and should not be used to pass time sensitive information or short suspense requirements.

August brings us the opportunity to meet with the Chief of Engineers, LTG Flowers on the 19th and for a select few the opportunity to participate in USFK's exercise Ulchi Focus Lens (UFL) during the last two weeks of the month. We will validate and when necessary develop our contingency operation plans. I ask all of you to take a moment to think about and document the actions you personally would have to take and what your organization would need to do in order to implement the contingency plan. In the coming year we will dedicate the

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# The Chin Report



by Allen Chin,  
Deputy for Programs and  
Project Management

As most of you know, there is a traditional timeframe during the year at the Far East District called “year end” when everyone gets really busy (and gets to do heroic deeds). I used to work at a large Civil Works District in the mainland U.S. where most employees work on projects that do not have expiring year end funds and consequently were not very busy near the end of the fiscal year. Many of our projects in Korea are funded with funds that expire at the end of the fiscal year and our military construction (MILCON) goals require MILCON project award by the end of the fiscal year even though the MILCON funds might not be expiring at the end of the year. We need to ensure that on these projects, contracts are awarded and their funds obligated by 30 September of each year. Non Appropriated Fund (NAF) and Host Nation funded projects don’t have funds that expire at

## Year End



year end but we often have to award them expeditiously by a certain time due to requirements set by the local Command.

What this all means is that the Project Delivery Teams and the entire District is real busy the last three months of the fiscal year. We are busy preparing designs, specifications, cost estimates, solicitation documents, award packages, negotiations, etc. Resource Management Office and our Program Analysts are really busy at the end of the year preparing funding documents for commitment and obligations as well as returning funds that will expire at the end of the year. Historically, the Chusok holidays have compounded our situation because the holidays typically occur at year end like last year

when Chusok holidays were right on 30 Sep 01.

Sometimes we face additional challenges that further test our resolve to award contracts and obligate funds at year end. For example, two years ago, the CEFMS system went down on the evening of 30 Sep 00 and it was a rough night as we were awarding contracts the old fashioned way (manually) without recording the obligations in CEFMS. Every year I am amazed at the “can do” attitude and work ethic of all the District employees who leave no stone unturned to get the job done. I am proud to be a part of the Far East District and to share the pain with all you “year end” heroes.





by Regina Adams  
Chief, Resource Management Office

### Contributions Vs. Contributors -Which category are you?

Hey that last article increased my readership a lot. Had a lot of positive and insightful comments on the truth or myth of the "Earner Burner Theory." The most important and probably most rewarding were the comments made by our Commander, COL Kosich. He said to us leaders and financial gurus that if we were not earners, he questioned our need to be employed by FED. Though not articulated in those exact words, the message behind his statement was the reason for my article and provides a perfect segue into this month's topic on "Contributions vs Contributors." And here is my point of view on the subject.

We've all been spending a lot of time getting up to speed on PMBP, discussing teamwork, trying to understand our role in this new "learning organization," and pretty much coming into the realization that we are "in the mix," hanging on by the frenzies or truly out of step with the direction the Corps of Engineers is embarking on for the new millennium. This direction by all account is working together for the bigger good invoking the expertise and personal

## Regina's View

integrity of each and every employee. I didn't say half of the employees, the leadership, or the movers and shakers; I said all meaning everybody from the cleaning team to the DE. Where

"Contributor" your contributions are more active than passive and you as well as those reaping the benefits of your contributions realize them to be mandatory to the success of the operation or



Ms. Regina Adams (far right) and the Resource Management Office Branch Chiefs, (from left to right), Ms. Anita Alcantara, Ms. Monte Howard, and Ms. Sin, Hui-bok, discuss the monthly agenda.

do you fit on this continuum; and are you contributing or a contributor.

"Contributing" denotes your efforts for which you are paid serve a purpose to the organization and its usefulness completes the task/mission of FED. You do your job, don't bother anybody, make no waves, could care less about the fit you have with the total organizational mission, and don't seek out more challenging or innovative ways to accomplish your job. Contributing is very important but could be performed behind the scene, offsite, periodically, or be of little significance to the end desire or result. Now on the other hand as a

project. You are involved in the day-to-day activity of the District, seek out challenges, know the "big picture-how you fit within the organization," empower or feel empowered to accomplish your job. You are enthused, excited, informed, and inspired by the endless possibilities. Are you simply "Contributing" or a "Contributor?"

The direction of the Corps is toward teams, innovation, best practices, working smarter, capitalizing on individual efforts through team affiliations, emancipating the enslaved-challenging the unchallenged-

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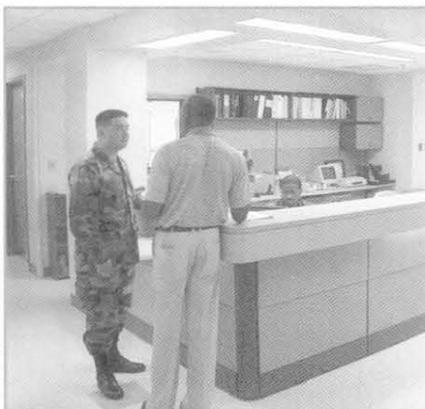
# Camp Walker Health Clinic

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This \$4.5 million project involved repair of failed and failing building systems and interior walls, ceilings and flooring, as well as electrical, plumbing and HVAC systems. Some of the exterior repairs involved roofing, gutters, sidewalks and a fuel oil tank. Hazardous materials such as asbestos and lead paint were also abated.

Now, the clinic offers a state of the art Urgent Care Center, with features such as separate trauma rooms, trauma beds and casting and GYN rooms. The clinic is also capable of holding digital radiology sessions, allowing physicians in other areas to interpret and diagnose on a real time basis while a patient is being treated there.

For the past 20 months, the Far East District's Project



Nicely renovated reception area for the Emergency Room is spacious and modern.



A crowd gathered at the Main Waiting Room to participate in a ceremony including the Cake Cutting by COL Edward Huycke, Commander, 18th MEDCOM and Mr. Allen Chin, Deputy for Programs and Project Management, Far East District, and presentation of an oil painting donated by Mr. Sang-joon Lee.

Delivery Team (PDT) and Byucksan Engineering & Construction Co., Ltd. have worked tirelessly to complete and deliver the product on time. The district's PDT and the contractor were faced with some unforeseen challenges posed by the increase in force protection level after the 9/11 terrorist attack on America.

"Maintaining continuity in the construction schedule while accommodating major changes in the Installation Force Protection posture was one of the major challenges we had to overcome," said Mr. William Wendt, the Far East District Project Manager for this project.

As addressed by Mr. Allen Chin during the ribbon cutting ceremony, the Deputy for Programs and Project Management Division, Far East District, there are high hopes and expectations for this long awaited

facility from the military community in Taegu.

"The new staff break room in the clinic, I am told has already done great things for morale," said Chin. "To quote Major McCrary, the Clinic Nurse Practitioner, the staff is 'tickled', and so are we at Far East District to have been a partner in this project."



Mr. Allen Chin and SSG. Hall, NCOIC, stand in the hallway of the new Physical Therapy Area.

# Working hard

*The District has become much younger and lively with a very special group of future professionals. In the future, here they share their thoughts with the district.*



**Amanda Diefendorf (QAB)**-Milligan College, Johnson City, TN

Amanda's father is Mr. Walt Diefendorf, QAR at Uijongbu. She is studying to become an accountant.

"I was able to learn valuable skills on office teamwork and because I had the opportunity to receive training and give training to the new summer hires, I got to experience both the support and supervisory side of working in an organization."



**Patricia St. Thomas (RMO)**-Seoul American High School, Yongsan

"I want to be a doctor, but I'm not sure what kind, yet," said Patricia. "It's more work than I expected, but I think it's a great chance to improve my organizational skills."



