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Subj: MARINE CORPS PUBLIC AFFAIRS (PA) ORDER

- Ref: (a) Joint Publication 3-61, "Public Affairs," May 9, 2005
(b) SECNAVINST 5720.44B
(c) DOD Directive 5400.11, "DOD Privacy Program," May 8, 2007
(d) DOD Directive 5400.07, "DOD Freedom of Information Act (FOIA) Program," January 2, 2008
(e) DOD 5500.7R, "Joint Ethics Regulation (JER)," April 11, 2006
(f) SECNAVINST 5724.3A
(g) NAVMC 3500.9
(h) DTM 09-026, "Responsible and Effective Use of Internet-based Capabilities," February 25, 2010
(i) MCO P5600.31G
(j) MCO 5720.74
(k) DOD Directive 5410.18, "Public Affairs Community Relations Policy," November 20, 2001
(l) DOD Instruction 5410.19, "Public Affairs Community Relations Policy Implementation," November 13, 2001
(m) MCO P5720.23
(n) MCO P1020.34G
(o) DOD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD (PA)),," September 5, 2008
(p) CJCSM 3122.03C, "Joint Operation Planning and Execution System Volume II-Planning formats," August 17, 2007
(q) DOD 5200.01, "DOD Information Security Program and Protection of Sensitive Compartmented Information," October 9, 2008
(r) DOD Instruction 5400.13, "Public Affairs (PA) Operations," October 15, 2008
(s) DOD Directive 8500.01E, "Information Assurance (IA)," October 24, 2002
(t) DOD Instruction 8500.2, "Information Assurance (IA) Implementation," February 6, 2003
(u) MCO 12451.2C W/CH 1-2
(v) DOD Directive 5230.09, "Clearance of DOD Information for Public Release," August 22, 2008
(w) DOD Manual 5205.02, "DOD Operations Security (OPSEC) Program," March 6, 2006
(x) DOD Directive 5015.2, "DOD Records Management Program," March 6, 2000
(y) OPNAVINST 3104.1A
(z) MARADMIN 115/05
(aa) MCWP 3-33.3
(ab) MCWP 3-40.4
(ac) MCWP 5-1
(ad) DOD Instruction 5435.2, "Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes," April 25, 1975

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

- (ae) DOD Instruction 4515.13R, "Air Transportation Eligibility,"
November 1994
- (af) DOD 4500.56, "DOD Policy on the Use of Government Aircraft and
Air Travel," April 14, 2009
- (ag) MCO P5720.73
- (ah) CMC MSG 051323Z Jan 07
- (ai) OPNAVINST 3710.7Q

Encl: (1) Marine Corps Public Affairs (PA) Manual

1. Situation. This Order is a complete revision of the last Marine Corps Public Affairs (PA) Manual and should be reviewed in its entirety. It provides updated policy and guidance for both commanding officers and PA Marines, per references (a) through (ai).

2. Cancellation. MCO 5720.61. Marine Corps Public Affairs Manual, Vol. II

3. Mission. This Order provides policy and guidance for the execution of public affairs in the Marine Corps. All PA Marines shall be in compliance with this Order, references (a) through (ai) and enclosure (1).

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. This Order establishes policy and guidelines regarding public affairs' missions, organization and functions.

(2) Concept of Operations

(a) All commands shall use and comply with this Order, references (a) through (ai) and enclosure (1).

(b) Local standard operating procedures may be developed to augment the enclosure or to address evolving or specific requirements.

b. Subordinate Element Missions. Commanders will implement the contents of this Order and augment the guidance with local directives, as required.

5. Administration and Logistics. Recommendations concerning the contents of this Order may be forwarded to CMC (PA) via the appropriate chain of command.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



B. F. SALAS
Director, Public Affairs

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RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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Chapter 1

Fundamentals, Responsibilities, Guiding Principles

1. Introduction. The intent of this Order is to describe a standard public affairs (PA) capability, how it is organized, how it is best practiced and how it is best resourced to effectively attain command information goals. It also serves as a baseline guide for all public affairs personnel in the performance of their duties, whether serving in either a garrison or deployed environment. This manual includes time-tested practices and general procedures, but does not delineate the specific tactics, techniques and procedures that should be employed daily by Marines engaged in day-to-day public affairs activities. Commanders may choose to organize and employ their public affairs assets as they see fit to accomplish the mission. The "how to" instructions are contained in the references. This Order will also address many of the "why" and "what" issues that are key to executing effective PA programs.

2. General

a. Every day, Marines engage audiences and individuals around the world to inform them about the United States Marine Corps. The goal is to inform audiences and create relationships based on mutual trust and understanding. These relationships facilitate the Marine Corps' mission of winning battles and making Marines.

b. The publics we engage continue to evolve from traditional audiences like Marines and their families to allies and coalition members to host communities of deployed Marines. Increasingly, theater and global audiences need to be considered and included in operational plans. Also, younger generations of Americans who do not consume media in traditional ways need to be addressed differently, requiring innovation from PA Marines.

c. Operational successes are routinely met with strategic nonkinetic counterattacks, especially in irregular warfare. Sustained success depends upon continued engagement in the perpetual and fast-paced news cycle, and the development of relationships between Marines and their global publics. As a participant in the Strategic Communication process, PA practitioners, processes and systems provide a significant, preemptive, nonlethal war fighting capability to operational commanders.

d. The science and art of telling the Marine Corps story still includes legacy media, but now also extends to digital imagery, satellite communication, Websites, many forms of social media (user-generated content and consumer-generated media), and other internet based 'new media' applications that will continue to challenge assumptions about the way the Marine Corps communicates. PA should anticipate and mirror civilian advances in the science and art of journalism and mass communications.

e. The Marine Corps story endures: Marines win battles, make Marines and create quality citizens. PA Marines are charged to provide context to facilitate understanding, not just to provide information. Each communication builds upon previous communication, whether an explanation of current operations; a response to an incident or accident; a discussion of contributions to national security; an announcement of changes to recruit

training standards, or promotion announcements. Combined, these communications inform the public's perspective of our institution and activities.

f. Moving forward, commanders can maximize their PA assets by ensuring lateral communications across all other staff sections.

3. Mission. The PA mission addresses five specific objectives:

a. Provide timely, accurate information to initiate and support activities contributing to good relations between the Marine Corps and the public. In order to foster an understanding of:

(1) Marine Corps missions, organization, and performance as an instrument of national policy and security.

(2) The activities and responsibilities of individual Marines.

(3) Marine Corps operations and programs.

(4) The need for a modern, well-trained and equipped Marine Corps.

b. Support commanders in expeditionary operations to help shape the battlespace, including informational and cultural aspects, per operational plans that utilize public affairs as a warfighting force multipliers. Support Information Operations (IO), Civil Affairs (CA) and other similar functions, as assigned.

c. As appropriate, integrate the Marine Corps' Strategic Communication plan (See appendix R) across the spectrum of Marine Corps operations and activities.

d. Assist in transforming every Marine into a spokesperson and ambassador for the Corps.

e. Employ PA consistent with doctrinal constraints, operational security and rules of propriety.

4. Foundational Principles. The Department of Defense (DOD) and the Department of the Navy (DON) set forth the basic principles which guide Marine Corps PA activities through current editions of references (a) and (b). Emphasis on specific activities and programs in PA planning is communicated to Marine Corps commands and activities through Headquarters, US Marine Corps, Division of Public Affairs (DivPA).

a. The Marine Corps relationship with its home and expeditionary publics must be based on mutual trust and understanding. To do this, the Marine Corps must be transparent in all of its activities. Reputation, credibility, and integrity are essential to an effective Marine Corps PA program.

b. Openness in government characterizes a free society. Democracy provides its constituents with the right to be fully informed. It is from candid communication between the government and its people that the governed

can intelligently make decisions of State. The Marine Corps PA Program is based on these principles of openness and candor. All Marines, regardless of grade, specialty, training or disposition have an obligation to understand and to adhere to these fundamentals. The essence of PA is to provide an environment for the free flow of communication and understanding between the Marine Corps and the American people.

c. These principles briefly stated are:

(1) Accurate, timely information concerning Marine Corps plans, budgets, and activities will be made available to the public, Congress, and the news media so they may evaluate the performance of the Marine Corps.

(2) The Marine Corps will conduct its activities in an open manner, consistent with the principles of Security, Accuracy, Policy, and Propriety (SAPP) as well as the safety of personnel and installations within the confines of operation and information security.

(3) The Marine Corps supports both the letter and the spirit of the provisions of both the Privacy Act and the Freedom of Information Act (FOIA) in accordance with reference (d).

(4) The Marine Corps abides by the DOD Principles of Information (See appendix A) which require "maximum disclosure with minimum delay," along with the mandate that no information will be classified or otherwise withheld solely because disclosure might result in criticism or embarrassment of the Marine Corps or the Department of Defense.

5. Expeditionary PA Principles

a. Support to the Commander. While all Marines are responsible to and support the American public, PA Marines do this by directly supporting the commander. PA Marines must build a relationship with the supported commander that leads to mutual trust and confidence. This relationship must begin prior to operational workups. Marine Corps audiences and commanders have access to an increasing amount of information sources. These sources provide news, analysis, interpretation and commentary and serve as a forum for ideas, opinions and public debate that shape opinions and form perceptions.

b. PA Activities Should Be Driven by a Unified Strategy. The PA mission for an operation identifies the essential contribution of PA. Strategies developed from the perspective that the story will be told - good, bad or indifferent - are the most successful in sustaining credibility and countering misinformation. Developing such strategies requires that PA have personnel access, analyze and anticipate potential issues by conducting a thorough mission analysis.

c. Provide Trusted Information. PA messages should be the primary and most trusted source of information about Marine Corps operations and warfighting capabilities. PA must be careful to maintain objectivity and truthfulness, or there is a danger of losing credibility.

d. PA Must be Synchronized and Integrated

(1) The integration and synchronization of PA activities with operations gives commanders the opportunity to effectively communicate with worldwide audiences. Leaders should integrate public affairs into the planning and decision-making process, synchronizing PA operations with every facet of the operation.

(2) Integrating and synchronizing PA early is necessary. In most contingencies, media representatives will be covering operations as they evolve and will have an understanding of, and opinions about, the situation long before the Marine Corps takes any direct action. Media may already be at the scene before military personnel arrive.

e. Early Planning is Essential. Media interest is normally the most intense at the onset of operations. To support the commander and the force through interactions with media representatives during these early stages, PA personnel shall be involved early in planning and are advised to be deployed in advance of, or in the first phases of, the operation. Dealing with a large number of international news media representatives who often have preconceived notions about the Marine Corps or its assigned mission constitutes the most immediate public affairs challenge facing the commander during a contingency. It is advantageous to actively engage with the media as quickly as possible.

6. PA Functional Areas

a. Traditionally, PA focuses on three functional areas: public information, command information and community engagement/relations. In modern execution of the PA mission, the public affairs officer (PAO) must not only accomplish these functions as a spokesperson or in PA-specific plans and operations, but also in a broader context. PA must ensure the command's staff considers these functional areas in staff and operational planning and day-to-day operations.

(1) Public information (sometimes referred to as media relations or external information) is defined as information distributed primarily to civilian, non-uniformed publics. "The American people" is a common description of a priority audience for external information, but other audiences, especially in expeditionary operations, can include coalition and allied audiences as well as indigenous populations within the theater of operations.

(2) Internal Communication (sometimes referred to as command information) is defined as information distributed to Marine audiences, including active duty, reserve and retired Marines, their families, other service members who serve with Marines and our civilian Marines.

(3) Community engagement/relations (sometimes referred to as community outreach) is defined as engaging civilian civic and community organizations as well as individual government and civic leaders effectively and consistently to create relationships of mutual trust and understanding. Community relations programs are primarily a stateside effort with American centers of influence and institutions. When deployed or in expeditionary operations, PA provides support to civil affairs and information operations

functions that doctrinally have the responsibility for developing plans and programs for communities and leaders within the AOR, theater or AOA.

b. PA has key competencies in identifying and understanding the need for information relative to the Marine Corps, its people and missions, and effectively communicating with priority audiences. In expeditionary operations, public affairs has a key competency in helping to shape the battlespace and will provide key support to commanders and the broader staff in operational planning and execution.

c. Plans, strategic communication requirements, communication strategies and contemporary tactics, techniques and procedures drive the execution of public affairs activities. PA will exploit the following methods to accomplish the PA Mission:

(1) Public Speeches. Marines and senior leaders of the Marine Corps are encouraged to speak publicly on subjects within their areas of expertise. Officers in command will coordinate community relations speaking engagements within their local area. DivPA will coordinate engagements of regional and national significance and advise/assist senior officers in choosing appropriate occasions and audiences for public speeches. Advance and follow up news releases will be made as appropriate. Reference (a) addresses public speakers in more detail.

(2) Interviews and News Conferences. Opportunities will be provided to members of the media to personally interview individual Marines and civilian employees concerning their duties and achievements. Marines may be interviewed by news media provided they volunteer and they confine their comments to personal observations within their own experience or responsibilities. Marines shall be provided guidance and leadership on avoiding discussion of classified topics. Whenever feasible, a trained public affairs escort should monitor interviews. If widespread interest in a particular subject is expected, qualified senior officials may use the news conference as a means of announcing - within the area of their authority and responsibility - activities, achievements, and policies of their command.

(3) Participation in Professional and Technical Meetings. Officers, noncommissioned officers and technical personnel may be encouraged to participate in seminars, technical meetings, research and development clinics, and other organizational gatherings germane to their technical competence and knowledge. Such participation may often create public awareness of Marine Corps achievements as well as perceived challenges. This may enlist support of civilian organizations and technicians. Participants are reminded of the restrictions contained in reference (e) concerning: (1) participation in activities sponsored by people doing business or attempting to do business with the Federal Government; and (2) the acceptance of gratuities tendered to military personnel as a result of such participation.

(4) News Releases. Continued effort is necessary at all levels of command to ensure newsworthy events and achievements of individual Marines and units are brought to the attention of Unit Information Officers and PAOs for public release. Leaders and PAOs should bear in mind that newsworthiness largely determines use by the media. Also, candor and honesty as well as quick, accurate release of information about events not necessarily favorable to the Marine Corps build credibility and goodwill with news organizations.

(5) Audiovisual. Broad use will be made of television, radio, photography, and digital/Web/social media to inform the American public of the Corps' activities. This should include use of Marines on television programs and films which have been officially approved, as well as official support of special programs involving or addressing the Marine Corps.

(6) New Media. See chapter 4, paragraph 5b and appendix I of this Order.

(7) Magazines and Books. Cooperation and assistance in gathering information will be extended to civilian authors whose work concerns the Marine Corps and its areas of interest. Marines are encouraged to write about the Marine Corps. Marines, however, shall not, either with or without compensation, engage in activities dependent upon information obtained as a result of their government employment except when the information is published or is generally available to the public, or it will be made generally available and the official authorized to release such information gives written authority for the use of nonpublic information on the basis that its use is in the public interest. Prior to receiving compensation, Marines should contact their SJA.

(8) Public Visits. Commanders will authorize visits by special groups and the general public as often as is compatible with operations in order to visually present the Marine Corps to the American public.

(9) Command Information. All available means will be used to inform Marines (active duty, Reserve, Retired, discharged), civilian employees of the Marine Corps, and their families concerning the objectives of the Marine Corps and the contributions made by their command and its members. Every Marine is a representative and spokesperson of the Marine Corps to numerous private individuals. If informed and enthused about the Marine Corps, individual Marines will inspire the confidence of their fellow Americans.

(10) Fleet Home Town News (FHTN) Center. In accordance with reference (f), this program ensures that achievements of individual Marines come to the attention of their home communities. This activity reaches more than 7,000 local and college newspapers and broadcast media. It is frequently the only such type of service available to many hometown newspapers.

(11) Liaison with Other Governmental Agencies. Commanders will use every opportunity to establish and maintain good rapport with local, state, county, and municipal officials and appropriately process, per appropriate orders and directives, direct requests for information from members of Congress.

Chapter 2

Organization

1. Command and Control

a. An effective PA program starts at the top and is the responsibility of the commander, commanding officer, or officer in charge. Within the typical command structure, the public affairs officer (PAO) is a special staff officer. Thus, the PAO receives guidance and directions from the commander and chief of staff and must coordinate plans and guidance with the other sections. Also, commanders are advised that PA must be included early in the planning process for all operation/exercise plans and participate in IO and CA plans as a related function.

b. PA will coordinate with and provide support to (consistent with PA doctrine and operating principles) other staff sections and warfighting activities that intersect with PA missions, responsibilities and functional areas, to include but not limited to CA and information operations. PA should be included at all levels and during all phases of operational planning and execution.

c. Marines, officer and enlisted, with the PA MOS serve as subject matter experts (SME) to commanders and their staffs. To best accomplish the PA mission, commanders should:

- (1) Comply with PA orders and references.
- (2) Adequately resource PA assets to ensure mission accomplishment.
- (3) Assign PAOs as special staff members, and incorporate them in all staff planning activities.
- (4) If necessary, facilitate the appointment of collateral duty PAOs or unit information officers (UIO). Provide the names and contact information of such appointments to DivPA.
- (5) Coordinate special incidents and items of interest as well as issues of regional, national and international impact with DivPA, as appropriate and with the appropriate DivPA section.
- (6) Incorporate PA into installation, operational and exercise plans.
- (7) Report PA progress, opportunities, constraints and outcomes to DivPA as needed.

2. Table of Organization (T/O). PA Marines are allotted by T/O to major commands and installations. Wherever possible, HQMC assigns Marines of the appropriate grade, experience, and qualifications. For commands not assigned PA manpower by T/O, the command will assign an officer or senior NCO to serve as a collateral duty PA or UIO (see appendix B for more information). PA staffs, whether assigned as a primary or collateral duty, are expected to have the following qualifications:

a. A PA MOS or education, training, and/or experience (civilian or military) in such fields as journalism, radio, television, and public relations.

b. The personality traits and professional skills to represent and effectively communicate and interact with media representatives, community leaders and the general public.

c. The personal interest, energy, initiative and drive to make the public affairs function successful.

3. PAO Roles and Responsibilities

a. The PAO is a member of the special staff of major commands and installations. The PAO will coordinate PA planning with other members of the principal staff as necessary.

b. The PAO must have direct access to the commander regarding PA activities within the command in order to provide timely recommendations and advice on PA matters.

c. In discharging responsibilities, the PAO will:

(1) Prepare and conduct the command's PA program in accordance with all guidance and references.

(2) Implement the command's activities, as appropriate, in the area of joint PA.

(3) Maintain liaison with PA officers of senior, subordinate, and adjacent commands and those of other services, allies and coalitions, as appropriate.

(4) Assist other Navy and Marine Corps activities within the command in planning and implementing PA programs.

(5) Coordinate with Marine Forces Reserve PA and the command's subordinate commands and reserve units.

(6) Prepare PA annexes to operation plans and orders.

(7) Ensure ability to provide PA support to the commander and unit while deployed. Consider for procurement logistics and special requirements not available through the Marine Corps supply system.

(8) Arrange for media coverage of command activities for use in external and internal information efforts. Employ resources within the capabilities of the command and PA office.

(9) Forward to the HQMC, DivPA, Media Branch appropriate releases, PA guidance and news of possible international and national interest considered to be of interest to the Secretary of the Navy (SECNAV) and/or the CMC.

(10) Maintain current command information on personnel, units, and activities, to include news releases, photographs, biographies of key personnel, and unit histories. As this may be a shared duty at many commands, coordinate to prevent duplication of effort.

(11) Monitor the full spectrum of media to gain insight on how the media is portraying the local command. Communicate findings to commanders in a timely manner.

(12) Provide oversight of the unit or base/station newspaper and appropriate command Websites IAW the guidance in this manual and references.

(13) Ensure that material for public release has been reviewed for security under established policies.

(14) Maintain liaison with news media representatives and assist them in covering newsworthy events or obtaining and clearing material relating to the command.

(15) Review visual information that will be publicly released IAW SAPP guidelines.

(16) Make personnel assignments, as appropriate, and otherwise obtain resources from within the command or as specially requested to accomplish the command's PA mission.

4. Enlisted Personnel Assigned to Public Affairs

a. Enlisted Marines assigned to PA assist commanders and PAOs in PA matters, normally under direct supervision and administration of the PAO and the PA chief.

b. Duties and responsibilities include, but are not limited to, those described in reference (g).

(1) Enlisted Public Affairs Marines are SMEs in the areas of print and broadcast journalism, photography and newspaper production. Additional areas of expertise may include new media, interactive communication, content management and multimedia. Enlisted Marines facilitate and are often in charge of special projects including community engagement/relations events. In wartime, they become, in effect, correspondents covering combat activities of the Marine Corps and providing escorts to civilian journalists.

(2) Public Affairs Enlisted Military Occupational Specialties

(a) 4341: The Combat Correspondent is a print journalist trained to produce and deliver written stories and photographs for distribution in a newspaper, Website or new media. The 4341 can also perform a myriad PA related tasks such as escorting civilian media, marketing internal products to hometown media and community engagement activities.

(b) 4313: The Broadcast Journalist is a billet designator. Marines receive special training in radio and video reporting. These Marines produce stories that are distributed through DOD systems to a wide array of audiences encompassing thousands of viewers and listeners. Products provided by our Marines are delivered via - and their stories are often produced for - Armed Forces News programs, The Pentagon Channel, and other DOD resources which also have the capacity to reach thousands of military members through radio, television and satellite networks, as well as new media channels.

5. Role of Headquarters, US Marine Corps, Division of PA (DivPA)

a. Although the PAO works for the commander, he/she has an inherent responsibility to coordinate and receive guidance from DivPA. DivPA promulgates guidance from Office of the Secretary of Defense, PA (ASD/PA) as well as guidance and communication from the Commandant of the Marine Corps (CMC).

b. Coordination by all Marine Corps public affairs offices with the Division of Public Affairs is crucial. Given the global nature of PA, policy and guidance coordination through the chain of command is important to maintaining one voice as a Corps and ensuring appropriate information is released to the public.

c. Support Provided to the Field by DivPA:

(1) Establish doctrine, policy, and provide topical guidance and oversight of the Marine Corps PA Program.

(2) Serve as the occupational field sponsor. Shape the occupational field to support changing missions and requirements.

(3) Function as Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) advocate and sponsor, working within established processes to ensure adequate PA capabilities are fielded.

(4) Represent the Commandant of the Marine Corps' perspectives on PA issues and communicate strategic, operational and tactical policies and guidance to the field, working directly with commanders as appropriate.

(5) Lead PA doctrine, guidance, training and operations with the Commandant and within the Headquarters Marine Corps Staff.

(6) Coordinate all doctrinal, policy, guidance and operational issues with Naval Chief of Information (CHINFO) and ASD/PA. Distribute CHINFO and ASD/PA guidance to the field.

(7) Create, promulgate and execute an annual campaign plan to meet strategic communication objectives.

(8) Identify, establish and staff appropriate sections within the Division of PA to accomplish the mission. These sections include:

(a) Media Branch (PAM). The Media Branch for HQMC operates on the principles of "maximum disclosure, minimum delay" within the parameters of security, accuracy, policy, and propriety (SAPP). Their primary mission is educating and informing the public through the media by providing

timely and factual responses to queries; writing news releases; coordinating and executing press conferences and interview opportunities with SMEs; as well as giving interviews.

(b) Plans and Policies Branch (PAP). Marine Corps PA Plans and Policies Branch is responsible for developing, evaluating, implementing, and monitoring all PA plans and programs and for managing the personnel resources of the PA occupational field. This involves:

1. Monitoring Marine Corps requirements for both officer and enlisted PA specialists and making appropriate recommendations for the assignment of personnel.

2. Monitoring professional career development to include school assignments.

3. Evaluating Marines who seek lateral move into the PA field.

4. Analyzing trends and factors that affect PA at all levels to assure effective use of PA resources in the accomplishment of the overall mission of the PA Division.

5. Reviewing all table of organization or equipment change requests (TOECR) prior to submission to higher headquarters. Historically, PA best practices indicate that this is the best way of initiating structure change throughout the PA Occupational field.

6. Providing reserve integration support by managing Reserve PA personnel's participation in PA mission requirements throughout the entire spectrum of Marine Corps activities.

(c) Strategic Communication Secretariat (SCS). The SCS plans and coordinates the development and delivery of coordinated and synchronized Marine Corps messages IOT more effectively enable Marine Corps leaders to communicate with one voice and ensure message alignment.

(d) Community Relations Branch (PAC). This branch works to coordinate, assist and provide liaison for participation by units and individual Marines in community events outside the immediate vicinity of Marine bases and stations; plan and coordinate PA activities as they relate to veterans' organizations; and provide general guidance on community relations.

(e) Marine Band Branch (PAB). The Marine Band Branch represents the DirPA in his/her role as the United States Marine Band's operational commander. "The President's Own" Marine Band's mission is "To provide music as directed by the President of the United States and the Commandant of the Marine Corps."

(f) Marine Corps News (MCNews). Marine Corps News combines three mass media delivery platforms: print, broadcast and Internet. MCNews functions as the Marine Corps Element within the Defense Media Activity (DMA) and is responsible to both the DirPA and the ASD/PA for communication of Marine Corps information to audiences within and external to the DOD through Marines magazine, Marines.mil and MarinesTV products.

(g) New York Office (MCPAO-NY). As an operational adjunct of DivPA, the office interacts directly with the national and international media in New York City and also coordinates Marine Corps issues that originate with the entertainment, publishing, and advertising industries centered there. The office also provides counsel and coordination for the field in issues involving national media opportunities (such as talk shows and specialized periodicals). The office maintains close working relationships with major commercial, civic, and governmental organizations.

Other functions include representing the Marine Corps at various private and public events and supporting the Reserve PA Mobilization Training Unit (MTU) PA01 East Coast.

(h) Los Angeles Office (MCPAO, LA). MCPAO-LA is an operational adjunct of DivPA and interacts directly with the motion picture and television industry. The office is responsible for maintaining liaison with the major film and television industries and providing assistance and technical advice in an effort to influence the industry to portray Marines accurately. The office is also responsible for assisting in commercially sponsored national television and radio shows, responding to queries from the news media and general public, and releasing information and photographs to the media. Similar to the counterpart office in NY, the office maintains close working relationships with other important elements of the industry.

6. General PA Organization in Garrison

a. Basic organizational structure for PA offices and their staff may fluctuate based on the approved table of organization, unit manning documents, personnel authorizations, and mission requirements. This garrison structure reflects an organizational makeup at the base/station level. This basic organizational structure is intended to support command operations/missions and higher headquarters directives.

b. It is the PA officer's responsibility to acquire the necessary skills to effectively supervise each Marine under their command/supervision. At a minimum, every officer assigned the primary duty as PA officer should complete the Public Affairs Qualification Course (PAQC) at the Defense Information School (DINFOS).

c. With the increasing number of field grade to civilian and military to civilian conversions taking place in the PA community, civilian Marines need to be integrated into the PA organization and utilized to the maximum extent possible. Having civilian assets in place with corporate knowledge of the area due to position longevity, especially in overseas offices, can provide invaluable insight into the culture and customs of the region.

d. The exact organization of the PA staff may vary in accordance with the wishes of the PA officer. Quality, experience, and training of the assigned personnel are far more important than the size or exact organization of the PA element.

e. Office Management

(1) The PA office location and appearance are important considerations for the PAO and the commander. The office should be located as near as possible to the offices of the commander and chief of staff, yet at the same time be accessible to the media and public. Since the PA office is often the media's and the community's primary point of contact with the command, the location, furnishings, displays, and courtesy offered should make a favorable impression on visitors. If feasible, visiting media should have access to appropriate technology to help them file news stories.

(2) Security must be considered when planning the office's internal arrangement, including an area working with classified documents. The PAO and PA chief should have soundproof offices to ensure privacy of conversations with sources of information, press visitors, and staff members.

(3) Telephone and Internet service (to include broad access to blogs, news/research/social Websites, and other sites important to the PA function) for each member of the PA staff is crucial. If command policy prevents access to a Website that is critical to PA functions, obtain a commercial internet service provider or other Internet connection not associated with your command's network. The PA officer and/or media officer and/or assigned duty officer must be accessible by phone at all times. When feasible, at least one of the office telephones should have direct-dial access that will bypass the installation switchboard or overloaded cell phone network. The intent is to provide a direct line of communication to the media if a storm, disaster, or local emergency disables the base switchboard or cell phone service. If possible, the PA office should also have one unlisted phone number in the event the listed office phones are busy during a major disaster or news event.

(4) Ground transportation, on 24-hour dispatch, may also be needed for effective operation of a PA office. Close coordination with the Command Duty Officer (CDO) should allow for joint use of the duty vehicle during afterhours missions. During normal business hours, a vehicle driver (taken from the office) and vehicle needs to be assigned for various missions that may present themselves during the course of the day. PAOs should have an appropriate number of personnel licensed and trained in accordance with local vehicle operation regulations.

(5) Press passes may be issued to PA personnel who require access to disaster scenes and restricted events. When feasible, these need to be incorporated into the command directives or PA plan, so that military law enforcement/security personnel and other officials will recognize and honor them.

f. Regulating by Standard Operating Procedures (SOP)

(1) PA activities in garrison are best regulated by SOPs or office instructions dealing with serious incidents, speakers bureaus, interviews, press conferences, response to queries, etc. Such SOPs must allow for flexibility given the various issues that the PA office may confront. Also, such SOPs must be coordinated with the staff and commander, and, once published, be given wide distribution. In most cases, SOPs are to be published as a command order.

(2) At a minimum, public affairs' SOPs are recommended to cover the following activities:

(a) Submission of a media report covering relevant local media coverage (in the command's area of cognizance) to appropriate command personnel.

(b) Disaster responses, including aircraft mishaps, military support to civil authorities (MSCA), and terrorist attacks (on and off base).

(c) Tours by civilian, military, or special groups.

(d) Clearance of material for release to the public.

(e) Special events checklist.

(f) FHTN Program.

(g) Operation of a Command Information Bureau (CIB) in combat exercises (for Operating Forces).

g. Files. Materials to be kept on file in a PA office will be determined by the PAO's preference, needs of the PA staff, and the availability of space and equipment.

h. Equipment and Supplies

(1) Equipment and supplies are established by T/O and Tables of Equipment (T/E). PAOs must review their needs objectively and coordinate with the supply officer, comptroller, and other appropriate personnel to obtain authorized and special requirement items.

(2) PAOs must make sure they have the necessary equipment needed for mission accomplishment.

7. Garrison vs. Expeditionary PA

a. PA organization and activities in garrison differ substantially from PA activities in support of expeditionary operations. This construct reflects the organizational makeup and missions of the Marine Expeditionary Forces, Divisions, Logistic Groups, Aircraft Wings, and Marine Expeditionary Units. These organizations may vary in size and personnel also, but each continues to be responsible to their core functional areas and capabilities. Also, each of these PA organizations/activities must integrate new media standard operating procedures into the entire spectrum of PA functions/activities. While the fundamental PA missions and lines of operation remain the same, the form changes substantially, and PA Marines must be prepared for the difference.

b. Fundamentally, communication centers of focus - publics or audiences - become more numerous than in garrison. Staff planning requirements for the PAO increase while access to technology and bandwidth may decrease. Media operations will likely increase dramatically, perhaps with a decrease in PA staffing and resources. Additionally, the PAO will likely be operating in a joint environment and will likely have a role in a Joint or Combined Information Bureau (JIB/CIB).

c. Equipment and supply needs will differ greatly and a constant review of established T/E must be done to ensure PA functions/capabilities are not degraded due to obsolete/outdated equipment. PA officers must review their needs objectively and coordinate with the supply officer, comptroller, and other appropriate personnel to obtain authorized and special requirement items. Planning for and integrating new media requirements is a constant task as improved technologies continue to advance. PA equipment that is almost universally standard for expeditionary PA is listed in appendix C.

d. While many warfighting functions remain the same whether in garrison or deployed, the differences are extreme for PA. The challenge for PA Marines is to become and remain experts in both garrison and expeditionary requirements.

Chapter 3

Public Affairs Planning

1. Function of PA Planning

a. PA planning is an essential and critical element in the dissemination of information for any operation, event or crisis. Most Marine operations and activities have features that interest the general public, media, and U.S. forces and their families. Accordingly, in support of these operations, PA Marines are responsible for producing and executing the appropriate PA plan according to the appropriate references. Special considerations in OCONUS locations regarding host nation sensitivities, customs and cultural differences can change the simplest PA plan when compared to CONUS PA planning.

b. Commanders and staffs must recognize PA as a function of command and how the command conducts operations. A well-defined and concise PA plan can maximize positive effects, minimize adverse effects, and directly contribute to the outcome of an operation or event. Complete integration of PA personnel in all staff planning is essential to ensure an effective operation. The commander is ultimately responsible for ensuring adequate resourcing and execution of PA planning and operations.

2. Planning and Products. PA routinely produces a variety of planning documents intended to guide execution. Examples of many of these documents are found as appendices to this Order or in the listed references.

a. Command PA Plan: This is typically an annual plan that addresses:

- (1) Current situation.
- (2) Priority audiences.
- (3) Objectives.
- (4) Strategies and tactics.
- (5) Command messages (See appendix D).
- (6) External/Public information planning (media operations).
- (7) Command/Internal information planning.
- (8) Community engagement/outreach planning.
- (9) Command and staff coordination issues.
- (10) Release authority and identification of command.
- (11) Spokespersons.
- (12) Training requirements.
- (13) Resources, equipment and budgets.
- (14) Measurement and analysis tools and tactics.

- (15) New Media SOPs.
- b. Special event plan/LOI.
- c. Crisis plan.
- d. Strategic communication plan (See appendix R).
- e. Annex F to the Operational Plan (See appendix E).
- f. Additionally, PA engages products that assist in the execution of plans, including but not limited to:
 - (1) PA Guidance. (See appendix F).
 - (2) PA Estimate. (See example in appendix G).
 - (3) Media analysis.
 - (4) Press releases.
 - (5) Media advisories.
 - (6) Response to Query (RTQs).
 - (7) Media Content Analysis. (See appendix H).

3. PA Role in Unit Operations and Planning

a. Whether through the Marine Corps Planning Process (MCPPE) or in everyday operations, PA will have key input into operational plans. This input will be multifaceted.

b. First, PA will address PA mission-specific planning. Second, PA will address support to related functions such as IO, Civil-Military Operations (CMO), and more.

c. PA officers are directed to have as one of their goals the use of PA to shape the entire battlespace as well as provide maximum support to the commander both directly in PA operations but also indirectly using PA as a related function of other operations.

4. Expeditionary Planning and Integration. See appendix M for more details.

Chapter 4

Public/External Information Program

1. Purpose. The end state of public information programs (also called media relations or external information) enacted by PA is the timely release of information to focused publics to meet the DOD mandate of "maximum disclosure with minimum delay." The objective is to maintain a positive relationship between the Marine Corps and external public characterized by trust and confidence.

2. PA Posture. In keeping with the "maximum disclosure with minimum delay" philosophy, the default PA posture is 'active', meaning that information can be distributed proactively. In some instances, a determination may be made that the PA posture on an issue will be passive with respect to the release of information. This means that information will only be provided in response to a specific request.

3. PA Policy

a. The release of information is impacted by many considerations, including:

- (1) DOD Principles of Information. (See appendix A).
- (2) Freedom of Information Act. (See reference (d)).
- (3) Privacy Act. (See reference (c)).
- (4) Uniform Code of Military Justice (UCMJ).
- (5) Operational Security.
- (6) Host Nation Sensitivities.
- (7) Information Security.
- (8) Principles of Security, Accuracy, Policy and Propriety (SAPP).
- (9) Public affairs guidance (PAG) issued by the command PAO, DivPA and ASD/PA.
- (10) DOD, Navy and Marine Corps publications, orders, directives, instructions.

b. If information passes the above review, then it is releasable and should be released, whether proactively or in response to query.

4. Release of Information

a. The commander is ultimately responsible for the release of information to the public, whether provided to the media or other audiences. The commander typically delegates this authority to the PAO, who then has the responsibility to staff PA plans and products among the command's staff and higher/subordinate headquarters, as appropriate.

b. With command consent, PA can delegate release authority to collateral duty PAOs and UIOs, other commanders and staff members, and trained spokespersons.

5. Public Information Methods (Tactics). The tactics that can be employed in an external information program are numerous and include, but are not limited to:

a. Media Operations. Media operations interact with local, national and international print, radio, television, Internet and other media outlets that employ the two-step model of gathering information and reporting it to their audiences. Press conferences, briefings, media pools and information bureaus and centers are common operational and planning activities. See appendix N for expeditionary media facilitation.

b. Websites/Internet/Interactive. PA shall utilize command and other publicly accessible Websites and can employ other tactics online to distribute information. Other interactive tactics can include but are not limited to, RSS feeds, podcasts, blogs, forums, games, e-mail, digital newsletters, news posts, social media/networks and more. Guidance on blogs and Website authority, responsibility, and administration can be found in reference (h) and appendix I.

c. Multimedia Presentations. Multimedia presentations should be used in press briefings, press kits, via CD/DVDs, or at personal and group meetings to effectively add visual cues to the messages being conveyed. Multimedia is also an extremely useful tool when provided online in conjunction with posted news stories and photographs to better convey the complexity and interest of the messages delivered.

d. Audio/Visual Communications. The creation, collection and distribution of still, video and audio media in support of other tactics such as Web, interactive and media operations can add depth and quality to PA activities.

e. Community Engagement/Relations Activities. While standing alone as a separate functional area, community relations can be a core component of an external information program. Whether orchestrating a speakers bureau, making personal presentations or attending meetings, community relations should be a supporting tactic.

6. Measurement and Analysis. A key consideration in any external information program is measuring success and analyzing the impact. A question that should be constantly probed: "What is the return on the Corps' communication effort?" The answer to this question begins with knowing PA activities are actually being translated into media and information products that are being received by our priority publics.

a. Common tools to measure the success of information campaigns:

- (1) Media clippings.
- (2) Video collection.
- (3) Web news/blog alert services.
- (4) Surveys and focus groups with priority audiences.

- (5) Anecdotal feedback.
- (6) Analytical/Meta data.

b. After measuring whether messages were received by priority publics, analysis of the results as well as the content can help PA Marines and commands understand whether PA objectives were met and whether employed strategies and tactics were effective. Analysis can help to further shape the battlespace, whether home or deployed. Communication must be continuous and will shift as required by:

- (1) Event/incident/operational requirements.
- (2) Shifts in priority audience mindsets and perceptions.
- (3) Plans (strategic communication, contingency, crisis and operational).

7. Command and Unit Websites. While PAO has responsibility to review the command Website, each Marine Corps unit which publishes and maintains an official Marine Corps Website shall designate a Unit Information Officer to review their online content. Guidance on the UIO program is provided at appendix B of this Order. PAOs will most likely not have adequate resources to review all the Websites published by the command. Review of these sites to ensure they meet all appropriate policies must be delegated to the unit level. Additional guidance on all considerations for unit/command Website review can be found in the appropriate references and in appendix I of this order.

Chapter 5

Command Information

1. Responsibilities and functions

a. The purpose of command information, also referred to as internal communication programs, is to provide the commander a primary means of communicating mission essential information to members of the command. The news and information provided through these programs also aids with internal command cooperation and mission performance. Keeping members of the command aware of hazards, providing and encouraging participation in command and community programs, and delivering details on other matters helps to improve the quality of Marine Corps life, promotes morale and esprit de corps, and fosters career retention by keeping the Marine Corps family better informed.

b. The four primary internal information audiences are:

- (1) Active Duty and Reserve Marines.
- (2) Marine families.
- (3) Marine Corps civilian employees.
- (4) Retired or former Marines.

2. Responsibility. Commanders are responsible for command information programs as set forth in the references. This responsibility charges commanders with a duty to exercise appropriate leadership and judicious attention to the welfare of their personnel and use all proper means to foster high morale, to include:

a. Establishing and conducting aggressive, positive, and imaginative command information programs tailored to the command with Corpswide interest that should be sent to HQMC and the DMA on a continuing and frequent basis.

b. Publishing content online. See appendix J of this Order.

3. Policy

a. The policy of unrestricted availability of unclassified information applies to command information as well as public information. To be fully effective, internal communication programs should, above all, serve local commands and individual needs and reflect absolute commitment to credibility.

b. While the base/station newspaper may be a tool for distribution of command information, the command shall use all other available media and communication channels practicable, such as Web-based platforms, social media platforms, packaged broadcast stories, email notifications/alerts, text message alerts, chain of command, etc. Moreover, these mediums will reach a greater audience more quickly during times of crisis or disaster.

