



U.S. Army Corps
of Engineer
Far East District

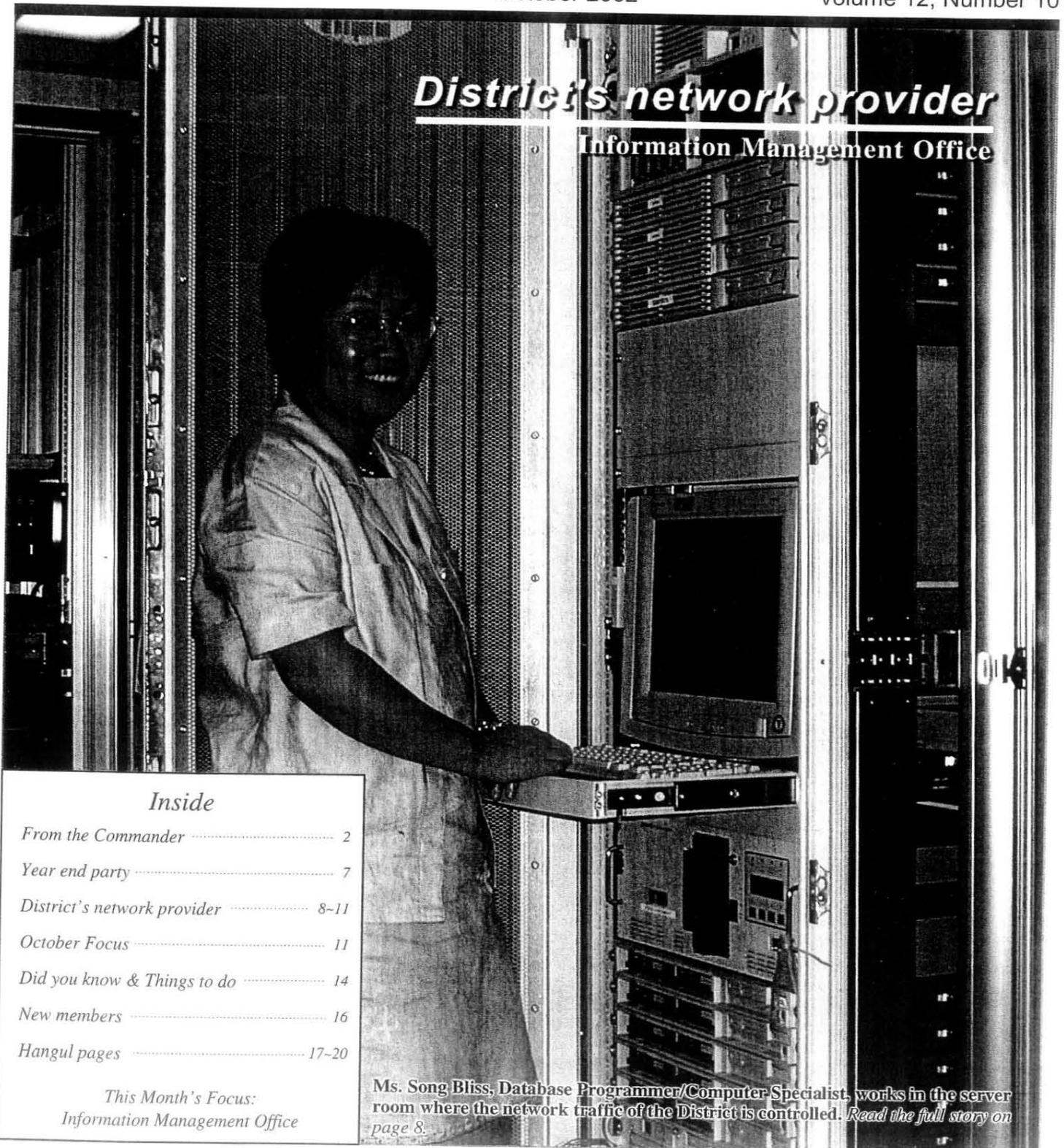
East Gate Edition

October 2002

Volume 12, Number 10

District's network provider

Information Management Office



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This Month's Focus:
Information Management Office

Ms. Song Bliss, Database Programmer/Computer Specialist, works in the server room where the network traffic of the District is controlled. *Read the full story on page 8.*

From the Commander



COL Francis Kosich

I walked by someone from the district the other day who greeted me by saying, "How are you doing?" I replied, "I don't know, how am I doing?" I was not trying to be funny; I wanted to know how he felt I was doing. I already knew how I felt and one of the positive things I've noticed in the short time I've been here is that people are willing to speak their mind. Not surprisingly, we did not agree on several points.

In the same light, when people ask about the district, do we solicit their feedback and opinion? Are we interested in what they have to say? I say that recognizing that we may hear some things we don't want to hear and some that are just flat-out off the mark. Remember though that in our business, perception is often reality and soliciting feedback gives us the situational awareness we seek. And with this awareness comes

action in attempt to improve, the hallmark of a mature, confident, progressive organization. All too often however, we become mired in the subjective. People often draw conclusions based on anecdotal evidence and bits and pieces of information taken out of context. We often counter such arguments in much the same manner, subjectively.

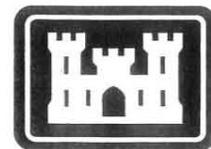


So how do we get to the bottom line? How do we get beyond the anecdotal and make cogent rebuttals that are based on objective feedback? We benchmark, that's how. We use tools available to determine what's important, how it will be

measured, and what's an acceptable level of performance. Construction programs and projects for example can be measured in terms of cost, schedule, quality, and safety. We should track this information and share it with others to demonstrate the value we bring to the table. This is not an easy task in many cases but it is necessary if we are to improve based on objective feedback.

Look at your areas and seek ways to benchmark. You can bet on benchmarking being part of our FY03 Operations Plan. In that way, when someone asks me, "How do you know when you are doing well," I'll know. And it won't be perception, viewpoint, or opinion; I'll be stating fact.

See you on the ground...



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

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 District Commander: COL Francis X. Kosich Public Affairs Officer: Gloria Stanley Editor: Joo-won (Julie) Park Photographer: Yo, Kyong-il

Safety & Health

by Chang, U-ik
Safety and Occupational Health Specialist

There is nothing funny about **falls**.

People have probably been laughing at each other's falls since the dawn of history. Slips, trips and falls have been a sure way to get a laugh in many cultures over the years.

The design of the human body, with its high center of gravity, makes it difficult to stay vertical. Human beings have been slipping on banana peels and falling over their own feet ever since they first began to walk upright.

Except in slapstick comedy, falls are simply not funny. In fact, the subject of falls is extremely serious. Did you know that falls are the second leading cause of accidental deaths? Motor vehicle accidents, a relatively new development in human history, are now the first.

In case you are thinking that falls are only a danger to people who work on scaffolds and steel girders up in the sky, think again. Most falls actually occur on the same level and are caused by just tripping over an obstacle or slipping on something.

