

Headquarters
United States Forces Korea
Unit #15237
APO AP 96205-5237

United States Forces Korea
Regulation 360-4

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Public Affairs – General
GOOD NEIGHBOR PROGRAM

***This regulation supersedes USFK Regulation 600-55, 22 July 2008.**

FOR THE COMMANDING GENERAL:

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Summary. This regulation establishes policies and procedures for orienting all United States Forces, Korea (USFK) Service Members, civilian employees and their family members to the Good Neighbor Program as a primary means to improve Korean-American relations and strengthen the Republic of Korea (ROK)-US Alliance.

Summary of Change. This document has been substantially changed. A full review of its contents is required.

Applicability.

a. This regulation is applicable to all USFK component commands, Installation Management Command-Korea (IMCOM-K), USFK Staff Sections and US personnel assigned or attached to the United Nations Command (UNC) and the ROK/US Combined Forces Command (CFC) in Korea.

b. Although specific reference is made to the ROK, the provisions of this regulation also apply to all communities with which USFK comes in contact including officials, institutions, organizations and individuals of the US, United Nations Command member nations and other nations. The primary focus, however, is on the host nation, the ROK.

Supplementation. Issue of further supplements to this regulation by subordinate commands is prohibited unless prior approval is obtained from HQ USFK, (FKPA), Unit #15237, APO AP 96205-5237, email: paognp@korea.army.mil.

Forms. USFK forms are available at <http://www.usfk.mil/usfk/>.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to the governing service regulation.

Suggested Improvements. The proponent of this regulation is USFK Public Affairs Office (PAO), (FKPA-GNP). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the USFK PAO, (FKPA), Unit 15237, APO AP 96205-5237, email: paognp@korea.army.mil.

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Chapter 1

Introduction

1-1. Purpose

The purpose of this regulation is to establish procedures and responsibilities and provide implementing instructions for the Good Neighbor Program (GNP), USFK's overall community relations (COMREL) program.

1-2. References

Required and related references are listed at Appendix A.

1-3. Explanation of Abbreviations And Terms

Abbreviations and terms used in this regulation are explained in the glossary.

Chapter 2

Concept of Operations

2-1. General

The USFK Good Neighbor Program (GNP) provides general policy guidance for all USFK community relations-related activities, delineates command relationships involved in such activities, and assigns basic authority and responsibility. It has a firm policy, regulatory and supervisory foundation established and overseen by the USFK Public Affairs Office (PAO). In pursuit of an effective GNP, we must focus on achieving and sustaining a positive image of USFK in the ROK. The GNP is a commander's program and will only be successful if all Service component commands, IMCOM-K, and subordinate commands aggressively and effectively pursue the principles and intent of the Program. Unity of effort is essential. The Good Neighbor Program is an essential element of two of the Commander's priorities: "Priority #2: Strengthen the Alliance: Strengthen our Good Neighbor program - this will directly increase our deterrent value and increase our combined warfighting capability. Priority #3: Improve Quality of Life for Service Members, DoD Civilians, and Families –"Make Korea the Station of Choice": Strengthen your Good Neighbor Program – this will provide more opportunities to see and learn about this wonderful country." It is essential to the effectiveness of this command and the strength of the ROK-US Alliance. We are all ambassadors for America and the GNP is designed to improve our relationship with the citizens of the ROK.

2-2. Objectives and Goals

The overall objective of the GNP is for USFK to promote and achieve harmonious relations with its various communities; including but not limited to officials, institutions, organizations and individuals within the ROK. The specific goals are:

- a. Improve the positive image of USFK in the ROK and develop, improve and maintain full understanding of and support by the Korean people for the strategic mission of USFK as an Alliance partner with our ROK allies in collective security.
- b. Develop awareness among the Korean society that U.S. Service Members are values-based, dependable, committed allies who offer their service here to provide security to the ROK. They are dedicated, highly-trained individuals committed to furthering the ROK-US Alliance and being Good Neighbors.

c. Increase understanding and convey respect by USFK Service Members, civilian employees and their family members for the Korean people, their government, institutions, religious activities, laws, history, culture and customs.

d. Establish and foster harmonious relations with community leaders, neighboring residents, Korean military units and Minister of National Defense/Joint Chiefs of Staff/ROK Minister of National Defense (MND)/Joint Chiefs of Staff (JCS)/ ROK military counterparts.

2-3. Responsibilities

The GNP is a Commanders' program. Commanders' emphasis on planning, allocation of resources and motivation are required to achieve our stated GNP objective and goals. See Appendix W for a quick-reference chart.

a. As indicated in each subparagraph below, Commanders will:

(1) Provide command emphasis on and be personally involved in the conduct of the unit's GNP program and activities. Successful accomplishment requires leader involvement at all levels, and focus on proactive action, resources, and innovative programs (all battalion/squadron-level Commanders and above).

(2) Develop, plan and execute community relations programs designed to promote a more positive image of USFK and the American military with a focus on highlighting the benefits that our presence provides in terms of both stability on the Korean Peninsula and in the region, as well as the advantages derived from cities and towns located near USFK bases within the scope of the organization. Engage the ROK civilian communities, government, media, businesses, universities, schools, the military and police organizations in order to provide public understanding and an appreciation that will mature and strengthen the ROK-US Alliance (see Appendices D and E) (all battalion/squadron-level commands and above).

(a) Write a GNP plan which sets guidelines and processes for subordinate organizations that includes feedback procedures, inspection standards, and reporting requirements (all battalion/squadron-level commanders and above).

(b) Establish and maintain a Commander's Advisory Council. The council provides information on ways to improve the ROK-US Alliance, establishes consultative organizations to promote a positive image of USFK, and reacts quickly and effectively to negative incidents (see Appendix H) (all organizations commanded by a general officer and all installation and garrison commanders).

(c) Establish a Good Neighbor Awards Program that recognizes and honors outstanding good neighbors and ambassadors of the alliance for exceptional contributions that have impacted positively on the ROK-US alliance and Korean American relations (See Appendix J) (all battalion/squadron-level commands and above).

(d) Establish a Military-to-Military relationship with a sister unit within the ROK military (Unit Partnership Program – UPP). Every battalion/squadron-level command and above in USFK will establish/maintain a sister unit relationship with a unit in the ROK military (See Appendix D).

(e) Adopt-a-School / Adopt-an-Orphanage. Establish a relationship with a local school (see Appendix F) or an orphanage as part of the unit's Good Neighbor Program (all battalion/squadron level commanders and above).

(f) Establish and execute a Korean Cultural Awareness Program as outlined in Appendix E. The Korean Cultural Awareness Program is a standard USFK program for all components. The program is a five-part program designed for all military and civilian personnel. Commanders should encourage family members to participate, as appropriate (all battalion/squadron-level commanders and above).

(g) Participate in the GNP Council (GNPC) meetings, as required. USFK PAO will coordinate and conduct a semi-annual, USFK-level GNPC that all components and IMCOM-K will attend. Each garrison/installation will conduct its own quarterly regional council meetings that will include in attendance all tenant organizations (all battalion/squadron-level commands and above) and a USFK PAO representative.

(h) Submit a USFK Good Neighbor Activity Report electronically to higher headquarters for consolidation (all battalion/squadron-level commands and above). USFK Component commands/IMCOM-K will submit consolidated reports to USFK PAO (FKPA-GNP) NLT the 15th of each month (see Appendix R).

(i) Submit a 90-day GNP calendar to next higher command for submission to the local garrison/installation (all battalion/squadron-level commands and above). Garrisons/installations will consolidate calendars for all tenant units on their garrisons/installations and post consolidated 90-day GNP calendars on garrison/installation websites.

(j) Conduct an annual Good Neighbor English Camp at those installations with a DODDS-K high school (Yongsan, Daegu, and Osan AB). The goal is to conduct a 5-day English home-stay experience camp for Korean students where students are expected to speak English at all times (See Appendix K). The senior headquarters at each installation will co-host the camp with the garrison/installation (e.g. HQ USFK and USAG Yongsan/7AF and Osan AB/19th ESC and USAG Daegu).

(k) Seek advice of the servicing legal office when planning a GNP project. Each GNP event may involve unique facts and circumstances and additional DOD regulations which may significantly affect the ability to provide GNP support (all battalion/squadron-level commands and above).

b. USFK Staff Sections

(1) Participate in GNP activities that further the USFK mission subject to legal restrictions and operational requirements for personnel, facilities and material resources, the significance of the event or program in relation to other USFK programs, and cost consideration.

(2) Submit a USFK Good Neighbor Activity Report electronically to USFK PAO (FKPA-GNP) NLT the 15th of each month. The report will also include a consolidated 90-day GNP calendar. The report format is at Appendix R.

(3) Establish and maintain a sister unit / staff section within the ROK military (see Appendix D). At the combined staff level (C staff sections), this means a team building program conducted on a regular basis. For the joint and other staffs, this may include a counterpart directorate at the appropriate ROK headquarters, ROK Joint Chiefs of Staff or the Ministry of National Defense.

c. USFK PAO. The PAO serves as the proponent for the USFK GNP and provides staff oversight to regulate and institutionalize the USFK GNP and ensure unity of effort.

(1) The Good Neighbor Office (FKPA-GNP) serves as the office of primary responsibility (OPR) and is responsible for transmitting the USFK Commander's guidance and overall supervision of the program including conducting annual assistance visits to the USFK Service component commands and IMCOM-K.

(2) USFK PAO will coordinate and conduct the semi-annual USFK-level GNP Council Meetings.

(3) USFK GNP Reporting. The GNP office receives the monthly component and IMCOM-K GNP Reports. The PAO will provide GNP activity highlights to the commander on a regular basis.

(4) Plans and executes the USFK Commander's Korea Advisory Council (KAC) (see Appendix G).

(5) Plan and execute the USFK Commander's Good Neighbor Awards Program (see Appendix J).

(6) Manage the Good Neighbor Program Internet site.

d. USFK Resource Management (RM). Assist USFK PAO and subordinate commands by providing guidance on the proper use of appropriated funds, including Official Representation Funds. See paragraph 2-4 below for further guidance on funding.

2-4. Command Oversight

The countless interactions of USFK organizations and personnel with Korean counterparts and local nationals cannot possibly be managed or supervised by any single authority. A successful GNP can result only from the consistent exercise of initiative, imagination and judgment by every individual in the organization in support of common objectives. These efforts must be applied within a framework of guidelines reflecting the accumulated practical wisdom of the institution in dealing with recurring problems and opportunities. Command oversight provides a means to ensure commands at all levels exercise the leadership and judgment required to achieve the stated objectives within the guidelines provided in this regulation.

a. Measures of Success. The success of an organization's GNP event is measured by the organization's ability to execute directed tasks outlined in the paragraph 2-3 above. On a broader scope, success can be determined by answering "YES" to the following two questions:

(1) Did the GNP event, activity, or program give positive emphasis to the importance of harmonious relations with community leaders and residents and comply with policy guidance contained in this regulation?

(2) Did the GNP event, activity, or program improve community attitudes, resolve problems, and/or provide opportunities within command areas to achieve stated GNP objectives?

b. Required Feedback: A key component of determining the effectiveness of the GNP is feedback that enables us to guide our efforts and ensure we are achieving a measure of success. Three feedback methods will be used:

(1) Semi-annual USFK GNPC and quarterly installation/garrison GNPC meetings. The GNPC is a forum for discussing Good Neighbor issues and events, and for providing feedback to the Commander. The GNPC participants will provide feedback on the status of unit and area GNP events, policies, initiatives and resource issues.

(2) Reporting. USFK PAO will collect and consolidate component command and IMCOM-K GNP reports and provide highlights as a separate report during the Quarterly Commanders' Conference and the KAC. Each component command will also provide GNP reports back down to their MSC's for situational awareness for the battalion/squadron-level commanders.

(3) Staff Assistance Visit / IG Inspections: In order to ensure the GNP is on track, USFK PAO will solicit feedback from ROK and US Alliance members via annual staff assistance visits to USFK component commands and IMCOM-K. The Commander may direct IG inspections as necessary to ensure compliance through this mechanism (See Appendix U).

Chapter 3 Policy

3-1. General

It is imperative for USFK to aggressively plan and pursue programs and activities to achieve the command's Good Neighbor Program (GNP) goals and objectives.

a. Active participation of military units, Service Members, civilian personnel and family members in GNP programs is an important factor in establishing and maintaining a state of mutual acceptance, respect and cooperation between USFK and civilian communities affected by our military operations and activities.

b. All USFK Service Members, civilians and their family members are encouraged to participate in the activities of local Korean schools; religious, fraternal, social, and civic organizations; sports and recreation programs; and other aspects of community life. Cultural awareness programs will be established/sustained at the appropriate levels to acquaint all newly assigned USFK personnel with Korean history, customs, traditions, and culture. Joint language training classes and social visits between Americans and Koreans will help to foster close friendships and mutual respect.

c. Many ROK Government (ROKG), civic and business organizations conduct programs for USFK personnel. Participation in these events is voluntary. Nevertheless, after verifying with SJA that USFK participation meets legal requirements, Commanders are expected to fully support those programs accepted for USFK participation. Commanders and supervisors at all echelons will make best efforts to ensure that quotas assigned to their organizations are filled, and that participants from their command appear at the proper location at the appointed date and time and in proper attire. Positive action must be taken to prevent "no-shows" by USFK personnel. These are truly opportunities to reward our best Service Members and put our best foot forward in the Korean community.

3-2. Use of Armed Forces Personnel, Facilities and Materiel In Community Relations

The GNP framework is designed to enable commanders to meet the command's community relations goals and objectives. However, there are many challenges involved in conducting a positive and legal GNP Program. Therefore, it is essential that commanders implement the GNP program as authorized by applicable laws, regulations, and policy. Commanders must ensure that

every GNP activity is planned and conducted following the participation guidelines outlined in Appendix O of this regulation. Following these guidelines will ensure commanders have a well-managed and legal program. The challenges are worth the effort in developing a strong alliance between the US and our ROK allies.

3-3. Standards of Conduct

The Joint Ethics Regulation, DOD 5500.7-R, applies to all USFK GNP activities.

3-4. Funding

Congress has appropriated no funding for GNP. Accordingly, all GNP activities are subject to the same fiscal analysis and authorization required for those command expenses that are reasonably necessary to carry out an authorized function of the command or that will contribute materially to the effective accomplishment of that function. In other words, GNP by itself is not a basis for the expenditure of appropriated funds; however, expenditures of appropriated funds for the underlying activities or support may be permissible. Commanders will coordinate with Resource Management and SJA for guidance when there are questions regarding the authorized use of appropriated funds for GNP events. All expenditures of appropriated funds in support of GNP events will be kept to the minimum necessary.

a. Commanders should take special care to distinguish between official USFK events, which will almost always be funded at the expense of the US Government, and unofficial events where it has been determined that participation by USFK personnel at the event is required or authorized. When participation is required at unofficial events, costs for the individual USFK participants will be funded with appropriated funds; when participation is authorized at unofficial events, generally appropriated funds may not be expended in support of the event unless specifically authorized by service regulations. The following examples will illustrate these rules:

(1) The USFK commander decides to host an ORF funded Holiday Party to extend official courtesies to a variety of GNP members. All DoD participants who attend the event will attend in an official capacity, as ORF events are always an official activity of DoD, and all costs of the event for both authorized guests and the appropriate number of DoD personnel (IAW AR 37-47 paragraph 2-5) will be funded with appropriated funds.