4. MCNEWS, Defense Media Activity (Marine Corps Element)

a. Marine Corps News functions as the internal communication conduit for the Marine Corps. Providing communications across the print, broadcast and

online spectrums, MCNews delivers content to millions of viewers. Although the three medium are managed and hosted by MCNews, it is the field of Marine Corps public affairs that provides the content, ideas, visual information and continued support to make it all possible. The three focus areas for products from MCNews are as follows:

(1) Marines Magazine. The Corps' official magazine is published quarterly with three additional special issues with an audience distribution to nearly 80,000 Marines, educational institutions, DOD and governmental agencies, and veterans support organizations. In addition to the printed distribution, Marines bridges a gap between online and print based audiences with the production and publication of the magazine online. The magazine site functions as a showcase for Marine Corps combat correspondents from around the Corps who provide quality imagery, feature stories, and updates to unit and operations information.

(2) MarinesTV. The Marine Corps provides a hosted broadcast video capability through MarinesTV. MarinesTV provides oversight and facilitates hosting for video through a streaming capability; delivering news and information for packaged stories, b-roll, supporting content, and audio broadcasts. All Marine Corps public affairs entities have access to this system and are encouraged to load their content. All content can be custom tagged to allow for individual channels to be established for each unit. In addition, content is shared with The Pentagon Channel, Armed Forces Radio and Television Service, the Navy News service and the Defense Visual Information Distribution System (DVIDS). The video content is also distributed directly to the front page of Marines.mil and is hosted in a dedicated website with libraries and archives established for all Marine Corps public affairs offices.

(3) Marines.mil. One of the largest implementations of publicly accessible content management system was established and is maintained by MCNews on behalf of the field of Public Affairs. The system also functions as the de facto host for all publicly accessible web sites in the Marine Corps. From a PA perspective, the system provides the entire compliment of assets necessary to host an effective internal (and external) public affairs communication capability. There are standardized content management areas for news stories, press releases, imagery, and command information. In addition, the system provides custom functionality to allow for dynamic photo galleries, deployed support options and consolidated libraries for a wide array of additional functions. Periodic training is provided to ensure public affairs and communications Marines are competent with content management and site administration roles and responsibilities. On average, more than 75,000 visitors utilize the site each day to perform Marine Corps functions and interact with the content provided by all the Corps' public affairs personnel.

b. PANET. MCNews maintains oversight for the internal collaboration toolset for the Public Affairs Intranet. This resource gives the PA field a common place to collaborate and gain access to myriad documents and information pertaining to planning, training, equipment, career and professional guidance. The point of entry is located at the following link: <https://ehqmc.usmc.mil/org/pa.default.aspx>.

(1) All public affairs personnel are encouraged to establish a user account on PANET.

(2) To establish a user account or report issues with PANET, users can contact the Help Desk at MCEITSHelp@mceits.usmc.mil. Users will need a CAC card and existing Marine Corps email address.

(3) For guidance on Marine Corps News, journalism, content or site standards, users can contact the Marine Corps News office. Current point of contact can be found at the contact or about link in the footer of Marines.mil.

5. Base/Station Newspapers

a. General. Base and station newspapers, both funded and Civilian Enterprise (CE), provide the commanding general/officer a means of communicating important information to members of the local military community. The paper provides hard news about major events, feature stories, entertainment and information about local happenings.

b. The newspaper can improve morale by quelling destructive rumors and keeping members informed about base and local events which can also enhance internal cooperation and mission performance. Recognition of individual or organizational performance can motivate others as well as establish standards for mission accomplishment.

c. Base or station news provides an ongoing demonstration of the activities of the command and its members which can complement command chronologies and other official historical records.

6. Fleet Home Town News (FHTN). See reference (f) for more information.

7. Authorization to Publish. As provided in paragraph 2813 of the Marine Corps Manual, commanders are authorized to publish unit newspapers, provided the publication and distribution in accordance with this manual and the current edition of references (i) and (j), and with policies and regulations concerning service morale, efficient use of personnel, conservation of funds and supplies, maintenance of security, and promotion of the mission of the Marine Corps.

Chapter 6

Community Engagement/Relations Program

1. General. Well-planned and executed community engagement, also referred to as community outreach (COMREL), programs earn public support and understanding of the Marine Corps and enhance the morale of Marines and their families. Marine commands involved in their local communities are the best ambassadors for the Armed Forces and for recruiting. Benefits back to the Marine Corps may include a preferred operating environment by way of greater trust and understanding from the public. The COMREL Branch of DivPA is the coordinating agent for development of the Marine Corps National Community Relations Campaign (NCRC) in direct support of the Commandant's Strategic Communication initiative. NCRC activities include significant public events that the Marine Corps participates in for the purposes of educating the public about its Marine Corps; maintaining the positive image of the Marine Corps; demonstrating the Corps' value to the nation through public interaction; and enhancing Marine Corps recruiting efforts.

2. Objectives. The Marine Corps shall engage its communities in a way that conveys the ethical and responsible stewardship of financial, natural and human resources. COMREL programs shall support the following objectives:

- a. Create and sustain partnerships with various publics both at home and abroad.
- b. Support equal opportunity goals and nondiscrimination policy of the DON.
- c. Increase public awareness and understanding of the Marine Corps.
- d. Support recruiting goals.
- e. Inspire patriotism through observance of Marine Corps traditions and days of national significance.

3. Roles and Responsibilities. Marine Corps personnel and commands are directed to participate and promote public events that are educational, patriotic in nature, or that offer community-wide or recruiting benefits. Commanders at the battalion/squadron level are responsible for assigning a COMREL representative and executing COMREL activities that include the following:

a. Public Requests. References (b), (k), (l), and (m) contain specific guidance on Armed Forces support of public events. Types of support and submission requirements are as follows:

(1) Non-Aviation Support. This support typically consists of ceremonial, music, military appreciation and ground equipment. Requests can be submitted directly to a command's COMREL representative or via the Marines.mil Website at www.Marines.mil/community. DD Form 2536 - Request for Armed Forces Participation in Public Events (Non-aviation) must be used for those requests sent to a command's COMREL representative. This form can be found at appendix O of this Order. The Request for Armed Forces Participation in Public Events (Non-aviation) electronic form must be used

for requests submitted via the Marines.mil Website. All public requests must be received at least 30 days before the event.

(a) Ceremonial. Ceremonial details add dignity to any military-related activity while showing respect to our nation and those who have served her.

(b) Music. Marine Corps Bands serve as ambassadors of the Corps and are a component of the command to which attached. Bands provide musical support for ceremonies, functions, and other occasions aboard military installations and throughout the civilian community as may be directed by proper authority in order to improve morale, inspire, motivate, and instill in the audiences a sense of pride and patriotism; to reaffirm the core values, customs, and traditions; and best represent the United States Marine Corps. Appendix P contains specific guidance on the regulations pertaining to Marine Corps bands.

(c) Military Appreciation. Military Appreciation events allow Americans to thank and honor Marines for their sacrifices and service. From local parades and festivals to national sporting events, Marines participating in recognition events have the opportunity to allow the public to salute them for their service.

(d) Ground Equipment. Equipment static displays provide an excellent opportunity to highlight the Marine Corps mission, equipment and personnel. More importantly, this activity allows the general public to directly interact with Marines to gain a better appreciation of the Marine Corps' role in the nation's defense.

(2) Aerial Support. This support typically consists of static displays, flyovers and aerial demonstrations. Requests must be submitted using DD Form 2535 - Request for Military Aerial Support via the Marines.mil Website at www.Marines.mil/community no later than 30 days before the event. Requests for single aircraft demonstrations (i.e., AV-8B Harrier demonstrations and MV-22 Osprey static displays) shall be submitted no later than the third Tuesday in October for consideration during the following year to CMC (DivPA/PAC) via the Website. This form can be found at appendix Q of this Order.

(a) Eligibility Determination for Aerial Support. MARFORPAC, MARFORCOM and MARFORRES, or their designated representatives, are required to determine the eligibility of all aerial events occurring within their Area of Operation except for requests for a single aircraft demonstration. Requests for single aircraft demonstrations will be evaluated by CMC (DivPA/PAC). Commands shall evaluate requests to determine the eligibility, feasibility, and extent of participation using the policy guidance referenced above. Commands will advise subordinate commands of events deemed eligible and solicit their support. All eligible events can be found at the Marines.mil Website.

(b) Approval Procedures for Aerial Demonstration Support. Commanders must submit an "Intent to Support" request, no later than 14 days from the start of the event, via naval message to CMC (AVN/ASM) for those events in which they desire to participate. The message must include the event name, location and number and type of aircraft. CMC (AVN/ASM) will accept or decline the request via naval message. Activities such as mass parachute jumps (those involving more than one aircraft), aerial delivery

(airdrop) of equipment, aircraft assault demonstrations, and tactical helicopter troop landings (those involving more than four aircraft or more than one military service) under simulated tactical conditions shall not be performed at CONUS public events without prior approval by the Assistant Commandant of the Marine Corps via CMC (DivPA/PAC). Missing man formations are not authorized for community relations events with the exception of memorial or funeral services in honor of rated and/or designated active duty aviation personnel. In those cases, all requests must be submitted directly to CMC (AVN/ASM). Eligibility authority for events held on a military installation is delegated to base commanders.

(c) Single Aircraft Demonstrations. The AV-8B Harrier and MV-22 Osprey are in high demand for participation in air shows and other public events due to their unique performance capabilities. Stringent measures are taken to ensure that an approved demonstration schedule is based on careful appraisal of all requests. On the first Tuesday in November of each year, HQMC will convene an AV-8B Single Aircraft Demonstration and MV-22 Selection Board. The board is comprised of representatives from CMC (AVN/ASM), CMC (PA/PAC), Marine Corps Recruiting Command (MCRC) and the Office of Legislative Affairs (OLA). Additionally, MARFORPAC, MARFORCOM and VMX-22 are invited to participate. The board will forward its recommendations to the Assistant Commandant of the Marine Corps for approval. CMC (AVN/ASM) will announce the results of the board no later than 30 days following the convening date of the board.

(d) Flyovers

1. To limit the interference with operations and training of aviation units and to set reasonable limits of their use, references (k) and (l) delegate approval authority for aerial flyovers to the military services at the following events:

a. Civilian-sponsored formal observances, open to the public, of Armed Forces Day, Memorial Day, Independence Day, POW/MIA Recognition Day, and Veterans Day when held seven days from the holiday date.

b. Aviation-related events in which the primary objective is to demonstrate or encourage the advancement of aviation, such as air shows, airport dedications and anniversaries, and aviation expositions.

c. Ceremonies honoring foreign dignitaries except when directed by executive orders or the Secretary of Defense.

d. Events held on military installations.

e. Official Reserve Officer Training Corps (ROTC) or military service academy graduation ceremonies.

2. DivPA is the approving authority that governs eligibility of such events. DivPA will consider exceptions to policy for flyovers. Exceptions to policy must be forwarded via the chain of command via naval message and address the following criteria as prescribed in references (k) and (l):

a. Character and significance of event.

b. Recruiting benefits and involvement.

- c. Expected media attendance and coverage.
- d. Other military participation planned (e.g., bands and/or color guards).
- e. Unit to conduct flyover, if approved.
- f. Impact if flyover is not approved.
- g. Specific benefits that cannot be achieved through the involvement of any other form of military participation.

3. Units should check for aviation events that are eligible for participation by commands at www.marines.mil/community prior to agreeing to provide or coordinating flyover support of an event.

(3) Base/Command Tours. These tours provide a venue for the Marine Corps to educate the public on the Marine Corps' mission and capabilities and to provide an opportunity for interaction with Marines.

b. Outreach Programs. The Marine Corps participates in various outreach events, particularly those in support of COMREL. DivPA participates in and spearheads specific Community Outreach programs with the intent of not only enhancing the relationship between the Marine Corps and the American public, but fostering new ties and understanding of America's Marines. Such programs include:

(1) Joint Civilian Orientation Conference

(a) The Joint Civilian Orientation Conference (JCOC) is a biannual, multiservice series of conferences for public opinion leaders conducted by the Office of the Secretary of Defense. The purpose of JCOC is to provide an opportunity for a diverse cross-section of influential US opinion leaders to better understand missions and goals of the United States Military and to meet service men and women. JCOC participants attend briefings in the Pentagon given by the highest levels of Department of Defense (DOD) civilian and military leadership. Participants then spend time in the field with all of the military services, observe exercises and demonstrations, fire weapons and participate in training.

(b) Commands are directed to identify and nominate appropriate candidates for the JCOC program to the Director of Public Affairs, via the COMREL branch. Any Marine may nominate a participant through the appropriate chain of command. The approving authority is any active duty, reserve or retired Marine Corps general officer or Senior Executive Service member. Potential nominees must be leaders of institutions and organizations who, both personally and professionally, communicate with key audiences. Examples of appropriate nominees include: presidents of universities and colleges; CEOs and senior officials of private enterprises with regional or national reach; publishers, editors, and management officials of news media organizations; national and regional leaders of professional groups; minority and women's organizations; and rising state and local elected and appointed officials. Nominators should focus on younger and emerging leaders with a potential to rise to positions of increased responsibility. The Office of the Secretary of Defense (Public Affairs) will make final selections of attendants from among those nominated by the services. The nomination

process is extensive – more than 600 people are nominated annually for the program, while only 50 are selected to attend each conference.

(2) Marine Corps Business Executive Forum (MCBEF)

(a) MCBEF is a Community Engagement/Outreach program administered by the DivPA and hosted by the Commandant of the Marine Corps with the intent of exposing influential business representatives (e.g., chief executive officers, presidents and business owners) from around the country to the Marine Corps. A one-day event, MCBEF is designed to provide participants an overview of Marine Corpswide interests and operations through discussion with Marine Corps leaders and interaction with enlisted personnel. Further, the program details Marine Corps history and doctrine to help put the Corps' ethos and mission into context.

(b) MCBEF was created, in keeping with guidance set forth in the Marine Corps Strategic Communication Plan (See appendix R), to create and foster relations between the Marine Corps and key audiences. Business executives have ties to local communities and often have opportunities to speak about the Marine Corps to a spectrum of audiences who aid in shaping perceptions and attitudes of the military.

(3) Educational. Commanders at all levels should develop their own local educational outreach programs as well as promote participation in existing programs. Educational programs provide a unique opportunity for the Marine Corps to interact with students of all ages. This interaction will provide students with a working knowledge and appreciation of the Marine Corps. Adopt-a-School programs, in which Marines serve as tutors and mentors, are an excellent example of programs that can be conducted at the local level. There are several established programs that provide Marines of all ranks with the opportunity to serve as guest speakers and panelists. These programs include the Close-Up Foundation Educational Seminars, National Youth Leadership Forum Panel, Presidential Classroom, and the Senate Youth Program.

(4) Speakers. There is no better way to tell the Marine Corps story than to have Marines share their military experiences with the American public. Audiences can include civic and business organizations, academia, and veteran service organizations. Commanders should actively seek opportunities for their Marines to participate in local, regional and national forums (e.g., conferences, conventions, reunions and symposia). DivPA receives requests for speakers at national level forums via the Marines.mil Website. Commanders are authorized to use Operational and Maintenance Funds to support speaking events in accordance with reference (e). Commands are encouraged to identify annual budgetary requirements associated with public speaking efforts.

(5) Civic Government and Veteran Service Organizations. Commanders shall communicate with civic, government and veteran organizations with the intent of maintaining strong relationships between the Marine Corps and these grassroots organizations. The DivPA, COMREL Branch facilitates Veteran Service Organization recognition programs in honor of deserving Marines including: American Legion Spirit of Service Award, Navy League Sea Service Awards, Marine Corps League USMC and USN Enlisted Awards and the Presidential Volunteer Service Award. These award programs are annual and commands are encouraged to nominate deserving Marines.

(6) Honorary Marine. The Honorary Marine title is designed to reinforce the special bond between the American people and the Marine Corps by recognizing individuals in the civilian community who have made extraordinary contributions to the Marine Corps. The title Marine is a revered designation that affords a special distinction to those who earn it. Therefore, Honorary Marine nominations must be discerning and objective. Appendix S of this Order (Award of the Title Honorary Marine) establishes eligibility requirements and nominating procedures for award of the title Honorary Marine.

c. Marines.mil - In The Community Website

(1) Marines.mil includes a community relations element which makes it an important strategic communication tool to reach key audiences. The "In the Community" site was incorporated to meet the Commandant's intent to have a "system that provides senior leaders visibility of public engagement opportunities across the nation."

(2) Commands are directed to use the "In The Community" feature with the purpose of announcing community relations activities. Such activities include, but are not limited to, base/command tours, color guards, band performances, military appreciation events, displays of equipment and speaking engagements. To add an event, visit www.marines.mil/community. 1) click on "In The Community;" 2) click on "Event Calendar;" 3) click on "Add an Event;" and 4) complete the information requested in the appropriate form. Event information will post to the "Event Calendar" after it is reviewed and approved by the Public Affairs Office of the participating command.

4. Fundamentals. Commanders who oversee COMREL programs must ensure support is appropriate, does not selectively benefit any entity, reflects positively on the Naval services, does not deviate from DOD and DON policies, Joint Ethics Regulations and complies with safety standards. Within legal and policy guidelines and restrictions, commanders who oversee COMREL programs at all levels shall consider the interests of both their service and the community. As a publicly funded organization, DON may be able to legally support certain events when the support is in the best interests of the Navy or Marine Corps and uses current Operational and Maintenance and Official Representation Funds. DON members may engage in forums and activities of common interest and benefit when such involvement does not interfere with operational missions, priorities, resources, ethics, and policies. Funding and other limitations make it impossible to grant all requests.

5. Propriety. When considering command-initiated COMREL activities or reviewing public requests for Marine Corps participation in events, commanders shall determine appropriateness before approving participation. Participation must be acceptable in scope, type, and resources involved. Participation is limited to dignified activities that conform to the letter and spirit of all references. In planning and assessing proposals and internally driven COMREL plans, commanders shall review community needs, resources available, and the purposes to be served. Whether specifically prohibited by references or by this instruction, all DON Members shall comply with reference (e) and Standards of Conduct. Commands shall avoid support that might:

- a. Create the appearance of using a Government position for private gain.

- b. Treat any person or organization preferentially (i.e., selective benefit).
- c. Impair Government efficiency or economy (mission interference).
- d. Result in loss of complete independence and impartiality.
- e. Circumvent official channels or cause loss of public confidence in government integrity.

6. Eligibility Criteria. Policy underlying COMREL participation, sponsorship, site selection and support is strict. Participation must be considered suitable, as discussed below.

a. Program Considerations. The Marine Corps may take part in programs ordered by law or federal government, patriotic or other events of general public interest, and recruiting programs. To be eligible for Marine Corps support, the programs shall not:

(1) Appear to endorse or favor any private individual, special interest group or business, religion, ideology, commercial venture, political candidate or organization. Exceptions to this requirement are discussed in paragraph 6.b. below.

(2) Intend to provoke controversy or public confrontation.

(3) Charge an admission fee for fundraising purposes.

b. Sponsor Considerations. The Marine Corps may take part in programs or events sponsored by local, state or federal governments; veterans, service-related, patriotic and historic organizations; and civic, service, youth, professional or educational entities. The following limitations apply:

(1) Support of events sponsored by commercial entities should be patriotic, incidental to the primary program and shall not appear to endorse or benefit the sponsor's commercial activity.

(2) Support to organizations that specifically exclude any person from its membership for reasons of creed, race, color or national origin can be provided only if the particular program is of significant community-wide interest and benefit, not for the primary benefit of the organization.

(3) Partisan political organizations, ideological movements, and organizations whose constitution, by-laws, membership qualifications or ritual are not made public, are ineligible for Marine Corps support (i.e., secret societies).

c. Site Considerations. The Marine Corps may support public events conducted at a local, state or federal property, and at private facilities with the following restrictions:

(1) Facilities must be open to the general public. Admission, seating or other accommodations shall not be barred to any person because of sex, race, color, creed, religion or national origin.

(2). If the event is conducted in a building or facility used for religious purposes, the program must be of community-wide interest, nonsectarian and broadly promoted.

(3) If the event is conducted at a shopping mall, the program shall be directly related to recruiting and shall not appear to selectively benefit any commercial business.

d. Type of Support. The Marine Corps may provide support that can reasonably be expected to bring credit to the individuals involved and to the Navy and Marine Corps and is consistent with DON policies. Reference (n) paragraph 1003 addresses uniform regulations and the policy associated with the wear of Marine Corps uniforms in support of public activities. Per the order, whenever any doubt exists as to the propriety of wearing the Marine Corps uniform, specific requests should be directed to DivPA. DON support to public events shall not involve:

(1) Activities that might constitute a restraint of trade in the regular employment of civilians in their art, trade or profession.

(2) Use of Navy and Marine Corps services, resources or facilities which are reasonably available from commercial sources and where such would be in fact, or perceived to be, unfair competition.

(3) Performances that constitute the primary or major attraction for which admission is charged, with the exception of: service academy sporting events, military aerial demonstration team shows, and US Navy Band and US Marine Corps Band authorized tours.

(4) Use of active duty, reserve or ROTC personnel in uniform outside military bases and ships as ushers, guards, parking lot attendants, runners, messengers, baggage handlers, crowd control or any other inappropriate capacity.

(5) Any other activities that would interfere with military needs or operational requirements.

7. Fiscal Policy. The goal of COMREL programs is to minimize costs while accomplishing Marine Corps objectives. Commanders may provide COMREL support and the associated funding requirements to "mutual interest" and "primary interest" events as described below. Government funds beyond local resources can be authorized by a higher authority via the chain of command. COMREL events shall serve the common benefit and interests of the community.

a. Mutual Interest Events. This is the preferred category for the execution of all COMREL events and is defined as those in which both the Marine Corps and a nongovernment individual or group derive benefit at no additional cost to the Marine Corps. The following guidelines apply:

(1) Funding. Civilian sponsors are required to fund additional costs for Marine Corps participation in COMREL activities initiated by those civilian sponsors. The commander's normal costs cover continuing expenses such as pay and allowances, i.e., costs that would exist even if the Marine Corps did not participate in a COMREL event. Examples of costs above the commander's normal costs include travel, meals, and lodging.

(2) Community Involvement. Marine Corps commands shall make every effort to involve all levels of the community in COMREL activities. For the Marine Corps to participate in community-sponsored activities, civilian sponsors must be willing to underwrite additional costs such as lodging, meals (or per diem), travel, logistical support, the cost of shipping exhibits when commercial means are used, rental space, utilities, custodial services and similar support. PAOs shall ensure no selective benefit to one particular organization. The Marine Corps must be willing to provide similar services to other organizations.

b. Primary Interest Events. Commanders may designate public events in the primary interest of the Marine Corps when military involvement during such occasions will significantly benefit the Marine Corps and the local command's area of interest. Commanders must closely consider all proprietary and support criteria identified in reference (b). An example of a primary interest event is free music concerts for the public scheduled by the Marine Corps as part of the annual COMREL program.

(1) Funding. Resources for primary interest events are approved by local commanders and shall be covered by the command's Operations and Maintenance (O&M) funds and/or Official Representation Funds. COMREL participation shall not detract from operational missions. Commands are encouraged to identify necessary annual Operational and Maintenance funds to support COMREL events. The duration of a COMREL event shall not normally exceed three days. See JER 4-101.b(2), 10 USC 2601, and SECNAVINST 4001.2J in reference to receiving gifts to the government.

(2) Approval. Local commanders have approval authority to designate and support primary interest events. Public events that are national or international in scope will be coordinated with the appropriate chain of command and include Headquarters Marine Corps, DivPA.

c. Official Representation Funds (ORF). In managing COMREL programs, questions often arise regarding furnishing government paid meals to guests and distinguished visitors. The topic of government funded refreshments at ceremonies and commemorations also comes up frequently. ORF is the only funding source within DOD for such amenities, including mementos. ORF is limited and strictly governed. Use of ORF involves reporting and frequent audits. For more information regarding the availability of ORF, please refer to your local comptroller or fiscal office.

d. National Community Relations Campaign (NCRC). Events identified as part of the Marine Corps National Community Relations Campaign may be funded by DivPA. DivPA COMREL will publish an annual MARADMIN announcing these activities.

(1) Temporary Additional Duty (TAD) Funding. Marine Corps Bands, aviation activities and guest speakers that are participating in an approved NCRC event must accept Cross Organizational Funding (X-ORG) through the Defense Travel System (DTS). DivPA will not relinquish funding to individual commands via Operating Budget transfer for TAD/TDY. Commands that are scheduled to travel in support of NCRC must communicate with the COMREL Budget Officer to ensure proper funding and lines of accounting are utilized during the travel process. In the event that a scheduled event is cancelled, it is the responsibility of the traveler to notify DivPA immediately so that appropriate action may be taken to cancel travel orders.

(2) Operations and Maintenance (O&M) Funding. In the event other approved costs may arise while supporting an NCRC approved event (e.g., small contracts, supplies, etc.) the local command must accept an OpBud Transfer that will be initiated by DivPA via the Administration and Resources Fiscal Office. The use of NAVCOMPT 2275 between Marine Corps commands is prohibited. All OpBud transfers will include a memorandum of agreement stating the purpose of the transferred funds, and the accepting activity is required to report all actual costs incurred throughout the duration of the obligation. All unused funds must be returned to DivPA.

Appendix A

DOD Principles of Information

1. The DOD Principles of Information are contained in reference (o). These principles chart the course for all DOD PA activities, and apply to the full continuum of day-to-day activities and operations. It is the commander's responsibility to ensure that all planning for military activities and operations efficiently and effectively achieve the goals set by these principles.

2. DOD Principles of Information

a. Timely and accurate information will be made available so that the public, Congress, and the news media may assess and understand the facts about national security, defense strategy, and on-going joint and unilateral operations.

b. Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out this policy, the following principles of information apply:

(1) Information will be made fully available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the FOIA and the Privacy Act will be complied with in both letter and spirit.

(2) A free flow of general and military information will be made available, without censorship or propaganda, to the men and women of the armed forces and their family members.

(3) Information will not be classified or otherwise withheld to protect the government from criticism or embarrassment.

(4) Information will be withheld only when disclosure would adversely affect national and operations security or threaten the safety or privacy of the men and women of the armed forces.

(5) The department's obligation to provide the public with information on its major programs and operations may require detailed PA planning and coordination within the department and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda or publicity designed to sway or direct public opinion will not be included in DOD PA programs.

Appendix B

Keys to a Successful Unit Information Officer (UIO)

1. The purpose of this appendix is to identify those responsibilities that are most significant and contribute materially to accomplishment of the UIO/Public Affairs mission in expeditionary/garrison environments.
2. A formal UIO program checklist should highlight specific areas of responsibility for a UIO. Many of these areas of responsibility are useful for supporting day-to-day garrison PA operations. In expeditionary operations, a streamlined mechanism for pushing unit information to audiences is advocated.
3. Following are five key tenets of a UIO program that must be articulated to, and understood by, a designated UIO to ensure the timely, accurate flow of information from units to PA representatives, and on to the public.
 - a. The UIO must be designated by the unit commanding officer (CO) in writing. A UIO is generally designated for units at the battalion and squadron-level or for separate detachments falling under regiment, group, or brigade headquarters. The UIO is assumed to have direct access to the unit CO and should be directly involved in all major planning functions for the unit.
 - b. The UIO shall be familiar with media ground rules and command policies pertaining to media escort procedures and requirements, as well as embedded reporter procedures.
 - c. The UIO must know who has release authority for the unit. Normally, release authority will reside with the unit chief of staff or executive officer in lieu of the CO.
 - d. The UIO must possess a current and complete unit historical file (maintained as the command chronology in most operations sections of battalion/squadron-level and higher units). The UIO must also possess a photo and biography of the unit CO.
 - e. The UIO must understand the positive impact of the FHTN and manage this program for the unit. PAOs have a responsibility to assist the UIO in the management of this program. Detailed information concerning the program can be found in reference (f).

Appendix C

Tables of Equipment

1. Tables of Equipment (T/E) are developed to ensure compatibility between units. Although T/Es should be chosen based on mission, situation, and scenario, these unit T/Es can be used as a base template to follow during expeditionary operations. If a situation requires more/different equipment based on the situation/scenario, it is highly advisable to make these requirements known through the appropriate supply channels in a timely manner prior to deployment in order to ensure it is received in a timely manner.

2. The Public Affairs Still Acquisition System. This system is identified by TAM number A72037G. Units at the MEF, Division, Group, MEU and MEB levels must, at a minimum, maintain the following equipment. T/E is assigned to units based on authorized T/O or BIC for media gathering combat correspondents.

Item #	QTY	Description
1	2	CANON EOS 5D MARK II DIGITAL CAMERA/REG SKU# CAE5D2
2	1	CANON 50mm f/2.5 EF COMPACT MACRO LENS/USA SKU# CA5025MEF
3	1	CANON 70-200mm f/2.8L IS EF USM LENS/USA SKU#CA7020028LIS
4	1	CANON 16-35mm f/2.8L 2 EF (USM) LENS/USA SKU#CA163528LEF2
5	2	CANON SPEEDLITE 580EX2/USA SKU: CA580EX2
6	6	CANON LP-E6 LITHIUM-ION BATTERY (1800 mah)/REG SKU#CALPE6
7	2	CANON LC-E6 BATTERY CHARGER SKU#CALCE6
8	2	CANON BG-E6 BATTERY GRIP f/EOS 5D/REG SKU#CABGE6
9	1	CANON 77mm CIRCULAR POLARIZING II FILTER/REG SKU#CACP77
10	1	HOYA 82mm HMC - UV FILTER/REG SKU#HOUVMC82
11	1	STD/ 52mm UV PROTECTOR FILTER/REG SKU#TIUVP52
12	1	CANON 2x EF EXTENDER II/USA SKU#CA2XEF2
13	1	SONY GPS IMAGE TRACKER f/DIGITAL CAMERAS/REG SKU#SOGPSCS3KA
14	2	SANDISK 4GB EXTREME III COMPACT FLASH CARD/REG SKU#SAE3CF4GBC
15	1	SANDISK EXTREME IV CF READER FIREWIRE/REG SKU#SARE4FW
16	1	GB LENS CLEANING KIT/REG SKU#GBLCK
17	2	INTERFACE CABLE (USB) SKU#IFC-200U
18	1	BLUE DVD: INTRO COMBO PACK: f/CANON 5D/REG SKU#BLDVDIC5DM2
19	1	CANON OC-E3 OFF-CAMERA SHOE CORD/REG SKU#CAOCE3
20	8	CANON NB4100 AA NIMH BATTERY (2 PACKS)
21	3	PEARSTONE 4 HOUR CHARGER f/AA/AAA BATTERIES/REG SKU#PEAAC4H

Figure C-1.--Public Affairs Still Acquisition System

3. The Public Affairs Combat Correspondent Field Editing System. This system is identified by TAM number A72017G. Units at the MEF, Division, Group, MEU and MEB levels must maintain the following equipment. T/E is assigned to units based on authorized T/O or BIC for media gathering combat correspondents.

Item #	QTY	Description
1	1	Panasonic Toughbook T-28 Laptop MOD Ruggedized PN CF-29
2	1	Adobe Creative Suite 2 Premium Edition PN 201-2067355

Figure C-2.--Public Affairs Combat Correspondent Field Editing System

4. The Public Affairs Night Vision System. This system is identified by TAM number A72057G. Units at the MEF, Division, Group, MEU and MEB levels must maintain the following equipment. T/E is assigned to units based on authorized T/O or BIC for media gathering combat correspondents.

Item #	QTY	Description
1	1	ADAPTER, TAPERED, NIGHT VISION, PHOTOGRAPHIC PN58MM TAPERED
2	1	BUSHING, RUBBER, PN#2 BUSHING
3	1	BUSHING, RUBBER, PN#7 BUSHING
4	1	IMAGE INTENSIFIER, NIGHT VISION, PHOTOGRAPHIC, PN:NIGHTSTALKER II
5	1	BATTERY ADAPTER, PN NVM-198

Figure C-3.--Public Affairs Night Vision System

5. The Public Affairs Video Acquisition System. This system is identified by TAM Number A72027G. Units with broadcast capability will maintain the following equipment. T/E is assigned to units based on authorized T/O or BIC for broadcast media gathering combat correspondents.

Item #	QTY	Description
1	1	Sony HVR-Z1U HD Video Camera (PAL/NTSC)
2	1	Sony PHDVM-63DM Digital Video Cassette
3	2	Sony Lens Hood w/ lens cap
4	1	Sony VCL-HG 0872 Wide Conversion Lens
5	2	Sony VF72 CPK Filter Packs
6	1	ECM-678 Microphone
7	8	NP-F970 Battery Pack
8	2	NP-F570 Battery Pack
9	2	NP-QM91D Battery Pack for Clamshell
10	1	AC-VQ850 Adapter and battery charger (comes with HVR-Z1U)
11	1	Tactical, quick-mount, small, leveling head, durable Tri-pod P910 PN 700185
12	1	tripod carrying case MOD TB-440 PN 701217
13	1	Sony RMT-841 Remote Commander (comes with HVR-Z1U)
14	1	Sony AC-V700A Battery Charger
15	1	Sony Cords for AC-V700A (comes with charger)
16	2	Sony UWP-C1 UHF Wireless Lavalier System component
17	2	4-pin to 6-pin firewall cable (5 foot) PN VM CCIL-4615
18	2	6-pin to 6-pin firewall cable (6 foot) PN F3N400061CE
19	2	A/V Converting & Connecting Cables
20	2	Recorder Remote Commander for recorder (comes with GVD1000)
21	1	Kata BP-502 Camcorder Backpack with laptop pocket (originally asked for Portabrace BK-3L Backpack w/ laptop pocket)
22	1	smaller tactical case PN DVC777
23	1	Iris QP-250 Power Inverter
24	1	NATO slave cable for QP-250
25	1	LCR-LXA rain jacket
26	1	Portabrace POL-M2 Polar Bag
27	1	HVL-20DW2 Battery Video Light
28	1	Compact Cloth Reflective Screen PN LR 3031
29	1	Sony GVD-1000 Recorder
30	1	Sony DSR-PD170 Video Camera 1 w/ neck strap
31	1	Sony RMT-811 Remote Commander for PD170 (NTSC) (comes with video camera)
32	1	Sony AC-L10A AC Adapter for PD170 (comes with camera - has additional wires)
33	1	ECM-NV1 microphone w/windscreen (comes with camera) PN 881429890
34	1	color lipstick/helmet cam
35	1	handheld microphone w/15+ foot cable
36	1	pistol grip MOD AF 2100 PN 618210
37	6	512 MB Memory stick (for PD-170)
38	1	power outlet adapter (does not convert voltage) PN 301A107
39	1	microphone cable (15' cable)

Figure C-4.--Public Affairs Video Acquisition System

6. The Public Affairs Video Editing System. This system is identified by TAM Number A72007G. Units with broadcast capability will maintain the following equipment. T/E is assigned to units based on authorized T/O or BIC for broadcast media gathering combat correspondents.

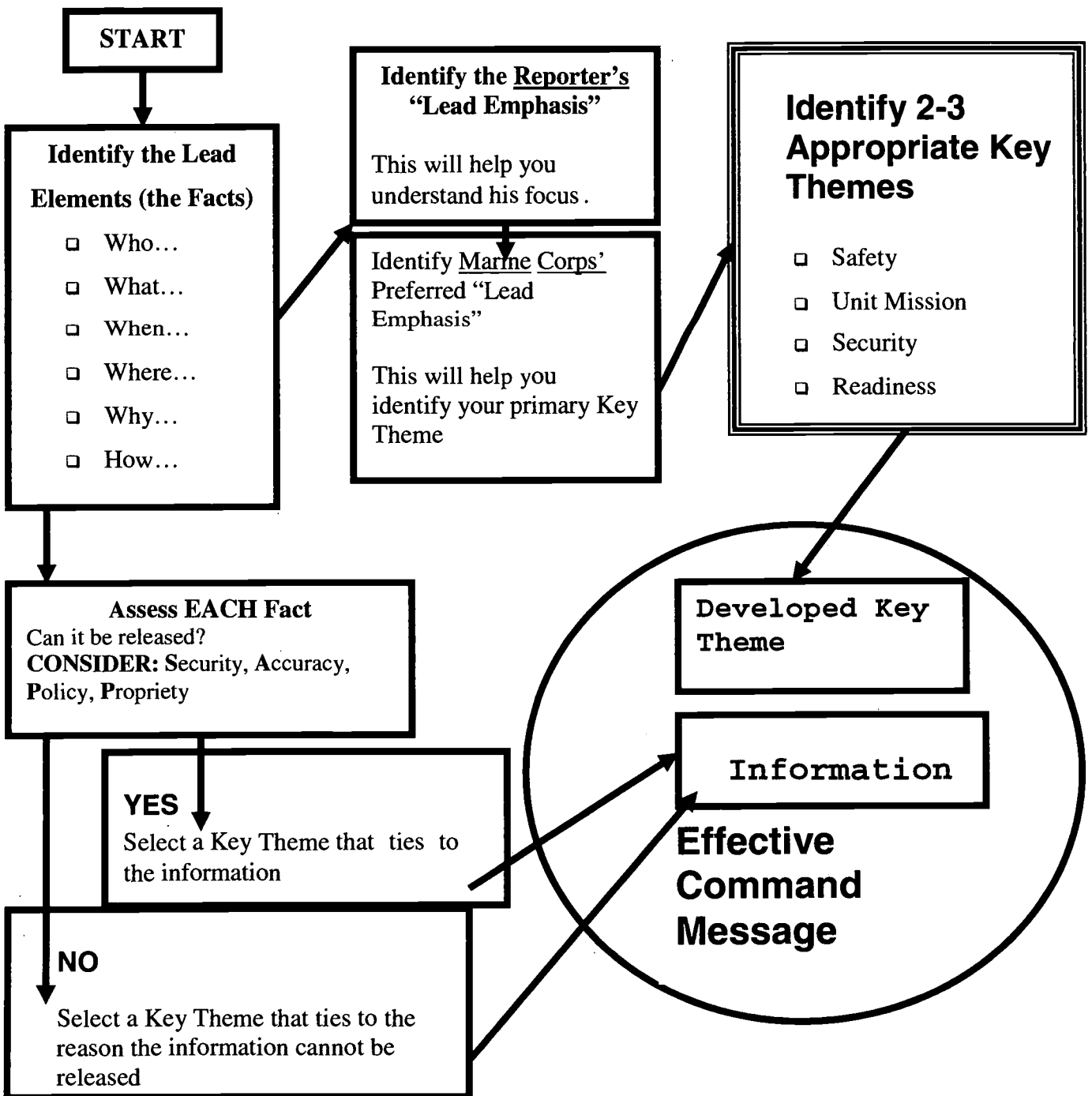
Item #	QTY	Description
1	1	Alienware Laptop PN MJ12-M7700i
2	1	HVR-M10U HDV (comes with AC adapter)
3	1	PC FIREWIRE 800/400 Card PN 109948
4	2	M10U battery (for NP-F970)
5	1	M15U Charger (comes with additional wires)
6	1	LaCie 500GB Raid 0 Portable HD

Figure C-5.--Public Affairs Video Editing System

Appendix D

Example Command Message Development Flowchart

How to Build an Effective Command Message



Appendix E

Format Public Affairs Annex F

The guidance in this appendix relates to the development of Annex F (Public Affairs) of the operation plan format found in reference (p).

1. Situation

a. General. Assigns responsibilities and guidance for military PA actions (public information, command and internal information, and community/engagement relations).

b. Adversary. Identify expected actions of adversary forces and forces hostile to US interests.

c. Friendly. Identify friendly agencies not under JFC control that will contribute to the PA effort. Include ASD/PA, State Department, US ambassadors, and allied/coalition PA programs, as appropriate.

d. Policy. Outline applicable PA policy pertaining to this plan.

e. Assumptions

(1) Describe host nation preferences and/or sensitivities to be considered in developing and executing PA programs.

(2) CCDRs should be prepared to host the DOD NMP during all stages of operations.

2. Mission. State clearly and concisely the essential PA tasks to be accomplished as they relate to the overall operation.

3. Execution

a. Concept of Operations. Outline PA efforts for the operation as part of JFC's mission and concept of the operation.

b. Tasks. Outline the PA tasks to be completed during the above listed phases.

(1) Provide any additional information to the supported CCDR and other supporting commands to include release authority and guidance on casualty and mortuary affairs, prisoner of war (POW), missing in action (MIA), and enemy POW matters. Consider the establishment of a JIB. Outline PA visual information and COMCAM requirements.

(2) Provide detailed personnel and equipment support requirements to component commands. Address the following: access to the on-scene commander, supported CCDR, and the DOS representative, and to the secure voice circuit that connects the JIB; access to hard copy message facilities between the same points; intertheater and intratheater transportation for escorted media; access to secure and nonsecure Internet access that connects the JIB to other public affairs outlets; access to digital imagery receiver equipment (could be through an intranet source); access to equipment for review and release of battle damage assessment-type video footage (could be through COMCAM).