**Rose Rauhauser (LMO, PAO)**-Seoul American High School, Yongsan

"Now I know why my parents are so tired and want to be left alone when they come home from work," said Rose.

"I learned to deal with different people at work. I don't quite know what I want to do yet, but I know I want to make a lot of money."



**Amelia Bakameyer (RMO)**-Seoul American High School, Yongsan

"I wanted to work during summer for money and for my future resume references," said Amy. "With the money I make this summer, I'm going to buy a computer, some clothes and then save the rest."



**Christian Miller (CSB)**-Seoul American High School, Yongsan

"The most difficult part of working was showing up on time every morning," said Chris. "I learned a valuable lesson of responsibility."

"I want to become involved in music, either in writing or producing."

# for the Summer!

*These young future professionals, "summer hires", each have strong ambitions and plans for their*



**Yeun Kim (RMO)**-Seoul American High School, Yongsan

"I want to go into either Architectural Engineering or Interior Design," said Yeun. "From working here, I became familiarized with the office environment and I'm sure it will help me in my future. With my first paycheck, among many things I plan to buy, I'm going to buy my parents some underwear." (It is a tradition in Korea that children buy a set of underwear for their parents with their very first paycheck.)



**Ruby Conner (QAB)**-Seoul American High School, Yongsan

"I learned the filing system and the mailing system from working here," said Ruby. "Most of the money I make this summer will go into my saving's account." "I would like to become a psychiatrist and am planning on going to Baylor University."



**Cliff Wenzel (Geotech)**-Seoul American High School, Yongsan

"I was looking for something fun to do during summer," said Cliff, who is the son of Mr. Cliff Wenzel in Resource Management Office. "This job has not been as easy as I thought."

"I want to become a musician (currently studying Piano and Cello) and would like to go to either the University of California, Los Angeles, or the Julliard School of Arts in New York."



**Jonathan Han (Reprographics)**

"I'm going to save the money I make this summer for just incase," said Jonathan. "I haven't decided what I want to do, but it's been fun working here."



**Min-seok Cho (Contracting)**-Seoul American High School, Yongsan

"I want to become an actor and I plan to go to Hollywood, but if Hollywood fails, I would like to act elsewhere," said Min.

"With the money I make from working this summer, I plan to buy clothes, DVD's, Playstation 2 and games, and save the rest."

# Why PMBP?

by Robert Losey

Programs and Project Management

This is an exciting time to be at Far East District while we transform our traditional culture to a PMBP culture. Mr. Dan Duncan, the PMBP Manager for Headquarters USACE, visited the District on July 31, 2002. He presented his perspective on the Project Management Business Process (PMBP) to our senior leaders and to our project managers. He explained that the Corps of Engineers is changing its culture to become more flexible to adapt to changes, and to move our processes, procedures and practices from the "industrial age" way of doing business into the "information age" with the use of more effective and efficient technology.

There are many aspects to PMBP and how we are engaged in transforming our district's culture. By now almost everyone in the District has completed the CorpsPath training, which focused on the Strategic Vision and Strategic Goals for the Corps of Engineers. Now we are starting our training on the PMBP Curriculum to take the next step in transforming our culture, so that every employee in USACE will understand how PMBP applies to their work and how their ideas can help improve our organization.

Maybe you are thinking that this training is going to take too much time away from accomplishing our mission and

meeting the deadlines for our high priority projects. How will our common understanding and each of your efforts for improving our procedures make your job better? Our common understanding will help us all to work in the same direction. If each of us decided that the District should change in the direction that every individual's decision is considered to be best, then many of us may end up trying to pull the District in different and even opposite directions, with results that fail to make changes and everyone will become frustrated. If we all pull in the same direction with a common understanding of where we want to go, then each of our small efforts will reinforce each other and the District can make significant changes for the better. As we improve our processes, then we each benefit by doing the right work in the right way the first time.

HQ USACE published ER 5-1-11, USACE Business Process, on August 17, 2001, in which they establish the "Philosophy, policy and guidelines to accomplish all work performed by USACE." It lists seven imperatives for the way we do business, identifies roles and responsibilities at each level within the Corps, and calls for the use of a Plan-Do-Check-Act cycle to improve quality.

The development of this ER stimulated the creation of the USACE PMBP Manual, which will soon be published in August 2002. It provides the implementing policies and guidelines for Program and Project Management from the initiation phase through the closeout phase. Since the execution phase is more specific for each program and the District, these procedures are provided in our district PMBP Manual. The PMBP Manual defines procedures to consistently manage the quality of every project, but not to make us inflexible to the requirements of our customers. The District PMBP is available to every employee on our intranet <https://pofintra.pof.usace.army.mil>.

The next big step in our PMBP journey is deploying P2. P2 is the next generation of PROMIS (Project Management Information System), using commercial (off the shelf) software that is web-based, interfacing with all our other Corps automated information systems, reducing data input, and improving our reporting capability at all levels. When we convert to P2 more offices will be expected to update the status of their efforts on projects and manage

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## MAKING KOREA THE ASSIGNMENT OF CHOICE

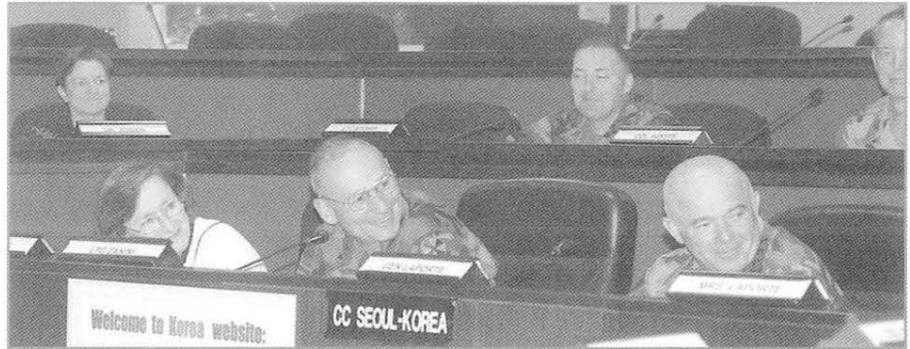
By Maj. Robert H. Tallman, Jr.

SEOUL, Republic of Korea—How do you get 23 officers and spouses who have been selected for battalion and brigade command all together, at one time, to discuss their assignment to Korea? It's simple. You conduct a video teleconference from 17 locations around the world.

The purpose of the far-reaching VTC was to welcome the in-coming commanders and their spouses, and to answer questions regarding their assignment here in Korea. The VTC is just one of the many innovative methods being used by the command teams at United States Forces Korea and Eighth U.S. Army to make Korea the assignment of choice.

Gen. Leon La Porte, Commander, USFK, and his wife Judy, Lt. Gen. Daniel R. Zanini, Chief of Staff, USFK, and Commander, Eighth U.S. Army, and his wife Jane, hosted the VTC. The VTC was also attended by several current battalion and brigade commanders and several agencies including: family housing, Department of Defense Schools and the Dragon Hill Lodge.

The feed-back from the participants indicates the VTC was effective at dispelling some commonly held rumors about assignment to Korea and to validate that Korea is indeed, becoming the assignment of choice for soldiers and their families.



(From left to right, front row) Mrs. Jane Zanini; Lt. Gen. Daniel R. Zanini, Chief of Staff, USFK, and Commander, Eighth U.S. Army; and Gen. Leon La Porte, Commander USFK; participate in a discussion during the VTC.

