



U.S. Army Corps
of Engineer
Far East District

East Gate Edition

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Partnering with **TJD/JI**

See Pages 8-11 to read their story...

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This month's focus

TJD/JI Associated

On the cover



The members of TJD/JI Associated gathered at the company's garden to pose for a one-of-a-kind group photo.

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From the Commander



COL Francis Kosich
Commander

Balance your life!

When I look around the District I see great things in those who make up our team - dedication, commitment, a sense of purpose, a willingness to get better, and pride in a job well done. Just as important is having balance in our lives. Stephen Covey calls it "sharpening the saw," the adage being that a woodsman cuts more trees by pausing every so often to maintain the edge of his saw rather than continuing to cut trees with a dull blade. Recharging your batteries, taking timeout, whatever you call it, balance is key to sustaining optimal performance.

Let's face it, we take our work seriously. It's why we're successful, not to mention the fact that it's too important not to... and we work hard at it. But who we are is not necessarily defined by what we do. More times than not, the difference between the two lies in our ability to lead lives balanced by other activities, experiences, or challenges which in turn helps us maintain our edge to excel as professionals when we are on the job.

Now, there are those who at times confuse leading a balanced life with lacking commitment. Leading a balanced life has nothing to do with working extended hours, coming in on a weekend, or being responsive to our customers and each other. This is the environment in which we perform. I maintain though, that in order to do what's necessary to excel, one has to have an outlet to wind down, relax, and prepare for the next challenge. I know that this District is as committed to excellence, continual improvement, and making a difference on the peninsula as ever. I also know that the best way to do this is by recognizing the importance of getting away from the rigors and stresses of the job every once in a while. It's one way we focus on taking care of people. How does one live a balanced lifestyle when the environment is as unpredictable as ours? Here are a few tips:

1. Pick up a pastime. Golf, read, learn, sight see, volunteer, you name it. Spend time doing something you enjoy.
2. Take time off. You've earned it so plan for it and enjoy. Your family will enjoy it as well.

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Safety & Occupational Health

An Ounce of Prevention

by Ralph Youins

During the next several months we will be experiencing the transition from fall to winter that creates an environment where viruses are easily transmitted.

School children, office worker and others who congregate in close proximity of other people are most likely to become ill from colds, sore throats and other assortments of upper respiratory ailments.

There are many methods one can take to reduce their chances of becoming ill during this period but one of the easiest and least expensive methods is to "Wash Your Hands"

By frequently washing your hands you wash away germs that you have picked up from other people, or from contaminated surfaces, or from animals and animal waste.

What happens if you do not wash your hands frequently?

You pick up germs from other sources and then you infect yourself when you touch your eyes, nose, or your mouth.

One of the most common ways people catch colds is by rubbing their nose or their eyes after their hands have been contaminated with the cold virus. You can also spread germs directly to others or onto

surfaces that other people touch. And before you know it, everybody around you is getting sick.

The important thing to remember is that, in addition to colds, some pretty serious diseases - like hepatitis A, meningitis, and infectious diarrhea - can easily be prevented if people make a habit of washing their hands.



When should you wash your hands?

You should wash your hands often. Probably more often than you do now because you can't see germs with the naked eye or smell them, so you do not really know where they are hiding. It is especially important to wash your hands before, during, and after you prepare food.

Before you eat, after you use the bathroom, and after handling animals or animal waste. When hands are dirty, it is more frequent that people get

sick.

What is the correct way to wash your hands?

First wet your hands and apply liquid or clean bar soap. Place the bar soap on a rack and allow it to drain.

Next rub your hands vigorously together and scrub all surfaces. Continue for 10 - 15 seconds or about the length of a little tune. It is the soap combined with the scrubbing action that helps dislodge and remove germs. Rinse well and dry your hands.

It is estimated that one out of three people do not wash their hands after using the restroom. So these tips are also important when you are out in public.

The use of an anti-bacteria soap is strongly encouraged and as an added suggestion for Korea we recommend you carry waterless soap or sanitary wipes since many establishments have what is known as a community towel for drying.

Washing your hands regularly can certainly save a lot on medical bills. Because it costs less than a penny, you could say that this penny's worth of prevention can save you a \$50 visit to the doctor.

The Chin Report



by Allen Chin,
Deputy for Programs and
Project Management

Korea is a nice place to live and work.

I recently met a couple of Engineers from another Corps District who had come TDY to the Far East District. Interestingly enough, this was their first time to visit Korea. Before they visited Korea, they had preconceived ideas of the country based on hearing old stories and watching TV. They previously had the impression that the country was not very modern. They heard the food was not good and that people were rude. And TV even showed that because of anti-Americanism (i.e. protestors), the country might not be safe.

However when they

arrived, my visitors were pleasantly surprised at how beautiful and modern Korea was. They were amazed at the wide streets, modern buildings, clean subways and the large shopping centers. They were really surprised at the number of large movie megaplexes showing first run movies. They thought the food was excellent and were surprised at the number and diversity of restaurants. All the people they met were very friendly and helpful.

It is apparent that impressions and perceptions are shaped by extreme images that may not be true. For example, the news media continues to present images of local protestors and threats from North Korea so that there may be a perception that it is unsafe in Korea.

The truth is, Korea is the safest place I have ever lived in. Most people that have worked or come TDY to Korea have said that they wouldn't mind coming back again. I think that Korea is one of the best-kept secrets in an overseas assignment.

Our sizable Living

Quarters Allowance enables us to live in a really nice place. Furthermore, now that we are getting Post Differential as well as Post Allowance, it is getting easier to save money.

The best part of working in Korea is the people at work and how easy they make your job. Because we're all living in an overseas environment, we go out of our way to help each other out. I notice that people at work tend to socialize after hours more than in other places I have worked. There is an "Esprit de Corps" around the workplace where the "old hands" will help out the "newbies" on the team.

Once you've worked at the Far East District, you want to stay or renew your tour. For example, in looking at the 25 U.S. employees in my Division, 22 of them have worked more than one tour in Korea. That illustrates how enjoyable it is working in Korea.

I encourage everyone to spread the word to those who have never been to Korea and invite them to visit and see for themselves how nice it is to live and work here.





On September 4, guests including LTC Paul Cramer, Deputy Commander (*second from left*) and COL Frank Kosich, Commander, Far East District (*third from left*), and the project delivery team for the new gas station lined up to perform a ceremonial ribbon cutting at the District's motor pool area. This state-of-the-art facility will service government vehicles for the District and its tenants.

WE'LL KEEP YOU PUMPED!

By Julie Park, PAO

During an informal ribbon cutting ceremony on September 4, a small crowd gathered in the Far East District's motor pool area to celebrate the opening of the brand new gas station.

With the state-of-the-art system, the new gas station was just another step taken by the District to improve its facilities as well as an opportunity to show its commitment to safety.

