



U.S. Army Corps  
of Engineer  
Far East District

# East Gate Edition

February 2003

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## Exploring the *GREAT* Engineering Division



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*This month's Focus:*  
*Engineering Division- Part I*

Civil engineers, Mr. O, Chang-ho and Ms. Pak, Un-yong, Civil/Structural Section, Engineering Division, discuss grading strategies for earthworks by studying topography of the project site. *Read more about Engineering Division on page 8.*

# From the Commander



COL Francis Kosich

## What We Can't Afford is a Failure to Communicate

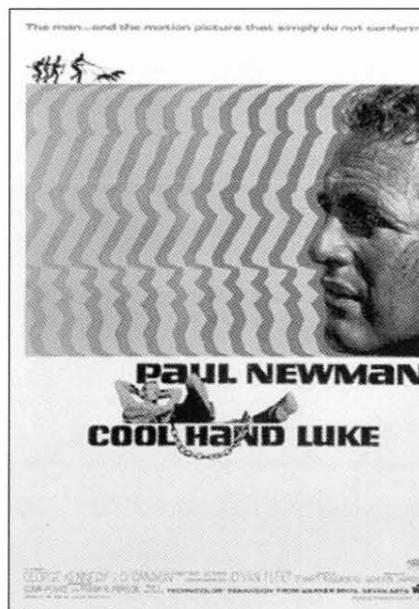
These days you can't get far without hearing the "C" word. What with PDTs and PMPs, PMBP and the like, the "C" word is alive and well. I even go as far as saying that our future as a district, division, and Corps depends on our ability to employ the big "C" internally and externally, everyday on every project and program. If not, the U.S. Army Corps of Engineers may end up like the Civil Aeronautics Board as the Chief of Engineers likes to say. No, it's not 'change,' although transformation implies change and as General Shinseki, the Chief of Staff of the Army once said, "If you don't like change, you'll like irrelevance even less." I'm talking about 'communication,' our ability to share information and act in concert with one another to achieve common goals.

The word communication always reminds me of the movie, "Cool Hand Luke." In this 1967 classic, Paul Newman plays the role of Lucas Jackson, a war hero sentenced to two years in prison for cutting the heads off of parking meters. For his indiscretions "Ole Luke," ever the non-conformist lands on a chain gang consigned to hard labor on the hot, dusty roads of the Deep South. He finds himself confronted with a series of challenges, which his irrepressible spirit will not allow him to ignore. Luke befriends his fellow inmates becoming an idol of sorts to them and in doing so, draws the ire of the guards who see his impact upon the attitudes of the other prisoners. Luke seems content to serve out his time in prison and not push things

too far. That is until word arrives of his mother's death. The Captain, played by Strother Martin, decides to break Luke's spirit by locking him in "the box" until after the funeral to prevent Luke from trying to escape.

Once released from the box, Luke escapes and eludes capture for a day or so. Upon his recapture and return to the prison, the Captain has him fitted with leg irons telling Luke it's for his own good. "I wish you'd stop bein' so good to me Captain," Luke deadpans. This enrages the Captain who cracks Luke with his whip and delivers what has to be one of the great lines of all time, commenting, "What we have here is a failure to communicate." Luke continues to lock horns with authority in general and the Captain in particular. In the end, it leads to his untimely demise.

"What we have here is a failure to communicate." Were they communicating? The Captain's message was simple; play by my rules or suffer the consequences. Pretty simple, right? And Luke was listening wasn't he? Well, apparently not because Luke continued to defy the Captain and ultimately paid the price for disregarding the message. Did this upset the



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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)

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# Safety & Health

## Winter Hazards Reminder

by *Ralph L. Youins*  
*Safety & Occupational Health*  
*Specialist*

As we approach the end of winter there is a tendency for us to become complacent of the many dangers of the season. Below is a list of things you can do to ensure your safety during this transition period:

1. Listen to the radio for updates on weather conditions - This can assist you in deciding what clothes to wear, mode of transportation to take or if you need to travel at all because many establishments will close during inclement weather.

2. Be aware of road conditions - Rain and snow with low temperatures can cause roadways to freeze and become black ice. Whenever environmental conditions increase road hazards, slow down or take a different mode of transportation. Seventy percent of winters deaths occurring in automobiles are related to snow and ice.

3. Carry a winter survival kit - Carry blankets, flashlight with batteries, a sack of sand or cat litter for tire

traction in the event you get stuck in the snow, a shovel, ice scraper, tool kit, booster cables, drinking water, food and road map.

4. If you use a space heater - unplug it when not in use or unattended. Keep space heaters away from flammable and combustible items; i.e. curtains, paper and petroleum products. Keep in mind that some heaters have electrically live elements even when their switch is in the off position.

5. If not in physical condition, avoid overexertion such as shoveling heavy snow or pushing a car. The strain from the hard labor and the cold can cause a person to have a heart attack. Winter death statistics related to cold weather exposure indicate fifty-percent are people over the age of sixty with seventy-five percent being males.

6. If you are caught in a winter storm **FIND SHELTER!** Try to stay dry and cover all exposed parts of your body. Drink plenty of water - **DO NOT EAT SNOW** because it will lower your body temperature. If snow is your only source for water, melt it

first. Exercise by vigorously moving your arms, legs, fingers and toes to keep circulation going and to keep warm.

A tool to keep in mind and use is the 5-Step Risk Management method when determining what course of action to take if caught in a hazardous situation:

- Identify Hazards
- Assess Hazards
- Make Risk Decisions
- Implement Controls
- Supervise (Watch For Changes)

*If you would like additional information on this topic feel free to contact the **FED Transportation Office** or the **Safety and Occupational Health Office**.*

*“Safety First For Life”*



# The Deputy's Word



by LTC Paul D Cramer  
Deputy Commander

## UPCOMING IN MARCH...

I want to take just a few minutes of your time to discuss some of the planned activities for March. If his plans do not change the Chief of Engineers, LTG Robert Flowers, will visit FED from the 12<sup>th</sup> to the 14<sup>th</sup>. The initial plan is for the Chief to visit Warrior Country and the Air Force projects and we will conduct a town hall meeting for the entire district in Seoul. This visit will lead the district into our spring exercise RSO&I or Reception, Staging, On-ward movement, and Integration.

RSO&I is design to replicate the early stages of preparation for a contingency operation by preparing the peninsula for the influx of troops to support contingency operations. FED traditionally participates in the exercise-using reservists from the Individual Mobilization Augmentation (IMA) program.

This year we will use only the District's assigned soldiers and employees. The intent for doing this is to train in peace, as we would execute in a contingency. FED must be able to transition from day to day

armistice operations to contingency operations without any external augmentation. Our plan is not to create a warfighting headquarters consisting of staff officers manning an emergency operations center (EOC) but to replicate what we do daily.

I have been reminded that the District is executing its contingency mission daily. If this is true, then why would we want to change our structure when we have to execute a wartime mission? With this said the EOC will be manned by our internal Security Plans and Operations staff and selected

representatives from the divisions. Division Chiefs can expect to participate daily in battle drills to discuss topics related to transitioning from armistice to contingency. By the end of the exercise we should have the framework done to determine how many EEC/MECs we need, what functions have to be performed on the peninsula vice being performed at another location (often called split basing) our relocation plan and validation of NEO packets to name a couple.

If this is not enough we will also conduct budget reviews in preparation for the mid-year command PBAC and continue to provide outstanding support to the soldiers, sailors, airmen and marines assigned to the Korean Peninsula.

Be safe in every thing you do, a moment of lost concentration can bring disastrous results.