Here are some ways to prevent falls:

- Keep walkways and floors free of obstacles such as boxes, cords, and litter. Even objects such as pencils on the floor have caused serious falls.
- Flooring surfaces must be even and secured. Watch out for conditions such as loose tiles or carpeting.



- Close cabinet drawers and doors as soon as you are through with them. Many serious injuries have occurred when persons fell over unexpected obstacles such as an open bottom drawer on a desk.
- Don't run or walk too fast.
- Adjust your walking speed and style to the surface you are traveling on. If the surface is rough, cluttered, slippery or at an

angle such as a ramp, you need to slow down and take small careful steps.

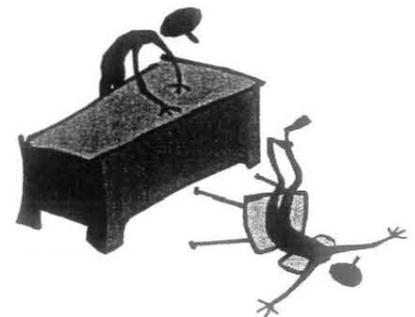
- Wear safe footwear, with low heels and a good fit. Keep your shoelace tied. Avoid slippery soles and be sure to wear shoes with adequate tread when walking on icy, greasy or wet surfaces. Keep shoes in good repair. A defect such as a nail coming through the heel can cause a person to slip.

- Make sure you can see over or around any load you are carrying.

- Arrange furniture in the office or your home to avoid an obstacle course of potential falls.

- Don't store materials on the stairs.

- You can prevent falls **by your attitude-by your actions**



The Deputy's Word



by LTC Paul D Cramer
Deputy Commander

As I read through various documents related to POD's Campaign Plan and our OPLAN, I realized that there might be some confusion on the development of these products and their relation to the Mission Essential Task List (METL). The following is intended to generate some thought on how to improve upon our systems.

"The key to fighting and winning is an understanding of 'how we train to fight' at every echelon. Training programs must result in demonstrated tactical and technical competence, confidence, and initiative in our soldiers and their leaders."

This excerpt from FM 25-100 *Training the Force* outlines the training philosophy of the Army, which is known as Battle Focused Training (BFT). BFT is a process of deriving peacetime training requirements from wartime missions. It is within this process that units develop a Mission Essential Task List (METL) that narrows the focus of training to those essential tasks that are vital to wartime mission accomplishment. A

All echelons within an organization complete this process with the end state being the completion of individual tasks



The District's employees attend Transforming Leadership Using PMBP training.

for all soldiers (employees) that support mission accomplishment. Army units develop their METLs from the information provided in wartime plans and directives. These documents are key to determining essential training tasks.

FED's primary mission is to provide the full range of engineering and construction management services to USFK during armistice and contingency. We therefore have a need to direct our training resources to those areas that directly support mission accomplishment.

For us, development of our workforce is our number one training investment. A professional workforce trained to meet mission needs now and in the future is a cornerstone for us.

METL development is a continual process and not an

annual requirement to develop training guidance (District OPLAN.) It is the entry point of the training process (PDT Process.) The complete management cycle is the development of plans for the unit to be assessed on their METL tasks, execution of the planned training, evaluation of the training, and the assessment of the conducted training.

This is similar to Covey's iterative learning cycle of organize, act and evaluate. This process has been adapted by the Corps of Engineers and can be seen in how we organize our PDTs.

By taking a holistic approach to the training management cycle we can see that it fits our PDT in that we produce a design, execute a construction contract, evaluate the contractors and our performance, and conduct an assessment of process through a formal after action review to "turn the event into an upward spiral of learning."

In developing your input for the Campaign Plan I ask that you look at the District's/your Division's/your Branches METL to establish initiatives and metrics that relate to our essential tasks.

The Chin Report



by Allen Chin,
Deputy for Programs and
Project Management

Year End Party Project Delivery Team

To celebrate our extremely successful Fiscal Year End, we put on our annual Year End Party on 4 October 2002. Many partygoers commented that we had a very smooth operation going for the party. The party was very successful in great part due to the wonderful volunteers and party committee members we had. Due to lessons learned from previous parties we learned that the most efficient way to organize a successful party was to create a Project Delivery Team (PDT) for planning and executing the party.

The PDT members were all assigned certain tasks and the members' assignments were: 1) Food Purchase and Commissary shopping - Voncile Williams, 2) Korean food order/purchase of kimbap, kimchee, chapchae - Ms. Yu Ok Yong, 3) Cooking and preparing food - Sam Han, 4) Organizing and overseeing the Servers - Mary Engebretson, 5) Setup (tables, sound system, utensils) - Ted Kwon, 6) Tickets - CynDee Oleytee, 7) Cleanup - Chun Tucker and 8) Door prizes - Allen Chin. We had three PDT

meetings to plan, update and finalize the party logistics as well as agree on the scope of the party. Everyone on the PDT displayed great enthusiasm, positive attitude and a "can do spirit" The key to the successful party was just like the keys to a successful project.

We had good planning, teamwork and communication. One good thing about planning the party like a project was that we didn't have to input the party into our PROMIS system as a project.

We even had a great After Action Review (AAR) with Lessons Learned after the party so that future parties can benefit from our experience. Based on our AAR, we even refined the food budget, documented what food ran out or what food we had too much of. We really owe special thanks to all you volunteers that helped us

cook, serve, setup, cleanup and of course eat the wonderful food. Logistics Management Office did a good job in setup and cleanup as usual. Even the Sofittel Ambassador Hotel contributed by donating some nice salads for our party. From a personal standpoint the best part of the Year End Party is the door prizes.

A couple of years ago we started to give out door prizes and found that people really liked them for obvious reasons. Usually the better prizes are the bottles of Chivas Regal and the Stereo CD Players. This year the big winners of the door prizes were two engineers from the A-E and Faviye Jones from Contracting Division. Perhaps next year's grand prize should be a lifetime pass to the Year End Party PDT meetings (only kidding).



Ms. Chun Tucker, Contracting, and Ms. Bok Yoon, Office of Counsel, were just a couple of many volunteers who made this year's party another great success.



by Regina Adams
Chief, Resource Management Office

Here we are October 4, 2002 looking back on the most successful Yearend Closing during my tenure with the Far East District. The entire District embodied the principals of teamwork and teambuilding to exemplify the desired results in a glorious victory over obstacles, which at times seemed insurmountable. This accomplishment was no small feat; it took the concentrated efforts of the financial community, technical experts (administrative and technical organizations), and stellar leadership of this District. While well deserved and the result of consistently hard work and diligence on the part of the entire District, FY02 did not start out great. Immediately following midnight, October 1, 2001, FY02 began with the RM and PM staffs being alerted during F&A closing procedures to the fact that our celebrated closure of the books about 15 minutes earlier was premature. A glitch in the CEFMS system controlling the status of funds received automatically dropped funds committed from the available funds column erroneously reflecting use of the funds. This fact along with guidance through stovepipes not coordinated between the two offices caused us to lose sight of funds, which needed to be obligated or returned to HQs. We

Regina's View

Fiscal YearEnd 2002 SUCCESS-SUCCESS-SUCCESS

scrambled for what seems an eternity (6 or 7 hours) to determine the problem and most efficient and effective means of eradication. Through a collaborative effort between RM & PM (with IM assistance), we were finally able to resolve the problem, get the funds returned, and successfully close the books.