The old fuel pumping system was put in about 20 years ago and naturally with age, the fill tube was found to be leaking. The leak posed potential environmental and safety hazards to our working environment and its employees.

The new gas station has, as already mentioned, a state-of-

the-art system, including an alarm system for leakages. It is also environmentally friendly, as the fuel tanks are encapsulated in vaults, preventing environmental spills into the ground.

In addition, the new system allows complete inventory of on-hand fuel in tank at any give time as well as remote control of the fuel pumps, which saves manpower and cost. The new dispensing system is much safer than the older system and it will keep the District up to the top level of safety and reliability standards.

"This is a 'win-win' project because it is taking care of the environmental problem and making our fuel dispensing system safer, and at the same time

showing our commitment to taking care of the District's facilities," said COL Frank Kosich, Commander, Far East District, during the ribbon cutting ceremony.

However, the new gas station is not for everyone's use. It is restricted for use by the government vehicles only, providing re-fueling capabilities for Corps vehicles and other government vehicles owned by the tenants of the compound such as the AAFES Headquarters, Stars and Stripes, and Depot Support Activities Far East (DSAFE).

To those involved in this yearlong project, completed by the construction contractor, PINetree
(continued on page 16)

Camp Humphreys welcomes the new Army Family Housing (AFH)

By Julie Park, PAO

Two years of waiting has finally paid off, and in style!

On September 25, phase 1 of Camp Humphreys' new Army Family Housing (AFH) opened its doors to new tenants and many envious on-lookers as guests attending the ribbon cutting ceremony included, LTG Charles H. Campbell, Commander, Eighth United States Army, BG John A. Macdonald, Korea Regional Office (KORO) Director, COL Frank Kosich, Commander, Far East District, COL Michael D. Clay, Commander, Area II, COL Edgar H. Yanger, Chief, Public Works Division, KORO, and Mr. Kim, Ho-yung, Senior Executive Vice President, Hyundai Engineering and Construction Co., Ltd.

This new Army Family Housing at Camp Humphreys is the beginning of many more to come in the near future, all in the Army's effort to make Korea the assignment of choice and to accommodate additional soldiers expected to join the Camp Humphreys area as part of the U.S. Forces Korea (USFK) relocation plan. In total, USFK plans to provide 2,600 family housing units on post by 2008.

As the first Army-funded family housing for Korea, this stylish

5-story building includes a total of 52 units, consisting of 8 2-bedroom units, 36 3-bedroom units, and 8 4-bedroom units. In the following two phases, an additional 48 units are expected to be built in each phase. These housing units are also the first to allow KORO to support USFK's goal of housing 25 percent of married personnel in Korea by 2010.

Supporting facilities include parking lots, a basketball court, tot lots, BBQ area, and landscaping. Each unit comes with all appliances including a dishwasher, cable TV and Internet service.

"The tenants will have the advantage of living on post within walking distance of child and youth services, new PX and commissary, and many other community facilities," said Mr. Loren Chin, Project Manager for the project.

Prior to completion of this project, the Army community in Humphreys had a total of six family housing units, three for O-6 and above and another three for sergeant majors.

As mentioned by Mr. Kim, Ho-yung in his remarks, "it has been a long winding road," as members of Project Delivery Team faced some major modifications. After the

construction was underway, the project had to be redesigned from 60 units to 52 units, in an effort to enlarge some units and combine others. During this two-year effort, everyone overcame the challenges by focusing on the common goal of providing high-quality housing to the soldiers and their families.

LTG Charles H. Campbell, who gave coins to all PDT members for their undeterred commitment to constructing high-quality, state-of-the-art housing, spoke of his enthusiasm for the project.

"This is a day about investment," said LTG Campbell. "An investment in soldiers and their families, and an investment in the Republic of Korea (ROK) - U.S. alliance."

While speaking of the vitality of this AFH project to the Camp Humphreys area, LTG Campbell further emphasized the ROK-US alliance and our commitment to the security of the host country.

"The U.S. will go the distance," said LTG Campbell. "We will stand firm in the defense of this country."



HR Tidbits

PERFORMACNE EVALUATION INFORMATION FOR KOREAN NATIONALS

by Monte Howard, RMO

USFK 690-1, Chapter 14, covers the performance evaluation system for Korean Nationals. Rating periods normally cover one year. Under special circumstances an appraisal may occur in less than one year when an employee changes to another position. A rater may give an employee an annual performance appraisal in less than 12 months provided all of the conditions listed below are met:

- The employee has been under the performance requirements for at least 120 days (4 months);
- The employee does not have an annual appraisal for the rating year;
- The rate has been in the continuing position for at least six months

USFK Form 155EK (can be found in FormFlow) must be completed if the performance appraisal is for outstanding or unsatisfactory. The USFK Form 155EK does not have to be completed if the performance appraisal is satisfactory.

Annual performance appraisals may be postponed for up to three months when the rating official has not had enough time to observe the employee's performance in the present assignment because the supervisor or the employee is newly assigned, or when the employee has not been performing the regularly assigned work because of extended details or absences, or when the extension is necessary to provide for a warning period.

KN Pay Plan	Area I , Uijongbu/Tongdunchun	Rating Period Begins	Ends	Due in RM-M	CPAC
KGS	GRADE 1-6	1-May	30-April	25-May	30-May
KGS	7 AND ABOVE	1-August	31-July	25-Aug	30-Aug
KN Pay Plan	AREA II , SEOUL	Rating Period Begins	Ends	Due in RM-M	CPAC
KGS	GRADE 6-10	1-August	31-July	25-Aug	30-Aug
KWB	1-6	1-November	31-Oct	25-Nov	30-Nov
KWB	7	1-February	31-Jan	25-Feb	30-Feb
KGS	11 AND ABOVE	1-February	31-Jan	25-Feb	30-Feb
KGS	5	1-May	30-Apr	25-May	30-May
KN Pay Plan	AREA III , (Osan/Pyongtaek/ Camp Humphreys) & Area IV (Taegu)	Rating Period Begins	Ends	Due in RM-M	CPAC
KGS	6 AND ABOVE	1-August	31-July	25-Aug	30-Aug
KWB	1-6	1-November	31-Oct	25-Nov	30-Nov
KWB	7 AND ABOVE	1-February	31-Jan	25-Feb	28-Feb
KGS	1-5	1-May	30-Apr	25-May	30-May

* Rating Elements and Performance Elements will be addressed in next month's issue.

If you have any questions, please feel free to contact the Manpower Management and Employee Liaison Branch (MEL-B):

Monte Howard, Chief, MEL-B, 721-7060.
Sharon Roberts, 721-7056
Bok Yoon, 721-7076



Partnering w

By Julie Park, PAO

We are all aware that the Far East District is a team of diversity and character.

We are also aware that it is each individual's uniqueness and dedication that make up this awesome group of professionals.

