



U.S. Army Corps  
of Engineers  
Far East District

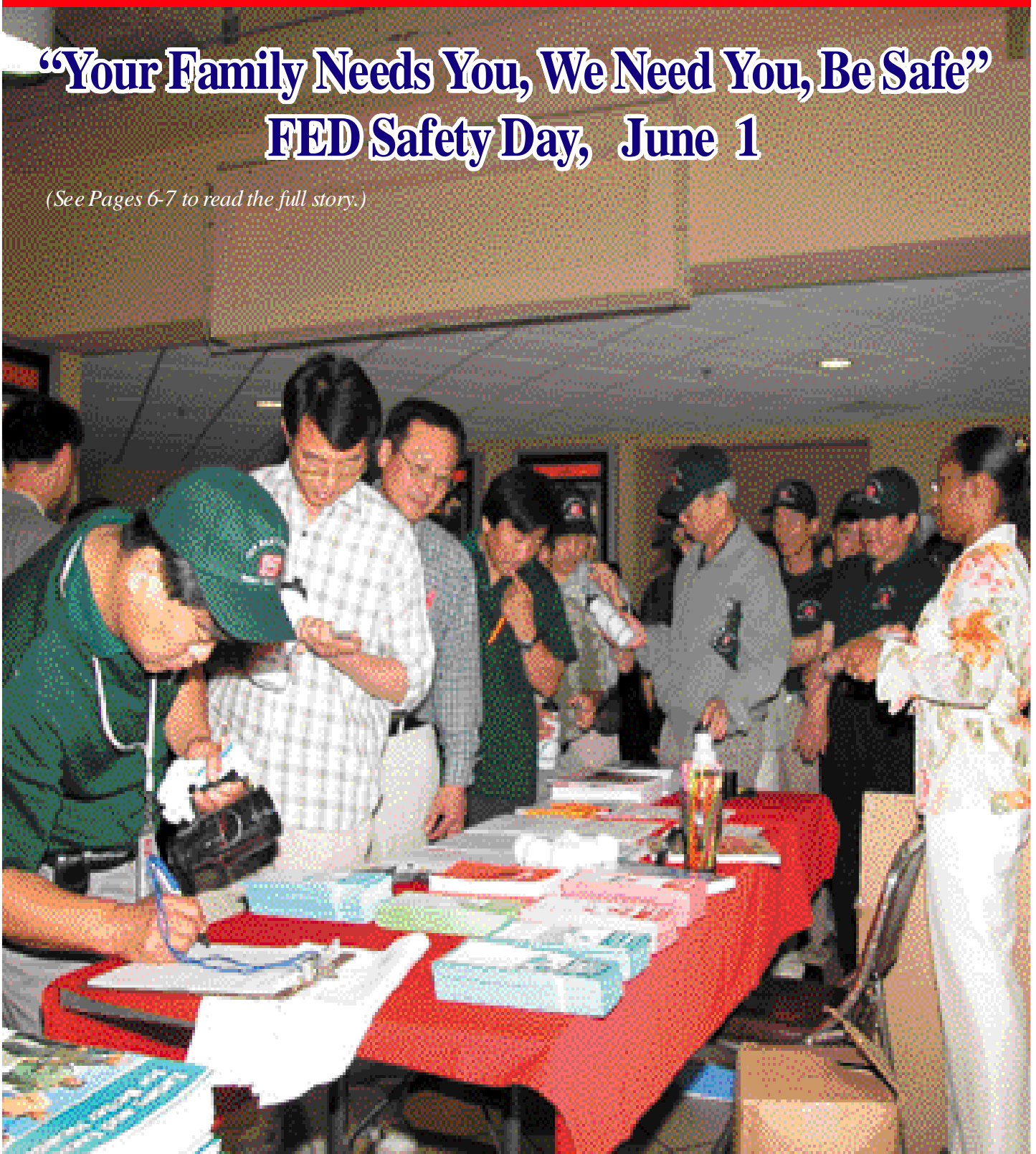
# East Gate Edition

May/June 2005

Volume 15, Number 3

## **“Your Family Needs You, We Need You, Be Safe” FED Safety Day, June 1**

*(See Pages 6-7 to read the full story.)*



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## On the cover



FED employees participate the 2005 Safety Day event, June 1 at Yongsan's Multi-Purpose Training Facility.

The **East Gate Edition** is an authorized publication for members of the Far East District, U.S. Army Corps of Engineers. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, DoD, DA, or the U.S. Army Corps of Engineers. It is published monthly by the Public Affairs Office, Far East District, U.S. Army Corps of Engineers, APO AP 96205-5546, telephone 721-7501. Circulation: 600  
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web site at [Http://www.pof.usace.army.mil](http://www.pof.usace.army.mil)

# From the Commander



COL Janice L. Dombi  
Commander

## Happy Monsoon Season Team!

These dreary rainy days are a great inspiration to sit inside and ponder the challenges of the universe—just kidding. It is a good time though to sit back and think of ways to improve our systems and try out your new ideas. While looking out the window at the gray sky, do you think “How can I do this task better?” As a learning organization, we need to consistently look for ways to improve our processes and provide better service to the customer.

Survey results consistently report that managers are interested in hearing employees' ideas. The managers also say they are willing to try new practices suggested by their subordinates. On the same surveys, the employees say they have good ideas but their supervisor doesn't ask for their opinion or care about their ideas. Why is the disconnect between the supervisors and employees' opinions so great? Communication and understanding each person's authority may lie at the heart of the disconnect.

Leaders, do you ask your subordinates their opinion? Do you ask them to look at issues or problems and ask for their recommended solution? Do you encourage participation by all employees? Even the less vocal? We do group problem solving on a large scale with PDTs but what about a small section in your division. When you receive a suggestion do you consider the merit of the suggestion or say “this is how it was always done”. Many of the processes and procedures that we take for granted as the standard today, were an employees' idea at one point. For example, the five-day work week was an outrageous and preposterous suggestion at one point.

Subordinates, do you volunteer your suggestions or sit back and wait for your supervisor to ask you for your opinion? If one suggestion was not accepted in the past, have you interpreted that as “none of my opinions will be valued?” Do you discount your opinion because you are “just a fill-in your title?” I have heard several people say “I am just a secretary, just an analyst, just a driver.” Every employee is an important member of the team with a responsibility to speak up and share ideas on ways to improve the district without being asked. It is just as much the employee's responsibility as the manager's to get ideas in the open.

Another possible cause for the disconnect in the survey answer between managers and employees is the confusion over the perception of authority. We do have procedures that are documented in QMS. In some cases, we determined the procedures and in some cases, a higher headquarters determined the procedure. However there is a lot of room for execution decisions. Everyone has a Permission Slip from Lt. Gen. Strock.

*Continued on page 19*

# Safety & Occupational Health

## RECREATIONAL AND SPORTS SAFETY

by U Ik Chang, Safety and Occupational Health Specialist

There are many recreation activities available during the warm weather of summer. Sports and recreation are an integral part of life. However, most people do not recognize what kinds of hazards they face while participating in recreational activities. If the appropriate risk management techniques are not used, then the accidents and injuries will increase.

