

February 26, 1993

PUBLIC AFFAIRS

**DEFENSE COMMISSARY AGENCY PUBLIC AFFAIRS PROGRAM**

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BY ORDER OF THE DIRECTOR

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**AUTHORITY:** Defense Commissary Agency Public Affairs Program is established in compliance with DoD Directive 5012.2, Records Management Program, March 22, 1991.

**MANAGEMENT CONTROLS:** This directive does not contain Internal Management Control provisions that are subject to evaluation, testing and other requirements of DeCAD 70-2 and as specified by the Federal Manager's Financial Integrity Act.

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**SUMMARY:** This document contains information concerning the Public Affairs Program.

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SUPERSEDES: DeCA Policy Letters 100-1 and 100-2

OFFICE OF PRIMARY RESPONSIBILITY (OPR): HQ DeCA/PA

COORDINATORS: DeCAD/CS/LL/AM/DF/DO/DP/PL/PM/IM/REGIONS

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## TABLE OF CONTENTS

	<b>Para</b>	<b>Page</b>
Chapter 1 - DeCA Public Affairs Program		
<b>Section A - DeCA Public Affairs Doctrine, Evolution and Objectives</b>		
Purpose .....	1-1	1-1
References .....	1-2	1-1
Applicability .....	1-3	1-2
Supporting DeCA Missions.....	1-4	1-2
DeCA Public Affairs Programs.....	1-5	1-3
Planning and Conducting Public Affairs Programs .....	1-6	1-4
Public Affairs Relationships Between Command Levels.....	1-7	1-5
Department of Defense Principles of Information .....	1-8	1-5
DeCA Public Affairs Evolution .....	1-9	1-6
Public Affairs Program Objectives .....	1-10	1-6
<b>Section B - Responsibilities for the DeCA Public Affairs Program</b>		
HQ DeCA Office of Public Affairs.....	1-11	1-7
DeCA Regional Public Affairs Officers .....	1-12	1-7
Commissary Officers .....	1-13	1-8
Region Directors, Commanders and HQ Senior Staff .....	1-14	1-8
DeCA Active Duty Members and Civilian Employees .....	1-15	1-8
<b>Section C - Administrative Practices</b>		
Office Management .....	1-16	1-9
Suggested Equipment for the Public Affairs Office.....	1-17	1-9
Public Affairs Reports.....	1-18	1-9
<b>Section D - Professional Training, Education, and Development</b>		
Training and Education Programs.....	1-19	1-9
Memberships Available to Public Affairs People .....	1-20	1-10
Public Affairs-Oriented Publication.....	1-21	1-11
Chapter 2 - Public Affairs Resources		
<b>Section A - Definitions and Philosophy</b>		
Resource Management Defined .....	2-1	2-1
Understanding the System .....	2-2	2-1
Maintaining Support for the PA Program.....	2-3	2-1
Long Range Planning.....	2-4	2-1
<b>Section B - Staff Assistance Program and Workshops</b>		
Why a Staff Assistance Program is Beneficial.....	2-5	2-3

Visit Frequency .....	2-6	2-4
Justification for Holding a DeCA/PA Workshop .....	2-7	2-4

Chapter 3 - Internal Information Programs

**Section A - General**

Purpose and Concept .....	3-1	3-1
Objectives .....	3-2	3-1
Program Policies .....	3-3	3-2
Responsibilities .....	3-4	3-2

**Section B - Funded and Commercial Enterprise Publications**

Purpose .....	3-5	3-4
Publication Provision .....	3-6	3-4
DeCA Authorized Publications .....	3-7	3-4
Responsibilities .....	3-8	3-10
Guidelines and Goals .....	3-9	3-10
Reporters' Visits to Regions .....	3-10	3-11
General Requirements .....	3-11	3-11
Style .....	3-12	3-14
Content .....	3-13	3-14
Political Coverage .....	3-14	3-15
Use of Commercial News Service Material .....	3-15	3-15
Games of Chance .....	3-16	3-15
Advertising .....	3-17	3-16
Newspaper/Newsletter Names .....	3-18	3-16
Commercial Enterprise Newspapers .....	3-19	3-16
DeCA Funded Newspapers .....	3-20	3-21

**Section C - CE Publications Other Than Newspapers**

Description .....	3-21	3-22
Production .....	3-22	3-22

**Section D - Electronic Products**

Purpose .....	3-23	3-24
Radio Products .....	3-24	3-24
Video Products .....	3-25	3-24
Video Public Service Announcements .....	3-26	3-25
DeCA Organizational Briefing Video .....	3-27	3-26
Field Support of Electronic Products Program .....	3-28	3-26
Local Audiovisual Production Support .....	3-29	3-27
Technical Requirements of the Electronic Products Program .....	3-30	3-27
Electronic Product Distribution .....	3-31	3-28
Audiovisual Guidance .....	3-32	3-29