In this issue of East Gate Edition, the spotlight is on Thomas J. Davis/Jung-il Associated (TJD/JI), one of three Architectural & Engineering contractors for the District and an essential partner of the "Great" Far East District.

The TJD/JI is one of the District's oldest partners in A/E services. And over the years, TJD/JI

has grown in its size, capabilities, and experience, but has not grown old by any means.

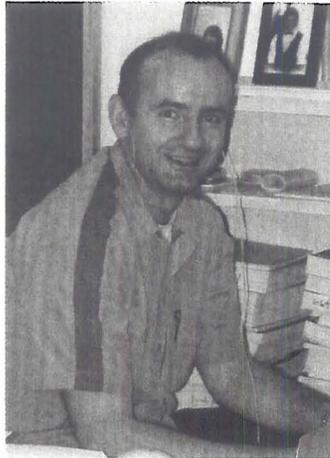
Background

The Thomas J. Davis Company was established in the late 1960' in Southern California before relocating to Guam in the 1970'. In 1979, the company moved to Korea in a joint venture with a Korean architectural and engineering company, Jung-il Engineering.

Jung-il Engineering - with its name "Jung-il" adopted from the first rank stones of the Duksu Palace and Changduk Palace - is a Korea

based Architectural and Engineering firm, founded in 1963, that is actively involved in A/E services in Korea. The company originally joined hands with another American A/E company called Adrian Wilson Associated (AWA) in 1975 and began providing A/E services for the Corps of Engineers. Around 1979, TJD bought out AWA and so began the long history of TJD/JI's partnership with the Far East District.

Since 1979 TJD/JI has been carrying out its mission, "Achieve and maintain higher standards, by improving - doing things better and



ith TJD/JI

doing better things for the customer?"

TJD/JI is a multi-disciplined engineering company comprised of architects, civil, structural, mechanical, electrical and cost engineers. All of its engineers and architects are U.S. registered professionals.

Currently, all of the company's work consists of Corps projects, but it has done some work for the Navy and the U.S. Embassy in the past.

As explained by over 25 successful years of partnership, the TJD/JI's goal is much like that of the

District - producing high quality services and leading the profession by example. And in pursuit of this, the company is consistently renewing its knowledge and skills, and updating manpower to keep up with the ever-changing world of architecture and engineering.

For example, in 1999, the TJD/JI formalized a quality assurance/quality control section and in 2002, the company added a specifications section.

Projects

As one may guess, TJD/JI has been involved in too many

projects over the years to even attempt to name all.

The company performs all architectural and engineering designs in-house. Only when specialized designs or expertise is required for a project, the company seeks for consultants from the States.

To help understand the different types of projects TJD/JI has worked on, here is a short list.

- Electrical studies and upgrade - CampsCarroll, Casey, Humphreys, Kunsan AB, Osan AB, Red Cloud, Stanley, New Mexico Range, and Yongsan

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Partnering with TJD/JI

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- Water systems - Camps Casey, Edwards, Howze, K-2, Kunsan AB, Osan AB, Page Red Cloud, and Yongsan
- Barracks - Camps Carroll, Casey, Castle, Chinhae, Coiner, Henry, Hovey, Humphreys, K-16, and Page
- Community Activity Centers - Camps Casey, Eagle, Greaves, Hovey, Howze, Humphreys, Red Cloud, Walker, and Yongsan
- Medical facilities - Essayons, K-16, Kimhae, Kunsan AB, Osan AB, Camp Page, Camp Walker, and Yongsan
- Schools and child care centers - Camps George and Humphreys, K-2, Osan AB, Camp Walker, and Yongsan
- Lodging - Camps Casey, Humphreys, Stanley, Walker, Osan AB, and Chinhae.

Who they are.

The TJD/JI team is made of 102 members. To efficiently operate this big group of architectural and engineering professionals it is divided into nine sections - administrative, architecture, civil, cost engineering, electrical, mechanical, quality management, quality verification, and structural.

Mr. David W. Dougherty, president, leads the TJD side of the company, as Mr. Song, Kee-duk, president, leads the Jung-il side of the TJD/JI. When the two are put together as TJD/JI Associated, Dougherty is in charge. Mr. Ralph Hayashi is the general manager and the chief engineer assisting

Dougherty with overseeing and management of the entire company and its operations.

Hayashi, who has many years of experience in the private sector, speaks of the secret of success working with the government as understanding each government agency's regulations as well as what the government wants.

One of the challenges of working for the Corps is that they must be knowledgeable in all disciplines of the work. This is the reason they are multi-disciplined with nine sections covering all areas of architecture and engineering.

And the leaders for each section are:

- Quality management section: Mr. Jimmy Umali
- Quality verification section: Mr. John Sullivan
- Architecture section: Mr. James Aquino, AIA
- Civil section: Mr. Johnson Kwock, PE
- Electrical section: Mr. Ray Correa, PE
- Mechanical section: Mr. Rodolfo Fernandez
- Structural section: Mr. George Yang, PE
- Estimating section: Mr. Thomas Valencia
- Administration section: Ms. Sheila Jackson



In addition, there are two project managers, Mr. Kim, Tac-hoon and Mr. Jerry Williams, PE, who interact closely with the Corps' project managers on each project the company is involved in.

Mr. James Aquino, chief of architecture section, was working for TJD in Guam when he was assigned to Korea for an Osan Elementary School project 23 years ago. After the project ended, Aquino stayed on and now he is one of the senior members of the company.

Aquino says that one of the positive moves he noticed over the years is that the company has moved towards a team concept.

"We work in a multi-cultural environment as our workforce is comprised of Filipinos, Koreans, and Americans," said Aquino. "Thus the team effort becomes more critical as we must overcome the differences to focus on a common goal of producing a high quality product for the customer."

As Aquino mentioned, currently in TJD/JI a little less than a half of the total workforce is Filipinos.

Ms. Vina Vales is a mechanical engineer who's been with TJD/JI for almost five years. Vales worked as a mechanical

"We work in a multi-cultural environment... team effort becomes that much more critical as we must overcome the differences to focus on a common goal of producing a high quality product for the customer."

- James Aquino, Chief of Architecture

engineer for a company in the Philippines and Saipan before joining TJD/JI. For Vales and many others from the Philippines, a rare opportunity to experience a different culture as well as the chance to grow professionally was what



females majoring in this field.”

Ms. Lim, Mi-sil, electrical engineer, is another ambitious female engineer in the company. Lim began working for TJD/JI in 1979 as a drafter and over the years she's invested a lot of her personal

“I work in an American culture, but outside work, I'm surrounded by Korean culture...this is a great working environment.”

- Vina Vales, mechanical engineer

attracted them to join the company.

“It's very unique because I work for an American company so I work in an American culture, but outside work, I am surrounded by Korean culture,” said Vales. “This is a great working environment.”