### A. Key Factors in Recreational Safety

1. **Know your limits:** pushing your body beyond its capacity is an invitation to injury.
2. **Understand the hazard:** every activity, from golf to mountain climbing, has some potential for injury.
3. **Prepare beforehand:** by getting in shape, using the right personnel protection equipment, and remembering that safety rules are important for all recreational activities.
4. As a leader, **emphasize the importance** of situational safety awareness, proper supervision, and appropriate training to help reduce increased sports and recreational related accidents.
5. **Be smart!** Remember to use good judgment and apply safety practices in all your recreational and sport activities.

### B. Common Hazards of Recreational Activities

1. **Too much, too soon:** after long periods of inactivity, our body is not ready for strenuous exertion. Out-of-shape people who jump too quickly into recreational activities are courting disaster.
2. **Weekend workouts:** physical activity once a week doesn't get you into shape. The Sunday softball game or a weekend of tennis without proper conditioning can put you out of work and make you a candidate for muscle soreness, aches, and blisters. Some problems might not show up until later.
3. **Blows:** colliding with a wall or being hit by a ball, racket, etc., especially if the blow is your head or eye, can be serious. Indoor games such as racquetball are especially risky if you're not careful - always wear required protective gear.
4. **Slips and trips:** slippery surfaces, quick turns, or improper footwear can cause falls. Skateboarding, anyone?
5. **Shin splints:** running on hard surfaces can cause shin muscles to become inflamed, making running and walking painful. Have the appropriate foot ware!
6. **Sprains and strains:** stiff, weak, and unused muscles are more likely to be strained or pulled during physical activities. Do warm up exercises prior to any physical activities.

Need Help? Have a question? Call the FED Safety Office at 721-7385, 721-7078, 721-7046 or 721-7670.

# The DPM Report



*by Jon Iwata,  
Deputy for Programs and  
Project Management*

## The DPM Report Observations

As the new DPM, I have a few observations:

- The Far East District is a great organization with lots of great people.
- The District is mission oriented and has an excellent execution record.
- We have a long history of supporting our customers' needs and a strong reputation of going the extra mile for them.
- We design and build quality facilities in an environmentally sound and safe manner.
- The Engineering, Construction, Contracting and Project Management personnel are second to none....but so are all of the people in our outstanding support offices including Resource Management, Information Management, Security Plans & Operations, Counsel, Logistics Management, Safety, Internal Review, Public Affairs, Executive Assistant and Command Secretary.
- The District works as a cohesive team and is always "up to the challenge" (for example, tremendous number of GWOT volunteers to Iraq and Afghanistan, P2 implementation, Sri Lanka Tsunami support, UFL and RSOI exercise execution, and all of the projects being designed and constructed...the list goes on and on).
- We are in a period of uncertain times with the Kunsan 6th Cavalry Brigade Beddown, Yongsan Relocation and 2ID LPP move to Camp Humphreys in the horizon.
- We have many resource challenges facing us, including the mandated 10% reduction in overhead costs in FY 06, constrained S&A budget, Korean Won appreciation, and customers with tighter purse strings.

Despite all of the uncertainty and challenges, I am confident the District Team will pull together and safely accomplish the execution mission. Everyone should be proud of yourselves, each other, and the entire organization. The soldiers, airmen, sailors, marines, civilians and family members in the Republic who use the barracks, dining facilities, dormitories, squadron operations facility, fitness centers, medical clinics, commissaries and family housing that we built certainly do appreciate the fruits of your dedication, technical expertise and hard work. I truly believe our future is bright and we will undoubtedly continue our record of excellence for decades to come. Essayons!

PS. Allen Chin and his wife, Hyon-Chong, are doing fine in Portland. They found a nice apartment in downtown Portland and are enjoying the natural beauty of the Pacific Northwest.



# ENGINEER DAY MESSAGE

Every June, we celebrate Engineer Day to honor the contributions of U.S. Army Engineers, which began when Col. Richard Gridley became the first chief engineer in June 1775. His fortifications at Bunker Hill began a long heritage of service by Army engineers that continues today. Although much has changed during the centuries, the commitment, courage, and competence exhibited by Army engineers have never changed.

During the past year, the U.S. Army Corps of Engineers and the entire Engineer Regiment have accomplished terrific work. Thanks to the Corps of Engineers team, we accomplished our daily, important work at home on the nation's waterways and recreation areas, on our military facilities, and in our research facilities. This past year, when our fellow citizens needed aid after four hurricanes struck the Southeast, you rushed to help them.

Around the world you supported the armed forces with quality facilities, and you helped to improve the quality of life in Afghanistan and Iraq. Thanks to your contributions, the Gulf Region Division passed its one-year anniversary in January. Later that month, Iraq held free elections. Many people will never forget the photos of smiling Iraqis leaving polling places, showing their fingers stained with purple ink like badges of honor. Be proud that *wherever* you served, you contributed to that important milestone.

Sadly, many in the Engineer Regiment have paid the ultimate price. In March, the nation awarded the Medal of Honor posthumously to Sgt. 1st Class Paul Smith of the 11<sup>th</sup> Engineer Battalion. His extraordinary, unyielding courage during a firefight outside the Baghdad Airport in April 2003 saved many of his fellow Soldiers' lives.

His award reminds me that the regiment is blessed with Soldiers and Civilians who live the Army values, and who are dedicated to public service. As a member of the U.S. Army Corps of Engineers, you are part of a great team that has made many contributions to the nation's security, economic prosperity, and environmental quality. With your help, we will do more.

We will publish our campaign plan on June 16, and I ask that you read it at [www.usace.army.mil](http://www.usace.army.mil), so you can help us become "One Team: Relevant, Ready, Responsive, and Reliable." The campaign plan describes goals, supporting objectives, and enabling capabilities that will help us achieve our vision. As you read the plan, remember that our goals and objectives are connected, and every Corps member has a role to play in making our vision a reality.

Thank you for your service to our nation, and thank you for being part of the Corps team. With your help, we will add to the long, proud heritage of service that began more than two centuries ago.

Essayons!

CARL A. STROCK  
Lieutenant General, USA  
Commanding

# “Your Family Needs You, We Need You, Be Safe”

by Chong Yun Kim, Public Affairs Office

The Far East District employees gathered at the Yongsan Multi-Purpose Training Facility on June 1, 2005 and made the 11th Annual FED Safety Day a success.

Army Lt. Gen. Charles C. Campbell, 8th Army commander, opened the day presenting 2004 Chief of Engineer's Safety Award. In the remarks, Lt. Gen. Campbell expressed his appreciation to the FED employees' superior support and contribution to the Army's mission.



“FED has a tremendous reputation for providing quality facilities to our service men and women and their families

throughout the Far East area, particularly here in Korea. Many facilities that you've constructed including the one we are in today are testament to your dedication and to your professionalism,” Lt.