Coordinate this annex with logistics, communications, IO, and other planners to ensure required support is detailed.

(3) List Service, component command, and other supporting commands' support requirements.

c. Coordinating Instructions. Identify procedures for the following areas:

(1) Coordination of Release of Information. Provide detailed procedures for all supporting commands for handling or forwarding to the supported command queries, responses, and proposed news releases for clearance.

(2) Public Affairs Support to Information Operations. Coordinate elements of PA with IO, as appropriate.

(3) Coordinate requests for interviews and news conferences with returned US personnel and enemy POW or detained personnel with the individual's unit and service PA offices.

(4) Outline required PA coordination with other staff elements involved in release of information outside the command.

(5) Establish procedures for keeping PA historical records.

d. Media Ground Rules

(1) Release of Cleared Information. Establish means for release of information to be cleared and made available to the press.

(2) Categories of Releasable Information. Provide precise guidance for release of specific categories of information to media.

(3) Categories of Information Not Releasable. Provide guidance on specific categories of information not releasable to the media.

4. Administration and Logistics

a. Identify administration and logistics requirements for PA support. Identify OPSEC procedures for PA personnel, and include security review procedures. Identify procedures for providing audio-visual coverage of the operation, including combat camera requirements. Identify internal information requirements for subordinate and component commands.

b. Identify detailed personnel and equipment support requirements. Address the following:

(1) Secure voice and data connectivity between the JIB and on-scene commander, supported commander, and the Department of State representative.

(2) Intertheater and intratheater transportation for escorted media.

(3) Secure and non-secure Internet between the JIB and other PA outlets.

(4) Digital imagery receiver equipment.

(5) Equipment for review and release of battle assessment-type video footage.

c. JIB/Sub-JIB Support

(1) Personnel. Identify required personnel.

(2) Equipment. Identify additional standard equipment required to allow JIB or sub-JIB operation in the operational area. Include tentage and individual field equipment on the same basis of issue as the accompanied unit.

(3) Services. Include basic food and shelter, water, office space and materials, clothing, transportation, etc., including portable copying machines, communications, ADP support, Internet access, and facsimile machines.

d. Media/Media Pool Support. Identify details on supporting the media to include: facilities, messing, billeting, force protection, immunizations, emergency medical treatment, transportation and communications, access to unclassified operational information, simulated rank, media pools, and other support.

(1) Outline Plans for Support of the Media Pool

(a) Daily, comprehensive, unclassified operational briefings.

(b) Access to areas of ongoing combat and exercise operations.

(c) Access to key command and staff personnel.

(d) Designated officer from the supported command assigned.

(e) Itinerary planning to enable media pool to disperse throughout the combat area to provide coverage of operations and to regroup periodically to share information and file stories.

(2) Required Logistics Support. Outline supported commander responsibilities for planning logistics support for pool and escort personnel. Support should address:

(a) Existing airlift to/from CONUS and the operational area.

(b) Theater ground, sea, and air transportation available to the media.

(c) Messing, billeting, and reimbursement requirements.

(d) Issuance of any equipment considered appropriate to the situation (e.g., helmets, canteens, protective vest, and chemical gear).

(e) Access to communications facilities to file stories on an expedited basis.

(f) Medical support.

e. Security of Operations and Personnel

(1) Operations

(a) Implementation of any PA plan presents a variety of problems in maintaining a balance between security and providing information to the public. This balance should include providing maximum assistance to news media representatives (NMRs) to support their coverage of the operation. Diplomatic and political considerations of all statements and news releases to NMRs should be weighed carefully at all echelons of command.

(b) Guidelines to follow when correspondents are in the operating areas.

(2) Personnel

(a) Personal security.

(b) Physical security.

5. Command and Control. Identify command relationships for PA including information operations cell participation.

Appendix F

Proposed Public Affairs Guidance

1. DOD policy requires that Proposed Public Affairs Guidance (PPAG) be provided to the ASD/PA by the unified and specified commands and other commands, for all major operations. This requirement includes major training exercises that could attract national and/or international attention. PAG may not be used without ASD/PA approval.

2. Public affairs guidance (PAG) is the operational tool that guides commanders and their PAO in applying doctrine and policy during major military operations, exercises and contingencies. The format and criteria below for PPAG may also be followed when writing PAG at any level of command. The PAO may tailor it to fit situation specific scenarios as required.

3. The information below is intended to assist local commanders in preparing and obtaining guidance if required.

a. Upon receipt of the WARNORD, the commander, through his PAO, should request PAG from higher headquarters. PAG may be included in alert notification or the OPORD. Commanders of major units or commands will direct their PAOs to prepare PPAG for forwarding through higher headquarters PA channels to ASD/PA.

b. Commanders of unified/specified commands should ensure that the PPAG has been coordinated with appropriate organizations within the theater of operations whenever possible (e.g., embassies, country teams, host governments, subordinate commands).

c. Upon receipt of the PPAG, ASD/PA coordinates and staffs the PPAG within DOD and Department of State.

d. The ASD/PA then issues a message approving, modifying or disapproving the PPAG. PPAG is broken down into subject, references and eight paragraphs: information/explanation, purpose and coordination for PPAG, PA approach, public statement, Q&As, contingency statement, miscellaneous information, POC. The format for PPAG follows:

(1) Subject. The subject line of the PPAG should state "PROPOSED PUBLIC AFFAIRS GUIDANCE" followed by the exercise and/or event name. For better coordination, the document should be kept to the unclassified level when possible. If an exercise or event is so sensitive that the actual name cannot be used, an unclassified short title should be used, e.g., "PROPOSED PUBLIC AFFAIRS GUIDANCE - CC-(U)."

(2) References. Pertinent messages or other documents shall be cited in the reference section. If the PPAG is based on PA policy in the significant military exercise brief (SMEB), then the SMEB message date-time-group (DTG) shall be listed.

(3) Exercise Information. The first paragraph of the PPAG will cite the references, provide background for the exercise and any significant

existing or anticipated problems associated with the exercise. The information in this paragraph is not for release so may remain classified after the PAG is approved for release. This paragraph may restate some PA information from the SMEB.

(4) Coordination Information. The second paragraph shall explain the purpose of the message, identify it as being fully coordinated and theater-approved and request ASD/PA approval and specify the date it is required for use. If the PAG is transmitted to ASD/PA before it is fully coordinated, it is the responsibility of the submitting command to ensure ASD/PA is promptly informed of the results of the remaining coordination. The submitting command should always follow-up a PPAG message with a phone call to ensure primary addressee(s) are aware the message is en route. When the submitting command is a supporting combatant commander from outside the supported combatant commander's AOR, the supported combatant commander is responsible for theater coordination.

(5) PA Approach. The third paragraph shall discuss the PA approach for the operation or exercise; i.e., active or passive. This may be a restatement of the PA policy indicated in the SMEB.

(a) Active Approach. An active approach involves efforts made to stimulate public or press interest such as distributing press releases and inviting the press to observe the operation or exercise. If an operation or exercise is to be publicly announced, this paragraph shall state who will make the announcement, the method of announcement, and preferred time and date for the announcement. If unusual circumstances prevail, the rationale for the recommendation should also be included. Part I and II exercises shall normally be announced by the ASD/PA by issuing a news release (blue top). Other lesser exercises or training deployments, if announced by the ASD/PA, normally shall be made by release of a memorandum for correspondents. The preferred release time and/or date of exercise announcements is 1200 Eastern Standard Time (EST) on either Tuesdays or Thursdays in conjunction with the normally scheduled DOD press briefing. If a combined announcement is desired with a host country, complete details of the methods, time, and procedure shall be included in this paragraph. The active approach is recommended whenever possible to ensure appropriate media coverage of specific commands and/or units.

(b) Passive Approach. A passive approach is where no action is taken to generate media or public interest in an issue or activity beyond answering specific inquiries. If a passive approach is desired, the PPAG shall so indicate and specify that the PAG is response to query (RTQ) only. It shall also specify who is authorized to respond; e.g., "Only ASD/PA may RTQ," or "All of the following addressees may use this PAG for RTQ only." To de-emphasize an operation or exercise, it is best to authorize release or RTQ at the lowest possible level.

(6) Public Statement. The fourth paragraph shall contain a statement that explains the operation or exercise. The statement shall be for public release in an active PA approach or for RTQ in a passive PA approach. For ease of coordination, each paragraph of the statement shall be identified as a sub-paragraph of the message; for example:

(a) The following statement is an example of a message for initial public release:

(TEXT FOLLOWS): QUOTE.

EXERCISE/OPERATION (NAME OF OPERATION/EXERCISE)

THE OPERATION/EXERCISE WILL.....

PREVIOUS MILITARY.....

FOR ADDITIONAL INFORMATION,

CONTACT.....(UNQUOTE).

(b) As indicated above, the last paragraph of the statement shall identify points of contact where additional information may be obtained.

(7) Questions and Answers. The fifth paragraph shall contain a list of proposed questions and answers (Q&As) to enable the user to respond to the majority of anticipated questions. They should all be contained in one paragraph and should be numbered sequentially; e.g., Q1, A1; Q2, A2; Q3, A3, etc. Q&As are for use in both active and passive PA approaches, but are strictly for RTQ only and shall not be given to media as handouts.

(8) Contingency Statement. The sixth paragraph of the PPAG shall contain a contingency statement to be used before release of the final PAG. Usually, the contingency statement should be that we don't discuss operations or exercises before they have been formally announced. However, this approach can be modified, depending on the circumstances of the operation or exercise. If a contingency statement is not required, so state in Paragraph 6 of the PAG.

(9) Miscellaneous Information. The seventh paragraph shall contain other pertinent information to include the following items (when a certain sub-paragraph is not applicable, so state): Media Information Centers (e.g., Joint Information Bureaus, Press Information Centers, operation or exercise PA elements, etc.). Discuss whether centers are joint or combined. Delineate who is responsible for establishing. Give generic description of its composition (e.g., US Marine Corps desk (O-4 and E-6/E-7), US Navy/Marine desk (USN O-4/O-5, and USMC E-5/ E-6), etc.). Establish the center's functions (coordination of all operation or exercise media and/or PA activities, clearance of US military-generated news material before release, production of news material for release, escort of accredited news media representatives).

(a) Command Relationships. Designate the sole approving authority for all operation or exercise-related news materials. Provide procedures for the release and clearance of information (to include a list of addressees for notification in case of accident or incident). Request assistance from participating commands or units to ensure that the media center is active. Inform commands of potential PA impact (to include incident or accident reports). Provide hometown news release requirements and instructions (passive PA approach may make hometown releases inappropriate).

(b) Media Coverage. State whether media coverage is encouraged or solicited, giving rationale. Provide news media transportation instructions, POC and procedures for handling requests. Provide requirements for news media representatives (valid passport, working media visa, local accreditation requirements, funds for food, lodging, return travel (if military air is not available). State instructions regarding requests from news media for accompanying travel sent to CONUS-based units before and following public announcement of operations and exercises.

(c) DOD National Media Pool. Each operation or exercise has the potential to require activation and deployment of the DOD National Media Pool to cover activities. At a minimum, planning should include arrangements for local ground or air transportation, special clothing or equipment to be provided, messing, billeting, protection of media equipment and gear, local escort requirements, and communications support for filing of pool products. Sponsoring commands shall indicate whether the operation or exercise should be considered for a pool deployment. PAG must identify the primary POC should the pool require activation.

(d) Internal Media and Audiovisual Coverage. Provide instructions on assistance that will be provided to this effort. Address the degree of freedom of movement (to include whether escorts are necessary); screening of visual information (VI) materials upon completion of operation or exercise; and sponsoring command POC for handling internal information matters. Also include guidelines for Armed Forces audiovisual teams documenting the operation or exercise.

(e) Media Opportunities. If event is a deployment exercise, and events of interest are known well enough in advance, provide chronology of potential events that would be of interest to media.

(f) Miscellaneous PA Considerations. Indicate any other proposed PA activities or considerations. If there are none, then so state.

(10) Points of Contact (POC). The eighth paragraph shall state the originating POC's name and phone number.

(11) Declassification Instructions. Declassification instructions shall be the last part of the message and in accordance with subsection 4-207 of reference (q).

Appendix F-1

Example (1) Public Affairs Guidance for Possible Combat Operations in Iraq

R 090040Z MAR 03
FM SECDEF WASHINGTON DC//OASD-PA/DPO//
TO AIG 8777
INFO RUEKJCS/SECDEF WASHINGTON DC //OASD-PA/DPO//
RUEKJCS/SECDEF WASHINGTON DC //OASD-PA/CHAIRS//
RHEHNSC/NSC WASHINGTON DC//SCP//
RUEHC/SECSTATE WASHINGTON DC
RUEACMC/CMC WASHINGTON DC
RHMFIUU/CMC WASHINGTON DC

UNCLAS

SUBJECT: PUBLIC AFFAIRS GUIDANCE FOR POSSIBLE COMBAT OPERATIONS IN IRAQ

COMMANDS AND SERVICES: DISSEMINATE THIS MESSAGE TO ALL UNITS BELOW
YOUR LEVEL.

1. REFERENCES: REF. A. SECDEF MSG, DTG 101900Z
FEB 03, SUBJ: PUBLIC AFFAIRS GUIDANCE (PAG) ON EMBEDDING MEDIA
DURING POSSIBLE FUTURE OPERATIONS/DEPLOYMENTS IN THE US CENTRAL
COMMANDS (CENTCOM) AREA OF RESPONSIBILITY (AOR). REF. B. SECDEF MSG, DTG
172200Z JAN 03, SUBJ: PUBLIC AFFAIRS GUIDANCE (PAG) FOR MOVEMENT OF FORCES
INTO THE CENTCOM AOR FOR POSSIBLE FUTURE OPERATIONS. REF. C. CJCS MSG,
DTG 211725Z FEB 03; SUBJ: COMMANDERS AND PUBLIC AFFAIRS. REF. D. DODI
5410.15, MAR 28, 1989, DOD PUBLIC AFFAIRS ASSISTANCE TO NON-GOVERNMENT, NON-
ENTERTAINMENT ORIENTED PRINT AND ELECTRONIC MEDIA

2. INTENT. MEDIA COVERAGE OF ANY FUTURE OPERATION WILL, TO A LARGE
EXTENT, SHAPE DOMESTIC AND INTERNATIONAL PUBLIC PERCEPTION OF THE
NATIONAL SECURITY ENVIRONMENT NOW AND IN THE YEARS AHEAD. WE MUST
CORRECT DISINFORMATION/DISTORTIONS AS QUICKLY AS POSSIBLE -- WITHIN
MINUTES, NOT HOURS. OUR PEOPLE IN THE FIELD NEED TO ASSERTIVELY TELL
OUR STORY - ONLY COMMANDERS CAN ENSURE THE MEDIA HAVE ACCESS TO OUR
FORCES. WE MUST ORGANIZE FOR AND FACILITATE NATIONAL AND
INTERNATIONAL MEDIA ACCESS TO OUR FORCES, ESPECIALLY TO FRONT-LINE
COMBAT OPERATIONS. THE PREFERRED METHOD OF ACCOMPLISHING THIS GOAL
IS THROUGH EMBEDDING OF MEDIA WITH OUR FORCES (PER REF (A)); HOWEVER,
EMBEDDING IS NOT THE ONLY METHOD AVAILABLE. INDEPENDENT COVERAGE BY
LOCAL, NATIONAL AND INTERNATIONAL MEDIA WILL BE FACILITATED TO THE
MAXIMUM EXTENT POSSIBLE, CONSISTENT WITH FORCE PROTECTION AND MISSION
SECURITY. ALL COMMANDERS ARE HIGHLY ENCOURAGED TO AGGRESSIVELY REACH
OUT TO MEDIA AT ALL LEVELS - LOCAL, REGIONAL, NATIONAL AND
INTERNATIONAL -- TO BRING OUR STORY TO OUR NATION AND THE WORLD.

3. PURPOSE. THIS MESSAGE PROVIDES GENERAL PUBLIC AFFAIRS GUIDANCE
FOR MEDIA AND COMBAT CAMERA COVERAGE OF COMBAT OPERATIONS IN IRAQ.
REF (B) PROVIDES SPECIFIC GUIDANCE FOR EMBEDDED MEDIA.

4. PA APPROACH.

4.1. PRIOR TO ANNOUNCEMENT OF COMMENCEMENT OF COMBAT OPERATIONS,
PUBLIC AFFAIRS POSTURE IS IAW REF (B).

4.2. AT THE COMMENCEMENT OF OPERATIONS, EXTRA PRECAUTION WILL BE REQUIRED TO MAXIMIZE OPERATIONAL SURPRISE. LIVE BROADCASTS FROM AIRFIELDS, GROUND UNITS OR AFLOAT WILL BE PROHIBITED UNTIL THE SAFE RETURN OF THE INITIAL STRIKE PACKAGE OR UNTIL AUTHORIZED BY THE UNIT COMMANDER.

4.3. AFTER POTUS/SECDEF ANNOUNCEMENT OF COMMENCEMENT OF HOSTILITIES, EVERY EFFORT WILL BE MADE TO ACCOMMODATE MEDIA COVERAGE.

5. CPICS. COALITION PRESS INFORMATION CENTERS (CPICS) ARE/WILL BE ESTABLISHED AT HEADQUARTERS AND FORWARD BASING LOCATIONS (AS SALIYAH, QATAR AND KUWAIT CITY, KUWAIT) AND SUB-CPICS ARE/WILL BE ESTABLISHED AT PRINCE SULTAN AIR BASE, SAUDI ARABIA; MANAMAH, BAHRAIN; AKROTIRI, CYPRUS; AND INCIRLIK AIR BASE, TURKEY - BASED ON THE GEOPOLITICAL SITUATION -- TO ACCOMMODATE THE LARGE NUMBER OF ANTICIPATED MEDIA AND PROVIDE HEADQUARTERS-LEVEL OPERATIONAL INFORMATION ON A DAILY BASIS. ONCE COMBAT OPERATIONS COMMENCE, THE QATAR CPIC WILL HOLD DAILY OPERATIONAL UPDATE BRIEFINGS. THE CPICS WILL COORDINATE AN ORGANIZED FLOW OF BRIEFINGS AND REAL-TIME PRODUCTS FROM BOTH THE CPIC AND THE SUB-CPICS. ADDITIONAL SUB-CPICS WILL BE ESTABLISHED AS REQUIRED TO SUPPORT FRONT-LINE OPERATIONS AND TO COMPLEMENT THE CPIC WITH TACTICAL UPDATES.

6. MEDIA COVERAGE. COMMANDERS WILL ENSURE THAT MEDIA REPRESENTATIVES ARE PROVIDED EVERY OPPORTUNITY TO OBSERVE COMBAT OPERATIONS, AS WELL AS PREPARATIONS AND SUPPORTING ACTIONS. THE PERSONAL SAFETY OF CORRESPONDENTS IS NOT A REASON TO EXCLUDE THEM FROM COMBAT AREAS. UNIT PUBLIC AFFAIRS OFFICES MUST BE PREPARED TO PROVIDE ROLLING OPERATIONAL UPDATES TO THE CPIC/SUB-CPICS, AS REQUIRED.

6.1. THERE ARE THREE GENERAL CATEGORIES OF MEDIA IN THE AOR.

6.1.1. EMBEDDED MEDIA. DOD'S INTENT IS TO MAXIMIZE COVERAGE OF COALITION OPERATIONS THROUGH USE OF EMBEDDED MEDIA, PER REFS (A) AND (C). EMBEDDED MEDIA WILL LIVE, EAT, SLEEP AND WORK ALONGSIDE US AND COALITION FORCES IN ORDER TO TELL, FIRST-HAND, THE STORY OF THE AMERICAN MILITARY AND ITS COALITION PARTNERS. EMBEDDED MEDIA ARE ENVISIONED TO BE WITH UNITS ON A LONG-TERM BASIS WITH THE EXCEPTION OF SOF EMBEDS. REF (A) CONTAINS POLICIES AND PROCEDURES FOR EMBEDDED MEDIA. IN ADDITION TO THE PROCEDURES OUTLINED IN PARA 3.E.1. OF REF (B), ALL UNITS WITH EMBEDDED MEDIA SHALL FORWARD A SIGNED COPY OF EACH EMBEDDED MEDIA EMPLOYEE'S RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENT TO THE DOD OFFICE OF GENERAL COUNSEL (POC: LISA SIMON, FAX 703-614-6745, DSN 224-6745, SIMONL@DODGC.OSD.MIL OR MAIL TO: DOD/GC (IC) 1600 DEFENSE PENTAGON, WASH DC 20301).

6.1.2. CPIC-DIRECTED MEDIA. THE CPICS AND SUB-CPICS MAY FACILITATE SHORT-DURATION VISITS TO BASES, UNITS OR LOCATIONS TO ALLOW MEDIA TO COVER BREAKING NEWS, EVENTS, OR ACTIVITIES. THESE MEDIA WILL NOT EMBED WITH UNITS BUT MAY COVER THE UNIT'S ACTIVITIES DURING A PRESCRIBED PERIOD OF TIME. FOR EXAMPLE, A CPIC MAY ARRANGE FOR MEDIA REPRESENTATIVES TO TRAVEL TO THE SITE OF AN ALLEGED OR REAL INCIDENT TO SHOW THAT ENEMY CLAIMS ARE NOT TRUE.

6.1.3. INDEPENDENT/UNILATERAL MEDIA. INDEPENDENT OR UNILATERAL MEDIA ARE THOSE MEDIA REPRESENTATIVES THAT ARE NEITHER EMBEDDED NOR

DIRECTED BY THE CPIC/SUB-CPICS. COMMANDERS AND UNITS WILL ENCOUNTER THESE MEDIA AT VARIOUS POINTS ON THE BATTLEFIELD. IN SOME INSTANCES, INDEPENDENT MEDIA WILL OUTNUMBER EMBEDDED MEDIA IN THE AREA OF OPERATIONS. COMMANDERS SHOULD BE AWARE THAT THESE MEDIA REPRESENTATIVES MAY APPROACH COALITION FORCES AND SHOULD ENSURE THAT UNIT PERSONNEL ARE TRAINED TO PROPERLY DEAL WITH THEM. BASED ON THE SECURITY SITUATION AND THE NUMBER OF EMBEDDED MEDIA PRESENT WITH A UNIT, COMMANDERS MAY ALLOW UNILATERAL MEDIA TO COVER THE UNIT FOR A SHORT PERIOD OF TIME, MAY PROVIDE BRIEFINGS OR INFORMATION ON THE UNIT'S ACTIVITIES, AND/OR SIMPLY THEN DIRECT THEM TO THE NEAREST CPIC OR SUB-CPIC. INDEPENDENT MEDIA WHO REQUEST FROM UNIT COMMANDERS TO EMBED, MUST BE APPROVED BY THE CPIC. IN ADDITION, EMBEDDING INDEPENDENT MEDIA MUST AGREE, IN WRITING, TO ABIDE BY THE GROUND RULES, MUST SIGN THE DOD-APPROVED RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENT, MUST HAVE THE INDEPENDENT MEDIA'S EMPLOYER SIGN THE DOD-APPROVED RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENT, AND MUST FULFILL OTHER CONDITIONS AS DELINEATED IN REF (A). THE EMBEDDING UNIT WILL MAINTAIN THE SIGNED RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENTS. THE EMBEDDING UNIT SHALL FORWARD A COPY OF THE RELEASE, INDEMNIFICATION, AND HOLD HARMLESS AGREEMENT TO THE DOD OFFICE OF GENERAL COUNSEL (POC: LISA SIMON, FAX 703-614-6745, DSN 224-6745, SIMONL@DODGC.OSD.MIL OR MAIL TO: DOD/GC (LC) 1600 DEFENSE PENTAGON, WASH DC 20301). IF THE UNIT COMMANDER CANNOT ACCEPT THE INDEPENDENT MEDIA, THEY MAY DIRECT THEM TO THE NEAREST CPIC OR SUB-CPIC FOR FURTHER ASSIGNMENT. INDEPENDENT NON-EMBEDDED MEDIA ARE NOT SUBJECT TO GROUND RULES UNLESS THE MEDIA REPRESENTATIVE(S) AGREE IN ADVANCE TO THE PRESCRIBED GROUND RULES THROUGH THE CPIC OR SUB-CPIC. IF INDEPENDENT/UNILATERAL MEDIA PRESENCE INTERFERES WITH OR COMPROMISES OPERATIONS, THE UNIT COMMANDER WILL TAKE PROPER PRECAUTIONS (SUCH AS DESCRIBED IN PARA 6.E.1.) TO ENSURE MISSION SECURITY. UNDER NO CIRCUMSTANCES WILL MEDIA PRODUCTS BE CONFISCATED.

6.2. GROUND RULES. AS DISCUSSED IN REF (A), GROUND RULES ARE ESTABLISHED FOR THE SAFETY AND SECURITY OF COALITION FORCES AND EMBEDDED MEDIA. THEY ARE IN NO WAY INTENDED TO PREVENT THE RELEASE OF DEROGATORY, EMBARRASSING, NEGATIVE OR UNCOMPLIMENTARY INFORMATION. GROUND RULES WILL BE AGREED TO IN ADVANCE AND SIGNED BY THE MEDIA. VIOLATION OF THE GROUND RULES MAY RESULT IN THE TERMINATION OF US MILITARY SUPPORT TO THE MEDIA. ANY PROPOSED MODIFICATION TO THE STANDARD GROUND RULES WILL BE FORWARDED THROUGH PA CHANNELS TO CENTCOM/PA FOR APPROVAL.

6.3. TELEPHONE INTERVIEWS. COMMANDERS ARE ENCOURAGED TO PARTICIPATE, AND ENCOURAGE PARTICIPATION BY THEIR FORCES, IN TELEPHONIC INTERVIEWS WITH MEDIA. FOR LOCATIONS WHERE DIRECT ACCESS BY MEDIA TO MILITARY OPERATIONS AND ACTIVITIES IS NOT AVAILABLE, ARRANGEMENTS SHOULD BE MADE - BY THE CPIC/SUB-CPICS OR UNIT PAO WORKING IN CONJUNCTION WITH THE CPIC/SUB-CPICS -- TO PROVIDE FOR MEDIA TELEPHONE INTERVIEWS WITH OPERATIONS PERSONNEL, INCLUDING AIRCREW. NO DISCUSSION OF LOCATION OR BASING IS AUTHORIZED IN THESE CASES; QUESTIONS CONCERNING LOCATIONS SHOULD BE ADDRESSED AS BASED WITHIN THE REGION.

6.4. MEDIA COVERAGE OF GUARD/RESERVE ACTIVITIES, INCLUDING MEDIA EMBEDS, IS ENCOURAGED IAW REF (B).

6.5. SECURITY AT THE SOURCE WILL BE THE RULE. US MILITARY

PERSONNEL WILL PROTECT AND NOT DISCLOSE CLASSIFIED INFORMATION TO MEMBERS OF THE MEDIA.

6.5.1. THE NATURE OF THE BATTLEFIELD AND MEDIA COVERAGE OF OUR FORCES MAY RESULT IN THE OBSERVATION OF SENSITIVE INFORMATION, INCLUDING TROOP MOVEMENTS, BATTLE PREPARATIONS, MATERIEL CAPABILITIES AND VULNERABILITIES AND OTHER INFORMATION AS LISTED IN PARA. 4.G. OF REF (A). WHEN A COMMANDER OR HIS/HER DESIGNATED REPRESENTATIVE HAS REASON TO BELIEVE THAT A MEDIA MEMBER WILL HAVE ACCESS TO SENSITIVE INFORMATION, PRIOR TO ALLOWING SUCH ACCESS, HE/SHE WILL TAKE PRUDENT PRECAUTIONS TO ENSURE THE SECURITY OF THAT INFORMATION. THE PRIMARY SAFEGUARD WILL BE TO BRIEF MEDIA IN ADVANCE ABOUT WHAT INFORMATION IS SENSITIVE AND WHAT THE PARAMETERS ARE FOR COVERING THIS TYPE OF INFORMATION. IF MEDIA ARE INADVERTENTLY EXPOSED TO SENSITIVE INFORMATION THEY SHOULD BE BRIEFED AFTER EXPOSURE ON WHAT INFORMATION THEY SHOULD AVOID COVERING. IN INSTANCES WHERE A UNIT COMMANDER OR THE DESIGNATED REPRESENTATIVE DETERMINES THAT COVERAGE OF A STORY WILL INVOLVE EXPOSURE TO SENSITIVE INFORMATION BEYOND THE SCOPE OF WHAT MAY BE PROTECTED BY PREBRIEFING OR DEBRIEFING, BUT COVERAGE OF WHICH IS IN THE BEST INTERESTS OF THE DOD, THE COMMANDER MAY OFFER ACCESS IF THE REPORTER AGREES TO A SECURITY REVIEW OF THEIR COVERAGE. AGREEMENT TO SECURITY REVIEW IN EXCHANGE FOR THIS TYPE OF ACCESS MUST BE STRICTLY VOLUNTARY; HOWEVER, IF THE REPORTER DOES NOT AGREE, THEN ACCESS MAY BE DENIED. IF THE MEDIA AGREE TO A SECURITY REVIEW, IT WILL BE CONDUCTED SOLELY TO ENSURE THAT SENSITIVE OR CLASSIFIED INFORMATION IS NOT INCLUDED IN THE PRODUCT. IF SENSITIVE OR CLASSIFIED INFORMATION IS FOUND, THE MEDIA WILL BE ASKED TO REMOVE THAT INFORMATION FROM THE PRODUCT AND/OR EMBARGO THE PRODUCT UNTIL SUCH INFORMATION IS NO LONGER CLASSIFIED OR SENSITIVE. THESE REVIEWS WILL NOT INVOLVE ANY EDITORIAL CHANGES AND WILL BE COMPLETED AS SOON AS PRACTICAL SO AS NOT TO INTERRUPT COMBAT OPERATIONS OR DELAY REPORTING. IF THERE ARE DISPUTES RESULTING FROM THE SECURITY REVIEW PROCESS, THEY MAY BE ADDRESSED THROUGH THE CHAIN OF COMMAND OR THROUGH PA CHANNELS TO ASD/PA. THIS PARAGRAPH DOES NOT AUTHORIZE COMMANDERS TO ALLOW MEDIA ACCESS TO CLASSIFIED INFORMATION. THIS PARAGRAPH DOES NOT PRECLUDE MEDIA ACCESS TO MILITARY FLIGHTS.

6.5.2. IF CLASSIFIED OR SENSITIVE INFORMATION IS INADVERTENTLY RELEASED THROUGH PRINT OR PHOTO MEANS, DO NOT CONFISCATE FILM, AUDIO/VIDEO TAPES OR REPORTERS' NOTES. THE UNIT COMMANDER/PAO HAS THE RESPONSIBILITY TO INFORM THE REPORTER THAT SENSITIVE INFORMATION IS INCLUDED IN THE REPORT AS WRITTEN AND THAT IT CONSTITUTES A GROUND RULES VIOLATION. THE REPORTER SHOULD BE GIVEN THE OPPORTUNITY TO REMOVE THE SENSITIVE INFORMATION IN THE STORY BEFORE IT IS REPORTED UP PA CHANNELS TO CENTCOM/PA AND ASD/PA, IF NECESSARY.

6.6. IF A CPIC-DIRECTED MEDIA REPRESENTATIVE IS KILLED OR INJURED IN THE COURSE OF MILITARY OPERATIONS, THE UNIT WHICH THEY ARE COVERING WILL IMMEDIATELY NOTIFY ASD/PA, THROUGH PA CHANNELS. ASD/PA WILL CONTACT THE RESPECTIVE MEDIA ORGANIZATION(S), WHICH WILL MAKE NEXT OF KIN NOTIFICATION IN ACCORDANCE WITH THE INDIVIDUAL'S WISHES.

6.7. MILITARY UNITS BEAR NO RESPONSIBILITY FOR NOTIFICATION IN THE CASE OF A UNILATERAL/INDEPENDENT MEDIA REPRESENTATIVE BEING KILLED OR INJURED IN THE COURSE OF MILITARY OPERATIONS.

7. RELEASE AUTHORITY.

7.1. ASD/PA RETAINS INITIAL RELEASE AUTHORITY FOR INFORMATION AND IMAGERY REGARDING THE COMMENCEMENT OF OPERATIONS.

7.2. CENTCOM/PA IS GRANTED RELEASE AUTHORITY FOR INFORMATION REGARDING MILITARY OPERATIONS AFTER THE INITIAL RELEASE HAS BEEN MADE BY ASD/PA.

7.2.1. CENTCOM COMPONENT COMMANDER'S (CFLCC, CFACC, CFMCC AND CFSOCC) PUBLIC AFFAIRS OFFICES ARE DELEGATED RELEASE AUTHORITY FOR INFORMATION REGARDING ROUTINE MILITARY OPERATIONS UNDER THEIR COMMANDS ONCE INITIAL RELEASE HAS BEEN MADE BY SECDEF/POTUS. THESE RELEASES WILL BE POSTED ON THEIR RESPECTIVE WEBSITES AND WILL BE LINKED TO THE CENTCOM WEBSITE. CENTCOM PA WILL BE INFORMED PRIOR TO RELEASE. THIS AUTHORITY MAY NOT BE FURTHER DELEGATED.

7.2.2. CENTCOM PA WILL BE THE SOLE RELEASE AUTHORITY CONCERNING ACCIDENTS AND INCIDENTS.

7.3. INTELLIGENCE MATTERS MAY NOT BE DISCUSSED UNDER ANY CIRCUMSTANCE WITHOUT SPECIFIC CONCURRENCE FROM ASD/PA.

7.4. TO ACCELERATE THE RELEASE OF GUN CAMERA, WEAPON SYSTEM, UAV/RPA VIDEO AND OTHER BDA-RELATED IMAGERY OR ISR PRODUCTS, DECLASSIFICATION WILL BE DONE IN THEATER. THE CENTCOM COMMANDER IS THE RELEASE AUTHORITY; THIS AUTHORITY MAY BE DELEGATED TO COMPONENT COMMANDERS.

7.5. FOR ALL OTHER NEWS, STILL PHOTOGRAPHY AND VIDEO FOOTAGE, RELEASE AUTHORITY IS DELEGATED TO CENTCOM/PA AND COMPONENT PAOS IN THEATER. THIS AUTHORITY MAY BE DELEGATED FURTHER TO MAJOR UNIT COMMANDER AS DESIGNATED BY CENTCOM/PA.

7.6. ASD/PA WILL BE NOTIFIED OF ANY IMAGERY PRODUCTS EXPECTED TO GENERATE SIGNIFICANT NATIONAL OR INTERNATIONAL MEDIA INTEREST PRIOR TO RELEASE.

7.7. NEWS AND IMAGERY PRODUCTS DESCRIBING OR DEPICTING DEPLOYED SPECIAL OPERATIONS FORCES WILL BE RELEASED, AS APPROPRIATE, BY THE CFSOCC COMMANDER VIA CENTCOM AND ASD/PA IN COORDINATION WITH USSOCOM.

7.8. CENTCOM/PA WILL PROVIDE, VIA PA CHANNELS, SPECIFIC GUIDANCE CONCERNING WHICH NATIONS IN THE AOR MAY BE IDENTIFIED AND WHICH ARE NOT TO BE IDENTIFIED. FOR THOSE NOT IDENTIFIED, LOCATIONS WILL ONLY BE IDENTIFIED AS A LOCATION/BASE/POST IN THE CENTCOM AOR.

7.9. ALLIED/COALITION PARTICIPATION MAY BE REPORTED ON WITH THE CONSENT AND APPROVAL OF THE ALLIED/COALITION UNIT COMMANDER. CENTCOM/PA WILL PROVIDE A LIST OF THOSE ALLIED/COALITION COUNTRIES THAT CONSENT TO COVERAGE AND THOSE THAT DO NOT CONSENT TO COVERAGE OF THEIR FORCES.

7.10. THE FOLLOWING PROCEDURES AND POLICIES APPLY TO COVERAGE OF WOUNDED, INJURED AND ILL PERSONNEL:

7.10.1. MEDIA REPRESENTATIVES WILL BE REMINDED OF THE SENSITIVITY OF

USING NAMES OF INDIVIDUAL CASUALTIES OR PHOTOGRAPHS WHICH CLEARLY IDENTIFY CASUALTIES UNTIL AFTER NOTIFICATION OF THE NOK AND RELEASE BY ASD/PA.

7.10.2. MEDIA MAY COVER BATTLEFIELD CASUALTIES AS LONG AS THE SERVICE MEMBER'S IDENTITY IS PROTECTED FROM DISCLOSURE FOR 72 HOURS OR UPON VERIFICATION OF NOK NOTIFICATION, WHICHEVER IS FIRST.

7.10.3. MEDIA VISITS TO MEDICAL FACILITIES WILL BE IN ACCORDANCE WITH APPLICABLE REGULATIONS, STANDARD OPERATING PROCEDURES, OPERATIONS ORDERS AND INSTRUCTIONS BY ATTENDING PHYSICIANS. IF APPROVED, SERVICE OR MEDICAL FACILITY PERSONNEL MUST ESCORT MEDIA AT ALL TIMES.

7.10.4. PATIENT WELFARE, PRIVACY AND NEXT OF KIN/FAMILY CONSIDERATIONS ARE THE GOVERNING CONCERNS ABOUT NEWS MEDIA COVERAGE OF WOUNDED, INJURED, AND ILL PERSONNEL IN MEDICAL TREATMENT FACILITIES OR OTHER CASUALTY COLLECTION AND TREATMENT LOCATIONS.

7.10.5. MEDIA VISITS ARE AUTHORIZED TO MEDICAL CARE FACILITIES WITH PRIOR APPROVAL BY THE MEDICAL FACILITY COMMANDER AND ATTENDING PHYSICIAN AND MUST NOT INTERFERE WITH MEDICAL TREATMENT. REQUESTS TO VISIT MEDICAL CARE FACILITIES OUTSIDE THE CONTINENTAL UNITED STATES WILL BE COORDINATED BY THE UNIFIED COMMAND PA.

7.10.6. REPORTERS MAY VISIT THOSE AREAS DESIGNATED BY THE FACILITY COMMANDER, BUT WILL NOT BE ALLOWED IN OPERATING ROOMS DURING OPERATING PROCEDURES.

7.10.7. PERMISSION TO INTERVIEW OR PHOTOGRAPH A PATIENT WILL BE GRANTED ONLY WITH THE CONSENT OF THE ATTENDING PHYSICIAN OR FACILITY COMMANDER AND WITH THE PATIENT'S INFORMED CONSENT, WITNESSED BY THE ESCORT.

7.10.8. "INFORMED CONSENT" MEANS THE PATIENT UNDERSTANDS HIS OR HER PICTURE AND COMMENTS ARE BEING COLLECTED FOR NEWS MEDIA PURPOSES AND THEY MAY APPEAR NATIONWIDE IN NEWS MEDIA REPORTS.

7.10.9. THE ATTENDING PHYSICIAN OR ESCORT WILL ADVISE THE SERVICE MEMBER IF NOK HAVE BEEN NOTIFIED.

8. INTERNAL MEDIA AND COMBAT CAMERA COVERAGE. UNITS ARE HIGHLY ENCOURAGED TO SUPPORT THE EFFORTS OF LOCAL AND NATIONAL LEVEL COMMAND INFORMATION TEAMS. AT A MINIMUM, UNITS WILL SUPPORT AFRTS, COMBAT CAMERA AND OTHER INTERNAL NEWS GATHERING MEDIA AT THE SAME LEVEL AS EXTERNAL MEDIA.

8.1. COMBAT CAMERA. COMBAT CAMERA DOCUMENTATION IS VITAL AND REQUIRED TO DOCUMENT AND DISSEMINATE IMAGERY OF MILITARY OPERATIONS. COMBAT CAMERA STILL PHOTOGRAPHY AND VIDEOGRAPHY WILL BE USED TO ASSIST IN/WITH OPERATIONAL PLANNING, BDA, PUBLIC AFFAIRS, INFORMATION OPERATIONS, PUBLIC DIPLOMACY, AS WELL AS TO PROVIDE HISTORICAL DOCUMENTATION. COMMANDERS WILL ENSURE THAT ALL COMBAT OPERATIONS ARE DOCUMENTED TO THE MAXIMUM EXTENT POSSIBLE BY COMBAT CAMERA TEAMS AND COMPONENT VISUAL INFORMATION FORCES. ADDITIONALLY, TO THE MAXIMUM EXTENT POSSIBLE COMBAT CAMERA TEAMS WILL ASSIST EVIDENCE RESPONSE TEAMS BY RECORDING IMAGES OF DOCUMENTS AND OTHER EVIDENCE RELATING TO THE IRAQI REGIME'S INVOLVEMENT IN WAR CRIMES, WEAPONS OF MASS

DESTRUCTION AND/OR SUPPORT TO TERRORIST GROUPS.