(2) A Korean province is celebrating the anniversary of a famous battle during the Korean War. The political leader of the province, working through the USFK GNP office, has invited representatives of USFK to attend the festivities that will occur as part of the celebration. The GNP office coordinates with the USFK command, who determines that the event would be a good opportunity to foster a better relationship between the citizens who live in the province and USFK personnel. The command designates several USFK representatives to attend the event. The identified USFK personnel who attend the event will do so in an official capacity, but the event itself will not then become an official USFK event. No appropriated funds may be spent to support the event itself, but the costs for the USFK personnel to participate in the event may be paid for with appropriated funds.

(3) A local private organization contacts the GNP office and offers to sponsor USFK personnel on a trip to a local amusement park. The private organization offers to pay for the transportation to the event and part of the cost of admission, but asks that USFK also contribute to the cost of the trip. No appropriated funds may be spent in support of this event and all participation by USFK personnel is on a voluntary basis and in a personal capacity. Any expenses that may be required by the USFK personnel to participate will be paid for with personal funds.

b. Official Representation Funds. As the Executive Agent for USFK, Eighth US Army funds official USFK activities and programs. Accordingly, it is permissible to use Army official representation funds (ORFs) to host activities and present ORF-funded gifts and mementos in support of USFK activities and programs, such as the GNP, provided the applicable policies governing use of ORF are followed. Army Regulation 37-47 and Eighth US Army Pam 37-47 provide procedural guidance on the use of Army ORF. For example, all requests for the use of ORF must be approved in advance of the event by the Eighth US Army Resource Management Office, who will obtain a legal review by the Eighth US Army Staff Judge Advocate to ensure ORF requirements are met.

3-5. Use Of Military Carriers (Tactical Vehicles / Military Aircraft / Ships / Etc.) for GNP Purposes (See Appendix O).

Use of military carriers for display and demonstration is authorized and encouraged for GNP activities. Commanders must ensure proper safety considerations and risk assessment are conducted. Approval for use of various carriers is outlined in Appendix O.

3-6. Express Authority

Express authority for the following actions is granted when associated with a GNP activity and approved by the first O-5 or O-6 level commander in the organization's chain of command:

a. Use of the Unit Ration Control Card, when purchases are funded by non-appropriated/unit welfare funds or personal funds, is authorized in specific instances to purchase certain controlled items for GNP activities, including the purchase of food and beverages from the Commissary to provide a prepared meal, like a unit BBQ lunch, at an "adopted" school; and the purchase of liquor as gifts during Chuseok, in accordance with Chapter 10, USFK Reg 60-1. Unit welfare funds may only be used for activities to which the entire unit is invited to participate.

b. Purchase of items, using non-appropriated/unit welfare funds or personal funds, in excess of individual limits in support of GNP activities in cases where an organization does not have a Unit Ration Control Card.

c. Use of personnel, equipment and facilities is authorized for GNP activities when it has been determined by a commander that the activity will constitute an official USFK event IAW the guidelines in paragraph 3-4 above.

3-7. Intelligence Collection Activities

The GNP will not be used for intelligence collection-related activities. While the maintenance of simple bios and point papers is acceptable, units will not build files or establish dossiers on our Korean Good Neighbors and their organizations. Visits to local Korean historical or cultural sites will not be used to provide (nor characterized as) terrain familiarization training in support of war plans. These types of activities are contrary to the spirit and goals of the GNP and even the perception of such activities will likely cause great embarrassment to USFK and have a negative effect on ROK-US relations. Collection of this type of data on U.S. Good Neighbors is in violation of U.S. law and subjects the collector to prosecution.

3-8. Good Neighbor Pass

The Good Neighbor Pass is a function of installation access and not covered by this regulation. See USFK Regulation 190-7.

3-9. Additional Policy Guidance

Detailed guidance for additional specific events is contained in the appendices. See table of contents for a list of appendixes.

3-10. Requests for Exception To Policy

Requests, which do not meet the criteria cited above and elsewhere in this regulation, should be referred for determination to the Good Neighbor Program Office, USFK PAO, (FKPA-GNP), Unit 15237, APO AP 96205-5237.

Appendix A References

Section I. Required Publications

AR 37-47 (Representation Funds of the Secretary of the Army).

EUSA Pam 37-47 (Representation Funds of the Secretary of the Army).

AR 360-1 (The Army Public Affairs Program).

AR 600-29 (Fund-Raising Within the Department of the Army).

AR 672-20 (Incentive Awards).

DOD Dir 5410.18 (Public Affairs Community Relations Policy).

DOD 5500.7-R (Joint Ethics Regulation (JER)).

SECNAVINST 1650.1G (Navy and Marine Corps Awards Manual).

USFK Reg 60-1 (Ration Control Policy)

USFK Reg 190-7 (Installation Access Control System)

USFK Reg 405-7 (Facilities and Areas (Real Estate) Policies and Procedures in Korea).

USFK Reg 550-51 (International Agreements).

USPACOMINST 0404.4 (Community Relations in the U.S. Pacific Command)

US-ROK Status of Forces Agreement (SOFA).

5 USC Section 7342 (Foreign Gifts and Decorations Act).

Section II. Related Publications

DODD 1330.4 (Participation in Armed Forces National and International Sports Activities).

DODD 5122.8 (Use of Military Carriers for Public Affairs Purposes).

DODD 5230.9 (Clearance of DOD Information for Public Release)

DODI 5410.19 (Public Affairs Community Relations Policy Implementation).

DODI 5410.20 (Public Affairs Relations with Business and Nongovernmental Organizations Representing Business).

DOD Reg 4515.13-R (Air Transportation Eligibility).

AFI 51-901 (Gifts from Foreign Governments to Members and Civilian Employees of the US Air Force).

Appendix B Significant United States (US) and ROK Holidays/Cultural Events and Suggested COMREL Actions

B-1. January

1 January - New Year's Day (US and ROK Holiday). Include leaders and dignitaries in official receptions (ROK New Year's observance also includes Jan 2).

Third Monday - Dr. Martin Luther King, Jr.'s. Birthday (US Holiday). Include leaders and dignitaries in official events.

Lunar New Year (ROK Holiday). (Seol-nal) 1st day of 1st month of lunar calendar, plus the day before and after. Julian Calendar date varies from late January to mid-February.

B-2. February

Third Monday - President's Day (US Holiday).

B-3. March

1 March - Korean Independence Movement Day (ROK Holiday). Attend official functions when invited.

B-4. April

5 April - ROK Arbor Day. Support local community in joint tree planting project; normally not limited to one day but for an extended period.

First Saturday - ROK Homeland Reserve Force Day. Attend official functions when invited.

7 April - Korean Newspaper Day. Commanders and Public Affairs Officers should be responsive to any request to attend Newspaper Day functions and may take the opportunity to give recognition to local news personnel for their contribution toward enhancement of relations.

19 April - Student Revolution Anniversary. Avoid demonstration sites.

B-5. May

1 May - International Labor Day (ROK Holiday). Could be an opportunity to recognize outstanding KN employees and participate in official observances when invited to do so.

1 May – US/ROK Law Day. Include local officials or leaders in prayer breakfast and Law Day observance.

5 May - ROK Children's Day (ROK Holiday). Host children from schools and orphanages (especially needy or underprivileged children) for movies and other activities; encourage Service Members to spend the day with orphans and needy children in such institutions. Encourage Service Members to participate in activities if the local community extends an invitation.

Buddha's Birthday (ROK Holiday). Date varies from late April to late May in the Julian Calendar (8th day of the 4th month of the lunar calendar). Encourage Service Members to participate in activities if the local community extends an invitation.

8 May - ROK Parents' Day. Host and/or otherwise honor parents, especially senior citizens. Encourage Service Members to participate in activities if local community extends invitation.

16 May – 1961 Military Revolution (coup d'état) Anniversary. Avoid demonstration sites.

18 May – 1980 Kwangju Incident Anniversary. Avoid demonstration sites.

3rd Saturday - US Armed Forces Day. Open house activities are recommended. Include leaders and dignitaries in official events.

Last Monday - Memorial Day (US Holiday). Host or participate in memorial service/honor guard ceremony. Include leaders and dignitaries in official events,

Dano Festival. Date varies from late May to mid June (5th day of the 5th month of the lunar calendar). Encourage Service Members to participate in activities if local community extends invitation.

B-6. June

1st Saturday - ROK Farmer's Day. Assist in transplanting rice seedlings.

6 June - ROK Memorial Day (ROK Holiday). Participate in memorial services when invited.

14 June - US Army Birthday. Include local officials and residents in on-post activities.

25 June - Anniversary of North Korean attack against the ROK. Participate in memorial or commemorative services when invited.

B-7. July

4 July - US Independence Day (US Holiday). Appropriate to include local officials and residents in on-post activities.

5 July - Task Force Smith. Anniversary of first encounter by US ground forces with North Korean Army in 1950. Participate in memorial or commemorative services when invited.

17 July - ROK Constitution Day (ROK Holiday). Participate in commemorative services when invited.

27 July - Signing of Armistice Agreement Ends Korean War in 1953. Participate in memorial or commemorative services when invited.

B-8. August

15 August - Liberation Day (ROK Holiday). Korea liberated from Japanese colonial rule in 1945. ROK Government established in 1948. Participate in commemorative services when invited.

Chuseok (ROK Holiday). Julian Calendar date varies from mid-September into early October. (15th day of 8th month of the lunar calendar plus one day). Official holiday observance includes one day before and one day following Chuseok Day. Respond to invitations for receptions, home visits, and other festive functions hosted by Koreans. Corresponds closely with the U.S. Thanksgiving Day. Along with the Lunar New Year, Chuseok is one of the two most important Korean holidays.

B-9. September

First Monday - US Labor Day (US Holiday). Include leaders and dignitaries in official events.

15 September - Inchon Landing. Anniversary of Inchon Landing Operations by US and ROK forces 1950. Participate in memorial or commemorative services when invited.

18 September - US Air Force Birthday. Include leaders and dignitaries in official events.

Third Friday - National observance for POW/MIA Recognition Day. Include leaders and dignitaries in official events.

B-10. October

1 October - ROK Armed Forces Day. Participate in commemorative services when invited.

3 October - ROK National Foundation Day (ROK Holiday). Participate in commemorative services when invited.

9 October - Hangul Day (Korean Alphabet Day). Sponsor HANGUL contests for US personnel at USFK installations. Participate in commemorative services when invited.

Second Monday - Columbus Day (US Holiday). Include leaders and dignitaries in official events.

13 October - US Navy Birthday. Include leaders and dignitaries in official events.

21 October - ROK National Police Day. Extend congratulatory message to police chiefs and recognize exemplary contributions by Korean National Police officers to USFK. Participate in commemorative services when invited.

24 October - United Nations Day. Participate in ceremonies in Seoul, at the UN Cemetery in Pusan and other appropriate observances, if invited.

B-11. November

9 November - Korean Employee Union (KEU) Foundation Day. Participate in commemorative services when invited.

10 November - US Marine Corps Birthday. Include leaders and dignitaries in official events.

11 November - Veterans Day (US Holiday). Host or participate in patriotic ceremony.

Fourth Thursday - Thanksgiving Day (US Holiday). Host orphans and other needy children and/or KAFC members for Thanksgiving Day meal.

B-12. December

12 Dec – 1979 “12.12 Military Insurrection” (coup d’état) Anniversary. Avoid demonstration sites.

25 December - Christmas Day (US and ROK Holiday). Include orphans, Korean employees, and Korean officials in holiday activities.

Appendix C Community Relations Program

C-1. General

For an effective and positive community relations (COMREL) program, commanders should include, as appropriate:

- a. An analysis or survey of communications media; local, civic, economic, social, educational, and religious organizations; and local customs, traditions, and culture.
- b. Identification and analysis of specific local problems to which COMREL techniques may be applied.
- c. Formation of a COMREL coordinating council, such as a Commander's Advisory Council, composed of military, governmental, and civic leaders, to meet regularly to address/resolve local problems. (See Appendix H)
- d. Provisions for keeping the program current and responsive to any change in the mission or location of the command, or in the relationship of the command to the civilian community.

C-2. Intent of COMREL Programs, Events, and Activities

The intent of our COMREL effort is to improve the ROK-US Alliance through increased positive engagement with the ROK populace through a variety of plans and programs. It is envisioned that these plans and programs will enhance community/media relations, cultivate positive personal interactions, and create a more positive image of the United States and the American military within the Republic of Korea. This will require personal leader involvement at all levels focused on proactive action and programs. The end state is improved public understanding and appreciation that results in a stronger alliance now and well into the future.

C-3. Scope and Content of COMREL Programs

Sound COMREL programs include official activities involving USFK units and personnel and also unofficial activities of individual members of the command in their social and economic contacts with members of the civilian community. Both activities are essential to a balanced program. Activities to be incorporated into COMREL programs, commensurate with the capabilities of the command, include:

- a. Official activities
 - (1) Attendance at local public events by USFK personnel.
 - (2) Establishment of close working relationships with the local press, radio and television for communication with the civilian population.
 - (3) "Open House" program for the general public on Armed Forces Day, Independence Day, Veterans Day, and other suitable occasions.
 - (4) Organized tours of installations and facilities.
 - (5) Cooperation with local civilian groups in arranging speaking engagements, exhibits, panel discussions, and other types of presentations.

b. Cooperation with other federal departments and agencies, and local governmental agencies on matters of mutual concern, such as safety drives, health and education programs, arbor day activities, civil defense, disaster relief, humanitarian programs, and joint law enforcement activities. Installation commanders should cooperate with the Korean officials responsible for administering local laws and regulations affecting military personnel by requiring the following:

(1) Personnel assigned to handle such matters receive training and instruction in the pertinent local requirements.

(2) All correspondence with the Korean officials is acted upon promptly and courteously.

(3) Informing local opinion leaders of the importance to USFK of Korean National employees in technical and administrative operations.

(4) Development of joint programs with local civic organizations and public officials to give appropriate recognition for outstanding achievements of local civilians in COMREL programs. This is especially important in Korea where it will demonstrate the United States' partnership with Korea in the defense of their nation.

(5) Informing local opinion leaders concerning participation of military personnel in local community organizations.

c. Good Will Activities.

(1) Background. Some Service Members will likely participate voluntarily in constructive, organized activities during their off-duty hours. Most Korean communities would welcome voluntary assistance by American service personnel in a variety of community improvement projects including, but not limited to, environmental clean-up/area beautification, post-disaster clean-up and agricultural projects.

(2) Policies. "Goodwill" activities are intended to promote Korean-American relations and enhance the image of USFK by having American forces personnel participate on a voluntary basis in assisting Koreans in the adjacent communities. Commanders will emphasize to assigned personnel the importance of good COMREL, raise the priority for such activities and aggressively promote goodwill activities.

(3) Responsibilities.

(a) Commanders at all levels are encouraged to initiate and/or encourage goodwill activities in their respective commands by providing command emphasis and designating assigned personnel to be project officers, monitors and advisors. Commanders must emphasize and ensure that the safety of everyone is considered and incorporated in each project.

(b) Project officers will establish and maintain liaison with appropriate community officials to coordinate unit involvement in goodwill activities. Project officers will normally be commissioned or senior non-commissioned officers.

(c) Advisors will assist project officers in conducting liaison with community officials. The advisors will normally be Korean National employees possessing good command of the English language. Advisors will provide appropriate advice on traditions, customs and other cultural considerations involved in goodwill activities.

(d) Monitors will normally be PA/COMREL officers who can provide guidance on COMREL and evaluate the effectiveness of the program implemented by subordinate units.

(e) PA Officers at all levels will cover goodwill activities and release authorized information to appropriate internal and domestic media.