# The Chin Report



by Allen Chin,  
Deputy for Programs and  
Project Management

## 2003 POD Senior Leaders Conference

In January 2003, senior managers from the Far East District attended the annual Pacific Ocean Division (POD) Senior Leaders Conference (SLC). This year's SLC was held in Alaska, the land of snow and ice. There were about 60 leaders and managers from Alaska, Japan, Honolulu, and Far East Districts and POD who participated in this high-energy opportunity to listen to and learn from the senior leaders throughout POD and its Districts.

The focus of the SLC was on development of the POD Campaign Plan. The POD Commanding General, BG (P) Ronald Johnson gave us inspirational guidance on developing initiatives and metrics for the campaign plan based on the USACE Strategic Goals of People, Process and Communication.

The initiatives we came up with on *People* centered on developing our people through the Regional Leadership Development Program as well as ensuring that we inculcate a Learning Organization culture throughout POD.

Regarding *Process*, the major initiatives we focused on included continuing to inculcate the PMBP process throughout the Districts and POD. This meant continuing to pursue the ISO certification for the Districts, training new employees in Corps Path, and PMBP curriculum, integrating the mapping of our business processes with our "Battle Rhythm", and ensuring consistency in our business processes. We also worked on the metrics to gage the success of the newly created Regional Technical Center at the Honolulu District.

The *Communication* initiative included developing brochures and Products and Services Guides to communicate and educate our partners and teammates on how we do business.

The highlight of the SLC was the Awards Dinner where we jointly celebrated and recognized the accomplishments of many of the people and projects at the Districts and POD. At the dinner, we were treated with an inspirational session by a senior leader from a private engineering and construction organization.

And lest you think that the senior leaders are really boring and don't know how to have fun, we had a team building event the first evening when the teams went bowling.

Bowling was a lot of fun and I believe it was preferable to having activities in the snow like snow boarding or dog sledding. There was even a practical joke played on one of the SLC attendees that was very funny. The SLC is an event I look forward to each and every year because it's a chance to meet, partner and have fun with the senior leaders from throughout POD.

A great value of the SLC is to share lessons learned with our peers at the other Districts and at POD in a true spirit of the Learning Organization culture. The next annual SLC will be held in Korea and will be a good opportunity for the Far East District to show its hospitality especially in providing outstanding room accommodations.





by Regina Adams  
Chief, Resource Management Office

## AFRICAN AMERICAN-AMERICANS

On the occasion of the Special Emphasis Observances-February & March, Black and Women's History months respectively, I take a slight departure from normal topic choices and write my articles to celebrate the spirit of these observances because they most closely reflect the essence of my being, my ethnicity and gender. They don't define what or who I am, but give pause to recognize my roots and pay homage to those coming before me and hopefully light the path for those to follow. Now, please don't take from this that I feel I have arrived, but just that I have positive direction, am contributing, and attribute this to something and someone(s) much bigger than myself.

February, as the people it represents, has been referred to as Black and African American History Month. The reason for the change/differing acknowledgement varies from person to person (with some having disdain for one or the other), but in my view they are factors of differing times, pieces of the same fabric, descriptors of the same history, products of society and its acceptance levels at given times, and words synonymous for the same journey/struggle (I will therefore, use them interchangeably). The least learned American knows the "now"

highly renowned Black scholars, inventors, activists, politicians, and champions of the cause for freedom, equality and recognition. The Frederick Douglass, Sojourner Truth, George Washington Carver, Mary McCleod Bethune, Martin Luther King Jr., Medgar Evers, Rosa Parks, Malcolm X, Little Rock Nine (integration of Central High School), and Secretary of State Colin Powell histories, claims to fame, and focuses of their journeys. So, I will not focus on these "heroes," but instead on Americans and accomplishments not as well known, but just as important.

Black Americans have pledged allegiance to America offering their lives and capabilities to the benefit of their homeland the same as other American patriots in many ways, but here, I will limit my focus to military service. As far back as the beginning of the Colonial and Revolutionary Wars Blacks have desired to serve, but had military service limited as dictated from colony to colony based on local policy and colonial needs in time of war. The biggest deterrent to military/societal leaders in enlisting the help of Blacks was the policy of conferring American citizenship on those who served and the continuing "Black Question," man or property/free or slave. Free Men like George Gire, Pete Salem, and Salem Poor eventually were successful in fighting in the Colonial and Revolutionary Wars distinguishing them as heroic Black Americans while others held political offices in Congress. As we moved into the Civil War period, Blacks again leap to the

cause but were forbidden to serve until the Confederates (believe it or not) first accepted Black volunteers. *Source: "1001 Things Everyone Should Know About African American History" by Jeffrey C. Stewart.* The employment of Blacks, in the government, and policies in the military have kept step with society with Blacks serving in key positions and enlisting and/or being drafted during all subsequent engagements of war commensurate with the times. African Americans have served admirably and are now being publicly recognized for that service.

Black Americans have made noted contributions to science, medicine, inventions for world improvement, sports, entertainment, religion, and military and government service (list not all inclusive). The members of these groups are too big to enumerate here, but believe me it would overwhelm, stagger, and dispel many of your preconceptions/teachings if here provided. The set aside of February to recognize Blacks contributions is a major step toward the proliferation of understanding, but from my perspective, Black or African Americans simply want to be considered Americans and recognized/revered for their accomplishments/contributions everyday. The real true understanding and equality comes from acknowledging differences among the races and striving to recognize our sameness (es) and celebrating African Americans as Americans of African decent the same as Italian, Jewish, Polish, and Irish Americans.

# Regina's View

# Exploring the *great* Engineering Division - part I

by Julie Park, PAO

This is the second biggest division in the District. There are three branches in this division. And within each branch, there are at least three sections. It was clear that it would be impossible to recognize every individual member of the Engineering Division in one story, because for example, Geotechnical and Environmental Engineering branch alone has over 60 people. Since the purpose of the East Gate Edition's monthly focus is to recognize the people who are the engine of the district, Engineering Division's story will be divided into two parts. In this month's story, the focus will be on Engineering Services Branch and Design Branch.

## *The Division*

Engineering Division is responsible for the accomplishment of design and engineering services to support both US funded and Host Nation Funded Construction (HNFC) projects. The division is divided into three branches: Design Branch, Engineering Services Branch, and Geotechnical and Environmental Engineering Branch. In part I of Engineering Division story, Design Branch and Engineering Services Branch will be introduced.

The division is a diverse organization of over 130 persons representing a diverse range of professionals and technicians spanning all the architectural and engineering disciplines, as well as chemists, environmental specialists,

materials technicians, surveyors, geologists, and water well drillers. About 80% of the division is Korean National (KN) employees.

The head of this great division is Mr. Richard Schiavoni.

"My responsibility as the Chief of Engineering is to make sure that all of Architectural and engineering (A/E) products that go into our projects delivery process are of the highest quality, and within time and budget constraints, in other words, 'responsiveness'," said Schiavoni. "It's the great, hard-working folks in Engineering Division that make the District successful in accomplishing this part of the Project Delivery process. In Engineering Division, technical competence, responsibility and accountability in a teamwork environment is stressed for all members of the Division."

"Also, my responsibility as one of the senior leaders of the district is to reinforce the tone and direction of the organization set by the District Commander," continued Schiavoni. "This role is more challenging than the role as the division chief, because how I

respond and interact with people influences not only the division but the whole district."

In the New Year, Schiavoni says that he encourages the division personnel to not dwell on the weaknesses but try to build on strengths and understand the value of those strengths in a team environment. "To become a learning organization and to improve our Project Management Business Process, we must all work together as a team and thrive on the strengths of each team member. The result will be better project delivery and better service to our US Forces and Korean counterparts."