Gen. Campbell also praised the FED's safety record as the testimony to the commitment to the safe performance of daily operations. FED employees worked 9.9 million man-hours and placed 315 million-dollar worth of construction in FY 04 without a single lost time accident.



**The FED Safety Office team put the event together. Cho, Un-Chong (female on the right) and Chang, U-ik (male on the right) distribute safety hats and t-shirts to the participants in the morning of the event.**

In-between different sessions of safety training, employees participated in a various health test. Soldiers from the 168th Medical Battalion took the blood pressure and provided the consultant about the risk of the high blood pressure. And just as last year, many people lined up at the body-fat level evaluation booth. Some are relieved of finding out that their numbers are fine and some made a resolution to start exercise.

The class on Stress and Anger Management given by Jeff C. Tolle, AreaII Health Promotions, was also very informative.

“It’s never too late to start the fitness program. It is very beneficial to lower your high cholesterol or high blood pressure, as well as to control the stress. We have a newly expanded gym on the compound that you can easily access. And we have more opportunities that you can get away from your normal working and reduce stress. We have a birthday party every month and various special programs of ethnic observances. I encourage you to participate in and take advantage of them,” Col. Janice L. Dombi, Commander of FED, emphasized the importance of keeping ourselves healthy and safe in her closing remarks.

**(Right) Body-fat level evaluation was a big hit again this year. Many people line up at the booth.**



**(Above) National Anthems by SAH students: (from right to left) Sheena Davis, Ruth Sadowitz, Sangmin Seo, Johann Chung.**



**The Yongsan Fire Department allowed some hands-on practices following a class on the proper use of the different types of fire extinguishers. The one holding a fire extinguisher in the left picture is Patty S. Hanuschik, RM .**



# New USFK Yongsan Helipad Opens



by Chong Yun Kim, Public Affairs Office

A new helipad for United States Forces Korea in Yongsan's South Post opened for operations on May 2, 2005.

The helipad has been relocated from the H-208 VIP Helipad near Gate 17 to an area near Collier Field House because the United States turned over 2.6 acres of the land back to South Korea to use as a main gate for their new national museum.

National Museum of Korea is set to open its new Yongsan venue in October 2005 and is expected to play a major role in Yongsan's rebirth as a cultural center of Seoul. However, many Korean historians and curators have

expressed the concerns over the possible damage that the noise and vibration of departing and landing of helicopters could cause to tens of thousands of historical artifacts exhibited in the museum. So after almost seven years of negotiations on the relocation of the helicopter pad, Seoul and Washington finally agreed in May 2004 to move it a few hundred



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**Mr. Carl L. Gray (third from right), Quality Assurance Representative, Seoul Project Office, discusses with the workers from Krima Construction Co. the final check-up before the opening of the new helipad.**

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meters away to the back side of the Korean Ministry of National Defense compound North of Gate 17.

The construction of a new landing pad began on September 23, 2004, as a concrete wall between Yongsan Garrison and Korean Ministry of National Defense was torn down. A group of South Korean media members gathered and clicked their cameras showing growing interest from South Koreans.

The new heliport redesignated as the H-264 VIP Helipad consists of one landing pad, which can accommodate a single UH-60 Blackhawk helicopter. A 21-foot high sound-dampening wall surrounds the landing area to act as a barrier and to reduce the possible noise to the neighboring houses.

The final stage including building a new air traffic control tower and soundproofing in the neighboring houses is estimated to be completed by November, 2005. The new helipad will be used by both U. S. and South Korean militaries after Yongsan Garrison is returned to South Korea in 2008, according to the officials.



## Weight Room Orientation

Jeff C. Tolle, Stress and Anger Management Director, Area II Health Promotions, gives instructions on the gym exercise at the newly expanded FED gym on June 2, 2005. He emphasizes, "The most important thing you have to remember at the gym is that you are not competing with anyone. You have to keep your own pace. You need to start from the low intensity and increase it gradually until you reach at your target level. And ensure you drink enough water."



# Ms. Judy LaPorte tours new Camp Walker Youth Center

by Gloria Stanley, Public Affairs Officer

On April 29, 2005, Ms. Judy LaPorte, wife of General Leon J. LaPorte, Commander, United Nations Command, ROK/US Combined Forces Command and United States Forces Korea, visited the 6,475 square foot youth center expansion project at Camp Walker in Daegu, Korea.

When she arrived at the youth center, Mr. L. D. Younts, Quality Assurance Representative, Far East District, U.S. Army Corps of Engineers, briefed Ms. LaPorte about the expansion. The expansion includes multipurpose rooms, a computer lab, a television lounge, a DJ booth, restrooms and storage. The Far East District managed to end \$1.8 million construction contract which began on April 20, 2004 with completion on May 11, 2005. Following the briefing, Ms. Tiffany Harris, Education Technician for the youth center, escorted Ms. LaPorte and other guests on a tour of the facility.

MWR, the using agency, is beginning move-in and set-up the week of May 1, 2005. There is a trained four-



**LaPorte during a visit to new 6,475 square foot addition to the Youth Center at Camp Walker.**

person staff including Ms. Harris and three program assistants to manage the center program. The program for students in grades 9-12 is based on four areas: art and recreation; leadership and citizenship; academics and mentoring; and fitness and health.

“The prior complaint was the shortage of space and having to share space with the middle school,” said Harris. “The new addition will give the teens space to gather and socialize.”

Harris said they have 25-45 youths on weekdays and 50 on weekends and it is their home away from home. With the new expansion she is expecting more than 90 youths to participate in special programs and events such as lockins.



**The entrance to the youth center and the inside the building**



"I am just so grateful it turned out the way it did and it is ready two weeks early," Harris added.

A grand opening was held on May 20, 2005.

## **Birthday Message from the Secretary of the Army and the Chief of Staff of the Army**

Dear Army Team Member:

As our Army celebrates its 230th birthday this month, we pause to reflect on the selfless service and sacrifice of generations of Soldiers, civilian employees, and their families, all of whom epitomize the tenets of the Warrior Ethos:

- I will always place the mission first
- I will never accept defeat
- I will never quit
- I will never leave a fallen comrade

The Warrior Ethos is the common thread that has tied us all together throughout 230 years of service to our Nation. Since 1775, American Soldiers have answered the call to duty. From Valley Forge to the battlefields of Gettysburg, the Argonne Forest, and the shores of Normandy; from the rice paddies of Korea and Vietnam to the mountains of Afghanistan and the streets of Baghdad, our military history is rich with the willingness of generation after generation to live by the Warrior Ethos.

Soldiers serving the Nation today embody the Warrior Ethos. It is central to all that we do and all that we are. It is everything we stand for as Soldiers, Army civilians, and family members. It applies in the broadest sense, not just while in uniform and not just while in service to our country, but throughout our personal and professional lives. When we understand and live by the Warrior Ethos, it makes us better husbands and wives, better parents, better daughters and sons, and better citizens. When Soldiers—the centerpiece of our Army—and the civilian employees and family members who serve right along side them live by the Warrior Ethos, it gives us strength to maintain our commitment to freedom and to our way of life.