(4) Procedures. The following are suggestions for modifying existing programs or implementing a new goodwill program:

(a) Selecting a POC in the community. This program should be formally discussed with the official community leader and other key officials, such as the local police chief. These leaders should be asked to designate a point of contact for the community. The POC should be a community (city, township, etc.) official.

(b) Selecting projects. Normally the community will designate projects to be worked on by unit members. If there is appearance of gain or benefit to an individual or single establishment, the unit project officer and advisor should question the project to confirm that the benefit will be reasonably widespread.

(c) Selecting unit members for goodwill activities. Volunteers should be screened to ensure that they do not have a record of undesirable conduct, especially when off duty, and can be expected to make a positive contribution.

(d) Selecting advisors. It is very important that advisors for this program be highly respected by community leaders and officials. Sub-unit commanders should consult with higher commands as necessary.

(e) Alerting the media. Information about goodwill projects should be provided to the first PAO in the chain of command in advance so that internal and/or domestic Korean media can be notified in advance of the project for possible coverage.

d. Unofficial activities.

(1) Encourage USFK personnel and their family members to participate in the activities of local schools; churches; fraternal, social, and civic organizations; sports and recreation programs; and other aspects of community life. Active programs should be developed, in coordination with command/internal information officers, to acquaint all USFK personnel with Korean history, customs, traditions, and culture. Voluntary joint language training classes and social visits between Americans and Koreans will foster close friendship and mutual respect.

(2) Enlistment of support of US Veterans' organizations and US Reserve and Retired personnel in improving COMREL.

C-4. Specific Programs and Actions

Commanders will implement/execute the following programs as appropriate for their unit and situation.

a. The "Good Neighbor Awards Program" (see Appendix J). Commanders down to battalion/squadron-level will host a Good Neighbor Awards Program and the component commands will submit their winners and exceptional nominees to compete in the USFK Good Neighbor Awards Program. The USFK Commander will host an awards dinner annually to

recognize and honor civic personalities, Service Members and organizations for exceptional contributions that have impacted positively on the ROK-US alliance and Korean American relations. This awards program helps in meeting our goal of fostering harmonious relations with community leaders, neighboring residents, and Korean military units. It is critical that we recognize these individuals for their great effort and contributions. Our recognition occurs with the presentation of the annual Good Neighbor Awards at a dinner held in honor of the recipients. Additionally, the pictures of the winners are hung on the Good Neighbor wall in the USFK Headquarters. This awards program enables the Commander to recognize outstanding achievement.

b. Develop initiatives to involve the community to ensure our shaping and alignment programs are successfully implemented. Some areas to consider are concerns associated with the environment, encroachment issues near USFK installations and training areas, an informational "hot-line" to receive and address the ROK public issues, and the development of a safety management program that supports our shaping and alignment programs.

c. Encourage USFK participation in local Korean festivals.

d. Component and Area Commanders should develop partnerships with NGOs, students, media, and businesses as appropriate. Proactively seek partnerships with these organizations to enhance public understanding of a strong ROK-US Alliance. Types of events include media tours and opportunities for the public to observe training. Commanders should announce training events in advance and invite the local media to film the training as well as conduct tours of the installation. Any proposed partnership agreement must be reviewed by the SJA prior to implementation.

e. Executive Orientation Program (See Appendix V). The purpose is to engage young (ages 30 to 50) Korean leaders from the various sectors of society (business, media, government, education). The USFK Public Affairs Office will execute this program monthly (except May and August) under the direction of the Deputy Chief of Staff with the intent to instill in these leaders the importance of the role of USFK in bringing stability to the Korean Peninsula and the region. Part I of the program includes a ROK-US Alliance briefing at Yongsan, a JSA/DMZ tour and culminating in a dinner with senior Korean officers and other Korean leaders. Part II of the program includes a Tour Normalization briefing at USAG-Humphreys, a 7th Air Force briefing and tour of Osan AB, with the day culminating in a dinner at the Osan Officers Club with senior US officers.

f. Educator Outreach Program. The purpose is to engage ROK educators in secondary and undergraduate level schools. Component and Area Commanders should conduct round table or panel member discussions with teachers and students to facilitate public understanding from both ROK and US perspectives.

g. Installation Open House, Tours and Ship Visits. Maximum practical effort will be made to satisfy public interest in USFK through orientation visits/tours and periodic "Open House" events. Policies governing the use of military transportation in conjunction with visits and tours are contained in USPACOMINST 0404.4. These events provide opportunity to more fully achieve COMREL goals and objectives through briefings, question and answer sessions and discussions. Targeting groups such as community leaders/representatives, organizational leaders/members, educators and can be very effective.

h. Armed Forces Aircraft and Parachute Participation in USFK. See Appendix P.

i. Participation in Korean Programs/Events/Activities. Many ROK civic and business organizations conduct programs for USFK personnel. Programs include orientation, goodwill and/or industrial tours, home visits, special entertainment/recognition events, and cultural activities conducted both on and off U.S. military installations. Commanders may authorize Service Members to participate in these types of events provided such participation does not interfere with mission requirements. Commanders should impress upon any Service Member who agrees to attend such an event the importance of avoiding no-shows.

j. Performances/Presentations by Military Bands, Color Guards and Honor Guards. U.S. military bands, color guards and honor guards are important COMREL resources in promoting and enhancing the image of USFK. These resources should be employed to the maximum extent allowable under the governing regulations.

k. Fundraising – see Appendix L.

l. Speaking Engagements in The Public Domain (see Appendix N). Participation by USFK speakers in speaking engagements is regarded as a most effective means of informing the public, developing understanding and cooperation, and in order to meet the goals outlined in this regulation. Such programs are highly encouraged. Speaking engagements are an effective way of communicating our goal to convey our positive message to improve and maintain full understanding of and support by the Korean people for the strategic mission of USFK as an Alliance partner with our ROK allies in collective security.

m. Community Assistance - Goodwill Activities. There are many opportunities for American forces personnel to participate in community assistance and goodwill activities, which are beneficial to Korean communities or its institutions. This type of participation also reflects favorably on USFK and promotes goodwill. However, participation in most of these activities will be on a voluntary basis during a Service Member's personal time. Participation as an official organized unit activity or effort should be coordinated through SJA to ensure compliance with federal laws and regulations, including the requirement that official resources and time must only be for official purposes.

n. Armed Forces Day (AFD). In order to demonstrate Armed Forces unity, the President issued an AFD Proclamation which, in part, invites his fellow Americans to participate "in observances planned by personnel of the Armed Forces as a report to the nation which they are sworn to protect" on the third Saturday of May. The conduct and extent of local AFD observances will be at the discretion of Component Commanders IAW appropriate regulations and other guidance from HQ, USFK. The observances will generally be conducted internally for US personnel and dependents but may be open to the general public as appropriate and desired, after coordination with local civilian officials. Paramount consideration will be given to the safety of military personnel and civilian bystanders. Where observances are conducted, the theme will be an objective presentation of the US Armed Forces contribution to Free World security and US contributions to host nation security. Bilateral effort and teamwork should not be overlooked as a theme.

(1) Military operations take precedence over AFD observances.

(2) The conduct and extent of local AFD observances will be at the discretion of the local Commander IAW the provisions of this regulation and other guidance from HQ, USFK. The observances will generally be conducted internally for US personnel and dependents, but may be open to the general public or may be held in the public domain of the host nation, as appropriate

and desired, after coordination with the American Embassy and local civilian officials. Paramount consideration will be given to the safety of military personnel and civilian bystanders. Where observances are conducted, the theme will be an objective presentation of the US Armed Forces' contribution to Free World security and US contributions to host nation security and the ROK-US Alliance. Bilateral efforts and teamwork should not be overlooked as a theme.

(3) U.S. Armed Forces observances will not be combined with other US or host country holidays or observances.

(4) Within USFK, when practicable, AFD programs will emphasize joint rather than single service contributions to national security.

(5) To the extent possible, local observances will utilize personnel and equipment resources available to the local command.

(6) The concept and appropriate theme for each year's observances will be established by the Secretary of Defense and forwarded by separate correspondence. Specific guidance for observance of AFD will be provided each year by USFK.

(7) Supporting graphic materials (e.g. brochures, etc.), when produced by DoD, will be provided based on requisitions submitted by area commanders for all Service commands in their geographic areas.

Appendix D Military-To-Military Affairs

D-1. Purpose

The purpose of the military-to-military component of the GNP is to maintain the ROK-US military alliance as the foundation of USFK's overall relationship with the Korean people. The focus is to foster events at the unit level that create and enhance individual relationships. The intent is for units to establish relationships with ROK military units and Service Members outside of mission requirements.

D-2. Background

The ROK and US military have a long relationship which goes back to November 13, 1945, when the US Army Military Government in Korea (USAMGIK) issued Ordinance No. 28 and established an Office of the Director of National Defense. This was followed by USAMGIK Ordinance No. 42, January 14, 1946, which created the Korean National Defense Constabulary the following day and established a light infantry company in each province.

a. The relationship established during the formative years of the Korean military was strengthened after the start of the Korean War on June 25, 1950, when the North Korean People's Army (KPA) attacked the ROK. Within days, US forces had engaged in combat with the KPA and the US organized the UN's multinational force, the United Nations Command, to assist the ROK in resisting North Korean aggression. ROK and US Soldiers forged a common bond in blood in those dark early days of the war fighting side by side in desperate battles ranging from the fight on the Naktong River line in August, to fending off Chinese human wave attacks in November and December 1950. This bonding in blood continued until the end of active combat with the Armistice signing in July 1953.

b. The ROK and US militaries again found themselves fighting side-by-side as the ROK military became the second largest contributor of foreign forces in Vietnam after the United States with a total of over 300,000 between 1965 and 1973; more than 5,000 ROK Service Members were killed and another 10,000 were wounded. This was also a bloody period near the DMZ in Korea as KPA commandos carried out numerous raids and ambushes on ROK and US units from 1966 to 1968; 326 ROK soldiers, 88 civilians and 82 US military personnel were killed in action during the 1960s and another 38 ROK soldiers, 48 civilians and 7 US military personnel were killed during the 1970s.

c. On 7 November, 1978, the ROK-US CFC was established in order to coordinate our combined war fighting efforts should deterrence fail and the Alliance be once again forced to fight. With both officer and enlisted personnel from both the ROK and US serving side-by-side on a daily basis, CFC has become one of the most effective and impressive coalitions in the world. Today, the ROK-US military-to-military relationship is one of the closest in the world.

D-3. Unit Partnership Program (UPP)

At the heart of the military-to-military engagement is the Unit Partnership Program. Every battalion/squadron-level command and above in USFK will establish/maintain a sister unit relationship with a unit in the ROK military).

a. This program will contain cultural exchanges at the officer, non-commissioned officer and enlisted levels. These programs can be as simple as a sporting event or as complex as an officer professional development program in a combined environment. UPP activities that are in furtherance of a unit's mission may be considered official, meaning attendance at such activities

may be required for US Service members and costs for US participation may be funded with appropriated funds. UPP activities that are not in furtherance of a unit's mission are conducted on a voluntary basis and may not be supported with appropriated funds. Units should consult with SJA for guidance on whether activities are official or whether appropriated funds may be expended. For example, appropriated funds generally may not be used to fund the cost of food at an activity, as the purchase of food is almost always considered a personal expense. Participation in exercises with ROK units is not considered a UPP function.

b. Examples of UPP events that will often be considered official activities in furtherance of a unit's mission include:

- (1) Sporting events that are part of a unit's physical fitness program.
- (2) Combined Officer Professional Development and Non-commissioned Officer Professional Development training.
- (3) Combined battlefield rides or visits to the Joint Security Area.
- (4) Combined open house events (with side-by-side ROK and US static displays).

c. Examples of UPP events that are normally not official, meaning participation is voluntary and appropriated funds may not be expended to support the activity, include:

- (1) English/Korean language classes.
- (2) Combined sports days/picnics.
- (3) Combined mountain climbing outings.
- (4) Combined golf outings.
- (5) Combined teams in community sports events (i.e. local marathons).
- (6) Combined (US and ROK) COMREL activities.
 - (a) Providing service at local orphanages.
 - (b) Participating in a Habitat for Humanity programs.
 - (c) Local environmental cleanup projects, such as cleaning up a dumping site.
- (7) Social events (especially during Chuseok and Lunar New Year).
- (8) Combined talent shows.
- (9) Combined dinings-in.

d. Frequency: each battalion/squadron-level unit and higher will conduct at least two UPP events per year.

D-4. Other MIL-TO-MIL Activities

Other contacts occur outside the scope of the UPP which can also play an important role in military-to-military affairs. They include:

- a. Unit-level mountaineering training at a ROK Army or Marine Corps Ranger Camp.
- b. Invitations for USFK base visits by members of ROK military school classes (i.e. the annual invitation to the Korean Military Academy cadets to dine at Yongsan).
- c. Visits to ROK military schools (such as the National Defense University, Command and Staff College, basic courses, etc).
- d. Events which honor our ROK military allies of the past; such as the sponsoring of a book signing and presentation by a former ROK general officer.
- e. KATUSA-run and KATUSA-supported events and leadership such as KATUSA Friendship Week. (NOTE: Events that simply include KATUSAs in attendance or participation does not qualify as a true Good Neighbor activity since they are members of the unit and are part of USFK).

D-5. Korean National Police (KNP)/Korean Customs Service (KCS) Appreciation Program

Although not actually members of the ROK military, the nature of the police and customs missions and the important role they have in safeguarding/supporting USFK installations and personnel have created a unique relationship between the KNP, KCS and USFK; a military-to-military relationship. The intent of the KNP/KCS appreciation program is to welcome the KNP and KCS onto USFK installations as guests and let them see how we work and live inside the walls.

a. KNP. Each battalion/squadron-level unit and higher will develop, host and vigorously pursue programs that will show the KNP our sincere appreciation and gratitude for their daily support, while still observing the restrictions outlined in paragraph D-3 a of this Appendix D and paragraph 3-4 (funding) in Chapter 3. The focus should be on the young KNP who stand watch near our installations. Examples of appropriate events include:

- (1) KNP Recognition Dinners.
- (2) KNP Sports Day / Picnics.
- (3) KNP visit to the Joint Security Area.
- (4) Staff rides for senior KNP officials.
- (5) Awards dinner for outstanding KNP Service Members.
- (6) Social exchanges (especially at Chuseok and Lunar New Year).
- (7) Cookie/doughnut and coffee wagon (delivery of snacks and hot/cold drinks to KNP on watch near USFK installations, especially during periods of inclement weather).

b. KCS. Each USFK Service component command level unit and higher will integrate the KCS into their MIL to MIL and KNP appreciation program events in order to show the KCS our sincere appreciation and gratitude for their daily support.

c. These programs will be recurring, not just one-time only, and should be conducted at least annually.

Appendix E

Korean Cultural Awareness

E-1. Commander's Intent

To rapidly assimilate incoming personnel through sponsorship coupled with a thorough orientation to Korean culture. This is the peacetime equivalent of the wartime mission of Reception, Staging, Onward Movement, and Integration (RSOI).

E-2. Responsibilities

Component Commanders establish a Korean Cultural Awareness Program as outlined below.