Maj. (P) Paul Laughlin, in-bound commander of 1<sup>st</sup> Battalion, 72<sup>nd</sup> Armor, said, "The VTC reinforced two of the reasons why I wanted to go there. The 'Fight Tonight' mentality and getting the chance to command great soldiers who are focused on a real mission." "The VTC shows a real commitment from the Korean Command Group to make us feel welcome as a future part of the team there," said Laughlin.

Laughlin also commented that having spouses currently serving in Korea at the VTC helped to dispel some of the myths and misinformation surrounding an assignment to Korea.

"Spouses at the VTC were especially helpful in breaking down some of the myths into reality (family separation, life on Yongsan and things to do in Korea)."

Lt. Col. Carolyn R. Sharpe, in-coming commander of 177<sup>th</sup> Finance Battalion at Camp Casey echoed Laughlin's comments.

"I've heard nothing but great things about a tour in Korea from colleagues who have recently completed their assignment in the past two years. The VTC really helped to see the reality of the leadership's sincerity on the campaign on choice assignment and dispelling some commonly held rumors regarding a tour of duty in Korea.," said Sharpe.

Sharpe also said, "The VTC helped weed out a lot of misconceptions on living conditions, continuing education and overall quality of life in Korea."

Soldiers being assigned to Korea are not the only people who may have reservations. Spouses are also concerned about the quality of life in Korea.

"There's a lot of apprehension for your family when you find out you're going to Korea," said Maj. (P) Tommy Mize, in-coming commander of 2<sup>nd</sup> Battalion, 44<sup>th</sup> Engineers.

"The VTC goes a very long way

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## Why PMBP?

(continued from page 10)

their labor through P2. We will be conducting a Systems Acceptance Test for P2 in October 2002, and we expect it to be deployed in the District by June 2003.

We are well along the way in our transformation to a PMBP culture. We each have the choice to either be proactive or reactive in this process. Our leadership has taken the proactive route by planning and managing the required changes so that we minimize our feeling of stress. We will all be learning and improving as we continue to successfully execute our projects and accomplish our mission together. Essays!!!

## What a team!

(continued from page 12)

5. In a team, the "me" becomes "we."
6. Teammates accomplish the unthinkable.
7. Teammates contribute to the benefit of all-everyone brings something to the table
8. Teammates make decisions everyday. Guidance, direction, mentoring come from fellow teammates, coaches, and mentors.
9. Team players aren't self-serving; those who are usually make themselves known.
10. Teammates don't care who get the credit!

Recall the incident last month in Somerset, Pennsylvania



when the miners were trapped and subsequently rescued? When asked how they survived, one of them remarked that at one time or another each one relied on one another. That's teamwork personified.

Oh, and that 8<sup>th</sup> grade team of mine? Four years later, we won championships in two separate leagues. And to this day, I'm proud to have been a part of that team, just as I am proud to be here serving as a member of the Maneuver District... See you on the ground.

## What's Word

(continued from page 4)

time and resources to ensure that all our emergency and mission essential personnel are trained to standard.

I feel one of the greatest assets this organization has is the people who dedicate so much of their time to providing quality services to the soldiers and families who serve on freedom's frontier. Our cultural diversity throughout the District still impresses me. Our Korean employees, Department of the Army Civilians and Military personnel truly make up one great "team of teams." I am looking forward to meeting all the members of the FED family.

## MAKING KOREA THE ASSIGNMENT OF CHOICE

(continued from page 11)

toward easing this apprehension. During the VTC, for the first time we found ourselves looking forward to going to Korea."

Other initiatives being used to make Korea the assignment of choice includes attending conferences and military schools in order to educate soldiers and their families about assignment to Korea.

## Question of Ethics

by Larry Vogan, OC

Larry is a cost engineer at the Far East District and has been assigned to the technical evaluation team on a large project. He just learned that one of the Korean firms that he owns stock in has submitted a proposal on the project. What is the proper course of action for Larry?

- A) Since he never lets personal matters effect his work, he decides to not say anything and remain on the technical evaluation team.
- B) Sell his stock, say nothing and remain on the evaluation team.
- C) Keep the stock, let his supervisor know that he owns it, and remove himself from the evaluation team.
- D) Keep the stock, say nothing, and remove himself from the evaluation team

(Answer on page 14)

# Bridge Strengthening Technology

by Mitchell Glenn  
Chief, Security, Plans and Operations

The Combined Forces Command (CFC) Engineer, Brigadier General Han, and his staff along with the District personnel gathered at the Far East District on July 16, 2002 for a Video Tele-Conference (VTC) with the Pacific Ocean Division. The subject of the VTC was CarboDur Composite Strengthening Systems. The VTC, facilitated locally by Mr. Pat Crays, Security, Plans and Operations Office, included other participants; Pacific Ocean Division's representative, MAJ Tom Brady; from ERDC at Vicksburg, MS, Mr. Terry Stanton; from Switzerland, Mr.



MAJ Tom Brady, briefing from Hawaii via Video TeleConference, explains the slides on the screen to the audience in the Far East District.

technology has been applied on 30 bridges in Macedonia, a bridge in Thailand this past Cobra Gold'02 Exercise, and is under consideration for application by the 21<sup>st</sup> Theater Support command, U.S. Army-Europe.

Afterwards, the CFC Engineer was very interested and requested that Basler provide him some additional technical data. This information is being sent to the District to pass over to the CFC Engineer for consideration.



BG Han, Combined Forces Command Engineer (left) and COL Francis Kosich, Commander Far East District, listen to the VTC.

Miklos Basler of the company, Sika AG.

The CarboDur Composite Strengthening Systems

## Get in shape!

by Tae Kwon, Programs and Project Management

Okay FEDsters, when was the last time you thought about your current health, staying healthy, and wanted to feel (look) good? Working out now has new meaning for everyone in the District Compound with newly acquired equipment that is specifically tailored for everybody from beginners to hard core exercise enthusiasts. No obligations necessary, just bring your own towel, right attire, and your attitude.

So, you don't know how to workout or need kick start? We will provide you a personalized



One of most dedicated users of the FED fitness center, LTC Paul Cramer does his routine daily workout during lunch hour.

training and/or arrange a workout schedule if you are interested. No excuses... we just want you to be fit...

## Contributions Vs. Contributors

(continued from page 6)

pushing the unmotivated-inspiring the uninspired (behind the scenes-quiet silent types), and leaders encouraging participation and individual thought/non-attribution risk taking to get to the root of our greatest asset- "our people."

Now some might say that puts OCONUS Districts at a disadvantage because of our local national population. Well two years ago I would have agreed



with you. You can't-yes you can-imagine how difficult it was for me to get things done (the way I wanted to have them done) with a 90% Korean National workforce (pretty indicative of other staff mixes). I had to deal with the communication barrier, desire of the staff to follow and not lead, and a tendency to hold things to themselves giving only what was requested. It took us two years, but now, on the other hand with time, patience, communication, trust, respect, and thinking out of "your" box the staff of RM is well motivated and contributors to the success of RM. My staff now challenges me to keep step with them.

I shared the RM success story to provide a culmination to my article and issue a challenge to each of my counterparts, subordinate leaders, and fellow FED employees to dare to be a "Contributor." Your success and

accomplishments are only limited by the barriers you set for yourself. In times past, and maybe even sometimes now, individual unsolicited thought was not allowed nor recommended. Well, the trend of PMBP, PDTs, learning organizations, leadership development programs, and senior leader support say times have changed and participatory merited team performance will be rewarded, recognized, and required. "Our people"; all of our people are our resource, and I provide proof positive that there is a "generally" untapped resource within FED that is waiting to be unleashed; waiting to be told it has a voice and we want to hear it-our Korean population. Are you "Contributing" or a "Contributor?" I am; you are too-just realize it.

