

VOLUME 4

COMMUNITY RELATIONS

SUMMARY OF VOLUME 4 CHANGES

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REFERENCES

- (a) SECNAVINST 5720.44C CH 2, “Department of the Navy Public Affairs Policy and Regulations,” April 10, 2019
- (b) DoD Directive 5500.07, “Ethics and Standards of Conduct,” May 15, 2024
- (c) 4 USC Ch. 1: THE FLAG
- (d) “The Joint Travel Regulations (JTR) Uniformed Service Members and DoD Civilian Employees,” current edition
- (e) DoD Instruction 7250.13, "Use of Appropriated Funds for Official Representation Purposes," May 22, 2023
- (f) DoD Instruction 5410.19, Vol 1, “Community Outreach Activities: Policy Overview and Evaluation Procedures,” September 29, 2021
- (g) DoD Instruction 5410.19, Vol 4, “Community Outreach Activities: Ceremonial, Musical, and Aerial Event Support,” September 29, 2021
- (h) MCO 5060.19C, "Award of the Title Honorary Marine," March 13, 2019
- (i) MCO 12451.2D, “Honorary Awards for Civilian Employees,” November 7, 2016

<p>VOLUME 4: CHAPTER 1</p> <p>“ROLES, RESPONSIBILITIES, AND REGULATIONS”</p> <p>SUMMARY OF SUBSTANTIVE CHANGES</p> <p>Hyperlinks are denoted by <i><u>bold, italic, blue and underlined font</u></i>.</p> <p>The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.</p> <p>All Volume changes denoted in <i>blue font</i> will reset to black font upon a full revision of this Volume.</p>			
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CHAPTER 1

ROLES, RESPONSIBILITIES, AND REGULATIONS

0101 GENERAL

Community relations programs help earn public support and understanding of operations, missions, and requirements of the military services. Command involvement in local communities is vital to showcase Marines as ambassadors for the Armed Forces, assist in the United States Marine Corps (USMC) recruiting mission, and foster understanding of the USMC's unique skills and role in the defense of the nation.

0102 ROLES AND RESPONSIBILITIES

Marine Corps personnel and commands are directed to participate, promote, and host public events that are educational, patriotic in nature, or that offer community-wide or recruiting benefits. Commanders at the O6 level and above are responsible for assigning a community relations representative from their Communication Strategy and Operations (COMMSTRAT) staff or a unit information officer (UIO) if no COMMSTRAT Marines are assigned to the command. These Marines are responsible for planning and executing community relations activities.

0103 COMMUNITY RELATIONS PROGRAM FUNDAMENTALS

Commanders who oversee community relations programs must ensure support reflects positively on the Naval services and complies with safety standards. Support must not selectively benefit any entity and will not deviate from Joint Ethics Regulations, Department of Defense (DoD), and Department of the Navy (DON) policies. Within legal and policy guidelines and restrictions, commanders who oversee community relations programs at all levels shall consider the interests of both their service and the community. 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.

010301. Propriety

When considering command-initiated community relations activities or reviewing public requests for USMC participation in events, commanders shall determine appropriateness for approval. 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 community relations plans, commanders shall review community needs, resources available, and the purposes to be served. Whether specifically prohibited by references or by this Order, all DoN members shall comply with references (a) - (g). Commands shall avoid support that might:

- A. Create the appearance of using a government position for private gain.
- B. Constitute an actual or perceived conflict of interest.
- C. Treat any person or organization preferentially (i.e., selective benefit).
- D. Impair government efficiency or economy (mission interference).
- E. Result in loss of complete independence and impartiality.
- F. Circumvent official channels or cause loss of public confidence in government integrity.

010302. Eligibility Criteria

Policy underlying community relations participation, sponsorship, site selection, and support are strict. Participation must be considered suitable, as discussed below.

A. Program Consideration

The USMC 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 USMC 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.
- 2. Intend to provoke controversy or public confrontation.
- 3. Charge an admission fee for fundraising purposes.