**Section E - Photography**

Purpose .....	3-33	3-29
Format and Technical Requirements .....	3-34	3-29

**Section F - Administration and Distribution of Public Affairs Publications and Video Products**

Mandatory Distribution .....	3-35	3-30
Use of Mail.....	3-36	3-30
Record Copy Files.....	3-37	3-31

**Section G - Surveys**

General.....	3-38	3-31
Audience Surveys .....	3-39	3-32

**Section H - Newspaper Review and Evaluation System**

Purpose .....	3-40	3-34
Process.....	3-41	3-34
Report Requirements .....	3-42	3-34

Chapter 4 - Historical Functions

**Section A - The Scope of DeCA History**

"History" Defined.....	4-1	4-1
Importance of DeCA's Ongoing Heritage.....	4-2	4-1
DeCA Background and Lineage .....	4-3	4-1

**Section B - Duties and Responsibilities**

General.....	4-4	4-2
Composition of Historical Files and Holdings .....	4-5	4-2
Methods of Researching, Locating, and Recognizing Materials of Historical Value.....	4-6	4-4
Collection, Retention, Preservation, and Display .....	4-7	4-5
Compilation and Production.....	4-8	4-8
Record Retrieval and Answering Research Requests .....	4-9	4-10
Publication, Distribution, and Reports.....	4-10	4-10

**Section C - Terminology**

Definitions .....	4-11	4-11
-------------------	------	------

Chapter 5 - Installation/Community Relations

**Section A - Goals and Functions**

Purpose of Installation/Community Relations.....	5-1	5-1
Installation/Community Relations Objective.....	5-2	5-1
Program Elements.....	5-3	5-1
PAO Installation/Community Relations Activities .....	5-4	5-2

**Section B - Policy Guidance**

Participation Criteria - Special Events .....	5-5	5-3
Participation Criteria – Sponsors.....	5-6	5-3

**Section C - Official Appearance, Speeches, and Invitations to Distinguished Visitors**

DeCA Policy Regarding Acceptance of Invitations to Make Appearances and Speeches .....	5-7	5-4
Speech Emphasis.....	5-8	5-4
Program Responsibilities.....	5-9	5-5
Speakers Bureau.....	5-10	5-5
Speech Clearances.....	5-11	5-5
Speech Writing Assistance .....	5-12	5-5
Inviting Distinguished Visitors.....	5-13	5-5
Congressional Visits .....	5-14	5-6
The Joint Civilian Orientation Conference.....	5-15	5-6
Commissary Tours .....	5-16	5-6
Displays at Installation Open House .....	5-17	5-8
General Community Participation.....	5-18	5-9
Commissary Council.....	5-19	5-9
Military-Related Associations.....	5-20	5-10
Distribution Space for Shopper Oriented Media in Commissaries .....	5-21	5-10

**Section D - Planning Groundbreakings and Grand Openings**

Groundbreaking Ceremonies.....	5-22	5-10
Grand Opening Ceremonies .....	5-23	5-12

Chapter 6 - Security and Policy Review

**Section A - Functions and Responsibilities**

Purpose of the Security and Policy Review Programs.....	6-1	6-1
Delegation of Clearance Authority .....	6-2	6-1
Terms Explained .....	6-3	6-1
Releasing Information.....	6-4	6-2

**Section B - Review Requirements**

Who Must Submit Information for Review.....	6-5	6-2
What Must Be Submitted .....	6-6	6-2
Information Not Requiring Review .....	6-7	6-3
What Cannot Be Written About.....	6-8	6-3
Writing Conditions.....	6-9	6-3
Clear Before Committing .....	6-10	6-4
Public Statements Policy .....	6-11	6-4

**Section C - Review Procedures at Headquarters DeCA Level**

How To Submit Material for Review .....	6-12	6-4
Submitting Visual Information Material.....	6-13	6-4
Marking Certification.....	6-14	6-5

Appeal Procedures .....	6-15	6-5
Getting Ready to Review .....	6-16	6-5
The Step-by-Step Process .....	6-17	6-6

## Chapter 7 - Media Relations

### Section A - Release Policies and Responsibilities

General Policy .....	7-1	7-1
Conveying DeCA News Through the Media .....	7-2	7-1
Freedom of Information Act (FOIA) and Privacy Act .....	7-3	7-1
Public Affairs Responsibilities .....	7-4	7-2
Limits on Release on Classified Information .....	7-5	7-2
Limits on Information Release Due to Policy .....	7-6	7-3
Release of Previously Published, Released, or Cleared Information .....	7-7	7-3
Releasable Information About DeCA People .....	7-8	7-3
Releasable Information on Operational Subjects .....	7-9	7-6
Contracts and Contractor's Releases .....	7-10	7-6
Copyright Material .....	7-11	7-7
How to Release Information on Gifts .....	7-12	7-7