"With that note, Engineering Division will seek continuous improvement of our technical competence and responsiveness. If there are areas where we lack expertise, we are committed to getting or developing that expertise, internally or externally."

## *Engineering Services Branch*

The Engineering Services Branch is organized into two small sections and one team including, A/E contract support section, cost engineering section and programs team. Also a part of this branch is the District Value Engineering (VE) Officer.

The chief of this branch, Mr. Ryo Nakamoto, holds dual positions, as his other position is

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Mr. Rich Schiavoni, Chief, ED (left) and Mr. Ryo Nakamoto, Deputy of ED and Chief of Engineering Services Branch enjoy their daily discussion.

## Exploring the great Engineering Division

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the Deputy of the Engineering Division. Nakamoto's work prior to joining the district in July 2002 was with Headquarters Pacific Air force. He took on the job with the district because he missed the technical side of engineering. In his current position, Nakamoto enjoys getting involved in the macro level of technical issues, but says, "My biggest challenge now is holding myself back from getting too involved."

One of the projects that Nakamoto is working on internally is getting a lessons learned system established for the organization.

"Getting an accurate, accessible and concise lesson-learned system into the business process is the key to staying in the top of the business. This Corps wide program will allow users to do a key word search and find all previous lessons learned from previous projects. Once we get the system up and running, we should

be more confident with ensuring and continuing our high quality of work," said Nakamoto.

On a more personal note, as the newest member of the leadership in ED, learning the names of everyone in the division is the primary challenge facing Nakamoto. "I've accomplished learning the names of everyone in our branch, but division wide is going to take some time."

### Sections within...

Mr. Bob Kiehm is the district's **value engineering officer and quality director**. He is the one-man team, responsible for conducting VE studies for all Military Construction (MILCON) projects with current working estimates (CWE) exceeding \$2 million and all O&M projects with CWEs exceeding \$1 million. Study teams are created using the Office of the Chief of Engineers Value Engineering Study Team (OVEST), Far East District, Pacific Ocean Division, and other Corps District assets. Currently, the district's VE

studies are performing with a 24-to-1 savings-to-cost ratio, meaning \$24 of savings for every dollar spent on VE studies.

"While everybody should be saving the American taxpayers' money in performing our duties, value engineering and quality control is directly involved with the saving of money," said Kiehm of his mission.

"Naturally, I feel a great pride in my job when I have succeeded in having projects meet our customers' requirements at a lesser cost and when construction is completed without having to process modifications."

**Cost Engineering Section**, formed by individuals with 15 to over 30 years of professional experience, is responsible for all cost engineering services for the district including cost estimates, job order contract delivery orders, cost analyses, technical evaluations, and requirement contract estimates, just to name a few. The section also provides consulting services to engineers from Departments of Public Works (DPWs) and construction field offices, and



**Engineering Services Branch, a group of experts from many disciplines of engineering.** (bottom row, from left to right) Mr. An, Kyu-son, ME; Mr. Song, Pae-chae, A; Mr. Choe, Yong-to, A; Ms. Pak, In-myong, ESA; and Mr. Kim, Pyong-sop, EE (top row, from left to right) Mr. Ryo Nakamoto, Chief; Mr. David Schlesinger, EE; Mr. Ken Gardiner, GE; Mr. Tom Knipper, PA (team leader); Ms. Kim, Son-hyong, secretary; Mr. Mel Bell, Chief, Cost Engineering Section; Ms. No, Yong-hye, PA; Mr. Bob Kiehm, VEO; Ms. Yi, Chong-hui, PA; Mr. Choe, Kyu-yun, CE; Mr. Kim, Sung-uk, EE; and Mr. Yim, Chang-su, CE.



**Design Branch, (1st row, from left to right)** Ms. Yun, Sun-han, CSA; Mr. Chon, Chong-il, EE; Mr. Yu, Cha-hwang, ME; Mr. So, To-sok, A; Mr. Kim, Hyong-su, CE; Mr. Choe, Chong-hun, CE; Mr. Chin, James, Chief of Civil/Structural Section; and Mr. Na, U-kyun, ME  
**(2nd row, from left to right)** Mr. Choe, Chang-hyon, CE; Mr. O, Chang-ho, CE; Mr. Kwon, O-song, CM; Mr. Yun, Pyong-chol, CE; Mr. Kim, Tong-wan, A; Mr. Chong, Song-uk, EE; Mr. Pak, Son-yong, A; Mr. Hank Miyamoto, Chief, Design Branch; Mr. Shin, Yong-taek, CE; and Ms. Kim, Yong, CSA  
**(3rd row, from left to right)** Mr. Yi, Myong-chin, ME; Ms. Park, Doshin, A; Mr. Yi, Won-ho, Chief, Specification Section; Mr. Hwang, Sang-chaе, SE; Mr. Kim, Tae-yu, SE; Mr. Chris Kim, Chief, Architect/Master plan section; Mr. Choe, Hyon-ku, SE; Mr. Kim, Chong-hwa, EE; Mr. Kim, Yong-chun, ME; Mr. Kim, Ki-ho, A; and Mr. Dong Shin, Team leader, Technical Engineering Section  
**(4th row, from left to right)** Ms. Pak, Chu-cha, ESA; Mr. Ki, Pon-chun, ET; Mr. An, Kyu-nyang, EE; Ms. Yi, Hui-chong, A; Ms. Pak, Un-yong, ET; Mr. Chon, Kyong-ho, EE; Mr. Kim, Yong-hae, EE; Mr. Pak, Chi-ung, A; Mr. Chon, Sang-kon, ME; Mr. Kim, Min-kyu, A; Mr. Kim, Hwa-yong, ET; Mr. Kim, Su-hyon, ET; Mr. Jason Kim, Chief, Mechanical/Electrical Section; and Mr. Jung, Lee; EE.

sometimes to private companies such as Exxon Oil and Construction Cost Systems as they have come to the District to inquire about local cost data and construction practices in Korea.

“Cost Engineering is unique because the quality of our work is judged every time contractors’ proposals are opened for a project,” said Melvin Bell, Chief of Cost Engineering Section. “If the government estimate is much higher or lower than the contractors’ proposals, the estimate is thought to be in error, although this assumption may not be true. When the government’s estimate falls in the range of contractors’ proposals, the government estimate is considered adequate and this is when I feel

pride in my job.”

Members of this section include; Mr. Choe, Kyu-yun and Mr. Yi, Chun-ki, civil engineers; Mr. Choe, Yong-to, Mr. Song, Paek-chaе, and Mr. Cho, Chang-sop, architects; Mr. Kim, Pyong-sop, Mr. Kim, Sung-uk, and Mr. Yang, Yun-chol, electrical engineers; Mr. Yi, Chin-chol and Mr. An, Kyu-son, mechanical engineers; and finally Ms. Pak, In-myong, engineer support assistant.

**A/E Contracting Support Section’s** main responsibility is A/E contract negotiations. The section assists the Chief of ED by providing services in A/E selections and A/E contracts. They also provide project manager assistance by maintaining the standard A/E scope of work to

include changes in technical criteria/code/regulations.

A/E Contracting Support Section consists of two members only, with three positions vacant. The team leader is Mr. Ken, Gardiner, Acting Chief and Mr. David Schlesinger is the interdisciplinary engineer.

**Program and Budget Team** is responsible for management of engineering division budget, purchase request and commitments (PR&Cs), prospect and non-prospect training surveys, and Geotechnical and environmental branch program support. The team annually prepares initial and mid-year budget and operational program

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## Exploring the great Engineering Division

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fort the division. In other words, this is where the money is handled.

The team consists of three program analysts and one accounting technician, a position that is currently vacant. Mr. Tom Knipper is the team leader, Ms. Yi, Chong-hui and Ms. No, Yong-hye, are the two other program analysts.