September 30, 2001, was the longest day of my life because our supposed success, which was so real I could taste it (as we sipped champagne), was so quickly and easily pulled away seemingly in the twinkle of an eye. But I/POF resilient and the learning organization we have proven ourselves so often to be, took the setback in stride and vowed to make it an opportunity to excel. We pow-wowed (during the wee hours of the morning), questioned our procedures (and those of each other) and what could have been done differently, lamented and became frustrated over the cumbersome procedure required to fix the problem, requested/ submitted After-Action Reviews (AARs), and finally individually and collectively shored up our procedures to ensure the situation did not reoccur. FY02 Yearend successes are the fruits of our labor.

Fixes/changes incorporated that improved our procedures

- * Improving communication internal to and between/among organizations

- * Sharing stovepipe information across boundaries to ensure everyone operating off same sheet of music

- * Training/cross-training employees so each understands the mechanics/importance of their job and how it interconnects with others

- * Formalizing the areas of responsibility so nothing is missed in the execution

- * Developing and implementing SOPs/guidelines to cut out speculation/haphazard operations

- * Requesting reconciliation efforts earlier and increasing the frequency

- * Increasing Commander emphasis and interest in financial procedures to enhance involvement and participation in process improvements

- * Promoting self-awareness and self-esteem actualization within and among employees to instill positive relationships ensuring trust and respect across organizational boundaries

While every individual, an "Earner," in the District, has much to be proud of, I am especially proud of my Financial Community. We pulled together laying aside our

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Year End Party

FY02 HIGHLIGHTS - In FY02, the Far East District completed CorpsPath and began PMBP, began ISO 9001 Certification process, increased our efforts as a Learning Organization, and successfully launched many major projects including the Army Community Hospital (formerly 121 Hospital) and Army Highrise Family Housing in Yongsan and Camp Humphreys.



District's net

by Julie Park
Public Affairs Office

Since the invention of the computer and a company named Microsoft began making billions of dollars, use of internet, email and computer data bases has been essential to every business worldwide. In the year 2002, the Far East District is equipped with a computer on every desk and the organization and its people rely heavily on the capabilities of computers.

As we depend more and more on the use of computers in our daily work, it is natural there are complaints and frustrations with the capabilities and limitations of computers and networks. So then, whom do you call when your computer locks up in the middle of an "unsaved" 20-page long report or your internet connection takes longer than your next chance for a promotion? Who controls and manages the massive traffic of information to and from the network server of the Far East District?

The Information Management Office's (IMO) team of 17 people is responsible for such tasks. Overall, IMO is responsible for the Information Management Areas (IMA), which include automation, telecommunications, printing and publications, visual information, library, records management, and mail and message center

operations. In detail, IMO is composed of two branches, System Engineering and Communications Branch and Information Systems Support Branch.

The System Engineering and Communications Branch is responsible for the administration and maintenance of all the District's data network and telecommunications systems.

This includes maintaining reliable communications for the District to include all the Resident and Project offices located throughout the Korean peninsula. Net services also include communication extended to HQUSACE and other regional headquarters.

The Information Systems Support Branch combines all the IMAs excluding telecommunications. Included in this branch is the customer assistance unit, which is responsible for the operation of helpdesk activities in direct support of user desktops for the District and remote sites located throughout the Korean peninsula.



IMO team (clockwise from top right): Mr. Dan Kim, Information Specialist; Mr. Kim, M. Kim, Yong-sun, Senior Support Specialist; Mr. Kim, Yong-ung, Database Program Administrator; Mr. Kim, Administrative Assistant; Mr. Kim, Telecommunications Specialist; Mr. Kim, Communication Support Technician; Mr. Kim, Database Administrator; Mr. Kim, Management Assistant; Mr. Kim, Specialist; Ms. Han, Chi-kyung, Kwang-su, Reproducer; Ms. Lee, Amy, Database Program Supervisor; Mr. Kim, Information Specialist; Mr. Kim, Distribution Specialist.

The administrative unit provides records management, mail and message center operations, IM property accountability and procurement. This unit also provides assistance with online

work provider



From top
 Honbo, Chief of
 Kyong-il, Visual
 Ms. Yu, Un-hui, Support
 t-chung, Contractor; Ms.
 rt Specialist; Mr. Sin,
 nmer; Ms. Yun, Chan-suk,
 t; Mr. Yi, Won-chong,
 list; Mr. Myong, No-hyun,
 cian; Ms. Song Bliss,
 ng, pyong-ho, Information
 n, Sok-kil, Support
 g, Program Analyst; Mr.
 ion Worker; Ms. Edith
 mmer; Mr. Jae Park,
 Technology Sepcialist;
 Senior Support
 rker Oh, Mail &
 Clerk.

access to
 the total
 collection of
 regulations, pamphlets, and
 assists in the purchase of books,
 journals, and technical reports.
 Now, let's try to match
 the faces of people to these duties
 that are so vital to the District's

operation.
 Starting with the head of
 this team is Mr. Dave Honbo,
 Chief of IMO.

"My responsibilities
 include supervising a team of
 information technical
 specialists, visual
 information
 specialist,
 reprographics
 and administrative
 staff who
 provide the
 District with
 automation,
 telecommunication
 and visual
 information,"
 said Honbo.
 "The IMO
 staff is extremely
 dedicated and loyal
 to providing the best
 customer services
 possible," added Honbo.
 "The staff goes over and
 beyond expectations."

"The most difficult
 challenge we face is trying to
 please everyone we serve," said
 Honbo. "We try our best, case by
 case."

One of the projects IMO
 is working on to improve the
 District's communications system is
 changing the current phone line
 system to Voice over Internet
 Protocol (VoIP). This new

system, when installed, will
 converge the data and voice on a
 single network by eliminating the
 copper cable phone lines and
 converging it into the LAN used
 by computers. This will allow
 users to have access to both DSN
 and commercial phone lines (if
 authorized) using a single network
 without installing separate/
 individual commercial/DSN lines
 and going through the signal unit.
 The users will also be able to
 relocate to any other workstation
 within the District and take the
 same phone number with them
 just by plugging into a LAN
 connector.

Other possible benefits
 from this will be voice mail and
 videoconference capabilities from
 your very own desk. This project
 is still under consideration,
 awaiting legal interpretation on the
 "color" of money.

The staff of the Systems
 Engineering and Communications
 Branch consists of Mr. Jae Park,
 Mr. Yi, Won-chong, Ms. Song
 Bliss, and Mr. Myong, Na-hyun.