B. Sponsor Consideration

The USMC 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 race, color, national origin, religion, sex (including pregnancy),

gender identity and sexual orientation 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 USMC support (i.e., secret societies).

C. Site Considerations

The USMC may support public events at 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 USMC may provide support that can reasonably be expected to bring credit to the individuals involved and to the Navy and USMC and is consistent with DON policies. 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 USMC 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 United States (U.S.) Navy Band and USMC Band authorized tours.

4. Use of active duty, reserve, or Reserve Officer Training Corps 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. In

accordance with reference (c), military personnel will not take part in “giant” flag displays or conduct events where the U.S. flag is mishandled, such as parachuting with the flag.

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

E. Fiscal Policy

The goal of community relations programs is to minimize costs while accomplishing USMC objectives. Commanders may provide community relations 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. Community relations events shall serve the common benefit and interests of the community.

1. Mutual Interest Events. This is the preferred category for the execution of all community relations events and is defined as those in which both the USMC and a nongovernment individual or group derive benefit at no additional cost to the USMC. Civilian sponsors are required to fund additional costs for USMC participation in community relations 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 USMC did not participate in a community relations 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 the community with public engagements and outreach events. For the USMC 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, such as rental space, utilities, custodial services and similar support. COMMSTRAT sections shall ensure no selective benefit to one particular organization. The USMC must be willing to provide similar services to other organizations. USMC support to external organizations or support from external organizations to the USMC should occur in accordance with references (a) – (b) and in consultation with the appropriate legal office.

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

a. Funding. Resources for primary interest events are approved by local commanders and shall be covered by the command's Operations & Maintenance (O&M) funds and/or Official Representation Funds (ORF). Community relations participation shall not

detract from operational missions. Commands are encouraged to identify necessary annual O&M funds to support community relations events. The duration of a community relations event shall not normally exceed three days.

b. Official Representation Funds (ORF). In managing community relations 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 in accordance with reference (e). Use of ORF involves reporting and frequent audits. For more information regarding the availability of ORF, refer to your local comptroller, fiscal office, or legal office.

c. 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, Communication Directorate (HQMC (CD)).

0104 FUNDING

Events identified as part of the Marine Corps Outreach Plan may be funded by HQMC (CD). HQMC (CD) community relations will publish an annual MARADMIN announcing these activities.

010401. Temporary Additional Duty (TAD) Funding

Marine Corps Bands, aviation activities, and guest speakers that are participating in an approved Outreach Plan event must accept cross organizational funding through the Defense Travel System (DTS) in accordance with reference (d). HQMC (CD) will not relinquish funding to individual commands via operating budget transfer for TAD. Commands that are scheduled to travel in support of the Outreach Plan must communicate with the HQMC (CD) Budget Officer to ensure proper funding and lines of accounting are utilized during the travel process. If a scheduled event is cancelled, it is the responsibility of the traveler to notify HQMC (CD) at first opportunity that appropriate action may be taken to cancel travel orders.

010402. Operations & Maintenance (O&M) Funding

In the event other approved funding becomes available while supporting an Outreach Plan-approved event (e.g., small contracts, supplies, etc.) the local command must accept an Operating Budget transfer that will be initiated by HQMC (CD) via the HQMC, Administration and Resource Management Division (AR), Fiscal Branch (ARF). All Operating Budget 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 HQMC (CD).

<div> <div>VOLUME 4: CHAPTER 2</div> <div>“COMMUNITY RELATIONS REQUESTS”</div> <div>SUMMARY OF SUBSTANTIVE CHANGES</div> <div> Hyperlinks are denoted by <i><u>bold, italic, blue and underlined font</u></i>. </div> <div> The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted. </div> <div> All Volume changes denoted in <i>blue font</i> will reset to black font upon a full revision of this Volume. </div> </div>			
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CHAPTER 2

COMMUNITY RELATIONS REQUESTS

0201 GENERAL

References (a), (d), (e), and (f) contain specific guidance on Armed Forces support of public events. Types of support and submission requirements are as follows:

020101. Non-Aviation Support

This support typically consists of ceremonial, music, military appreciation, and ground equipment. Requests can be submitted using the instructions found at <https://www.marines.mil/Community/>. DD Form 2536, "Request for Armed Forces Participation in Public Events (Non-Aviation)," must be used for any request submitted for USMC participation at a public event. All public requests must be received no later than 30 days prior to the start of the event.