### Section B - Working With The Media

Prerequisites .....	7-13	7-7
Relations with the Media .....	7-14	7-7
Media Access to DeCA Facilities and Commissaries .....	7-15	7-8
Types of Media Releases .....	7-16	7-9
News Releases .....	7-17	7-9
Response to Query .....	7-18	7-10
Media Interviews .....	7-19	7-12
News Conferences .....	7-20	7-14
Informal Communication .....	7-21	7-17
Freedom of Information Act (FOIA) and Privacy Act .....	7-22	7-17
PAO Attribution .....	7-23	7-17
Plans for Releasing Information of Events or Accomplishments .....	7-24	7-17
Trade Magazines .....	7-25	7-17
Story Idea .....	7-26	7-18
Internal Markets .....	7-27	7-18
Service Journals .....	7-28	7-18

### Section C - Writing for Publication

News Releases .....	7-29	7-19
Writing Restrictions .....	7-30	7-20
Individual DeCA Member's Responsibilities .....	7-31	7-21
DeCA News Clipping Package .....	7-32	7-21

### Section D - Hometown News Program

Papers Back Home Interested in Little Jane/Johnny .....	7-33	7-22
---	------	------

### Section E - Public Affairs Visual Information Activities

Visual Information .....	7-34	7-23
VI Support for News Media .....	7-35	7-23
DeCA Policy .....	7-36	7-23
Responsibilities Assigned .....	7-37	7-23
Public Affairs Photography .....	7-38	7-24
Security Considerations .....	7-39	7-24
Impact of FOIA and Privacy Act on Public Affairs Photography .....	7-40	7-24
Photography Guidelines.....	7-41	7-24

**Section F - Public Affairs for Non-Government, Non-Entertainment VI Productions, Contractor VI Productions, and Commercial Advertisements**

Terms Explained .....	7-42	7-24
DeCA Policy .....	7-43	7-25
General Policy Guidelines .....	7-44	7-25
VI Support for Contractors .....	7-45	7-25
VI Support for Commercial Advertisements.....	7-46	7-26
HQ DeCA/PA and Region PAO Responsibilities.....	7-47	7-26
Request to HQ DeCA/PA for VI Support.....	7-48	7-27
HQ DeCA/PA Approval Procedures .....	7-49	7-27

**Section G - Public Affairs Support to Non-Government, Entertainment-Oriented Motion Picture, Television and Video Productions**

Scope .....	7-50	7-28
Policy .....	7-51	7-28
General Policy Guidelines .....	7-52	7-28
Responsibilities .....	7-53	7-28
Request for VI Support .....	7-54	7-29
Script Review Procedures.....	7-55	7-29
Use of DeCA People As Extras.....	7-56	7-29

**Section H - Radio and Television Activities**

DeCA Policy .....	7-57	7-30
Program Types .....	7-58	7-30
Approving Radio and Television Programs .....	7-59	7-30
Radio and Television News Coverage.....	7-60	7-30
DeCA Persons Participation in Radio and Television Programs.....	7-61	7-31
Special Consideration for DeCA Participation in Commercially Sponsored Programs .....	7-62	7-31

**Section I - Rapid Response Planning**

Disasters/Serious Incidents.....	7-63	7-32
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**APPENDICES**

A. All Purpose Checklists.....	A-1
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**FIGURES**

1-1	Standard Public Affairs Office Reference Material.....	1-12
3-1	Biography Format.....	3-36
3-2	Sample Personal Fact Sheet.....	3-37
3-3	Privacy Act Statement.....	3-39
3-4	Format for Letter of Authorization.....	3-40
3-5	Sample Request for Proposal.....	3-41
3-6	Sample Request for Proposal/Contract for Newspaper.....	3-42
3-7	Sample Guide, Map or Pocket Guide Contract.....	3-46
3-8	Award Evaluation.....	3-50
3-9	Newspaper Survey Sample Questions.....	3-51
4-1	Historical Photographs: What to save and What Not to Save.....	4-13
4-2	How to Display Historical Materials.....	4-16
4-3	Examples of Unique Signage.....	4-18
5-1	Installation/Community Relations Activities.....	5-16
5-2	Fact Finding Data Needed for Analysis.....	5-16
5-3	Checklist for Groundbreaking Ceremony.....	5-17
5-4	Checklist for Grand Opening Ceremony.....	5-19
5-5	Grand Opening Remarks.....	5-21
5-6	Fact Sheet - Commissary Groundbreaking/Grand Opening.....	5-24
6-1	Security and Policy Review Self-Inspection Guidelines.....	6-7
7-1	DeCAF 100-1, Media Query Sheet.....	7-34
7-2	Interview Basics.....	7-35
7-3	Sample of a DeCA News Release.....	7-36
7-4	DD Form 2266, Information for Hometown News Release.....	7-38
7-5	NAVSO 5724/1, Fleet Home Town News Release Form.....	7-40



## CHAPTER 1

### DeCA PUBLIC AFFAIRS PROGRAM

#### Section A - DeCA Public Affairs Doctrine, Evolution and Objectives

**1-1. Purpose:** This Directive implements and describes the Defense Commissary Agency Public Affairs Program, explains how it is organized, how it is to be conducted at all levels of the Agency, and how Public Affairs Resources are to be managed to effectively reach Public Affairs goals. It implements Department of Defense (DoD) Directives 5122.5, 5230.9, 5410.18, 5200.1, and DoD Instruction 5120.4. It serves as policy for all DeCA military and civilian personnel. It guides public affairs officers in helping Agency senior staff, including region directors and commanders, and commissary officers with their daily communication challenges and responsibilities. This Directive includes policies, procedures, administrative practices, and management guidance for the Agency's Internal Information, Media Relations, Print and Electronic Communication, History, and Installation/Community Relations Programs.