Mr. Jae Park is the
 Information Assurance Security
 Officer for the District. He
 manages the District's network,
 including all data services and the
 network security issues. He also

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District's network provider

(continued from page 9)

manages and supervises installation of the network for new office locations in case of a move and sets rules and regulations for standardizing all software usages and installations.

Ms. Song Bliss is the Webmaster for the District's internet. Her responsibilities include system and network related troubleshooting and maintaining and installing of databases and web servers. She also handles escalated help desk issues.

Mr. Yi, Won-chong, the Telecommunications Specialist and an Electronics Engineer, maintains all email accounts for the District. He is the person responsible for creating new email accounts and maintaining database back up. He is also responsible for the server and network equipment maintenance.

Mr. Myong, Na-hyun, Communications Support Technician and Electronics Technician, maintains communication equipment for the District. In case a customer runs into a problem with phone lines or needs assistance with telephone installation, Mr. Myong will waste no time solving the problem.

An addition to the team is a contractor, Mr. Kim, Min-chung. He is helping the office with the Voice over IP process and network problems.

Information Systems Support Branch is a much larger team as it includes the Customer

Support Unit, Administrative Unit and Records Management, Visual Information and Reprographics Unit.

In the Customer Support Unit, Mr. Cha, Pyong-san is the designated team leader for the Helpdesk. His additional responsibilities include recommending and configuring new hardware and installing all standard software.

Kim, Yong-son, Kang, Pyong-ho, Yun, Sok-kil, Yu, Un-hui and Sin, Yong-ung make up the Helpdesk team. In addition to their helpdesk duties, they have their individual duties as well. Kim, Yong-son is the Upass administrator and Yun, Sok-kil, along with Yu, Un-hui are responsible for checking viruses in the District's network. Sin, Yong-ung is the District's intranet programmer and Edith Amy Lee is the Oracle Database Programmer. Lee is also responsible for managing the database for the District's Pre-Qualification Board.

"The benefit of working in the helpdesk is that I get to meet just about everyone in the District," said Kim, Yong-son.

The Customer Support Unit is also responsible for the operation and set up of the Video Teleconferencing Center.

The Administrative Unit is made of four team members. Ms. Han, Chi-kyong is IMO's Program Analyst. She is responsible for the budget and financial management of the office's G&A account and four facilities account. Key to her job is validating IMO's facility budget

for the District and providing cost distribution to all offices. Ms. Yun, Chan-suk is the administrative assistant for the office. Mr. Kang, Pyong-ho, who also assists with the helpdesk functions, is responsible for the IMO property management. Lastly, Mr. Marker Oh is the District's mail and distribution clerk. He is responsible for the operation of the mail and message center and courier services between Yongsan and the District.

The Records Management, Visual Information and Reprographic Unit, in spite of its long name, is currently staffed by only two members. Mr. Yo, Kyong-il is the District's Visual Information Specialist and is better recognized with a camera in his hands. Yo is responsible for production of all posters, brochures, awards and other visual information materials for the District. Mr. Cha, Kwang-su is the Reproduction worker. He coordinates and produces specs and drawings for the District, working closely with the Engineering and Contracting Division. He makes sure that all drawings produced by the contractor are precise.

All team members contributing more than their share of the team's mission is what makes this office with its overwhelming workload, function as well as it does.

"Because we don't have the luxury of a backup workforce to allow our team members to take long-term training courses, these people are sacrificing their

personal time after work hours to take evening courses," said Honbo. "That, to me, is over and beyond what any supervisor can ask from his or her teams."

As boasted by Honbo, the IMO team members'

dedication to work - putting the team ahead of their individual gains and at the same time, always looking to develop their knowledge and skills - is what makes this District go around.

October Focus

Mr. Yi, Won-chong and Mr. Yun, Sok-kil passed the Microsoft Certified Systems Engineer (MCSE) licensing exam. Yun gained his certification a couple of months ago and Yi has just recently passed this exam. This is a major accomplishment for both, as it requires passing of 7 individual exams before being certified.

Both Yun and Yi studied during their personal time after work. For example, Yi went straight to the library after work for 3 months to prepare for this exam. In addition, Yi attended Microsoft Bank school and Yun attended Microsoft Certified Technical Education Center for extra help.

For Yi, this certification means personal gains in knowledge as well as benefit to

his health because he had to moderate his drinking habit for 3 months.

"The exams were not difficult, but it was more a test of your endurance, as there were 7 different tests," said Yi.

Yun feels extra pressure to provide even better service to his customers now that he is certified, but he feels great pride in his accomplishment.

"I feel my customers can have more confidence in the service I provide to them," said Yun.

These two guys are not stopping, yet. Yi is already preparing for the Cisco Certified Network Professional exam and Yun is planning to study for the Certified Information Systems Security Professional exam.



Mr. Yi, Won-chong (left) and Mr. Yun, Sok-kil of Information Management Office have been selected as the October Focus person(s) due to their commitment to self-development and to providing better service to customers.

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today!*

Question of Ethics

by Gilbert Chong, Office of Council

This month, the Ethics column will pass on some instances where Government employees abused the trust given them as a part of their official duties:

- A Navy officer was found guilty at a General Court-Martial of larceny, obstruction of justice, dereliction of duty, hazing, and wrongful disposition of military property. He was sentenced to five days confinement and forfeiture of \$1,000 a month in pay for ten months. Members of his unit stole Government property from local Defense Reutilization and Marketing Offices. The OIC himself used a Government Purchase Card to buy items for personal use. Approximately \$625,607 in stolen property, including high performance marine engines, a 42-foot boat, and computers, were recovered.
- An employee and his supervisor conspired to purchase electronic planners, leather organizers, a digital camera, a scanner/printer, and cellular telephone accessories for personal use. Both employees resigned.
- An employee charged over \$12,000 for personal items such as computers, gift certificates,



groceries, and airline tickets.

- To conceal \$14,000 in personal purchases, an employee used the names of legitimate companies doing business with the agency and submitted falsified invoices to the agency.
- Over \$4 million in inappropriate transactions by employees at one agency appear to have been made with businesses such as pawnshops, jewelry stores, and antique shops.

Our system depends on the personal integrity of each and every person to function efficiently and to maintain the public's trust. The Government does catch and will punish the misdeeds of the few employees who violate that trust, but the whole of the Government still depends on our individual sense of loyalty, honesty, and integrity in doing our jobs. When you have questions about whether the Standards of Conduct rules cover a particular circumstance, please check with the Office of Counsel before proceeding.

Correction:

The following correction is noted from the September East Gate Edition. Page 8 - Mr. Shin, Won-kyun, Construction Services Branch, is responsible for processing construction contract progress payments, closeout and boiler plate packages for the new projects.

Congratulations!

Straight out of graduate school and right into the part of great success at Corps of Engineers is Ms. Song Kim from Office of Counsel who recently passed the State of Illinois Bar Exam. Kim took the exam in July just before her departure to join the District and was notified of results in early October. She is set to depart to Chicago to be sworn-in in November. This was her first try at the Bar Exam.