A. Ceremonial

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

B. Music

Marine Corps bands serve as ambassadors of the USMC 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 USMC.

C. Military Appreciation

Military appreciation events allow Americans to interact with Marines. From local parades and festivals to national sporting events, Marines participating in recognition events have the opportunity to strengthen the bond with the public.

D. Ground Equipment

Military appreciation events allow Americans to interact with Marines. From local parades and festivals to national sporting events, Marines participating in recognition events have the opportunity to strengthen the bond with the public.

020102. Aerial Support

Per references (d) and (e), this support typically consists of static displays, flyovers, and aerial demonstrations. Requests must be submitted using DD Form 2535, "Request for Military Aerial Support" using the directions found at <https://www.marines.mil/Community/> no later than 30 days before the event. Requests for single aircraft demonstrations (i.e., MV-22 Osprey or F-35 Lightning demonstrations) shall be submitted no later than the first day of August each year for consideration during the following year using the directions found at <https://www.marines.mil/Community/>.

A. Eligibility Determination for Aerial Support

All aerial support requests for public events occurring in the Continental United States (CONUS) will be evaluated by HQMC (CD) for their eligibility of support except for those events occurring on a military installation. HQMC (CD) shall evaluate requests to determine the eligibility, feasibility, and appropriateness of participation using the policy guidance referenced above. All eligible aviation events will be published to aviation commands, which will advise subordinate commands of events deemed eligible and solicit their support.

B. Approval Procedures for Aerial Support

Commanders must submit an "Intent to Support" request, no later than 14 days before the start of the event, via naval message to the Deputy Commandant for Aviation (DC A) for those eligible events in which they desire to participate. The message must include the event name, location, and number and type of aircraft. DC A will approve 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 (ACMC) via HQMC (CD) and DC A. Missing man formations are not authorized for community relations events, except 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 DC A for further staffing according to reference (g). Eligibility authority for events held on a military installation is delegated to base commanders.

C. Single Aircraft Demonstrations

The MV-22 Osprey and F-35 Lightning aircraft 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. In the first quarter of each fiscal year, HQMC will convene an Aircraft Demonstration Selection Board. The board is comprised of representatives from HQMC (CD), DC A, Marine Corps Recruiting Command (MCRC), and Office of Legislative Affairs (OLA). Additionally, Marine Corps Forces Pacific (MARFORPAC), Marine Forces Command

(MARFORCOM), and Marine Corps Forces Reserve (MARFORRES) are invited to participate. The board will forward its recommendations to the ACMC for approval.

D. Flyovers

To limit the interference with operations and training of aviation units and to set reasonable limits of their use, reference (g) delegates approval authority for aerial flyovers to the military services at the following events:

1. Civilian-sponsored formal observances, open to the public, of Armed Forces Day, Memorial Day, Independence Day, Prisoner of War/Missing in Action (POW/MIA) Recognition Day, and Veterans Day when held up to seven days from the holiday date.

2. 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. Ceremonies honoring foreign dignitaries except when directed by executive orders or the Secretary of Defense (SECDEF).

3. Events held on military installations.

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

E. Governing Authority

HQMC (CD) is the authority that governs eligibility of public aerial events. HQMC (CD) 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 reference (e):

1. Character and significance of event.

2. Recruiting benefits and involvement.

3. Expected media attendance and coverage.

4. Other military participation planned (e.g., bands and/or color guards).

5. Unit to conduct flyover, if approved.

6. Impact if flyover is not approved.

7. Specific benefits that cannot be achieved through the involvement of any other form of military participation.

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8. Units should check for aviation events that are eligible for participation by commands prior to agreeing to provide or coordinating flyover support of an event.