## August Focus



**Name:** Steven P. Truong

**Title:** Project Manager

**What do you do?:** I work in a team to deliver quality services and products to the customers with pride.

**How long have you been with FED?:** For over two years now.

**What changes would you like to see from FED?:** I'd like to see change in our workplace

culture, one in which people are not afraid to make change, to do things differently, and are open to ideas and discussion in the name of improvement. I realize that the Corps has a great tradition and brand and I don't want to see that change. The change that I'm talking about here is not to do away with standardized process but to make improvement to it. Along with that, I'd like to see more communication and interaction. Communication means leadership taking time to explain and share information with others regardless of ranks or offices. In return, leadership may gain more respect and a fan base for years to come.

## Answer to Question of Ethics

(from page 12)

There is no prohibition from owning stock in the District contractors. However there is a requirement to disclose certain assets including stocks. This is usually done on the OGE 450 annual disclosure. There is also an ethical requirement to avoid a conflict of interest. The situation described above should be handled by doing either B or C. D is not a good choice because the ownership of the stock would likely have to be disclosed unless an exception applied. A is also incorrect since there is a conflict of interest in that a favorable evaluation of the company's proposal could result in a contract award which might increase the value of the stock of the employee.

# Did you know & Things to do...



## *The Boseong Tea Plantation*

Deep in the southern tip of the Korean peninsula lies the country's largest, oldest and arguably most beautiful green tea plantation: The Boseong Tea Plantation. Also called the Boseong Dawon, this plantation stretches across acres and acres of mountainside, in an area often misty with light rain and heavy with towering cedar trees. While history books document the natural growth of tea in this area since ancient times, the plantation itself grew out of the cultivation of black tea imported from India in 1939 when the Japanese occupied Korea.

When one first starts walking towards the tea fields, all one sees are a sea of lithe cedars and a mystical jungle of ferns. The mist, a trickling stream, and lush greenery seem the perfect setting for a haven of fairies or seven little elves. Suddenly, as if an apparition, row after row after row of Kelly green tealeaf bushes, laid out like neat cornrows, appear looming before you. With the mist hanging low, hiding the uppermost rows, the plantation

seems a stairway to heaven.

In Korea, tealeaves are picked 3-4 times per year. The first picking occurs at the end of April to the beginning of May. This is when the leaf is at its prime (the Ujeong leaf), when the resulting tea has a nutty flavor. During the plantation's third picking, the Jungjak leaf is the best with its pleasantly "salty" flavor.

Sample some of the best of Boseong tea at the teahouse on the plantation. Watch the intricacies of "Dado" (tea etiquette). Then try some of the green tea sujebi, a mild soup with chewy pieces of dough mixed with green tea. To finish it all off, indulge in some homemade green tea ice cream. After all, green tea lowers cholesterol, tannic elements expel toxins from the body, and its polyphenol acts as an anti-halitosis agent. It's practically the perfect food.

**For more information:**  
Management office (061) 852-

2593; Agricultural Department of Boseong-gun Administration; (061) 850-5382

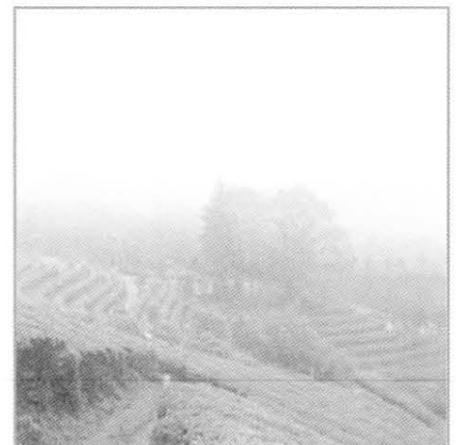
**Hours:** 9 am - 6 pm

**Entrance:** Free

**How to Get There:**

- **By car:** Gwangju-Hwasun, Iyang (National Road No. 29) - Boseong-eup - National Road No. 18 - 7 km towards Yulpo Beach - It's located on right side of the road

- **By bus:** Gwangju bus terminal (90 minutes) - Boseong bus terminal - Bus for Yulpo - Get off in front of the plantation, 5 min. walk.



# New Members



## **MAJ David A. Diehl**

joined the district's Programs and Project Management Division as a Project Manager for the Yongsan Multi-story Family Housing project. He is originally from Olean, New York, and is married to Mrs. Gwen Diehl. MAJ Diehl graduated from West Virginia University with a degree in Civil Engineering and has a Master of Business and Administration from the University of South Carolina. He is also a graduate of the Combined Arms and Services Staff School. He enjoys competitive sports, travel, and is always interested in trying out new hobbies. Prior to joining the district, MAJ Diehl served as the Deputy Commander of the Charleston District from August 2000 till June 2002.



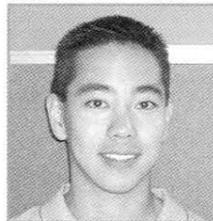
## **July 10, Mr. Billy Huff**

joined Construction Division as a new construction representative. His hometown is Van, Texas and he enjoys fishing and playing chess. Huff is married to Ms. Sun-

cha Huff and they have a daughter, Linda. This is not his first time working with the District as he worked at the Central Resident Office from 1995 to 2001. Huff is a retired U.S. Air Force.



**Ms. Yu, Un-yong** joined the district's Construction Division as the new Administrative Support Assistant on July 15. She was born in Seoul and now lives in Uijongbu. Yu graduated from Shin Hung Junior College and majored in Health Administration. She enjoys bowling, snow skiing, and going to live jazz bars to listen to jazz. Yu has been working for the U.S. government since 1996 and her previous employment included working as a secretary at 2<sup>nd</sup> Infantry Division at Camp Red Cloud.



## **Mr. Michael T. Onuma**

joined the district's Construction Division as a Mechanical Engineer for the Northern Resident Office. He was born in Pearl City, Hawaii, and graduated from the

University of Hawaii, majoring in Mechanical Engineering. Onuma enjoys playing tennis, computers and softball. Onuma worked at Honolulu District from 1999 to 2002 as a mechanical engineer in the design branch and he will be working on the Yongsan Multi-Story Family Housing project.



## **CPT Brian P. Freidhoff**

joined the district as the Project Engineer in Uijongbu. His hometown is Johnstown, Pennsylvania and he has a Masters of Science in Engineering Management from University of Missouri-Rolla and Master of Business and Administration from Webster University. CPT Freidhoff enjoys weightlifting/powerlifting, muscle cars, motorcycles, and guitar. He is married to Mrs. Denise Freidhoff and they have two children, a Maltese named Charlie (16-years old, male) and a Shih-tzu named Peanut (6-years old, female). This is his first assignment with the Corps of Engineers and his previous assignments included Fort Sill, Oklahoma, Fort Carson, Colorado and Fort Leonard Wood, Missouri, just to name a few.

# Welcome!

## 사령관메세지



COL Francis Kosich

제가 가장 좋아하는 여가 활동은 스포츠입니다. 저는 경쟁 자체를 매우 즐기며, 훌륭한 경쟁을 보는 것도 좋아합니다. 아마도 저는 스포츠를 함으로서 개인이기 보다는 더 큰 조직에 포함이 된다 는 것 자체를 즐기고 스포츠가 가르쳐주는 팀워크의 중요성을 좋아하는 것 같습니다. 저는 지금까지 스포츠를 하며 꽤 훌륭한 팀에 소속되었던 경험이 있습니다. 물론, 아주 형편없는 팀에 소속되었던 적이 있었던 것도 사실입니다. 저의 8학년, 그러니까 중학교 2학년때의 농구팀에 대해 이야기 해볼까 합니다. 이 팀은 완벽한 기록을 가지고 있었습니다. 17게임 동안 무승의 기록을 가지고 있었으며, 저는 아직까지도 이 팀의 전설에 대해 가끔씩 얘기를 듣고는 합니다.