"I was very happy and surprised," said Kim.

"I went to law school to acquire legal knowledge and skills to advance public policy. I'm very pleased that I was able seek a career in public service with the Corps of Engineers. As a Corps attorney, I will find challenging legal work, increasing responsibility, and unparalleled career development opportunities while serving the public and gaining valuable legal experience. I'd like to address diverse and provocative legal issues as part of my service on a Corps of Engineers team that plays a vital role in making our Nation great."

Kim attended University of Michigan's undergraduate school and majored in history before attending University of Illinois Graduate School of Law.

Farewell

by Julie Park

This is the personal story of the dedication and loyalty of Mr. Kim, Yun-chin, who began working for the Far East District on June 29, 1966. On his 36th year with the Corps of Engineers Kim retired as a Core Drill Operator/Lead Foreman of Geotech Branch, Engineering Division.

Kim served in the Republic of Korea Army's 2nd Engineer Group for two years and worked for a commercial insurance firm prior to applying for a driver's position with the District. He began his life-long career with the Geotech Branch and ended it there as well.

A gentle man of few words, Kim spoke of his best times working for the U.S. Army Corps of Engineers and his overseas TDY trips. Although he enjoyed every assignment during his 36-year career, he remembers too, how much he enjoyed swimming and fishing in the island of Kwajajien.

He is also a living witness to the changes and improvements the Far East District has gone through.

"Work has become very easy since the use of computers became widely available to everyone," said Kim. "We used to have to look up and report things such as soil test results to everyone that wanted to see them, but now we only have to input once into the computer and it's available for everyone to see at any time."

"The biggest challenge for me during the past 36 years of drilling and maintaining water wells was withstanding the cold and hot



On his last day with the District, Mr. Kim, Yun-chin said he is "sad yet proud" of his 36 years of service.

weather while working out in the field," remembers Kim. "Another challenge that wasn't a challenge 30 years ago is trying to move large vehicles and equipment in the heavy traffic of Seoul and nearby cities."

On his 36 years and 3 months of service Kim says, "When I was just starting out, I saw a Sergeant Major who was retiring after 25 years of service and I thought 'Wow, 25 years is a very long time.'"

"I worked 11 more years than that Sergeant Major," he added. "And that makes me feel...(laugh)"

"Mr. Kim has been directly involved in developing millions of gallons of potable drinking water for US Forces Korea installations. In the 70s and 80s, he had a key role in investigation efforts leading to discovery of North Korean invasion Tunnels #2 and #3, as part of the Tunnel Neutralization Team," said Mr. Doug Bliss, Chief of Geotechnical Branch. "Mr. Kim leaves a legacy of hard work, dedication, and professionalism, which thankfully has been passed on to our younger field employees."

The District would like to wish Kim well in all his future endeavors.

Success, Success, Success

(continued from page 6)

primary organizational boundaries and ended the year as we started with an eye toward success. We were determined to learn from our "challenges" (not mistakes) and make them but a faint memory with superlative execution of FY02. Those financial "Executioners" are: LMO-Bill Yerabek, Bill Baker, Han Song Cha, and Ken Pickler; PAO-Gloria Stanley; ED-Tom Knipper, Yi Chong Hui, Doug Bliss, and No Yong Hye; IMO-Dave Honbo, Han Chi Kyong, and Yo Kyong II; SO-Marvin Ballard; EM-Mitch Glenn; DX-Larry Drape; CD-Fred Davis, Rheta David, Sin Won Kyun, Choe Si Cha, and Pak Chae Kyong; CT-Faviye Jones; OC-Yoon Bok I; PM-Voncile Williams, Dave Newcomer, Angela Baskin, Kim Son Hui, Suky LeGris, Kim Ok Chin, Yun Son Hyang, Yu, Ok Yong, Hyon, Ok Yong, and So Su Ok; RM-Sin Hui Pok, Anita Alcantara, Cliff Wenzel, Yi Myong H. (Ann), Myrna Boehning, Pak Pok Tong, Cho Yong Wol, Sim Sang Yim, Han Chom Cha, Ma Sok Ku, Hwang Ui Cha, Kathy Lobdell, Kim Hyon Cha, Kang Nae Hwa. Those directly supporting these efforts are Manpower/HR-Monte Howard, Pak Chong Hui, Yi, Chong Hong, Song, Mi, and Sharon Roberts; and CT-Gloria Martinez, Gus Lum, and Mickey McDonald. Recognize the aforementioned individuals because your financial integrity and well-being depends on the successful accomplishment of their jobs.

Did you know & Things to do

Origins of Kimchi

The word *kimchi* has 2 possible origins. Some people believe that it evolved from the native Korean words *ji* or *jimchae* (meaning vegetables soaked in salted water), then later changed its pronunciation to *timchae* or *dimchae*, then to *jimchi*, and finally *kimchi*. Another possible origin is as a Korean pronunciation of the Chinese character *Ham-tse* or *Kam-tse* (meaning processed with salted water or pickle vegetables).

The earliest recorded account of *kimchi* is found in the Book of Si-Kyong (a collection of Chinese poetry that was written between 2,600 and 3,000 years ago). It contains a stanza which says, "a cucumber has grown on the bank of the field, and pickle it for worshiping ancestor." This worship was wishing longevity and happiness. Many Koreans at the time of Si-Kyong lived in the Manchurian region, and it is believed that they made *kimchi* to preserve the vitamins and minerals in vegetables for the long, cold winters in Manchuria.



Three Kingdoms Period: Spreading of pickled food

The first record found regarding *kimchi* is during the Three Kingdoms period (57 B.C. -

668 A.D.). The record is written as follows: "The Koguryo People are good at making brewing dreg, malt, bran, and pickling." This implies that fermented food was widely used in every day lives. However, no writings of this period mention seasonings or ingredients.

Koryo Dynasty: The appearance of kimchi seasoned with ingredients

Kimchi existed by the latter part of the Koryo period (918 - 1392). Various regions developed their own recipes using different spices according to local tastes. Salt, garlic, and fermented fish paste made up the most common spices and garnishes.

(Origins of Kimchi will continue in November East Gate Edition)

Chungju Lake



Chungju Lake, which was built by blocking the valley between Jongmin-dong and Dongnyang-myeon, is the largest and the cleanest multi-purpose reservoir in Korea. The many surrounding tourist attractions include Worak-san National Park, Chongpung Cultural Assets Complex, the Eight Scenic Wonders of Danyang, and Gosu and Nodong Caves. Also, pleasure ferries run between Chungju Lake and Sindanyang, attracting tourists.