<p style="text-align: center;">VOLUME 4: CHAPTER 3</p> <p style="text-align: center;">“BASE, COMMAND TOURS, AND OUTREACH PROGRAMS”</p> <p style="text-align: center;">SUMMARY OF SUBSTANTIVE CHANGES</p> <p>Hyperlinks are denoted by <i><u>bold, italic, blue and underlined font.</u></i></p> <p>The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.</p> <p>All Volume changes denoted in blue font will reset to black font upon a full revision of this Volume.</p>			
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CHAPTER 3

BASE, COMMAND TOURS, AND OUTREACH PROGRAMS

0301 BASE AND COMMAND TOURS

These tours provide a venue for the Marine Corps to educate the public on the USMC's mission and capabilities and to provide an opportunity for interaction with Marines.

0302 OUTREACH PROGRAMS

030201. Joint Civilian Orientation Conference (JCOC)

The JCOC is DoD's oldest and most prestigious public liaison program. Established in 1948, it is the only SECDEF-sponsored outreach program that enables American business and community leaders to have a full immersive experience with their military. This support typically consists of ceremonial, music, military appreciation, and ground equipment. The Marine Corps is afforded a number of allocations to JCOC. Commanders will coordinate with the HQMC (CD), Community Relations Branch, for JCOC allocation staffing.

030202. Marine Corps Executive Forum (MCEF)

A. MCEF is a community relations program administered by HQMC (CD) and hosted by the Commandant of the Marine Corps (CMC) with the intent of exposing civilian influencers from around the country to the USMC. MCEF is designed to provide participants an overview of the USMC's mission, operations, and capabilities through discussion with USMC leaders, as well as aircraft and equipment interactive demonstrations. Further, the program details USMC history and doctrine to help put the Corps' ethos and mission into context.

B. MCEF was created to create and foster relations between the USMC and civic influencers. These influencers have ties to local communities and often have opportunities to speak about the USMC to a spectrum of audiences who aid in shaping perceptions and attitudes of the military. While not an automatic bar to attendance, attendees should not be Marine Corps veterans. More information can be found at <https://www.marines.mil/mcef/>.

030203. Educational

Commanders at all levels should develop their own local educational community relations programs, as well as promote participation in existing programs. 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.

030204. Speakers

There is no better way to tell the USMC 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). HQMC (CD) receives requests for speakers at national level forums. Commands are encouraged to identify annual budgetary requirements associated with public speaking efforts. Speaking engagements should be reviewed by the appropriate legal office.

030205. Strategic Engagement Program (SEP)

The HQMC Strategic Engagement Program (SEP) is an evolving process that ensures the development and implementation of a strategic, nested, and proactive engagement plan in order to effectively build and maintain a shared understanding of the Marine Corps' value to the Nation with key publics and to foster mutually beneficial outcomes to meet Title 10 requirements. The SEP implements the CMC's guidance on matters relating to service-level strategic engagements. The SEP is a part of a greater effort to gain and maintain strategic coherence across HQMC. The Director, Marine Corps Staff (DMCS) serves as the tasking authority for the SEP. The Director of Communication (DIRCOMM) serves as the coordinating authority for the SEP. DIRCOMM is authorized to coordinate SEP issues across the HQMC staff and with major field commands and organizations service-wide as required and directed by DMCS.

030206. Civic Government and Veteran Service Organizations

Commanders shall communicate with civic, government, and veteran organizations to cultivate relationships with these grassroots organizations.

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CHAPTER 4

HONORARY MARINE

0401 GENERAL

The CMC may officially designate an individual as an Honorary Marine to acknowledge extraordinary contributions to the USMC. The Honorary Marine title is designed to recognize individuals in the civilian community who have made extraordinary contributions to the USMC. 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. Commanding Generals, commanding officers, and officers-in-charge are authorized to nominate individuals deemed deserving of the title Honorary Marine. 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. Retired General Officers may submit nominations.