America's sons and daughters who are answering the call to duty are engaged in the noblest work of life, protecting our Nation and enabling others to live free. To our Soldiers around the world, our thoughts and prayers are with you and your families on this 230th Army birthday. We are proud of you and to serve with you. The Army and the Nation are grateful for your service and sacrifice. Thank you for answering the call to duty.

Sincerely,

Peter J. Schoomaker  
General, United States Army  
Chief of Staff

Francis J. Harvey  
Secretary of the Army



# The Journeys Almost Over

by Larry Drape, Secretarial General Staff, Gulf Region Division

Where has the time gone? Almost six months ago when I began this journey, I didn't know what to expect or what could happen. Now with 10 days left in Iraq and time to return to Korea, I would be remiss if I didn't tell you this has become one of the most enlightening experiences of my life, both professionally and personally.

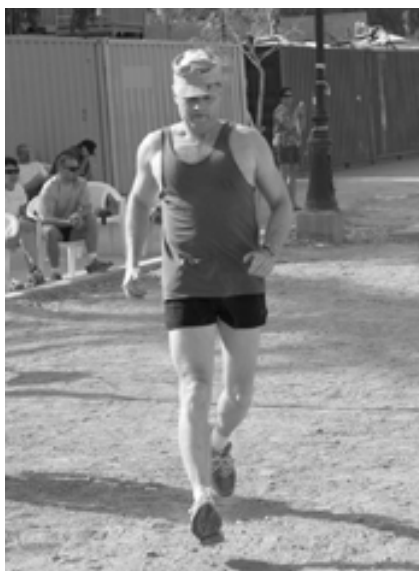
Everyday, I continue to be overwhelmed by the Corps of Engineers family. It is remarkable how a group of employees from the Corps, other government agencies and the private sectors come together to make things happen. The Gulf Region Division was activated in January 2004 and over that short 14 months period over 1,200 employees has joined together in the reconstruction effort in Iraq. Additionally GRD employees, a total of 191 full-time local nationals and approximately 153,000 local national workers, who work for private contractors, both US and Iraqi.

Although the pace is fast and furious due to the huge workload, these challenges bring out the best of everybody's managerial and leadership skills as GRD's workload continues to grow and grow. While I sit here writing this article, there were over 1,550 construction projects under way three months ago throughout the country— compared to just 200 projects in June 2004. Today, GRD is working on 2447 projects located at hundreds of construction sites throughout Iraq. (See map) Each little dot represents where several or dozens of projects are on-going. Currently over 1,000 projects have been completed with an associated value of \$1.1 billion. It's an enormous achievement and it's the work of many, many people throughout this country. These reconstruction projects include large, long-term capital projects that address water and sewage treatment facilities, electrical power plants and the oil-distribution infrastructure. They also include smaller community projects that are more visible to the Iraqi people and have an immediate impact on their lives. The focus of these projects is schools, clinics, hospitals, rail stations and police stations.

Now on a lighter side, I'm sure you have heard the saying, "All work and no play makes for a dull man or woman". We have also taken the time to enjoy each other's company in a more relaxing environment, with friendly, but fierce challenges in volleyball on New Years Day and a couple of softball games. I'm sure you all will recognize FED's former Head Coach of the world



renowned FED Volleyball Team. In a one-on-one interview later with Col. Kosich, he indicated the sand did slow down his performance. Now I will let you determine whether he was on the winning team or not. As the battle continued for bragging rights, who is best, the challenge went out again on the 23<sup>rd</sup> of April for the GRD Organization Day Softball Tournament. In a blistering heat of 106 degrees (46C), three teams took to the field to prove who was best. Although the end results really didn't matter, the competitive nature of all the competitors was evident. The Technical Staff Team turned out to be too much and they became the undefeated champs. Below are several familiar faces you might remember from the past and present.



**Top Brig. Gen.(P) Bostick, top center, top right, Col. Kosich, bottom right, Lt. Col. Diehl, bottom center, Staff Sgt. Santiago, bottom left, Col. Russell, top left, Jim Proctor**



As in other articles, I have tried to introduce you to new terminology. Since this is my last article, I thought I would save the BIGGEST for the last. The new word for this month is **MOAG**. It weighs more than 700 tons and is affectionately known as "MOAG," or the "Mother of All Generators." MOAG slowly passed across the Iraqi desert at a molasses pace of 5 miles per hour until it reached its destination on April 2, 2005.

*Continued on page 14*



# The Journeys Almost Over

*Continued from page 13*

The gigantic, German-built piece of machinery required 30 U.S. military escort vehicles to reach its new home: a U.S.-financed electrical power plant at an undisclosed location in the oil center in northern Iraq. MOAG journey was described as one of the most logistically complex operations of the Iraqi reconstruction effort.

The 260-megawatt combustion turbine generator was transported 640 miles—including a 240-mile detour around a destroyed bridge—from the Jordanian border through Anbar province, a vast western region that is a hotbed of the anti-American insurgency. On its journey, the convoy was protected by

armored personnel carriers, Humvees, engineering equipment, and helicopters. At any one time, about 250 to 300 U.S. military personnel were involved in supporting the generator's passage

through Iraq. The transport vehicle that carried the disassembled generator and turbine had 120 tires. Advance teams were sent to fix roads that had uneven surfaces, including some with bomb craters. Overhead electrical wires were moved, and bridges were reinforced for the huge load.



The V94 generator, built by Siemens, the German industrial conglomerate, is scheduled to become operational in mid-September and will produce 260 megawatts into Iraq's power-starved electrical grid, increasing the amount of power available by about 6 percent, based on the grid's current generation levels. The 260 megawatt generator is capable of producing enough electricity to provide electrical power to over 1,000,000 homes.

As I reflect back over the last six months, I am happy that I volunteered to serve my country over here and do my little part to help the Iraqi people. If you would like to make a difference, you certainly can do that here. If you are looking for a challenging job with plenty of rewards, the Gulf Region Division has many opportunities for you. I can honestly say I haven't met an individual here, who hasn't thought of this as one of their greatest experiences in their career and life. If you are interested, please check the CPOL website or send me an e-mail and I will be happy to assist you.

As this will be my last article from here and in a few days, I will fade off into the Iraqi sunset, I hope these little articles have provided you some insight into what the Corps of Engineers is doing in the region.

So for now, I will say..... Araka Lehekann. (Now that will give you an opportunity to find out what that means in Arabic).

See you soon!

Larry

*Editor's Note:* Mr. Larry Drape came back to his office at the Far East District on June 6.





# WHAT'S NEW AT FED

by Lt. Col. John F. Loefstedt, Deputy Commander

If you've not seen or heard, thanks to the combined efforts of LMO and PPMD we have a newly renovated and expanded fitness facility here on the FED Compound.