Located downstream of

Dongnyang-myeon, Chungju Lake Resort (considered by many to be Korea's best lake resort) lies against the backdrop of 700-meter high Oknyeo-bong with many different sports and amusement facilities, including shooting ranges, tennis courts, soccer field, golf course, indoor ping pong rooms, swimming pools, and water sports facilities. Chungju Lake is an all-weather tourist attraction. *(For more information and transportation details, contact Chungju Lake Resort at 043-851-2800.)*

Chungju multi-purpose Dam extends from Jongmin-dong to Dongnyang-myeon in Chungju City and was completed in 1985 after 7 years construction. The dam is 447 meters long and 97.5 meters high. The resulting lake is 6,648 square kilometers in area and contains 2.75 billion tons of water. The dam generates 844 million kilowatts of electricity each year. Pleasure boats cruise across the lake to nearby Danyang. Tourists can enjoy sightseeing at Worak-san National Park, Kudam-bong, Oksun-bong, and Geumsu-san. *(For Chungju Ferry information, call 043-851-5771~3 or Seoul branch office 02-532-3274~5)*

Transportation:

By car - about 2 hours

By bus - take express bus to Chungju bus terminal from any of the inner city express bus terminals. From Chungju bus terminal, take city bus to Chungju Lake (30-minute ride).



Logician at his best

by Julie Park
Public Affairs Office

Mr. Kenneth Pickler, Chief of Transportation, was working early on the morning of July 6 preparing for the typhoon scheduled to hit the Korean peninsula when he received a phone call from Pacific Ocean Division and was tasked to go to Guam as a member of the Corps of Engineer's Logistics Planning and Response Team (LPRT).

Guam and Chuuk Island, a Micronesian island about 600 miles from Guam, were hit hard with typhoon Chata'an and declared federal disaster areas. The Federal Emergency Management Agency (FEMA) required help with their recovery efforts and Pickler was on the island within 24 hours. At the height of the mission, there were 85 members from 12 different districts within the Corps of Engineers helping out FEMA.

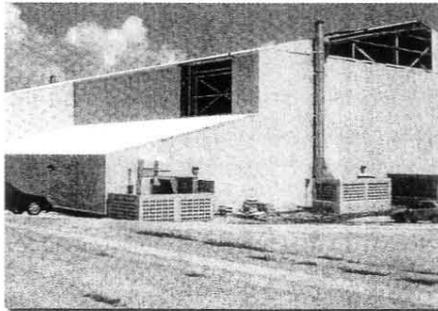
The U.S. Army Corps of Engineers, along with FEMA, was responsible for retrieving power, distributing generators based on priorities, providing ice, water, roofing and debris cleanup.

Pickler was responsible for initial assessment of the size of the team required to accomplish the mission and amount of supplies needed, as well as finding out what the scope is going to be and dispatching appropriate people to do the task. In addition, Pickler was tasked to control the staging operations and maintain property records.

Guam, Pickler saw, was devastated, but soon he found Chuuk in worse condition. To give a picture of how crazy things were in Guam, when Pickler entered his



Mr. Ken Pickler, Chief of Transportation, takes a break at the Mobile Operation Center in Guam.



Hangar 3 at the Mobile Operation Center in Guam was badly damaged with parts of the hangar ripped by typhoon Chata'an. This hangar was filled with supplies for the Guam recovery mission and emptied out towards the end.

in Guam, when Pickler entered his hotel room he found people in bed and on the floor as the hotel double - and sometimes triple - booked the rooms. Most of the small hotels that didn't have a generator were out of power so people crowded into a hotel or whatever facility that still had power and water. The majority of the problem in Guam was with the infrastructure such as water, electricity and sewage. Guam is typhoon prone thus had a supply of 60 generators in stock and they used up 59 of

them. Later, 40 more generators had to be shipped from the States.

On the other hand, the island of Chuuk was wiped out. There were a lot of lost homes and land slides. People needed help with the very basics and the infrastructure of the island needed to be fixed before the recovery efforts could even begin. Rice, tents, water, and food were the main supplies distributed to the islanders.

Pickler and the team worked 12 to 14 hour days for almost 57 straight days. The team was rewarded with only one Sunday off toward the end of the mission and they cooked out a 100 lb pig to celebrate, with the pig's head and all.

So, was it the pig's head or feet Pickler remembers most? No, it's the people from FEMA. "This group of guys was always smiling, upbeat and hardworking through the thick and thin of it all," said Pickler. "A Good attitude and smile are just as contagious as bad attitudes, and they kept us smiling."

By the time Pickler left, there were 15 more days of relief left, but the majority of the community was back to normal. Issued out generators were received back and the mission was nearing a successful completion.

Hoping for another chance to show his skill, Pickler said, "I'm a logician and when there is a need out there is when I'm at my best as a logician."

New Members



Mr. Randall Midomaru joined Construction Division's Quality Assurance Branch as an Electrical

Engineer. He is from Kallua, Hawaii and he graduated from the University of Hawaii with a bachelor's degree in Electrical Engineering. Midomaru is married to Mrs. Soo-keum Midomaru and they have two sons; Yun-ho (9 years old) and Suk-min (7 years old). He enjoys spending time with his sons and hopes to do more traveling in the near future. Midomaru has worked previously for the District from 1982 to 1987.



Mr. Chang, U-il joined the Safety and Occupational Health Office as the Safety and O/H specialist. His

hometown is Daegu and he graduated from Daegu Kyemyong Technical College. Chang is married to Mrs. Sun-hui Hwang and they have a son named Yun-sok and a daughter named Hye-su. His hobbies include bowling and computer games. Chang has been working in this field for over 15 years now and his previous assignment was with the 23rd Support Group in Camp Humphreys.



Mr. Pak, Chong-sun joined the District as a Civil Engineer. Pak graduated from Seoul National

University and has a PhD from Moscow State Civil Engineering University. He enjoys soccer and

tennis, and is married to Mrs. Pak, Keyong-ae and they have three daughters; Eun-hae, Ji-hae, and Hanna. This is his first time working with the U.S. government.



Mr. Pak, Hong-shin joined the Logistics Management Office's Motor Pool as a Supply Clerk. Pak

is originally from the Inchon area and he graduated from Nam Seoul University majoring in English. Prior to coming to the Far East District, Pak worked at Camp Humphreys for three years in the MWR Services Division.



Ms. Pak, Su-yon joined the Safety and Occupational Health Office as a Language Assistant. Her

hometown is Uijongbu and she studied English Literature from Korea National Open University. She is married to Mr. Shin, Seung-woo and they have two children; Kyong-hoon (6 years old) and Su-min (3 years old). Pak enjoys cooking, listening to music and watching movies. She has worked for over 10 years with the U.S. government and her previous job was with the Housing Division of the 34th Support Group.



Mr. Choe, Chang-hyon joined the District's Engineering Division as a civil engineer. He is a

graduate of Myong-ji University and he enjoys skiing, swimming and playing tennis. He is **SINGLE** at the moment and before joining the District, he had worked for a Korean engineering firm for half a year.



Ms. Sin, Mi-son joined the District's Engineering Division as an Engineering

Support Assistant. Her hobby is mountain climbing and before her marriage, she enjoyed climbing the Jiri Mountain with her Alpine club members. She is married to Mr. Kim, Young-moon and they have two daughters and one son. Sin started working for the U.S. government in 1983 at Camp Casey, DPW. This is her first job with the Corp of Engineers.