우리는 가끔 비즈니스 세계에서 경영을 스포츠와 비교하는 것을 들을 수 있습니다. 그것은 스포츠의 팀워크와 공동 목표를 향해 함께 협력하는 정신이 비즈니스에 서도 꼭 필요한 정신이기 때문일 것입니다. 어떻게 보면, 우리의 디스트릭은 팀 중의 팀이라고 할 수 있습니다. 우리의 성공은 모든 팀원이 공동 목표를 가지고 서로 도와주며 얼마나 우호적인 관계를 개발해 나갈 수 있는가에 달려있습니다. 그리고 이것이 바로 Project Delivery Team을 말하는 것이기도 합니다; 투명한 목표 달성을 위해 만들어진 사내 및 사외의 관계. 아시는 분은 아시겠지만, 이번이 저에게는 1985년 이후의 첫 한국 방문입니다.

1985년에 미국 빌라노바 대학의

Wildcats가 조지타운 대학의 Hoyas와 NCAA 남자 제 1조 결승에 올랐습니다. 미국에서는 이 대학 농구 결승 게임을 보고 March Madness 또는 Final Four라고 합니다. 이때 조지타운은 패트릭 윙이라는 훌륭한 농구선수를 가지고 있었으며, 레규러 시즌에 Wildcats를 두 번이나 쉽게 물리친 터라, 모든 사람들은 조지타운이 이길 것을 예상하고 있었습니다. 그리고 그들은 전국에서 가장 뛰어난 팀을 가지고 있었으며, 키, 체능, 그리고 팀의 깊이까지 갖추고 있었습니다. 반면, 빌라노바는 예상을 뒤집은 팀이었습니다. 그 시즌에 빌라노바가 결승까지 올 것이라는 것은 상상도 하지 못했던 일이었으며, 어느 누구도 그들이 조지타운을 이길 것이라고 생각하지 않았습니다. 하지만 게임은 해 봐야 아는 것 아니겠습니까? 그날 빌라노바는 그들 생애의 가장 뛰어난 게임을 했으며, 미국대학 농구결승전 사상 가장 큰 역전승을 올리며 조지타운을 이겼습니다. 빌라노바에는 단 한명의 슈퍼스타도 없었습니다. 그들 중에는 조지타운의 패트릭 윙을 상대할 만한 선수가 단 한명도 없었지만, 빌라노바의 선수들과 코치는 그들 자신들을 믿었고, 이날을 위해 많은 노력을 했으며, 그 노력의 결과를 현실로 만들어 낸 것이었습니다. 저는 결코 그들이 이겼기 때문에 성공한 팀이라고 말씀을 드리는 것은 아닙니다. 저는 그들이 한 팀으로서 하나의 목표를 가지고 불가능을 이루어냈다는 점에서 그들의 성공을 높이 사는 것입니다.

제가 왜 이렇게 팀이라는 컨셉에 빠져있는지 아십니까? 그것은 바로, 우리 FED에 팀 중의 팀이 있기 때문입니다. 그리고 우리는 매일 경쟁을 하기 때문일니다. 또한 우리는 하나의 팀으로서 매일 더 나아지려는 노력을 해야 할 것입니다. 왜냐구요? 이에 대

## What a Team!

한 몇 가지 이유를 말씀드리겠습니다.

1. 함께 하면 더 많은 것을 이룰 수 있습니다.
2. 나 하나가 아닌 더 큰 조직에 포함이 된다는 것은 정말 중요한 일이기 때문입니다.
3. 팀원들은 서로를 지원합니다. 그들 중 하나가 잘못할 경우 그를 감싸주고 부족한 부분을 매워줍니다.
4. 팀원들은 좋을 때건 나쁠 때건 서로를 위해 그 자리에 있어줍니다.
5. 팀에서는 "나"가 "우리"가 됩니다.
6. 팀원들은 같이하면 불가능을 가능케 할 수 있습니다.
7. 팀원들은 개인보다는 단체를 위해 노력합니다.
8. 팀원들은 매일 결정을 내립니다. 그 결정을 내리는데 필요한 지도와 조언은 바로 팀원과 코치에게서 나옵니다.
9. 팀 플레이어는 자신만을 위해 일하지 않습니다.
10. 팀원이라면 일에 대한 공로가 누구에게 돌아가는가에 상관하지 않습니다.

지난 달 미국 펜실베이니아 주의 섬프렛에서 광부들이 갇혀 있었다 구조된 사건을 기억하십니까? 그들에게 어떻게 살아남아 있을 수 있었는가를 물었을 때, 그들 중은 한 명은 서로에게 의지하며 버텨기에 살 수 있었다고 답했습니다. 바로 이것이 팀워크가 아니면 무엇이 팀워크겠습니까?

아, 그리고 저의 중학교 2학년때 농구팀에 대해 말씀드리자면, 4년 후 우리는 2개의 조에서 우승을 했습니다. 그리고 오늘날 까지도 저는 제가 그 팀의 한 명이었다는 게 매우 자랑스럽습니다. 지금 제가 FED의 팀원이란 것이 자랑스러운 것처럼 말입니다....

현장에서 뵙겠습니다.

코식대령

## 부사령관메세지



LTC Paul D Cramer

# 여러분 반갑습니다!

여러분, 안녕하십니까? 저는 이번 기회를 통해 이전에 함께 근무했던 분들과는 다시 인사를 드리고, 새로운 분들과는 제 소개를 하려고 합니다.

아는 분들은 아시겠지만, FED가 저에게는 처음이 아닙니다. 지난 1998년부터 1999년까지 저는 동두천 지역 현장 사무실에 서 근무를 한 적이 있었습니다. 그때 같이 근무했던 많은 훌륭한 분들을 다시 뵈 수 있다는 게 저는 개인적으로 상당히 기쁩니다.

저의 가족은 아침의 고요한 나라, 한국으로 올 수 있는 기회에 버지니아주의 버지니아 해변을 뒤로한 채 흥분된 마음으로 비행기를 올라왔습니다. 18년간 저의 옆을 지켜 준 저의 아내 모니카와 아름다운 두 공주 님들, 제니퍼(14세)와 로라(11세), 모두 용산에서의 생활에 빨리 적응해 가고 있습니다.

저의 경력과 학력에 대해 짧게 말씀을 드리자면, 저는 제 커리어의 대부분을 기갑 부대와 관련된 기관에서 근무했습니다. 그동안 저는 캔자스의 평야, 캘리포니아의 사막, 그리고 텍사스의 대초원을 거쳐, 한국뿐만이 아닌 독일, 쿠웨이트, 사우디 아라비아 등의 많은 나라에서 근무를 했습니다. Civil Engineering을 전공해 학사학위를 받았고 Engineering Management로 석사학위를 받았습니다. 그리고 버지니아주에서 전문 엔지니어 등록증 (Professional Engineer registration)을 받

았습니다.

지난 몇 해간 저희 공병단은 운영 방침과 고객과의 커뮤니케이션 방식에 대한 개선과 발전을 위한 많은 노력을 해 왔습니다. 그동안 FED는 한반도의 여러 기관들과의 원만한 관계 조성을 위해 총력을 다하여 왔습니다. 이제 제는 외부와의 관계를 위한 노력을 커뮤니케이션 개선에 집중할 것입니다. 각 팀 멤버간 중요하고 정기적인 정보를 공유하는 것은 매우 중요한 일입니다. 정보는 결코 한정된 자원이 아닙니다. 정보는 서로 공유하고 나눌 때 그 역할을 제대로 할 수 있는 것입니다. 앞으로 몇 달간 저는 우리의 경영 방식을 더 잘 이해하기 위해 FED 본부의 사내 경영 및 운영 방식에 대한 평가를 할 예정입니다. 저는 각 부서의 지도자들에게 자신의 부서에서는 어떤 개선이 필요하며, 어떻게 하면 더 효율적인 운영을 할 수 있는가를 생각해 보기를 부탁드립니다. 우리는 우리의 생산력을 높여주는 많은 기술적 자원을 가지고 있습니다. 하지만, 이러한 자원에만 의지하여 서로간의 대화가 줄어들어 가는 일은 없어야 하겠습니다. 그리고 시간적으로 예민한 업무 또는 짧은 마감 날자를 요하는 업무에 대해서는 일을 직접 전달하고 확인하도록 해야 하겠습니다.