While it's not the Kunsan or Carroll gym, the new FED gym represents a significant improvement to the existing fitness center. The renovated facility boasts 1600 square feet of exercise space including an aerobics area, free weights, and a new suite of exercise machines. Also, the ladies will be glad to know that the expansion adds a female locker room/shower facility. Not only have we enlarged the building but we have also teamed with the Area II Director of Community Activities to furnish the gym with new (or slightly used) state of the art exercise equipment. This new arrangement also provides an equipment service contract and programmed upgrades to the existing equipment, at no cost to FED. That ought to make even those who never set

foot in the gym feel better!

The new facility is open to all FED employees and other FED Compound tenants. The only thing we ask of you is that you take care of the equipment, and that you use it. Start a fitness program today that will lead to a healthier and happier you. Fitness doesn't take hours every day, or pushing hundreds of pounds of weights. 30 minutes of exercise three times a week is a great stress reliever and can do wonders for your physical fitness. Come try out the equipment and tell us what you think.



**"I started working out as the new gym opened. I have felt more energy ever since I started walking fast for about 40 minutes a day at the gym. I bet this will improve my job performance as well as my health," said Mr. Kim, Yong Kil (right in the picture), Supply Technician at the Logistics Management Office.**

In the near future we hope to be able to offer organized aerobic activities for those of you working on the FED Compound. Starting May 23rd, Mr. Na, U-Kyun will be offering Danjun Hohup (traditional Korean exercise) classes. We will offer classes

twice a day, 0600-0730 and 1130-1230, for a two week trial period in order to determine the level of interest. If you are a qualified aerobics, kick boxing, or other type of exercise instructor, and would like to offer your services to the FED team, please let me know so that we can arrange the schedule and promote your class.

What are you waiting for? Get started today!



**Ribbon Cutting held on May 12, 2005 (from left to right) Ms. Kim, Myong Son, Engineer Technician at the Logistics Management Office; Mr. Paul Robinson, Director, MWR Area II Support Activity; Col. Janice L. Dombi, Commander of FED; Mr. Lee, Jeung Woong, Deputy President at Fine Construction Co., Ltd.**

# HERAT AFGHANISTAN

## Guardian of the West

*by Capt. Sam Volkman, Project Engineer, Kunsan Resident Office*

As part of the building of a legitimate Afghan National Army, the U.S. Army Corps of Engineers is constructing an army base to facilitate a corps sized element at Herat, Afghanistan. Throughout history, Herat has held a strategic importance to the region both economically and militarily. The ancient city of Herat was established in 330 B.C. during the conquests of Alexander, The Great. The 2,500 year old city located on the Harirod River provided the entry gate to the East for trading and was part of the famous travels of Marco Polo and the Silk Trade Highway. The Herat Afghan National Army base is to provide the central facility for the ANA to defend the West.

Similar Corps ANA facilities are being constructed throughout the perimeter of Afghanistan in locations such as Qandahar and Mazar-e-Sharif. The Herat ANA base mirrored the base built in Qandahar with the same contractor and contractual requirements as discussed in previous editions of the "East Gate." Those requirements included a power plant, sewage system, water system, training buildings, training ranges, motor pools, maintenance garages, and approximately 128 barracks buildings

to be completed within 270 calendar days.

However, similarities in operating and construction between the ANA bases quickly diverged. Herat is truly remote compared to the more established Afghan airports of embarkation/debarkation, Bagram and Qandahar. Material transportation

took 14 days by land to travel from Kabul, the capital of Afghanistan, to Herat via the "ring" road/path (USACE in conjunction with the U.S. Agency for International Development are currently reconstructing this road). The contractor lost 75% of their windows due to the conditions of the road, poor packing, and theft. Air lift into Herat was severely limited due to the existing small asphalt runway at the Herat International Airport. The runway with no taxiways or aprons was constructed by the U.S. in the late 1960s and consisted of 6 of asphalt on a well compacted base. Furthermore, the U.S. has a very small presence in Western



**CMU Block crew inside curing tent**



**Local work crew cutting and transporting CMU**



**Local Security Guards**



**Barracks and Afghan Mountains**  
Afghan staff with NATO having

responsibility of Western Afghanistan. This meant the robust US military support elements, such as AAFES, were not present in Herat.

Herat's industrial development had transgressed during the Taliban regime. Due to the poor development, many common local materials were not readily available. The contractor had to bring in three concrete

masonry unit, CMU, machines to produce enough quality blocks to complete the project. The locally produced CMU routinely failed compression tests at 110 kg/cm<sup>2</sup> with the specification standards requiring 140 kg/cm<sup>2</sup> compressive strength after 28 days. The contractor established a concrete batch plant, which required drilling a water well to meet the water demands to produce enough concrete. Compounding the concrete issue

was the ring road, as cement had to be imported from

Pakistan to meet the concrete demands. Providing the construction site with the appropriate quality and quantity of material proved to be a demanding task for all.

The Herat ANA base site enjoyed a diverse mixture of ethnicities in its labor force. The contractor employed over 2,000 laborers from the local area. Furthermore, the contractor brought in over 400 skilled Turkish, Pakistani, Egyptian, and Indian laborers. Typically, a skilled worker

would have 4 to 5 unskilled laborers working for him in an effort to impart a skill. Unfortunately, the literacy rate amongst the general laborers was around 12% causing all sorts of issues from pay to safety. Finding a common language to communicate was challenging as even the local Afghans spoke different dialects. Despite these differences, the work force performed exceptionally well with a sense of purpose and the hope of peace and prosperity.



**Afghan Driver with USACE Capt. Dave Wong (left) and Catp. Sam Volkman (right)**



**Local utility crew**



**Interior work on Barracks**



**Laborers staying warm**

# Far East District Celebrates Asian-Pacific Heritage with Korean Dances, Songs and Guk Seon Do

by Chong Yun Kim, Public Affairs Office

The Far East District employees experienced the traditional Korean culture on May 24, 2005 celebrating Asian-Pacific Heritage month. Though many of the FED employees are Koreans, this event was very new and interesting even to local Koreans.

Following Korean dances and songs, the day's highlight was a demonstration of Guk Seon Do, traditional Korean exercise of mind and body. The performance attracted the attention of many spectators. Interest has been getting very high since Na, U Kyun, the Korean National Union representative of the Far East District, started his Guk Seon Do class in the newly expanded FED gym. People who have had little chance to know what this traditional Korean exercise is were very impressed with the demonstrators who showed wonderful flexibility and strength.

"Guk Seon Do is the training not only for the body but the mind. The breathing practice is most important in this training and helps you clean the spirit and enhance the energy level of your body. This is good for everybody and especially for those who want to relieve stress," said Mr. Na who has practiced Guk Seon Do for more than 12 years.

Watching the day's performances reminded people of the importance and pleasure of getting to know the culture of the host nation.