E-3. Korean Cultural Awareness Program

The Korean Cultural Awareness Program is a standard USFK program for all components. The program is a five-part program designed for all military and civilian personnel. Commanders should encourage family members to participate, as appropriate.

a. Part I - Sponsorship. Commanders will implement service specific sponsorship programs IAW service directives and USFK Regulation 614-1 to the maximum extent possible. The goal is to orient inbound personnel to Korea and Korean culture BEFORE arrival.

b. Part II - Welcome and Initial In-processing. Commanders will ensure all newly assigned personnel are properly welcomed immediately upon arrival in Korea. Within 48 hours of arrival, an initial orientation briefing will be presented to all newly assigned personnel IAW USFK Reg 614-2 In-processing Orientation Program and USFK Reg 350-2 training linked from the USFK Website. Sponsors should assist in the initial orientation, but that does not negate the requirement for a formal orientation.

c. Part III - Local Area Orientation (LAO). Commanders will conduct local area orientations for all newly assigned personnel within 30 days of arrival in Korea. Briefings may be hosted by the Army Community Service/Family Support Centers and include information provided by local community support staffs, Equal Opportunity Representatives, COMREL Offices or if available, local community representatives. Briefings will focus on Korean culture, historical sites within the community, procedures to utilize local transportation, and what support facilities, both on and off post are available to Service Members, civilian employees or their family members. The orientation is mandatory for all Service Members and DoD civilians, and should be highly encouraged for family members and civilian contractor personnel. Commanders may modify Part-III for exercise augmentees, as required.

d. Part IV - Sustainment Training. Commanders will develop and implement a Korean Cultural awareness sustainment training program specifically tailored for the local community/command. Sustainment training will be conducted semi-annually and may consist of Korean Culture bulletin boards, fliers announcing upcoming events in the local community, formal training by Equal Opportunity Representatives, local community staff agencies, or local COMREL Offices. During sustainment training, commanders will specifically emphasize how to avoid "ugly American" behavior that could degrade Korean-American relations and potentially result in an international incident.

e. Part V - Joint Security Area (JSA) Orientation (highly encouraged unless there is a mission conflict). Commanders should encourage personnel to tour the JSA within 90 days of arrival in Korea. The JSA tour offers personnel the opportunity to view and experience the most heavily fortified border in the world. Commanders may use government transportation to minimize the cost

involved and incorporate the tour into scheduled unit/activity training. Units should contact the United Nations Command Military Armistice Commission (UNCMAC) Secretariat DMZ Education & Orientation NCO at DMZEDUC&ORIENTPGM@korea.army.mil or 734-8067 to arrange for unit tours of 40 to 90 Service Members. Family members and civilian personnel may wish to take advantage of the regularly scheduled USO and FMWR tours to the JSA.

E-4. Examples of Korean Cultural Awareness Activities – Not all inclusive.

a. Korean Head-Start Program.

b. In-processing programs offering cultural awareness.

c. Home Visitation Program. The HVP was established in 1975 for the purpose of conducting educational and cultural programs for the benefit of USFK Service Members and their family members. Among Koreans, casual or first-time acquaintances are normally hosted outside the home such as in a restaurant. Home visits are reserved for close friends on special occasions. Thus, the average American Service Member would normally not have an opportunity to be invited into a Korean home. The HVP provides a valuable and wholesome opportunity for USFK Service Members to see and learn Korean customs in a Korean home. These personal contacts serve to promote the goal of enhancing our mutual understanding in a unique way. They can also lead to lasting friendships.

d. Cultural Tours. Local FMWR, BOSS and USO organizations provide cultural tours throughout Korea for a minimal price. Additionally, in the past, USFK friendship organizations have provided the following all expense paid tours, facilitated through USFK PAO for volunteers from the components/IMCOM-K:

(1) One-day tours:

(a) Ministry of National Defense (MND) One-Day Cultural Orientation Tour for 75 USFK Service Members which includes visits to a palace, Seoul Tower, luncheon, Korean Folk Village, Korean War Memorial and Korean buffet dinner at ROK Army Club (4 iterations in May/June, 4 iterations in Oct—total 600 Service Members).

(b) Korean American Friendship Association (KAFA)-Hosted One-Day Cultural Tour for 40 USFK Service Members. Tour includes lunch, visits to cultural sites in Seoul and dinner at the Korea House at no-cost to the Service Member (2 iterations in Sep—total 80 Service Members).

(2) Overnight tours:

(a) 2-night/3-Day Hyundai Cultural and Friendship Tour for 140 USFK Service Members who visit historical and industrial sites in Gyeongju and Ulsan (2 iterations: 1 in summer and 1 in the fall—total 280 Service Members).

(b) 2-night/3-day Kyongju Tour hosted by the Ministry of Patriots and Veterans Affairs (MPVA) for 120 USFK Service Members. Tour itinerary includes visits to Korean Folk Village, Gyeongju, Pohang, and Independence Hall (1 iteration per year in Jul or Sep—total 120 Service Members).

(c) 2-night/3-day Gyeongju Tour hosted by the Millennium Club for 200 Service Members (1 iteration per year in summer—total 200 Service Members).

(d) 1-night/2-day overnight ski trip hosted by the Korea-America Good Neighbor Society (KAGNS) at Yongpyong Ski Resort for 60 outstanding USFK Service Members (1 iteration per year in Dec—total 60 Service Members).

e. New Horizon's Day training on cultural awareness.

f. USFK Reg. 350-2 Training on cultural awareness.

g. Web-based training on cultural awareness.

Appendix F Student Engagement (SE)

F-1. Purpose

Establish a better understanding of the USFK presence in the ROK and the ROK-US Alliance for the upcoming generations who may not know or understand the historical relationship between the two countries. SE will also help to teach the foundation of USFK's overall relationship with the Korean people to the younger generations from kindergartners to college students. The focus is to foster a positive image and friendly relationships with the younger generation to ensure a continued strong Alliance in the future – through personal interactions between US and ROK students as well as continued outreach to students (i.e. English teaching, sporting events, etc.) by the USFK military community.

F-2. Types of Student Engagement Programs

a. English-Language Teaching: USFK personnel are encouraged to engage Korean students in the local area by conducting English classes free of charge, as permitted by ROK law, or by providing classroom instruction/information presentations to assist our ROK partners in learning English. English instruction provided by unit personnel or family members for compensation does not qualify as an authorized GNP activity.

(1) The Adopt-a-School program. Units are encouraged to informally “adopt” a local elementary / middle / or high school where Service Members may volunteer to teach English on a regular basis during personal time. Service Members may consider using the USO's “Virtues Development Program” as a model for instruction.

(2) English Camps: Units may conduct annual Good Neighbor English Camps. Ideally, USFK personnel will provide Korean students a 5-day English home-stay experience, where the students are expected to speak English at all times (see Appendix K).

b. Other Student Engagement Activities.

(1) Installation Tours. Any unit can host an installation tour for a student group as long as proper channels are approached for access and coordination. Beginning with a quick briefing on the unit or a short history lesson, visits to various places on the installation (e.g., fire station, motorpool, commissary, dining facility, etc.) can help remove some of the mystery surrounding USFK installations and increase support for USFK from the younger Korean generation. These opportunities will allow Korean students to see and interact with Service Members in a controlled environment without intimidation or negativity.

(2) JSA Tours. Many Korean students have never been to the JSA/DMZ. Combining a briefing and lunch at a unit DFAC before taking high school or college students to the DMZ is a very effective method of teaching them the value of the ROK-US alliance and demonstrating our mission here to deter aggression against the ROK. Units should contact the United Nations Command Military Armistice Commission (UNCMAC) Secretariat DMZ Education & Orientation NCO at DMZEDUC&ORIENTPGM@korea.army.mil or 734-8067 to arrange for tours of 20 to 90 students. Most schools and universities are willing to provide buses and the cost of the lunch meal thereby precluding any legal and/or budgetary issues. Units should coordinate with SJA before using any appropriated funds for events of this nature. For an appropriate briefing with script, units should contact USFK GNP at paognp@korea.army.mil.

(3) Sporting Events. The most popular sporting activities among ROK youth are soccer and baseball. Most Korean school systems, provincial districts, religious organizations, as well as other sporting clubs (i.e. private organizations, non-profit organizations, etc.) have soccer or baseball teams.

(4) Educational Exchange. DODDS schools can host visits if coordinated in advance through the school administration.

(5) Adopt-an-Orphanage. Units may informally “adopt” a local orphanage and encourage Service Members to visit and provide services on a voluntary basis during personal time.

(6) Internship Program. See Appendix I.

Appendix G

USFK Commander's Korea Advisory Council (KAC)

G-1. Purpose

This appendix standardizes guidance and procedures for the operation of the Commander's KAC.

G-2. General

a. The role of the Commander's Korea Advisory Council is to serve as a tool for the USFK Commander to assist him or her to address COMREL matters and promote the command's role as a partner in defense while building strong and lasting ties to the local communities that we live and work in.

(1) The KAC is a private COMREL advisory forum in which the Commander has a personal dialogue with the council members on current and sometimes-sensitive COMREL topics. The KAC members provide individual rather than consensus advice or recommendations.

(2) The KAC is comprised of ROK community leaders and ROK-based American leaders with significant experience living and working in the ROK.

(3) The KAC meets quarterly. KAC topics are based on the Commander's requirements and KAC member recommendations to the Commander.

b. The success criterion for this council is the Commander's feedback from the KAC members that leads to improvement of COMREL.

G-3. Responsibilities

a. USFK Public Affairs Office. Has overall responsibility for the execution of the KAC.

(1) Oversees correspondence with KAC members via written, email, and telephone communications, to include Commander's personal letters and notes, notifications, packages, and other procedures. Maintains a database of contact information with all KAC members.

(2) Develops recommendations for new candidates for future KAC membership.

(3) Develops and recommends KAC agenda topics and activities.

(4) Provides overall support for the meetings. Responsible for invitations, reserving the meeting venue/menu, RSVP, gate access, seating chart and funding.

b. Special Assistant to Commander. Monitors the KAC proceedings and ensures general discussion/feedback items contribute to, and are consistent with, the Commander's policies and programs, including the Good Neighbor Program.

c. Speech Writer. Provides Commander's talking points as required, with assistance from the KAC Secretary and other special contributors, to specific KAC meetings.

G-4. Council Members

a. Permanent council members. Permanent KAC members include the USFK Commander, CFC Deputy Commander, USFK Deputy Chief of Staff, Special Assistant to the Commander and the USFK PAO.

b. Non-permanent ROK members. ROK KAC members are invited by the Commander to serve on the Council for a period of one to two years. Extensions of council service are approved on a case-by-case basis by the Commander. ROK members include former diplomats, academicians, politicians, religious leaders, business leaders and other personnel with renowned reputations in ROK society.

c. Non-permanent US members. US KAC members are invited by the Commander to serve on the Council for a period of one year. Extensions of council service are approved on a case-by-case basis by the Commander. US members include US businessmen, US Embassy personnel, and academics that are not associated with UNC/CFC/USFK, who live and work in the ROK, and who have demonstrated appreciation for COMREL in the ROK.

Appendix H

Component Commands and Garrison Commanders' Advisory Councils

H-1. Purpose

This appendix standardizes guidance and procedures for the operation of the component Commanders' Advisory Councils.

H-2. General

Commanders' Advisory Councils are intended to foster a better understanding and improve relations between USFK and neighboring Korean communities through:

- a. The establishment of an effective two-way channel of communication to identify potential or actual problems of mutual concern and develop plans to solve those problems.
- b. Planning and executing programs to promote mutual friendship, understanding, and respect; and evaluating the possible effects of actions contemplated by either the local command or the community.

H-3. Responsibilities

- a. All organizations commanded by a general officer and all installation and garrison commanders will establish a Commanders' Advisory Council with appropriate ROK provinces, cities, and counties to discuss and address COMREL matters and promote the command's role as a partner in defense while building strong and lasting ties to the local community. The council will meet at least quarterly or more often, as necessary.
- b. Battalions/squadrons and above, that are tenant units at large installations or located on an adjacent installation will participate in Commanders' Advisory Councils activities when requested by the Component or installation/garrison commander.

H-4. Composition

- a. USFK component. In addition to the Commander and his/her PAO and COMREL chief, other USFK representatives might include engineer, civilian personnel, safety, chaplain, legal, and/or recreation services officers and senior NCOs. Representatives of select tenant units should also participate in council activities.
- b. ROK component. The composition of the ROK component is the prerogative of the Commander but would typically include the head of the province, special city, gun (county), gu (precinct), eup (township), or myon (district) and should also include academicians, politicians, religious leaders and business leaders prominent in the community.

Appendix I Internship Program

I-1. Purpose

The purpose of the Internship Program is to establish university intern programs at every USFK installation where feasible and appropriate.

I-2. Legal Authority

The Armed Services have authority under Title 10 United States Code section 1588 to accept volunteer services from individuals such as interns; however, the authority is limited to providing voluntary services at the following programs: medical, dental, nursing or other health-care related services; for museums or in relation to natural resources; and for programs that provide services to members of the Armed Forces and the families of such members, to include, but not limited to, family support, child development and youth services, library and education, religious activities, housing referral, employment assistance to spouses of such members, FMWR, funeral honors detail, and legal assistance services. All intern volunteers that are a part of the GNP will be registered through the installation volunteer coordinator and/or the servicing civilian personnel or human resources office.

I-3. General

a. The cultural immersion qualities and shared community benefits of an internship program are a clear win-win for the Alliance and an excellent USFK GNP Best Practice. This activity materially benefits both USFK and the Korean university system and merits USFK-wide application and robust public affairs coverage.

b. Korean university students constitute an important and talented demographic. Many have studied abroad and possess strong English-speaking skills, as well as strong computer abilities. They should not be relegated to menial duties such as making copies, shredding or filing.

c. Assessing the needs of the command.

(1) Interns should be able to obtain a NIPR account. However, they are not allowed to handle sensitive information or be in secure areas.

(2) When considering an intern, it is important to keep expectations in check – it is very likely that efforts required to train the intern and ensure a positive, educational experience for the student will outweigh the actual benefits to the operation. What is certain, however, is that the benefit of the internship experience overall to the ROK-US relationship is immeasurable.

d. Assessing the available resources of the command.

(1) Interns will require adequate office space and equipment to be productive. This includes, at minimum, a computer, telephone and desk.

(2) Interns should not have access to classified information or work in any areas that require a security clearance.

(3) The financial cost to the command, in principle, for an intern, is minimal. Nevertheless, supervisors should be prepared to budget for any travel, supply and other miscellaneous expenses.

(4) The command must designate an Intern Supervisor who is committed to and capable of developing student interns and serving as an on-site mentor. He/she should enjoy command support and emphasis for the internship program, as well as have the time to supervise and properly evaluate the intern.

(5) Possible duties of the supervisor include:

- (a) Serve as the internship coordinator for the university providing the intern.
- (b) Oversee a meticulous selection process to ensure high-quality interns.
- (c) Incorporate feedback to improve the program.
- (d) Mediate conflicts.
- (e) Process installation access.

e. Internship. Internships should involve a full-time work schedule for no less than a six-month period. The internship plan should have a clear written agreement about expectations, responsibilities, evaluation, resources, learning goals, supervision, and work schedule.

(1) Example intern job descriptions. Students can intern in a broad range of fields including:

(a) AFN: An intern might be asked to attend events, do reporting or take photographs of the event.

(b) Intern to installation newspaper editorial staff: An intern to the editorial staff might be asked to attend meetings, take notes, possibly write articles, edit, assist an editor with other tasks, etc.

(c) Public Affairs: College outreach to recruit other college students to get involved with organizing and assisting at events for GNP, JSA tours, and being a liaison between the Korean community and American soldiers.

(d) Hospital(s) on base: A nursing student will be able to gain practical skills by working in a hospital environment.