8월 19일에는 LTG Flowers 공병감님을 만나게 됩니다. 그리고 8월의 마지막 2주간 FED의 몇 직원에게는 주한미군의 을

지훈련에 참가할 수 있는 기회가 주어지기도 합니다. 이 훈련을 통해 우리는 기존 전시운영계획안을 재검토하고, 필요시 업데이트할 것입니다. 저는 여러분 모두에게 각 개인이 전시 상황에 어떠한 행동을 취해야 하며, 또한 조직으로서 어떤 액션이 필요한가를 생각해 보고 그를 글로 적어보시기를 부탁드립니다. 우리 FED는 2003년에 비상 그리고 미션 이센셜 직원의 훈련을 보강하여 그 수준이 기준에 맞도록 할 예정입니다.

저는 우리 기관의 가장 큰 장점은 한반도의 평화를 위해 근무하는 군인들이 그들의 임무를 성공적으로 이행할 수 있도록 지원하고 그들을 위해 근무하는 우리 직원들이라고 생각합니다. 저는 아직도 FED의 문화적 다양성을 보며 큰 감동을 받습니다. FED의 한국인 직원들, 미 육군 민간인 직원들, 그리고 군직원들이야말로 "팀중의 팀"이라고 생각합니다. 이렇게 훌륭한 팀을 만드는 직원 여러분 모두를 곧 만나 뵈고 싶기 바랍니다.



# 시애틀 (Seattle)

의 웨스트레이크 센터와 시애틀 센터 사이로 매 10분마다 다니는 1.5마일의 실험적 대중교통수단인 포노레일 등에서 박람회와 자취를 확인할 수 있다. 또한 콜롬비아 내의 피사피카 사이언스 센터 [tel 206-443-2001, 200 2nd Ave N]에는 세계 박람회의 과학전시관이 있다. 요즈음에는 가장 현실 전시, 레이저쇼, 홀로그래프, 아이맥스영화관, 성좌투영기 등이 있다.

시애틀은 도산 한 북판에서 산, 강, 그리고 바다를 볼 수 있는 아름다운 곳이다. 발전과 함께 인구 증상으로 도시속의 차량이 증가하여 거의 하루 종일 지체가 되는 곳이 많아 졌지만, 시애틀만의 독특한 개성, 분위기, 그리고 아름다운 이곳을 잊을 수 없게 한다. 시애틀을 들르게 되면, Ferry를 타고 인근 섬, San Juan 또는 Victoria 를 방문하는 것도 좋은 아이디어이다. 또한, 캐나다의 밴쿠버와도 차로 약 2시간 거리가 멀기 때문에 시간을 방문하기에 좋은 것이다. 한편의 시애틀 방문으로 미국의 그런지 문화와 밴쿠버의 유럽향이 섞인 문화를 경험 할 수 있다는 것은 큰 메리트가 될 수 있다. 그리고 적극 추천하건대, 시애틀이 항구 도시인 만큼 신선하고 좋은 생선이 많아 이곳의 생선 초밥은 매우 훌륭하다 (특히 일본으로 수출되는 조계류에 속하는 구이력은 한국에서 찾아보기 힘들다). 생선초밥 또는 회를 좋아하나는 분들은 일본인들이 직접 운영 하는 생선 초밥집을 꼭 들락 시켜 해보시길...



비는 11월에서 4월 사이에 내린 다. 눈은 쌓이지 않는 편이지만 한 번 오면 엄청난 눈이 내린다. 여름이 시애틀을 여행하기에 가장 좋은 시기로 아침에는 안개가 끼지만 오후에는 언제나 해가 난다. 그리고 매년 7월 말 또는 8월 초에 Seattle Seafair를 볼 수 있다. Seafair의 자랑거리인 US Navy Blue Angels의 에어쇼는 정말 좋은 볼거리를 제공한다.

역사적인 다운타운의 파이오니어 광장(Pioneer Square)은 1가에서 3가까지 Cherry와 King Street 사이의 지역을 포함한다. 주요 쇼핑지역은 4th와 5th Ave, Olive Way와 University Street의 시애틀센터 사이로, 다운타운의 바로 북쪽에 위치하는데 스페이스 나틀을 비롯하여 시애틀의 문화와 스포츠 편의 시설이 집중되어 있다. Alaskan Way는 워터프론트의 주요 도로이다; 워터프론트 전차(호주의 멜버른에서 시작된 오래된 전차)가 이 지역의 끝에서 끝까지 운행된다.

**시애틀 센터(Seattle Center)**  
1962년 미래의 시애틀의 모습을 보기 위해 세계 곳곳에서 거의 천만 명 정도의 사람들이 모인 박람회 기간이 열렸다. 시애틀센터가 면 183미터 높이의 미래적 관측대인 [스페이스 니들](Space Needle, tel 206-443-2111, 웹페이지 \$8.50), 회전 식당, 시내

워싱턴 주의 가장 큰 도시인 시애틀은 푸켓해럴과 레이크 워싱턴의 사이의 킬다란 지형에 위치한다. 이전에 보수적이고 조용했던 도시가 이제는 무역, 제조 그리고 컴퓨터 기술 중심지로써 단단한 성공을 자랑한다(컴퓨터계의 거인인 마이크로소프트는 근교인 레드몬드와 생황을 지배한다). 시애틀은 부러운 정도로 멋진 생활양식을 가지고 있으며, 미국에서 가장 빠르게 성장하는 대도시 지역 중 하나다.

시애틀은 비가 많이 오기로 유명하지만 약간 과도장된 경향이 있다. 연간수량은 38in(97cm)로 이는 중서부나 동부의 도시의 강수량에 훨씬 미치지 못한다. 하지만 비가 오면서 오시시한 기후가 미국의 다른 곳에서는 느끼는 못 하는 독특함을 가지고 있는 것만은 사실이다. 시애틀의 커피(스타벅스 커피의 시작도 시애틀에서 다)가 유명한 이유도 이렇게 오시시한 기후 때문이라고 한다. 어두운 기후로 우롱중에서 시립리는 사람이 많기 때문에 이 지역의 커피인(커피) 문화가 발달했다는 것이 다.

1년에 활짝 개인 날이 55일 정도밖에 되지 않으며, 시애틀을 방문하는 사람들은 거의 모두 안개를 볼 수 있을 것이다. 불과 가을은 현자인들도 헛갈릴 정도로 맑은 공화한 편인데 겨울에는 최고 기온이 50°F (10°C) 정도이며, 여름에는 최고 기온이 75~85°F (25~30°C) 사이이다. 대부분의



# 도덕에 대한 질문

Larry는 코스트 엔지니어로 FED에서 근무하고 있다. 그는 최근 꽤 큰 규모의 FED 프로젝트의 기술 감사팀에서 근무를 하게되었다. 그리고 그는 자신이 주식을 가지고 있는 한국의 건설회사가 이 프로젝트에 프로포절을 제출한것을 알게 되었다. Larry는 이에대해 어떤 조치를 취해야 하는가?