Vales was one of the pioneers in the field of mechanical engineering for women when she was attending college in the Philippines.

“I was the first to graduate from my school as a female mechanical engineer. The numbers have increased since then, but still there are less than five percent of

time and energy to grow professionally. As a result, she's one of only two Korean female engineers in the company.

“I love that I'm able to create and be creative with my work,” said Lim.

And during the interview I asked Lim when she feels pride in her job. To that question, I felt she gave an answer that represents the feelings of many, if not all, of those at the TJD/JI.

“I feel a great pride in designing a building or a bridge that will be used by and serve good to many people.”



“I feel a great pride in designing a building or a bridge that will be used by and serve many people.”

- Lim, Mi-sil, electrical engineer

“Distinctively multi-cultural and impressively professional” is how I would summarize TJD/JI. And it should be noted that members of TJD/JI have mastered the ways of applying diversity and differences to their benefit. In addition, the workforce is determined and committed to self-development and team cooperation, all in pursuit of satisfying the customer. Sound much like our own team of the Far East District? Yes, and that's why the partnership between TJD/JI and the Far East District is 25 years old and still going strong.

Balance your life!

(continued from page 2)

3. Work out regularly. The benefits are amazing. Two keys are doing so regularly and varying activities so boredom doesn't set in.

4. Plan your work and work your plan. Ask yourself, do you manage your schedule or does your schedule manage you?

5. Don't take your work home with you. All too often, little is accomplished. Relax, enjoy those around you, get a good night's rest and hit it hard the next day.

So whether it's spending time with family, taking a college course, or whatever, you owe it to yourself some “down-time.” Remember balance is an enabler.

Acknowledging this is half the battle. Doing something about... well, you know the rest.

See you on the ground...

Question of Ethics

by Song Kim, OC

House Vs. Hotel

When Javier Hernandez, a Justice Department employee based in Laredo, Texas, was temporarily assigned to Charleston, South Carolina, where his brother lived, he decided to live with his sibling.

Hernandez rented the second floor of his brother's house from March 1999 to August 1999, the duration of his assignment, making use of the bathroom, laundry, kitchen, and garage.

At the end of each month, Hernandez asked his agency to reimburse him what he would have paid had he lived in a hotel during that time based on the maximum allowable lodging rate



for the area, \$100 per day. His total came to \$13,600.

On Dec. 3, 1999, the agency said it would give him only the costs his brother spent to accommodate Hernandez above and beyond his regular housing costs, and not the \$100 a day lodging rate. The agency asked Hernandez to revise his per diem vouchers.

Later that month,

Hernandez submitted an amended voucher request, claiming \$43.53 per day and submitted his brother's tax return to substantiate his claim. The agency said the tax forms were not sufficient, so Hernandez got his brother's utility bills and submitted them as proof that his amended claim was valid.

The agency denied the request in the amended voucher because it "believe(d) the back-up documentation did not substantiate additional out-of-pocket expenses" incurred by Hernandez's brother. The utilities and other services (electricity, cable television, and telephone) used by Hernandez were not segregated from the general household's use of such services.

Hernandez appealed the case, but the General Services Board of Contract Appeals ruled with his agency. According to federal travel regulations (FTR), federal workers traveling on official business may only be reimbursed for additional costs their host incurs in accommodating them, if they are able to validate the costs and their agency says the costs are reasonable. 41 CFR 301-11.12 (c) (1998). The FTR is clear that such a traveler is entitled only to the additional cost the host incurred in accommodating the traveler.

In the matter of Javier Hernandez, General Services

Board of Contract Appeals (GSBCA 15338-TRAV), Oct. 11, 2000.

Question:

If our employees goes for TDY and stays with a friend or relative, what does s(he) have to show in order to get reimbursed for lodging expense?

Both the Joint Travel Regulations (JTR) and our USACE transportation and travel management regulations enunciate that "when an employee lodges with friends or relatives (including members of



the immediate family) with or without charge, the allowable cost for lodging, for computing per diem, is zero." JTR, par. C4555-B3 and ER 55-1-2, par. 3-9(f).

Nevertheless, FTR allows a traveler on official business to be paid the following expenses when renting a room, apartment or other lodging on a long-term basis: (a) rental cost of a furnished dwelling; if unfurnished the rental cost of the dwelling and the cost of appropriate and necessary

furniture and appliances; (b) cost of connecting and disconnecting utilities; (c) cost of reasonable maid fees; (d) monthly telephone use fees; (e) if ordinarily included in the price of a hotel/motel room in the area concerned, the cost of special user fees. 41 CFR 301-11.15 (1998).

Therefore, even if an employee stays with a friend or relative, when the friend or relative is in the business of renting the living space for which the employee incurs occupancy costs and has entered into an arm's-length business relationship with the traveler, the employee is entitled to the actual cost of lodging up to the maximum amount prescribed for the locality concerned.

In the case of Hernandez, claimant's brother did not rent out the second floor of his house on a regular basis and claimant has not demonstrated that he entered into an arms-length transaction with his brother for rental of the premises.

If you plan on going TDY, staying with a relative, and claiming costs related to the stay on your voucher, you must be prepared to back up the claim with solid evidence sufficient to convince a skeptical examiner. Absent solid evidence, the claim will be denied

Construction contractors, Krima and Yojin, receive recognition from the Far East District.

By Julie Park, PAO

Two of Far East District's construction contractors, Krima Construction Corporation and Yojin Industrial Co. Ltd., received a letter of appreciation (LOA) from the District's commander, COL Frank Kosich during a small ceremony on September 16.

Krma received the LOA for a superb performance on S-1600 Command Bunker project (September 02 - August 03) for 19th Theater Support Command at Camp Henry and Yojin was recognized for equally high quality performance on S-315 Communication Building (September 02 - July 03) for 1st Signal Brigade at Camp Walker.

Both projects called for completion in time for the Ulchi Focus Lens exercise in August 03, and in spite of major modifications the two projects' PDT, including the contractor and customer, showed extreme team effort to not only meet the completion date but to complete the project with high quality.

Congratulations!



(From left to right) Mr. Chung, Ji-kuk, President of Yojin Industrial Co. Ltd., Mr. Huh, Kyu-chi, President of Krma Construction Corporation, and Mr. Lenny Kim, PPMD, look on as COL Frank Kosich, Commander, Far East District, announces their accomplishments.

Check out the POF Intranet today at

<https://pofintra.pof.usace.army.mil>

For - East Gate Edition, today's exchange rate, daily news clips, information on PMBP, QMS, LDP, and Learning Organization and much much more!

Things to do...

World Ceramic Biennale 2003 Korea

From September 1 to October 30, the 2nd World Ceramic Biennale 2003 Korea will be held in three major ceramic cities, Icheon, Gwangju, and Yeosu. Each city is preparing a variety of exhibitions and unique programs for visitors to experience.