(e) Legal office: An intern may be expected to help compile and prepare documents, contact clients, do clerical work, shadow an attorney.

(2) Internship milestones and goals:

(a) The supervisor will be responsible for making sure the intern has work to do as well as goals for finishing assigned tasks.

(b) Assess the intern's expectations to see if they are being met.

I-4. Internship Agreement

- a. Intern selection.
- b. Identifying a partner institution: Curricular-operational alignment and geographical proximity are two of the key factors to take into consideration when entering into an internship agreement with a host university.
- c. Host Institution terms and conditions of internship program/special study project. This includes what the host institution needs from an organization, how hours transfer to units, how credits are validated and how the internship is evaluated.

I-5. Intern Orientation

The sponsoring organization of the intern will provide an accurate overview of the position responsibilities, clear milestones, goals, work assignments and time frame.

- a. Share the organization's mission statement and goals with interns. Provide them with a tour of the facilities and information on policies and procedures, formal and informal. Introduce interns to all staff with whom they will be working.
- b. Arrange for training, as necessary, with computer programs, telephone systems, copy and facsimile machines or other equipment the interns will be using.
- c. Provide interns with information regarding appropriate work attire and behavior.
- d. Offer directions on the specifics of work assignments.
- e. Clearly outline expected outcomes.
- f. Include the interns in staff meetings when appropriate. Assist interns in arranging informational interviews with colleagues in other departments or offices.
- g. Meet with interns on a regular basis to answer questions and to provide feedback.
- h. Interns should be encouraged to initiate projects, ask questions, absorb information, and provide feedback.

I-6. Issuing Certificates of Appreciation & Letters of Recommendation

There are regulatory requirements that apply in this area (DoD Manual 1400.25, Subchapter 451.15, spells out the criteria for official recognition of private citizens). Any certificates of appreciation that are issued to interns must comply with these criteria. In addition, USFK officials must ensure that any letters of recommendation they sign comply with the provisions of the Joint Ethics Regulation. As a general rule, federal officials may not sign letters of recommendation using their official title unless the letter is based on personal knowledge of the ability or character of a person with whom the official has actually dealt with in the course of federal employment.

I-7. Common Internship Problems and Protocol

- a. The internship does not meet the student's expectations.

(1) Ask the intern to list out and assess his/her expectations. Are they realistic? If so, think about ways to meet them. If the expectations are not realistic, try to figure out why.

(2) Ensure that the internship position description accurately represents the work the intern is doing.

(3) In lieu of strict adherence to the job description, supervisors may want to consider a learning contract. This can be a good way to chart out internship expectations for both the student and the operation.

b. Conflicting goals or priorities. Some degree of difference is natural. If the differences seem extreme, discuss these differences openly and positively and search for middle ground. Remember that the internship should meet both the expectations of the supervisor and intern as much as possible.

c. Boredom. Give the intern new projects. Encourage the intern to take initiative and help solve problems.

d. Poor communication. Many workplace problems are a result of poor communication. Don't hesitate to voice concerns but do so in a diplomatic, positive and professional way.

Appendix J

USFK Good Neighbor Awards Program

J-1. Purpose

The USFK Commander will host an awards dinner annually during late spring / early summer to recognize and honor civilians, Service Members, family members, organizations and units for exceptional contributions that have had a positive impact on the ROK-US alliance and Korean American relations. USFK PAO will ensure that this is annotated on the MAC.

J-2. Background

a. In 2003, the USFK Commander established the Good Neighbor Award to recognize and honor Korean nationals and organizations for exceptional contributions that have created a significant positive impact on the ROK-US Alliance and Korean-American relations. The Dr. Horace G. Underwood Award (named after the renowned American educator, patriot and friend of the Korean people) is a special category of the Good Neighbor Award to recognize and honor Korean individuals for long-term commitment and lifetime achievements in support of the ROK-US Alliance. In 2008, the Ambassador for the Alliance Good Neighbor Award was created to recognize and honor US Service Members and units for exceptional contributions to further the objectives of the Good Neighbor Program (GNP) and strengthen the ROK-US Alliance. Beginning in 2010, three more award categories will be recognized: the Family Member Good Neighbor Award, DOD Civilian Good Neighbor Award, and Non-DOD Civilian Good Neighbor Award. Components and IMCOM-K are encouraged to nominate awardees for all categories.

b. Recognition for these awards is at the USFK level with the presentation of the annual Good Neighbor Awards at a dinner held in honor of the recipients. Additionally, the pictures of the winners are hung on the Good Neighbor Wall in the USFK Headquarters.

J-3. Responsibilities

- a. USFK PAO is the office of primary responsibility for this activity.
- b. USFK PAO is responsible for all related media coverage.
- c. SCJS is responsible for maintaining the Good Neighbor Wall in the USFK Headquarters and to provide framed certificates signed by the CDR.
- d. Eighth US Army Band will provide musical support as requested and available.
- e. Visual Information Support Center (VISC) will provide PA system, photographer and videographer to record the event.
- f. USFK component commands and UNC/CFC/USFK headquarters staff elements will nominate individuals and/or organizations for the USFK Good Neighbor Award (Korean) and Ambassadors for the Alliance Good Neighbor Award (US). USFK component commands and UNC/CFC/USFK headquarters staff elements will also nominate individuals as available for the Family Member Good Neighbor Award, DOD Civilian Good Neighbor Award, and Non-DOD Civilian Good Neighbor Award.

J-4. Procedures

a. Components and IMCOM-K will host their own GN Awards Programs and determine their winners and any exceptional nominees. Staff elements will also nominate. They will forward their winner (or winners) and/or the exceptional nominees to FKPA-GN, email: paognp@korea.army.mil NLT mid-April every year. This will ensure a cross-section of nominees for the USFK-level awards program. At least 90 days prior to the USFK Good Neighbor Awards Dinner, PAO will publish a Memorandum of Instruction (MOI) directing USFK component commands, USFK headquarters staff elements, and IMCOM-KOREA to provide the nomination packets of individuals and/or organizations who were winners and exceptional nominees for the subordinate levels awards programs to the USFK Commander's Good Neighbor Award.

b. Nomination guidance: Nominations must be confidential and nominees should not be informed of their nomination.

(1) Good Neighbor Award (Korean) nominees:

(a) Must be a Korean citizen or organization that has made a substantial contribution to the US military in Korea.

(b) Cannot be a previous award recipient in the past 10 years from the current awards program. However, he/she may be a previous nominee. Please refer to the <http://www.goodneighbor.or.kr> website for a list of past winners.

(2) Ambassadors for the Alliance Good Neighbor Award (US) nominees:

(a) Must be a US Service Member (E1-9, W1-3 or O1-3) or unit. Nominations must be submitted through the Service component command (EUSA, 7AF, CNFK, and MARFORK), or HQ UNC/CFC/USFK, IMCOM-K, SUSLAK, SOCKOR, JUSMAG, UNCMAC.

(b) Must have volunteered during off-duty hours.

(c) Commanders, GNP, public affairs, community relations, chaplains, or civil affairs affiliated staff are not eligible.

(3) Family Member Good Neighbor Award (US) nominees:

(a) Must be a Family Member of a US Service Member or DOD Civilian. Nominations must be submitted through the Service component command (8th US Army, 7th AF, CNFK, and MARFORK), or HQ UNC/CFC/USFK, IMCOM-K, SUSLAK, SOCKOR, JUSMAG, UNCMAC.

(b) Good Neighbor Program, public affairs, community relations, chaplains, or civil affairs affiliated staff are not eligible to ensure those are not awarded just for "doing their job."

(4) DOD Civilian Good Neighbor Award (US) nominees:

(a) Must be a DOD Civilian. Nominations must be submitted through the Service component command (EUSA, 7AF, CNFK, and MARFORK), or HQ UNC/CFC/USFK, IMCOM-K, SUSLAK, SOCKOR, JUSMAG, UNCMAC .

(b) Must have volunteered during off-duty hours.

(c) GNP, public affairs, community relations, chaplains, or civil affairs affiliated staff are not eligible.

(5) Non-DOD Civilian Good Neighbor Award nominees:

(a) This category includes all contractors, family members of contractors, expatriates, family members of expatriates, and non-US citizens other than Korean Nationals who have made a significant contribution to the US military in the Republic of Korea.

(b) Cannot be a previous award recipient in the past 10 years from the current awards program. However, he/she may be a previous nominee. Please refer to the <http://www.goodneighbor.or.kr> website for a list of past winners.

c. Award basis: Narrative justifications must explain the nominee's contributions that benefited and/or enhanced Korean-American relations. Narratives should explain the nominee's contributions to benefit Korean-American relations and/or enhance the ROK-US Alliance, and demonstrate that the individual is a prominent citizen who has made a substantial contribution to the ROK-US Alliance and the US military in Korea. The justification should indicate the scope of quality-of-life enhancement projects for USFK members, such as the number of USFK beneficiaries and the nature/value of benefits. Efforts to convey positive messages about USFK to the general public are an important basis for nomination. Narrative justifications must be accompanied by a biography or resume and a digital headshot of the individual.

(1) Justification for the Good Neighbor Award (Korean) nomination should indicate the scope of quality-of-life enhancement projects for USFK members, such as number of USFK beneficiaries and the nature/value of benefits.

(2) Justification for the Good Neighbor Award - Special Category/Dr. Horace G. Underwood Award (Korean) nomination should demonstrate long-term commitment and lifetime service to promote friendship and enhance the ROK-US Alliance.

(3) Justification for the Ambassadors for the Alliance Award (US) nomination should address specific community outreach and volunteer activities of the Service Member. The nomination narrative should contain examples of how the Service Member enhanced the image of USFK in Korea; promoted and achieved harmonious relations with the Korean community; developed, improved and maintained full understanding of and support by the Korean people for the strategic mission of USFK as an Alliance partner with our ROK allies; and developed awareness among the Korean society that US Service Members are value based, dependable, committed allies.

(4) Justification for the Family Member Good Neighbor Award (US) nomination should address specific community outreach and volunteer activities of the family member. The nomination narrative should contain specific examples of how the family member enhanced the image of USFK in Korea; promoted and achieved harmonious relations with the Korean community; and developed awareness among the Korean society that US personnel are value-based, dependable, committed friends of the Korean people. Include number of volunteer hours in the nomination write up as available.

(5) Justification for the DoD Civilian Good Neighbor Award (US) nomination should address specific community outreach and volunteer activities of the DoD Civilian. The nomination

narrative should contain specific examples of how the DoD Civilian enhanced the image of USFK in Korea; promoted and achieved harmonious relations with the Korean community; developed, improved and maintained full understanding of and support by the Korean people for the strategic mission of USFK as an Alliance partner with our ROK allies; and developed awareness among the Korean society that US personnel are value-based, dependable, committed friends of the Korean people. Include number of volunteer hours in the nomination submission as available.

(6) Justification for the Non-DOD Civilian Good Neighbor Award nomination should address specific community outreach and volunteer activities of the individual. The nomination narrative should contain specific examples of how the non-DOD Civilian enhanced the image of USFK in Korea; promoted and achieved harmonious relations with the Korean community; developed, improved and maintained full understanding of and support by the Korean people for the strategic mission of USFK as an Alliance partner with our ROK allies; and developed awareness among the Korean society that US personnel are value-based, dependable, committed friends of the Korean people. This category includes contractors and expatriates living and working in the Republic of Korea. Include number of volunteer hours in the nomination write up as available.

d. Submission of nominations: Nominations from components, IMCOM-K and USFK Staff are the winners (and exceptional nominees) from the component/IMCOM-K/USFK Staff level awards programs. These nominations shall be submitted to USFK GNP (FKPA-GNP) no later than the deadline stated on the MOI. Submissions are voluntary and a negative report is required.

e. Selection of awardees: USFK PAO will convene a selection board, to be approved by the USFK CDR, to review and rank all nominations and forward the completed ranked list through the Chief of Staff to the Commander for the final selection of awardees. Organizational or unit awardees will be no more than one per year, except in special circumstances, and Korean individual Good Neighbor awardees will be at the discretion of the USFK CDR. There will be no more than three annually for the Ambassador for the Alliance awards. The Underwood Award may be awarded to one of the individual awardees if that person's case is exceptional. The Family Member Good Neighbor award, DOD Civilian award, and Non-DOD Civilian award winners will be no more than one a year and these award categories are optional each year, so as not to result in default winners if there are few nominations.

Nomination Narrative Guidelines

Please indicate one of the following:

- Good Neighbor Award (Korean)*
- Good Neighbor Award Organization (Korean)*
- Ambassador for the Alliance Good Neighbor Award – Individual (US)*
- Ambassador for the Alliance Good Neighbor Award Unit (US)*
- Family Member Good Neighbor Award (US)*
- DOD Civilian Good Neighbor Award (US)*
- Non-DOD Civilian Good Neighbor Award (Non-Korean Citizens)*
- Special Category: Horace G. Underwood Award (Any exceptional nominee)*

Nominee Name: _____

Nominee KID or SSN: _____ *Tel:* _____

Mailing Address: _____

Email Address: _____

Is this individual a Korean citizen? Circle one. YES / NO

Affiliated Organization/Unit: _____

Nominated by: (Name) _____

(Unit / Component) _____

Figure J-1. Good Neighbor Award Nomination Format

Please explain the individual's contributions that benefited Korean-American relations and/or enhanced Korean-American relations. The justification should indicate the scope of quality-of-life enhancement projects for USFK members, such as number of USFK beneficiaries and the nature/value of benefits. Efforts to convey positive messages about USFK to the general public are an important basis for nomination. Please devote at least half of the justification narrative to his/her accomplishments and follow the template as a means of increasing understanding of the nominee's accomplishments. Provide concrete, quantitative examples of work and achievement. Assume the selection committee does not know your specific region or issues, so be thorough in giving examples or definitions in some cases.

Part I: Describe your personal knowledge of this individual's work and dedication of the individual.

Part II: If applicable, what is the organization that the individual has worked with and in what capacity?

Part III: How has the individual's work contributed to improving Command-Korea relations, the quality of life of USFK members, and/or the image of USFK among the general Korean public? Describe the nominee's achievements in terms of the below factors:

1. Who have been the USFK beneficiaries, and how many?
2. What has been the nature/value of the benefits to USFK?
3. What efforts has the nominee put forth to convey positive messages about USFK to the general public?
4. What efforts has the nominee put forth to expand the scope of GNP projects to other members of the Korean community?
5. Explain why this person is a role model for the GNP in terms of specific accounts of exchanges, dialogues, and/or negotiations with a variety of organizations.
6. How does this person cultivate new leadership in the process?

Part IV: Please attach a resume or brief bio for the nominee.

Part V: Please attach a digital photo of the nominee (ID photo).

Please email nomination narrative, bio/resume, and summary to: paognp@korea.army.mil;
Tel: 725-4398/723-6926.

Figure J-1. Good Neighbor Award Nomination Format (Cont')

GNP Nomination Narrative

Please check one of the following:

- Good Neighbor Award (Korean)*
- Good Neighbor Award Organization (Korean)*
- Ambassador for the Alliance Good Neighbor Award – Individual (US)*
- Ambassador for the Alliance Good Neighbor Award Unit (US)*
- Family Member Good Neighbor Award (US)*
- DOD Civilian Good Neighbor Award (US)*
- Non-DOD Civilian Good Neighbor Award (Non-Korean Citizens)*
- Special Category: Horace G. Underwood Award (Any exceptional nominee)*

Nominee Name: Mr. Kim, Kil Dong

Nominee KID or SSN: 123456-1234567 **Tel:** 011-2254-8658

Mailing Address: _____

Email Address: _____

Is this individual a Korean citizen? Circle one. YES / NO

Affiliated Organization/Unit: Korea-US Good Neighbor

Nominated by: (Name) LTC Doe, John

(Unit / Component) 2ID / Eighth US Army

Mr. Kim has worked extensively with our unit in many community relations activities for the last 10 years, serving in various capacities including event organizer and logistical specialist. He is well-known throughout our division as a reliable partner and dedicated visionary in the USFK mission, having had contact with staff of all levels both in the civilian and military sectors. He is also known for his professionalism, thoroughness in all tasks, and quality of personal interactions with all organizations.