- 1) 그는 공과 사의 구별을 철저히 해야 한다는 생각에, 이에 대한 어떤 이야기도 하지 않고 그냥 기술 감사팀에 남기로 한다.
- 2) 그 한국회사의 주식을 팔고, 아무 이야기도 하지 않은채 기술 감사팀에 남는다.
- 3) 주식을 계속 보유하고, 이 사실을 상사에게 알린 뒤, 기술 감사팀에서 나온다.
- 4) 주식을 계속 보유하고, 이에대해 아무 이야기도 하지 않은 채, 기술 감사팀에서 나온다.

각각의 선택을 고려할 때, 가장 윤리적인 선택은 무엇일까요? 그리고 그 선택을 한다면, 어떤 결과를 초래할까요? 그리고 그 선택을 한다면, 어떤 윤리적 문제를 야기할까요? 그리고 그 선택을 한다면, 어떤 법적 문제를 야기할까요? 그리고 그 선택을 한다면, 어떤 사회적 문제를 야기할까요? 그리고 그 선택을 한다면, 어떤 개인적 문제를 야기할까요? 그리고 그 선택을 한다면, 어떤 직업적 문제를 야기할까요? 그리고 그 선택을 한다면, 어떤 가족적 문제를 야기할까요? 그리고 그 선택을 한다면, 어떤 사회적 책임을 지게 될까요? 그리고 그 선택을 한다면, 어떤 사회적 가치를 실현할까요? 그리고 그 선택을 한다면, 어떤 사회적 공헌을 하게 될까요? 그리고 그 선택을 한다면, 어떤 사회적 책임을 지게 될까요? 그리고 그 선택을 한다면, 어떤 사회적 가치를 실현할까요? 그리고 그 선택을 한다면, 어떤 사회적 공헌을 하게 될까요?



# FED의 새식구



Major David A. Diehl이 용산 하우스징 프로젝트의 새로운 프로젝트 매니저로서 Programs and Project Management Division의 새 식구가 되었다. 그의 고향은 뉴욕의 올린주이며 Gwen Diehl씨와 결혼하였고 아직까지 자녀는 없다고 한다. 그는 West Virginia University에서 Civil Engineering을 전공하였으며, University of South Carolina에서 비즈니스 석사학위(MBA)를 받았다. 그는 또한 Combined Arms and Services Staff School을 졸업했다. 여가 활동으로 그는 여행과 경쟁 스포츠를 즐긴다고 하며, 항상 새로운 것을 시도하는 것을 좋아한다고 한다. FED에 오기 전, 그는 2000년 8월부터 2002년 6월까지 Charleston District의 Deputy Commander로 근무했다.



CPT Brian P. Freidhoff씨가 새로운 Project Engineer로서 의정부에서 근무하게 됐다. 그의 고향은 펜실베이니아 주의 존스타운이며 University of Missouri-Rolla에서 Engineering Management 석사학위를 받고, Webster University에서 비즈니스 석사학위(MBA)를 받았다. 그는 헬스/리프팅, muscle cars, 모터사이클, 그리고 기타를 좋아하며, Denise Freidhoff씨와 결혼하였다. 아직 자녀가 없는 두 사람은 아이들 대신 강아지 두 마리, 16살이 된 말티즈 찰리와 이제 6살이 된 쉬쉴 피너츠를 기르고 있다고 한다. 이번이 공병대와 첫 인연인 CPT Freidhoff씨는 오클라호마주의 Fort Sill, 콜로라도주의 Fort Carson, 그리고 미주리주의 Fort Leonard Wood 등 여러 곳에서 근무한 경력을 가지고 있다.



7월 15일자로 유은영씨가 Construction Division의 새 식구가 되었다. 그녀의 고향은 서울이며 현재 의정부에서 거주하고 있다고 한다. 그녀는 신흥대학교에서 보건행정학을 전공했으며, 불링, 스노우 스키를 즐기고, Jazz Bar에서 라이브 재즈 음악을 듣는 것을 좋아한다고 한다. 그녀는 1996년부터 미국 정부와 일을 했으며, FED와 인연을 맺기 전에는 Camp Red Cloud의 2nd Infantry Division에서 근무했다고 한다.



7월 10일부터 Billy Huff씨가 Construction Division의 새로운 construction representative로 근무하기 시작했다. 그의 고향은 텍사스주의 밴이라고 하며, 낚시와 체스게임을 즐긴다고 한다. 그는 Sun-cha Huff씨와 결혼하여 Linda라는 딸을 두고 있다고 하며 그는 1995년부터 2001년까지 Central Resident Office에서 근무한 경력을 가지고 있다. 그는 미공군으로 은퇴했다.



Construction Division에 또 한명의 새로운 식구가 왔다. Michael Onuma씨가 Mechanical Engineer로서 Northern Resident Office에서 근무하게 된 것이다. 그는 하와이의 Pear City에서 태어나 University of Hawaii에서 Mechanical Engineering을 전공했으며, 테니스, 컴퓨터 게임, 그리고 softball을 좋아한다고 한다. 그는 199년부터 2000년까지 Honolulu District에서 근무했으며 앞으로는 용산의 하우스징 프로젝트 일을 하게 될것이라고 한다.



**U.S. Army Corps  
of Engineer**  
Far East District

# East Gate Heroes Edition

**August 2002**

*As a famous song, "The greatest love of all" by Whitney Houston goes, "Everybody's looking for a hero..." The Far East District is not just looking for a hero but is made of heroes from all levels and every discipline of work. Some are recognized and some are not, but all are equally heroes. What's more important is that heroes themselves don't demand to be recognized but are so because their accomplishments and selfless dedication to their work are admired and recognized by their peers.*

*The Far East District is starting a new tradition by publishing a special Heroes Issue of East Gate Edition. These biannual issues will feature District Project Delivery Teams (PDT) nominated by Division and Separate Office Chiefs. The nomination will be based upon the PDT's outstanding performance and the exceptional value they have added to the District.*

*The District Commander, Deputy District Commander and the Deputy for Programs and Project Management will make the final selection and each team member of the selected PDT will receive official recognition and cash awards at the discretion of the Division and Office Chiefs.*

## **The Yongsan Multi-story Family Housing Project Delivery Team**

### *Project Description*

- Phase 1 of the 10 phase Yongsan Multi-story Family Housing Project
- Notice to proceed: April 2002
- Target completion date: November 2003
- Number of units: Two 5 story apartment building with 60 units each
- Size: 3, 4, and 5 bedroom apartments
- Other facilities: Underground parking, basketball court, playground
- Contract amount: Over \$22 Million

### *Challenges*

The Yongsan Multi-story Family Housing PDT showed exceptional effort in ensuring the award of the high visibility project ahead of schedule and below program amount. The PDT overcame the difficulties of preparing for the district's largest Design-build construction contract. The most challenging issue faced during the contractor selection process was that due to political reasons the height of the towers had to be reduced from 8 to 5 stories. This necessitated not only an expedited revision to the RFP documents but a re-submittal and re-evaluation of all the proposals.



**An artist's rendering of one of the two hi-rise apartment buildings proposed for phase 1 of the Yongsan Family Housing project.**

"Every member of the PDT did a superb job in making sure the RFP package was prepared technically and contractually without any problems," said Ms. Lise Ditzel-Ma, PDT leader, PPM.

*(continued on page 2)*

## Yongsan Family Housing (continued from page 1)

### Benefits to the Community

The modern residences of Yongsan Multi-story Family Housing will benefit the residents with conveniences such as AC, heating, a breakfast bar, modern materials and apartment floorplan. The residents will also enjoy semi-private lobbies, recreational facilities and a BBQ area on site. There has been no new family housing construction on Yongsan Garrison for at least 30 years, so new living quarters are needed and deserved by the U.S. servicemembers and their families. Building the units in a high-rise fashion will allow more families to move on to

base from off post housing on the economy and be nearer to the schools and other facilities on Yongsan.