### Design Branch

The Design Branch is a multi-disciplinary team of 48 employees who are primarily architects and engineers. Within the branch are five sections; Architectural Section, Electrical/Mechanical Section, the Civil Section, Specifications Section, and the Technical Engineering Section. This branch has several functions. It is responsible for the production of all in-house engineering design products. The branch does the quality assurance review and approval of all Architect-Engineer (A/E) consultant products and provides the overall technical engineering direction for project designs within the District. They perform local constructional material evaluations and approvals. Also, they prepare all construction contract solicitation packages as well as the construction specifications for all construction projects.

Mr. Hank Miyamoto, Chief of Design Branch, has been with the district for over three years. During those years, the most positive change he has noticed about the



District is the move to execute projects under the Project Delivery Team concept. "Now that the foundation of the PDT is laid out and strongly encouraged by the command, the business process has improved to be more efficient and productive," said Miyamoto.

This branch had the good fortune of recruiting extremely versatile professionals with substantial experience, which is one of the biggest pluses that branch has, as told by Miyamoto.

"Developing the promising folks and investing in them to grow in the district is the best thing we can do to ensure our future," said Miyamoto. "People in our District have great potential to grow as effective leaders. In fact, three of Design Branch's employees have been selected this year to participate in the POD Regional Leadership Development Program."

"Our branch is staffed with people of diverse age groups, background, job skills and life-style, and every branch employees is a

team player, continued Miyamoto. "I appreciate and value this diversity and team participation because in my opinion, there's no such thing as too much of the both. It's essential to me that diversity is part of the team formation and if the supervisor or team leader can fully utilize the diversity of different cross-functional skills, it will contribute greatly to the team development and project success."

The Design Branch has gained a lot of new experiences and has developed new combined skills, such as conducting planning and design charrettes. "We are now handling much larger projects in terms of complexity and construction value," said Miyamoto.

### Sections within...

**Technical Engineering Section** is staffed with experts from each engineering discipline. Their responsibility is to review

# PAO Customer Survey

The Public Affairs Office wants to provide the best possible service to you, the FED team. To improve our service, we request you take a few minutes to answer these survey questions.

저희 Public Affairs Office에서는 여러분께 좀 더 나은 서비스를 제공하고자 아래의 설문조사를 만들었습니다. 여러분의 많은 조언과 참여를 부탁드립니다.

Please check the appropriate box with the highest number being the best rating.  
가장 높은 번호가 가장 높은 만족도를 나타냅니다.

1. What is your overall impression of the East Gate Edition?  
East Gate Edition에 대해 어떻게 생각하십니까?

 1 2 3 4

2. Do you receive each monthly issue of the East Gate Edition?  
매 달 East Gate Edition을 받으십니까?

 YES NO

3. Are you satisfied with the amount of Command and local information the magazine carries?  
East Gate Edition에서 다루고 있는 정보와 그 내용에 만족하십니까?

 1 2 3 4 5

4. What is your favorite section of the magazine?

가장 선호하는 섹션은 무엇입니까?

COMMANDER'S COLUMN

OTHER COLUMNS(please name)

FEATURE STORY

DID YOU KNOW & THING TO DO

5. What suggestions or comments do you have to improve the magazine?

East Gate Edition에 대한 호평 또는 비평의 말씀을 적어 주십시오.

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6. When you have asked the Public Affairs Office for assistance have you been treated professionally and courteously?

The Public Affairs Office로 부터 서비스를 받으셨을때 신속하고 친절한 서비스를 받으셨습니까?

YES

NO

7. How would you rate the service you receive from the Public Affair Office?

Public Affairs Office의 서비스에대한 점수를 주신다면 몇을 주시겠습니까?

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5

8. What services do you think the public affairs office should provide that are not provided now?

Public Affairs Office로부터 현재 제공되고 있지 않은 서비스중 원하시는 서비스가 있으시다면?

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.....

9. Do you feel the Public Affairs Office provides enough command information?

The Public Affairs Office로부터 전달되고 있는 사령관의 소식이 충분하다고 생각하십니까?

YES

NO

10. Do you use the FED or any other USACE web sites?

FED 또는 USACE의 인터넷 사이트를 사용 하십니까?

YES

NO

11. How would you rate the FED intranet?

FED intranet에 대해 어떤 점수를 주시겠습니까?

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5

12. How often do you use the FED intranet?

FED intranet를 얼마나 자주 이용 하십니까?

1

2

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4

5

13. What suggestions or comments do you have for the FED intranet? Would you like to see any added services or features?  
FED intranet에 대한 의견, 또는 추천 하시고 싶은 서비스를 말씀해 주십시오.
- .....
- .....

14. How often do you read the News Clips from the FED intranet?  
FED intranet에 올려져 있는 뉴스클립을 얼마나 자주 보십니까?

1       2       3       4       5

16. Do you find the News Clips to be helpful?  
뉴스클립이 유익하다고 생각하십니까?

1       2       3       4       5

17. What type of news or information (more local or international) would you like to see in the News Clips?  
FED news clips에서 국내 뉴스와 해외 뉴스 중 어떤 뉴스를 더 읽고 싶으십니까?

1       2       3       4       5

This survey questionnaire, distributed by e-mail and included in the February 2003 issue of the East Gate Edition, can be returned by email (Julie.park@pof02.usace.army.mil) or place a hard copy in mail distribution to the Public Affairs Office after completion. Thank you in advance for completing and returning the survey questionnaire by 30 March 2003.

전자우편과 2003년 2월 East Gate Edition에 삽입되어 배포된 이 설문지는 완성하신 후 2003년 3월 30일 까지 Julie.park@pof02.usace.army.mil 로 보내 주시거나 Public Affairs Office의 우편함에 넣어 주시기 바랍니다. 여러분의 성원과 참여에 감사드립니다.

designs and other engineering products to ensure they comply with standards, codes and regulations. They do go out to the construction site jointly with Construction Division's Quality Assurance Branch at the 9<sup>th</sup> month warranty inspection.

The Technical Engineering Section, led by Mr. Dong Shin, include the following staff. Mr. Jung, Lee-sik, and Mr. Chon, Chong-il, both electrical engineers; Ms. Doshin Park, an architect; Mr. Kim, Hyong-su, civil engineer; Mr. Hwang, san-chaе, structural engineer; Mr. Yi, Myong-chin and Mr. Na, U-kyun, both mechanical engineers; and Ms. Pak, chu-cha, engineer support assistant.

**Specification Section** provides review and assistance to Status of Forces Agreement (SOFA) A/Es in products they produce. They do this by providing resources of a complete library of current specifications. This section also prepares unique specifications where the situation requires or focuses on a particular need. One of the tools they use to speed up and ease the production of specifications is SPECINTACT, software used by Specification Section that interfaces

with Resource Management System (RMS), software used by Contracting Division. This section is also responsible for packaging electronic bid by consolidating all construction documents.

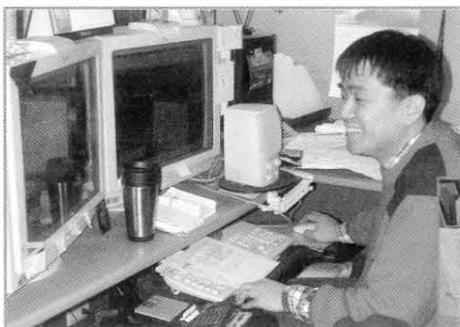
The chief of this section is Mr. Yi, Won-ho and it includes Mr. Choe, Chang-hyon, civil engineer; Mr. Kim, Ki-ho, architect; Mr. Ku, Pon-chun, engineer technician; Ms. Yi, Pong-hui, Ms. Yun, Sun-han, and Ms. Kim, Yong, are all construction support assistants.