This ceramic biennale includes 'International ceramic competition' in which participated potters from 70 different countries will participate, 'Now and Now' a modern ceramic exhibition, and '500 Years of Korean Ceramics from Joseon Dynasty', masterpieces of Joseon Dynasty Ceramics. Visitors can see the process of ceramic making at the 'World Contemporary Ceramic Art' exhibit and view ceramic art used in everyday life at the 'Ceramic House' exhibit. There are many exhibitions including the 'World Top 10 Ceramic Brand' exhibit, which features masterpieces produced by top global ceramic companies.



Visitors will experience how to make Korean ceramics and enjoy many performance programs.

This unique ceramic biennale allows you to experience the wonders of ceramic making. You can create your own masterpieces as well as enjoy seeing the elegant beauty of Korean ceramics all at the World Ceramic Biennale 2003 Korea.

Date : September 1 to October 30, 2003

Venue:

1. Icheon World Ceramic Center, Icheon, Gyeonggi-do
2. Joseon Royal Kiln Museum, Gwangju, Gyeonggi-do
3. World Ceramic Living Gallery, Yeosu, Gyeonggi-do

Inquire : +82-31-631-6504 (Korean)

Tourist Information: +82-31-1330 (Korean/English/Japanese/Chinese)

Website :

<http://worldceramic.or.kr> (Korean/English)

Ticket Combined pass for all three venues:

-19 years old and older, 6,000

won

-13-18 years old, 4,000 won

-12 years old and under,

3,000won

Individual venue pass:

-19 years old and older, 4,000 won

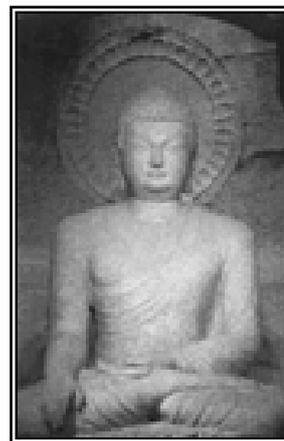
-13-18 years old, 3,000 won

-12 years old and under,

2,000won

*A group of 30 visitors or more will save 1,000 won

Did you know...



Main Buddha in the Seokguram Rock Cave

[Date of Origin] Unified Silla Era (Mid 8th C.)

[Location] Gyeongju of Gyeongbuk

[Size] 3.26m in Height

[Classification] National Treasure No. 24

This Buddha image located at the center of Seokguram Rock Cave of Gyeongju is widely regarded as one of the most beautiful and artistically perfect Buddha images in the world.



TIPS FOR EVERY USFK TRAVELER

Going shopping in Asia?

BE AWARE!!!

When traveling to foreign countries in Asia, USFK personnel should be aware that counterfeit items are often sold as being genuine in nature. Korean Customs Service will not allow counterfeit items into the ROK and may investigate such personnel that bring in these items as part of their personal baggage.

Rules for successful travel

TRADEMARKED & COPYRIGHTED ARTICLES

Articles that infringe a federally registered trademark or copyright, i.e., that use the protected right without the authorization of the trademark or copyright owner, are subject to detention and seizure.

Generally, you may not bring these illegal items from other countries into Korea: purchasing and transporting excessive handbags, watches, and clothing that are often sold as being genuine in nature may subject you to investigation, fines, and penalties.

FIREARMS

Korea as well as many countries will not allow you to enter with a firearm even if you are only traveling through the country on the way to your final destination. If you plan to take your firearms or ammunition to another country, you should contact officials at that country's embassy to learn about its regulations.

PLANTS

The plants, cuttings, seeds, unprocessed plant products, and certain endangered species that are allowed into the country of Korea require import permits; some are prohibited entirely. Threatened or endangered species that are permitted must have export permits from the country of origin.

MEATS, LIVESTOCK, AND POULTRY

The Korean regulations governing meat and meat products are very strict: you may not bring back fresh, dried, or canned meats or meat products from most foreign countries. Also, you may not bring in food products that have been prepared with meat.



For more information, contact USFK Customs at: DSN 738-5118

LEARNING ORGANIZATION

TIDBITS

Positive Relationships

Some negative thinkers actually work at getting others to think like they do. Just as you use positive affirmations to combat negative thoughts, you can develop a positive attitude by surrounding yourself with caring, positive people.

(continued on page 16)

New Member



Mr. O, Sang-song from Incheon, Korea joined the Information Management

Office as an illustrator. A graduate of Hanbat National University with a bachelor's degree in Industrial Design, O is married to Ms. Park, Jung-hee and they have a 17 year-old son, Seung-u. O worked as an illustrator/auto pub technician at the Camp Ames Recreation Center, Camp Humphreys MWR and Camp Market DAPS from 1986 to 2003. O says he enjoys mountain climbing during his time off.

WE'LL KEEP YOU PUMPED!

(continued from page 5)

Co, Ltd., it meant more than just putting up a new gas station.

"This project was a great example of putting PMBP to its full use," said Kenneth Pickler, Chief of Transportation. "All of the team members came together from all different levels and sections, to accomplish a single common goal, and it really paid off," continued Pickler.

"This new gas station will benefit the District with a first class re-fueling facility for years to come."



Farewell...



Far East District bid farewell to Ms. Rheta David on October 2, as she moved on

to work in the Pentagon for the Assistant Chief of Staff for Installation Management (ACSIM) as a budget analyst. David arrived in the District in September 2001 as a program analyst in the Construction Division. On March 2003, David was promoted to be the Chief of Financial Analysis Branch in Resource Management Division and then took on the position as the Acting Chief of RM in May.

Good luck, Rheta!

LEARNING ORGANIZATION

TIDBITS

(continued from page 15)

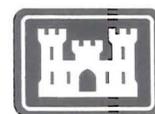
Why positive employees help an organization succeed.

A positive attitude, or outlook on life, can lead to positive behavior and create success. An upbeat, positive person draws other people like a magnet. After all, who would you rather be around - someone who is strong and motivated, with the confidence to keep moving forward, or someone who stays stuck in one place, thinking of reasons why things don't seem to happen?