8.1.1. COMMANDERS WILL FORWARD COMBAT CAMERA IMAGERY/DOCUMENTATION REQUIREMENTS THROUGH COMPONENT OR CENTCOM J3/J39 CHANNELS.

8.1.2. COMBAT CAMERA TEAMS WILL NOT BE USED AS MEDIA ESCORTS.

8.1.3. COMBAT CAMERA TEAMS WILL BE GIVEN MAXIMUM ACCESS TO DOCUMENT OPERATIONS REGARDLESS OF CLASSIFICATION OR SENSITIVITY, WITHIN THEIR SECURITY CLEARANCE. THEY WILL HAVE THE SAME ACCESS TO MATERIALS AS OTHER UNIT MEMBERS.

8.1.4. SECURITY AND PUBLIC RELEASE REVIEW OF COMBAT CAMERA PRODUCTS WILL BE DONE AS EXPEDITIOUSLY AS POSSIBLE, PRIOR TO TRANSMISSION AND DISTRIBUTION. CENTCOM/PA IS RELEASE AUTHORITY IN THEATER FOR COMBAT CAMERA IMAGERY. THIS MAY BE DELEGATED FURTHER TO COMPONENT PAOS AS DESIGNATED BY CENTCOM/PA.

8.1.5. ENSURE ALL IMAGERY PRODUCTS ARE ASSIGNED A VISUAL INFORMATION RECORD IDENTIFICATION NUMBER (VIRIN), ARE FULLY CAPTIONED AND ARE TRANSMITTED AND/OR SHIPPED TO THE JOINT COMBAT CAMERA CENTER WITHIN 24 HOURS OF ACQUISITION WITH THE EXCEPTION OF CFSOCC COMBAT CAMERA ASSETS.

8.1.5.1. CFSOCC-PA WILL MAKE EVERY EFFORT TO CLEAR IMAGERY WITHIN THE 24-HOUR WINDOW, INCLUDING IMAGERY ACQUIRED BY COMBAT CAMERA, VISUAL INFORMATION AND PUBLIC AFFAIRS DOCUMENTATION TEAMS. USE SIPRNET OR OTHER SECURE MEANS TO FORWARD SENSITIVE OR CLASSIFIED IMAGERY.

8.2. HOMETOWN NEWS RELEASE PROGRAMS. ALL SERVICE MEMBERS ARE HIGHLY ENCOURAGED TO KEEP THEIR LOCAL HOMETOWNS INFORMED OF THEIR PARTICIPATION IN THIS OPERATION THROUGH THEIR SERVICE'S HOMETOWN NEWS RELEASE PROGRAM. HOMETOWN NEWS RELEASE PROGRAMS WILL PREPARE TAILORED RELEASES FOR MARINES, SAILORS, AIRMEN AND MARINES. SERVICES WILL CAPITALIZE ON THEIR HOMETOWN NEWS PROGRAMS BY ASSISTING HOMETOWN MEDIA IN CONNECTING WITH SERVICE MEMBERS FOR THEIR LOCAL AREAS FOR POTENTIAL INTERVIEWS.

8.3. ALL INTERNAL STORIES AND NEWSLETTERS WILL BE FORWARDED TO LINDA.KOZARYN@OSD.MIL AND KRHEM@OSD.MIL FOR USE IN NATIONAL LEVEL INTERNAL INFORMATION PRODUCTS.

9. LOGISTICS.

9.1. UNITS SHOULD PLAN LIFT AND LOGISTICAL SUPPORT ON A SPACE AVAILABLE, NO ADDITIONAL COST TO THE GOVERNMENT BASIS, TO ASSIST IN MOVING INTERNAL AND EXTERNAL NEWS MEDIA REPRESENTATIVES AND PRODUCTS TO AND FROM THE BATTLEFIELD SO AS TO TELL OUR STORY IN A TIMELY MANNER, AS DISCUSSED IN REF (C).

9.1.1. TO THE EXTENT POSSIBLE, SPACE ON MILITARY TRANSPORTATION WILL BE MADE AVAILABLE FOR INTERNAL, COMBAT CAMERA AND EXTERNAL NEWS MEDIA REPRESENTATIVES AND THEIR EQUIPMENT NECESSARY TO COVER OPERATIONS CONSISTENT WITH PARAGRAPH 7.B. OF REF (A). SEATS ABOARD VEHICLES, AIRCRAFT AND NAVAL SHIPS WILL BE MADE AVAILABLE ON A SPACE AVAILABLE, NO ADDITIONAL COST TO THE GOVERNMENT BASIS TO ALLOW MAXIMUM COVERAGE

OF COALITION FORCES IN THE FIELD AND TO MEET THE SECDEF/CJCS INTENT IN REF (C). WITH THE EXCEPTION OF MILITARY AIRCRAFT WHERE A LOADMASTER IS RESPONSIBLE FOR CARGO, THE MEDIA IS RESPONSIBLE FOR LOADING AND CARRYING THEIR OWN EQUIPMENT AT ALL TIMES. AERIAL QUALIFIED COMBAT CAMERA OPERATORS ARE AUTHORIZED TO PERFORM CAMERA DUTIES WHILE FLYING.

9.1.2. THIS GUIDANCE AUTHORIZES BLANKET APPROVAL FOR LOCAL MEDIA TRAVEL, WITHIN THE CENTCOM AOR, ABOARD DOD AIRLIFT FOR ALL MEDIA ON A NO-COST, SPACE AVAILABLE BASIS. NO ADDITIONAL COSTS SHALL BE INCURRED BY THE GOVERNMENT TO PROVIDE ASSISTANCE IAW REF D, PARA 3.4.

9.1.3. INVITATIONAL TRAVEL ORDERS WILL BE PUBLISHED BY THE UNITS BEING COVERED UNLESS THAT MEDIA IS DIRECTED BY THE CPIC. IN THE CASE OF CPIC-DIRECTED MEDIA, THE CPIC WILL PUBLISH ITOS ON THE MEDIA REPRESENTATIVES.

9.1.4. THE LOCAL PAO AND/OR COMMANDER'S REPRESENTATIVE WILL COORDINATE MEDIA FLIGHTS WITH THE AERIAL PORT OR OTHER AIRLIFT COORDINATING ACTIVITY.

9.2. IN THE EVENT OF COMMERCIAL COMMUNICATIONS DIFFICULTIES, MEDIA ARE AUTHORIZED TO FILE STORIES VIA EXPEDITIOUS MILITARY SIGNAL/COMMUNICATIONS CAPABILITIES.

9.3. UNILATERAL/INDEPENDENT AND/OR CPIC-DIRECTED MEDIA ARE RESPONSIBLE FOR PROVIDING ANY DESIRED PERSONAL PROTECTIVE EQUIPMENT, TO INCLUDE NBC EQUIPMENT.

10. INTERVIEW GUIDANCE. INTERNAL AND EXTERNAL MEDIA INTERVIEWS WITH US MILITARY PERSONNEL AND DOCUMENTATION OF US MILITARY ACTIVITIES ARE ENCOURAGED. WHEN CONDUCTING MEDIA INTERVIEWS ASSOCIATED WITH THIS OPERATION, THE FOLLOWING POINTS APPLY:

10.1. ENSURE MILITARY PERSONNEL ARE THOROUGHLY BRIEFED BEFORE SPEAKING TO THE MEDIA. SECURITY AT THE SOURCE WILL BE OBSERVED AT ALL TIMES.

10.2. CONFINE REMARKS TO MATTERS WITHIN THE INDIVIDUAL'S AREA OF RESPONSIBILITY AND PERSONAL EXPERIENCE.

10.3. ALL DISCUSSIONS WITH REPORTERS WILL BE "ON THE RECORD."

10.4. EXERCISE CARE TO PROTECT SENSITIVE AND CLASSIFIED INFORMATION AND PRESERVE OPERATIONAL SECURITY. EXACT NUMBERS AND LOCATIONS OF FORCES AND EQUIPMENT, ONGOING OR FUTURE OPERATIONS, AND RULES OF ENGAGEMENT (ROE) ARE NOT RELEASABLE.

10.5. AVOID SPECULATION (ANSWERING HYPOTHETICAL OR 'WHAT IF' QUESTIONS).

10.6. ALWAYS RESPECT REGIONAL POLITICAL AND CULTURAL SENSITIVITIES. IF IN DOUBT, THE PUBLIC AFFAIRS REPRESENTATIVE AT THE APPROPRIATE AMERICAN EMBASSY SHOULD BE CONSULTED FOR GUIDANCE.

10.7. DO NOT DISCUSS SPECIFIC LOCATIONS OF US OR FRIENDLY FORCES. GIVE GENERAL LOCATIONS SUCH AS THE CENTRAL COMMAND THEATER OF OPERATIONS, THE NORTHERN ARABIAN GULF, EASTERN MEDITERRANEAN, OR ABOARD USS (SHIP'S NAME).

10.8. STRESS THE VALUE IN COMBINING THE UNIQUE CAPABILITIES OF EACH BRANCH OF SERVICE IN JOINT OPERATIONS AND SUPPORTING NATIONS AS APPROPRIATE.

10.9. THE GENERAL MISSION OF A PARTICULAR UNIT OR UNITS AND DATA RELATING TO WEAPONS, AIRCRAFT, SHIPS, SUBMARINES, ETC. MAY BE DISCUSSED IF NOT CLASSIFIED.

10.10. SPECIFIC FORCE PROTECTION MEASURES WILL NOT BE DISCUSSED. PAOS MAY CONFIRM THE OBVIOUS GENERAL FORCE PROTECTION INITIATIVES (E.G., INCREASED SECURITY PATROLS, ADDITIONAL PHYSICAL SECURITY BARRIERS, ETC).

10.11. DISCUSSION OR SPECULATION REGARDING THE INTRODUCTION OF ADDITIONAL FORCES (PERSONNEL, EQUIPMENT OR MUNITIONS) TO THE AOR IS PROHIBITED.

10.12. SPECIFIC INFORMATION REGARDING RELOCATION OR MOVEMENT OF FORCES (E.G., SHIPS, AIRCRAFT, GROUND FORCES) WITHIN THE AOR WILL NOT BE DISCUSSED.

10.13. SPECIFIC LOCATIONS OR INFORMATION REGARDING AIR DEFENSE CAPABILITIES (E.G., PATRIOT BATTERIES) WILL NOT BE DISCUSSED.

11. MEDIA QUERIES BEYOND THE SCOPE OF THIS GUIDANCE WHICH ORIGINATE IN HOST COUNTRY WILL BE REFERRED, ALONG WITH RECOMMENDED RESPONSES, TO THE AMERICAN EMBASSY PA SECTION, CENTCOM/PA AND ASD/PA, INFO OCJCS/PA, USPACOM/PA AND USSOCOM/PA, AS APPROPRIATE. MEDIA QUERIES OR REQUESTS BEYOND THE SCOPE OF THIS GUIDANCE THAT ORIGINATE IN AREAS OTHER THAN HOST COUNTRY, INCLUDING THE US, WILL BE REFERRED, ALONG WITH RECOMMENDED RESPONSES, TO CENTCOM/PA AND ASD/PA, INFO OCJCS/PA.

12. ASD/PA POC IS LT COL DAVE LAPAN, DSN 227-5333, COMM 703-697-5333, EMAIL DAVID.LAPAN@OSD.MIL.

Appendix F-2-1

Example (2) Public Affairs Guidance Aviation Mishap

MV-22 MISHAP

9 April 2000

Media Advisory

Division of Public Affairs, HQMC, Washington, D. C. 20380-1775
Telephone: 703-614-4309 DSN 224 XXXX Fax 703-695-7460

APRIL 9, 2000

FOR IMMEDIATE RELEASE

AIRCRAFT MISHAP

Headquarters Marine Corps, Washington, DC-- Nineteen Marines were killed last night when their MV-22 Osprey crashed while attempting to land at the Marana Airport, 15 miles northwest of Tucson, Az.

The aircraft was part of a flight of two Ospreys conducting missions associated with operational evaluation. The flight originated from Marine Corps Air Station Yuma, Az.

The names of the deceased are being withheld pending next of kin notification.

The mishap is currently under investigation.

PUBLIC AFFAIRS GUIDANCE:

PA APPROACH IS PASSIVE, ALL MEDIA QUERIES REGARDING THE DETAILS OF THE MISHAP, OPERATIONAL EVALUATION, AND MV-22 PROGRAM STATUS WILL BE REFERRED TO HEADQUARTERS MARINE CORPS PUBLIC AFFAIRS.

Headquarters Marine Corps will coordinate release of additional information with all commands concerned (e.g., HMX-1, NAVAIR, COMOPTEVFOR, MARFORLANT, MARFORPAC, etc.).

The aircraft involved in the mishap was one of four Low Rate Initial Production (LRIP) MV-22s undergoing Operational Evaluation. Commander, Operational Testing and Evaluation Force oversees OPEVAL and maintains very strict and specific guidelines that keep OPEVAL closed to the media. Press interface with the V-22 Multi-Service Operational Test Team (MOTT), aircraft, or personnel involved in OPEVAL (i.e., KC-130 pilots flying refueling missions with the MV-22) cannot be accommodated.

This guidance is based on COMOPTEVFORINST 3960.1 and SECNAVINST 5000.2B. Chief of Naval Operation's policy regarding visitor observance of operational

testing is strict. This is to preclude any perception of a lack of objectivity in the test and evaluation process or any perception of outside influence on the operational test unit and /or operational test director.

MISHAP HISTORY

Early in its development, two prototype V-22s (Full Scale Development aircraft) suffered serious mishaps.

On **June 11, 1991**, V-22 flight development aircraft #5 crashed while undergoing its first flight at the Boeing Helicopter Flight Test Center in Wilmington, Delaware. An investigation found the crash was a result of two out of three rolls gyros being wired incorrectly.

The second accident involved the No. 4 Osprey on **July 20, 1992**. It crashed into the water near Quantico, Va., when a fire developed in one of the engines as it was transitioning to the hover mode. There were seven fatalities. The investigation team concluded that gear box oil had pooled in the engine housing during aircraft mode flight, and then was ingested in the engine during the transition. The heat of the fire disabled the cross shaft, so that the good left engine was not able to drive the right prop rotor. Fixes were made in the engine to prevent a recurrence.

In most mishaps involving full scale development aircraft, the experience gained from mishaps has proved beneficial and has in fact helped to improve the safety of follow-on-aircraft.

Until now, there have been no serious mishaps involving the V-22 in more than seven years of subsequent testing and development.

MV-22 SPECIFICS

For more information go to the MV-22 Website <http://mv22.sra.com>

1. The V-22 Osprey combines the vertical flight capabilities of a helicopter with the forward flight speed and range capabilities of a fixed-wing turboprop aircraft. Among the highlights:

- Speed: Osprey can fly twice as fast as conventional CH-46's
- Self-deployment capability: 2100 NM with 1 aerial refuel
- Payload: 24 troops or 10,000-lbs. internal/external lift, almost twice as many troops as a CH-46.
- Capable of operating in adverse weather and moderate icing

2. Achievements:

- Flight tests have currently recorded more than 1,590 hours for the four Engineering and Manufacturing Development MV-22 Ospreys.
- 3.9 G load factor at 260 knots,
- 60,500 pounds maximum takeoffs gross weight,
- 25,000 feet in altitude, a maximum speed of 342 knots,
- Night flights using night vision goggles and external loads of 10,000 pounds at 230 knots.

3. Planned Procurement:

- USMC: 360 MV-22s, IOC Jan 2001
- USAF: 50 CV-22s for USSOCOM, IOC FY04
- USN: 48 HV-22s, TBD

THE FOLLOWING QUESTIONS AND ANSWERS ARE PROVIDED FOR USE AS REQUIRED.

MV-22 GENERAL INFORMATION

Q: What does MV & 22 stand for?

A: 'MV' stands for Marine Vertical (fixed-wing). As to the numerical designation -22, that is simply the next available number in the sequence of new development aircraft.

Q: How much does it cost for a single MV-22?

A: The MV-22 Osprey now bears a current average \$44 million price tag.

Q: What can the MV-22 do?

A: The MV-22 'Osprey' is a multi-service, multi-mission Tiltrotor aircraft capable of vertical/short takeoffs and landings. The MV-22, will allow the USMC combat forces to fly significantly greater distances, at a faster speed, and with a greater payload than the CH-46Es. The MV-22 can carry 24 combat-loaded Marines at a cruising speed in excess of 240 knots, providing the USMC with the ability to rapidly insert assault forces while enhancing aircraft and passenger security and survivability.

Q: What impact will the V-22 have on combat readiness or doctrine with respect to insertion and extraction of troops or medevacs?

A: While the V-22 will continue to move Marines and supplies across the shoreline; it will do so twice as fast, with three times the payload at five times the range. This is a significant force multiplier to the commander who needs to build forces in the objective area rapidly.

Q: Is there a Website for the MV-22?

A: Yes, <http://mv22.sra.com>. There is also a public affairs Website at Patuxent River for the V-22 program <http://navair.navy.mil/v22/>.

Q: Who manufactures/builds the V-22?

A: The Bell Boeing Tiltrotor Team, comprised of Bell Helicopter Textron, Inc., in Fort Worth Texas, and The Boeing Company in Philadelphia, developed the V-22 tiltrotor for the US Marine Corps, Navy and US Special Operations Command.

V-22 ARRIVAL/CURRENT STATUS/CURRENT TESTING

For more information go to the MV-22 Website <http://mv22.sra.com> as well as the NAS Patuxent River, Maryland Public Affairs Website <http://www.navair.navy.mil/v22/>

Q: When will more MV-22's be delivered?

A: As of April 2000, five Low Rate Production aircraft have been delivered to the US Marine Corps. The next three Ospreys will be delivered in September, October and December. By 2005, the Bell-Boeing Tiltrotor Team expects to deliver 30 Ospreys per year.

Q: What is the current status of the MV-22 Osprey?

A: The V-22 program is scheduled to achieve a 2001 initial operational capability (IOC) and a successful full rate production decision. The MV-22 is currently in the final stages of engineering and manufacturing development (EMD) testing by the Naval Air Warfare Center Aircraft Division (NAWCAD) Patuxent River, Maryland.

Two Engineering and Manufacturing Development (EMD) Ospreys, aircraft numbers 8 and 10 continue with developmental flight test program.

The other two EMD aircraft, numbers 7 and 9 are undergoing modifications to become CV-22 variants so they can start EMD testing by the Air Force in August 2000.

Q: What will the final EMD testing by NAWCAD involve?

A: Successful Sea Trials were completed in August 1999. Starting in October of 1999, the MV-22 has been undergoing Operational Evaluation, an extensive test period to ensure the aircraft is able to meet the mission requirements of the Marine Corps

SEA TRIALS

Q: Sea Trials testing were conducted aboard the USS Saipan (LHA) from January 14 - February 8, 1999. Were those tests successful?

A: About 350 day and night landings and tests were conducted to determine the V-22's suitability for operations aboard large deck amphibious ships. Testing showed that the V-22 fits on the LHA's hangar deck, the launch and recovery spots, and can be parked, positioned, stowed, and maintained aboard ship. This testing also demonstrated that in the wing-fold/blade-stow position the V-22 will fit on the ship's elevator and can be lowered into the hangar deck.

OPERATIONAL TEST II-D

Q: Testing (Operational Test-IIID) was conducted at New River for the Osprey. Were the tests successful?

A: Operational assessment OT-IIID was conducted during September and October 1998 using aircraft's 9 and 10. The results of this assessment, released in February 1999, indicate that the V-22 is effective and suitable in the operating environment. Designed to be a rehearsal for the aircraft's operational evaluation (OpEval), OT-IIID was the most comprehensive assessment completed to date.

CH-46 PHASE OUT/OSPREY PILOTS/READY FOR WAR?

Q: When will the CH-46 be phased out?

A: The MV-22 was introduced into the Marine Corps in May 1999, and is expected to finish replacing the Marine Corps CH-46's by 2014. The Marine Corps will employ a phased strategy for the introduction of the MV-22 Osprey. Twenty-two CH-46E/CH-53D/CH-53E squadrons will transition to the MV-22 -- 18 active duty and 4 reserve.

Q: Will current CH-46 pilots become Osprey pilots?

A: Transition boards are being convened by HQMC to select pilots for transition to the MV-22. The majority of the pilots will come from the H-46 and H-53D communities, which are scheduled to be replaced by the MV-22.

Q: When will the Osprey actually be used for military operations?

A: The initial operational capability (IOC) for the MV-22 Osprey is in 2001. First deployment is planned for 2003.

MV-22 TRAINING SQUADRON

Marine Helicopter Training (HMT) Squadron 204 was redesignated and reorganized as Marine Medium Tiltrotor Training (VMMT) Squadron 204 June 10,

at MCAS News River. Lieutenant Colonel Odin F. Leberman assumed command of VMMT-204.

Q: Why was '204' chosen to be redesignated the first Marine Corps V-22 Training Squadron?

A: HMT 204 was chosen because the MV-22 is the replacement aircraft for the CH-46 and HMT 204 is the FRS/FREST for the CH-46.

Q: What sort of training syllabus is anticipated for potential MV-22 pilots and crews? (e.g., general training scenario for aircrews with respect to mission type: tanker, SAR, etc.) How different will the training be with respect to a standard helicopter, like the H-46? Is the training cycle longer or shorter than with helicopters?

A: VMMT-204 will be teaching the 100 T/R level curriculum similar to the way they do today. However, the tiltrotor-training syllabus will make innovative use of simulator technology, doubling simulator hours from 32 to 65. New training for H-46 transition pilots will include aerial refueling, high altitude training and FLIR operations. The Marine Corps is still determining what scope and level of training will provide optimal tiltrotor training at the undergraduate level.

What is different about the way VMMT-204 will do business, as opposed to the way it did business in the past, is VMMT-204 will primarily transition squadrons vice individual personnel, although individual personnel will be trained as replacement aircrews. The other difference is that VMMT-204 will be training the USAF right alongside Marines both as operators and maintainers.

Q: How many Osprey aircraft are expected to come to the training squadron next year?

A: The USMC fleet replacement squadron (FRS) and fleet replacement enlisted skills training (FREST) school, will receive 12 MV-22 airframes by 2001.

Q: Will the Marine Corps train other branches of the military?

A: The Marine Corps will also train the Air Force on how to fly the V-22 Osprey.

OPERATIONAL FLIGHT TRAINER

Q: When was the first simulator delivered to the Marine Corps?

A: The motion based operational flight trainer was delivered to the US Marine Corps on April 2, 1999.

Q: Are pilots already training on this?

A: Beginning back in June 99, the simulator began training instructor pilots who will oversee the training of future Marine Corps and Air Force pilots chosen to fly the Osprey Tiltrotor aircraft. Twenty pilots, to include V-22 developmental test pilots, as well as pilots from various helicopter squadrons, will be certified as instructors by March 2001. To be certified, pilots must have 40 flight hours in the MV-22 aircraft and 65 hours in the operational trainer.

Q: How will Marines benefit from using V-22 motion based trainer?

A: The simulator that was delivered to the Marine Corps in April is very similar to other simulators in the inventory today. What is different is the fidelity of the software which will allow the pilot to see near real-time images thus allowing him/her to train as though he/she were in the real

world. The software will allow the pilot to go from day flights into night using night vision devices and forward looking Infra-Red (FLIR) digital moving map as though he were really flying in the real world. The fidelity of the simulator is so good that during the first 100 hours of flight time in the aircraft, 60% will be spent in the simulator. The MV-22 is the first to couple the simulator into a vast majority of its training and readiness curriculum meaning that the pilot is actually credited with the simulator event in his/her combat readiness percentage.

Appendix G

Example Public Affairs Estimate

FM 6-99 (101-5)

Classification

Headquarters
Place of issue
Date, time, and time zone
Message Ref. no.

PUBLIC AFFAIRS OPERATIONS ESTIMATE NO. _____

References: Maps, charts or other documents.

Time zone used throughout the estimate:

1. MISSION

This paragraph lists the command's restated mission from a public affairs perspective.

2. THE SITUATION AND CONSIDERATIONS

This paragraph describes the strategic and operational media environment in which the operation is being conducted and identifies the critical factors that might impact on the command's mission -- the "action and reaction" within global media channels. It identifies the media environment across the operational continuum, describing it from "austere" for low media interest and capability in a limited AOR communication infrastructure to "dynamic" for high media interest and capability in a high-tech AOR infrastructure. At a minimum, this paragraph must include:

- a. Information Environment. This paragraph describes the characteristics of the operation and the information environment in the area of operations. It identifies any activities or issues affecting the overall mission and the command's public affairs objectives.
- b. Media Presence. An assessment of the news media presence in the theater of operations prior to deployment and the likely presence of additional news media during the conduct of operations. This assessment should address the authority under which media representatives are operating and the degree of control that can be imposed on their efforts.

- c. Media Capabilities. An assessment of the media's information collection and communication technology, specifically identifying their level of visual information acquisition and satellite communication capabilities. It includes an analysis of the logistics support, transportation assets, and host-nation communications infrastructure available to them, as well as enemy controlled media capabilities.
- d. Media Content. An assessment of the global media's presentation of information and their agendas, and an analysis and prioritization of the potential strategic and operational issues confronting the command in the news media. This media content analysis will provide an evaluation of the quantity of coverage and the nature of that coverage.
- e. Public Opinion. An assessment of national and international attitude about the operation and command, leaders, and Marines conducting it. This paragraph should include both the perceptions held by major audience groups and the relative solidity or strength of those attitudes. A public opinion analysis should include as a minimum an analysis of the following groups:
 - o American public
 - o Civilian political leaders
 - o Coalition and allied forces and their publics
 - o International audience
 - o Internal command audience
 - o Home station public
- f. Information Channel Availability. An assessment of the information channels available for the communication of information in and out of the AOR. It identifies the means available to the commander for receipt, transmission, and dissemination of voice, data, text, graphics, and digital visual imaging. It describes command, coalition, and local national facilities and equipment available, to include an analysis of available telephone lines for voice and data transmission, the accessibility of audio and video channels, the prevalence of private communications devices such as Marine-owned cellular telephones, facsimile machines, computers, portable radios and televisions, still and video cameras, and the nature and flow of the information possible through these channels.
- g. Information Needs. This is an assessment of the information needs of the previously identified key publics. It analyzes key internal and external audiences and assesses their news and information expectations. It identifies the types of information made available to these key audiences.
- h. Personnel Situation. Describes the present dispositions of public affairs personnel and units that affect the PA mission, and the assets needed and available. State known personnel problems, if any, which may affect the PA situation. Consult the personnel estimate for details. (Examples of personnel include shortages of PA NCOs and skilled operators for equipment.)
- i. Public Affairs Situation. This summarizes current PA objectives and identifies specific courses of action for each objective. At high levels of command, detail information in a summary with a reference to an annex to the estimate. Subparagraphs will include all current (PAG) from OASD (PA).
- j. Logistical Situation. State any known logistics problems, if any, which may affect the PA situation. See logistic estimate for details. (Examples of logistic problems include the lack of transportation and adequate facilities.)
- k. Assumptions. Until specific planning guidance from the commander becomes available, you may need assumptions for initiating planning or

preparing the estimate. Modify these assumptions as factual data or planning guidance becomes available.

3. ANALYSIS OF COURSES OF ACTION

Subparagraphs should include media facilitation and support, news and information provision, and force training and support.

Analyze each COA from a PA point of view to determine its advantages and disadvantages for conducting PA. The detail in which the analysis is made is determined by the level of command, scope of operations and of urgency of need.

4. COMPARISON OF COURSES OF ACTION

Compare each course of action. List advantages and disadvantages of each course of action under consideration. Include methods of overcoming deficiencies or modification required for each course of action.

5. CONCLUSIONS

a. Indicate whether you can support the command mission (restated in paragraph from the public affairs viewpoint).

b. Indicate which COAs you can best support.

c. List major PA deficiencies that the commander must consider. Include specific recommendations about methods of eliminating or reducing their effects.

(Public Affairs Officer)

ANNEXES: (As required)

DISTRIBUTION:

(NOTE: The headings listed in this assessment are for example only. Use headings appropriate to your command's operations.)

Classification

PA Operations Estimate

Appendix H

Sample Media Content Analysis

Content Analysis: The process of studying and tracking what has been written and broadcast and translating this qualitative material into quantitative form through some type of counting approach that involves coding and classifying of specific messages.

~ *The Institute for Public Relations, Commission on PR Measurement and Evaluation*

"Public Affairs becomes a force multiplier when it is able to see the news first, understand the impact of that news, and proactively respond to that news ahead of the National Media Pool. Media Content Analysis is the deliberate process that converts raw media into an understandable, and more importantly, actionable picture of the media environment for military commanders and decision-makers. Through a proactive collection and assessment of print, radio, television, and Internet activities, PA provides a common operational picture of the media environment, along with recommended responses and media counter actions where required."

~ *LtGen. Wallace C. Gregson, Commander, US Marine Corps Forces Pacific*

GENERAL. Although not always used due to a high level of operational tempo and priority of PA activities, this appendix is designed to assist the expeditionary PA specialist in the preparation of media content analysis while deployed. Expeditionary media content analysis can provide critical input to the PAO briefings.

Media content analysis will always involve a degree of subjectivity. It is part art and part science, which is why a PA specialist will always have to include educated opinion in the process. Stick to an analysis production schedule and always use the same people to perform the analysis work. Once you decide on your analysis technique, do not change it. Introducing new techniques invalidates historical data.

ANALYSIS PLANNING PHASES

Pre-deployment

1. Conceptualize your requirements, define your purpose, identify your problems and design your output.
2. Draft SOPs and organize the media analysis team.
3. Conduct PA Area Studies of the AOR. Begin monitoring local and regional media outlets.
4. Assess the operating environment (desert, jungle, at-sea, hot, cold, etc).
5. Select and test any required equipment and software.
6. Prepare/confirm a current list of news media Websites to be used in the analysis process.
7. Clearly identify key messages, themes and strategic information objectives.
8. Select and train the media analysts.

9. Ensure that analysis products can be delivered in both the PowerPoint® and C2PC-Common Operating Picture (COP) formats.
10. Prepare the media analysis and assessment portion of the PA estimate.

Deployment

1. Daily analysis, a minimum of once per every 12-hour cycle. Increase analysis updates to once every 4 hours during increase in operations tempo (OPTEMPO).
2. Ensure that the media analysis is included in every operations and intelligence (OpsIntel) brief with copies sent directly to the CO, XO, S-2/G-2, S-3/G-3, and IO cell members.
3. Clean computing and DVR equipment every 2-3 days.
4. Support the PA operations briefings.

Post-Deployment

1. Submit Lessons Learned to CMCLL, Division PA (Plans) and Marine Corps Combat Development Command (MCCDC) PA.
2. Recommend change to tactics, techniques and procedures (TTPs) changes.

PERSONNEL REQUIREMENTS

Media content analysis is best performed by the same individuals, from pre-deployment to post-deployment. A minimum of two individuals will be required to monitor a 24-hour news cycle and prepare at least two updates daily. The media analysis team should be practiced at working the analysis cycle prior to deployment. Media analysis is an additional duty for expeditionary public affairs specialists.

COMMUNICATIONS

Confirm bandwidth requirements. Confirm available cable or satellite services.

EQUIPMENT REQUIREMENTS (MINIMAL)

- Digital video recording (DVR) capability and backup
- Access to the Internet
- Any required Internet subscriptions
- Electric power converters/adapters for non-US utilities
- Weather/climate proofing materials

ANALYSIS PROCESS

Example of Media Content Analysis

*This example uses the **Foreign Broadcast Information Service** (<https://portal.rccb.osis.gov>) and **Yahoo News** (<http://news.yahoo.com>). FBIS requires registration and is only for US Government employees.*

Step 1: Decide which media sources you are going to use in your media content analysis. If you are analyzing a localized AOR (e.g., operations in Iraq), then you might want to choose a larger number of media sources. But if you are analyzing at a theater level, then you will probably want to limit

the media sources to two or three because of the volume of stories to search in light of your personnel resources.

Step 2: Determine what your analytical criteria will be. These will be the elements you apply when rating stories as POSITIVE, NEUTRAL, or NEGATIVE. This will correspond to what kind of analysis breakdown your commander needs/wants.

This example uses two criteria for the analysis. 1. CIVILIANS - affected by society, economics, and politics, and 2. MILITARY - affected by enemy military, US military, and Marines.

Step 3: Decide what your search parameters will be. This will be the words or phrases which pull the stories you are searching for.

Step 4: Start searches. Enter your word or phrase into the search engine to pull your first set of results.

Step 5: Read through results. The results returned by FBIS and Yahoo News show the headline and the first 150-200 characters of the story. This should be enough for you to get a good feel of what the story is about. The basic search in FBIS only returns 10 results at a time, and in Yahoo News only 20 results. Instead, go to the ADVANCED search page and save a search which returns 100-500 results. (See **figure H-1**)

Step 6: Determine the tone (positive, neutral, negative) of your analytical criteria (i.e., Civilian, Military). As you read through the search results, it is a good idea to note which stories swing positive or negative. One simple way is to copy and paste the headline and lead paragraph from the results page into an open Microsoft Notepad® document. (See **figure H-2**)

Step 7: Determine if you have enough information from the latest search to complete your analysis. If you need to conduct more searches, then repeat Steps 4, 5, 6. If you have enough information, then continue with Step 8.

Step 8: Determine your presentation format. (See **figures H-3** and **H-4** for example formats)

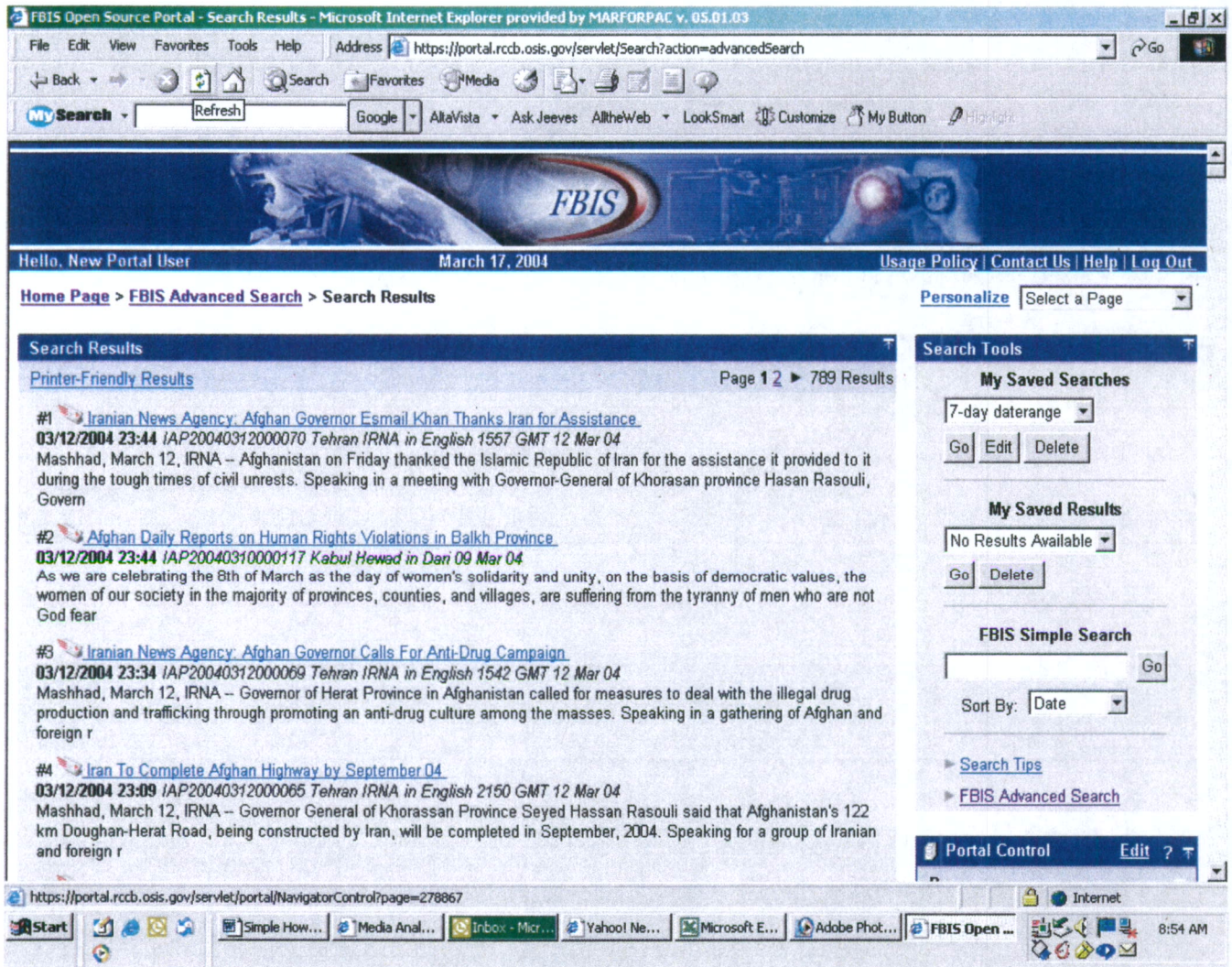
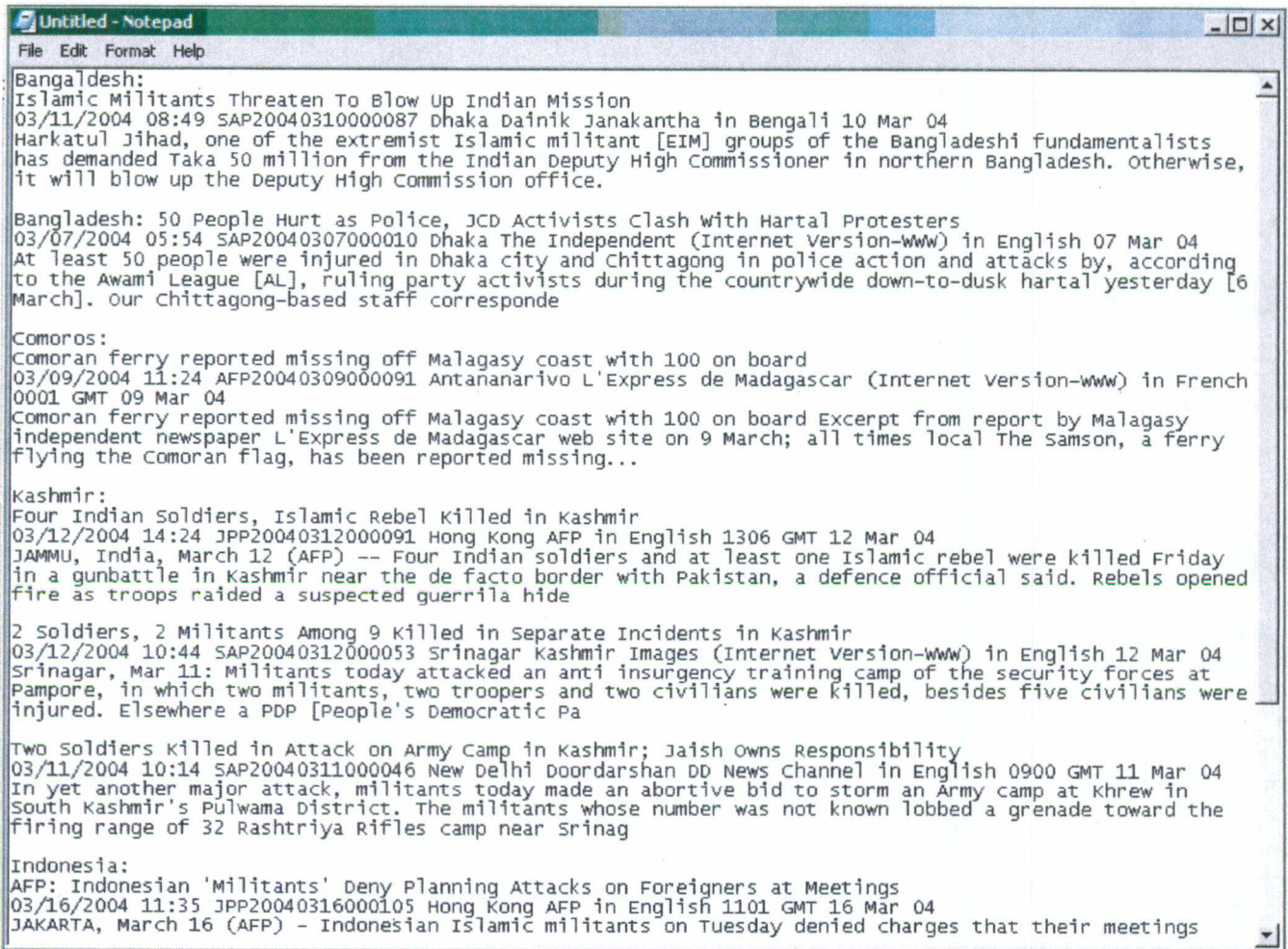


Figure H-1.--FBIS Open Source Portal Page



Untitled - Notepad
File Edit Format Help

Bangladesh:
Islamic Militants Threaten To Blow Up Indian Mission
03/11/2004 08:49 SAP20040310000087 Dhaka Dainik Janakantha in Bengali 10 Mar 04
Harkatul Jihad, one of the extremist Islamic militant [EIM] groups of the Bangladeshi fundamentalists has demanded Taka 50 million from the Indian Deputy High Commissioner in northern Bangladesh. Otherwise, it will blow up the Deputy High Commission office.