**Architecture and Master Planning Section** is responsible for architecture portion of all in-house military construction programs. Due to the characteristics of their work, the architects don't get the chance to go outside their office too much, rarely to the construction site. Chief of this section, Mr. Chris Kim, is trying to change this and open up to other divisions and branches, encouraging more interaction and exchange of suggestions. They try to talk to the customers directly to hear their demands and expectations first hand and have been visiting the project sites to see the result of their work. These scheduled trips to the sites have been very positive to the architects, allowing more lessons learned.

This section has seven architects: Mr. So, To-sok, Mr. Kim, Min-kyu, Mr. Kim, Ton-won, Mr. O, Song-han, Mr. Pak, Son-yong, Mr. Pak, Chi-ung, and Ms. Yi, Hui-chong. Mr. Kim, Hwa-yong and Ms. Kim, Su-hyon are both engineer technicians. Last, but not least, is Mr. James Brewer, a master planner.

**Mechanical/Electrical Section**, supervised by Jason Kim, has the function similar to the Architectural Section, but specializing in mechanical, electrical, and fire protection. The team members are divided into two units. In the electrical unit are: Mr. An, Kyu-nyang, Mr. Chon, Kyong-ho, Mr. Kim, Chong-hwa, Mr. Kim, Yong-hae, and Mr. Chong, Song-uk. Mechanical unit includes: Mr. Chon, Sang-kon, Mr. Yu, Chae-hwang, and Mr. Kim, Yong-chun.

**Civil/Structural Section** is supervised by Dr. James Chin. This section performs civil and structural engineering for in-house designs and studies, and provides technical support to other elements of the district. Members of the civil unit are: Mr. Kim, Sung-kun, Mr. Sin, Yong-taek, Mr. Yun, Pyong-chol, Mr. O, Chang-ho and Mr. Pak, U-hyon, all civil engineers; and Ms. Pak, Un-yong as the engineer technician. In the structural unit, there are two structural engineers, Mr. Kim, Ta-yu and Mr. Choe, Hyon-kyu, and a civil engineer, Mr. Choe, Chong-hun.



*Exploring the Great Engineering Division - Part II will focus on Geotechnical and Environmental Engineering Branch.*

# Yongsan overpass project kicks off with hopes of connecting more than the two posts

by Julie Park, PAO

Construction of a two-lane vehicle and pedestrian overpass connecting Yongsan Main Post and South Post, between Gates 5 and 10, began with blessing by many guests ranging from Mayor Park, Jang-kyu of Yongsan-gu to Ministry of National Defense (MND) personnel.

The groundbreaking ceremony on February 6 drew special interest as the MND Press Corps was invited for the first time. One hour prior to the groundbreaking ceremony, the press was invited to attend the media briefing prepared by the USFK and 34th Support Group Public Affairs Office, with support from the Far East District. COL Steve Wilberger, Commander, 34th Support Group, led the briefing and answered questions from the media.

COL Wilberger was also the master of ceremonies and there were remarks by Brigadier General John Macdonald, Director, Korea Office, Installation Management Agency; Mayor Park, Jang-kyu, Yongsan-gu; Mr. Choi, Sang-hee, President of Shinsung Construction; and COL Frank Kosich, Commander, Far East District.

This ceremony was simultaneously translated into



Guests celebrate the groundbreaking ceremony for the Yongsan Overpass project with their ceremonial dig.

Korean to accommodate the Korean guests.

In phase one of the project, Gate 10 will be closed to traffic while construction of a new vehicle and pedestrian traffic configuration, as well as southern bridge abutments and piers takes place.

In phase two, Gate 5 from Main Post will be closed to traffic and construction of the vehicle and pedestrian traffic configuration will continue. The northern bridge abutments and piers, as well as the superstructure, will be completed. The completed overpass, equipped with a snow melting system, will be able to accommodate vehicles as large as a commercial bus.

In the remarks by the speakers at the ceremony, all agreed and emphasized the increased convenience and force

protection this overpass will bring to the community, both in and outside the garrison for the US military. Travelers will no longer have to show their ID twice as they pass through Gates 5 and 10 and they will not have to wait at the intersection for the light to change. The Korean commuters traveling through the intersection between Gates 5 and 10 will also enjoy the improved traffic flow.

Overall, the groundbreaking ceremony was a great success and it marked the beginning of a project that aims to improve more than what seems obvious to the onlookers; improved relations and cooperation between the host nation and USFK to better the lives of everyone.

The project is scheduled for completion in July 2004.

## Commander's column

(continued from page 2)

Captain, the man with absolute control? Why certainly. His tried and true method of getting the attention of recalcitrant was failing and everyone knew it. And in the end, he knew Luke would have to be dealt with one way or the other. Did Luke know this? Oh I think so. His final words are telling. As he tried to turn himself in after yet another escape attempt, Luke mocked the Captain by mimicking his early own admonition to Luke, "What we have here is a failure to communicate."

The reason I like this quote is that, in the context of the film, there is no communication between Luke and the Captain, nor is there intended to be. I talk and you listen and heed is not communication, is it? Clearly, Luke's transgressions and the ensuing punishment have nothing to do with communication. But think about it for a second; do we fail to communicate as we go about our daily duties? Do we freely share information or do we keep it to ourselves? Are we listening to others with the intent of achieving synergy, satisfying needs, and contributing to project delivery? Do others communicate with us in the same manner? Do we solicit feedback? Do we listen to our co-workers, stakeholders, and customers? Or are we like Luke, sending but not receiving, intent

on doing it our way, and resistant to change. The message is clear, we change or we end up like Luke.

Effective communication is the ingredient that when mixed with people and process, enables team members to be flexible, responsive, and resilient and therefore relevant. And when you think about it, it's more about listening than it ever is about talking. Finally, it's a journey, not a destination. You have to work at it everyday with every team member.

And by the way, it will make you, the individual, more effective and valuable than you ever were by yourself on your best day.

Believe it.

**See you on the ground.**

## Question of Ethics

by Gilbert Chong, OC

You work in a resident office and on a contractor you have known for many years comes to visit, even though his company has no contracts in your resident office. Mr. Contractor offers you two tickets - orchestra level seats, face value of ₩120,000 each - to the musical CATS, now playing in Seoul, during an upcoming weekend. Your spouse is very interested in seeing the play. May you accept the tickets (there may be more than one correct answer)?



- [A] Not no, but heck no! That would violate the rule against gratuities from a prohibited source, and there is no exemption to cover it.
- [B] Yes, because who would find out?
- [C] No, because there is a conflicting financial interest.
- [D] Yes, if you pay face value for the tickets.

(see answer on page 15)

## HR Tid Bit

by Monte Howard, RMO

A current permanent Department of Army, U. S. Army Corps of Engineers, Far East District or DOD civilian **serviced by the Korea CPOC**, or if your appointment has no time limit (career-condition/career) or if you are serving on an Overseas Limited Appointment with a NTE date of one year or more, your Employment Code for question #7 on the supplemental sheet will be one the following:  
**Inservice Korea**  
**Employment Category:**  
**Internal SOURCE CODES:**  
 INTSEO = Seoul  
 INTCRC = Camp Red Cloud  
 INTTHUM = Humphreys  
 INTTAG= Taegu

(continued on page 15)

## Did you know...

### Year of the Sheep



Feb 17, 1931 - Feb 5, 1932  
 Feb 5, 1943 - Jan 24, 1944  
 Jan 24, 1955 - Feb 11, 1956  
 Feb 9, 1967 - Jan 29, 1968  
 Jan 28, 1979 - Feb 15, 1980  
 Feb 15, 1991 - Feb 3, 1992  
 Feb 1, 2003 - Jan 21, 2004

### Sheep in Sheep Years

As with all animals in their own year, Sheep people can expect a good year in Sheep Years. Sheep people will do especially well this year in social and family settings.