0402. COORDINATING AUTHORITY

040201. Nominations

Honorary Marine nominations will be submitted to HQMC (CD). At the direction of DMCS, DIRCOMM is the central coordinating authority for all requests. DIRCOMM will determine appropriateness and staff all proposals to an awards board consisting of the principals from Deputy Commandant for Manpower and Reserve Affairs (DC M&RA), Deputy Commandant for Plans, Policies, and Operations (DC PP&O), Deputy Commandant for Programs and Resources (DC P&R), Staff Judge Advocate (SJA), Commandant’s Legal (CL), and the Sergeant Major of the Marine Corps (SMMC). The Awards Board will make its recommendation and forward to the ACMC. The CMC will make the final decision. Honorary Marine nominations require extensive staffing at HQMC; decisions are not normally made before 45 days after receipt of the nomination. Decisions prior to this 45-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. Per reference (h), under no circumstances 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.

A. Qualifying criteria

An individual may be designated an Honorary Marine only under certain circumstances per reference (h), listed below:

1. A terminally ill child that has some unique or qualifying link to the military or the USMC.

2. An individual who has given extraordinary service or support to the USMC, and for whom any lesser form of recognition would be insufficient.

3. Deceased individuals whose actions or contributions on behalf of the USMC would have merited consideration before their death.

B. Other appropriate forms of recognition

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. There are other appropriate forms of recognition for individuals who support or serve the USMC on a level that is below the extraordinary.

1. Public Service awards are available to recognize an individual's service. These nominations should be made directly to the staffing agency prescribed in the references.

2. For certain groups or individuals who have provided a one-time contribution to the USMC, CMC letters of appreciation are an option that may be appropriate.

3. Commanders desiring to recognize civilian employees who perform extraordinary service for the USMC are encouraged to pursue appropriate civilian recognition awards as prescribed in per reference (i).

C. Compliance

Commanders are directed to use the provisions of this Order and reference (h) for Honorary Marine nominations. Nominations may be made in standard naval letter format with forwarding endorsements from the originator's chain of command. Submissions that do not comply with the provisions and criteria of this Order will not be processed. 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.

<p>VOLUME 4: APPENDIX A</p> <p>“ACRONYMS”</p> <p>SUMMARY OF SUBSTANTIVE CHANGES</p> <p>Hyperlinks are denoted by <i><u>bold, italic, blue and underlined font</u></i>.</p> <p>The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.</p> <p>All Volume changes denoted in <i>blue font</i> will reset to black font upon a full revision of this Volume.</p>			
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APPENDIX A**ACRONYMS**

ACMC	Assistant Commandant for the Marine Corps
CL	Commandant's Legal
CMC	Commandant of the Marine Corps
COMMSTRAT	Communication Strategy and Operations
CONUS	Continental United States
DC A	Deputy Commandant for Aviation
DC M&RA	Deputy Commandant for Manpower and Reserve Affairs
DC P&R	Deputy Commandant for Programs and Resources
DC PP&O	Deputy Commandant for Plans, Policies, and Operations
DIRCOMM	Director of Communication
DMCS	Director, Marine Corps Staff
DoD	Department of Defense
DON	Department of the Navy
DTS	Defense Travel System
HQMC	Headquarters Marine Corps
HQMC (AR)	Administration and Resource Management Division
HQMC (ARF)	Fiscal Branch
HQMC (CD)	Communication Directorate
JCOC	Joint Civilian Orientation Conference
MARADMIN	Marine Administration Message
MARFOR	Marine Corps Forces
MARFORCOM	Marine Forces Command
MARFORRES	Marine Corps Forces Reserve
MCEF	Marine Corps Executive Forum
MCRC	Marine Corps Recruiting Command
MIA	Missing in Action
O&M	Operations & Maintenance
OLA	Office of Legislative Affairs
ORF	Official Representation Funds
POW	Prisoner of War
ROTC	Reserve Officer Training Corps
SECDEF	Secretary of Defense
SEP	Strategic Engagement Program
SJA	Staff Judge Advocate
SMMC	Sergeant Major of the Marine Corps
TAD	Temporary Additional Duty

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U.S.	United States
UIO	Unit Information Officer
USMC	United States Marine Corps