#### 1-2. References:

DeCAD 80-2: Standards of Conduct

DeCAD 40-1: Commissary Operating Policies

DoDD 5400.7: DoD Freedom of Information Act Program

DoDD 5400.11: Department of Defense Privacy Program

DoDI 5410.15: DoD Public Affairs Assistance to Non-Government, Non-Entertainment Print and Electronic Media

DoDI 5410.16: DoD Assistance to Non-Government, Entertainment Oriented Motion Picture, Television, and Video Productions

\* DoDD 5410.18: Community Relations

DoDI 5410.20: Public Affairs Relations with Business and Non-governmental Organizations Representing Business, 16 Jan 74

\* DoDD 5122.5: Assistant Secretary of Defense (Public Affairs), 4 Aug 88

\* DoDD 5230.9: Clearance of DoD Information for Public Release, 2 Apr 82

\* DoDD 5200.1: DoD Information Security Program, 7 Jun 82

DoDD 5535.4: Copyrighted Sound and Video Recordings, 31 Aug 89

DoDD 5122.10: American Forces Information Service, 13 Mar 89

DoDD 5400.4: Provision of Information to Congress, 30 Jan 78

DoDI 5120.4: DoD Newspapers and Civilian Enterprise Publications, 14 Nov 84

DA Pamphlet 360-3: Army Hometown News Program

SECNAVINST 5724.3: Instructions and Policy Concerning Fleet Home Town News Program

AF Regulation 190-1, Chapter 10: US Air Force Hometown News Program

**1-3. Applicability:** This Directive applies to all personnel of all organizational elements of DeCA. Primary applicability focuses on senior staff at all levels, managers, supervisors, and public affairs staff.

a. It supersedes/rescinds the following:

(1) Memo, PA, May 24, 1991, Subject: Public Affairs Program for Regions, Districts, Commissaries of the Defense Commissary Agency (DeCA) - Policy Letter 100-1.

(2) Memo, PA, March 17, 1992, Subject: Media Requests for Information - Policy Letter 100-2.

(3) Memo, PA, March 12, 1991, Subject: Submission of Media Clippings.

(4) Memo, PA, August 30, 1992, Subject: Fact Sheet – Commissary Groundbreaking/Grand Opening.

(5) Memo, PA, October 31, 1991, Subject: Forwarding of News Clippings.

(6) Memo, PA, November 25, 1991, Subject: News Clippings, Vol. 1, No. 1.

(7) Memo, PA, March 31, 1992, Subject: Input for Monthly Clipping Package.

**1-4. Supporting DeCA Missions:** Public affairs is the primary means for supporting the DeCA mission with the informed "public sentiment," which, as Abraham Lincoln observed, is essential to accomplishing any mission. The mission of Public Affairs is to advise and assist the director and other senior staff in communicating DeCA messages to DeCA people, customers, industry and the American public, and to identify and manage communication issues that impact on the capability of DeCA to conduct its peacetime resale and wartime missions. Carrying out this role is discussed in the following paragraphs.

a. Support of the Agency mission is ultimately expressed through the willingness of interested parties to provide the necessary resources for accomplishing DeCA's missions.

b. DeCA's primary mission is to deliver a top quality non-pay compensation benefit to America's military men and women and their families. Through the commissary resale system, military shoppers save an average 25 percent on their grocery purchases.

c. The public and groups with an interest in the commissary benefit must understand basic DeCA missions and requirements in order to make sound decisions about granting or withholding support. Decisions based on wrong information or misunderstanding could lead to serious consequences and result in a decreased benefit for America's military men and women and their families.

d. DeCA has a fundamental responsibility to provide the public the complete, accurate, and timely information they need to understand issues and reach sound decisions.

e. Public affairs is a command responsibility and supports directors, commanders and senior staff at all levels throughout the Agency. The PAO advises and counsels the director and staff on public affairs factors affecting mission accomplishment. Such advice and counsel are useful only to the extent they derive from thorough knowledge of the Agency's missions and priorities, public attitudes toward DeCA issues, and the Agency's communications needs.

f. One of the most important factors public affairs counsel brings to a commander's or director's decision making process is judgement, representing the perspectives of both the Agency and the public. If the PAO's judgement is to influence decisions, he or she must establish credentials as a solid specialist in public affairs.