Bangladesh: 50 People Hurt as Police, JCD Activists Clash with Hartal Protesters
03/07/2004 05:54 SAP20040307000010 Dhaka The Independent (Internet version-www) in English 07 Mar 04
At least 50 people were injured in Dhaka city and Chittagong in police action and attacks by, according to the Awami League [AL], ruling party activists during the countrywide down-to-dusk hartal yesterday [6 March]. Our Chittagong-based staff corresponde

Comoros:
Comoran ferry reported missing off Malagasy coast with 100 on board
03/09/2004 11:24 AFP20040309000091 Antananarivo L'Express de Madagascar (Internet version-www) in French 0001 GMT 09 Mar 04
Comoran ferry reported missing off Malagasy coast with 100 on board Excerpt from report by Malagasy independent newspaper L'Express de Madagascar web site on 9 March; all times local The Samson, a ferry flying the comoran flag, has been reported missing...

Kashmir:
Four Indian Soldiers, Islamic Rebel Killed in Kashmir
03/12/2004 14:24 JPP20040312000091 Hong Kong AFP in English 1306 GMT 12 Mar 04
JAMMU, India, March 12 (AFP) -- Four Indian soldiers and at least one Islamic rebel were killed Friday in a gunbattle in Kashmir near the de facto border with Pakistan, a defence official said. Rebels opened fire as troops raided a suspected guerrilla hide

2 soldiers, 2 Militants Among 9 killed in separate incidents in Kashmir
03/12/2004 10:44 SAP20040312000053 Srinagar Kashmir Images (Internet version-www) in English 12 Mar 04
Srinagar, Mar 11: Militants today attacked an anti insurgency training camp of the security forces at Pampore, in which two militants, two troopers and two civilians were killed, besides five civilians were injured. Elsewhere a PDP [People's Democratic Pa

Two soldiers killed in Attack on Army Camp in Kashmir; Jaish Owns Responsibility
03/11/2004 10:14 SAP20040311000046 New Delhi Doordarshan DD News Channel in English 0900 GMT 11 Mar 04
In yet another major attack, militants today made an abortive bid to storm an Army camp at Khrew in South Kashmir's Pulwama District. The militants whose number was not known lobbed a grenade toward the firing range of 32 Rashtriya Rifles camp near Srinag

Indonesia:
AFP: Indonesian 'Militants' Deny Planning Attacks on Foreigners at Meetings
03/16/2004 11:35 JPP20040316000105 Hong Kong AFP in English 1101 GMT 16 Mar 04
JAKARTA, March 16 (AFP) - Indonesian Islamic militants on Tuesday denied charges that their meetings

Figure H-2.--Search Results Page Example

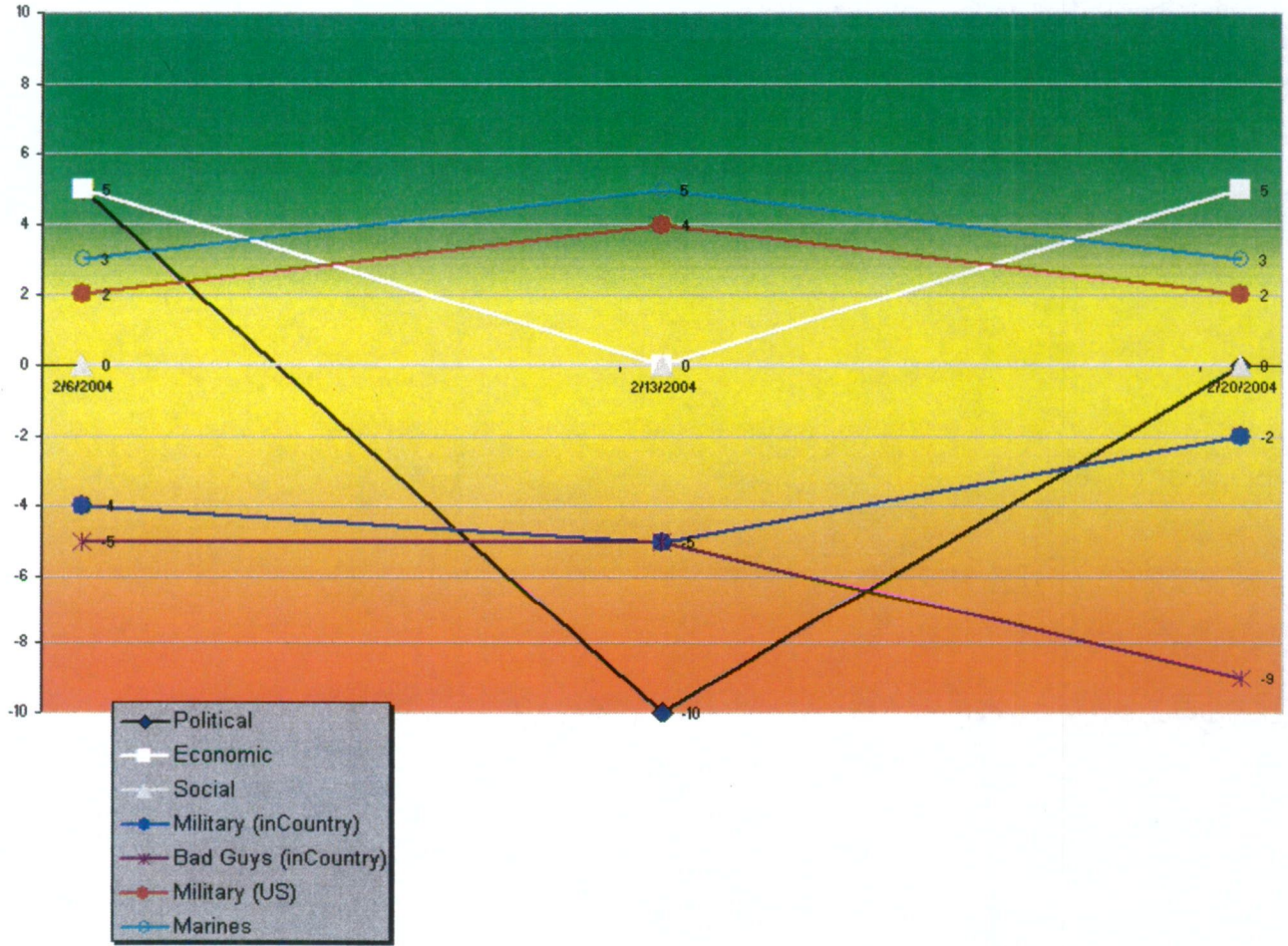


Figure H-3--Presentation Format Example

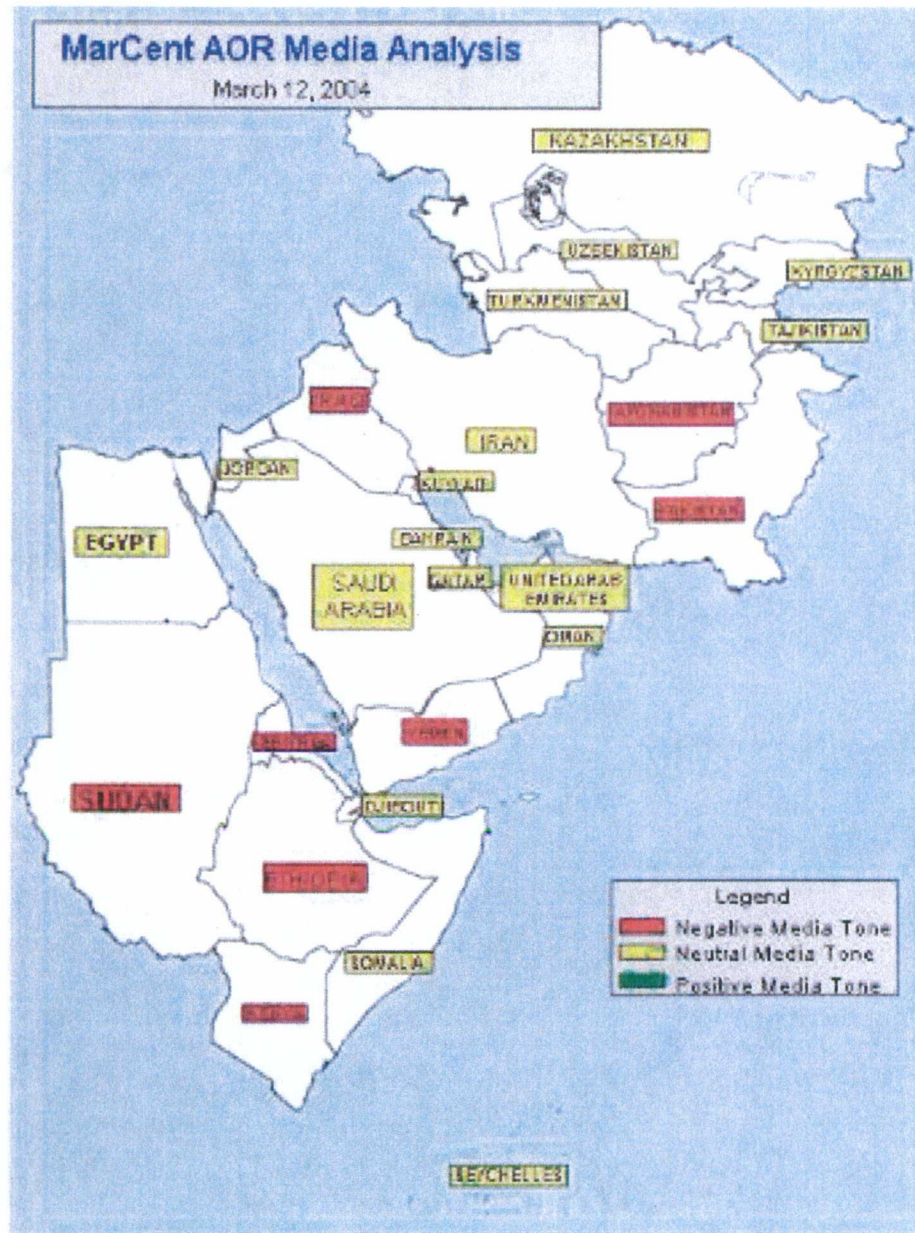


Figure H-4--Presentation Format Example

PAO's ANALYSIS AND ASSESSMENT

After the analysts complete their initial media tone analysis, the PAO takes the data and prepares an assessment of 3 to 5 areas of the public affairs effort for the commander. The same stories used to assess tone are used in the PA effort assessment. Incorporate a Likert-type numeric scale, such as:

Strongly Disagree	Disagree	Neither agree or Disagree	Agree	Strongly Agree
1	2	3	4	5
6	7	8	9	

Each story is scored in each of the PA EFFORT categories. An example of the graphic presentation of this assessment (Figure H-5) follows.

CMFP PUBLIC AFFAIRS

Week Ending 12 March 04

PA Effort

Assessment

Commanders Themes



AOR General Media Tone



Public Opinion Polls



PACOM IO Objectives



Command Information
(Impact on Internal Audience)



Figure H-5--Graphic Presentation of Assessment

ANALYSIS PRODUCTS

GENERAL. Product acceptance by priority audiences is directly related to their early introduction in battle staff planning and working with the commander and operators in their basic design.

A. Graphs/Bar Diagrams.

Graphical representations should be simple enough to be adaptable to commonly used operational presentations and allow the decision-maker a rapid situational assessment of the battlefield media environment. Successful graphical representations include color bars, line graphs, and charts. Incorporate time as an element of the graph. There is no point in devoting

effort to media analysis if it can't be used for decision-making. Figures 3, 4, and 5 are examples of content analysis briefing slides.

B. Written media analysis and assessment to support graphical presentations.

The commander must develop media situational awareness within minutes of reviewing the analysis slides. However, a written analysis is required to support any analysis and assessment. Written assessments can contain such topics as:

1. The PAO's Analysis and Assessment
2. Prominent lead stories
3. Prominent bridge stories
4. Unique news items of importance
5. Emerging themes and developing trends
6. Cultural and region specific news
7. Analysis of common video themes and images
8. Recurring still images
9. Quotes related to IO and PA strategic themes
10. Adversary media analysis and assessment

C. Media story clips of embedded media.

D. Historical video footage - useful for documenting ground rule violations.

E. Accumulated data for use by combat assessment teams and legal authorities.

HELPFUL HINTS

1. Introduce the commander to media analysis prior to deployment.
2. Do not exceed two analysis slides in your briefings.
3. Ensure that your media content analysis is a standard part of the daily OpsIntel brief.
4. Maintain the same graphic format (PowerPoint®, C2PC, etc) as the operations group.
5. Analyze! Don't just collect data. Provide the commander and the battle staff with actionable media intelligence in order to counter adversary propaganda/disinformation.

AUDIENCES

Each of the analysis parameters and techniques, previously described, contribute to measurable performance data that can be graphically presented to commanders and decision makers. These graphical representations result in the efficient reallocation of PA assets to counter negative media, enhance positive media, and support the IO campaign plan.

Product customers include:

- Commanders
- Operational planners
- IO Cells
- Intelligence analysts
- Collateral, vertical, and horizontal PA organizations

Appendix I

New Media

1. New Media, in the context of this Order, covers two main types of communication: 1) External Official Presence and 2) Internet-based capabilities. The first is considered to be any online representation external to the DOD (outside the dot mil domain) by PA in an official capacity. The second covers the full range of publicly accessible information outside of the dot mil domain to include social networking services, social media, user-generated content / site (e.g. blogs), email, instant messaging, etc. Both are considered by DOD to be an essential responsibility to provide information to the public, shape the security environment and support military operations. These activities encompass users of Internet, many who use this medium as their sole source and conduit of news and information. The Internet also allows for two-way communication that flows in a timely or potential real-time basis. It is imperative that PA help to ensure these communication methods are delivered in a responsible manner without violating OPSEC or the trust charged to the field of public affairs to maintain details both true in fact and intent.

2. Guidance for conduct by Marine Corps personnel with regard to conducting official business through Internet-based activities is provided in ref (h). The following overall guidelines shall be maintained by Marine Corps personnel with regard to new media:

a. External Official Presences are considered a public affairs activity. As such, all activity in this venue shall comply with reference (r) and clearly identify that their content is provided by the Department of Defense / U.S. Marine Corps.

b. Business transformation, professional networking, education, and other official uses of Internet-based capabilities unrelated to public affairs are permitted. However, because these interactions take place in a public venue, personnel acting in their official capacity shall maintain liaison with public affairs staff to ensure organizational awareness.

c. All use of Internet-based capabilities from the NIPRNET shall comply with all applicable policy regarding the sharing and safeguarding of information including information assurance (IA) references (s) and (t), personally identifiable information in accordance with reference (c), public release of information in accordance with reference (v), and operations security (OPSEC) in accordance with reference (w).

d. Internet-based capabilities shall not be used to transact business that generates records subject to records management policy in accordance with reference (x), unless applicable records management requirements can be met.

e. Activities will not operate for commercial gain and will not promote or endorse financial or other interests of commercial or non-governmental activities.

f. Commanders shall ensure only PA personnel engage in new media with journalists employed by media organizations including news websites and blog sites affiliated with news organizations.

g. Commanders are accountable to CMC, via their PAOs, for the information quality and quality assurance of the activities conducted under their purview.

h. Disclosure must be made in the content of the email or online product or in the initial phase of engaging in online activities to openly acknowledge U.S. military/DOD attribution.

i. DivPA, HQMC is responsible to the CMC for providing a summary of Marine Corps wide External Official Presences and for providing measures of performance or effectiveness. As such, DivPA is authorized to delegate reporting requirements to Marine Corps PA activities Corps-wide.

3. External Official Presences may be created and maintained using government equipment during working hours.

4. External Official Presences shall be registered with higher headquarters.

5. Where collaboration with non-DOD personnel regarding unclassified official information will benefit the Marine Corps, External Official Presences shall be established and regulated in accordance with reference (t).

6. When establishing an External Official Presences, units at the regimental level and above level must establish an External Official Presence registration and review capability with the Unit Information Officer. See appendix B for more information.

7. Marines are our best representatives and they should be allowed to tell their personal stories within the appropriate guidelines. As such, individual Marines may participate in informal online discussions that include references to an individual's service in the Marine Corps. At a minimum, public affairs must provide the following minimum guidance to Marines within their command:

a. All personnel have the responsibility to ensure that no information that might place our Marines in jeopardy or that would be of use to our adversaries is posted to online locations that are readily accessible by the public. Although not a definitive list, such information includes: technical information, operational plans, troop rotation schedules, position and movement of troops and U.S. naval craft, descriptions of overseas military bases, vulnerability of weapon systems or discussion of areas frequented by U.S. personnel overseas. Special attention shall be given to not identify information that would facilitate circumvention of Marine Corps or command policies, rules, regulations or other significant guidance. Such information is considered FOUO and shall not be posted to Web sites accessible by the public.

b. New media / social media entities where Marines post content are subject to random review to ensure Operational Security, FOUO, personally identifiable information and that DOD, SECNAV and CMC guidelines and policy are not violated.

c. If unauthorized information is found and reported to the commander, immediate action must be taken to remove the unauthorized content.

d. Marine Corps personnel who engage in the unauthorized disclosure of U.S. government information may be subject to criminal and/or administrative action.

e. All Internet activity by Marines is subject to standards of conduct outlined in Marine Corps Orders and the Uniformed Code of Military Justice (UCMJ).

8. The following summary provides details on types of content that shall not be publicly displayed through the Internet on External Official Presences:

a. Classified information, proprietary information, business sensitive information, information designated as for official use only.

b. Information protected by the Privacy Act or the Health Insurance Portability and Accountability Act.

c. Information -- other than authorized press releases -- about casualties prior to official confirmation that next of kin have been notified.

d. Information -- other than authorized press releases -- regarding events or incidents currently under investigation.

e. Information that is under copyright or trademark, without permission of the holder.

f. Unit or other personnel lists/rosters, charts or directories, or the names, addresses and telephone numbers of unit members.

g. Any image, still or motion, of any military operation or activity unless that image has been cleared by the proper authority.

Appendix J

Publishing Online Content

1. Marine Corps News (Defense Media Activity, Marine Corps Element) is the functional manager for the Corps' Web site at Marines.mil. As such, MCNews is responsible for policy, guidelines and standards all Marine Corps units must adhere to when publishing publicly accessible, online content.

2. Marines.mil is the single authorized storehouse and distribution point for hosting and maintaining unit Websites and related content. Public Affairs offices, by virtue of their responsibility to review and approve content for release to the public, are the main focus for commander's online presence and content management.

3. All Marine Corps public affairs offices are authorized user accounts on Marines.mil. These user accounts allow PA Marines and other authorized content managers or site administrators to post unit information, news stories, photos, press releases and any other content the command deems appropriate for online publication.

4. Publishing Online Content. Prior to publishing any content online - the information shall go through a local review by the PA chief, PAO or other command designated review authority. Once the content is published and approved for release, it is live and available to the public. There is great responsibility, therefore, to ensure all content is of sufficient quality and does not contain any protected (classified, FOUO, OPSEC, etc.) information.

a. Per reference (z), all content published by public affairs - internal and external - must adhere to Associated Press and Marine Corps News style guidelines. All PA personnel are authorized to have an AP/MCNews account.

(1) Public Affairs Marines may contact Marine Corps News for details on accessing their online AP accounts.

b. On any given week, each Marine Corps story posted by public affairs Marines gets potentially thousands of readers. It is important that the Corps, the unit, the combat correspondent and the subject of the story be well represented. The best way to ensure this happens is through reinforcement of basic journalism practices and thorough PA shop review.

(1) In addition to the basics of style, particular attention must be paid to ensure all published content is well written and maintains a basic level of professionalism. Solid headlines, engaging leads, and informative body copy are all baseline requirements for stories and will determine the level of interest and usefulness by those reading the content.

c. There are myriad instructional resources available on the PA intranet that can assist with pointers, refreshers or guidelines on the writing process.

d. Placement on the Marines.mil Front Page. The best possible location for published content to receive interest is on the front page of Marines.mil. It is no surprise that stories chosen for front-page placement receive the bulk of user traffic during the time they spend up front. To improve the odds of getting placement on the front page, follow these criteria:

(1) Write a Quality Story. Make sure the story has a solid lead, correct grammar, correct spelling, and provides useful information. Surprisingly, much content posted online has incorrectly spelled unit names, incomplete sentences, typographical errors and even the story author's own name misspelled - more than once. Stories don't have to be global in nature, either. An interesting story about the local pugil stick champion has an equal opportunity for front page placement. However, a story requiring a rewrite is unlikely to be chosen to lead the front page charge.

(2) Provide Quality Images. The single biggest factor in getting someone to read a story is an interesting lead photo. This holds true whether it is in a newspaper, online, or on the evening news. Most people are visually driven and given the option will choose something that catches their eye. Images of Marines doing their jobs are interesting - to Marines and to the public. The basic winning formula for selection is to ensure images are in good focus, have the best lighting possible, match the story content and show the human condition. Compelling lead photos with expression and interesting composition will draw the reader into the story.

(3) Cast a Solid Headline. It is interesting to see a writer spend so much time on writing a story and miss the mark on a lengthy or ineffective headline - putting bad gas in a high-performance engine. For example, the headline "Marines engage Navy in all-out battle, take championship title" would be much better served by simply stating "Marines beat Navy". Good headlines grab the reader's attention almost as effectively as a compelling lead photo. Headlines need to be concise, simple and call the reader to action.

(4) Ask. Stories are loaded 24-7. Your unit may have nailed all of the items listed above but your story was lost in the mix of weekly bulk loads by other units or a large influx of new content from around the Corps. If you know you have a great story and a front-page candidate ready to post or already online for selection, notify Marine Corps News.

(5) Understand. Aside from what units can do to promote their content, there are other general criteria considered when building the front page, such as a mix of content between Marine locations (overseas, deployed, East and West Coast garrison), combat-related stories, human-interest items, etc. More or less, the desire is to cast a wide enough net to provide story interest for all readers and still focus on the most newsworthy items loaded each day.

(6) Front Page Bottom Line: Quality, newsworthy material is the most desired and will always lead if available.

5. Provide Compelling Photography. Public Affairs Marines do an outstanding job collecting imagery to support their stories. The downside is that the way many of the images are loaded online detracts from their impact or potential. Make-or-break points for our imagery include cropping into an image to hone in on the subject; doing basic digital darkroom adjustments (such as adjusting levels and contrast) and ensuring the images are loaded in the proper size and format for the Web.

a. Marines must load high-resolution versions of the images associated with their story or stand alone posting.

b. Informative Cutlines/Captions. Photo captions are as important as the story to which the images are related. Photos with captions that fail to answer the 5 W's are meaningless. There are many users who never read stories unless compelled to do so by an interesting or informative caption. Commercial newspapers and magazines will use our images if they provide enough detail. Marines magazine uses hundreds of images to build its content and cannot use images that don't carry enough information to enable the picture to stand alone. The Marines.mil front page photo gallery feature is built by selecting the best images loaded to the site each day. Images cannot be used if the captions do not provide adequate background to the action in the photo.

c. Avoid writing captions that restate the obvious in the image or cater to a boilerplate regurgitation of the story's common theme. The following caption is useless: "Lance Cpl. Smith poses for a picture while waiting to go on patrol." The reader needs and wants to know who is in the picture, what they are doing (that isn't obvious), why the action is taking place and some background to let them know why they should care. Meaningful captions are as equally important as a solid story.

d. Properly Named Imagery. The DOD requires that all visual information is tagged with a standard file naming convention called a VIRIN. This is taught to every public affairs Marine but is surprisingly forgotten by many somewhere between their period of instruction and when they post their images online. Proper naming is imperative and is a requirement for all imagery loaded to Marines.mil. Guidelines on providing a properly formatted VIRIN are as follows:

(1) In accordance with reference (y), photographs shall use a Visual Information Record Identification Number (VIRIN) as the filename.

(2) A VIRIN consists of fifteen (15) data elements, in four (4) fields, separated by three hyphens, for a total of 18 characters, organized in the alphanumeric format YYMMDD-M-XXXXA-000.

(a) Field 1 (YYMMDD): The year, month and day the photo was taken.

(b) Field 2 (M): The service affiliation or status of the photographer. In this case, "M", represents a uniformed member, civilian or contract employee of the Marine Corps.

(c) Field 3 (XXXXA): The last four numbers of the photographer's Social Security Number, followed by the first letter of his or her last name.

(d) Field 4 (000): The approximate order in which each photo was taken by the photographer on the day identified in Field 1, starting with 001 and continuing consecutively as necessary up to 999 so that no two photographs are assigned identical VIRINs.

(e) Example of a VIRIN: The fourth image created and not discarded by Lance Cpl Joe Marine, SSN 123-45-6789 on March 23, 2009, would be assigned the VIRIN 090323-M-6789M-004.

(f) The "Image Number" field of any embedded IPTC caption shall reflect the image's VIRIN.

e. Last, but potentially the most important consideration is to ensure all the information associated with the photos loaded to Marines.mil is entered in the photo's information fields. Without this added information, photos will be published online without adequate information for the date, location, photographer, caption, and other associated elements. If this information is not present (or is incorrect), stories and the associated photos may be pulled from production by Marine Corps News personnel due to inability to properly associate content. In addition, the imagery will not properly load into the unit's Website and may not be used / useful by any who attempt to access the image or associated story.

6. Maintaining, Training and Access. Standardized training is provided throughout the Marine Corps to units on how to establish, manage and maintain their unit Websites. This training and guidance also provides details on how to load, process, review and publish information to the public. For guidance or questions regarding posting and management of online content, contact the Marine Corps News offices. Contact information can be located on the footer of Marines.mil at 703-602-3042.

Appendix K

Fleet Hometown News Release

1. Fleet Hometown News. The Fleet Hometown News Center (FHTNC) located in Norfolk, Va., is a field activity of the Navy Office of Information (CHINFO), Washington, D.C. The FHTN program provides the most effective and economical production and distribution of information about individual sea service members to their hometown news media.

2. Mission. The mission of the FHTNC is to gather, evaluate, edit and reproduce news stories, features, fillers and photographs received from the forces afloat, shore commands, the US Marine Corps and the US Coast Guard concerning military personnel. The FHTNC is also responsible for the operation of the joint high school news service, an activity operated by the CHINFO acting as the DOD executive agent. This program provides educational information on benefits, opportunities, privileges and programs available to all US military services.

3. Process. To complete the process for FHTN, have each member of your command fill out the FHTN Release form found in reference (f) prior to deployment. Attach a cover letter to the batch of forms indicating a brief overview of the deployment mission and unit biography and dates of deployment. Include on the cover letter point of contact information for UIO or PAO to include phone number (if available), mailing address and email address. Mail the forms and cover letter to the address listed on the form, and FHTNC does most of the work. FHTN will generate a beginning deployment, mid-deployment and post deployment story at a minimum. FHTNC will also release additional stories on your hold file such as port visits, training, or other special events. For accurate and timely story release, you must maintain contact with the hold files section at FHTNC. Verify your hold file every 60 days with transfers, promotions, injuries or deaths.

4. FHTN will also generate releases based on awards, promotions, retirements and enlistments, reported for duty, deployments, etc., as the UIO or PAO provides information. The information need only be a few brief lines in an email.

Appendix L

Expeditionary Community Engagement/Relations

1. Public Opinion. Public opinion about the Marine Corps is greatly influenced by the actions of each command. What the command does or fails to do even in an expeditionary environment affects the perceptions and attitudes of the American people and the local population, upon whom the Marine Corps depends for much of its support. This applies not only to official acts but also to unofficial acts, which by their commission or omission affect public opinion. Conducting community engagement/relations in the expeditionary environment is a vital element to successful PA operations. Commanders and PAOs must assist and support any opportunity to gain and maintain links to internal and external audiences.

2. Goal. The community engagement goal of local commanders is to develop an open, mutually satisfactory, cooperative relationship between the deployed forces and the community. These efforts improve the community's perception of the forces and add to support of the mission. Participation in community engagement activities is an effective method for projecting a positive Marine Corps image, making the best use of assets, providing alternative training opportunities and enhancing the relationship between the Marine Corps and the local community. Activities vary widely, ranging from individual Marine involvement to full unit participation. They are characterized by detailed coordination between the military and community authorities. They fulfill community needs that would not otherwise be met, enhance morale, skills and readiness and improve the mutual support between the military and local populations.

3. Effective Expeditionary Community Engagement. Reference (a) states "During joint operations, relationships with local populations in each combatant command's area of responsibility will be the responsibility of civil affairs personnel." PA personnel will support civil-military operations (CMO). PA assets can act in concert with civic leaders and local populations to increase understanding and build support for Marine Corps activities as long as it doesn't interfere with the PAO's primary responsibilities. Coordinate and make contact with appropriate CA personnel. Effective community engagement/relations requires:

- a. Command supervision at all levels.
- b. Appreciation of public opinion and attitudes toward the Marine Corps and its missions.
- c. Planning definite actions and positive policies.
- d. Implementing programs in a competent, professional and responsible manner.
- e. Constant evaluation of continuing programs to measure their effect upon the public and the command.
- f. Sharing the results of the program.

4. Expeditionary Community Engagement Activities. Expeditionary Community Engagement activities may include but are not limited to:

a. Local Newspaper Distribution. Coordination with the IO cell, CA, and other units may allow for the dissemination of a local newspaper in the native language of the host nation. The paper should focus on activities that involve the host nation and Marine Corps personnel. PA personnel should coordinate message alignment and assist in dissemination.

b. Community Assistance. The PA Detachment should assist in publicizing community service projects in the host nation communities. The chaplains' office, Marine Corps Community Services (MCCS), the G-3, and the PAO should work together to take advantage of opportunities to get Marines involved in local activities ranging from sporting competitions to visitation of elderly residents. These types of activities, when applicable, can be instrumental in building a bond of trust and understanding between Marines and host-nation residents.

5. Fleet Hometown News Release. The Fleet Hometown News Release (FHTN) program provides the most effective and economical production and distribution of information about individual sea service members to their hometown news media. See appendix K.

6. Support to Reserves. Reach-back to the home base PA staff offers deployed PA Marines greater flexibility in dealing with issues that may arise during the deployment. Ensuring home base PA staffs have good information to offer to employers of reserve Marines is a part of expeditionary community engagement/relations (COMREL). Employers need to know the importance of their employees' reserve service, and stories of reservists on the front lines plays a major role in ensuring continued employer support. Forward deployed PA staffs can assist home-base PA staffs in developing and disseminating stories to appropriate employers.

7. Support of Recruiting. The release of stories that highlight Marines serving abroad can serve as an invaluable marketing tool by Marine Corps Recruiting Command (MCRC). By simply notifying MCRC's PA staff of relevant postings to MCNEWS, MCRC can ensure an appropriate level of face-to-face marketing of the material is conducted at the hometown media level by recruiting station Marketing and Public Affairs Marines. This benefits ongoing recruiting media efforts by adding depth to local Marine news that typically ends with a news brief highlighting a Marine's graduation from basic training. While the FHTN program is a very effective method to release such material, it cannot compete with the potential impact of a uniformed Marine personally delivering news from the front to a hometown news outlet.

Appendix M

Expeditionary Planning and Integration

1. PA operations support the commander by communicating accurate information and messages about his force and the operation to internal and external audiences. Expeditionary PA activities must be developed alongside the MAGTF commander's operational plan, the combatant commander's theater campaign plan and with national level policies.

2. PA planning is a top-down process. Once PA objectives are defined, PA operations are planned, synchronized and executed. PA operations focus on the communication - an ongoing, dynamic, ever-changing process - with internal and external audiences. PA plans prepare for potential situations, synchronize efforts with other agencies that manage the communication of information and influence the coverage, interpretation, and understanding of events.

a. Types of Planning

(1) Joint Deliberate Planning. When time is available for extended, detailed planning, a commander may use the deliberate planning process to build a contingency plan for military action. There are five phases in the joint deliberate planning process - initiation, concept development, plan development, plan review and supporting plans. Phases for Joint Deliberate Planning consist of:

(a) Phase I -- Initiation. The task-assigning directive outlines the major combat forces available for planning purposes, gives general instructions, lists assumptions and specifies the product document such as an OPLAN or CONPLAN. PA planners begin assessing the information environment, its impact on operations, the PA requirements for the specified area and coordinating requirements with others who shape the information battle, such as IO, CA and COMCAM.

(b) Phase II -- Concept Development. Using the supported combatant commander's mission statement and concept of operations, the supporting PA planners analyze the mission, formulate tentative COAs and develop the PA estimate for the operational scenario and requirements.

(c) Phase III -- Plan Development. PA planners provide the commander with recommendations for PA assets required, phasing of PA forces into the theater of operations and a transportation analysis of their movement to the destination to ensure the PA segment of the entire plan can feasibly be executed as envisioned. Supporting commands identify PA assets above those organic to the major combat elements required to support the mission. The supporting command then identifies those PA requirements in OPLANS and taskings, through operational channels, to major subordinate commands.

(d) Phase IV -- Plan Review. The review process is more than a single phase in deliberate planning. The joint staff performs a final review

of operation plans submitted by the combatant commanders. It is a formal review of the entire plan. Approval allows subordinate and supporting commands to develop plans for the concept of operation. PA planners typically do not wait until the plan is approved before beginning to develop their own supporting plans; staff planning is concurrent.

(e) Phase V -- Supporting Plans. Emphasis shifts to subordinate and supporting commanders. PA planners begin to concentrate on how to meet tasks identified in the approved operation plan by preparing a PA annex to supporting plans. The annex contains an outline of actions and relationships of all PA assets, organic and attached.

(2) Crisis Action Planning. Crisis Action Planning (CAP) is conducted in response to a situation where US interests are threatened and a military response is being considered. CAP is carried out in response to specific situations as they occur and that often develop very rapidly.

3. Marine Corps Planning Process. The Marine Corps Planning Process (MCP) establishes procedures for analyzing a mission, developing and wargaming COAs against the threat, comparing friendly COAs against the commander's criteria and each other, selecting a COA and preparing an operation order (OPORD) for execution. The MCP organizes the planning process into six manageable, logical steps. It provides the commander and staff with a means to organize their planning activities and transmit the plan to subordinates and subordinate commands. Interactions among various planning steps allow a concurrent, coordinated effort that maintains flexibility, makes efficient use of the time available, and facilitates continuous information sharing. Through this process, all levels of command can begin their planning effort with a common understanding of the mission and commander's guidance. The six integrated steps of this process are mission analysis, COA development, COA wargaming, COA comparison and decision, orders development and transition. PA must participate in the MCP to ensure it is fully considered in the COA process and then integrated into the OPORD that is the product of the process. The planner uses the PA estimate, the guidance provided in the PAG (if developed already), and other considerations. An overview of public affairs integration within the MCP includes:

a. Mission Analysis - the first step in planning. The purpose of mission analysis is to review and analyze orders, guidance and other information provided by higher headquarters and produce a unit mission statement. Mission analysis supplies PA planners with insights into the raw inputs and the subsequent analysis that ultimately shapes the mission statement. This information assists the planner in determining how PA might aid the commander in accomplishing his mission. This phase also provides an opportunity for the PA planner to inject issues into the analysis and the specified and mission-essential tasks. A PA estimate is the result of mission analysis.

b. COA Development - the planners use the mission statement (which includes tasking and intent from higher headquarters), the commander's intent and the commander's planning guidance to develop several COAs. PA planners assist in the process by identifying issues that should be included in each COA. Each prospective COA is examined to ensure it is suitable, feasible, different and complete with respect to the current and anticipated situation, the mission, and the commander's intent. In accordance with the commander's guidance, approved COAs are further developed in greater detail. The PA

planner gains insights into the concerns of all other staff sections and possible actions the commander may choose.

c. COA Wargaming – Each friendly COA is examined against selected threat COAs. COA wargaming involves a detailed assessment of each COA as it pertains to the threat and the environment. PA planners lend their expertise to this process. COA wargaming assists all of the planners in identifying strengths and weaknesses, associated risks and asset shortfalls for each friendly COA. It will also identify branches and potential sequels that may require additional planning. Short of executing the COA, COA wargaming provides the most reliable basis for understanding and improving each COA. It gives the PA planner valuable information that can be used to prepare Annex F, Public Affairs, to the OPORD.

d. COA Comparison and Decision – The commander evaluates all friendly COAs, first against established criteria, then against each other. They select the COA that they deem most likely to accomplish the mission. Here the PA planner will learn the relative strengths and weaknesses of the selected COA and will be better able to plan news media operations.

e. Orders Development – the staff takes the commander's COA decision, intent and guidance, and develops orders to direct the actions of the unit. PA planners finalize Annex F during this phase. See appendix E, OPLAN Annex F.

f. Transition – This step involves the orderly handover of a plan or order to those tasked with execution of the operation. It provides those who will execute the plan or order with the situational awareness and rationale for key decisions necessary to ensure that there is a coherent shift from planning to execution. Because a PA planner was involved in the entire process, the commander can be confident that PA issues will be fully integrated into the execution phase.

4. Planning Products

a. PA Strategy. A clear, comprehensive public affairs strategy must be developed that links public affairs considerations into contingency, future and current operational planning. A PA strategy defines the public affairs perspective of the operation and identifies how public affairs involvement supports operational goals. It provides the intent for PA operations and guidance for meeting the information needs of critical internal and external audiences. It is the framework for defining and developing the PA scheme of operations.

b. Public Affairs Estimate. A Public Affairs Estimate is an assessment of a specific mission from a Public Affairs perspective. It is an examination of critical Public Affairs factors, their influence on the planning and execution of operations, and their potential impact on mission success. The PA assessment must include those aspects under the control of the commander and those the commander cannot control. The senior PAO at each echelon is responsible for consolidating information and preparing the PA estimate.

(1) The PA estimate/assessment should address the following primary categories: Information infrastructure, media presence, media capabilities,

media content analysis, information needs assessment and impact assessment/courses of action. A sample PA estimate is included in appendix G.

(a) Information Channels and Infrastructure. This element focuses on an assessment of the information infrastructure. It addresses the resources, communications facilities, organizations and official and unofficial information channels available within the area of responsibility (AOR). It addresses the means to transmit and receive unofficial information and the availability of assets to meet theater requirements. It also identifies the availability of host nation telephone service for voice and data transmission, bandwidth capabilities, the accessibility of audio/video channels, the prevalence of private communications devices such as cellular telephones, facsimiles, computers with modems, radios and televisions, and the nature of the information available through these information channels. It addresses alternate means of voice and data communications, whether military or government contracted, for use in the absence of host nation information channels and infrastructure. Much of the information required for this category may be obtained through civil affairs, intelligence representatives or psychological operations elements assigned or attached to the command.

(b) Media Presence. This is an assessment of the media presence in the area of operations (AO) prior to the introduction of US forces and an assessment of the expected level of media presence commanders should anticipate once deployment begins. It includes a description of the type of media (print or broadcast), the visibility of the media (local, national, or international; American or foreign), and the focus of the news media present (news or documentary) covering the operation. The assessment of the media presence should address the authority under which media representatives are operating (open or closed borders, and free press or controlled press) and the reporters' degree of access to the AO. Distinctions should be made between embedded and free roaming media for issues regarding support and security.

(c) Media Capabilities. This element is an assessment of the media's information collection, production, transmission and communication capabilities in the AO. This element analyzes the technological capabilities of the media representatives present within the AO. It describes their level of sophistication (if they must transport products out of the AO for transmission to parent media or do they have self-contained interactive satellite telecommunications access). Media communication assets should be considered when developing ground rules and OPSEC plans. It also addresses the media's level of logistics support requirements and its potential impact on commanders who are attempting to provide media access within the AO. Depending on the situation, commanders may require limits to levels of logistical support provided to media. Access and media support are governed by the media ground rules. It includes information about their transportation assets, resupply channels and equipment maintenance requirements. Additionally, the media's general ability to provide their own security and NBC protection should be assessed.