## Kunsan Igloo Fix PDT

### Project Description

- Re-design/reconstruction of the Kosovo Ammunition Igloos at Kunsan Air Base.
- Notice to proceed: March 2003 (contingent upon funding by the Air Force)
- Target completion date: October 2004
- Contract amount: \$10 Million

### Challenges

The biggest challenge facing the Igloo PDT was accomplishing the contract



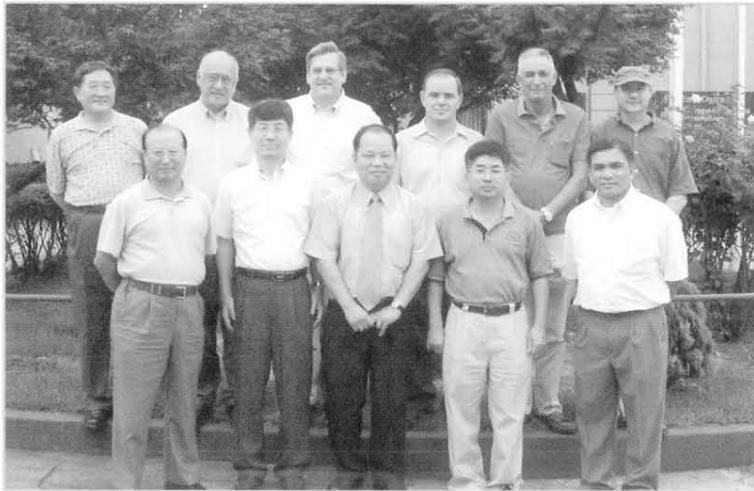
**This photo of Igloo #17 was taken in October 2001. Work had to be stopped after cracks were discovered in the slab.**

modification by the target date, which was set for 15 March 2002. The team worked tirelessly to meet the objective and secure a final negotiated value by the milestone date. The Igloo PDT was able to successfully complete the task by engaging in honest and constant communication. The team challenged each other to think beyond the specific issues and kept all interested parties informed as the project developed. The Igloo PDT was the quintessential example of team-oriented operating behavior.

“This team award is about diverse individuals coming together as a team, knowing their roles in the process, making contributions, and working together toward a common vision,” said Mr. Ted Gula, PDT leader, PPM. “This team was a perfect example of what can be achieved when individual accomplishment is directed toward organizational objectives.”



**Yongsan Multi-story Family Housing PDT:** (top row, from left to right) Mr. Ilmar Tarikas, ED; Mr. Chris Kim, ED; Mr. Hank Miyamoto, ED; Mr. Larry Vogan, OC (bottom row, from left to right) Mr. Cho, Nam-chu, CD; Ms. Yi, Tong-hui, CD and Ms. Lise Ditzel-Ma, PPM.  
Not pictured: Mr. Sam Han, PPM; Mr. Harry Kye, CD; Mr. Shin, Dong, ED; Mr. Bruce Kim, CD.



**Kunsan Igloo PDT members:** (Top row, from left to right) Mr. Bob Kiehm, ED; Mr. Melvin Bell, ED; Mr. Ted Gula, PPM; Mr. Bobby Davis, CD; Mr. Jerry Woodell, CD; (bottom row, from left to right) Mr. Song, Paek-chaе, ED; Dr. James Chin, ED; Mr. Choe, Kwang-kyu, CD; Mr. Chi, Yong-hae, CD; Mr. Ramon Bariuan, PPM.

*Not pictured:* Mr. Doug Bliss, ED; Mr. Gary Chaney, CD; Ms. Mary Engebretson, CT; Mr. Maxwell Kim, ED; Dr. Song, Byung-mu, ED; and Mr. Yi, Yong-ho, CD.

## Forward Stationing Initiative PDT

### *Project Description*

- Forward Stationing Initiative, Echo Company, 160<sup>th</sup> Special Operations Aviation Regiment, K-2 Air Base, Taegu.
- Following multi-projects were grouped into one contract: Repair and addition of Hangar 5001 and 5000, repair and upgrade of operations facility building 5006, upgrade of buildings 5009 and 5014, upgrade of water distribution, aircraft washrack, security barriers, equipments tiedowns, and 902 barracks.
- Notice to proceed: February 2000

- Target completion date: October 2004
- Contract amount: \$10 Million

### *Challenges*

The overall project consisted of 13 different projects with 4 different fund sources, making it difficult to keep track of projects and funds. The biggest challenge was the installation of communication cables across the runway that was owned by

ROK Air Force. The design showed an empty conduit through which to pull communication cables, but the empty conduit did not exist. The PDT had to find a way to install communication cables across the runway and taxiways quickly. Since the ROKAF did not allow cutting of the runway, the installation had to core under the runway and taxiways. Another challenge was the frequent ROKAF operations and civilian airline operations, allowing work to be done only at night from 2100 to 0600.

“Each PDT member displayed outstanding professionalism and teamwork and overcame various difficulties involved with this project,” said Mr. Lenny Kim, PDT leader, PPM.



**Forward Stationing PDT members:** (Back row, from left to right) Mr. Lenny Kim, PPM; Mr. Dave Newcomer, PPM; Mr. Chris Kim, ED; Mr. Mike Heffernan, CD; (front row, from left to right) Mr. Choe, Kwang-kyu, ED; and Mr. Choe, Yong-kun, ED. *Not pictured:* Mr. Pae, Chin-su, CD.

## Forward Stationing PDT

(continued from page 3)

### Benefits to the Community

USFK was able to station the vital Special Forces capacity on the peninsula. 160 Echo Company is a unit that supports Special Force operations in Korea and other countries as required.



Building #5001, one of two Hangars in K-2 Airbase in Taegu, Korea, from Forward Stationing Project is now in full operation.

## Damage Assessment PDT

### Project Description

The damage assessment PDT was chartered to develop a facilities/infrastructure damage assessment process. The process was designed to compliment/support USFK/EUSA damage recovery plans in event of natural, civil or contingency emergency operations



Damage Assessment PDT members: (back row, from left to right) Mr. Robert Losey, PPM; Mr. Mitchell Glenn, SPO; Mr. Larry Drape, DX; Mr. Cliff, Wenzel, RM; (front row, from left to right) Ms. Gloria Stanley, PAO; Ms. Faviye Jones, CT.

Not pictured: Mr. Pat Crays, SPO; Mr. Kenneth Pickler, LMO; Mr. Gilbert Chong, OC; Mr. Robert Kiehm, ED; LTC Charles Markham; SSG Adam Zepeda; Mr. Dave Honbo, IMO.

### Challenges

The Far East District previously responded to disaster operations in an ad-hoc manner with little planning or preparation. There was little in-house knowledge on how to develop a coordinated effort. The project required all expertise and disciplines within the District and many PDT members had little knowledge about contingency operations in an OCONUS area of operation. Some of other challenges were lack of resources, such as personnel and actual damaged buildings to use for exercises. The 20<sup>th</sup> ASG DPW provided us with facility drawings of a waterplant and allowed district personnel to tour the water plant and its surrounding areas.

“This is the first time Damage Assessment information has been put together into a working Standard Operating Procedure

(SOP),” said Mr. Pat Crays, PDT leader, Security, Plans and Operations Office. “We see this Damage Assessment SOP being a guide that POD and our sister districts will use to assist them in developing their plans.”



The cover of Standard Operating Procedure shows images of damages occurred from natural disasters in and around Korea.

### Benefits to the Community

The plan should give the District a better response capability in our efforts to support USFK. It is designed to allow District Damage Assessment Teams to effectively and rapidly evaluate structures.