g. Public affairs counsel is most effective when it is preventive, not remedial; active, not reactive; it must be considered early in the planning and decision process. Public affairs programs cannot be counted on to mitigate the consequences of poor judgement or bad decisions. Sound decisions will seldom emerge without full consideration of their public affairs implications. Communicating clearly about complex Agency and defense issues is, itself, complex. Competition for the attention of groups and publics interested in Agency activities is intense. Simply sending information to a public does not ensure it will be received, or, if it is, that public will be prepared to understand and reach sound decisions based upon it. DeCA's responsibilities go beyond simply passing information. Often those responsibilities include educating people.

h. Successful public affairs programs capture attention and inform about complex issues in a quick and understandable, way. Further, successful programs observe communications discipline. The Agency cannot communicate all information on all issues to all people. Rather, DeCA must communicate for effect. Understanding of, and support for, DeCA's missions is the goal.

i. Because communication channels to our target publics, especially DeCA customers, are saturated, and because the Agency has very limited PA resources, DeCA must budget its communications judiciously for best effect. Communications overload is counterproductive; important messages become lost among the routine, diminishing their impact. Likewise, public affairs programs undertaken without a specific communications objective are counterproductive. They add to the communications overload and divert valuable energy and resources away from communications which directly support DeCA missions. DeCA should not seek publicity for publicity's sake. Net effects should always be the focus of any DeCA communication effort.

**1-5. DeCA Public Affairs Programs:** DeCA is responsible for communicating with two general publics, external and internal. Public affairs activities traditionally fall into three categories: community relations, internal information, and media relations. Within DeCA, the community relations function is best described as a "patron awareness and installation relations" function. DeCA also has a historian function and a visual/electronic communication function within its public affairs operations.

a. Normally, the purpose for communicating with the external public is either active, seeking informed public support for a DeCA mission or requirement; or reactive, providing some specifically requested information or support.

b. The purpose for communicating with the internal public is the same as with the external, with the additional purpose of developing the morale and motivation usually reflected in a well-informed knowledgeable force. A well-informed internal public is often the most credible and effective channel for reaching the larger external public.

c. Community relations programs focus on communicating directly with the people of the armed services, especially at the local and regional levels. These programs provide influential opinion leaders, decision-makers, and customers at large, opportunities to talk directly to DeCA people and observe DeCA operations first hand. Effective community relations programs are important within DeCA because people form stronger opinions on issues when they have direct knowledge of the issues. Opinions formed through the two-way interactions afforded by community relations programs will normally prevail over more indirect, one-way influences, such as the news media.

d. Internal information programs provide DeCA leadership access to, and feedback from, DeCA people military and civilian. These programs are the primary channels for informing the internal public about issues affecting the Agency, their lives and their careers. These channels also provide means of

identifying issues of concern to the internal public. There is no more vital role for internal information than recognizing DeCA people for their noteworthy achievements:

(1) Effective internal communications alone will not ensure high morale and motivation within the Agency, but without it morale and motivation will be diminished.

(2) The value of internal information programs for reaching the external public cannot be overemphasized. No public support is more vital to DeCA, if it is to accomplish its missions, than the support of DeCA people. There is no other more credible or authoritative messenger for informing and educating the external public and customers about the Agency than a well-informed DeCA member.

(3) An effective crossfeed of information between Agency managers is critical in having an Agency that speaks with one voice and can communicate current issues with clarity and purpose. Video Teleconference technology offers excellent potential for shrinking the world for Agency managers and providing a regular opportunity to address internal information concerns without incurring expensive point-to-point travel. The Office of Public Affairs serves as the facilitator for the DeCA Video Teleconference program. Each HQ Staff Director and each Region Director is responsible for ensuring the information needed to conduct an effective video teleconference is provided to the facilitator within required deadlines and following established criteria for information presentation. Those who are unable to meet the required deadlines will be responsible for faxing or Federal Expressing their charts to the Regions prior to the teleconference.

e. Media relations programs emphasize communicating with the public as a mass audience, substituting broader and more immediate one-way coverage for the two-way directness and credibility of community relations and internal information. The news media are extremely effective in creating awareness of issues and generating interest in them; they are less effective in directly molding public opinions on those issues. Consequently, the news media exert a powerful influence over the public agenda, largely determining what people think about, but not necessarily what they think. Because the news media must be selective in their coverage, and often assume the role of skeptical observer or adversary, they may filter information in ways which can cause imbalance or inaccuracies. Nevertheless, DeCA media relations programs must be open, honest and responsive.

f. The DeCA History program helps preserve the corporate memory of the Agency, and serves as the focal point for information regarding the history and heritage of DeCA's mission and organization. Awareness of a long-standing mission, successfully fulfilled over a long period of time, has long been recognized as a source of pride and a means of encouraging personnel to maintain their unit's honorable reputation.

g. While these general categories account for most DeCA public affairs activities, they do not necessarily dictate an organization for public affairs staffs along the same categorical lines. These categories represent only functional channels; they are not independent programs. Instead, DeCA Public Affairs must organize in a way to coordinate these channels and concentrate capabilities for a synergistic effect. Installation/community relations, internal information, media relations, and history programs must focus complementary messages on the same issues at the same time in the most effective mix.