Ms. Connie S. Chu joined Construction Division as a Construction Clerk in the Central

Resident Office. Her hometown is Seoul and she graduated from HanYang University majoring in Mathematics. Her hobbies include golfing and hiking. This is her first employment with the Corps of Engineers and prior to joining the District she worked with 175th Finance Command for 13 years.

Welcome!

사령관메세지



COL Francis Kosich

벤치마킹을 통해 우수성을 부각시키자!

어느 날 FED를 견고 있을 때 누군가가 저에게 “요즘 어떠세요?”라고 물었습니다. 저는 대답 대신 “글쎄요, 어떻게 생각하십니까?”라고 되물었습니다. 저는 결코 웃자고 한 얘기가 아니었습니다. 진심으로 그 사람이 저에 대해 어떻게 생각을 하는가를 듣고 싶었습니다. 비록 긴 시간은 아니었지만, 제가 FED에서 느낀 긍정적인 점들 중 하나는 직원들이 자신의 의견을 발표하기를 꺼리지 않는다는 것입니다. 물론 그 중에는 서로 동의하지 않은 것들도 있었습니다.

여기서 생각해 볼 것이 있습니다. 누군가가 FED에 대한 질문 또는 건의를 할 때, 우리는 그들의 이야기를 귀기울여 듣고있나요? 우리는 과연 그들의 의견을 원하고 있나요? 물론 그들의 의견 중에는 우리가 듣기를 원하지 않거나 전혀 엉뚱한 의견들이 있을 수도 있습니다. 하지만 우리의 비즈니스 세계에서 지각(知覺)은 대개 현실로 이어지며 피드백을 간청하는 것은 우리가 연고자 하는 상황에 대한 인식을 제공합니다. 그리고 여기서 얻은 인식은 바로 개선을 위한 행동으로 이어지고, 성숙하고, 자신감에 넘치는, 그리고 진보적인 기관의 특징을 보일 수 있게 되는 것입니다. 하지만

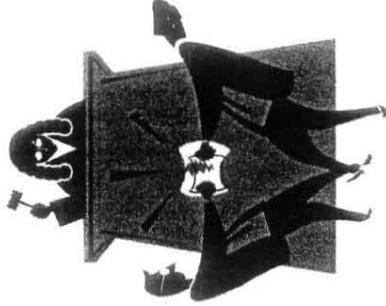
우리는 주관적인 것들에 의해 곤경에 빠지는 것을 자주 볼 수 있습니다. 사람들은 한가지 일화, 전후와 관계없는 부분적인 설명 또는 정보만을 토대로 결론을 짓고 있습니다. 그리고 주관적인 입장에서만 상황을 판단하고 말다툼을 하는 것을 자주 볼 수 있습니다.

그렇다면, 우리는 논쟁 중 어떻게 최종 결론에 도달할 수 있을까요? 어떻게 해야 하나의 일화에 집착하지 않고 객관적인 피드백을 토대로 비중 있는 반증을 할 수 있는걸까요? 바로 벤치마킹을 통해 앞의 것들을 할 수 있습니다.

를 만족스러운 성과라고 할 수 있는가를 정하는 것입니다. 예를 들어, 시공 또는 프로젝트에 대한 평가는 코스트, 스케줄, 품질, 그리고 안전성 등을 기준으로 평가할 수 있습니다. 그렇기에 우리는 앞의 이런 기준에 대한 정보를 수집해 “우리의 진가가 바로 이런 것이다” 라는 것을 외부에 보여주어야 합니다. 이것이 결코 쉬운 일은 아닙니다. 하지만 객관적인 시각에서 지속적인 발전을 하기 위해선 꼭 필요한 과정입니다.

당신의 주위를 둘러보고 벤치마킹을 할 수 있는 방법을 연구해 보십시오. 저는 당신의 FY03 Operations Plan에 반드시 벤치마킹이 포함 될 것이라는 것을 믿어 의심치 않습니다. 그리고 나서, 다음 기회에 누군가가 저에게 “당신은 당신이 잘해내고 있다는 것을 어떻게 아나요?”라는 질문을 했을 때, 자신 있게, 단지 저의 생각이나 의견이 아닌, 사실을 그대로 얘기 할 수 있을 것입니다.

그럼, 현장에서 뵈겠습니다.



우리가 사용할 수 있는 모든 도구를 사용해 과연 무엇이 가장 중요한가를 결정하고, 그것이 어떻게 평가 될 것이며 어느 정도의 성과



부사령관메세지



by LTC Paul D Cramer
Deputy Commander

우리의 임무를 성공적으로 이끌어갈 수 있는 전문 인력을 개발하는 것

저는 얼마전 POD의 캠페인 계획과 극동공병단의 OPLAN에 관련된 자료들을 검토하다가 이러한 계획의 개발 과정 중 Mission Essential Task List (METL)와 혼동될 수 있는 오지기가 있다는 것을 깨달았습니다. 다음 글은 현재의 시스템을 더욱 개선할 수 있는 방법을 제안하기 위해 작성되었습니다.

"싸움에서 이기는 비결은 '싸우는 연습을 하는 방법'을 단계적으로 이해하는 데에 있다. 모든 연습과정은 전술 및 기술적 능력, 자신감, 그리고 각 군인과 그들의 지도자들의 기선을 향상시키는 결과를 낳아야 한다."

앞의 이 글은 Battle Focused Training (BFT) 라고도 불리는 미 육군의 FM 25-100 Training the Force 교범 중에서 따온 미 육군의 트레이닝 철학입니다. BFT는 전쟁시 임무를 근원적으로 평시 트레이닝에 필요한 사항을 작성합니다. 이러한 과정 중 에서 각 유닛트는 전쟁시 임무를 완수하는 데에 꼭 필요한 트레이닝만을 추수려 자신들의 METL을 개발하게 됩니다. 어느 기관이든 그 기관의 모든 운영단계에서는 각 직원이 개인의 트레이닝을 완수하게 되고 그것은 결과적으로

한 기관의 임무를 완수하는 데에 기여하게 되는 것입니다. 육군 유닛들은 각자의 METL을 전시계획과 지령에서 얻고 이러한 자료들은 주요 트레이닝을 식별하는 데에 매우 중요한 역할을 합니다. 모두 아시다시피, FED의 주요 임무는 전시와 휴전시 주한미군에게 필요한 엔지니어링 및 시공 관리 서비스를 제공하는 것입니다. 이 때문에 우리의 모든 트레이닝은 이 임무완수를 중심으로 계획되어야 합니다. 현재 우리에게는 인력 개발이 가장 큰 트레이닝 투자입니다. 우리의 임무를 완수하는 데에 가장 필요한 것은 지금 그리고 미래에 우리의 임무를 성공적으로 이끌어갈 수 있는 전문 인력을 개발하는 것이기 때문입니다.