Common traits that Positive Thinkers have in a Learning Organization

- **Optimism** - a belief in and expectation of a positive outcome
- **Enthusiasm** - high levels of interest, energy, passion and motivation
- **Belief** - trust in oneself and others
- **Integrity** - personal commitment to honesty and openness
- **Courage** - willingness to take risks and overcome fears
- **Confidence** - in personal abilities, capabilities and potential
- **Determination** - relentless pursuit of a goal
- **Patience** - willingness to wait for opportunity
- **Calmness** - stress-free and balanced
- **Focus** - directed attention on goals and priorities

All employees are encouraged to send feedback about the LO tidbits or the LO concepts in general to the following email address on the Outlook global address book: DLL-CEPOF LO-FEEDBACK



사령관의 메시지



COL Francis Kosich
Commander

균형은 또 다른 무엇을 가능하게 해 주는 것

FED를 둘러 보다 보면 여러분의 모습에서 많은 훌륭한 점들을 발견하곤 합니다. 일에 대한 헌신, 책임감, 인생에 대한 뚜렷한 목적, 노력 하는 자세, 그리고 자신의 일에 대한 자부심 같은 것들 말입니다. 그러나 이런 것들 만큼 우리에게 중요한 것은 바로 삶의 균형입니다. "성공하는 사람들의 7가지 습관"의 저자 Stephen Covey 는 이것을 톨날을 가는 것 이라고 합니다. 이 말의 뜻은 나무꾼이 더 많은 나무를 자르기 위해서는 무딘 칼날로 계속해서 나무를 하기 보다는 규칙적으로 작업을 중지하고 톨날을 새로 가는 것이 더 효율적이라는 얘기입니다. 여러분의 에너지를 충전하십시오, 휴가를 다녀 오십시오. 그 표현이야 어떻든 최고의 성과를 위해서는 여러분의 삶에 균형을 잃지 말아야 합니다.

사실, 우리는 우리의 일을 상당히 중요하게 생각하고 있습니다. 이것은 우리가 성공을 할 수 있는 큰 이유중의 하나이기도 하지만, 더 중요한것은 우리의 일을 신중히 받아들이는 것은 당연한 일이라는 것입니다. 하지만 우리의 직업이 우리가 누구인가를 말해주지는 않습니다. 그리고 우리의 직업과 삶, 즉 공과 사의 차이는 이 두가지의 균형을 우리가 얼마나 잘 이루느냐에 있다는 것을 알 수 있습니다. 우리가 사생활 중에서 하는 활동, 그리고 그로인해 직면하게 되는 위험과 경험을 통해 각자의 직장에서 그만큼의 노하우와 경쟁력을 가지게 될 수도 있습니다.

가끔, 주위를 보면 삶의 균형을 갖

추다는 것을 일에대한 책임감을 회피하는 것과 혼동하는 사람도 볼 수 있습니다. 삶의 균형을 이루는 것은 야근을 한다던지, 주말 근무를 하는것과 아무런 상관이 없습니다. 직장은 우리가 일을 하는 곳일 뿐이지 사생활의 일부분일 수는 없다는 말씀입니다. 저는 직장에서 여러분이 최상의 컨디션으로 업무를 할 수 있기 위해서는 여러분이 쉬 수 있는, 삶을 즐길 수 있는 출구가 필요하다는 것을 굳건히 믿고 있습니다.

FED 는 여느때와 마찬가지로 최고의 제품을 생산하는 데에 헌신을 하고 있고, 또 지속적인 자기 개발과 발전을 추구하고 있다는 것을 저는 알고 있습니다. 그리고 이것을 가장 신속하게 또 효과적으로 이루기 위해서는 혹독한 일상생활과 직장에서 오는 스트레스에서의 탈출이 필요하다는 것을 강조하고 싶습니다. 우리 자신들을, 그리고 서로를 돌보기 위해서는 이런 휴가가 꼭 필요합니다. 이렇게 앞날을 내다 볼 수 없을 정도로 불확실한 현실과 같은 상황에서 어떻게 우리 자신을 돌보고 균형된 삶을 유지해 나가나요? 여기 몇 가지 팁을 드리겠습니다.

1. 취미생활을 하십시오. 골프, 독서, 관광, 자원활동, 또는 무엇인가를 배운다던지 여러분이 즐길 수 있는 무엇인가를 하십시오.

2. 휴가를 떠나십시오. 여러분 모두에게 충분히 그럴만한 자격이 있는 만큼 휴가를 계획하시고 그냥 떠나십시오. 가족들도 이런 시간을 많이 고

대하고 있을 것입니다.

3. 규칙적으로 운동을 하십시오. 이에서 얻어지는 효과는 말로 다 할 수 없을 정도입니다. 가장 중요한것 두가지는 바로, 규칙적으로 하는것과 여러가지 운동을 섞어 지루하지 않도록 계획하는 것입니다.

4. 일에 대한 계획을 세우고 그 계획을 실천하십시오. 자신에게 한 번 물어 보십시오, 당신이 스케줄을 운영하고 있습니까 아니면 스케줄에 쫓겨 살고 계십니까?

5. 업무를 집에까지 가지고 가지 마십시오. 집에 가지고 간다 하더라도 많은 성과를 올리지 못하고 다음날 다시 회사로 가지고 오는 경우가 태반입니다.

여유를 가지고 즐거운 마음으로 하루를 보내십시오. 그리고 충분한 취침을 취한 후 다음날 좋은 컨디션으로 힘찬 하루를 맞이 하십시오. 가족과 함께 시간을 보내건, 대학에서 무엇인가를 배우던, 그 무엇을 하더라도 좋으니 여러분 모두가 지난 일 년 동안 열심히 근무해 온 대가로 휴식의 시간을 즐기십시오.

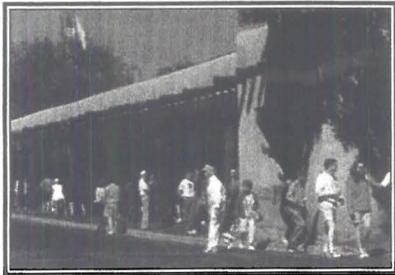
균형은 또 다른 무엇을 가능하게 해 주는 것이라는 것을 기억하십시오. 그리고 이것을 인식하고 실행하는 것이 시작의 반이라는 것도 기억하십시오. 여러분 자신을 위해... 다음은 말씀드리지 않아도 알아서 하시리라 믿습니다.

그럼 현장에서 뵙겠습니다.

코식 대령

햇살이 춤추는 땅, 예술가들의 천국

- 미국, 샌타페이 -



현대 도시, 특히 미국 대도시의 아름다운 종종 야경의 이미지로 다가온다. 오색 조명으로 장식한 다리, 질주하는 자동차의 헤드라이트 불빛, 다이나믹드 왕관을 쓴 듯 오만하게 반짝이는 고층빌딩의 네온 사인과 현란한 스카이라인. 기술과 전기와 경찰의 힘으로 움직이는 거대 도시에서 사람살이의 감동을 느끼기란 쉽지 않다.

그런 점에서 샌타페이 (Santa Fe)는 분명 특별한 곳이다. 춤추는 햇살, 깊고 푸른 밤, 낮은 집과 구부러진 골목, 정교한 수공예품이 넘치는 구멍가게와 촘촘히 숨어 있는 깔러리들. 미국 최고도(最古都)이자 원시적 자유와 해방의 공간으로 불리는, 아메리카 인디언과 예술가, 식지 않은 히피 정신의 본향. 거기 세계 최대 경제대국다운 물질적 풍요까지 더해져 방문객들의 찬탄을 자아낸다.