**1-6. Planning and Conducting Public Affairs Programs:** Ultimately, the foundation of every successful public affairs program is planning. Planning ensures DeCA missions are supported with coherent and measured programs which achieve communications objectives. Without planning, public affairs support may be random, imprecise, and of little value.

a. When planning for public affairs programs, make sure they are conducted within the bounds established by law on government public affairs activities. It is in this regard DeCA Public Affairs differs most markedly from civilian public relations.

b. Early legislation restricting government public affairs activities appeared in the Gillette amendment to the Deficiency Appropriation Act of 1913, specifically forbidding the spending of appropriated funds to hire "publicity experts" without the expressed approval of the Congress. Later legislation further defined these restrictions to prohibit the use of appropriated funds for "publicity or propaganda purposes" designed to influence the direction of legislation pending before the Congress, with the exception of presentations made directly to the Congress. Still other legislation prohibited the use of the free mail frank by any executive department for mailing material without a request.

c. While these congressionally imposed restrictions on governmental public affairs activities have been variously interpreted and compliance throughout government has been inconsistent, DeCA programs must conform to both their letter and their spirit.

d. Within this context, DeCA vigorously discharges its legitimate public affairs responsibility to inform and educate various publics on issues surrounding DeCA missions and requirements. This goes beyond responding to inquiries from the public and news media. DeCA actively states its positions on DeCA issues and engages in the dialogue on those issues.

e. Under no circumstances will disinformation activities, or activities intended to misinform or deny releasable information to the American public, be condoned. Such actions, in the context of public affairs, are inconsistent with the values of our nation and will not be practiced. The Department of Defense Principles of Information will be strictly observed (see Paragraph 1-8).

**1-7. Public Affairs Relationships Between Levels of Command:** As a command function existing at both Headquarters and Region levels, public affairs is a key infrastructure component throughout DeCA. This infrastructure must function as an efficient communications network, addressing the same issues externally, in coordination, at the national, regional, and local levels, and internally. Only when public affairs speaks with one voice at all levels can the communications needs of DeCA be best served.

**1-8. Department of Defense Principles of Information:** The Department of Defense (DOD) Principles of Information must be understood and practiced by all DeCA personnel. The ultimate goal of the principles is an open government, with communications flowing freely between the Department of Defense and the American public it serves. The principles state:

a. "It is the policy of the Department of Defense to make available timely and accurate information to the public, Congress, and members representing the press, radio and television so they may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens will be answered responsively and as rapidly as possible. In carrying out this policy, the following Principles of Information will apply:

(1) "Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act will be supported 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 dependents."

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

(4) "Information will only be withheld when disclosure would adversely affect national 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 may require detailed public affairs 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 has no place in Department of Defense public affairs programs."

b. "The Assistant Secretary of Defense (Public Affairs) (OASD/PA) has the primary responsibility for carrying out this commitment."

**1-9. DeCA Public Affairs Evolution:** DeCA Public Affairs had its roots with the previous commissary systems of the Military Services. Both the Air Force Commissary Service and the U.S. Army Troop Support Agency had fully functioning public affairs offices at the headquarters level. The Navy had a marketing communication function at the Naval Resale and Services Support Office headquarters. The Marine Corps did not have a commissary-specific public affairs function. During the consolidation phase of the commissary systems in 1990, it was determined that a fully functional public affairs office at the headquarters would be established with individual public affairs officers established at the regional level. These offices were activated October 1, 1991.

**1-10. Public Affairs Program Objectives:** To attain primary public affairs objectives, the DeCA Public Affairs Program is subdivided into the major functions of internal information, media relations, installation/community relations and history. In addition, plans and resources management, and security and policy review activities strongly affect public affairs functions. Although these functions are common to every level of public affairs organization, their degree of implementation depends on the needs of the supported command.

a. The internal information program is designed to:

(1) Keep DeCA people informed about DeCA missions, and about DeCA, DOD, and national policy decisions, and any issues that relate to them either directly or indirectly.

(2) Stress the importance of individuals as the primary instruments of the Agency's ability to successfully deliver a quality benefit and to emphasize their responsibilities as DeCA members.

b. The media relations program involves collecting, analyzing, and disseminating to the public and news media unclassified, releasable information about DeCA and its activities. Media relations should:

(1) Make the complete DeCA record available within the restrictions of security.

(2) Report the Agency's use of its people, material, and money to the American people.

c. The installation/community relations program involves planning, conducting, and evaluating programs and actions that integrate DeCA people into installation life. An effective program creates mutual acceptance, respect, appreciation, and cooperation between the commissary and the installation community by:

(1) Maintaining effective two-way communication.