Figure J-2 Sample GNP Nomination Narrative

As a member of the Korea-US GN organization since 1990 and its current vice-chairman, Mr. Kim was also a founding member of the Seoul chapter. He plays a vital role in the chapter designed to promote dialogue and resolve issues between the US military and Korean civilian communities in Seoul. Since its establishment, he has remained consistently active within the organization, fostering relationships and inspiring newcomer members to support GNP activities. He gives public speeches and secures public speaking events for USFK representatives to educate the public on the Alliance.

One of the projects that Mr. Kim worked on was the five-year urban improvement project coordinated with the city government. The \$90 million project entailed 50 locations throughout the city. By helping to coordinate support and cooperation within the USFK community and the Korean public and government entities, Mr. Kim provided a valuable contribution to what resulted in a successful capital development project. He established a working group meeting as a sub-organization under the city government and assisted in executing petitions efficiently and quickly. Among the issues raised in the project, Mr. Kim was central to resolving 90 percent of the problems with the cooperation of external entities. His selfless involvement further strengthened the faith and confidence between USFK and the community as evidenced in the feature article that appeared in a major Korean daily (attached) and other appearances in the Korean and USFK media.

Mr. Kim has also been instrumental in the expansion of the ROK-US GN organization to other chapters in Areas III and IV. As a result of his leadership, he has helped to recruit more than 500 members throughout the two areas in the last 3 years. He also helps to coordinate no less than 3 GNP activities per year, including U.S. tutoring programs, language exchange programs, Korean cultural programs, and other community relations events. In planning these events, Mr. Kim has also involved members of the Korean and U.S. media, effectively promoting the goals of the GNP to the Korean public.

Mr. Kim is a role model for the GNP because of the positive relationships that he boasts with a variety of organizations – from the press to government entities both on the U.S. and Korean sides. In addition, he is articulate and a known arbitrator among his peers due to his strong character and known respect for ethics and multicultural values. By being a positive role model, he has helped to nurture future leaders of the ROK-US Alliance, having mentored more than 10 ROK soldiers and sponsored more than 15 students for various cultural exchange activities. He was recently recognized by the Seoul Elementary School for his valuable contributions to cultural learning and globalization efforts stemming from his ROK-US GN activities.

As a result of Mr. Kim's actions, we have set a firm basis for building far-reaching and mutually beneficial relationships with not only the Korean press, but also many regional entities outside of Seoul – which will be instrumental to our own transition to Area III in the coming years. The Pyeongtaek City Government honorably mentioned Mr. Kim in a recent groundbreaking ceremony in which 5 senior-level ROK and USFK officials attended. The expansion of the ROK-US GN organization is expected to lead to greater support by the Korean public for USFK-related causes, particularly in the urban and capital development areas.

Attachment:
Biographical Sketch of Mr. Kim
Digital Photo of Mr. Kim
Summary of Achievements

Figure J-2 Sample GNP Nomination Narrative (Cont')

Appendix K Good Neighbor English Camp

K-1. Purpose

To outline procedures and establish responsibilities for the Good Neighbor English Camp designed to introduce young Korean students to US Forces Korea (USFK), its personnel, mission and policies, through a series of organized, interactive and educational activities conducted on USFK installations.

K-2. General

Installations that host a DODDS high school will support a three- to five-day home-stay Good Neighbor English Camp at respective installations for a select group of Korean students from the local areas to expand awareness of the Good Neighbor Program and community relations efforts while making a positive impact on these future leaders of Korea. The goal is that the camp participants will become "Goodwill Ambassadors" as they relay their experiences to friends, classmates, teachers and families.

a. The visiting students will be immersed in an English-speaking environment as they visit various installation facilities and other garrisons as feasible where they will receive US military briefings, see static displays, meet/talk/live with USFK Service Members, and visit US classrooms (as available).

b. The Korean students will live with American families in order to facilitate their understanding of American family life.

c. A graduation picnic should be scheduled for the final day of the English Camp.

K-3. Responsibilities

a. Community relations or Good Neighbor POC of an installation that hosts a DODDS high school:

(1) Serve as the Office of Primary Responsibility (OPR).

(2) Organize and support the camp.

(3) Coordinate with the DODDS School for their participation.

(4) Coordinate with educational offices of ROK Government (Seoul, Gyeonggi Province, and Daegu City).

(5) Coordinate media coverage.

(6) Coordinate with component to support the following activities and events for the English Camp as feasible:

(a) Static displays.

(b) Emergency First Aid Training.

- (c) Musical Concert/Clinic.
- (d) Command briefings.
- (e) Flight simulators/donning of pilot gear.

b. Installation Commands:

- (1) Facilitate post access/use of installation facilities by English Camp participants.
- (2) Host the following activities:
 - (a) Photo and ID processing, Area Pass and ID Section.
 - (b) Group Photo.
 - (c) Welcome Briefing to Korean students.
 - (d) Lunch at installation dining facility.
 - (e) Administrative Briefing to Korean students.
 - (f) Transformation Briefing; Windshield tours as needed.
 - (g) Pizza Party.
 - (h) Movie at Installation Theater.
 - (i) Graduation Picnic / Sports Activities.

K-4. Community Volunteer Support

a. DODDS support will be requested as follows:

- (1) Sponsor students and classes as available.
- (2) Use of the school auditorium as necessary.
- (3) Coordination meeting with Parents-Teachers Organization regarding the scope of the English Camp and to solicit volunteer families to house students.

b. Volunteer Host Families:

- (1) Host families from the local area are needed to provide a home stay program to one or more of these Korean students during the five-day program.
- (2) Host families are requested to provide student(s) with a room (or space) to sleep, some meals and transportation. The supporting units or organizations will sign out cots to host families, as necessary. Two nights should be reserved for activities with the host family and two evenings should be set aside for group activities.

K-4. Procedures

a. At least 90 days prior to the Good Neighbor English Camp, the OPR will publish a Memorandum of Instruction (MOI) directing USFK component commands, USFK headquarters staff elements, and IMCOM-K for support and volunteers during the Good Neighbor English Camp.

b. Funding. Any request for the use of appropriated funds will be coordinated through RM and SJA, including requests for the use of Official Representation Funds (ORF).

c. Coordinate with all appropriate services and installations as necessary to create a robust and worthwhile program for the Korean students chosen to participate in this program to foster the development of "Goodwill Ambassadors" for the US.

Appendix L Fund Raising

L-1. Fundraising is any activity conducted for the purpose of collecting money, goods or other support for the benefit of others.

L-2. Pursuant to DoD 5500.7-R (The Joint Ethics Regulation), DoD employees shall not officially endorse or appear to endorse membership drives or fundraising for any non-Federal entity except the following organizations: the Combined Federal Campaign (CFC); emergency and disaster appeals approved by the Office of Personnel Management (OPM); Army Emergency Relief; Navy Marine Corps Relief Society; Air Force Assistance Fund; other organizations composed primarily of DoD employees or their dependents when fundraising among their own members for the benefit of welfare funds for their own members or their dependents when approved by the head of the DoD Component command or organization after consultation with the Designated Agency Ethics Official (this includes most morale, welfare and recreation programs, regardless of funding sources, as authorized by AR 600-20 paragraph 4-21 and other applicable service regulations).

L-3. All other fund raising activities, including those in support of organizations affiliated with GNP, must be done in a personal capacity outside the workplace.

Appendix M

Best Practices – Recommended Activities and Events

M-1. Adopt-a-School – Units/staff elements coordinate with a local school to assist with an English-teaching program. Service Members volunteer their off-duty time to go teach at the school.

M-2. Adopt-an-Orphanage – Units/staff elements coordinate with a local orphanage and make unit members aware of the opportunity to provide voluntary services. On major holidays, units invite children to special celebrations (i.e. Christmas party, Thanksgiving, etc.).

M-3. Installation Tours – Units/staff elements can organize an installation tour for almost any group interested in learning more about the US military and its presence in Korea. Tours have included everything from briefings on the Alliance, “A day in the life of a Soldier,” to visits to the commissary, library, bowling alley, motor pools, fire station, windshield tour, eating a meal at the dining facility (with approval from the installation commander), etc.

M-4. Sporting exchanges – Units/staff elements or other sports groups established on the installation may coordinate to scrimmage or have a game or competition with a Korean sport organization. All types of sports have clubs in Korea, but the primary groups are soccer, baseball, and running groups.

M-5. Unit Partnerships Program – Units/staff elements find a sister unit in the ROK military and establish a social and working relationship. Plan and coordinate team-building events, combined exercises and training, picnics/barbecues, cultural tours, etc.

M-6. JSA / DMZ Tours – Units/staff elements can schedule tours to the JSA/DMZ on their own or through the USFK PAO for their ROK counterparts or their Korean neighbors. By providing a quick briefing on the history of the DMZ and some background on the Korean War, the trip up north will be much more beneficial to the group.

M-7. Executive Orientation Program – Coordinate with USFK PAO to introduce your executive or up-and-coming executive level Korean counterparts to the USFK past, present, and future in this two-part program visiting both the JSA/DMZ and Osan/Humphreys.

Appendix N Speaking Engagements by USFK Personnel

N-1. General

a. Participation by USFK speakers in speaking engagements is regarded as an effective means of informing the public, developing understanding and cooperation, and stimulating patriotic spirit. Such programs are strongly encouraged. Always check the USFK.mil website for command themes and messages before engaging in public speaking.

b. Although the military has an obligation to provide the public with accurate, timely information within the constraints of military security, the use of propaganda in such PA programs is not authorized and will not be tolerated.

N-2. Definitions

a. Speaking engagement. A prearranged official National, Provincial, City or District government; organizational; or public event at which a military or civilian member of USFK speaks about a DOD subject within his or her official cognizance. Impromptu remarks by an individual delivered incidentally and simply as a part of their attendance at an event do not constitute a speaking engagement within the meaning of the instruction.

b. DOD Speaker. Any civilian or military member of the DOD at any level and of any rank that speaks in public about a DOD subject within their area of knowledge.

N-3. Policies

a. DOD encourages qualified civilian and military officials at all levels to accept speaking invitations as an effective means of informing the public about Defense matters.

b. Commanders may fill requests for qualified speakers for certain events in which other forms of USFK participation would not be appropriate such as religious or fraternal gatherings or those sponsored by business and professional organizations.

c. Participation must not interfere with assigned duties.

d. Speakers must address their remarks to subjects within their official area of knowledge and will not release non-public information.

e. Views expressed must not conflict with national policy.

f. Speakers may not participate in partisan political gatherings.

g. The USFK speaker participation in fundraising efforts will be limited to the programs of the Combined Federal Campaign, to such appeals as the President may authorize, and to the US Armed Forces aid societies.

h. A speaker's participation must not lend an air of sponsorship to the statements of others, which may be partisan in nature or contrary to national policy.

i. The subject matter may require review and clearance in advance. All speeches to a non-USFK audience must be cleared in advance with the USFK PAO and at PAO's discretion, with the US Embassy PA.

j. Situations where the real or apparent purpose is to stage controversy will be avoided. HQ, USFK will be consulted before speakers are provided for events in which public confrontation or debate of national policy matters is likely.

k. Speakers may not accept invitations when the sponsor or sponsoring organization specifically excludes any person from its membership for reasons of race, creed, color, gender, age, disability, or national origin. However, DOD support is authorized for programs sponsored by organizations whose qualifications for membership are based on national origin or gender when the program so supported is oriented to the community rather than to the national origin or gender-oriented aspects or objectives of the organization itself; and when admission, seating, and all other accommodations and facilities connected with the program are available to all without regard to race, creed, color, national origin, age, disability or gender.

l. Speakers may not accept gratuities, fees, or honoraria. Reimbursement for necessary travel and living costs may be accepted in lieu of reimbursement by the government in accordance with ethics rules.

m. Military personnel and material may be used to support public information programs in accordance with the JER and when such use will not interfere with the military mission or the training or operational commitments of the command and programs are sponsored by responsible organizations.

n. In all cases where USFK personnel participate as speakers, or military support is furnished to public information programs, the sponsoring organization or groups shall be clearly identified.

o. Advance distribution of copies of speech texts (embargoed when necessary) may be used to gain wider dissemination of DOD information beyond an intended local audience when media coverage is anticipated. Distribution of speech texts should be made in cooperation with the host organization, and USFK PAO.

N-4. Level of Acceptance

Organizations or groups wishing to extend a speaking invitation should correspond directly with the PAO at major command (division or air wing) level or higher. The DD Form 2536 (Request For Armed Forces Participation In Public Events (Non-Aviation)) may be utilized when replying to queries concerning speakers.

N-5. Funding

a. Official speaking engagements normally will be at government expense.

b. Acceptance of a gratuity, fee or honorarium is prohibited. Payment of necessary travel and lodging costs by non-federal sources may, depending on the circumstances, be allowed. Consult your servicing SJA for specifics.

Appendix O

Participation Guidelines for Armed Forces Personnel, Facilities and Materiel Utilization in COMREL

O-1. USFK participation and cooperation must not directly or indirectly endorse or selectively benefit or favor any private individual, group, or ideological movement, fraternal or political organization, or commercial venture, or be associated with the solicitation of votes in a political election.

O-2. Participation in any public event within the purview of this regulation is authorized only if admission, seating and all other accommodations and facilities connected with the event or activity is available to all without regard to race, creed, color, gender, age, disability, or national origin.

O-3. Programs may be approved when the sponsor of the event is a local, provincial or central Korean government agency; a broadly based civic organization; a bona-fide US or ROK veterans' organization; a recognized organization whose primary purpose is to promote public understanding of the problems of national security or foster public appreciation of our national heritage; or such support is specifically authorized or directed by public law or executive order.

O-4. Support of nonsectarian community activities in church facilities may be authorized. Participation in such activities will be voluntary for individuals and for individual members of bands, color guards, or other units.

O-5. Military buses and non-tactical vehicles may be used in execution of GNP missions to increase awareness and understanding of USFK's operations and activities within legal limits. Contact SJA for more information.

O-6. The restriction on endorsing or selectively benefiting private organizations should not be interpreted as barring any group that offers to provide entertainment on base to military personnel, civilian employees, or dependents. However, promotion of the group's objectives through handouts, speeches, program content, or other forms of promotion in connection with the entertainment, including the period before and after the entertainment, is strictly prohibited.

O-7. DoD resources, including personnel, material and facilities, exist for essential military purposes and are justified and funded on that basis. These resources may be available for GNP purposes generally, but prior to use, the event must be determined to be primarily in the interest of DoD. Commitment of resources for GNP purposes will be subject to operational requirements and legal limitations. USFK support to nationally recognized veterans' organizations, including those in the host country, is authorized when the participation is in support of programs oriented to the veteran rather than the sectarian or national origin aspects or objectives of the organization.