(d) Media Content Analysis. Media content analysis is an assessment of news coverage, the media's agendas and an analysis and prioritization of the strategic and operational issues confronting the command. It is not enough to merely tell the commander what stories ran in

the media. Media content analysis assesses who is saying what, and how it is being presented. Media content analysis is constant and begins early in the planning phase of an operation and continues through Mobilization, Deployment, Employment, Sustainment and Redeployment. Content analysis reveals the meaning, tone and accuracy of messages, how the information was presented, and the cumulative affect of the information. Media content analysis will provide an evaluation of the quantity of coverage, both in and out of theater, and the nature of that coverage. It will also be an essential element in determining objectives and strategies for communicating the Marine Corps perspective and to achieve a balanced, fair and credible flow of information. The specific methods for conducting a media content analysis are explained in appendix H.

(e) Information Needs. This is an assessment of the information needs and requirements of the previously identified key publics. It analyzes and prioritizes key external and internal audiences and assesses their news and information expectations. It identifies the types of information that should be made available to Marines, their family members, other home station community audiences, the American public and the host nation local populace. It will identify other audiences, such as allied or adversary leaders and publics that will be interested in available "cross-border" information.

(2) Information Environment Assessment and the PA Estimate. PA activities are conducted to bring about clearly specified objectives that support the commander's intent and achieve mission success. For PA activities, supporting analysis focuses on the information environment (IE). Analysis of the IE builds a complete picture of the conditions facing commanders and their PA forces, providing them the tools necessary to anticipate trends, actions, issues and conflicts. The PAO and his staff conduct research and assessment for the estimate then evaluate, prioritize and suggest COAs that PA can best support, while considering the information environment. PA planners study and evaluate the information environment to identify specific public affairs operational considerations. Results from analysis of the IE contribute to a complete and accurate PA estimate. To acquire all the information necessary for an accurate picture of the operational environment, the PAO may work closely with inter-service counterparts, intelligence, civil affairs, information operations cell, military police, COMCAM and other staff sections involved with information gathering. Although a variety of techniques may be used in the analysis of the IE, much of the information can be garnered from other staff section products and should be coordinated with the G-2/S-2, G-4/S-4, G-5/S-5, and G-6/S-6.

(3) To most fully support the PA estimate, analysis of the IE should focus on research into the following areas, which are typically addressed in the "Situation and Considerations" portion of the PA estimate: information infrastructure, media presence, media capabilities, media content analysis, information needs assessment and impact assessment/courses of action.

c. Public Affairs Guidance. Unity of effort is central to the public affairs mission. The development and timely dissemination of PAG ensures that all information and policies are consistent when responding to external information demands. The first step in achieving public understanding is translating the mission and unclassified objectives of the operation into a form that can be easily understood by the general public. This information

is further developed, coordinated and disseminated in the form of PAG. PAG conforms to operations security (OPSEC) and the privacy requirements of the members of the force. The continuous flow of updated PAG among all participating organizations is critical for remaining abreast of current developments. See reference (aa), MCWP 3-33.3, *Marine Corps Public Affairs*.

(1) To be effective and maintain credibility, PAG must be developed with the needs of the front-line PA force in mind. PA planners must be able to "see" and "feel" the battlefield. They must have an understanding of the information environment and how it will change throughout the operational continuum. They must be aware that all resources available at the planning headquarters may not be available or feasible in the AO. The ability to capture necessary information and coordinate activities is the most restricted and difficult task in an expeditionary environment. These communication restrictions often place the PA leader in a difficult situation -- one in which an overwhelming number of news media on the scene will seek answers to legitimate questions about unfolding events - and a lack of communication may limit the ability of PA leaders to discuss the events resulting in a loss of credibility.

(2) PAG development

(a) Upon receipt of a warning order (WARNORD), the PA staff will begin development of proposed PAG (PPAG). In many cases, the WARNORD may be preceded by a telephonic "heads up" call from a PA planner at a higher headquarters. This allows PA planners to begin working on PPAG before the formal WARNORD arrives. PPAG should be based on the WARNORD, other planning guidance, the proposed OPLAN and the PA Estimate. Once the PPAG is developed, it is staffed and approved by the commander.

(b) In an expeditionary environment, PA assets on the ground in the AO will often develop the PAG and submit it to higher for staffing. DOD policy requires that PPAG be provided to the Assistant to the Secretary of Defense for Public Affairs (ASD/PA) by the unified, specified and other major combatant commanders for all operations. This requirement includes major joint training exercises that could attract national and international attention. Subordinate command PA leaders should conduct continuing PA assessments as part of mission training for theater-specific contingencies in anticipation of PAG development requirements there.

(c) While waiting for approval of the PAG, an interim or fragmentary PAG may be used. The fragmentary PAG should be approved by the highest available commander and include a press statement, question and answer section, establishment of interim release authority, command messages and priority audiences.

(d) PA planners at all levels, specifically major command and above, should work to approve PAG as quickly as possible to provide subordinate PA leaders the opportunity to develop and implement timely PA programs. The format for PAG is included as appendix F. Two PAG samples are included as appendices F-1-1 and F-2-1.

d. Command Messages

(1) A command message is a message containing information and emphasizing a key theme to communicate the Marine Corps' perspective on a given subject to the public. World audiences constantly judge Marines, and a command message is being delivered every time a Marine interacts with the public.

(2) Command messages about a given issue must be deliberately developed to best communicate factual information and the Marine Corps' perspective about an issue to the public. The most effective command messages will include two elements: facts/information and a key theme. See appendix D for a command message development flowchart.

(3) Facts are communicated to the public based on existing guidelines for release of information. If information cannot be released, then an effective command message should include an explanation of why the information cannot be released. A key theme is used to communicate the context of an issue from the Marine Corps' perspective. An effective command message should include a developed key theme selected with consideration for the public to which the command message will be communicated.

(4) Command Message Examples:

(a) This is an example of an effective command message in which the specific information requested cannot be released for Security, Accuracy, Policy, and Propriety (SAPP) reasons, but the key theme of "safety" is communicated.

- "The Commanding General has initiated an investigation of the crash so we can determine how this happened and to prevent such tragic occurrences in the future. Until the investigation is complete, it would be inappropriate to comment."

(b) This is an example in which specific information can be released and an appropriate key theme (sympathy/condolence) is linked with the information to communicate the Marine Corps' perspective.

- "Four Marines died today when a CH-53 helicopter crashed. Although we will work diligently to identify the cause of the crash, first and foremost our thoughts and prayers are with the families of those Marines during this difficult time."

e. Public Affairs Annex

(1) The PA Annex is used to provide information about the conduct and execution of public affairs operations to support the basic OPLAN and/or supporting plans. It should provide details and instructions to implement PA media facilitation, news and information provision, and to conduct PA training activities. The PA annex outlines the situation, identifies the specific PA mission and explains the concept of operations (CONOPS). It also provides information and guidance that PA personnel need to conduct successful PA operations at the operator level. It should be coordinated

with all staff sections, especially those that significantly impact the information environment to ensure PA activities are properly synchronized and supported.

(2) Public Affairs Annex Development. Once the PA estimate and PPAG are completed, and the commander has selected a COA, PA planners must be prepared to develop Annex F, Public Affairs to the OPORD. The PA Annex is designed much like the main order of an operation in that it is organized into five main paragraphs. They are situation, mission, execution, administration and logistics, and command and control.

f. Standard Operating Procedures and Letters of Instruction

(1) Standard Operating Procedures (SOPs) and Letters of Instruction (LOIs) will often be needed to ensure PA detachments operate in a set and established method for events that happen on a regular basis. These routine procedures ensure that all members of the section are working toward the same PA objectives and that PA activities are easily blended into the actions of the command's staff. PA SOPs differ from PA plans and PA annexes to OPLANS in that they specifically detail and describe how PA is conducted within a certain command or unit. They are routine procedures and actions that apply to each section or unit. The PAO or senior SNCO prepares the PA section SOP. PA augment personnel designated to support specific commands in the execution of contingency missions should use SOPs from these supported commands as opposed to their parent command.

(2) SOPs and LOIs may address but are certainly not limited to media in-processing, media embedding, actions taken upon media violation of established ground rules, accreditation procedures and authority and combat safety training for media.

(3) An LOI or portion of an LOI should include the implementation of a media database. PA databases allow combatant commanders to have instant access to PA knowledge, including what media are in their AO. This database can also link to the command and control personal computer (C2PC) program. At least one member of the PA staff should be highly proficient with the C2PC system. This will allow the PA staff and commander to track each embedded media member as they move with their host unit in order to provide continual assessments.

5. Other Planning Considerations

a. Post-Mission Planning Considerations. During mission planning and preparation, PA planners should contribute lessons learned. Preparing for post-mission assessments during the planning phase will significantly reduce the man-hours required to produce lessons learned.

b. Force Planning. In force planning, the PA staff works with the J-3/G-3/S-3 staff. The PAO is a standing member of the Joint/Operational Planning Group (J/OPG). Force planning consists of PA force requirements' determination, force list development and refinements of PA force availability and possible PA force shortfall identification and resolution. In force list development, PA assets needed to meet the mission are identified. Force availability is considered based on the strength and

readiness of organic PA assets and equipment. Identification of PA force shortfalls addresses the lack of organic or mission-capable PA assets and the additional requirements and unit or personnel augmentation needed to accomplish the combatant commander concept of operations. All tasks for unit or personnel augmentation must be validated and requested through the J-3/G-3/S-3 operational channels.

c. Support Planning. To plan for logistical support of PA operations and personnel assigned to carry out the commander's concept of operations, the PA staff coordinates with, and identifies, support requirements to the J-4/G-4/S-4. Specific logistical areas of concern include support in all classes of supply to the PA force, availability and authorized levels of support to civilian media, local purchase and contract support, property accountability and vehicle transportation and maintenance support tasked through the J-3/G-3/S-3. The PA logistics coordinator, usually the senior SNCO, should conduct face-to-face meetings with the embark officer, G-3 and motor transport officer to ensure appropriate coordination.

d. Transportation Planning. PA forces move from their home station to a specified destination in the theater, either as part of their parent organization or as individual augmentees (IAs). This movement involves planning by several echelons of command, possibly stops at several intermediate locations en route, and a schedule constrained by a variety of operational requirements and priorities. The PAO should interact with key staff to include the command's motor transport officer, movement control officer, and staff officers within the J-3/G-3/S-3 and J-4/G-4/S-4 that have staff supervision. If vehicles and other major assets are allocated specifically to the PA detachment, coordination must be tracked through the following system:

(1) Time-Phased Force and Deployment Data. The time-phased force and deployment data (TPFDD) is the joint operation planning and execution system (JOPES) database portion of an OPLAN. It contains time-phased force data, non-unit related cargo and personnel data, and movement data for the operation plan. The Appendix 1 to Annex A of the operation plan is the time-phased force and deployment list (TPFDL) that identifies types and/or actual units required to support the operation plan and indicates origin and port of debarkation or ocean area. It may also be generated as a computer listing from the TPFDD. PA planners must ensure that the TPFDD/TPFDL contains their unit line numbers (ULNs) for units, personnel or cargo. Assets not listed on the TPFDD do not deploy. It is crucial to the planning process that the PA staff closely coordinate with the J3/G3/S3 and J4/G4/S4 to ensure PA assets are reflected on the TPFDD or included as organic/attached assets to parent units with validated ULNs on the TPFDD. PA equipment should be included in the initial unit deployment to ensure it is available as soon as possible upon arrival in the AO.

(2) When troops land at the APOD (Aerial Port of Debarkation) or SPOD (Seaport of Debarkation) they may be substantial distances from the port where the PA element's equipment arrives in theater and operations begin. Thus, the PA planner must set a realistic, achievable required delivery date (RDD). This must be aligned with the commander's required date (CRD). Planners begin with the RDD to establish two interim dates, the earliest arrival date (EAD) and the latest arrival date (LAD). Once these dates are established, then the ready to load date (RLD) and the available to load date

(ALD) are established at home station to meet the earliest departure date (EDD).

e. Communications Planning

(1) Key planners include the J-6/G-6/S-6, J-4/G-4/S-4, and J-3/G-3/S-3. Specific concerns include priorities for classified and unclassified radio/telephone communications, satellite uplinks and downlinks, number of telephone links/trunks allocated to PA requirements, classified and unclassified E-mail access, access to broadcasts from media networks, and inclusion into the communications electronics operating instructions.

(2) Reliable and flexible communications are essential for effective PA command and control. In today's global information environment, information must flow to and from users, up and down the chain of command and horizontally across the battlefield. Technology has compressed time and space and forward-deployed PA sections can be in direct communication with higher headquarters. The challenge is to ensure coordination and interoperability so that all elements have the communications capability to effectively carry out their assigned mission, especially in today's joint, combined or interagency environment.

(3) Deliberate, detailed planning can prevent communications shortfalls. PAOs assess their information transmission and reception needs and requirements. They then identify the communications capabilities they need to access, and determine the communications support they will need from communication electronics divisions (G-6/S-6). Through close coordination with the G-6/S-6, the identified PA communications requirements are integrated into the overall communication architecture. In addition, consider possible development of web pages or sites. Finally, availability of the following communication assets should be assessed prior to deployment: satellite phones (special consideration should be made prior to deployment to determine funds sourcing for purchasing minutes/satellite time), tactical radios, NIPRNET, SIPRNET and global cell phones or locally contracted cell phones.

(4) Planners should also anticipate media communication support requirements and coordinate/synchronize these with appropriate personnel.

f. Information Operations Integration

(1) Strategic Responsibility of PA. A global audience will observe MAGTF operations. Information is a powerful component of battlespace shaping. Not only do actions matter, but the perceptions that actions create matter. Small, apparently local actions may have strategic consequences. For example, an incident at a single checkpoint can change the relationship between the MAGTF, local residents, allied partners and nongovernmental organizations (NGOs). Depending on how the event is portrayed in the media, this single incident can dramatically sway public opinion either for or against actions. In the battlespace of the future, all Marines must be aware of their strategic responsibilities. As the vital link between Marines and the public, PA shares in that responsibility.

(2) Battlespace Shaping. IO is a combination of battlespace shaping, force enhancement and force protection activities that are integrated and concurrently planned. Essentially, force protection is a defensive shield to protect our own systems and decision processes, while force enhancement is offensive action against an adversary. However, IO goes beyond attack and defense. It includes those actions taken to influence selected groups and decision makers and establishes battlespace conditions conducive to success.

(a) IO accomplishes battlespace shaping by conveying (or denying) selected information and images to an audience to influence and inform. Battlespace shaping occurs within both the information and physical domains. It requires the broad synchronization or deconfliction of psychological operations (PSYOP), civil affairs (CA), PA, OPSEC, deception and electronic warfare (EW) operations within a single battle concept. See reference (ab), *Marine Air-Ground Task Force Information Operations*.

(b) Coordination and staff interaction are required to ensure the activities of one function do not conflict or complicate the work of another. In an expeditionary setting, all core IO functions may provide information to the local population. However, PA elements have the responsibility to deal with media outlets and ensure all information provided is accurate. PA elements can assist the other functions in passing information to the public through the appropriate media outlets; however, they must not pass information that is inaccurate or specifically designed to influence or deprive the public of otherwise releasable information. PSYOP and CMO may use message channels that are not used by PA, such as mobile loudspeakers or leaflets, to disseminate their message.

(3) Synchronized Planning

(a) Information Focus. IO includes all actions taken to affect enemy information and information systems while defending friendly information and information systems. Information, as data, is a key component of combat, communications and intelligence systems. Information transformed into knowledge and understanding is a key component of command and decision-making processes. Information, as media, influences perceptions, attitudes and beliefs. Information and information systems are targets that, when affected, influence key decision makers and audiences.

(b) Support to the Commander. Commanders require integrated, coordinated, synchronized IO. PA operations, which occur at and impact the strategic, operational and tactical levels, are a critical consideration. News media coverage of conflicting messages and information communicated by different elements of the command compromises credibility. The two main responsibilities that PA maintains in IO are to dispel rumors and counter misinformation and disinformation by providing factual information. The PA staff should work closely with the IO staff to ensure messages they are transmitting are complementary, not contradictory, but must not be subordinate to the IO cell in order to protect the credibility of PA.

(c) Shared Analysis. The starting point for PA contributions to IO is the PA estimate. The PA estimate includes an analysis of the global IE and consolidates information on the audiences, media presence, public opinion, personnel available and PA guidance. See also appendix G.

(d) Unified Planning Through Use of the MCPP. Planning is unified through the execution of the MCPP. Its tenets are top-down planning, single battle concept and integrated planning. The six steps of the MCPP ensure that functional planning is systematic, coordinated and thorough. PA, IO, and all IO-related plans are coordinated during the execution of the MCPP by the MAGTF staff. Messages, regardless of delivery means, must be coordinated during the planning process and throughout an operation as the situation develops. A continual exchange of information must exist during execution. See reference (ac) for further guidance.

(e) The IO Cell. The IO cell is a task-organized group established within a MAGTF and/or higher headquarters to integrate a variety of separate disciplines and functions pertaining to IO for the command. A fully functioning IO cell integrates a broad range of functions and related activities that contribute to accomplishing the mission. IO integration requires extensive planning and coordination among all the elements of the staff. The IO cell, when established, is a mechanism for achieving that coordination. A PA representative should serve as a member of the IO cell to maintain situational awareness of other information-related activities and de-conflict activities. See reference (ab) for further guidance.

(f) Unified Action. PA actions and events that support IO include print and electronic products, interviews, news releases, press conferences and media facilitation. PA advises the commander on how the operation is being portrayed and also provides guidance to unit commanders and Marines. This may include talking points and themes for commanders and preparing Marines to interact with the media. It is a means for emphasizing selected issues and positions--speaking with one voice.

(g) Limits of PA Integration. The PA mission is to provide timely and accurate information to Marines and the general public and to initiate and support activities contributing to good relations between the Marine Corps and the public. PA expedites the flow of accurate and timely information to internal and external audiences. In peacetime, PA provides Marines and the general public with information that increases public understanding of the Marine Corps' roles and missions. PA efforts can have positive and negative impacts within the battlespace and can have a strategic effect on the mission.

1. Distinct separation of PA and IO assets is essential to maintain PA credibility. However, PA can support IO to the extent that credibility is not compromised. The PA challenge is to get information out effectively, efficiently, and honestly. *Marine Corps PA policy is to tell the truth as quickly as possible.* That includes all news, good as well as bad. PA informs and educates. PA must be coordinated with, but carefully separated from, IO efforts aimed at influencing perceptions. Any deviations from the truth will destroy the credibility and effectiveness of Marine Corps PA operations.

2. Although PA, CA, PSYOP, or other IO-related messages may be in different formats and delivered via different news media, they must not contradict one another or the credibility of all messages will be lost. Although each discipline has specific audiences, information will often overlap between audiences. This overlap makes the deconfliction of messages

crucial. Under no circumstances will PA personnel engage in PSYOP or deception activities or vice versa. The JTF Commander will establish separate agencies and facilities for PA and PSYOP activities.

Appendix N

Expeditionary Media Facilitation

1. Media facilitation is providing assistance to news media representatives who want to cover an operation. The objective of media facilitation is to get the Marine Corps' story told. Facilitation enables media representatives to produce accurate, timely, balanced and credible coverage of the force and the operation while minimizing disruptions. Media facilitation includes assisting media entry into the AO, registering media representatives, providing ground rules for coverage and ensuring they understand the security policies and constraints under which they must agree to operate if they desire Marine Corps support. Media facilitation also involves arranging interviews and briefings, coordinating unit visits and escorts, and assisting media representatives with transportation, messing, billeting, communication support, safety and equipment. Media facilitation involves the early establishment of a media center as the focal point for media to cover an operation, for Marine Corps personnel seeking assistance with media representatives in their area and to resolve issues resulting from media-military interaction. A primary goal of any PA staff is to support an operational commander by informing the public with complete, accurate and timely information about the mission and US forces. The PA staff accomplishes this goal by making information fully and readily available within the constraints of OPSEC, and by facilitating inclusion of civilian and military news media representatives in military units whenever possible.

2. Role of the PA Staff Section

a. The primary focus of the PA staff is to support the commander by executing the media operations plan. The PA staff ensures leaders within the command understand the commander's media relations policies and serves as the command ombudsman in the settlement of conflicts between the media and the military. PA personnel must enforce the media ground rules and terminate support for media that violate the ground rules.

b. As an active participant in the command's information planning element, the PA staff coordinates with G-2/S-2, G-3/S-3, G-5/S-5, G-6/S-6, G-1/S-1, and other agencies and staff elements to develop the commander's information plan and to reduce the risk of conflicting messages.

3. Role of Information Centers

a. Information centers are organized when large numbers of news media representatives are anticipated to cover military activities. Joint, coalition, allied and Marine Corps information centers provide a focal point for news media representatives during military operations. This center is a command post for media support efforts. It serves as both the primary information source and as a logistical support and coordination base for individuals and news organizations covering the operation.

b. Information centers support the commander. It provides the commander a professional, immediately available, capability designed to

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respond to national and international civilian media interest in US military operations. When operated by unified/specified commands, these media operations centers may be called a JIB. At the combined commands, they are called an APIC, CPIC, or CIB. APIC staffs should be a proportionate representation of the forces, with representation from all services involved in the operation.

(1) Media Operations Center

(a) Function. The PAO in charge of the media operations center (MOC) provides the following capabilities:

1. A single point of contact and information source for media within the theater.
2. Briefing media guidelines and ground rules.
3. Can be delegated authority to act as primary information release authority.
4. Coordination of news media coverage with forward units.
5. Coordination with other services, agencies or countries.
6. Identification and communication of host-nation sensitivities to all personnel in theater.
7. Preparing for, and conducting, press briefings and news conferences.
8. Registering news media personnel.
9. Media Operations Center staffing and organization.
10. Provide commander SA on media facilitation.

(b) Assumptions. MOC activities are based on four primary assumptions:

1. Accurate information is available in a timely manner and adheres to the DOD Principles of Information.
2. Current trends in communications technologies within the IE will continue to reduce the news media's reliance on military support and assistance when covering operations and will continue to increase the availability of information to a worldwide audience.
3. Media representatives will be in an area of operations at the start of, and in most cases, before an operation begins.
4. Media interest and coverage in combat and non-combat operations will ebb and flow with a surge during significant operations.

(c) Military PA elements require access to complete information and state-of-the-art communication equipment, and must possess sophisticated coordination channels to preempt speculative, inaccurate or biased reporting. Dedicated bandwidth is essential to PA mission accomplishment.

(d) Organization and Staffing. The responsible command PAO and his staff determine the organization and staffing of MOCs. MOCs may be Marine Corps, joint or allied/coalition. Regardless of the echelon establishing a MOC, the organizational model is functionally designed and remains relatively the same as it is task-organized and specific to the mission. MOCs normally consist of two major elements, a headquarters group and an operations element.

1. Headquarters Element. The headquarters is made up of the command group and support staff. The command group contains the officer in charge (OIC) and his immediate staff. The support sections may provide administrative support, conduct lease and purchase contracting, set up, operate and maintain the unit's equipment, and conduct day-to-day operations. The support staff is responsible for the execution of MOC communications, supply operations, administration support, vehicle maintenance, security and other support functions.

2. Operations Element. Consists of a plans section and a media support section.

a. The plans section is responsible for all MOC media planning. It establishes MOC requirements and determines operating procedures and policies. It maintains channels of communication with ASD/PA and the senior command PAO. It is responsible for recommending and assisting in the development and distribution of PAG. It monitors US, international and local television and radio broadcasts and print publications covering operations, conducts news media analysis and evaluates the effectiveness of MOC operations. One officer or senior SNCO is normally assigned duties as the plans officer. They ensure PA operations are synchronized with other combat functions and promote early coordination of IO functions.

b. The Media Support Section (MSS) is the primary point of contact for news media representatives (NMRs) in an area of operation seeking information or assistance in covering the force and the operation. The MSS receives and registers NMRs, briefs NMRs on the media ground rules and security procedures or concerns and orients them on the force, the operation and other pertinent issues (special safety or host nation considerations). Additionally, the MSS orchestrates the command's briefings and coordinates for subject matter experts to explain and discuss operations and capabilities. The MSS is also responsible for coordinating appropriate, knowledgeable escorts, unit visits, and service member interviews. It assists the joint force or other senior PAO in preparing service members for interaction with the news media. Finally, it provides support to joint force elements and service component PA elements seeking assistance with NMRs.

3. MOC Staffing. MOC staffs may be filled by IAs from the active duty and reserve components because there is currently no official table of organization (T/O) for MOCs. Early coordination with appropriate J-1/G-1/S-1 personnel will help ensure adequate staffing. Reserve personnel

can be used to augment on a voluntary and non-voluntary basis depending on the type of operation. Staffing and organization will be based on mission requirements.

(e) MOC Operations

1. MOCs will support and be responsible to the senior commander of the operation on a 24-hour basis.

2. In major operations -- actions conducted by unified commands -- a JIB will usually be the first to deploy for this purpose. A JIB will be staffed by PA personnel from the services represented in the joint force; participating services may establish their own MOC's subordinate to the JIB to disseminate information about their particular missions.

3. Initial Operational Focus. During the first 24 hours after arrival in a new AO, a MOC can provide limited media support services. Within this first operational day, the PAO must:

a. Establish a "hasty media center" as the initial focal point for the news media until additional support forces arrive.

b. Establish communication with higher, adjacent and subordinate agencies.

c. Request and establish who has operational information release authority within the theater.

d. Establish command structure/lines of authority.

e. Coordinate with appropriate authority for leasing and purchasing contracts.

f. Begin to register news media personnel in the area.

g. Provide basic media support (coordination of media access to subordinate units and media escort as resources permit).

h. Assist or conduct command news briefings and conferences.

i. Coordinate subject matter expert (SME) interviews.

j. Be capable of assisting in the transmission of internal media products.

k. Initially, the MOC may be asked to provide varying degrees of support to news media personnel including specialized equipment (flak vest, NBC gear, helmets) for those unable to obtain them prior to entering the AO, transmission of media products, etc. Certain limitations may be imposed by the commander on media support due to unit logistical limitations.

4. Registration of Media

a. All media requesting support or access to units to cover Marine Corps operations must be registered. This includes freelance journalists, military media representatives, like those assigned to AFRTS, Stars & Stripes newspaper and other Armed Forces Information Service (AFIS) personnel who are not supporting units on the battlefield. The personal safety of media representatives should not be used as a reason for excluding them from operations.

b. Registration is an accounting tool that provides PAOs the ability to know what media are represented in the theater, where they are located, and their movement around the theater. This information is helpful in planning and conducting media logistical support and transportation, and in preparing subordinate commands for media encounters. It also identifies which news media representatives have asked for military assistance and access, and have agreed to the command's media ground rules.

c. Do not automatically assume that the policy of embedding will be approved in your AOR. For instance, a number of countries in the Asia-Pacific region are not culturally comfortable with the concept of embedded and un-assigned reporters, preferring, instead, nationally mandated reporter pools. Coordination and approval of embedding requests are critical actions prior to deployment.

d. News media representatives should be informed that registration and acceptance of media ground rules will entitle them with access to units, SMEs and military ground and air transportation when possible. News media representatives who refuse to agree to the military ground rules and who are not registered will receive only the support and information assistance provided to the general public.

e. Registration Requirements. The registration process is conducted in five basic steps:

(1) Verify the identity of the media representative (including checking for valid passport/visa, professional media organization membership card, media ID card, other military press credentials, etc.).

(2) Have them sign an agreement to abide by the established media ground rules for the operation in exchange for granting support, access to units, information and other privileges. Have NMR agree to and sign a liability waiver that frees the military of responsibility if the NMR is killed or injured as a result of covering the operation.

(3) Give NMRs proof of registration (memorandum, press badge or other identification).

(4) Maintain a roster of registered NMRs and monitor their movements during the time they are receiving military support.

f. Accreditation vs. Registration. Accreditation is the verification and validation that a person represents a legitimate commercial news

organization. Registration is an accounting tool. This means that accrediting governments or military organizations will physically verify the affiliation of an applicant with a specific news organization. This is difficult to perform during an ongoing operation, especially when deployed away from CONUS. It is generally accepted that, when overseas, the decision to accredit news media is made by the host nation's government in coordination with the combined or unified commander. When accreditation isn't required by the host nation, the combined or unified commander holds responsibility for this determination. Accreditation is normally performed at the MEF level or higher. PA detachments for larger exercises and operations should develop a system at the combatant commander level for accrediting media. PA detachments for smaller operations may be able to coordinate with local State Department or embassy personnel to develop a system to rapidly verify credentials. This function of accrediting media plays a critical role in force protection.

5. Unilateral Media Handling

a. Unilaterals are reporters in the AO who are not registered or accredited or those who are accredited but chose not to be embedded with a unit. Generally, unilaterals who approach military units should be directed to contact the PA organization (JIB, APIC, CPIC) in order to be registered and accredited. This process may be as simple as a phone call, radio transmission or email, or it may require the reporter to physically go to the PA facility for processing. Units should not offer support including interviews, access or transportation to unilaterals until notified by a PA authority that accreditation and registration are completed.

b. Unilateral media will show up at your doorstep, regardless of whether or not you have a plan for them:

(1) They should be treated as any other non-combatant on the battlefield until their credentials are verified and they are credentialed through the unit or higher headquarters.

(2) Unilateral media should not be forcibly removed from the battle space unless they are directly inhibiting mission accomplishment, compromising the mission, or violating OPSEC.

(3) Battalion commanders and above have the choice to engage or not engage with the media if they are not credentialed.

6. Media Ground Rules

a. Media ground rules will assist in protecting the security and the safety of the troops involved while allowing the greatest permissible freedom and access in covering the story. All interviews with news media representatives will be on the record.

b. Security at the source will be the policy. Releasable and non-releasable information, along with tips for working with the media in the field can be placed on a 5.5" x 6" laminated trifold card that will fit into soft covers, Kevlar helmets or notebooks. This allows Marines to have easy access to information about releasable and nonreleasable material.

7. Releasable Information. The following categories of information are typically releasable:

- a. Individual information releasable under the Privacy Act
 - Home of Record
 - Education/schools
 - Awards/decorations
 - Marital status/dependents
 - Age
 - Date released from active duty/discharge type as long as it was not an administrative discharge
- b. Arrival of major US military units in the AOR when officially announced. Mode of travel (sea or air), date of departure and home station.
- c. Approximate friendly force strength numbers.
- d. Approximate friendly casualty numbers by service. Embedded media may, within OPSEC limits, confirm unit casualty numbers they have witnessed.
- e. Confirmed numbers of enemy personnel detained or captured.
- f. Size of friendly force participating in an action or operation will be disclosed using general terms such as "multi-battalion." Specific force or unit identification may be released when it no longer warrants security protection.
- g. Information and location of military targets and objectives previously under attack.
- h. Generic description of origin of air operations such as land or carrier based.
- i. Date, time, and location of previous conventional military missions and actions and mission results, are releasable only if described in general terms.
- j. Types of ordnance expended in general terms.
- k. Number of aerial combat or reconnaissance mission or sorties flown in AOR.
- l. Type of forces involved (e.g., air defense, infantry, armor, Marines). Never specify numbers.
- m. Allied participation by type of operation (ships, aircraft, ground units, etc...) after approval of allied unit commander.
- n. Operation code names.

- o. Names and hometowns of US military units.
 - p. Service members' names and hometowns with the individuals' consent. (Marines have the right to deny providing their name or hometown.)
8. Not Releasable Information. The following categories of information are typically not releasable:
- a. Individual information protected by the Privacy Act including:
 - Race
 - Administrative proceedings/discharge specifics, unless otherwise specified by legal authority.
 - b. Names of wounded and those killed in action until next of kin are officially notified.
 - c. Information that is part of an ongoing investigation.
 - d. Specific number of troops in units below MEF level.
 - e. Specific number of aircraft in units below wing level.
 - f. Specific numbers about equipment or critical supplies (e.g., artillery, tanks, landing craft, radars, trucks, water, etc.)
 - g. Specific numbers of ships in units below the carrier battle group level.
 - h. Names of military installations or specific geographic locations of military units in the AOR unless specifically released by the Department of Defense or authorized by the AO commander. News and imagery products that identify or include identifiable features of these locations are not authorized for release.
 - i. Information about future operations.
 - j. Information about force protection measures at military installations or encampments (exceptions being those which are visible or readily apparent).
 - k. Photography that would show level of security at military installations or encampments, especially aerial and satellite photography.
 - l. Specific details of rules of engagement.
 - m. Information on intelligence collection activities that would compromise tactics, techniques or procedures.
 - n. Extra precautions in reporting will be required at the commencement of hostilities to maximize operational surprise. Live broadcasts from airfields, on the ground or afloat, by embedded media are prohibited until the start of the initial strike package or until authorized by the unit commander.

o. During an operation, specific information on friendly force troop movements, tactical deployments and dispositions that would jeopardize operational security or lives. Information about ongoing engagements will not be released unless authorized by the onscene commander. Media must request authorization to transmit live reports from the battlefield.

p. Information on special operations units, unique operations methodology or tactics, for example, air operations' angles of attack and speeds; naval tactical or evasive maneuvers, etc. General terms such as "low" or "fast" may be used.

q. Information on effectiveness of enemy electronic warfare.

r. Information identifying postponed or canceled operations.

s. Information on missing or downed aircraft or missing vessels while search and rescue and recovery operations are planned or underway.

t. Information on effectiveness of enemy camouflage, cover, deception, targeting, direct and indirect fire, intelligence collection or security measures.

u. No photographs or other visual media showing an enemy prisoner of war or detainee's recognizable face, nametag or other identifying feature or item may be taken. Photography from a respectful distance or from angles at which an EPW or detainee cannot be identified is permissible when combatants are taken into custody.

v. Detainee handling procedures.

w. Still or video imagery of custody operations or interviews with persons under custody.

9. Media Pools

a. Journalists, as a group, are strongly opposed to media pools in any form. They tend to view media pools as a restriction placed on them and their ability to provide coverage of the news. They are grudgingly tolerated, and should only be used as a last resort when space onboard military transportation is limited, access to an area must be controlled, and after all other possibilities have been explored and eliminated. Even under conditions of open coverage, pools may be appropriate for specific events. Both the Marine Corps and the news media are in agreement, however, that limited access is better than no access at all. A media pool should be disbanded as soon as free and open access to the operational area can be allowed.

b. Considerations. When a pool system is required, the PAO will identify the maximum size of the pool that can be supported. The NMRs on the scene will select the pool members. A roster of media personnel registered with the Marine Corps PAO will be used to identify the media representatives eligible to participate. The pool should consist of, but not be limited to, a minimum of one video crew (camera operator and producer), one still photographer (wire service, newspaper, or magazine), one radio reporter, and

one newspaper or wire service reporter. Special consideration must be given to international reporters. While this is a fair and representative pool structure, it is the media representatives themselves who must determine the make-up of the pool. Some news events and situations may lend themselves more to print, or conversely television reporting, and the media representatives may choose to select an unbalanced pool.

c. Access

(1) All pool members must be willing and able to meet deadlines and supply information products (video, audio, still media and text) in a timely manner to all media representatives who are entitled to material generated by the pool. The military media center will also have access to this information and will make it available to all other requesting news media organizations. A clearly defined system must be established prior to departure that outlines how non-pool members will access the footage and information. This system should be provided to the PAO prior to departure and reviewed for fairness. Generally, non-pool members will request the information or footage and pay the pool member a reimbursement for reproduction costs only. Pool members must also determine whether members will air footage or information before it is made accessible to non-pool members.

(2) Once a media pool has been selected, they will select a team leader. It is the responsibility of this team leader to ensure that members of the media pool meet their obligation to share information. The Marine Corps PAO will not be involved in settling internal disputes of the media pool.

d. Provision of Facilities. Consistent with available resources, commanders will supply PAOs with facilities to enable timely, secure, compatible transmission of pool material and will make these facilities available whenever possible for filing independent reports. In cases when government facilities are unavailable, journalists will file by any means available. Commanders should not ban communications systems operated by news organizations, but emissions control during certain battlefield situations may require restrictions on the use of such systems.

e. The DOD National Media Pool. The DOD National Media Pool was established to prevent recurrence of problems encountered with media coverage during Operation Urgent Fury in Grenada in 1983. During the first 24 hours of Urgent Fury, more than 600 reporters attempted to gain access to the operation. The large numbers overwhelmed the limited PA elements available to assist them. In 1985, the Secretary of Defense established the DOD National Media Pool, a civilian news element of approximately 16 media representatives from various national news organizations, with the mission of covering an operation from its initial stages until open coverage could be allowed. The pool members remain on call in Washington, D.C., and are available for immediate worldwide deployment. Their products are shared until the pool is disbanded and access is granted to the entire news community.

f. Support Requirements. Supported commanders are responsible for providing operational support as the mission allows to the DOD National Media Pool. At a minimum, the pool members will require:

- (1) Daily, comprehensive and unclassified operational news briefings.
- (2) Access to ongoing combat operations. The media are aware of the personal risks involved in covering combat operations. They will not be denied access to those operations based on risk to their personal safety.
- (3) Reasonable access to key personnel. All information gathered from these personnel is unclassified and on the record.
- (4) An escort -- usually a lieutenant colonel or colonel -- to coordinate pool support and access requirements.
- (5) Transportation and itinerary planning and coordination that will allow media to gain access to the theater of operations and to disperse pool members throughout the operational area.

g. Additional Considerations

- (1) When the DOD media pool is operational, PAOs will attempt to provide the same information support concerning theater operations to all other media in the operational area.
- (2) As soon as open access to the operational area can be allowed (normally within the first 24 hours of an operation), the DOD media pool should be disbanded.
- (3) After the DOD media pool is dissolved, all media in theater will be dealt with in an equitable manner with respect to information and support provided.

10. News Briefings and Press Conferences

a. Purpose. News briefings may be formal or informal in the way information is passed, but the goals remain the same. There are several reasons for holding news briefings:

- (1) Credibility: The physical presence of a briefer and his/her willingness to meet the issue head on leads to a more credible presentation and acceptance of information.
- (2) Uniformity: All media get the same information at the same time.
- (3) Expression of concern: A briefer represents the face of the command, showing more concern than an impersonal news release, especially in situations where there is loss of life or extensive damage.
- (4) Complexity of material: Where material is technical or complicated, the news briefing makes the subject matter more easily understandable. The question and answer session that accompanies a news briefing saves time in callbacks by news reporters needing clarification.

b. Function. News briefings should be done daily during an operation and when important events dictate. They should:

- Provide a specific message.
- Explain complex or technical matters.
- Reach a large number of media interested in the same subject matter area.

c. A knowledgeable and articulate spokesperson should be chosen to present the material. This could be the subject matter expert (SME), the PAO or the commander. Other SMEs may be available at the briefing to field technical questions. SMEs and spokespersons should be appropriately prepped and trained prior to granting media access/interviews. Consideration should be given to the appearance of the presentation, the message, space, lighting, electrical needs, suitable setting, chairs, tables and press packets. All handouts should be reviewed.

11. Timing. PA personnel should think about media deadlines and set the time to help the media meet those deadlines and facilitate around-the-clock news cycles. Timing of press conferences should be appropriately dispersed over the 24-hour news clock and coordinated with higher and adjacent briefings. Considerations should be given to timing of brief to ensure maximum exposure to priority audiences.

12. Aviation Support Guidance

a. Blanket Approval. Typically during large exercises and operations, OSD or HQMC will provide blanket approval for military air support of media thus eliminating the need to obtain individual approval. If a large number of aviation support requests are expected, the PAO may desire to request blanket authority for aviation media support prior to the start of the operation or exercise. However, smaller operations and exercises may follow these guidelines. *Generally allow 60 days for processing of aviation support requests.* High visibility or high impact requests can be expedited, but allow as much lead-time as possible.

b. Guidance. There are numerous instances in which public affairs personnel seek Marine Corps aviation assets to support media activities. Some of those instances include embarking media to cover operations or training, orientation/indoctrination flights for influential people, such as actors or dignitaries, and requests to fly aviation photographers. In an expeditionary environment, all support of media is fluid, but aviation support is the most fluid. Many garrison aviation support rules apply to expeditionary requests as well. When media are embedded with specific units, they are transported as a member of that unit, not as individual media. Establishing working relationships with air officers at the onset of operations will facilitate the transmission and approval of requests. Additional information can be found in references (b), and (ad) thru (ai):

c. Categories of Flight Requests. Some of the legitimate categories of flight requests by media representatives include:

- Training in which aviation assets are part of the exercise scenario.
- Training in a remote location that is not accessible by commercial modes of transportation.
- Deployment of Marine Corps units aboard military aircraft.