**Members of PLANT (People with Love and Nature in Truth) demonstrate Gouk Seon Do, traditional Korean exercise for FED employees.**



**Ladies from the Jung Gu Community Center, located next to the FED compound perform traditional Korean dance and songs during the FED's celebration of Asian-Pacific Heritage Month. Left is the fan dance and right is a soul appeasement dance called "Salpuri".**

# Your Ideas Wanted!

by Chong Yun Kim, Public Affairs Office

You have a good idea to make the Army better, but don't know whom you need to talk to? You can simply log on to the Army Suggestion Program, <https://armysuggestions.army.mil>, make a suggestion and can possibly win some cash.

The Army Suggestion Program is an incentive program that encourages Soldiers and Civilians within the Department of the Army to submit ideas that, if adopted, will result in increased efficiencies and reduced costs.

The program, which was first established in 1917, seeks suggestions that improve work methods, materials, processes, logistics, utilities or tools that will benefit the Army. Implemented suggestions that save the Army money are eligible for a cash award up to \$25,000. The more money saved, the larger the potential award. And when an idea not eligible for a cash award is adopted, the local command may choose to present appropriate non-cash recognition such as medal, plaque, or locally devised certificate. It also allows supervisors to nominate a suggester for recognition as the top suggester of the year in Soldier and DA Civilian categories during the annual Secretary of the Army Awards ceremony.

The Army Suggestion Program is for you. It is used to improve how the Army does business and reward people who contribute their creativity to making the Army Better.

If you have any questions, please contact Bok Yoon, RM at 721-7076 or Area II ASP coordinator, O, Hye Kyong at 738-6905.

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## From the Commander

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*Continued from page 2*

The permission slip tells all of us to

Ask yourself:

1. Is it good for my customer?
2. Is it legal and ethical?
3. Is it something I am willing to be accountable for?

If so, don't ask for permission.  
You already have it.

**Just do it!**

This permission slip is for everyone. There are no restrictions for a certain grade or position before you can have a permission slip. This is a challenge for each person to make a difference and not sit back and wait

—if you know the answer. This permission slip says we trust you and value your opinion. Your idea may be the next procedure added to QMS!

I challenge each of you to close the communication gap. The next great idea is already in our district. Remember, everyone is a subordinate—even me, even Lt. Gen. Strock. It is our responsibility, as a learning organization, to improve our district. We need to develop an atmosphere where the managers and subordinates freely share ideas and understand that they are important members of the team with a huge amount of authority to make our team better. Managers, I know you value your subordinate's opinions, let them know. Communicate an interest in creative solutions. Subordinates, your leaders value your opinion but may be too busy to communicate this message. Step forward with your ideas and recommendations. Maybe the last idea was not implemented but that does not mean the next idea will not be a home run. Make this a monsoon season to remember. Make it the summer your idea improved the team.



# FAREWELL And GOOD LUCK...



## To Maj. Donovan Ollar

Farewell for Maj. Donovan Ollar, Central Resident Office, held on June 2. Maj. Ollar heads to Intermediate Level Education for the next 9 months with a follow on assignment to be determined while he is attending class. The school is formerly known as the Command General Staff College. His family will be residing with him while attending the School in Fort Leavenworth.



## To Mikki Lamberskin

Employees working at the Northern Resident Office and the Seoul Project Office gathered together and said good bye to their friends on Jun 21. Mikki Lamberskin, NRO, retires and leaves for Denver, Colorado. Michael Bray, SPO, moves to the LA District.

## To Michael Bray





## To So, Sin II

The Far East District bid a farewell to Mr. So, Sin II, a Plumber in the Logistics Management Office.

Mr. So has worked at FED since 1977 and for USFK since 1975. He was selected as the winner of 2002 POD USACE Excellence in Federal Government Award, the Federal Employee of the Year in the Trades and Crafts.

Mr. So will be remembered as one of the most dedicated employees in FED and also a friend who always smiles.

Wish him a good luck as he transitions into a new phase of his life: he will be working as a ground maintenance contractor for FED.

## To Don Schlack

The Engineering Division said good bye to Don Schlack and his family. In the farewell luncheon held on Jun 15, employees of the Engineering division performed a short play which well shows who Don is and expressed their deep gratitude to Don's wonderful service to the District. Don came to FED about 5 years ago when the USFK confronted serious environmental problems and conflict with the Korean civil activists' groups. He provided reliable environmental data base to support the USFK to solve those problems. Don and his family are going back to Hawaii.



## To Marsha B. Smith

"I've really been planning retirement for 10 years. I think I'm ready for it. I bought the new house in Florida last year and my daughters and grand kids are living there. But I'm not retiring completely. I'm going to teach elementary kids and kindergartners. I always had to work for money. I'd like to do some volunteer work now. I'm really looking forward to it. It will be a whole new world," Marsha says.

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## Question of Ethics

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# *Private Organizations* **Support of Professional Associations**

There is much that government personnel may do to support professional organizations. They may:

- a. join professional organizations and participate in their activities;
- b. serve as officers in professional organizations, either in elected or appointed capacities;
- c. attend meetings, symposia or conferences sponsored by the professional organization either locally or in a TDY status; and
- d. be speakers and panel members at these meetings.

There are, of course, some limitations to the support that can be provided to professional organizations.

a. Preferential treatment may not be given to any organization. You must be willing to provide the same support to any professional organization.

b. Government personnel may not in their official capacity endorse membership in a professional organization or participation in specific activities of such an organization. For example, a supervisor may not sign a letter to subordinates encouraging them to become members or to attend a specific conference sponsored by a

professional organization. The supervisor may, however, encourage subordinates to join professional organizations and to participate in their activities. Endorsement of specific organizations or their activities gives preferential treatment to those organizations. The supervisor may encourage subordinates to consider membership in a specific organization and point out benefits the organization has received from membership in a specific professional organization as long as the supervisor is prepared to do so for other professional organizations if asked to do so.

c. Generally, the organization may not cosponsor conferences or symposia with professional associations which have in their membership individuals or entities who do business with or seek to do business with DoD. Co-sponsorship creates the appearance of giving preferential treatment or official endorsement to these associations.

d. When signing correspondence on behalf of a professional organization, government personnel may use only their name and grade, and not their official title or position. For example, a government employee who is a vice president in a professional organization should sign

correspondence, Lawrence Vogan, GS-13, Vice President, USFK Bar Association. He should not sign the correspondence, Lawrence Vogan, Assistant District Counsel, Office of Counsel, U.S. Army Corps of Engineers, Far East District.

e. Government paid postage may not be used to mail material for a professional organization. Professional associations must pay for their own mailing costs. However, membership applications, notices of meetings and conferences, and other professional organization correspondence may be disseminated through existing internal distribution systems not requiring postage.

f. Appropriated funds may not be used to pay for the costs of professional organizations' activities. For example, rental cars, graphics support, reproduction services, secretarial support and audio visual or sound equipment may not be procured to support a conference of a professional organization. Government facilities and equipment may be used only for official purposes. These restrictions, however, do not prohibit providing the support necessary for a speaker or panel member to participate in a conference. A speaker or panel member may be provided with research, secretarial,

reproduction and any other support necessary to prepare and deliver his speech or participate on the panel.

g. Appropriated funds may not be used to pay for TDY for government personnel to conduct professional association business. This restriction does not prohibit government personnel from going TDY to attend meetings, symposia or conferences relating to substantive matters of interest to the U.S. Army Corps of Engineers or relating to the government employee's duties. Further, government personnel who are TDY for other reasons are not prohibited from attending meetings or other gatherings to conduct association business. For example, a government employee, who is TDY to POF on a staff assistance visit, may attend a business meeting of a

professional organization in Seoul if the meeting does not interfere with his duties, he arranges for his own transportation from the base to the meeting and he takes leave if the meeting occurs during duty hours. Of course if his attendance has a substantive bearing on matters of interest to the Army or the person's duties, his attendance may be part of his TDY.