O-8. Loan of equipment must be a prudent use of resources and the program to be supported must be one actively participated in by the local command and wholly within the scope of its COMREL responsibility. Equipment must be locally available and its use for COMREL purposes must not interfere with the military mission. The loan or use of the equipment must not result in potential danger to private property or persons that could result in a claim against the government. Safety requirements established by military departments for the equipment will be observed. Items with a high risk factor, such as bleachers, should not be loaned for nonmilitary use. Equipment must remain under USFK control at all times.

O-9. USFK support will not include area facilities engineer labor, material, or contractual services. Area facilities engineer equipment will be provided on a reimbursable basis when and only when the needed equipment is not available from commercial sources or other USFK organizations. Written assurance of reimbursement at hourly rates for maintenance, operation and depreciation in AR 415-15 must be provided to ACS, Engineer (FKEN), prior to use of equipment.

O-10. The furnishing of exhibits to fairs, expositions, carnivals or other paid-admission public events will normally be at no additional cost to the government, meaning costs incurred solely for participating in or supporting unprogrammed activities or events will be paid by the event sponsors. Requests for exception to policy for exhibit display in science, 4-H, and similar type pavilions or areas will be referred through channels to HQ, USFK (FKPA-GNP), Unit #16237, APO AP 96206-6237 with appropriate justification for forwarding to Commander, U.S. Pacific Command (PACOM).

O-11. Beauty contests or pageants and similar events, together with attendant ceremonies, are not considered appropriate occasions for which support or participation should be authorized. Individual military personnel may be permitted to act as escorts in pageants, "coronations," or other local ceremonies of a community-wide, civic-sponsored nature, provided the commander concerned believes the participation is appropriate and in good taste; the individuals volunteer for the assignment; the assignment does not interfere with military duties or operations; and there is no additional cost to the government.

O-12. Social, cultural or athletic events, privately funded or sponsored by trade associations, news media associations, social or other organizations, even though attended by government or military officials, members of the diplomatic corps or their dependents, are not considered official civil ceremonies unless they are of mutual benefit and appropriate for USFK participation.

O-13. The provision of entertainment is not authorized for luncheons, dinners, receptions, or dances in the civilian domain sponsored and attended primarily by other than military personnel on active duty. The sponsor's charter or objective shall not be cause for an exception. Military musical participation in civilian-sponsored social, civic, and cultural events such as community concerts, banquets, dinners, receptions, carnivals, festivals, sports season openings, and anniversaries is permitted, if the musical participation includes patriotic music as opposed to pure entertainment and clearly establishes the support as an appearance by a military unit. The patriotic portion of a military presentation normally consists of military or patriotic songs, honors, and/or music to accompany the presentation of the colors. In such events, however, military musicians on official duty may not provide background, dinner, or dance music at events sponsored by other than military or official Government personnel. Additionally, use of a military band is prohibited at social events in which the band would be in clear competition with commercial entertainment groups. Participation by other than an exhibit for extended periods of time in fairs, expositions, festivals, and local celebrations is contrary to the criteria set forth herein. Military musical participation for up to three days may be justified in furtherance of COMREL programs.

O-14. Participation is considered appropriate for free social and entertainment activities held on or off military installations provided such functions are sponsored by the military services or components thereof, have as their principal purpose the promotion of morale or esprit de corps, and are conducted primarily for active duty personnel and their guests. These activities are considered to be internal functions rather than public events. They may include functions for which a charge is levied to defray expenses of food, beverage, and other incidental expenses. The provision of military participation such as bands, troops, or exhibits to such social functions held off military installations should be authorized only if there is no suitable military facility available to

accommodate the active duty personnel eligible to attend.

O-15. Participation by military units in the observance of the birthdays of individual military departments or any other day or days of significance to a single military department, its components, or auxiliaries may be undertaken with appropriate authorization obtained through USFK PAO.

O-16. Participation in public events will be authorized only when it can be reasonably expected to bring credit to the individuals involved and to the ROK/US. Standards of good taste and dignity will be observed. For public events outside military installations, military personnel will not be used in such capacities as ushers, guards, parking lot attendants, runners or messengers, baggage handlers, or for crowd control, or in any menial capacity.

O-17. Participation will not be authorized in public events for which civilians should properly be employed and when military participation deprives a civilian group from opportunities for employment. In this connection, commanders are urged to carefully screen all requests for participation in service-sponsored social functions, particularly those functions to be held outside military installations. In compliance with public law, military musicians will not be placed nor will they place themselves in competition with civilian musicians.

O-18. Support will not be authorized for commercially oriented events such as Christmas parades, commercial motion picture premiers, shopping center promotions, fashion shows, beauty contests, and such other events clearly sponsored by, or conducted for, the benefit of commercial interests. Military musical or other units will not be used in connection with any event designed to stimulate sales or increase the flow of business traffic, or in any way or place which would give that appearance.

O-19. Support of civilian-sponsored programs, activities, and public events will not be offered or provided in competition with resources and services commercially available in the civilian domain, such as the provision of labor through the use of troops, communications equipment, transportation, photography, ambulances, public address systems, food handling equipment, and earth-moving or other construction equipment, unless the COMREL objective transcends any direct or implied competition with commercial sources. Any use of troops shall be in furtherance of bona fide USFK mission requirements. Reimbursement must be received for equipment used in the form of either funded equipment costs or fuel costs. Replacement in kind of fuel used is considered acceptable reimbursement.

O-20. Participation in potentially hazardous situations (e.g., vehicular stunts) or support that will or is likely to result in adverse public opinion will be thoroughly evaluated to ensure that it is in the best interest of USFK. Approval authority for participation in such activity is HQ, USFK, (FKPA-GNP), Unit #16237, APO AP 96206-6237 and is not further delegated.

O-21. No USFK member, civilian or military, or unit will realize a monetary profit or accept gratuities or remuneration in any form not provided for by public law or DOD directive for services performed or assistance rendered in carrying out activities or programs under the purview of this regulation.

O-22. Participation in athletic and sporting events.

a. Personnel are encouraged to participate in local international amateur sports competition, informal athletic games such as goodwill, non-championship type events and to invite Korean

military or civilian personnel/teams to participate in local sports events, IAW policies established by component commanders.

b. Competition in professional sports between USFK personnel and ROK personnel is not authorized.

c. No individual or team will be sponsored by, or compete as, a USFK representative in games, contests, or exhibitions conducted by promoters or groups where the gate receipts are payable to private interests.

d. Queries and requests for exception to policy regarding sports competition should be directed to HQ, Eighth Army (ACS, G1 FMWR Division), Unit #16236, APO AP 96206-6236, by Army elements; to HQ, 61st Tactical Fighter Wing (Special Services), APO AP 96670, by Air Force elements; and to Admin Office, US Naval Forces Korea, APO AP 96206-0010, by Navy/Marine elements.

O-23. The JER applies to DOD relations with non-Federal entities. The provisions of section 3-211 of the JER must be observed for all USFK COMREL events with non-DOD organizations or entities. In each case, the following criteria must be met when commanders consider whether logistical support for COMREL events may be provided:

a. The support does not interfere with the performance of official duties and would in no way detract from readiness.

b. DoD community relations with the immediate community and/or other legitimate DoD public affairs or military training interests are served by the support.

c. It is appropriate to associate DoD, including the concerned Military Department, with the event.

d. The event is of interest and benefit to the local civilian community, the DoD Component command or organization providing the support, or any other part of DoD.

e. The DoD Component command or organization is able and willing to provide the same support to comparable events that meet the criteria of this subsection and are sponsored by other similar non-Federal entities.

f. The use is not restricted by other statutes or regulations (see for example Title 10, United States Code, section 2012, which limits support that is not based on customary community relations or public affairs activities).

g. No admission fee (beyond what will cover the reasonable costs of sponsoring the event) is charged for the event, no admission fee (beyond what will cover the reasonable costs of sponsoring the event) is charged for the portion of the event supported by DoD, or DoD support to the event is incidental to the entire event in accordance with public affairs guidance.

Appendix P

US Armed Forces Aircraft and Parachute Participation in Korea

P-1. General

a. US Armed Forces aircraft and parachutists may be authorized to participate in appropriate public events which meet criteria set forth in this regulation. Participation may be a general demonstration of capabilities of aircraft, parachute team demonstration, flyover, or static display of aircraft. On rare occasions, it may include performances by the official US Flight and Parachute Demonstration Teams (Thunderbirds, Blue Angels, Golden Knights) during a scheduled overseas tour.

b. Events which are appropriate for aviation participation include activities such as dedications of airports, aviation shows, expositions, fairs, and other civic events, which contribute to the public knowledge of the US Armed Forces and general aviation equipment and capabilities.

P-2. Participation

a. US Armed Forces support of aerial events may include officially designated military flight or parachute demonstration teams, flyovers, aerial reviews, static displays of aircraft, and other aerial activities.

b. Any aerial demonstration will be entirely dependent upon the US Military Services' capability to provide such resources at the time of an event.

c. Flight and parachute demonstration teams, aircraft demonstrations, flyovers and static displays may be held on military installations, including those of the host country.

d. Mass parachute jumps, drops of equipment, assault aircraft demonstrations or tactical helicopter troop landings under simulated tactical conditions, will be limited to military installations regularly used for such training. These activities, except for those scheduled as part of regular training programs, are not authorized for public events on civilian lands.

e. US Armed Forces teams may not compete for prize money.

f. A DD Form 2535 (Request for Military Aerial Support) is required for use in connection with US Armed Forces participation in public events.

g. The military command hosting an aerial event will designate a non-participating, qualified pilot as military controller for the event. This controller will coordinate the authorized USFK participation and will be assisted, as required, by designated project officers. The controller will ensure that all flight and safety regulations of the military departments, Federal Aviation Agency and/or host country aviation control agency are observed.

h. When an aerial event is part of an "Open House" held on a US military installation and more than one of the military services are participants, coordination (and approval) will be accomplished by the parent service of the military installation involved.

P-3. Flight Team Demonstrations

This type of event involves only performances by the officially designated service flight teams, the THUNDERBIRDS and BLUE ANGELS. This type of demonstration is restricted to appropriate events at airports, over open bodies of water, or over suitable open areas of land, including military installations, where adequate crowd control can be assured. Requests for participation by official flight teams must be forwarded to USFK PAO for coordination and approval with 1 August deadline for requests to DoD annually (see USPACOMINST 0404.4).

P-4. Aircraft Demonstrations

a. This type of event applies to all other military aircraft other than official Flight Team Demonstrations noted above. Demonstrations are restricted to appropriate events at airports, over open bodies of water, or over suitable open areas of land, including military installations, where adequate crowd control can be assured.

b. Any aircraft demonstration will be entirely dependent upon the military services' capability to provide such resources at the time of the event.

c. All pertinent safety regulations of the DoD and the Federal Aviation Agency - or host country equivalent - will be rigidly observed, and will take precedence over any or all conditions or circumstances.

d. Aircraft performance record demonstrations are restricted to aircraft, which have been assigned to an operational unit of a Military Service for at least six months in demonstrations, which imply no competition among the Military Services. Requests for such demonstrations should be fully justified and forwarded to USFK PAO for coordination and approval.

P-5. Parachute Team Demonstrations

This type of demonstration applies to the officially designated GOLDEN KNIGHTS Parachute Demonstration team. The guidance set forth in paragraph P-3 above for Flight Team Demonstration applies.

P-6. Parachute Demonstrations

a. This type of demonstration applies to all other parachute team activity other than the official Parachute Team.

b. Demonstrations are restricted to appropriate events over airports, open bodies of water or open areas of land, including military installations where adequate crowd control can be assured. Exceptions may be authorized through USFK PAO when the parent military service concerned determines that the use of the proposed landing zone is operationally feasible and meets its safety requirements.

c. Jumping into enclosed areas such as a stadium, ballpark, or other locations bordered by permanent structures or obstacles, or into sites requiring the jump aircraft to maneuver over densely populated areas such as a residential or downtown business area should be discouraged and normally will not be approved.

P-7. Flyovers

a. To minimize interference with operations and training of air units, flyovers consisting of four or less aircraft will be approved only for the following occasions:

(1) Civic-sponsored public observances and official ceremonies for Armed Forces Day, Memorial Day, Independence Day, and Veterans Day, and for observance of similar host country holidays.

(2) Memorial services for dignitaries of the Armed Forces or the Federal Government and, when approved through USFK PAO, for dignitaries of host countries.

(3) National conventions of bona fide veteran's organizations.

(4) Occasions primarily designed to encourage the advancement of aviation and which are of more than local interest.

(5) Such other celebrations as may be specified or approved through USFK PAO.

b. No maneuvers or aerobatics will be flown.

c. Applicable general participation guidelines contained in paragraph P-2 above apply.

P-8. Aerial Reviews

a. This type demonstration involves a flyover of multiple types of aircraft, representing aviation elements of more than one nation and/or one or more of the component Services, with elements in trail formation.

b. Approval will be considered only for exceptional events of national or international interest. When approved, applicable general participation guidelines in paragraph P-2 above apply.

P-9. Static Displays

a. For maximum safety of spectators and equipment, ground displays of operable aircraft are restricted to airfields or heliports. Exceptions may be authorized through USFK PAO when component Services determine the use of the proposed display area is operationally feasible and meets the military service safety requirements.

b. All aircraft must be in place with power off prior to the assembly of spectators in the display area, unless the aircraft can be towed or otherwise transported into the area with safety of the spectators assured. Engines on these aircraft shall not be started until all spectators have departed from the display area.

c. A ground display may be authorized for official civil ceremonies and functions of host country; national, or US state, or local holidays; or for events which are designed to encourage public understanding of and appreciation for air power.

d. During the hours aircraft are actually on public display, qualified USFK personnel will be available to explain the missions performed and answer spectators' questions.

P-10. Authorities

See Appendix Q of this regulation for information on the approval authority for various GNP events.

Appendix Q

Approval Authority for Selected Activities

Q-1. Purpose

This Appendix provides approval authority for select activities.

Q-2. PACOM

PACOM is the approving authority for the following activities:

- a. Static displays of U.S. aircraft on or outside USFK military installations per paragraphs E3.3.3 and E3.3.4.3 of DODI 5410.19.
- b. Aircraft static demonstration involving U.S. aircraft only at a ROK installation or in the civilian domain.
- c. Aircraft static demonstration involving ROK or other foreign aircraft.
- d. Parachute demonstration involving non-U.S. aircraft and/or at a ROK military installation and/or in the civilian domain.
- e. Flyovers for patriotic, civic, or memorial observances.
- f. Aerial review of any type.
- g. Static displays involving non-USFK equipment and/or at a non-USFK installation or in the civilian domain.
- h. Exhibits in international events.
- i. Participation by the officially designated US Flight and Parachute Demonstration Teams within Korea.
- j. Static displays with participation by more than one of the component Services; and those displays involving US, host nation, and/or third nation aircraft, held on either US or host nation facilities.
- k. The US participation in aerial events or shows having national or international significance.
- l. Exceptions to policy.

Q-3. USFK

USFK is the approving authority for the following activities:

- a. Static displays involving multi-service equipment (other than aircraft) at an USFK military installation or in the civilian domain.
- b. Static displays involving multi-service equipment (other than aircraft) in the civilian domain.
- c. Single or multi-service military exhibits at ROK national events in the civilian domain.

Q-4. Service Component Command

USFK delegates approval authority to Commanders, 7th Air Force and Eighth Army to approve the following military participation:

- a. Static displays involving single service U.S. equipment (other than aircraft) at an USFK installation.
- b. Static displays involving single service U.S. equipment (other than aircraft) at local community events.
- c. Single-service military exhibits at local events on or off an USFK installation.