### Sheep Personality

Sheep people have a strong feminine side, being very caring, affectionate, and selfless. With a strong artistic talent, Sheep can be excellent craftsmen. They try to avoid confrontation by being ingratiating. Although they tend to be followers instead of leaders, they prefer democracies over autocracies.

### Sheep Symbolism

The most feminine of the 12 animals, the Sheep represents all those qualities thought of as feminine, as well as creativity in the arts.

### Sheep People

King George VI, Rudolph Valentio, Boris Becker

## Things to do...

### Bird watching in Korea

South Korea is one of the best winter-birding and shorebird-watching destinations anywhere - and wetlands and islands will probably be at the core of any birders' plans to visit here.

#### • Bukhansan

Bukhansan, reached by a 30 or 40 minute subway journey out from the center of the city, has numerous mountain trails and tracks, some crowded, some relatively peaceful. This beautiful park, with rock outcrops and extensive forests will clearly change your image of Seoul! Much of the pine forest is relatively poor for birds, but in



gullies with a wider diversity of vegetation **Blue-and-white Flycatchers** and **Eastern Crowned Warblers** can be reasonably numerous in summer, along with **Oriental** and **Common Cuckoos**. In winter, the park often supports the striking **Pallas's Rosefinch**, feeding along the side of less disturbed tracks, a much harder species to see well further south, while through the year **Grey-headed Green** and **Great**

**Spotted Woodpecker**, **Varied** and **Marsh Tits** and the distinctive brown-eyed **Eurasian Jays** are rather numerous and easy to see.

#### • Namsan

Namsan Park near the Seoul Tower, and reached by Dongguk University Subway Station, has access next to the National Theatre, or by an overpass next to the Seoul Grand Hyatt Hotel. It is a much smaller area of hilly woodland than Bukhansan, but still supports large numbers of **Varied Tits**, and regular **Japanese Pygmy** and **Grey-headed Green Woodpeckers**, along with a variety of other woodland species (including the **Nuthatch** and small numbers of **White-backed Woodpeckers**) and a broad range of migrants in the right season: these included **Tricolor Flycatcher**, **Eye-browed** and **White-throated Rock Thrush** in May 2002.

#### • Han River at Bamseom Island

Although rather poor in summer for birds, the area near Bamseom Island especially (reached by subway: exit 3 from Yeoinaru subway station on Line 5) in winter often attracts large numbers of ducks, such as the Pochard and Goosander, and occasionally raptors, including the Common Buzzard and even the White-tailed Eagle. For beginner birdwatchers, there is a free guiding service in the mid-winter months provided by university students, and an inexpensive school education program.

## HR Tid Bit

(continued from page 13)

Example: If you are:

- a) Working at Camp Red Cloud
- b) Currently a GS-9, applying for a promotion to a GS-11
- c) You would enter INTCRC for question #7

Even if you are eligible for another category such as VRA, it is not necessary to apply under another category, since you are already an internal candidate eligible for a GS-11.

You **MUST** read the announcement for the area of consideration. You may choose an area of consideration that is not stated on the announcement and therefore you would not be considered for that position.

If you have any questions regarding what category you should choose when applying for a position here in Korea or Stateside, please feel free to call me at 721-7060 or Sharon at 721-7056.

### Answer to Question of Ethics

(continued from page 13)

Answer A restates the basic rule. Under the Standards of Conduct rules, it is never wrong to refuse a gratuity from a contractor. Mr. Contractor is a prohibited source because he does business with, or plans to do business with the Army, and the tickets should be considered a gift because they have a face value of ₩240,000. There is not enough information in the fact pattern to identify any exemption that might apply, so the basic analysis is correct - accepting the tickets would violate the rule against gratuities.

Answer D is also correct, however. Even though the tickets come from a prohibited source, the tickets would not be a gift if you paid face value for them - ₩240,000 (you really do care about your spouse!). Even if the tickets had a fair market value of double that, the regulation only requires you to pay the face value on the tickets. *Do not hide the fact of the transaction (and you should probably get a receipt).*

Tell your supervisor and your ethics counselor what you have done to avoid any future misunderstandings. Because you are not currently involved in managing a contract with that particular contractor, there should not be a problem with the appearance of impropriety consideration.

## WOMAN'S HISTORY MONTH MARCH 1-31 2003

by Leo Lorenzo, Equal Employment Officer

The first celebration of the contributions of women to American society was a weeklong event sponsored by an educational group in California in 1978. In 1981 Senator Hatch and representative Barbara Mikuliski co-sponsored a Congressional resolution to support a national week observance. It took till 1987 for the Congress, who listened to the petitions of the National Women's History Project, to set aside the Month of March for recognizing the amazing contributions of women to the development of America.



Get your cash...  
right here, right now!

The much anticipated Automated Teller Machine (ATM) has been installed and is now in operation for the convenience of District's wealthy engineers (and a few wealthy non-engineers) and shoppers.



On February 3, COL Frank Kosich, commander, Far East District and Ms. Song, Ihn-ok, Community Bank, participated in the ribbon cutting ceremony in front of a small gathering near Gate 1 of the District compound.

# New Members



**Mr. O, Se-hwan** is the newest member of the Motor Pool as the transportation

specialist. His hometown is Uijongbu City and he enjoys boxing. O is married to Ms. Choe, Sun-ja and they have two sons; Han-ul and Han-sam. O's first connection with the US military was while serving as a Katusa for almost three years during his military service. Since then, he has worked as a general arts specialist in Camp Casey and Camp Stanley and transportation assistant in Camp Casey. This is his first employment with the Far East District.



**CPT Donovan Ollar**, from Cabot, Arkansas, has joined the Central

Resident Office as a project engineer. Ollar is a graduate of West Point in Civil Engineering and he has a master's degree in Engineering Management from University of Missouri J Rolla. He is married to Ms. Sue Ollar, with a daughter Katie (3) and their second child expected in August. Ollar enjoys rugby, weightlifting and reading. This is his first time with the Corps of Engineers and in Korea.



**Mr. Maurice Yoshikawa** from Wailuku, Hawaii, joined the Information Management Office as a

management assistant. He is married to Ms. Tokcha Yoshikawa and they have two daughters, Sharon and Sandra. Yoshikawa enjoys fishing and has been working in various places including, Ft. Devens, Ft. Knox, Ft Stewart, Pensacola FL, Ft. Carson, and Camp Zama.

## February Focus



**Name:** Yi, Chong-hui  
**Job Title:** Program Analyst, Engineering Services Branch, Program Team

**What do you do? :** I prepare, update and provide analysis for all PR&Cs for Engineering Division. I also maintain employee data for all division employees and assist the team leader with preparing initial and mid-year budget for the division, excluding Geotechnical and Environmental Engineering Branch.

## A New Year, a New Way

*The Project Management Business Process*

vs.