The above is a general discussion of the support that may be provided to professional associations. Specific questions regarding appropriate support for private associations should be addressed on a case by case basis. We will be glad to assist government personnel in resolving any specific issues relating to their participation in a professional organization.

## New Member



**Ms. Choe, Kyong Mi** joined the Far East District as a management assistant of the Resource Management Office. She is from Seoul and graduated from Dong-Duk Women's University in 1999. She had worked at the Resource Management, 41<sup>st</sup> Signal Battalion, for 11 months until she moved to FED. She likes swimming, listening to music and jogging.

## Congratulations to TJD!

Congratulations on the selection of TJD as a recipient of an Honor Award in the Concept Design Category of the 2005 USAF Design Awards Program for its project of the Indoor Community Pool at Osan Air Base (left). Additionally, the Family Housing Tower, also at Osan Air Base, was selected for a Merit Award in the Concept Design Category.

The award ceremony is scheduled to occur on July 28, 2005 in Washington DC.



# 사령관 메시지



**COL Janice L. Dombi**  
Commander

## Happy Monsoon Season Team!

이 따분한 장마철은 실내에 앉아서 우주의 난제들에 대해 생각하기에 좋은 때입니다 — 농담입니다. 지금은 우리의 시스템을 향상시킬 방법에 대해 생각하고, 그 새로운 생각들을 실제로 시도해보기에 좋은 때입니다. 구름낀 하늘을 창문으로 내다보면서 “어떻게 하면 이 과제를 더 잘 수행해 낼 수 있을까?”를 생각하십니까? 배우는 조직으로써, 우리는 업무 과정을 향상시키는 방법과 고객에게 더 좋은 서비스를 제공하는 방법에 대해 끊임없이 생각해야 합니다.

설문조사의 결과들이 매니저들이 직원들의 아이디어에 관심을 가지고 있다는 것을 계속 보여주고 있습니다. 매니저들도 역시 부하직원들이 제안한 것들을 기꺼이 새롭게 시도해보고자 한다고 말합니다. 그러나 같은 설문조사에서 직원들은 상관들이 자신의 의견을 묻지 않고 아이디어에도 관심이 없다고 말합니다. 상관들과 직원들의 말이 왜 이렇게 다른 걸까요? 의사소통과 서로의 권한에 대한 이해가 이 차이의 핵심인 것 같습니다.

책임자 여러분, 여러분은 부하직원에게 의견을 묻습니까? 직원들이 문제를 볼 수 있게 하고 그들이 해결책을 제안할 수 있게 합니까? 모든 직원들, 자신의 의견을 잘 내지 않는 직원들까지도 참여할 수 있도록 독려합니까? PDT에서는 대규모 집단 문제 해결을 하고 있는데, 여러분 부서에서는 어떻습니까? 새로운 제안을 받았을 때 그 제안의 좋은 점들을 검토합니까, 아니면 “항상 이런 식으로 해왔어”라고 말합니까? 우리가 지금 당연하게 하고 있는 일상의 업무과정들도 처음에는 모두 직원들의 새로운 아이디어에서 시작된 것입니다. 예를 들어, 주 5일 근무도 처음에는 매우 터무니없고 비상식적인 것으로 받아들여졌습니다.

직원 여러분, 여러분은 스스로 제안들을 내놓습니까, 아니면 앉아서 상관이 물어볼 때까지 기다리십니까? 과거에 어떤 제안이 받아들여지지 않았다고해서, “내 의견은 아무 가치가 없구나”라고 생각하고 계십니까? “나는 그냥 내 일만 하면 돼”라는 생각으로 자신의 의견을 중요하게 생각하지 않고 있는 건 아닙니까? 저는 몇몇 분들이 “난 그냥 비서예요, 그저 분석가예요, 그냥 운전사예요”라고 말하는 것을 들었습니다. 모든 사람들은 팀의 중요한 일원이며, 공병단의 발전을 위해 자발적으로 아이디어를 내고 이것을 공유할 책임을 가지고 있습니다. 책임자나 부하직원들이나 할 것 없이 모두 아이디어를 낼 의무를 똑같이 가지고 있습니다.

설문조사에서 책임자와 직원들 간에 의견이 달랐던 또 다른 원인은 권한의 의미에 대한 잘못된 이해에 있습니다. 우리는 QMS에 기록되어 있는 업무 처리 과정이 있습니다. 어떤 경우는 우리가 업무 처리 과정을 결정했고, 또 어떤 경우는 사령부에서 결정했습니다. 그러나 이런 결정의 실제 실행에는 여러 여지가 많습니다. 우리는 모두 스트록 중장으로부터 허락을 위한 자문서를 받았습니다. 자문서에는 이런 내용이 있습니다.

자신에게 물어 보십시오.

1. 이것이 내 고객에게 유익한가?
2. 이것이 합법적이고 윤리적인가?
3. 내가 기꺼이 책임질 수 있는 일인가?

만약 그렇다면, 허락을 구하지 마십시오.

이미 허락되었습니다.

**행동으로 옮기십시오!**

이 자문서는 모두를 위한 것입니다. 직위나 직책에 대한 어떤 제한도 없습니다. 이것은 모든 사람들이 그냥 뒤로 물러나 있지만 말고, 대답을 안다면 앞으로 나서서 변화를 만들어가라는 과제입니다. 이 자문서는 우리가 여러분을 신뢰하고 여러분의 의견을 중요하게 생각한다는 것을 보여줍니다. 여러분의 아이디어가 새로운 업무처리 과정으로 QMS에



# ENGINEER DAY MESSAGE

매년 6월이면 우리는 미 육군 공병대의 공적을 기리며 Engineer Day를 기념합니다. Engineer Day는 1775년 6월 Col. Richard Gridley가 첫 공병감이 되면서 시작되었습니다. 그의 Bunker Hill에서의 요새 방비 공사는 오늘날까지 이어져 오는 공병대의 오랜 전통이 되었습니다. 수세기 동안 많은 것들이 변했지만, 공병대가 보여준 헌신과 용기, 자신감은 변치 않았습니다.

지금까지 미 육군 공병대와 전 공병 연대는 많은 업적을 이룩했습니다. 미 육군 공병대 팀에게 감사드립니다. 우리는 매일 열심히 일해 수로와 레크리에이션 시설, 군 시설, 그리고 연구 시설들을 완성했습니다. 지난 해, 네 개의 허리케인이 동남부 지역에 큰 피해를 입혀 우리의 국민들이 도움이 필요했을 때 우리는 그들을 돕기 위해 갔습니다.