- Coverage of Marine Corps aviation missions such as aerial refueling.
- Accompanying, by invitation, Marine Corps leadership during scheduled visits to fleet Marine forces.
- Air-to-air photography of Marine Corps aircraft.
- Orientation/Indoctrination Flights.

d. Public Affairs Travel Policy. Approving authority (ASD/PA or HQMC) for media traveling on military aircraft (see Appendix U for further guidance) may vary depending on the type of media and their itineraries. This also applies to various types of travel/flights according to proposed passengers and the type of flight involved.

(1) DOD. Per reference (ad), the following considerations will be made prior to arranging travel or transportation of civilians in DOD aircraft.

- The Marine Corps shall not be placed in a position of competing with commercial sea, air, or land transportation when that transportation exists, is adequate, and PA objectives of the travel can be accomplished through its use. In order to maximize utilization of travel or transportation requested for PA purposes, the approving authority will coordinate each request with any other department, command, or agency which may have a valid interest in the proposed PA activity concerned.
- Prior to approval, travel or transportation for public affairs purposes must be determined to be in the interest of the DOD.

(2) Restrictions. Approval shall not be extended to include flights of convenience for the individuals concerned, nor for the purpose of point-to-point transportation not in conjunction with the operation or training event. Military aircraft are not to be used as a taxi service for media that can use commercial transportation to the destination in question.

Appendix O

DD FORM 2536 for Armed Forces Participation in Public Events (Non-Aviation)

REQUEST FOR ARMED FORCES PARTICIPATION IN PUBLIC EVENTS (NON-AVIATION)			OMB No. 0704-0290 OMB Approval expires Oct 31, 2008	
<p>The public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Washington Headquarters Service, Directorate for Information Operations and Reports (0704-0188) Department of Justice, Washington, DC 20540-6011. Send all other correspondence to the person(s) to whom this form is addressed. Do not send correspondence to the Department of Justice. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ORGANIZATION. RETURN COMPLETED FORM TO THE APPROPRIATE ADDRESS ON BACK OF THIS FORM.</p>				
ALL DATA WILL BE HANDLED ON A "FOR OFFICIAL USE ONLY" BASIS.				
<p>PURPOSE: This form is used to request all Armed Forces MUSICAL UNIT, TROOP, COLOR/HONOR GUARD, and/or EXHIBIT/EQUIPMENT participation in public events. The information is required to evaluate the event for appropriateness and compliance with DoD policies and for coordination with the units involved. Please complete all sections.</p>				
SECTION I - EVENT DATA				
1. SPECIFIC REQUIREMENT (i.e., Band, Marching Unit, Color Guard, Tank, etc.)		2. DATE OF EVENT (YYYYMMDD)	3. TIME OF EVENT a. FROM: b. TO:	
4. TITLE OF EVENT (Where, if applicable)		5. EXPECTED ATTENDANCE		
6. SITE OF EVENT (i.e., Park, Auditorium, etc.) (NOTE: This site must be accessible to and usable by persons with disabilities.)		7. ADDRESS OF EVENT (Street, City, State, ZIP Code)		
8. PROGRAM (Describe program theme and objective, audience size and civic makeup, and the purpose of Armed Forces participation.)		9. HAVE OTHER ARMED FORCES UNITS BEEN REQUESTED TO SUPPORT THIS EVENT? (If so, specify.)		
10. IS THERE ANY CHARGE? (i.e., admission, parking, etc. (If so, specify))		11. IS THIS EVENT BEING USED TO RAISE FUNDS FOR ANY PURPOSE? (If so, specify how funds will be distributed.)		
12. WILL ADMISSION, SEATING, AND ALL OTHER ACCOMMODATIONS AND FACILITIES CONNECTED WITH THIS EVENT BE AVAILABLE TO ALL PERSONS WITHOUT REGARD TO RACE, CREED, COLOR, SEX OR NATIONAL ORIGIN? (X appropriate box)			YES	NO
SECTION II - SPONSORING ORGANIZATION DATA				
13. NAME OF SPONSORING ORGANIZATION				
(X appropriate box for each item)				
14. IS THE SPONSORING ORGANIZATION A CIVIC ORGANIZATION?			YES	NO
15. DOES THE EVENT HAVE THE OFFICIAL BACKING OF THE LOCAL GOVERNMENT?				
16. DOES THE SPONSORING ORGANIZATION EXCLUDE ANY PERSON FROM ITS MEMBERSHIP OR PRACTICE ANY FORM OF DISCRIMINATION IN ITS FUNCTIONS BASED ON RACE, CREED, COLOR, SEX OR NATIONAL ORIGIN?				
17. SPONSOR'S REPRESENTATIVE (Please PRINT all contact information.)				
a. NAME		b. ADDRESS (Street, City, State, ZIP Code)		
c. PRIMARY TELEPHONE NO. (Include area code)	d. ALTERNATE TELEPHONE NUMBER	e. FAX NUMBER (If not area code)	f. E-MAIL ADDRESS	
SECTION III - SPONSORING ORGANIZATION SUPPORT DATA				
Event sponsors must agree to fund certain military expenses when the requested military resources are not local to the geographic area of the event. See paragraph 3 of the Instructions on the back of this form. (X appropriate box for each item.)				
18. Does the sponsor agree to fund the standard Military Services allowance for meals, quarters, and incidental expenses for Armed Forces participants?			YES	NO
19. Does the sponsor agree to fund transportation, meals, and hotel accommodations for unit representatives to visit the site prior to the event?				
20. Does the sponsor agree to fund transportation costs from home station to the event and return for Armed Forces participants?				
21. Does the sponsor agree to fund transportation costs for Armed Forces participants between the site of the event and the hotel?				
22. Does the sponsor agree to provide telephone facilities for necessary official communications at the site of the event?				
SECTION IV - CERTIFICATION				
23. I am acting on behalf of the sponsoring organization and certify that the information provided above is complete and accurate to the best of my knowledge. I understand that representatives from the military services will contact me to discuss arrangements and costs involved prior to final commitments, or to inform me of their inability to support this event. I also understand that operational commitments must take priority and can preclude a scheduled appearance at an approved public activity.				
a. SIGNATURE OF SPONSOR'S REPRESENTATIVE		b. DATE SIGNED (YYYYMMDD)	c. PRINT NAME AND TITLE	

DD FORM 2536, NOV 2006

PREVIOUS EDITION IS OBSOLETE.

Reset

FormFlow Access Designer 7.0

Figure O-1

INSTRUCTIONS

1. The attached form is used to request U.S. Armed Forces aircraft participation at public events (maximum of 5 days) in support of community relations programs, and for requesting an aerial demonstration team (U.S. Army Golden Knights, U.S. Navy Blue Angels, or U.S. Air Force Thunderbirds) to perform on or off a military installation, worldwide. This form is used by each Military Service to determine eligibility of an event for military aerial support. Once an event has been approved as eligible, it is the event sponsor's responsibility to contact units and coordinate any possible military unit participation. The event sponsor is required to inform all the other registered military services once acceptance of any military aviation participation has been confirmed.

2. The event sponsor is responsible for gaining the completion of Section IV, FAA Coordination, prior to submission of the form to each appropriate Military Service. The local Flight Standards District Office that has jurisdiction over the event site will complete all appropriate blocks in Section IV. Requests for static displays only do not require FAA coordination. Complete Sections I-III and V-VII and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV. To locate nearest FSDO, visit FAA's website at http://www.faa.gov/about/office_org/headquarters/info.

3. The local sponsoring organization is responsible for the accurate completion of the form and conducting the event. The information on this form must be typed or printed in ink, and is used to evaluate the event for compliance with public law and Department of Defense policies, and to determine its eligibility for Armed Forces participation. In all cases, military participation must not interfere with military operations and training programs, and must be at no additional cost to the U.S. Government. Sponsors will consult with local military recruiters and provide, at no charge, prime space at the event site for recruiting activities. Department of Defense is unable to support events for which sponsorship is intended to make a business profit. Events which have an admission charge, or other associated charges, do not necessarily preclude military participation. Military commands cannot participate in events which charge admission unless the military participation is incidental to the event, and not the primary attraction. Incomplete forms, or forms submitted late, cannot be considered and will be returned to the sponsor's representative.

4. Requests for flyovers will be considered only for aviation-oriented events (i.e., air shows, airport anniversaries or dedication events), or for patriotic observances (one day only) held in conjunction with Armed Forces Day, Memorial Day, Independence Day, POW/MIA Recognition Day, or Veterans Day (event must be within seven days of the actual holiday date to be considered). Flyovers, not to exceed four aircraft, may be performed by operational or training aircraft as determined by the providing Military Service. Sponsors of events other than bona fide air shows are prohibited from scheduling more than one service to conduct the flyover. Once a military organization confirms flyover support, sponsor must then notify any other military service requested so they will not participate in the same event. The Blue Angels and Thunderbirds do not perform flyovers. Requests for flyovers must be received for processing at least 90 days prior to the event for L4 consideration by the Services. Requests received closer than 30 days will not allow adequate planning for some organizations to support. Requests received 14 days or closer will not be considered. Complete Sections I-III and V-VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV. The missing man formation will not be flown in support of any activities requested on this form. It is reserved for funeral services in honor of active duty (as designated aviators or dignitaries of the Federal Government) or as determined by the Military Services.

5. Requests for aircraft static displays will only be considered for air shows, airport events, expositions and fairs, and public events which contribute to the public knowledge of Armed Forces equipment and capabilities (including recruiting and ROTC events). Complete Sections I-III and V-VII (Section IV is not applicable when requesting static displays only). Requests may be sent from the sponsoring organization to each Service branch's public affairs office listed in paragraph 8 of these instructions. The sponsor must satisfy all safety and operational requirements for the requested aircraft. Requests received closer than 60 days (90 days for Marine Corps support) will not allow adequate planning for some organizations to support.

6. Civilian-sponsored requests for performances by a flight demonstration team (Blue Angels and Thunderbirds) will be considered only for events

6. (Continued) which are: (1) aviation oriented (i.e., air shows, airport events, historical aviation events); (2) planning civilian aviation participation; (3) open to all Military Services for participation, and (4) held during the air show season (mid-March to mid-November). A partial reimbursement cost (quarters and meals) of \$8,000 per official demonstration (including any performances where admission is charged to view a team) is payable by all nonmilitary sponsors, as indicated in the team support manual. Appearances on a military installation or sponsored by a military organization will only be approved in support of an official "open house" program (no admission charge/entrance fee). All event sponsors are required to comply with all aspects of the team support manual, as applicable. All requests for an aerial demonstration team must be received by August 1 of the year preceding the year of the event. Complete Sections I-III and V-VII and forward the form to the nearest FAA Flight Standards District Office (FSDO) for completion of Section IV. The annual schedule will be released in December of the year prior to the season. Subsequent to public release of the schedules, teams will be rescheduled if a scheduled event is cancelled, the original sponsoring organization is changed, or the original event site is changed. Previously validated requests will automatically be reconsidered. NOTE: Blue Angels and Thunderbirds require 6,000 and 7,000 foot runways, respectively, or within 30-50 nautical miles of the demonstration site. The Blue Angels also require existing gas located within 60 nautical miles of the demonstration site.

7. Requests for single aircraft demonstrations (i.e., F-15, F-16, Harrier) will be considered for events as described in paragraph 6 (1) through (4) above. Army and Air Force single aircraft demonstrations must be received for processing at least 60 days prior to the event. USMC Harrier (AV-8B) and Navy demonstration requests must be received by January 31 each year. The Harrier demonstration can only be performed over a prepared hard surface or open water. (Scheduled Harrier events will receive two aircraft, one for demonstration and one for static display. Fifty gallons of distilled water must be provided for each Harrier demonstration. Meals, lodging, and transportation for the crews must be provided by the sponsor.

8. Civilian-sponsored requests for the U.S. Army Parachute Team, the Golden Knights, will be considered for events such as air shows, airport dedications and anniversaries, expositions and fairs, events sponsored by the Army, and those events which contribute to the public knowledge of military and airborne operations, equipment and capabilities. All requests must be received by Army Public Affairs by October 1 of the year preceding the year of the event. Appearances on a military installation will only be approved in support of an official "open house" program. All sponsors, military and civilian, are required to reimburse the team for quarters, meals, ground transportation, and a designated rate for the jump platform (aircraft), as determined by the team, at least two weeks prior to the event (approximately \$2,500 per official show day). The annual schedule will be released in mid-January (approximately 45 days after the flight demonstration teams' schedules). After the official schedule is released, the Golden Knights will consider "add on" performances if received at least 60 days prior to the date of the event. In the event of cancellations, all requests previously validated will automatically be reconsidered, as required. Complete Sections I-III and V-VII, and forward the form to the nearest FAA Flight Standards District Office (FSDO) for completion of Section IV. Please send completed request forms to the appropriate Military Service public affairs office(s) listed below.

9. Additional DD Form 2535 may be obtained through the offices listed below, through the nearest military installation public affairs office, or on the Internet at <http://www.dtic.mil/whs/direct/infomater/forms/ddform2535-2899.htm>. For regulatory reasons, event sponsors are highly encouraged to fill out applicable information online prior to printing form out.

MARINE CORPS
Headquarters 11 S. Marine Corps
Attn: Aviation Coordinator
2 Navy Annex (HAC)
Washington, DC 20380-1775
(703) 692-7454 (voice)
(703) 814-2359 (fax)
www.marcorp.com/community

AIR FORCE
SAC/SPAN
Attn: Aviation Support
1690 AF Postage
Washington, DC 20330-1880
(703) 695-9684 (voice)
(703) 693-9601 (fax)
www.afspans.org/afspans/

ARMY
Office of the Chief of Public Affairs
Attn: Community Relations Team
1600 Army Pentagon
Washington, DC 20310-1500
(703) 665-2657 (voice)
(703) 665-8253 (fax)
<http://www4.army.mil/outreach/ovs/af/>

NAVY
Navy Office of Community Outreach Attn:
Aviation Support
5722 Integrity Drive, Bldg 456-3
Millington, TN 38054
(801) 874-6603 (voice)
(801) 874-5613 (fax)
<http://www.navy.mil/patbirds/airshows/airshows.html>

SPONSOR: PLEASE RETAIN A COPY OF THIS FORM FOR FUTURE REFERENCE.

Figure O-2

Appendix P

Marine Corps Music Participation in Support of Community Relations

1. Purpose. To provide regulations and guidance for all band personnel engaged in representing the Marine Corps in public affairs matters per reference (k). Further, this appendix establishes a national strategy for the employment of Marine Corps bands in support of the Marine Corps' National Community Relations Campaign (NCRC).

2. Background. Marine Corps bands are among the Corps' few national community relations assets. The Marine Corps has (12) standard Marine Corps bands. The program manager for Marine Music is the Director, Public Affairs, Community Relations Branch (PAC-20). Individual management of Marine Corps bands is as follows:

a. "The Commandant's Own", U. S. Marine Drum & Bugle Corps. This musical unit comes under the administrative and operational control of the Commanding Officer, Marine Barracks Washington.

b. Standard Marine Corps bands attached to designated commanders. Bands fall under the operations control of the local commands to which they are attached. However, for national request for support and National Community Relations Campaign (NCRC) events, DIRPA serves as an interface between these bands and the general public. Band support of NCRC events will be approved, funded, coordinated and tasked by DIRPA. The primary mission of standard Marine Corps bands is to provide music:

(1) For military ceremonies and other official activities as may be directed by proper authority.

(2) In support of the Marine Corps' National Community Relations Campaign.

(3) In support of Marine Corps personnel procurement programs.

3. General

a. Marine Corps bands support local commitments as varied in nature as the commands to which they belong. When not needed for command functions, the bands are encouraged to travel in support of regional interests.

b. The high demand for musical support across the country has made it necessary to establish standard procedures that ensure Marine Corps bands perform at the most significant public events in support of a common national strategy that integrates with the National Community Relations Campaign (NCRC). Headquarters, US Marine Corps, Division of Public Affairs, Community Relations Branch develops the NCRC and coordinates musical support on behalf of the CMC.

4. Guidance and Restrictions. Local commanders will determine eligibility of requests for musical support in accordance with 10 USC 974 and reference (k). Requests that require an exception to policy waiver from OSDPA per reference (k) will be forwarded via HQMCPA (PAC-20) for consideration.

5. National Community Relations Campaign

a. Music events in support of the NCRC will be determined at an annual board held by HQMC DivPA (PAC) during the first week of September. The board will select music events for the following fiscal year. Board members

include HQMC DivPA (PAC); HQMC, Office of Legislative Affairs (OLA); Marine Corps Recruiting Command; Manpower and Reserve Affairs (Diversity Programs) and Marine Barracks Washington.

b. In support of the Music board, HQMC DivPA (PAC) will:

(1) Solicit musical event nominations from MARFORCOM, MARFORPAC, MARFORRES, MCRC and MCCDC no later than 45 days before the board convenes.

(2) Consolidate nominated events by the MarFors for the upcoming fiscal year and identify other possible events for Marine Corps participation.

(3) Confirm with the event organizers that the sponsors desire Marine Corps support.

(4) Prioritize the nominations, per paragraphs 4.d. and 4.e. of this appendix.

(5) Create and distribute the nominated list of events to the bands for comment no later than 14 days before the board convenes.

(6) Brief the board members about each of the nominated events using the criteria identified in paragraph 5.d. of this appendix.

(7) Coordinate the assignment of Marine Corps bands in support of the events selected by the Music Board.

(8) Publish the events and supporting bands identified by the annual Music Board via MARADMIN.

(9) Coordinate the assignment of Marine Corps bands in support of events that occur during national holidays, which include Columbus Day, Thanksgiving, New Year's Day, Armed Forces Day, Memorial Day, Independence Day, 9-11 Remembrance, in order to ensure the Marine Corps participates in events with the highest national significance. The following measures will apply for units supporting NCRC national holiday events:

(a) Bands will reserve the holiday, the 2-day period before, and the 2-day period after the holiday for performances at events as identified by DivPA (PAC).

(b) If no events of national significance are identified three weeks prior to the holiday, DivPA (PAC) will release bands from their national commitment. Bands shall then support local holiday events.

(c) Since Veterans Day falls in close proximity to the Marine Corps Birthday, bands will rarely travel outside their local area. As such, Veterans Day support will generally be limited to local events.

(10) Secure funding for costs associated with band participation (travel, lodging, etc).

(11) Request priority aviation support from HQMC Department of Aviation.

c. In support of the Music board, commands with organic Marine Corps bands will:

(1) Review the nominated list of events provided by DivPA (PAC) and identify periods of non-availability no later than 7 days before the board convenes.

(2) Identify periods of non-availability no later than 14 days before the Music Board convenes for the following national holiday observances: Columbus Day, Thanksgiving, New Year's Day, Armed Forces Day, Memorial Day, Independence Day, and 9-11 Remembrance.

(3) Support the events identified by the Music Board and be prepared to support HQMC directed activities during holiday periods. See paragraph 4.b(9) above for further details.

(4) Bands will ensure that appropriate ensembles and program material are available to support each assigned NCRC event.

(5) Submit an event After-Action Report no later than 10 days following the date of performance using the AA form at the Marines.mil/community/music Web page.

d. Criteria by which nominated events will be considered by the Music board include:

(1) Location. Events which occur in areas where the presence of Marine Corps bands would greatly enhance the community relations effort.

(2) Audience. Events which are expected to draw an exceptionally large crowd or provide personal interaction between individual Marines and the public. Demographics are also considered.

(3) Frequency. Events which are requested on an annual basis may be turned down based upon the frequency of previous support. Conversely, an annual event which has not received support for consecutive years may be elevated in importance.

e. Types of events that will be considered by the Music board include:

(1) Community Relations Events of Special Interest. These events are centers of focus by HQMC Division of Public Affairs, Community Relations Branch (PAC) and they include those in which the Commandant or Assistant Commandant of the Marine Corps has expressed interest.

(2) Community Relations Events with Recruiting Significance. These include events which, by their geographic location or audience make-up, are deemed by Marine Corps Recruiting Command (MCRC) to hold significant value toward enhancing recruiting efforts.

(3) Other Community Relations Events. These are public events which can be expected to draw 100,000 or more spectators and are seen as positive means of keeping the Marine Corps in the public eye.

(4) Support of Civic and Veterans Organizations. Requests received from eligible associations, reunions, dedications, etc., will be honored whenever possible.

(5) Support of Holiday Celebrations. The bands are in highest demand during the patriotic holidays. Bands will be identified to provide support for events identified by DivPA(PAC) during the following national holiday observances: Columbus Day, Thanksgiving, New Year's Day, Armed Forces Day, Memorial Day, Independence Day, and 9-11 Remembrance.

6. Scheduling Procedures

a. Requests for musical support shall be routed to local commands using DD Form 2536 or via the "In the Community" section of the Marines.mil Website. Commands shall determine the eligibility of each request using the criteria identified in paragraphs 4, 5, and 6 of chapter 6 of this Order. If commands determine that an event is eligible but unsupported or it is considered to be of national interest, such requests will be forwarded to HQMC DivPA (PAC) for further coordination.

b. Marine Corps Bands are authorized to accept requests from and make coordination directly with sponsors regardless of the distance from the band's home station. Requests initially received at DivPA (PAC) that are not considered to be part of the NCRC Plan will be forwarded to Marine Corps bands for consideration, based on availability and event location.

c. Local events which are beneficial to base community relations efforts should be supported whenever possible, but not when they conflict with events identified in the National Community Relations Campaign (NCRC) Plan. However, bands should not be expected to regret the same local event for two consecutive years.

d. Commands will submit all community relations events supported by musical units to the Marine Corps Community Relations calendar via the Marines.mil "In the Community" Website using the "Add an Event" feature.

e. All written requests for musical support from the public are considered official and must be approved or disapproved by an appropriate authority. When requesting Music support, sponsors should submit requests within 30 to 90 days prior to the event, using DD Form 2536. Local reproduction of this form is authorized. DD Form 2536 is also available in the Marine Corps Electronic Forms system (MCEFS) utilizing FormFlow software.

f. Commands will provide DivPA (PAC) access to the band's operational calendar.

g. Commands will coordinate all logistical requirements for national events, to include liaison with DivPA (PAC), for all events requiring air transportation.

h. Commands will coordinate public affairs coverage of band performances, taking advantage of all opportunities to promote and highlight the band and its interaction with the public.

7. Music in the Schools

a. Marine musicians have the ideal means and opportunity to serve as ambassadors to their communities by bringing the joy of music into classrooms. Each band will maintain an active Music in the Schools program, tailored to

meet the demands of their communities. The purpose of the program is to foster good will by allowing musicians to interact directly with America's youth.

b. Bands shall:

(1) Reserve time for school visits.

(2) Announce to local schools when the band (or portion of the band) will be available to perform and provide interactive instruction with the children.

(3) Invite other Marines to accompany the band to encourage children to stay in school, read, study hard, etc.

(4) When scheduling commitments outside the band's local area, check with regional schools and offer to perform.

(5) Include "Music in the Schools" performances on the unit's calendar.

8. Applicability. This appendix is applicable to all standard Marine Corps bands. It is not applicable to "The President's Own" US Marine Band or the "The Commandant's Own" US Marine Drum and Bugle Corps.

Appendix Q

DD FORM 2535 Request for Military Aerial Support

REQUEST FOR MILITARY AERIAL SUPPORT ALL EVENT SPONSORS MUST READ THE INSTRUCTIONS ON PAGE 4 BEFORE COMPLETING THIS FORM.				REQUEST NUMBER	
<p>The public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Service Directorate (0104-0290). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p> <p>PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ORGANIZATION. RETURN COMPLETED FORM TO THE ADDRESS ON PAGE 4.</p>				<p>OMB No 0704-0290 OMB approval expires Oct 31, 2009</p>	
<p>ALL DATA WILL BE HANDLED ON A "FOR OFFICIAL USE ONLY" BASIS.</p>					
<p>SECTION I - ACTIVITY</p>					
1. CATEGORY REQUESTED (X and complete as applicable)		(1) DATE OF EVENT (YYYYMMDD)	(2) TYPE AIRCRAFT REQUESTED ANY (X) SPECIFIC (Optional)		(3) MILITARY SERVICE REQUESTED ALL (X) SPECIFIC (Optional)
a. FLYOVER (See paragraph 4 of Instructions)					
b. STATIC DISPLAY (See paragraph 5 of Instructions)					
c. SINGLE AIRCRAFT DEMONSTRATION (See paragraph 7 of Instructions)					
d. OTHER AERIAL SUPPORT (i.e. Parachute Demo, SAR Demo)					
e. AERIAL DEMONSTRATION TEAM (X all requested. See Instructions.)		(a) PRIMARY DATE (YYYYMMDD)	(b) ALTERNATE DATE(S) (YYYYMMDD)		(c) I WILL CONSIDER ANY DATE DURING AIR SHOW SEASON (X one)
U.S. ARMY GOLDEN KNIGHTS					YES
U.S. NAVY BLUE ANGELS					
U.S. AIR FORCE THUNDERBIRDS					NO
OTHER (Specify)					
<p>SECTION II - EVENT AND SITE INFORMATION</p>					
2.a. EVENT TITLE (and website, if applicable)					
b. SITE OF EVENT (Must be accessible by persons with disabilities)		c. SITE CITY, STATE AND ZIP CODE		d. SITE ELEVATION (Feet above sea level)	e. RUNWAY LENGTH X WIDTH
f. ARRESTING GEAR (X one)		g. TYPE OF SITE (i.e., airport, park, lake, etc.)			
<input type="checkbox"/> YES <input type="checkbox"/> NO					
3. EVENT SITE CERTIFICATION (To be completed by an agent exercising authority for site use) I certify that an agreement has been made with the sponsoring organization indicated in Section III to use the event site indicated in 2.b. above.					
a. NAME (Last, First, Middle Initial)		b. TITLE		c. TELEPHONE NO. (Include area code)	
d. SIGNATURE		e. DATE SIGNED (YYYYMMDD)			
4. INCLUSIVE DATES/TIME OF EVENT (YYYYMMDD)			5. IS THERE CIVILIAN AVIATION/AERIAL PARTICIPATION PLANNED FOR THE EVENT? (X one)		YES NO
6. ATTENDANCE		7. PLANNED MEDIA COVERAGE (X as applicable)			
a. PROJECTED	b. PRIOR EVENT	TELEVISION RADIO	PRINT NONE	YOUR MEDIA/PR POC (Name/telephone/email):	
<p>SECTION III - SPONSOR INFORMATION</p>					
8. LOCAL SPONSORING ORGANIZATION				b. TYPE (X one)	
a. NAME				<input type="checkbox"/> PROFIT <input type="checkbox"/> NONPROFIT	
9. POINT OF CONTACT FOR AVIATION ACTIVITIES FOR THIS EVENT (Please PRINT all contact information.)					
a. (X one)		b. NAME (Last, First, Middle Initial)		c. RANK (if military)	
<input type="checkbox"/> MR. <input type="checkbox"/> MS. <input type="checkbox"/> OTHER					
d. ADDRESS					
(1) NUMBER AND STREET/SUITE NUMBER			(2) CITY	(3) STATE	(4) ZIP CODE
e. TELEPHONE NO. (Include area code or DSN if military)		f. E-MAIL ADDRESS		g. FAX NO. (Include area code)	
(1)					
(2)					

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Figure Q-1

10.a. EVENT TITLE		b. EVENT DATE	
SECTION III - SPONSOR INFORMATION (Continued)			
11. IS EVENT OFFICIALLY SUPPORTED BY LOCAL GOVERNMENT <i>(X one)</i>		YES	NO
12. WILL YOU PROVIDE POST-EVENT REPORT ON REQUEST? <i>(X one)</i>			
13. DOES SPONSORING ORGANIZATION PERMIT MEMBERSHIP WITHOUT REGARD TO RACE, RELIGION, SEX OR COLOR? <i>(X one)</i>			
14. WILL ALL ASPECTS OF THIS EVENT BE AVAILABLE TO ALL PERSONS WITHOUT REGARD TO RACE, RELIGION, SEX OR COLOR? <i>(X one)</i>			
15. WILL THE EVENT BE OPEN TO THE GENERAL PUBLIC? <i>(X one)</i>			
SECTION IV - FEDERAL AVIATION ADMINISTRATION COORDINATION (Airspace Coordination)			
<p>FOR THIS EVENT TO BE CONSIDERED FOR U.S. MILITARY SUPPORT, THE SPONSOR MUST HAVE THIS SECTION COMPLETED BY THE FLIGHT STANDARDS DISTRICT OFFICE RESPONSIBLE FOR CONTROLLING THE AERIAL ACTIVITIES AT THE EVENT SITE.</p> <p>For events where the airspace falls under the purview of the United States Department of Transportation, Federal Aviation Administration (FAA) coordination is required for all U.S. military aviation activities described in Section I EXCEPT AIRCRAFT STATIC DISPLAYS. THE SPONSOR WILL FORWARD THIS DOCUMENT, WITH SECTIONS I THROUGH III AND SECTIONS V THROUGH VII COMPLETED, TO THE FLIGHT STANDARDS DISTRICT OFFICE (FSDO) HAVING JURISDICTION OVER THE SITE. After completion of Section IV by the FSDO, form will be returned to the sponsor for submission to DoD. Sponsors will allow a minimum of 45 days for FAA review and completion.</p>			
16. FLIGHT STANDARDS DISTRICT OFFICE REVIEW I have reviewed the requested activity in Section I and determined that: <i>(X and complete as applicable)</i>			
<input type="checkbox"/> a. FAA/OTHER GOVERNMENTAL WAIVER IS NOT REQUIRED. <input type="checkbox"/> b. WAIVER IS REQUIRED FOR THE FOLLOWING EVENT(S) LISTED IN SECTION I: <i>(Specify)</i> <input type="checkbox"/> c. COORDINATION HAS BEEN ACCOMPLISHED WITH CONTROLLING AIR TRAFFIC CONTROL FACILITY. <input type="checkbox"/> d. AIR TRAFFIC COORDINATION IS NOT REQUIRED. <input type="checkbox"/> e. DEMONSTRATION SITE FEASIBILITY STUDY IS REQUIRED AND SITE PLAN WAS SUBMITTED BY THE SPONSOR. <i>(Must meet show line, crowd line, airspace parameters and show congested areas, dwellings, thoroughfares, and obstructions within 3 NM of show center.)</i> <input type="checkbox"/> f. DEMONSTRATION SITE FEASIBILITY STUDY IS NOT REQUIRED. <input type="checkbox"/> g. NO MAJOR NOISE CONCERNS IN THE REQUESTED AIRSPACE			
17. FEASIBILITY DETERMINATION. Based upon my review of this site, I find the site to be: <i>(X one)</i>			
<input type="checkbox"/> SATISFACTORY		<input type="checkbox"/> CONDITIONAL SATISFACTORY <i>(See NOTE)</i>	
		<input type="checkbox"/> UNSATISFACTORY <i>(See NOTE)</i>	
<p>NOTE: If the show site is marked "Conditional Satisfactory", explain the conditions which must be met by the show sponsor to provide a "Satisfactory" site in the Additional Comments section. If the show site is marked "Unsatisfactory," the request for the applicable activity cannot be accepted by the Department of Defense.</p>			
18. ADDITIONAL COMMENTS <i>(Mandatory if FARs are waived)</i>			
19. COORDINATING OFFICIAL			
a. NAME <i>(Last, First, Middle Initial)</i>		b. FLIGHT STANDARDS DISTRICT OFFICE	c. TELEPHONE NO. <i>(Include area code)</i>
d. TITLE AND SIGNATURE		e. DATE SIGNED <i>(YYYYMMDD)</i>	

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Figure Q-2

20.a. EVENT TITLE		b. EVENT DATE	
SECTION V - PROGRAM			
21. PROGRAM THEME AND OBJECTIVE <i>(Please explain how aviation support is an integral part of the event.)</i>			
22. CHARGES AND FEES			
a. ADMISSION	b. PARKING	c. SEATING	d. OTHER <i>(Specify)</i>
e. DOES EVENT RAISE FUNDS? <i>(X one)</i>	f. FUNDS WILL BE USED FOR <i>(X as applicable)</i>		g. SPECIFIC INSTRUCTIONS FOR USE OF FUNDS <i>(Company, Charity or Organization to benefit)</i>
<input type="checkbox"/> YES <i>(Complete 22.f. and 22.g.)</i>	<input type="checkbox"/> (1) CHARITIES	<input type="checkbox"/> (4) OTHER <i>(Explain in 22.g.)</i>	
<input type="checkbox"/> NO	<input type="checkbox"/> (2) EXPENSES		
	<input type="checkbox"/> (3) PRIZES		
23. HISTORICAL INFORMATION			
a. LIST ALL YEARS THE EVENT HAS BEEN HELD	b. LAST AERIAL DEMONSTRATION AND YEAR OF PERFORMANCE <i>(i.e., Blue Angels, Thunderbirds, Golden Knights)</i>	c. LIST CIVILIAN AND MILITARY AIRCRAFT AT LAST YEAR'S EVENT	
SECTION VI - SUPPORT <i>(All Requests other than Flyers)</i>			
24. THE SPONSOR AGREES TO: <i>(Initial each item signifying acceptance. Lack of initials renders the event ineligible for all support other than Flyers.)</i>			INITIALS
a. OBTAIN THE AIR SHOW WAIVER FROM THE FAA MONITOR PRIOR TO THE EVENT FOR EACH ACTIVITY REQUIRING A WAIVER <i>(plan a 60-day lead time)</i> . FAILURE TO OBTAIN A WAIVER WILL RESULT IN DEMONSTRATION CANCELLATION AT THE EXPENSE OF THE SPONSOR.			
b. PAY TEAM COSTS AS OUTLINED ON PAGE 4, PARAGRAPHS 6 OR 8 OF INSTRUCTIONS, AS APPLICABLE. <i>(Applies only for Blue Angels, Thunderbirds, or Golden Knights requests.)</i>			
c. PROVIDE OR REIMBURSE TRANSPORTATION, MEALS, AND QUARTERS COSTS <i>(including pre-event visits)</i> FOR ARMED FORCES PARTICIPANTS, AS REQUIRED. <i>(Reimbursement for demonstration teams covered in paragraphs 6 or 8 of Instructions.)</i>			
d. PROVIDE SUITABLE AIRCRAFT FUEL AT MILITARY CONTRACT PRICES. <i>(Sponsor must pay all costs over military contract prices, including any transportation and handling charges, if fuel is not available at such prices.)</i>			
e. PROVIDE SECURITY FOR AIRCRAFT AT EVENT SITE DURING ENTIRE STAY. <i>(Certain assets (i.e., B-2 and F-117) will require extensive security.)</i>			
f. PROVIDE MOBILE FIREFIGHTING, CRASH, AND GROUND-TO-AIR COMMUNICATIONS EQUIPMENT AT THE SHOW SITE FOR FLIGHT AND PARACHUTE DEMONSTRATIONS AND STATIC DISPLAY AIRCRAFT.			
g. PROVIDE AMBULANCE AND MEDICAL PERSONNEL ON SITE DURING FLIGHT AND PARACHUTE DEMONSTRATIONS AND CERTAIN OTHER TYPES OF AERIAL ACTIVITIES AS DETERMINED, IN ADVANCE, BY THE MILITARY SERVICES.			
h. PROVIDE TELEPHONE FACILITIES FOR NECESSARY OFFICIAL COMMUNICATIONS AT THE EVENT SITE.			
i. PROVIDE AERIAL PHOTOGRAPH AND AIRFIELD DIAGRAM UPON REQUEST.			
j. PROVIDE LOCAL MILITARY RECRUITERS, AT NO CHARGE, PRIME SPACE AT THE EVENT SITE FOR RECRUITING ACTIVITIES.			
SECTION VII - CERTIFICATION BY SPONSOR			
25. PRESIDENT/CHAIRMAN OF SPONSORING ORGANIZATION/BASE OR WING COMMANDER <i>(If military sponsored)</i>			
I certify that the information provided above is complete and accurate to the best of my knowledge. I understand that representatives from the military services will contact us to discuss arrangements and additional costs involved prior to final commitments. Any changes to the information on this form may invalidate eligibility for military participation.			
a. SIGNATURE	b. DATE SIGNED (YYYYMMDD)	c. PRINT NAME AND TITLE	

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Figure Q-3

INSTRUCTIONS

1. The attached form is used to request U.S. Armed Forces aircraft participation at public events (maximum of 3 days) in support of community relations programs, and for requesting an aerial demonstration team (U.S. Army Golden Knights, U.S. Navy Blue Angels, or U.S. Air Force Thunderbirds) to perform on or off a military installation, worldwide. This form is used by each Military Service to determine eligibility of an event for military aerial support. Once an event has been approved as eligible, it is the event sponsor's responsibility to contact units and coordinate any possible military unit participation. **The event sponsor is required to inform all the other requested military services once acceptance of any military aviation participation has been confirmed.**
2. The event sponsor is responsible for gaining the completion of Section IV, FAA Coordination, prior to submission of the form to each appropriate Military Service. The local Flight Standards District Office that has jurisdiction over the event site will complete all appropriate blocks in Section IV. Requests for static displays only do not require FAA coordination. Complete Sections I - III and V - VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV. To locate nearest FSDO, visit FAA's website at http://www.faa.gov/about/office_org/field_offices/fsdo/.
3. The local sponsoring organization is responsible for the accurate completion of the form and conducting the event. The information on this form must be typed or printed in ink, and is used to evaluate the event for compliance with public law and Department of Defense policies, and to determine its eligibility for Armed Forces participation. In all cases, military participation must not interfere with military operations and training programs, and must be at no additional cost to the U.S. Government. Sponsors will consult with local military recruiters and provide, at no charge, prime space at the event site for recruiting activities. Department of Defense is unable to support events for which sponsorship is intended to make a business profit. Events which have an admission charge, or other associated charges, do not necessarily preclude military participation. Military commands cannot participate in events which charge admission unless the military participation is incidental to the event, and not the primary attraction. Incomplete forms, or forms submitted late, cannot be considered and will be returned to the sponsor's representative.
4. Requests for flyovers will be considered only for aviation-oriented events (i.e., air shows, airport anniversaries or dedication events), or for patriotic observances (one day only) held in conjunction with Armed Forces Day, Memorial Day, Independence Day, POW/MIA Recognition Day, or Veterans Day (event must be within seven days of the actual holiday date to be considered). Flyovers, not to exceed four aircraft, may be performed by operational or training aircraft as determined by the providing Military Service. **Sponsors of events other than bona fide air shows are prohibited from scheduling more than one service to conduct the flyover. Once a military organization confirms flyover support, sponsor must then notify any other military service requested, so they will not participate in the same event. The Blue Angels and Thunderbirds do not perform flyovers.** Requests for flyovers must be received for processing at least 90 days prior to the event for full consideration by the Services. Requests received closer than 30 days will not allow adequate planning for some organizations to support. Requests received 14 days or closer will not be considered. Complete Sections I - III and V - VII, and forward the form to the nearest Flight Standards District Office (FSDO) for completion of Section IV. The missing man formation will not be flown in support of any activities requested on this form. It is reserved for funeral services in honor of active duty rated/designated aviators or dignitaries of the Federal Government or as determined by the Military Services.
5. Requests for aircraft static displays will only be considered for air shows, airport events, expositions and fairs, and public events which contribute to the public knowledge of Armed Forces equipment and capabilities (including recruiting and ROTC events). Complete Sections I - III and V - VII (Section IV is not applicable when requesting static displays only). Requests may be sent from the sponsoring organization to each Service branch's public affairs office listed in paragraph 9 of these instructions. The sponsor must satisfy all safety and operational requirements for the requested aircraft. Requests received closer than 60 days (90 days for Marine Corps support) will not allow adequate planning for some organizations to support.
6. Civilian-sponsored requests for performances by a flight demonstration team (Blue Angels and Thunderbirds) will be considered only for events

6. (Continued) which are: (1) aviation oriented (i.e. air shows, airport events, historical aviation events); (2) planning civilian aviation participation; (3) open to all Military Services for participation, and (4) held during the air show season (mid-March to mid-November). A partial reimbursement cost (quarters and meals) of \$6,000 per official demonstration (including any performance where admission is charged to view a team) is payable by all nonmilitary sponsors as indicated in the team support manual. Appearances on a military installation or sponsored by a military organization will only be approved in support of an official installation "open house" program (no admission charge/entrance fee). All event sponsors are required to comply with all aspects of the team support manual, as applicable. All requests for an aerial demonstration team must be received by August 1 of the year preceding the year of the event. Complete Sections I - III and V - VII, and forward the form to the nearest FAA Flight Standards District Office (FSDO) for completion of Section IV. The annual schedule will be released in December of the year prior to the season. Subsequent to public release of the schedules, teams will be rescheduled if a scheduled event is cancelled, the original sponsoring organization is changed, or the original event site is changed. Previously validated requests will automatically be reconsidered. NOTE: Blue Angels and Thunderbirds require 6,000 and 7,000 foot runways, respectively, at or within 30-50 nautical miles of the demonstration site. The Blue Angels also require arresting gear located within 80 nautical miles of the demonstration site.
7. Requests for single aircraft demonstrations (i.e., F-15, F-18, Harrier) will be considered for events as described in paragraph 6 (1) through (4) above. Army and Air Force single aircraft demonstrations must be received for processing at least 60 days prior to the event. USMC Harrier (AV-8B) and Navy demonstration requests must be received by January 31 each year. The Harrier demonstration can only be performed over a prepared hard surface or open water. (Scheduled Harrier events will receive two aircraft, one for demonstration and one for static display. Fifty gallons of distilled water must be provided for each Harrier demonstration.) Meals, lodging, and transportation for the aircrews must be provided by the sponsor.
8. Civilian-sponsored requests for the U.S. Army Parachute Team, the Golden Knights, will be considered for events such as air shows, airport dedications and anniversaries, expositions and fairs, events sponsored by the Army, and those events which contribute to the public knowledge of military and airborne operations, equipment and capabilities. All requests must be received by Army Public Affairs by October 1 of the year preceding the year of the event. Appearances on a military installation will only be approved in support of an official "open house" program. All sponsors, military and civilian, are required to reimburse the team for quarters, meals, ground transportation, and a designated rate for the jump platform (aircraft), as determined by the team, at least two weeks prior to the event (approximately \$2,500 per official show day). The annual schedule will be released in mid-January (approximately 45 days after the flight demonstration teams' schedules). After the official schedule is released, the Golden Knights will consider "add on" performances if received at least 60 days prior to the date of the event. In the event of cancellations, all requests previously validated will automatically be reconsidered, as required. Complete Sections I - III and V - VII, and forward the form to the nearest FAA Flight Standards District Office (FSDO) for completion of Section IV. Please send completed request forms to the appropriate Military Service public affairs office(s) listed below.
9. Additional DD Forms 2535 may be obtained through the office(s) listed below, through the nearest military installation public affairs office, or on the Internet at <http://www.dtic.mil/whs/directives/informal/forms/ddforms2500-2899.htm>. For legibility reasons, event sponsors are highly encouraged to fill out applicable information on-line prior to printing form out.