*The old way of doing business*

Collaborative teamwork	"Finish my part and pass it on"
One Corps, executing regionally	District-focused work
P2	PRISM, ABS, GI Database, CWAS, PROMIS, PPDS
Customer actively on team	Customer "focus"
Inclusive	Exclusive
Automation...reporting data you can use and single-point entry	Automation...upward reporting
Supervisors who manage resources, including talent	Technical supervision
Synergy	Personal agendas
Cross-functional teamwork	Stovepipe limitations
Best business practices	"The way we do it here"
Project delivery teams	Stovepipes
Engaging stakeholders early and often	Stakeholder input near project end

## 사령관메세지



COL Francis Kosich

요즘은 C로 시작하는 단어를 빼놓고는 아무 것도 할 수가 없습니다. 거기에 PDT, PMP 그리고 PMBP까지 더하면 C 단어는 정말 절대적인 존재가 아닐 수 없습니다. 이 시점에서 저는, 조금 더 나아가, “우리의 미래가 이 C 단어를 내?외적으로, 그리고 매일, 모든 프로젝트와 프로그램에 얼마나 잘 활용하느냐에 달려 있다” 라고 말씀드릴 수 있습니다. 만일 그렇지 못한다면, 우리의 미래는 공병감님이 자주 말씀하시듯 Civil Aeronautics Board 처럼 “멸망” 일 것입니다. 제가 말하고자 하는 C단어는 Change가 아닙니다. 미 육군의 Chief of Staff, General Shinseki가 언젠가 이렇게 말씀하셨습니다. “변화가 싫다면, 당신은 부적절이라는 단어는 더 싫을 것이다”. 이렇듯이 변화라는 단어도 우리의 미래에 매우 중요합니다. 하지만 저는 지금 communication 이라는 단어를 말씀드리고 있는 것입니다, 바로 우리가 공통적인 목표를 달성하기 위해 함께 행동하고 정보를 나누는 능력 말입니다.

커뮤니케이션이라는 단어를 보면 생각나는 영화가 있습니다. 바로 “Cool Hand Luke” 이라는 영화입니다. 이 1967년 클래식 영화의 주연은 폴 뉴먼 이었으며 그는 Lucas Jackson이라는 전쟁영웅을 연기했습니다. 이 전쟁영웅은 시내

의 주차시간자동표시기를 파손한 죄로 2년간의 징역살이를 하게됩니다. 그리고 그의 경솔함과 반항적인 태도로 인해 그는 깊은 남쪽의 뜨거운 햇살아래에서 막노동을 하게됩니다. 또한 이곳에서 그는 그의 성격상 도저히 무시할 수 없는 많은 어려운 상황들과 직면하게 됩니다. 이 과정에서 류크는 동료 수용자들을 배신하고 그들의 영웅과 같은 존재로 부각하게 되며 그의 영향력을 알게 되는 교도관들의 분노의 대상이 됩니다. 이때까지만 해도 류크는 그냥 조용히 그에게 주어진 시간을 다하고 나갈 생각을 합니다. 하지만 그때 그의 어머니의 사망소식이 들려오고 교도소장인 캡틴 (Strother Martin)은 류크의 탈옥을 방지하기 위해 그를 “box”라고 부르는 방에 가두고 맙니다.

이 box에서 풀려 나온 류크는 탈옥을 하고 몇 일간 그를 추적하는 자들을 따돌리는 데에 성공합니다. 하지만 곧 그는 다시 붙잡히고 교도소로 보내집니다. 다시 돌아온 류크에게 캡틴은 족쇄를 채우고 이것이 다 너를 위해 하는 일이라고 합니다. 이때 류크는 “저에게 이제 그만 자상하셨으면 좋겠어요” 라고 말하고, 이 말을 들은 캡틴은 잠고 있었던 분노를 폭발하며 그에게 채찍질을 하기 시작합니다. 이 장면에서 캡틴은 그 유명한 대사를 하게 되는 거죠. “What we have here is a failure to communicate.” 우리는 지금 커뮤니케이션이 안되고 있어, 라는 대사입니다. 이후 류크는 계속해서 관리자들, 특히 캡틴에게, 반항을 하고 결국에

는 죽음으로 반항의 끝을 보게 됩니다.

“우리는 지금 커뮤니케이션이 안되고 있어.” 그들은 서로 커뮤니케이션을 하고 있었던 건가요? 캡틴의 메시지는 간단한 것이었습니다; 내 말대로 하거나 아니면 반항에 대한 대가를 치르게 될 것이다. 꽤 간단하죠? 그럼, 류크는 이런 캡틴의 메시지를 듣고 있었나요? 그건 아닌 것 같습니다. 왜냐면, 류크는 계속해서 반항을 했고 결국에는 캡틴이 말한 대로 그에 대한 대가를 치르게 되었으니까요. 류크의 꺾이지 않는 반항은 왜 캡틴을 분노하게 했을까요? 그건, 반항자의 관심을 끌고 항복시키는 방법 중 캡틴이 아는 유일하고 가장 확실한 방법이 실패를 하고 있었고 또 그 사실을 모든 주위 사람들이 알고 있었기 때문입니다. 또한 캡틴은 류크와 언젠가는 한판 대결을 해 끝을 봐야 할 것이라는 것을 알고 있었던 것입니다. 그럼, 류크도 이 모든 사실을 알고있었을까요? 제 생각에는 그랬을 것입니다. 류크의 마지막 대사를 보면 그것을 알 수 있습니다. 그의 마지막 탈출 시도 끝에 그가 자수를 하려고 하는 상황에서 류크는 이전에 캡틴이 자신에게 했던 말을 합니다. “우리는 지금 커뮤니케이션이 안되고 있어,” 라고 말입니다.

제가 이 대사를 좋아하는 이유는 다음과 같습니다. 이 영화를 분석해 보면, 분명 이 두 사람 사이에는 커뮤니케이션이 이루어지지

# 부사령관 메세지



by LTC Paul D Cramer  
Deputy Commander

## 3월에는...

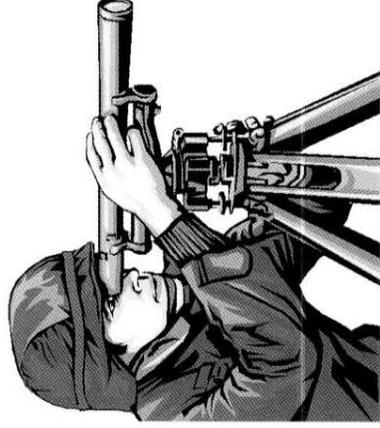
안녕하십니까? 날씨가 풀려 어느덧 우리 곁에 봄이 찾아 온 것을 느낄 수가 있습니다. 활기찬 새해를 시작하며 3월에 있을 몇 가지 주요 행사에 대해 말씀을 드릴까 합니다. 공병감님의 일정에 변함이 없다면, 3월 12일부터 14일까지 공병감님의 방문이 있을 것으로 예정입니다. 이 일정에 의하면 공병감님은 Warrior Country 와 Air Force 프로젝트를 방문하시고 극동 공병단의 모든 직원을 상대로 하는 Town Hall Meeting을 서울에서 가질 계획입니다. 그리고 공병감님의 방문이 끝나는 데로 우리는 매년 봄에 있는 Reception Staging Onward movement and Integration (RSO&I) 훈련을 갖게 될 것입니다.

RSO&I의 목적은 전쟁 초 기상황을 재연해 전쟁시 배치될 많은 군사들을 지원할 수 있도록 준비하는 것입니다. FED에서는 지금까지 이 훈련을 위해 Individual Mobilization Augmentation (IMA) 프로그램에서 예비군을 지원 받아 왔습니다.

올해에는 IMA의 지원 없이 FED의 현역군인과 직원들만으로 이 훈련이 이루어질 계획입니다. 이유는 전시상황에 실행할 것들을 지금 훈련함으로써 우리가 실전에 서 경험할 수 있는 당황감 또는 진

행미숙 등에 대한 대비를 하기 위해서입니다. 그리고 FED는 외부의 지원 없이 우리 인력만으로 전쟁시 운영할 준비가 되어있어야 합니다. 우리의 계획은 장교들로 이루어진 비상 운영 센터 (Emergency Operation Center)를 만들어놓고 전투본부를 만드는 것이 아니라 우리가 매일 해야할 일들을 미리 경험해보자는 것입니다.