샌타페이는 미국 최남단 주인 뉴멕시코의 주도다. 해발 2135m, 로키 산맥 남쪽 끝자락을 밟고 서있다. 고도가 높아서일까, 코발트색 아크릴 물감

을 풀어놓은 듯 질푸른 하늘이 눈부시다. 저녁노을은 또 어떤가. 멀리 누운 로키산맥 위로 고요히, 그러나 숨막히도록 선명하게 타오르는 핏빛 노을은 보는 이의 가슴마저 선홍색으로 할딱이게 만든다. 샌타페이의 상징이자 미국 현대미술의 거장 조지아 오키프 (Georgia O'Keeffe, 1887~1986)는 이런 말을 했다. 명료함, 그것이 내가 샌타페이를 좋아하는 이유다. 이곳에서 나는 내 자신이 된다.

예술가만 샌타페이를 사랑하는 건

그에게 샌타페이는 자손대대로 물려주고 싶은 축복의 땅이다.

뉴멕시코주는 북미에서도 가장 오래된 인디언 거주지역 중 하나다. 인디언이 이곳에서 자리잡은 것은 기원전 1만500년 경의 일이라고 한다. 1598년, 뉴멕시코 지역은 스페인의 식민지가 된다. 1821년, 멕시코 독립과 함께 그곳의 일부가 되었다가 다시 1848년, 멕시코 대 미국 전쟁의 결과 미국 영토로 편입된다. 1870년대, 철도가 깔리면서 급속한 경제발전이 이루어졌고 1912년 1월6일, 마침내 미연방의 47번째 주가 됐다. 뉴멕시코란 주명은 한 멕시코 탐험가가 새로운 멕시코라 부른데서 유래했다. 그러나 인디언들은 예로부터 이곳을 햇살이 춤추는 땅 (Land of Enchantment Sunshine State)이라 불렀다.

“샌타페이는 빛의 질이 다르다. 아침 점심 저녁의 햇살이 다 아름답다. 지금 다섯 살, 두 살인 내 아이들도 이곳에서 나처럼 행복한 삶을 살았으면 좋겠다.”

아니다. 택시기사 패트릭 고메즈씨는 4대째 샌타페이에 살고 있다. “샌타페이는 빛의 질이 다르다. 아침 점심 저녁의 햇살이 다 아름답다. 지금 다섯 살, 두 살인 내 아이들도 이곳에서 나처럼 행복한 삶을 살았으면 좋겠다.”

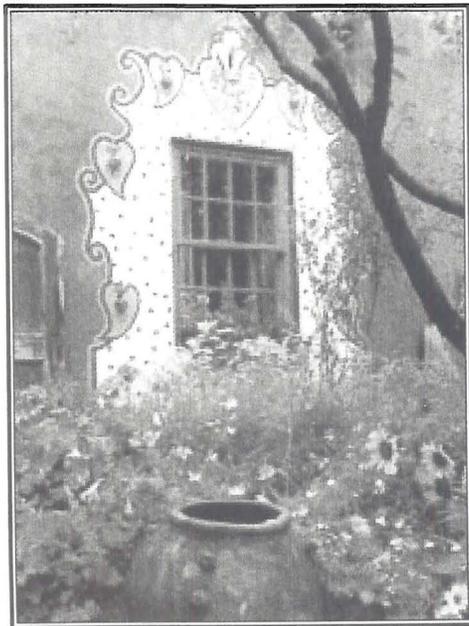


푸에블로족의 땅이었던 샌타페이에 처음 서구식 주거지가 들어선 것은 1609년이었다. 소와 양과 말을 들여온 스페인 정복자들은 샌타페이를 탐험과 전도의 전진기지로 활용했다. 스페인인과 인디언간 교역의 중심지이기도 했다. 1610년에는 총독관저 (현 뉴멕시코박물관)를 건설했다. 이 건물은 현존하는 미국 최고(最古)의 공공건축물이다. 격동의 역사 속에서 여러 차례 주인이 바뀌는 수모를 겪었지만 덕분에 샌타페이는 미국 그 어디에서도 찾아볼 수 없는 독창적 색채를 띠게 됐다. 이는 웅혼하고 야성적인 자연 환경과 어우러져 샌타페이에 이국적이며 자유로운 향취를 더했다. 회반죽을 발라

모서리 없이 둥글둥글하게 마무리한 어도비 (adobe) 건축양식은 대표적인 샌타페이 스타일이다.

샌타페이 문화의 지층을 이루는 것은 수천년을 이어온 인디언 문화다. 그 위에 스페인 문화와 멕시코 문화, 다시 앵글로색슨의 문화가 덧칠해졌다. 샌타페이가 세계적 문화 도시로 명성을 떨치게 된 계기는 1900년대 초,중반 동부지역 예술가들의 집단 이주다. 격식과 제도, 도시적 감성에 길들여져 있던 백인들은 샌타페이의 원시적이고 이국적인 풍경에서 큰 충격과 강렬한 예술적 영감을 얻었다.

이들은 허름한 폐광촌, 낡은 어도비 가옥에 통지를 들고 전혀 새로운 감수성의 작품을 쏟아내기 시작했다. 강렬한 햇살, 거친 바위산, 황량한 사막과 낮은 생활양식. 이들에게 인디언이나 멕시코 문화는 멀지가 아닌 탐구와 찬탄의 대상 이었다. 1950년대 말부터는 히피들이 대거 몰려들었다. 샌타페이가 갖고 있는 자유롭고 창의적인 분위기는 이렇게 여러 인종의 문화에 시인,화가, 소설가, 몽상가, 히피, 광인, 심지어는 진 해크먼, 로버트 레



드퍼드 같은 유명 배우들의 아우라까지 합쳐져 창출된 오랜 융합의 결과물이다.

샌차페이는 사계절이 뚜렷한 편이다. 주민은 히스패닉이 가장 많고 그 다음이 백인, 인디언 순이다. 인디언들은 대부분 카운티 밖 집단 거주지에 산다. 흑인, 동양인은 거의 없다. 한국교민은 20가구 정도. 카운티 외곽 주택가나 인근 도시인 로스앨러모스에 거주한다. 이들 대부분은, 복잡계 연구의 메카로 유명한 샌타페이연구소와 인공지능,계몽 연구의 총본산인 로스앨러모스연구소에 근무하는 연구원들이다.

히스패닉은 17세기부터 이 땅의 주인 노릇을 해왔다. 인구가 많은 만큼 영향력도 커, 지명은 물론 일상 용어에도 스페인어의 흔적이 많이 남아있다. 히스패닉끼리는 스페인어로 대화를 하는 경우도 적지 않다. 이퍼럼 샌타페이의 주류는 앵글로색슨이 아니라 히스패닉이다.