(2) Informing members of the community about the DeCA mission and the contributions of DeCA to the community.

(3) By providing the best possible non-pay compensation benefit and directly improving installation quality of life programs, DeCA assists with DoD recruiting and retention programs.

d. Standard management responsibilities of HQ DeCA director of public affairs, public affairs supervisors and staff, and region PAOs include effective management of resources.

(1) Assisting in prudent use of resources.



(2) Analyzing factors that affect the public affairs function at all levels, identifying trends, and developing and evaluating courses of action that assure proper and maximum use of public affairs resources.

(3) Monitoring professional career development.

(4) Developing, conducting, and evaluating special public affairs projects.

e. The security and policy review function makes sure that information proposed for release through any medium meets the standards and policies for safeguarding national security matters and agrees with established departmental and U.S. Government policies and programs. The review function:

(1) Protects DeCA members from inadvertently violating security or policy requirements in official and unofficial releases.

(2) Delegates clearance authority to the lowest echelon competent to evaluate content and implication of the information proposed for release.

(3) Certifies releasability of information.

**Section B - Responsibilities for the DeCA Public Affairs Program:**

**1-11. HQ DeCA Office of Public Affairs:** The office is part of the Headquarters DeCA staff operation, directly supporting command group communication objectives. The office serves as a consultant to other staff offices and directorates, regions, districts and stores on communications and public affairs policy issues.

a. The HQ DeCA Public Affairs Office manages the specialized Agency-wide communication products, such as the newsmagazine, the Agency Public Affairs video program, liaison with DoD and Military Service Public Affairs Offices and all other functions associated with overall Agency Public Affairs communication objectives.

**1-12. DeCA Regional Public Affairs Officers:** The PAO works for the commander/director:

a. The PAO at the region level is a member of the commander/director's personal staff. This provides direct access to the commander - - a necessity if the PAO is to carry out assigned duties successfully.

b. As a staff member, the PAO advises the commander and other staff officers on matters related to public affairs. This requires a broad knowledge of DeCA operations and the ability to foresee the impact that proposed command and staff actions will have on internal and external publics. It is essential that PAOs be apprised of plans and operations from their inception.

c. The PAO, or qualified representative, must be available 24 hours a day.

d. PAOs at all levels are authorized to communicate directly with each other, and with other military organizations at any level for coordination or mutual assistance. If priority direct communication out of normal PA channels is required, PAOs should make sure HQ DeCA Public Affairs is briefed promptly after the fact. Direct communication must not interfere with the responsibility and authority of concerned commanders.

e. HQ DeCA should host regional PAOs at least yearly to conduct training sessions on public affairs techniques, and discuss and coordinate issues and programs.

**1-13. Commissary Officers:** Commissary Officers and their staffs are the primary point people for working with our customers, much of our installation level news and public affairs internal media and many elements of industry. As such, they must ensure they are knowledgeable about DeCA policies and programs, and what the Agency's policies are regarding customer service. Commissary officers are responsible for actively communicating with their local patron base, ensuring DeCA information products and messages get wide dissemination among patron groups at the local level and in ensuring DeCA internal information products get the widest possible dissemination among the DeCA work force. The commissary officer and his or her senior staff are among the most credible spokespeople of this Agency.

**1-14. Region Directors and Commanders and HQ Senior Staff:** DeCA's mission is both complex and unique within the Department of Defense. Commanders, directors and senior staff face increasing challenges in explaining the nature and importance of the commissary benefit to the many groups interested in the commissary mission. Effective communication has a direct impact on mission effectiveness, morale, and retention, and it also makes DeCA people better informed of the Agency in their day-to-day contacts with the public and customers. Externally, DeCA's senior staff needs to be at the forefront in accurately explaining the Agency's role in the national defense, and the resources needed by DeCA to fulfill that role.

a. Region directors and commanders have a responsibility to either have a full time, professional public affairs specialist on their staff or otherwise arrange for an additional duty public affairs representative who is capable of managing the diverse, complex and potentially sensitive issues encountered daily. This person should have the knowledge, experience, aptitude, and interest. Professional education and experience are highly desirable. Public affairs responsibilities often require immediate response to fast-breaking events and a wide range of communication talents and skills. Therefore, the PAO should not be given extra duties, such as protocol officer, or special event project officer, that would interfere with assigned public affairs functions.

b. The region PAO, must be a member of the region director/commander key staff since this affords the PAO complete information on incidents, issues and situations and allows the PAO to provide prompt, communication counsel.