전 세계적으로 우리는 양질의 시설들로 군을 지원했고, 아프가니스탄과 이라크에서 삶의 질 향상을 도왔습니다. 여러분의 기여에 감사드립니다. 걸프 지역 사단이 1월에 벌써 1주년을 맞았습니다. 그리고 이라크에서는 첫 자유총선이 있었습니다. 투표소를 나서면서 마치 훈장처럼 자신의 손에 묻은 붉은 잉크를 보여주며 환하게 웃는 이라크 사람들의 모습을 많은 사람들이 잊지 못할 것입니다. 여러분이 어디에서 일하든 중요한 시금석을 만드는데 기여하고 있다는 것을 자랑스럽게 여기십시오.

유감스럽게도 공병 연대의 많은 사람들이 큰 댓가를 치렀습니다. 3월에는 국가에서 The 11th Engineer Battalion의 Paul Smith 중사에게 명예훈장을 수여했습니다. 2003년 4월 바그다드 공항 외곽에서 있었던 교전에서 그의

뛰어나고 굽힐줄 모르는 용기가 많은 동료 병사들의 목숨을 구했습니다.

그의 수상은 저에게 연대가 육군의 가치를 알고 공공의 일에 헌신하는 군인과 민간인으로 가득하다는 것을 상기시켜 주었습니다. 미 육군 공병단의 한 사람으로써 여러분은 국가의 안전과 경제 번영, 환경의 질 향상에 기여하는 훌륭한 팀의 일원입니다. 여러분의 도움으로 우리는 더 많은 일을 할 것입니다.

6월 16일에 우리의 새로운 캠페인 플랜을 발간할 텐데, 모두들 "One Team: Relevant, Ready, Responsive, and Reliable"이 될 수 있도록 [www.usace.army.mil](http://www.usace.army.mil)에서 이것을 읽어보시기 바랍니다. 캠페인 플랜은 우리의 목표와 지원 목적을 기술하며, 우리의 비전을 달성할 수 있는 능력을 갖게 해줍니다. 캠페인 플랜을 읽으면서 우리의 목표와 목적은 서로 연관되어 있으며, 모든 공병단원들은 비전을 현실로 만드는 역할을 맡고 있다는 것을 기억해주시요.

국가에 대한 여러분의 봉사에 감사드리며, 공병단의 일부가 되어 주신 것에 감사드립니다. 여러분의 도움으로 우리는 2세기도 더 전에 시작된 자랑스런 긴 봉사의 전통을 이어갈 것입니다.

Essays!

CARL A. STROCK  
Lieutenant General, USA  
Commanding

추가 될 수도 있습니다!

여러분 모두 의사 소통의 벽을 허무는 일에 나서십시오. 좋은 아이디어는 이미 우리 공병단 안에 있습니다. 우리는 모두 부하직원이라는 것을 기억하십시오. 저도 그렇고, 스트록 중장도 그렇습니다. 배우는 조직으로써, 공병단을 개선하는 것은 우리의 책임입니다. 우리는 책임자와 직원들이 자유롭게 의견을 교환하는 분위기를 만들어야 하고, 우리 모두가 팀을 더 나아지게 해야 하는 큰 권한을 가진 팀의 일원이라는 것을 이해해야 합니다. 책임자 여러분, 저는 여러분이 직원들의 의견을 소중하게 생각한다는 것을 압니다. 여러분의 직원들에게 그것을 알리십시오. 창조적인 해결책에 대한 관심을 전달하십시오. 직원 여러분, 여러분의 상관들은 여러분의 의견을 존중하지만, 아마 너무 바빠서 그것을 제대로 전달하지 못할 수도 있습니다. 자신의 의견과 제안을 나서서 내 놓으십시오. 지난 번 아이디어는 실패할 수도 있었지만, 그렇다고 다음 번 아이디어가 큰 반응을 얻지 말란 법은 없습니다. 이번 장마철을 기억에 남는 것으로 만드십시오. 이번 여름을 여러분의 아이디어가 팀을 개선한 여름으로 만드십시오.

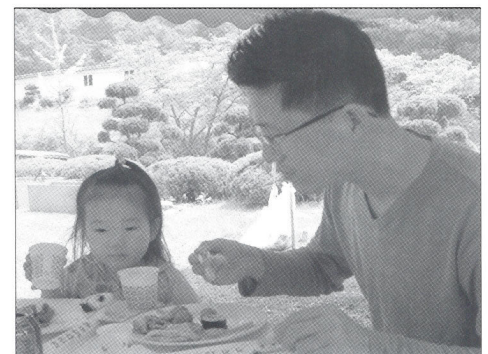
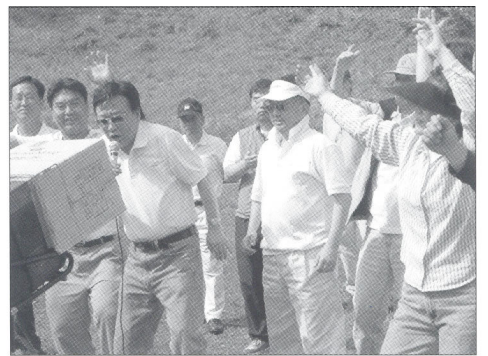


# KN Union Picnic 2005

5월 14일 공병단 한국인 노조의 야유회가 경기도 기흥 청려 수련원에서 있었습니다.

약 130 여명의 한국인 노조원이 참여한 이번 행사에는 사령관 부부와 부사령관 부부를 비롯한 여러 미국인 직원들도 참여해 자리를 빛내주었습니다.

5월의 청명한 날씨 속에 열린 이번 야유회는 오전에는 참가자들의 단합을 도모하는 각종 게임들, 오후에는 숨은 노래 숨씨를 뽑내는 시간으로 채워졌습니다.









## 축하드립니다!

Waegwan Project Office에 근무하시는 박 경옥 씨께서 지난 6월 5일 신랑, 신 왕송 씨와 화촉을 밝히셨습니다. 두 분은 2001년에 Cp Casey DPW에서 같이 근무하면서 알게 되셨다고 합니다. 그리고 2003년과 2004년에는 근무지는 달랐지만 같은 FED에서 근무하셨습니다. 현재 신랑은 대구 DPW에서 근무 중입니다.

두 분의 결혼을 진심으로 축하드립니다. 행복하세요!



## FED의 새 식구



최경미 씨가 공병단 새 식구가 되었습니다. 이번에 RM의 Management Assistant로 새로 오신 최경미 씨는 서울 출생이시고, 1999년에 동덕여대를 졸업하셨습니다. 공병단으로 오시기 전, The 41st Signal Battalion의 RM에서 11개월동안 근무하셨습니다. 수영과 음악 감상, 조깅을 좋아하신다고 합니다. 환영합니다!