1900년대부터는 백인들의 진출이 늘었다. 외지에서 이주한 백인들은 히스패닉 소유의 땅과 집을 비싼 값에 구입하는 방식으로 이 도시에 뿌리를 내렸다. 하지만 속도는 느린 편이다. 시 당국의 통제로 인해 새 건물 직시가 쉽지 않기 때문이다. 행정 당국은 이 도시만의 개성과 전통을 유지하기 위해 건축에 있어 매우 엄격한 규정을 적용하고 있다.

샌타페이시청 직원인 로라 설리번

씨는 가장 중요한 것은 2층 이상의 건물은 지을 수 없으며 어도비 양식을 응용해야 한다는 것 이라고 말했다. 창문 크기며 모양, 외벽 색깔, 현과 디자인과 천장 높이까지 고려한다. 기존 건물을 개조할 때도 일정한 원칙에 따라야 한다. 샌타페이의 명성과 풍요로움은 그 문화적 가치에서 파생되는 만큼 작은 것 하나라도 소홀히 할 수 없다는 설명이다.

자료제공: 동아일보



FED의 새식구



지난 9월 15일 FED의 IMO에서는 오상성씨를 새식구로 맞이 하였다. 일러스트레이터로 FED에 온 오씨는 한밭대학교에서 산업디자인 학사학위를 받았고, 박정희씨와 결혼을 하였으며 슬하에는 아들, 승우(17세)를 두고 있다. 여가 시간에 등산을 즐긴다는 그는 지난 1986년부터 2003년까지 일러스트레이터/auto pub technician으로 Camp Ames, Camp Humphreys, 그리고 Camp Market에서 근무한 경험이 있다.



도덕에 대한 질문



by Song U. Kim, OC

미국 텍사스, 라레도에 위치한 법무부에서 근무하고 있는 Mr. Javier Hernandez는 South Carolina의 Charleston으로 출장을 갔을때, 호텔에서 묵는 대신 마침 그 지역에 거주하고 있는 자신의 형의 집에 같이 있기로 했다.

Hernandez는 자신의 형이 살고 있는 집의 2층을 빌려 1999년 3월부터 같은 해 8월까지 거주 하였으며 그 동안 형의 집에 있는 화장실, 세탁기, 부엌, 및 차고를 사용했다.

그리고 매달 말, Hernandez는 자신의 직장에 자신이 호텔에 묵었을 경우 들었을 만큼의 숙박 비용인 하루 \$100 을 청구하였다. 그리하여 그의 출장 비용의 총금액이 \$13,600 이 되었다.

1999년 12월 3일, 그의 직장에서는 하루 \$100의 숙박비가 아닌 Hernandez가 출장기간동안 형의 집에 거주한 결과로 형의 평상시 생활비에서 추가된 금액만을 지불하겠다고 통보를 했고 Hernandez는 자신의 Travel Voucher를 수정했다.

얼마 후, Hernandez는 수정된 Travel Voucher를 제출하였고, 그 Voucher에는 하루 \$43.53의 숙박비용을 청구하였으며 증명 서류로 그의 형의 세금계산서를 첨부하였다. 법무부에서는 세금계산서가 증명서류로서 부적합하다고 판명하였

고 Hernandez는 형의 관리비 통지서를 추가 제출하며 자신이 제출한 수정된 청구서가 유효하다고 주장하였다.

법무부에서는, 첨부된 서류로는 추가 비용을 증명 할 수 없다고 판정된다, 는 판결로 수정된 청구 금액을 기각하였다. Hernandez가 사용한 관리비 외 서비스 (전기, 케이블 TV, 및 전화) 비용이 전체 비용에서 분리되지 않았다는 이 유였다.

Hernandez는 이를 항소하였지만, General Services Board of Contract Appeals 에서는 법무부의 손을 들어 주었다. Federal Travel Regulation (FTR)에 의하면, 공식 업무로 인해 여행을 하는 모든 공무원들은 여행기간동안 묵는 곳의 주인이 그 직원으로 인해 추가 부담해야 하는 금액에 대해서만 청구할 수 있으며, 이를 증명할 수 있어야 하며 그 직원의 소속 회사에서 이를 정당하다고 인정해야만 청구한 금액을 받을 수 있다 (41 DFR 301-11.12 (c) (1998)). FTR에서도 분명히 하듯 여행자는 숙박시설의 주인이 그 여행자로 인해 추가 부담해야 하는 금액에 한해서만 출장중 숙박비를 청구 할 수 있는 것이다.

In the matter of Javier Hernandez, General Services Board of Contract Appeals (GSBCA 15338-TRAV), Oct. 11, 2000.

만일 우리 직원중 한명이 출장 기간중 친구나 친지의 집에 머문다면, 그에 대한 출장중 숙박비를 받기 위해서는 어떤 증빙서류를 제출해야 하나요?

Joint Travel Regulations (JTR)와 USACE transportation and travel management regulations에 의하면, 직원이 출장중 친구 또는 친지(육친 포함)와 함께 묵게 되면, 무료 와 유료로 무관하고 그에 대해 지급되는 숙박비는 없다(zero). JTR, par. C4555-B3 와 ER 55-1-2, par. 3-9(f) 근거.

하지만, FTR에 의하면 직원이 장기 출장중 방, 아파트 또는 다른 숙박시설을 장기간 임대하는 것에 대해 다음과 같이 비용지불을 하고 있다: (a) 가구 및 생활도구가 제공된 주거지를 임대하는 비용; 가구 및 생활도구가 제공되지 않을 경우 주거지 임대비 및 필요한 가구 및 생활도구를 임대하는 비용; (b) 전기, 가스, 수도 연결 및 철거 비용; (c) 적절한 생활 도우미 비용; (d) 월 전화 요금; (e) 특별 사용 요금,

해당 지역의 호텔 및 모텔 요금에 포함될 경우, 41 CFR 301-11.15 (1998) 의거.

그러므로, 만일 출장 직원이 친구 또는 친지와 함께 묵는 다 해도, 그 친구 또는 친지가 숙박 사업을 하고 있거나 그 시설에 주거하는것 자체로 그 출장 직원과 친구 또는 친지의 사이에 충분한 사업관계가 형성되었다고 볼 수 있다면 그 출장 직원은 해당 지역에 대한 지급 가능한 숙박 비용의 최대 금액까지 청구할 수 있다.

그러나 Hernandez의 경우, 그의 형은 숙박사업에 종사하고 있지 않는 상태에서 그 집의 2층을 내 주었기 때문에 그들 사이에 충분한 사업관계가 형성 되었다고 볼 수 없다.

만일 현재 출장을 준비하고 있고, 친지 또는 친구와 함께 있을 계획이라면, 이에 대한 출장 숙박비를 받기 위해서는 충분한 증빙 서류를 갖추어야 할 것입니다. 완벽한 증거가 없다면 숙박비용에 대한 청구는 기각될 것입니다.