Appendix S

Public Information and Command Information

S-1. Public Affairs (PA) Functions

In addition to Community Relations, Public Affairs is responsible for the Public Information (PI) and Command Information (CI) functions. Both of these functions are integral to the success of the Good Neighbor Program (GNP) and should be incorporated into each GNP activity as practical. This focus will ensure we meet our collective goal of ensuring we improve the positive image of USFK in the ROK and develop, improve and maintain full understanding of and support by the Korean people for the strategic mission of USFK as an Alliance partner with our ROK allies in collective security.

S-2. Public Information

While the Internet will be a large part of new public information opportunities, military public information is still largely a matter of coordinating media relations. Media relation activities are designed to provide information through the media to the external national and international publics.

a. Access to distinguished visitors must be coordinated and staffed in advance of the GNP event as part of the initial staffing packet (i.e. PA plan).

b. PI personnel may be required to prepare talking points or review speeches and other materials for current local and national sensitivities. PI personnel will affect media escort as required.

c. Not all GNP events will generate external media interest. GNP organizers should contact local PA officers to gauge media interest and alert them to provide sufficient assets to execute the mission. Media interest, to include *Pacific Stars and Stripes*, will be in direct correlation to public interest in the distinguished participants involved in the event.

S-3. Command/Internal Information

A critical PA mission involves informing the various internal audiences about participation in GNP activities and orientation regarding Korean cultural understanding. Full coverage is particularly important to attract those military personnel, civilian employees and family members to support and participate in GNP activities (COMREL/Mil-to-Mil/Cultural Awareness). It is critical that we meet our goal of developing awareness among Korean society that U.S. Service Members are value-based, dependable, committed allies who offer their service here to provide security to the ROK.

a. Installation and organizational publications are traditional ways of reaching these groups.

(1) Morning Calm Weekly (IMCOM-KOREA HQ).

(2) Seoul Word (Area II).

(3) ROK Steady Magazine (8th Army).

(4) Indianhead (2ID).

(5) Other internal newsletters and flyers.

b. Television and radio coverage is available with command information spots tailored to local audiences.

(1) Regular television and radio coverage can be scheduled at the Armed Forces Network (AFN) television, radio and website (www.afnkorea.net), using the support request which generates an on-line form for broadcasters to prepare.

(2) Each Area Command has a distinct Commander's Channel which uses scrolling PowerPoint slides prepared by the requester and submitted to the Area PA office.

c. Internet.

(1) The USFK Website (www.usfk.mil) is designed as the primary public and command information portal within the command. It provides access to links for COMREL events, military-to-military events and cultural awareness programs and policies.

(2) The USFK Good Neighbor Website (<http://goodneighbor.or.kr/>) is a bilingual community outreach website managed by the USFK Public Affairs Office and serves as USFK's primary conduit to the Korean community. In addition to hosting the GNP 90-day calendar, the website provides an email interface between the Korean public and the Commander without the filter of the media. The website incorporates the latest technology in a format preferred by Koreans, promoting stories and initiatives that highlight the ROK/US Alliance.

(3) Area websites will provide local information and provide a similar interface between the local communities and the Area Commanders. Area web calendar maintainers will incorporate GNP events provided by tenant unit POC's and area PAO's.

Appendix T Procedures of Good Neighbor Program

T-1. How to Identify and Recognize Korean Nationals as Good Neighbors

a. Definition of a Good Neighbor. A Good Neighbor is an individual or organization that provides significant service to a military community in support of USFK, its Service Members and families.

b. An individual who is potentially a Good Neighbor is one whose support for the unit is direct, unambiguous, significant and measurable. It should have nothing to do with membership in any private organization, gifts or favors, monetary or non-monetary donations, or even past approval of installation access as a Good Neighbor.

c. An example of significant service might be when a Korean National who is a soccer player volunteers his time weekly to come coach the youth soccer team on base. Another example is when someone volunteers his or her time at the Red Cross as an instructor or administrative assistant on a regular basis.

d. If someone is already performing a service on a regular, volunteer basis for the betterment of the USFK, USFK Service Members, and/or the strengthening of the ROK-US Alliance, he or she can be recognized with a Certificate of Appreciation or Good Neighbor Award.

T-2. How to Encourage Korean Nationals to Participate In The Good Neighbor Program

a. Invite your neighbor to an installation holiday event (i.e. Fall Festival, Independence Day Celebration, Thanksgiving, Armed Forces Day, Christmas, etc.). Most installations host a major event during significant American holidays.

b. Direct potential volunteers to the on-line volunteer opportunities website and have them register and contact the points of contact listed for any volunteer position in which they are interested. https://www.myarmyonesource.com/skins/aos2/display.aspx?moduleid=38E354F2-EC97-4e36-8690-5C91BBA10B69&action=vol_public&Mode=User

c. Invite your neighbor to your home for an American-style meal or hospitality. Exchange cultural experiences together such as sharing a Thanksgiving meal or a Chuseok holiday event.

Appendix U
Staff Assistance Visit (SAV) Guideline

How well is the command:

U-1. Promulgating the goals and objectives in this regulation?

U-2. Training Service Members to carry out the GNP mission?

- a. GNP briefing.
- b. Korean Cultural Awareness orientation.
- c. Tracking attendance.
- d. Ensuring personnel receive a sponsor and complete USFK Reg 350-2 training.

U-3. Strengthening the Alliance with ROK Counterparts? - Unit Partnership Program.

U-4. Reporting their GNP activities?

- a. 30-day GNP activity report.
- b. Best practices.
- c. Updating 90-day calendar.
- d. Submitting Good Neighbor media clips.

STAFF ASSISTANCE VISIT (SAV) CHECKLIST

<i>INSPECTED AREA</i>	<i>REMARKS</i>
1. Does the unit have a Good Neighbor Program in place (access to appropriate regulations and resources, appropriate GN POCs, event tracking mechanisms, understanding of the program, etc.)?	
2. Has the unit made Service Members aware of volunteer opportunities at local orphanages and schools?	
3. Does the unit participate in the Unit Partnership Program? (Mil-to-Mil relationship with ROK unit) Frequency of combined events? Work-related vs. social?	
4. When hosting an event, does the unit invite media for coverage? Internal and external media? Any ROK media?	
5. Does the unit have a method of recognizing Good Neighbors? (Award program, etc.)	

Figure U-1. Staff Assistance Visit (SAV) Checklist

Appendix V

USFK Executive Orientation Program

V-1. Purpose

To outline procedures and establish responsibilities for USFK Executive Orientation Program.

V-2. Background

In February 2006, United States Forces Korea established the Young Leaders' Program as a Good Neighbor outreach program for Koreans, 30 to 50 years of age, influential in some aspect of Korean society: private sector, academia, government, or media (primarily CEOs, Presidents, Directors, Professors, Publishers, etc.). In March 2009, the program was renamed the Executive Orientation Program. All of those who attend Part I become EOP alumni and are eligible for the Executive Orientation Program, Part II.

V-3. Concept

UNC/CFC/USFK Public Affairs, COMREL staff coordinates, organizes, and executes the Executive Orientation Program. The UNCMAC Secretariat, USAG-Humphreys, Osan AB and USAG-Yongsan provide support that enhances the intent of this program. This program is held in two parts: Part I is an all-day program that reviews where the ROK-US Alliance has been and where we are currently and includes the Korea Update Briefing and DMZ Tour. Part II is an all-day program that familiarizes these young leaders with the future of the ROK-US Alliance during visits to US Army Garrison Humphreys and Osan Air Base (AB).

V-4. Intent

Expand awareness of the GNP and community relations efforts by hosting the Executive Orientation Program for Korean society's young leaders in the private sector, academia, government, and media. A specific focus of the program is to explain how UNC/CFC/USFK contributes to the security and stability on the Korean Peninsula and in Northeast Asia that has enabled the prosperity of the Korean people.

V-5. Responsibilities

a. USFK PAO COMREL. Serve as the OPR for the event, oversee and responsible for conducting all matters related to the coordinating, planning, organizing and executing, including but not limited to the following:

- (1) Compile attendee roster.
- (2) Coordinate accesses to all sites to visit.
- (3) Create the programs.
- (4) Secure transportation.
- (5) Set-up of venue, prepare/execute dinner, including the evening's timeline.
- (6) Provide the masters of ceremony (MCs) and ushers.
- (7) Coordinate media coverage.
- (8) Dinner and program-related payments.

- (9) Invitations, RSVPs, and gate rosters.
- (10) Coordinate access and briefing at ROK Government's Customs and Immigration Quarantine Facility.
- b. United Nations Command Military Armistice Commission (UNCMAC) Secretariat:
 - (1) Schedules/coordinates JSA/DMZ tour, including transportation
 - (2) Provides appropriate language translation support.
- c. IMCOM-Korea/USAG-Humphreys:
 - (1) Coordinates with USFK PAO to get the attendees' roster and process gate access approval for Korean EOP participants.
 - (2) Coordinate the venues for the briefing and lunch meals at a military dining facility.
 - (3) Provides the USAG Humphreys Master Plan Briefing.
 - (4) Provides the USAG Humphreys tour.
- d. Osan Air Base:
 - (1) Coordinates with USFK PAO to get the attendees' roster and process gate access approval for Korean EOP participants.
 - (2) Coordinate the venues for the briefing and dinner meals.
 - (3) Provides the 7th Air Force Mission Briefing.
 - (4) Provides the tours of static display (A-10, F-16 & U-2) at the Flight Line; KAOC & KCOIC; Osan Air Base.
 - (5) Provides FGOs to attend the dinner to discuss the ROK-US Alliance with the EOP participants.
 - (6) Provides interpreters to sit at the dinner tables to provide the translation service.
- e. USFK Resource Management. USFK Resource management will authorize USFK PAO, Chief of Community Relations, to act as the host for ORF purposes, for EOP events only.

**Appendix W
Responsibilities Chart**

	GO-level CDRs	Brigade/Wing-level CDRs	Battalion/Squadron-level CDRs	Garrison/Installation CDRs	Garrison/Installation w/DODDS HS	USFK Staff Sections	Component /IMCOM-K-level GNP Rep	Garrison/Installation-level GNP Rep	Unit GNP Rep
Qtrly CDR's Advisory Council	X			X			X	X	
Monthly GNP Reports	X	X	X	X		X	X	X	X
Monthly GNP Schedule	X	X	X	X		X	X	X	X
GNP Awards Program	X	X	X	X		X	X	X	X
Adopt-a-School		X	X	X			X	X	X
Adopt-an-Orphanage		X	X	X			X	X	X
Good Neighbor English Camp					X			X	
Korean Cultural Awareness Program	X	X	X	X		X	X	X	X
Mil-to-Mil Unit Partnership Program	X	X	X	X		X	X	X	X
USFK-level GNPC	As required						X		
Garrison/Installation-level GNPC	As required						X	X	X

Glossary

Section I. Abbreviations

ACS	Assistant Chief of Staff
AFD	Armed Forces Day
CFC	Combined Forces Command
COMREL	Community Relations
DOD	Department of Defense
FMWR	Family Morale, Welfare, and Recreation
GNP	Good Neighbor Program
GNPC	Good Neighbor Program Council
HVP	Home Visitation Program
IAW	in accordance with
IG	Inspector General
JER	Joint Ethics Regulation
KAC	Korea Advisory Council
KAFA	Korean American Friendship Association
KAFC	Korean American Friendship Council
IMCOM-K	Installation Management Command-Korea
MAC	Master Activity Calendar
MND	Minister of National Defense
PA	Public Affairs
POC	Point of Contact
ROK	Republic of Korea
ROKG	Republic of Korea Government
SECNAV	Secretary of the Navy
SOFA	Status of Forces Agreement

UNC	United Nations Command
UNCMAC	United Nations Command Military Armistice Commission
US	United States (of America)
USFK	United States Forces Korea
USO	United Service Organizations
USPACOM	U.S. Pacific Command

Section II. Terms

The following terms are furnished as an aid in determining the suitability, appropriate degree, and type of DoD participation in public events, official civil ceremonies, and other COMREL programs.

Armed Forces Exhibits. Any display for PA purposes of Armed Forces material. Specifically included are items of equipment, models, devices, and information/orientation material placed for public information purposes before audiences at conventions, conferences, seminars, exhibits, demonstrations, fairs or similar events. Also included are general-purpose displays in public buildings/locations. Operable aircraft are excluded.

Community Relations (COMREL). The interrelationship between the US Armed Forces and Korean civilian communities, at all levels and all areas of interaction.

COMREL Program. The command function, which evaluates public attitudes, identifies the mission of a military organization with the public interest, and executes a course of action to provide information assistance to the public. COMREL programs are conducted at all levels of command, by military organizations having a COMREL area of responsibility.

DoD Share of Costs. The DoD share of costs for events of mutual benefit will normally include those continuing-type costs to the Government which would exist if the DOD component did not participate in the event, such as regular pay and allowances of the Armed Forces, small incidental expenses of an installation (e.g., electricity, water), and other minor expenses as may be determined by the component participating in the event. The use of routine training flights or military aircraft for the transport of military personnel, if requested by a component, approved and determined to be available, is also considered to be a DoD share of costs for an event of mutual benefit.

DoD/USFK Participation. Any utilization of Armed Forces personnel and/or DoD civilian employees, as individuals or as units or facilities or material to include aircraft, ships, exhibits, and equipment, in support of COMREL programs.

Fraternal Groups. Organizations whose members are banded together for mutual benefit or who work towards a common goal. They include, but are not limited to, such organizations as the Fraternal Order of the Eagles, Benevolent and Protective Order of the Elks, Loyal Order of the Moose, Free and Accepted Masons (Scottish Rite, York Rite and Shrine), Knights of Columbus, Knights Templars, Independent Order of Odd Fellows, and Order of the Eastern Star. Service or luncheon clubs, such as Rotary International, Kiwanis International, Optimists, Toastmasters

International, or Junior Chambers of Commerce, are not considered fraternal groups.

Holidays. See Appendix B.

International, National, Regional, and Local Events. One criterion for each type of event is the extent of anticipated/actual news media interest and coverage.

- a. International - event in which the audience/participation is drawn from two or more nations.
- b. National - event in which the audience/participation is drawn from one nation as a whole, either the U.S. or the ROK.
- c. Regional - event in which the audience/participation is drawn from two or more ROK cities/provinces.
- d. State - event in which the audience/participation is drawn from one ROK province or city.
- e. Local - event that centers on a single community.

Korean American Friendship Council (KAFC). A ROK/US SOFA Joint Committee approved coordinating body composed of representatives of USFK and the local community whose purpose is the identification, prevention and/or resolution of problems of mutual interest and concern, and promotion of goodwill between USFK and the Korean civilian population.

Official Civil Ceremonies. Public events sponsored and conducted by federal, state, and local government authorities of Korea. Official civil ceremonies include inaugurals, dedications of public buildings and projects, ceremonies for officially invited governmental visitors, and the convening of legislative bodies. Community or civic celebrations such as banquets, dinners, receptions, carnivals, festivals, opening of sports seasons, and anniversaries are not considered official civil ceremonies even though sponsored or attended by civic or governmental dignitaries.

Public Events. Events held in civilian communities to include all ceremonies, demonstrations, exhibitions, expositions, athletic contests, fairs, trade or air shows, conventions, meetings, symposia, or similar programs not connected with the military purpose of DoD and which are intended primarily for non-military audiences. Exercises, movements, maneuvers, or operations conducted as a part of military training, even though incidentally observed by the general public, are not considered public events.

Static Display. The ground display of any aircraft and its related equipment, not involving flight, taxiing, or starting engines.