ARMY
Office of the Chief of Public Affairs
Attn: Community Relations Team
1500 Army Pentagon
Washington, DC 20310-1500
(703) 695-2957 (voice)
(703) 695-6263 (fax)
<http://www4.army.mil/outreach/assets/>

NAVY
Navy Office of Community Outreach Attn:
Aviation Support
5722 Integrity Drive, Bldg 456-3
Millington, TN 38054
(901) 874-5803 (voice)
(901) 874-5813 (fax)
<http://www.navy.mil/palib/aircraft/airshows/airshows.html>

MARINE CORPS
Headquarters, U.S. Marine
Corps
Attn: Aviation Coordinator
2 Navy Annex (PAC)
Washington, DC 20380-1775
(703) 692-7434 (voice)
(703) 614-2358 (fax)
www.usmc.mil/community

AIR FORCE
SAF/PAN
Attn: Aviation Support
1690 AF Pentagon
Washington, DC 20330-1690
(703) 695-9864 (voice)
(703) 663-9801 (fax)
www.airshows.pa.hq.af.mil

SPONSOR: PLEASE RETAIN A COPY OF THIS FORM FOR FUTURE REFERENCE.

Appendix R

USMC Strategic Communication Plan

Strategic Communication Plan



June 2007

U.S. Marine Corps

*"The future success of the Marine Corps depends on two factors: first, an efficient performance of all duties to which its officers and men may be assigned, second, promptly bringing the efficiency to the attention of the proper officials of the Government, and the American people."*¹

—Major General John A. Lejeune

*"Next to doing the right thing, the most important thing is to let people know you are doing the right thing."*²

—John D. Rockefeller

INTRODUCTION

The Marine Corps relies upon the support of the Nation for its very existence. America will invest her resources in our Corps only if she perceives that we are ready, successful, and affordable.

To echo the remarks of our 13th Commandant, Major General John A. Lejeune, and the great American industrialist John D. Rockefeller, it is not only necessary that we continue to fulfill our unique role in national security, but also essential that we ensure our Nation knows we will always be where she needs us, when she needs us, and that we will prevail over whatever challenges we face.

- The Nation must view us as successful, or she will not call on us in times of crisis.
- The Nation must perceive us as "always ready," or she will see us as having no value.
- The Nation must believe the Marine Corps has value, or she will view us as a luxury she cannot afford.
- The Nation must see that we create quality citizens who are better for their service as a Marine, or she will not entrust us with her sons and daughters.

Telling Americans who we are and what we do is therefore critical to ensuring we achieve our objectives.

This is the purpose of Marine Corps Strategic Communication: To build and retain our Nation's support and ensure the Corps' prosperity.

OVERVIEW

The term *strategic communication* is often misunderstood and misrepresented, both in concept and in practice. Consequently, it is useful to first establish a common meaning for Marine Corps Strategic Communication.

Strategic Communication is a *process* by which we integrate activities across all informational functions and engage key audiences to achieve effects consistent with Marine Corps interests, policies, and objectives. These informational functions extend well beyond those Headquarters staff agencies with principal communications missions (Legislative Affairs, Public Affairs, and Recruiting) to include leaders across the Corps.

Strategic Communication activities are planned and conducted at the Service level. This plan therefore constitutes the capstone document from which all Marine Corps communication

planning and action will be derived. Subordinate communication planning will support the themes and overall purpose of this plan. These might take the form of regional information campaign plans, organizational communication plans, or issue-based public information plans. While these plans may often require "strategic" thinking or employ strategic communication concepts, they do not constitute a "Strategic Communication Plan." There is only one Strategic Communication Plan for the United States Marine Corps.

This plan is derived from the *34th Commandant of the Marine Corps, Commandant's Planning Guidance*. The plan has no end date; it continues in effect so long as its objectives remain unchanged. While it is expected that any alteration to Marine Corps' strategy would require shifts in communication themes, the larger purpose of our Strategic Communication Plan is enduring.

STRATEGIC COMMUNICATION PLANNING

The Marine Corps Strategic Communication Council (SCC) is the lead agency responsible for Marine Corps Strategic Communication Planning. By consolidating planning activities at the Headquarters level, the SCC is able to continually develop communication objectives and identify effective approaches to key audiences in order to focus Marine Corps communication efforts. Simply stated, the SCC enhances our ability to be proactive and speak with one voice.

The SCC organization and standing membership is outlined in Annex A.

KEY ELEMENTS

Assuring the Marines Corps' success requires effectively articulating what we stand for, what we do, who we are, and what we aspire to be. It is opening a window to our culture. These are its key elements:

- **CORE VALUES – Honor, Courage, and Commitment**

The Marine Corps Strategic Communication Plan is rooted in our Core Values. In communications terms, our values are our most important attribute. This is what we stand for.

- **MISSION – Make Marines, Win Battles, Create Quality Citizens**

Our Mission is the foundation of our reputation; we are judged on our success in each task. This is what we do.

- **PRIORITY #1 – Our Marines and Sailors in Combat**

Our top priority is a reflection of our warrior ethos; "... the stuff of which legions are made."³ This is who we are.

- **BRAND VISION – Elite Warrior**

The Marine Corps and the individual Marine should be viewed as the epitome of military virtue; a group of smart, tough, warriors who gain strength of mind, body, and character through membership in an elite and proud Corps. This is what we aspire to be.

COMPETITIVE ADVANTAGE

Securing America's investment in our Corps requires that she consider us worthy of her treasure. While articulating our culture is an important part of this, we need also demonstrate that the Corps is unique and valuable to the Nation in a very practical and tangible sense. This is our competitive advantage.

The Marine Corps fulfills a vital role in national security as an amphibious, expeditionary, air-ground combined arms task force, capable of forcible entry from the sea and air. We are always ready when called and successful when employed.

THEMES

The 34th Commandant's planning guidance described a way ahead that includes seven major areas of focus for the Marine Corps. The areas of focus outline our priorities and present a strategic vision for our Corps, effectively setting down the strategic communication themes that all subsequent communication efforts will support. These themes provide the structure and consistency necessary to maintain our Nation's support and ensure the Corps' prosperity.

Within each of the strategic communication themes are key messages that describe our principle efforts and unique contributions as a Corps. It is essential that communication activities across all lines of operation employ these messages as we "mass fires" to achieve the desired effects.

- **Achieve Victory in the Long War.**
 - We are the Nation's "shock troops," always ready and always capable of forcible entry.
 - We have answered our Nation's call, and we will remain engaged.
 - The resourcefulness and versatility of our Marines have enabled our success in combat operations, stability and security operations, and counterinsurgency operations.
 - No other military formation is more prepared to execute the full range of counterinsurgency tasks than the Marine Air Ground Task Force (MAGTF)—our fundamental fighting organization.

- **Right-size our Corps to achieve a 1:2 deployment-to-dwell ratio.**
 - *The Long War is a generational struggle; a long-term fight borne on the shoulders of our most precious asset—the individual Marine. Building a force that can support the 1:2 deployment-to-dwell goal relieves the strain on these superb Americans who have volunteered to fight the Nation's battles.*
 - *The Marine Corps is a “two-fisted force”; that is, we must not only train for irregular warfare, but also for combined-arms maneuver, mountain warfare, amphibious operations, and jungle warfare. Achieving 1:2 deployment-to-dwell will help ensure we are most ready when our nation is least ready.*
- **Provide our Nation a naval force that is fully prepared for employment as a MAGTF across the spectrum of conflict.**
 - *The Navy-Marine Corps team has the unique ability to provide forward-deployed expeditionary combat forces in response to crises.*
 - *The “Arc of Instability” is a substantially maritime domain, and the Marine Corps is uniquely suited to respond.*
- **Reset and modernize to be “the most ready when our Nation is least ready.”**
 - *To meet the demands of the Long War, we must reset the force in order to simultaneously fight, train, and sustain our Corps.*
 - *We are responsible stewards of our Nation's resources; we will continue to be prudent in our modernization efforts, making conscientious decisions as we replace aging equipment and procure next generation capabilities.*
 - *Our reset and modernization efforts will allow us to continue to provide lethal MAGTFs—fully equipped, trained, and ready to engage now and in the future.*
- **Improve the quality of life for our Marines and our families.**
 - *We will be aggressive in our support for Marines and Sailors who bear the scars of battle; including those who suffer visible wounds as well as those who bear the less visible wounds of Post-Traumatic Stress Disorder or Traumatic Brain Injury. Our commitment to our wounded warriors will not falter.*
 - *Our Nation is at war—therefore our Family & Quality of Life programs must also be on a wartime footing. We have an enduring commitment not only to our Marines and Sailors in combat, but to their families as well. In the process of caring for our warriors, we will make certain they have no reason to worry about the welfare of their families at home.*

- **Rededicate ourselves to our Core Values and warrior ethos.**
 - *The transformation of becoming a United States Marine is a national treasure that the Marine Corps guards carefully—our standards remain high.*
 - *Wherever our national interests are threatened, the Marine Corps will be there.*
 - *Our Nation may continue to have high expectations of her Marines—we will deliver.*
 - **Posture the Marine Corps for the future.**
 - *We will plan and prepare with forethought and prudence; what we do today must ensure success in the decades to come.*
 - *The Marine Corps historically has produced respected leaders who have demonstrated intellectual agility in warfighting. We will continue to train and educate a multi-dimensional force prepared for employment in all forms of warfare.*
-

TARGETING

Strategic communication targeting is similar in form to fire support targeting in that both processes seek to identify targets based upon their importance to the success of the plan. Much like the modern battlefield, today's information environment presents numerous targets of different types, as well as an ever increasing arsenal of engagement modes. This requires us to prioritize targets relative to our overall purpose, and identify the most effective means by which to engage those targets.

KEY AUDIENCES

In fire support terms, *High-Payoff Targets* (HPTs) are those targets whose loss to the enemy will most contribute to the success of the friendly course of action.⁴ In communication terms, high-payoff targets are most often referred to as *Key Audiences*—that is, those audiences who can appreciably affect the success or failure of the Marine Corps as an institution.

- **Our Marines and Their Families**

Our Marines and their families—to include those no longer serving on active duty—are entitled to be the first to know their Corps' interests, priorities, and objectives. As our most precious asset, they are without question our most important audience.

Our Marines are also the Corps' best spokespersons, and must possess the information necessary to be effective in that role. Whether speaking to members of the press, interacting with elected officials, or simply having a conversation with friends and family, interpersonal contact is the most effective means of communicating our values and priorities.

- **Prospective Marines and Their Families**

The young men and women who will ultimately choose to become Marines are fundamental to securing the future of our Corps, as are the mothers and fathers who will agree to entrust us with their children and become part of our Marine Corps family. Long before a recruiter enters the picture, these Americans must know what the Marine Corps

stands for, must have confidence that we will always remain true to our Core Values, and must believe that those who serve in the Corps of Marines will ultimately return to society as better citizens.

- **Congress**
The full support of our Congress is required to secure the prosperity of the Marine Corps. Building and maintaining a right-sized force, resetting and modernizing, taking care of our Marines, posturing the Corps for the future, and achieving victory in the Long War all necessitate an informed body of legislators with confidence in the Marine Corps. It is essential our lawmakers understand that the Corps provides the Nation with critical capabilities under sound fiscal accountability.
- **Office of the Secretary of Defense (OSD)**
OSD shapes Department of Defense decisions in the areas of policy, finance, force readiness, and purchasing. Advisors to the Secretary formulate national security policy, oversee budgeting, manage personnel requirements, and direct testing and purchasing of material. It is necessary that we ensure these advisors are fully aware of the Marine Corps' unique capabilities and requirements, remain assured of our readiness, and hold our organization in the highest regard.

TARGETED AREAS OF INFLUENCE

In fire support targeting, the best places to engage HPTs are called *Targeted Areas of Influence* (TAIs). In communication planning, these points or areas where the organization can best influence a target are not only geographic, but modal as well. That is, organizational communication engages key audiences regionally and through various targeting modes to include traditional news media, so-called "new" media, and interpersonal transactions that encourage supportive behavior.

- **Mass Media**
As a class, this is the collection of the media specifically envisioned and designed to reach a very large audience such as the population of a nation-state. It is the sum of the public distributors of news and entertainment across mediums such as newspapers, television, radio, broadcasting, and publishing.

The term *mainstream media* has recently begun to be used in discussion of the mass media and media bias in contrast to the conceptual "independence" of new media.

- **New Media**
These continually developing media contextualize new technologies and communication methods relative to their effects on the established mainstream media. Because emerging technologies tend to be Internet-related, *new media* is generally considered a reference to second generation web offerings (often called *Web 2.0*.)

Although definitions vary, new media generally have two consistent characteristics. The first is uniquely individualized information that can simultaneously be delivered or displayed to a potentially infinite number of people. The second is that all players involved, from source to consumer, share equal or reciprocal control over content.

- **Third-Party Spokespersons**

In public relations shorthand, these are often referred to as "surrogates." In the case of the Marine Corps, they are influencers within key audiences who are informed enough to be able to articulate our priorities or positions on specific issues and programs. Examples might include retired general officers, industry and business leaders, or office-holders in veterans' service organizations such as the *American Legion*, *Veterans of Foreign Wars*, and *Marine Corps League*.

Potential surrogates exist within every key audience, and developing relationships with influencers for the purpose of broadening our base of third-party spokespersons is an important aspect of integrating communications efforts.

- **Academia**

Educational institutions and "think tanks" possess the ability to influence key audiences, especially those involved in law-making and policy-making. The academic environment also offers unique "rules of engagement," presenting an opportunity to discuss Marine Corps' priorities in highly-specific terms with a large audience of potential influencers inside what is typically a non-attributable setting.

DELIVERY & ASSESSMENT

As the lead agency responsible for Marine Corps Strategic Communication Planning, the SCC will coordinate delivery and assessment in accordance with this plan.

To facilitate this coordination, the SCC has developed a communication template (Fig. 1) to be used as planning tool in support of each of the communication themes. These templates will identify, in detail, the enabling objectives as they relate to key audiences, describe the actions needed to realize these objectives, and define assessment methodology. These templates will be informed by members of the SCC Planning Team, reviewed by the Executive Committee, and approved by the Commandant. The SCC will review the communication templates regularly to update assumptions, refine assessment, and determine when objectives are achieved.


The SCC Secretariat will also use the communication templates to develop additional support products and planning tools that facilitate further shaping operations in support of this plan. The Secretariat is the principal point of contact for any proposals or issues relating to Marine Corps Strategic Communication.

IMPLEMENTATION & EXECUTION

The Director, Marine Corps Staff is tasked with the implementation of this plan. The themes outlined above and the associated activities designed to support them will be reported as part of the Marine Corps' operational battle rhythm. The enclosed planning tools (Fig. 1) are provided for that purpose.

The plan's execution, however, is not the exclusive responsibility of the SCC leadership and its members, but also that of every leader across our Corps. As such, I expect every Marine Corps Leader to read and understand this plan. Make no mistake; the future of our Service and our success in the Long War relies upon our ability to secure our nation's support and ensure the Corps' prosperity. Ultimately, each and every Marine has a stake in the success of this plan.

Semper Fidelis,


James T. Conway
General, U.S. Marine Corps
Commandant of the Marine Corps

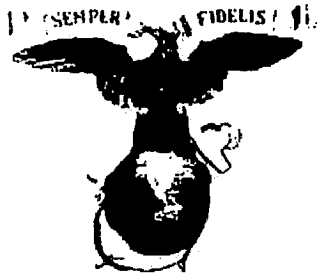


Fig.1 – Strategic Communication Theme Planning Template


 <p style="text-align: center;">Marine Corps Strategic Communication Communication Theme Planning Template</p> <p style="text-align: center;">TITLE OF STRATEGIC COMMUNICATION THEME</p> <hr/>	
<p style="text-align: center;">Intent</p> <p>Describe desired effect and end-state, use active terms that express purpose such as assure, reassure, dissuade, deter, rather than simple tasks that lack a full sense of purpose (inform, apprise, explain, educate, etc.)</p>	<p style="text-align: center;">Target List</p> <p>List High-Priority Targets (HPTs) in order of engagement priority.</p>
<p style="text-align: center;">Key Messages</p> <p>These messages are principally drawn directly from the Strategic Communication Plan. However, it may be necessary to identify additional messages as communication campaigns develop.</p>	<p style="text-align: center;">Targeted Areas of Influence*</p> <p>Describe the specific TAIs relative to 1) the Target and 2) the lead Agency (e.g. Legislative Affairs will brief individual HASC members on Plan X. CMC will speak on need for Plan X at NCR dinner hosted by The Cohen Group. DIRPA will host Surrogate Round-table with DVC CD&I on Plan X development. DVC Aviation will conduct press briefing at Pentagon regarding Plan X implementation, etc.)</p> <p><small>* TAIs are inputs to the Strategic Communication Sync Matrix</small></p>
<p style="text-align: center;">Enabling Objectives</p> <p>Identify interim objectives that support the Strategic Communication theme, just as a Campaign Objectives support pursuit of a Strategic Aim.</p>	<p style="text-align: center;">Assessment Methodology</p> <p>Measures of Performance (MOP) – These are leading indicators of engagement relative to each TAI. MOPs are the “phase lines” that describe progress toward achieving the enabling objectives, they do not constitute securing the objective itself.</p> <p>Measures of Effectiveness (MOE) – These are the lagging indicators that describe effect on Target. MOEs relate directly to each TAI and constitute realization of a particular HPT.</p>
<p style="text-align: center;">Assumptions</p> <p>Assumptions in this context retain the definition and purpose described in MCWP 5-1, Marine Corps Planning Process.</p>	
<p>CMC COMMENTS:</p> <p>___ Approve ___ Disapprove ___ Approve w/ changes</p>	

Fig. 2 – Strategic Communication One-Sheet

Assuring the Marines Corps' success requires effectively articulating what we stand for, what we do, who we are, and what we aspire to be. It is opening a window to our culture. These are its key elements.

Core Values						
<i>Honor – Courage – Commitment</i>						
The Marine Corps Strategic Communication Plan is rooted in our Core Values. In communications terms, our values are our most important attribute.						
This is what we stand for.						
Our Mission						
<i>Make Marines - Win Battles - Create Quality Citizens</i>						
Our Mission is the foundation of our reputation, we are judged on our success in each task.						
This is what we do.						
Our Priority						
<i>Our Marines and Sailors in combat are our number one priority</i>						
Our top priority is a reflection of our warrior ethos; "... the stuff of which legions are made."						
This is who we are.						
Brand Vision						
<i>Elite Warrior</i>						
The Marine Corps and the individual Marine should be viewed as the epitome of military virtue, a group of smart, tough, warriors who gain strength of mind, body, and character through membership in an elite and proud Corps.						
This is what we aspire to be.						
Our Competitive Advantage						
<i>The Marine Corps fulfills a vital role in national security as an amphibious, expeditionary, air-ground combined arms task force capable of forcible entry from the sea. We are always ready when called and successful when employed.</i>						
Securing America's investment in our Corps requires that she consider us worthy of her treasure. We must demonstrate that the Corps is unique and valuable to the Nation in a very practical sense.						
Marine Corps Strategic Communication Themes						
Achieve Victory in the Long War	Right-size our Corps to achieve a 1:2 deployment-to-dwell ratio	Provide a naval force fully prepared for employment as a MAGTF across the spectrum of conflict	Reset and modernize to be "the most ready when our Nation is least ready."	Improve the quality of life for our Marines and our families.	Rededicate ourselves to our Core Values and warrior ethos.	Posture the Marine Corps for the future.
Commandant's Strategic Communication Guidance						
The Nation must believe we produce quality citizens who are better for their service as a Marine, or she will not entrust us with her sons and daughters.	The Nation must view us as successful, or she will not call on us in times of crisis.	The Nation must perceive us as "always ready," or she will see us as having no value.	The Nation must believe the Marine Corps has value, or she will view us as a luxury she cannot afford.			
Strategic Communications Purpose						
Build and retain our Nation's support, and ensure the Corps' prosperity.						

Annex A – Strategic Communication Council Standing Members

The Strategic Communication Council (SCC) develops, implements, and synchronizes Marine Corps strategic communication activities across relevant staff agencies. The SCC consists of 15 standing members supported by a full-time Secretariat and designated planning representatives. Additional members may be added at the discretion of the Director, Marine Corps Staff.

The SCC is composed of three main elements:

- **The SCC Executive Committee (EXCOM)** is chaired by the Director, Marine Corps Staff and comprised of senior level representatives from designated activities. The following members form the SCC EXCOM:
 - Director, Marine Corps Staff.
 - Deputy Commandant for Aviation.
 - Deputy Commandant for Combat Development and Integration.
 - Deputy Commandant for Installations and Logistics.
 - Deputy Commandant for Manpower and Reserve Affairs.
 - Deputy Commandant for Plans, Policies, and Operations.
 - Deputy Commandant for Programs and Resources.
 - Commanding General, Marine Corps Recruiting Command
 - Director, Public Affairs.
 - Legislative Assistant to the Commandant of the Marine Corps.
 - Chief Information Officer of the Marine Corps
 - Staff Judge Advocate to the Commandant of the Marine Corps.
 - Counsel for the Commandant of the Marine Corps.
 - Director, Commandant's Staff Group.
 - Director, Strategic Initiatives Group.
 - **The SCC Secretariat** is a full-time staff charged with conducting the day-to-day business of the SCC. The Secretariat's primary duties involve directing strategic communication planning and coordinating delivery and assessment in support of associated campaigns.
 - **The SCC Planning Team** serves as a standing Operational Planning Team (OPT) responsible for developing communication plans in accordance with Marine Corps strategic communication themes. The planning team consist of a core planning cell made up of field grade officers representing Legislative Affairs (OLA), Public Affairs (PA), Recruiting (MCRC), and the Strategic Initiatives Group (SIG), with the Secretariat Plans Officer serving as OPT Leader. Additional staff representatives will be integrated as appropriate in accordance with the targeting process.
-

Notes

1. Maj. Gen. John A. Lejeune, USMC, *Marine Officer's Guide* (1886) 306
2. John D. Rockefeller, Available at <<http://www.brainyquote.com>> (30 April 2007)
3. T.R. Fehrenbach, *This Kind of War* (New York: Macmillan, 1963), 455.
4. U.S. Marine Corps, *Tactics, Techniques, and Procedures for the Targeting Process*, MCRP 3-1.6.14 (Washington, D.C.: Headquarters United States Marine Corps, 1995), 1.1-2.1

Appendix S

Award of the Title 'Honorary Marine'

1. Situation. This Appendix outlines eligibility requirements and nominating procedures for award of the title Honorary Marine.
2. Mission. To promulgate guidance for eligibility considerations and nomination procedures for award of the title Honorary Marine.
3. Execution
 - a. Commander's Intent and Concept of Operations
 - (1) Commander's Intent
 - (a) To appropriately recognize individuals who have distinguished themselves through noteworthy service or support to the Marine Corps.
 - (b) The title Honorary Marine should not be given merely to reward or foster friendships. Rather, it should be based on service and support to the Marine Corps that clearly surpasses normal duty obligations. Other significant service to the Marine Corps should be handled through other award options.
 - (2) Concept of Operations
 - (a) Commanding generals, commanding officers, and officers-in-charge are authorized to nominate individuals deemed deserving of the title Honorary Marine.
 - (b) All nominations must be endorsed by a general officer within their chain of command. By direction signatures will not be accepted in lieu of general officer signatures.
 - (c) Retired general officers may submit nominations to the Director, Public Affairs for consideration.
 - (d) Only the Commandant of the Marine Corps (CMC) can officially designate an individual as an Honorary Marine to acknowledge extraordinary contributions to the Marine Corps.
 - b. Subordinate Element Missions
 - (1) Honorary Marine nominations will be submitted via the chain of command to the Director of Public Affairs who is the central coordinating authority for all requests.
 - (2) The Director of Public Affairs will determine appropriateness and staff all proposals to an administrative board consisting of the principals from M&RA, CMC Counsel, MCRC, OLA, the Sergeant Major of the Marine Corps, and DivPA. The senior member of each agency of the board must personally review and make a recommendation on each Honorary Marine package. "By Direction" signatures are not authorized.
 - (3) Each member of the board will concur or non-concur with the nomination. PA will consolidate all responses and forward to the Director of

the Marine Corps Staff. The CMC will make the final decision on all Honorary Marine nominations.

(4) Each board member who does not concur with awarding the title of Honorary Marine should identify and recommend an alternate form of recognition, if deemed appropriate, as prescribed in reference (u). If no additional recognition beyond the local level is deemed appropriate, board members must state such in their recommendations.

(5) Honorary Marine nominations require extensive staffing at HQMC; decisions are not normally made before 90 days after receipt of the nomination. Decisions prior to this 90-day timeframe will be CMC-directed. To receive CMC-directed status, a general officer must contact the CMC directly for endorsement, thus bypassing normal staffing procedures.

(6) Under no circumstance will individuals be advised that they are under consideration for award of the title Honorary Marine, nor will a nominating or endorsing official anticipate approval of a nomination by setting a presentation date in advance of final action.

c. Coordinating Instructions

(1) An individual may be designated an Honorary Marine only under certain circumstances. Qualifying criteria includes:

(a) A terminally ill child who has some unique or qualifying link to the military or the Marine Corps.

(b) An individual who has given extraordinary service or support to the Marine Corps, and for whom any lesser form of recognition would be insufficient.

(c) Deceased individuals whose actions or contributions on behalf of the Marine Corps would have merited consideration before their death.

(2) Honorary Marine nominations should be made on an exceptional basis and should not be used just to show appreciation, as a group award, or in recognition of official or contracted duties. Additionally, state and federally elected officials are not eligible for nomination.

(3) There are other appropriate forms of recognition for individuals who support or serve the Marine Corps on a level that is below the extraordinary.

(a) Public Service awards are available to recognize an individual's service. These nominations should be made directly to the staffing agency prescribed in reference (u).

(b) For certain groups or individuals who have provided a one-time contribution to the Marine Corps, CMC letters of appreciation are an option that may be appropriate.

(c) Commanders desiring to recognize civilian employees who perform extraordinary service for the Marine Corps are encouraged to pursue appropriate civilian recognition awards as prescribed in reference (u).

(d) Recognition of an individual's contributions to the Marine Corps should be progressive. With the exceptions of nominations for terminally ill children and deceased individuals, commanders must demonstrate

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that a form of local-level recognition, such as a CG-signed Certificate of Commendation or Letter of Appreciation, was awarded prior to nominating an individual for Honorary Marine.

4. Administration and Logistics

a. Commanders are directed to use the provisions of this Appendix for Honorary Marine nominations. Nominations may be made in standard naval letter format with forwarding endorsements from the originator's chain of command.

b. Submissions that do not comply with the provisions and criteria of this Appendix will not be considered.

c. Individuals designated as an Honorary Marine or who receive other official recognition will be informed that this recognition carries no entitlement to pay or benefits.

Appendix T

Outline for Patriotic Support

PATRIOTIC SUPPORT FOR FUNDRAISING DINNERS/BALLS HOSTED BY THE
MARINE CORPS SCHOLARSHIP FOUNDATION
MARINE CORPS LAW ENFORCEMENT FOUNDATION
MARINE CORPS UNIVERSITY FOUNDATION
MARINE CORPS HERITAGE FOUNDATION
MARINE CORPS TOYS FOR TOTS FOUNDATION

Marine musical unit files/marches into room.

Marine musical unit plays in the Marine Corps Color Guard followed by National Anthem (with Marine vocalist, if available).

Marine musical unit plays Marine Corps Color Guard out.

Marine musical unit plays "Marines' Hymn" (first time).

Marine musical unit files/marches out of room.

After dinner and speeches Marine musical unit is authorized to present patriotic closing if the foundation desires. Such support will be limited to:

Marine musical unit files/marches into room.

Marine musical unit plays three patriotic selections.

Marine musical unit plays "Marines' Hymn" (second time).

Marine musical unit files/marches out of room.

Appendix U

Revised Policy for Embarking Foreign Nationals and U.S. Civilians Aboard USMC
Aircraft

UNCLAS 051323Z JAN 07 CMC WASHINGTON DC AVN ASM(UC)
MSGID/GENADMIN/CMC WASHINGTON DC AVN ASM//
SUBJ/REVISED POLICY FOR EMBARKING FOREIGN NATIONALS AND US CIVILIANS
/ABOARD USMC AIRCRAFT//
REF/A/MSGID:MSG/CMC WASHINGTON DC/220020ZMAY2001//
REF/B/MSGID:MSG/CMC WASHINGTON DC/241618ZJAN2003//
REF/C/MSGID:MSG/CMC WASHINGTON DC/191324ZMAR2003//
REF/D/MSGID:DOC/DOD 4515.13R/YMD:19980409//
REF/E/MSGID:DOC/DOD 4500.56/YMD:19990419//
REF/F/MSGID:DOC/DOD 4515.12/YMD:19641212//
REF/G/MSGID:DOC/DOD INST 5435.2/YMD:19750425//
REF/H/MSGID:DOC/OPNAVINST 3710.7T/YMD:20040301//
REF/I/MSGID:DOC/MCO P5720.73/YMD:20010903//
REF/J/MSGID:LTR/DC AVN LTR/YMD:20051117//
NARR/REFS (A) THRU (C) ARE PREVIOUS CMC GUIDANCE REGARDING THE
TRANSPORTATION OF FOREIGN NATIONALS AND US CIVILIANS ABOARD DOD AIRCRAFT. REF
(D) IS THE DOD AIR TRANSPORT ELIGIBILITY DIRECTIVE. REF (E) IS DOD POLICY ON
THE USE OF GOVERNMENT AIRCRAFT AND AIR TRAVEL. REF (F) IS DOD POLICY ON
SUPPORT FOR TRAVEL OF MEMBERS AND EMPLOYEES OF THE CONGRESS. REF (G) IS THE
DOD DELEGATION OF AUTHORITY TO APPROVE TRAVEL FOR PUBLIC AFFAIRS PURPOSES.
REF (H) IS THE NATOPS GENERAL FLIGHT AND OPERATING INSTRUCTIONS. REF (I) IS
THE MARINE CORPS AVIATION SUPPORT OF THE COMMUNITY RELATIONS PROGRAM MANUAL.
REF (J) IS DC AVIATION POLICY LETTER REGARDING ORIENTATION AND INDOCTRINATION
FLIGHTS ABOARD USMC AIRCRAFT.//
POC/COBHAM, E. E./MAJOR/HQMC ASM-41/-/TEL:DSN 223-9888
/EMAIL:ERIK.COBHAM@USMC.MIL//
GENTEXT/REMARKS/1. THIS MESSAGE SUPERSEDES REFS A THRU C, AND
CLARIFIES REFS (D) THROUGH (J). REFS (A) THRU (C) ARE HEREBY CANCELLED.
2. IAW REFS (D) THRU (J), THE PURPOSE OF THIS MESSAGE IS ONE: TO CLARIFY
POLICY IN REGARDS TO THE EMBARKATION OF FOREIGN NATIONALS (MILITARY AND
CIVILIAN), DOD CIVILIAN EMPLOYEES, EMPLOYEES OF DOD CONTRACTORS, NON-DOD
CIVILIANS, AND CIVILIAN NEWS MEDIA REPS ABOARD ORGANIC USMC TRANSPORT/UTILITY
CATEGORY AIRCRAFT, AND TWO: TO PROVIDE FURTHER GUIDANCE REGARDING THE
APPROVAL PROCESS FOR ORIENTATION AND
INDOCTRINATION FLIGHTS.
3. THIS MESSAGE DOES NOT APPLY TO THE USE, SCHEDULING, OR APPROVAL OF
OPERATIONAL SUPPORT AIRCRAFT (OSA).
4. POINT TO POINT TRANSPORTATION APPROVAL SHALL BE GRANTED ONLY WHEN
OPERATIONAL NECESSITY REQUIRES USE OF DOD AIRCRAFT. IT SHALL NOT BE EXTENDED
TO INCLUDE FLIGHTS OF CONVENIENCE FOR THE INDIVIDUALS CONCERNED, NOR FOR THE
PURPOSE OF TRANSPORTATION NOT IN CONJUNCTION WITH THE OPERATION OR TRAINING
EVENT. IAW REFS (D) THRU (I), ACTION ADDRESSEES SHALL ABIDE BY THE FOLLOWING
WHEN EMBARKING PASSENGERS FOR THE PURPOSES OF POINT TO POINT TRANSPORTATION.
A. MODE OF TRANSPORT SHALL BE IN TRANSPORT/UTILITY AIRCRAFT ONLY (UH-1, CH-46,
CH-53, MV-22, AND KC-130).
B. POINT TO POINT TRAVEL OF DOD CIVILIAN EMPLOYEES SHALL BE IN
CONNECTION WITH ASSIGNED DUTIES. FOR DOD CIVILIAN EMPLOYEES THE APPROVAL
AUTHORITY IS COMMARFORCOM, COMMARFORPAC, COMMARFORRES, OR DC AVIATION.
C. FOR EMPLOYEES OF DOD CONTRACTORS, THE APPROVAL AUTHORITY IS COMMARFORCOM,
COMMARFORPAC, COMMARFORRES, OR DC AVIATION. TRAVEL OF EMPLOYEES OF DOD
CONTRACTORS MAY ONLY BE APPROVED IF THE CONTRACT STATES THAT THE USE OF

MILAIR IS REQUIRED OR AUTHORIZED TO BE APPROVED, AND NOT THE FINANCIAL RESPONSIBILITY OF THE CONTRACTOR.

D. FOR NON-DOD CIVILIANS THE APPROVAL AUTHORITY IS CMC.

E. FOR FOREIGN MILITARY PERSONNEL AND FOREIGN CIVILIANS ASSIGNED TO A NATO HEADQUARTERS POSSESSING PROPER BASE OR INSTALLATION VISITATION AUTHORIZATION THE APPROVAL AUTHORITY IS COMMARFORCOM, COMMARFORPAC, COMMARFORRES, OR DC AVIATION.

F. FOR ALL OTHER FOREIGN TRAVELERS THE APPROVAL AUTHORITY IS SECDEF.

G. FOR TRAVEL OF CIVILIAN NEWS MEDIA REPS DETERMINED TO BE LOCAL AS TO THE SCOPE OF INTEREST AND AS TO THE DISTANCE OF TRAVEL INVOLVED THE APPROVAL AUTHORITY IS COMMARFORCOM, COMMARFORPAC, OR COMMARFORRES. INFO CMC WASHINGTON DC (BACK SLASH, BACK SLASH) ASM/PA ON ALL APPROVAL MESSAGES.

H. FOR TRAVEL OF CIVILIAN NEWS MEDIA REPS DETERMINED TO BE NOT LOCAL IN SCOPE OR IN DISTANCE TRAVELED, OR IF AFFECTING MORE THAN ONE MILITARY DEPARTMENT, GEOGRAPHIC AREA, OR MAJOR COMMAND THE APPROVAL AUTHORITY IS ASD(PA) VIA CMC(ASM).

I. FOR MEMBERS OF CONGRESS, AND CONGRESSIONAL STAFF MEMBERS, THE APPROVAL AUTHORITY IS SECNAV. ACTION ADDRESSEES SHALL PROVIDE TRANSPORTATION ONLY IF TASKED BY HQMC(OLA), VIA HQMC(AVN).

5. IAW REFS (D) THRU (J), ACTION ADDRESSEES SHALL REFER TO THE FOLLOWING TO DETERMINE THE APPROVAL AUTHORITY FOR EMBARKING PASSENGERS FOR THE PURPOSES OF ORIENTATION AND INDOCTRINATION FLIGHTS.

A. FOR ANY US MILITARY, DOD CIVILIAN EMPLOYEES, AND NON-DOD CIVILIANS EXCEPT FOR SPOUSES OF GOVERNMENT PERSONNEL, KEY NON-DOD FEDERAL OFFICIALS, AND MEMBERS OF CONGRESS AND THEIR STAFFS, IN TRANSPORT CATEGORY AIRCRAFT (UH-1, CH-46, CH-53, MV-22, AND KC-130) THE APPROVAL AUTHORITY IS COMMARFORCOM, COMMARFORPAC, COMMARFORRES, OR DC AVIATION.

B. FOR ANY US MILITARY, DOD CIVILIAN EMPLOYEES, AND NON-DOD CIVILIANS EXCEPT FOR SPOUSES OF GOVERNMENT PERSONNEL, KEY NON-DOD FEDERAL OFFICIALS, AND MEMBERS OF CONGRESS AND THEIR STAFFS, TO OCCUPY A CREW SEAT IN A TRANSPORT CATEGORY AIRCRAFT OR RECEIVE AN ORIENTATION FLIGHT IN A NON-TRANSPORT CATEGORY AIRCRAFT (AH-1, AV-8, TAV-8, EA-6, OR F/A-18), THE APPROVAL AUTHORITY IS DC AVIATION.

C. FOR SPOUSES OF GOVERNMENT PERSONNEL, KEY NON-DOD FEDERAL OFFICIALS, AND MEMBERS OF CONGRESS AND THEIR STAFFS, IN TRANSPORT CATEGORY OR NON-TRANSPORT CATEGORY AIRCRAFT, THE APPROVAL AUTHORITY IS CMC.

D. IAW REF (H), ANY PASSENGER NOT IN RECEIPT OF APPLICABLE NASTP TRAINING SHALL REQUEST WAIVER FROM CMC PRIOR TO EMBARKING PASSENGER ON AN ORIENTATION/INDOCTRINATION FLIGHT.

6. ALL AIR TRANSPORTATION OR ORIENTATION AND INDOCTRINATION FLIGHT REQUESTS NOT SPECIFICALLY COVERED BY THIS MESSAGE SHALL BE FORWARDED TO CMC(ASM) FOR DISPOSITION.

7. AUTHORIZING COMMANDS SHALL ENSURE APPROPRIATE SAFETY AND EGRESS BRIEFING IS PROVIDED TO ALL PASSENGERS PRIOR TO FLIGHT.

8. ACTION ADDRESSEES SHALL INCLUDE CMC(ASM) AS INFO ADDRESSEE ON ALL MSG TRAFFIC CONCERNING AIR TRANSPORTATION AUTH AND APPROVAL UNDER THIS MESSAGE.

9. THE AUTHORITIES DELEGATED IN THIS MESSAGE SHALL NOT BE FURTHER DELEGATED WITHOUT THE APPROVAL OF CMC.

10. REQUESTS NEEDING DC AVIATION OR HIGHER APPROVAL SHALL BE SUBMITTED TO CMC(ASM), WITH APPLICABLE ENDORSEMENTS, NO LATER THAN 5 WORKING DAYS PRIOR TO THE EVENT DATE DUE TO HEADQUARTERS STAFFING REQUIREMENTS.//