저는 우리 FED의 일과가 전쟁과 같은 우발사고에 대비를 하는 것이라고 들었습니다. 만약 이게 사실이라면, 왜 전쟁시 업무를 준비하는 과정에 있어 현재 우리의 운영체제와 다른 체제가 필요한 건가요? 그럴 필요가 없다는 결론이 나옵니다. 그렇기 때문에 전쟁시 운영본부가 될 EOC는 내부 부서인



Security Plans and Operations 의 직원들과 각 division에서 지정된 몇몇 직원들로 이루어 질 것입니다. 그리고 각 division의 chief들은 휴전상황에서 전쟁상황으로 변화하는 것과 관련된 주제들을 토론할 준비를 하는 것이 좋겠습니다.

훈련이 끝날 무렵이면 우리는 과연 몇 명의 EEC/MEC가 필요한가를 파악할 수 있을 것입니다. 그리고 다른 곳에서는 필요 없지만 한반도에서는 필요한 업무가 있다면 이것은 무엇이며, 재배치 계획 및 NEO 패키지 관리문제 등에 대한 구성도 확인 할 수 있을 것입니다.

만일 이것만으로는 부족하다는 판단이 내려진다면 중간 PBAC에 대비한 예산점검을 하여 한반도에서 근무하는 모든 군인들을 훌륭히 지원할 수 있도록 할 것입니다.

여러분이 하시는 모든 일과에 있어 안전에 유의하기 바라며, 한순간의 실수가 끔찍한 결과를 가져올 수 있다는 것을 잊지 마시기 바랍니다.





# 내가 본 코나, 하와이

by Julie Park

코나 지역은 건조한 기후와 강렬한 햇빛, 해양 스포츠의 천국으로 알려졌다. 장엄한 자연의 경관과 플로네시안인들의 낙체적인 모습이 어우러져 최대의 휴양지로 미국내에서도 각광받고 있다.

열대 전, 운 좋게 나는 Hawaii 의 Big Island로 출장을 갈 수 있었다. 아무리 출장이라고는 하지만 한국의 추운 날씨와 건조한 기후에서 벗어날 수 있다는 것만으로도 나는 행복했다. 그래서 이번 기회에 출장에서 내가 느낀 Big Island에 관한 소개를 해 볼까 한다.

코나는 하와이의 빅아일랜드에 위치한 휴양지이다. 같은 빅아일랜드이지만 섬의 반대쪽에는 힐로라고 하는 도시가 있고 이곳은 Tropical Rain Forest로 이루어져있다. 아직도 활발히 활동하고 있는 화산섬인 빅아일랜드에 도착하면 미국의 케이 블방송중의 하나인 Travel Channel에서 뽑은 올해 미국 최고의 비치인 Mauna Kea Beach와 최고의 휴양지



인 Four Season's Resort에서만 시간을 보내기 보다는 National Volcano Park에 꼭 들러보는 것도 좋은 관광코스가 될 수 있다. 한가지 유의할 점은 아침 일찍 출발해 해가 지지 전에 돌아오는 것이 좋다. 해가 지면 이 섬은 삭막할 정도로 어두어지고 돌아오는 길이 위험할 수도 있기 때문이다. 이 섬을 논스톱으로 한바퀴 도는 데에는 약 5시간 정도가 걸린다고 생각하면 되겠다. 또 하나 기억할 점은 화산활동용 보러

가려면 꼭 스웨터 또는 얇은 자켓 그리고 운동화를 착용하도록 하는 것이다. 그리고, 차로 이동하는 것 보다 급전적으로 약간의 여유가 된다면 헬기로 이 섬을 관광하는 것도 좋은 방법이다.

Kona에서 가장 내세우는 관광상품은 세계적으로 유명한 코나 커피일 것이다. 마크 트웨인이 커피에 대해 얼마나 전문가인지는 모르지만 그도 이곳 커피를 마시고 극찬을 했다고 한다. 이곳 로컬 사람들에게 물어본 결과 가장 저렴한 가격으로 고품질의 커피를 살 수 있는 방법은, 정말 재미있게도, 공장에서 직접 구입하기 보다는 Wall Mart라는 할인마트에서 구입하는 것이라는 것을 알 수 있었다. 커피의 브랜드 이름은 달라도 결



국은 다 같은 밭에서 나는 커피라는 것이 이 사람의 말이였다.

또 기억해야 할 것이였다. 이곳에 오면 아이랜드의 화석을 예쁘다고 집으로 가져가려는 사람들이 꽤 있다. 하지만 잘못했다가는 비운을 집으로 가져가는 셈이 된다고 한다. 적절히 차례를 치루고, 아이랜드의 신에게 허락을 받은 후 이곳의 화석을 움직여야 후에도 아무 탈이 없다고 한다. 믿거나 말거나이지만

그리고 특이하게도 이 섬에는 black sand beach가 있다. 해변의 모래가 정말 짙다 까만색이다. 가끔 연두색이 나는 모래를 볼 수 있는데 이름은 olivine이라고 하며 조금 더 큰 돌로 는 목걸이를 만들어 파는 노상을 볼 수도 있다. 해변에 누워 선텐을 하다가 이 돌이 너무 예뻐 상당히 많이 주워왔다. 그러다 나중에 누군가에게서 아무 풀이나 가지고 가면 좋지 않은 일을 당할 수도 있다는 얘기를 듣고, 또 이 소중한 마음에 일마나 같음을 했는지 모른다. 결국은 가지고 오기는 했지만 그리고 아직까지는 눈



에 튀게 나  
뿐일이 일어  
나지 않고  
있다

이곳은 정말 쉬고 관광하기에 좋은 곳이다. 하지만 쇼핑을 이유로 이곳에 온다면 하루하루가 지옥일 것이다. 정말 아무것도 살것이 없다. 코나 쪽에는 특히 한국인이 많지 않아 한국식 당도 달랑 한군데 밖에 없다. 힐로 쪽으로 넘어가면 그래도 한인 교회도 있고 마켓도 있다고 한다. 하지만 힐로는 정말이지 관광할 곳이 못된다. 왜냐면, 볼것이 하나도 없기 때문이다. 적어도 내 생각에는 그랬다.

앞에서 말 했듯이 이곳에는 2003년 The Travel Channel에서 뽑은 미국 최고의 해변과 최고의 휴양지가 있다. 최고의 휴양지로 뽑힌 Four Season's Resort는 상당히 고가이다. 하루 숙박에 미화500달러 정도가 든다. 하지만 가까운 곳에 있는 Hilton Resort도 만만치 않게 좋다고 들었다. 본인은 유감스럽게도 코나에서 가장 오래된, 정말 고령자들의 천국이라고 해도 과언이 아닐만큼 고령자들로 꽉 차있던 King Hamehameha Beach Hotel에 묵었기 때문에 Hilton Resort가 얼마나 좋은지 자세히는 모르겠지만

아무튼 정말 좋은 경험이였다. 그리고 이번 출장의 목적이었던 Workshop을 통해 많은 유익한 정보도 얻었고 힐로에 있는 Hawaii District의 flood control project 도 구경할 수 있었다.

마지막으로 이 글을 읽어주신 여러분에게 드리고 싶은 부탁의 말씀이 있습니다. 다른 좋은 곳으로 출장 또는 여행을 다녀오시는 분은 이렇게 자신의 경험을 글로 써 FED의 식구들과 나눌 수 있다는 것을 기억하시고 많은 관심과 참여를 부탁드립니다.