District OPLAN은 일년에 한번씩 작성하는 트레이닝 안내서인 반면 METL은 지속적으로 이루어질 과정입니다. METL은 PDT 과정의 첫 관문이기도 합니다. 완성된 과정을 말씀드리자면, 먼저 METL 임무에서 평가될 유닛트의 트레이닝 계획을 개발하고, 이러한 트레이닝 계획을 실행한 후, 계획된 트레이닝과 실행된 트레이닝을 평가하는 것입니다. 이 것은 Covey의 반복 교육사이클인 계획, 실행, 평가와 유사한

것입니다. 이 교육사이클은 미 육군 공병단에 의해 제작되었고 이것은 모든 PDT의 계획단계에서 볼 수 있습니다. 이 교육 사이클을 전체론 적으로 볼 때, 우리의 PDT가 디자인을 생산하고, 시공에 착수를 한 후, 시공사와 자체 평가, 그리고 after action review를 통해 전체 과정에 대한 평가를 하는 것이 이 교육사이클을 그대로 실행하고 있다는 것을 알 수 있습니다.

캠페인 계획에 대한 여러분의 의견을 개발할 때 공병단의/당신의 디비전의/그리고 브랜치의 METL을 도울삼아 각자의 essential 임무와 부합할 수 있는 의안을 작성하시기 바랍니다.



"FED의 직원들이 'Transforming Leadership Using PMBP' 교육을 받고 있다.

미국의 도시 - 라스베가스

라스베가스는 세계적인 도박과 유흥의 중심지이다. 호화로운 호텔과 카지노, 스트립쇼로 무척 유명한 곳이기도 하다. 푸른 초원, 목초지라는 뜻의 라스베가스는 그 이름과는 정반대로 사막위에 세워진 환락의 도시이다. 아무것도 없던 이 도시는 90년 동안 인구 50만의 도시로 급성장한 미국내 최고속 성장을 이룩한 도시이기도 하다. 라스베가스는 1931년에 도박을 합법화하였고 연간 1천 5백만명의 관광객이 이곳을 찾고 있다. 라스베가스에는 카지노와 오락 시설이 많이 몰려 있고 가족 단위로 즐길 수 있는 시설이 늘어나고 있다. 1년내내 비가 거의 오지 않는 건조하고 더운 날씨이나 습도가 낮은 편이어서 체감온도는 별로 높지 않다.

도박과 화려함을 좇아 이곳에 온 사람이라면 틀림없이 만족할 것이다. 적어도 돈이 주머니에 남은 며칠간 만은 말이다. 이곳의 호화로운 호텔들만 해도 볼거리 중의 하나다. 아마도 세계에서 가장 호화롭고 엔터테인먼트한 호텔들이라고 해도 과언이 아닐 것이다. 몇몇 호텔들의 특징에 대해 알아보도록 하자.

* Stratosphere - 1996년 더스트립에 개관, 이 카지노/호텔의 상징은 348m의 타워로 레스토랑과 꼭대기로 올라가는 엘리베이터가 유명하다.

* Las Vegas Hilton - 현란한 공상과학을 테마로 삼고 있는 곳이다.

* Circus Circus - 전통적인 카지노가 딸린 놀이공원이라는 주제로 텐트처럼 생긴 실내에서 무료 서커스 공연을 가진다.

* Treasure Island - 오후 4시 40분부터 자정까지 30분 간격으로 프론트 스테이지에서는 해적과 사람들

의 한 판 대결이 벌어진다.

* Mirage - 30분 마다 프론트에서 모조 화산이 분출한다. 카지노 내부는 인공 열대우림으로 꾸며지며 돌고래와 백호 쇼가 진행된다.

* Caesars Palace - 시저의 발자취를 따라 고전스타일의 기둥, 고대 조각상의 세계로 들어간다. 내부의 포럼은 모조 로마 거리로 새벽에서 황혼까지 변화하는 모습을 세 시간 마다 감상할 수 있다.

* MGM Grand - 객실만 5000개 이상 갖춰놓은 세계 최대의 호텔이다. MGM Grand Adventure는 놀이공원으로 카지노 바로 뒤에 있는데 워터라이드, 툴러코스터, 레스토랑 등이 33에이커에 달하는 넓은 곳에 가득 들어 차 있다.

* New York, New York - 이 호텔 정면은 복제된 자유의 여신상, 브루클린 다리 등 맨하탄의 도시 모습을 그대로 옮겨놓았다.

* Excalibur - 공을 꽤 들였음직함 중세 성을 연상시키는 장식이 특징인 아더 왕 관련 카지노이다.

* Tropicana - 열대 나라에 온 듯한 착각을 들게 하는 장식이 카지노 곳곳에 있다. 거대한 수상공원이 뒤쪽으로 있다.

* Luxor - 유리로 덮인 피라미드와 스피크스, 클레오파트라가 프론트에서 사람들을 맞는다. 카지노 내부에는 이집트를 주제로한 놀이기구들이 있다.

하지만 라스베가스에는 도박과 호텔 말고도 다음과 같이 볼 것들이 많다.

* 후버댐 (Hoover Dam) - 미국 네바다주와 아리조나주의 사이로 흐르는 콜로라도 강 하류의 임페리얼 계곡에서는 관계용수로 이용되어 영농이 이루어졌지만, 너무나 광폭한 수류로 인하여 항상 홍수의 위험

을 안고 있었다. 그래서 콜로라도 강 암반 위에 높이 726ft (약 221m), 바닥폭 200m, 댐마루 길이 377m, 댐 부피 250만 m로 후버댐이 세워졌다. 후버댐은 대공황시대에 이루어진 국가적인 재역사로 당시 세계 최대 규모의 댐이었다.

* 미드호 (Lake Mead) - 후버댐의 건설로 생긴 세계 최대의 인공호수인 미드호는 라스베가스의 서쪽으로 약 25마일 떨어져있다. 50마일에 이르는 해안선이 일품이다. 콜로라도, 버진, 마리등 3개 강의 물줄기가 후버댐에 의해 막혀서 생긴 세계 최대급의 인공호수이다.

* 레드 록 캐니언 (Red Rock Canyon) - 노출된 사암이 풍화되면서 불타는 듯한 바위의 모양이 되었는데, 4억년 전의 해저에서 오랜기간 지형변화를 겪으면서 현재와 같은 모양이 되었다.

사막 야생 보호지역 (Desert National Wildlife Range) - US 95호선으로 북서고 45km로서 사막에 살고 있는 야생동물의 국정보호 구역으로, 야생동물과 빅혼시프를 볼 수 있다.

그랜드 캐년 (Grand Canyon) - 빙하기에서부터 오늘날에 이르기까지 오랜 세월을 걸쳐 표출된 지층이 지구의 역사를 그대로 말해 주고 있다. 경비행기를 이용하여 광대한 그랜드 캐년협곡의 길이 448km, 폭 6.8-28.8km, 깊이 1.6km의 대협곡으로 대자연의 위대함을 경험할 수 있는 곳이다.