**1-15. Responsibilities of DeCA active duty members and civilian employees:** Each DeCA member or employee (military or civilian) has a personal responsibility for the success of the DeCA Public Affairs Program. Because they are representatives of the service in both official and unofficial contact with the public, such personnel have many opportunities to contribute to positive public opinions toward DeCA. Therefore, each person must strive to make sure these contacts show the highest standards of moral, social, and professional ethics.

a. Specifically, each DeCA member or employee is responsible for obtaining the necessary review and clearance (starting with the region public affairs office) before releasing any proposed written or spoken statement, or taking any action that involves a substantive DeCA issue. Members and employees are also responsible for making sure the information, whether official or unofficial, is appropriate for release according to classification requirements in DOD 5200.1R. Obviously, information of a strictly local slant, such as sales events in a store or routine human-interest material about DeCA employees pertinent to a local audience, is not subject to stringent review requirements.

b. Active duty personnel and civilian employees must not:

(1) Use their DeCA association, official title or position, to promote, endorse, or benefit any profit-making group or agency. This includes appearing in, or preparing statements for inclusion in, advertisements designed for use by electronic or print media.

NOTE: This does not prohibit DeCA members from assuming character or modeling roles in commercial advertisements during their non-duty hours; they may not, however, allow their DeCA or active duty titles or

positions to be affixed to the advertisement in any manner, or imply DeCA endorsement of the product or service being promoted.

(2) Make any commitment to provide official DeCA information to any non-DOD member or agency, including news media, prior to obtaining approval through the HQ or region (if appropriate) public affairs office.

### **Section C - Administrative Practices:**

**1-16. Office Management:** The PAO must understand and apply sound management practices. Orderly administrative procedures are the blueprint for successfully meeting public affairs responsibilities. Analyzing and evaluating performance indicate how office productivity is measured and monitored.

a. Materials produced by Headquarters and Region public affairs offices will be furnished to the HQ DeCA Library and retained as a reference for other HQ and Agency staff offices. These materials include Vision, Commanders Quarterly, region newsletters, speeches delivered by the Director and Deputy Director, fact sheets and key biographies. All materials, except speeches, should contain a reference number and date of publication. Speeches should have a cover sheet which lists the speaker, event, location and date of event.

b. HQ DeCA/PA and region public affairs officers, in addition to required internal management control assessments, should conduct periodic self-inspections. An all purpose checklist that is useful in conducting such self-inspections is contained at Appendix A - All Purpose Checklists.

**1-17. Suggested Equipment for the Public Affairs Office:** There are several items of equipment that add to the public affairs office's professional output. These include the following audiovisual, communication, and reproduction devices:

- \* 35mm slide projector
- \* 35mm slide containers
- \* Television receiver
- \* Video Cassette Recorder/Player
- \* Still camera and photo equipment
- \* Video Recording Camera in VHS Format
- \*\* A Hi 8mm unit may be substituted/discuss with DeCA/PAE
- \* Calculator
- \* Tape cassette recorder
- \* Telephone answering or recording unit

Public affairs offices must establish accounting and control procedures to prevent fraudulent, wasteful, and abusive use of cameras and film resources.

**1-18. Public Affairs Reports:** Data included in public affairs reports help make problem areas and efforts to resolve them visible to public affairs program managers at all levels. Nevertheless, the benefits of reports must be carefully weighed against the cost of preparing and effectively using reported data. In all cases, approval for a report must be coordinated with HQ DECA/PA. Reports required by this regulation are listed in appropriate functional chapters.

### **Section D - Professional Training, Education and Development:**

**1-19. Training and Education Programs:** The public affairs career field offers many opportunities for professional development. Comprehensive training and education programs enhance public affairs skills at beginning, intermediate, and advanced stages. DeCA Public Affairs professionals should avail themselves of

training opportunities throughout the Defense Information School (DINFOS), extension courses, specialized civilian training, and other avenues. Career and professional development should be a top goal of DeCA Public Affairs personnel.

**1-20. Memberships Available to Public Affairs People:** Through professional associations, public affairs people have a valuable opportunity to enhance their career development, to further education, and to stay current with the latest advancements in the field. Among the many options for personal affiliation with associations are:

a. National Association of Government Communicators (NAGC) is a professional association of government employees, retired persons, and students. NAGC advances communications as an essential professional resource. It is at every level of national, state, and local government. The group disseminates information; encourages professional development, public awareness, and exchange of ideas and experiences; and improves internal communication. NAGC maintains a placement service and sponsors the annual "Blue Pencil" (print media) and "Gold Screen" (audiovisual media) contests.

b. International Association of Business Communicators is dedicated to improving the effectiveness of internal and external communication of businesses, organizations, and institutions. The organization provides its members with a monthly report on new ideas, people, issues, and other information designed to help the corporate and organizational communicator to do a more effective job. The quarterly Journal of Organizational Communication is devoted to concepts, case studies, trends, and philosophy. The organization offers an accreditation program, has an annual conference, and sponsors seminars at locations throughout North America, as well as in the United Kingdom. Membership is open to persons in communications and related fields.

c. Public Relations Society of America (PRSA) was founded in 1948 and is a professional society of public relations practitioners in business and industry; counseling firms; trade and professional groups; and government, education, health, and welfare organizations. The society offers professional development programs; maintains executive referral service and a Research Information Center, and publishes the monthly Public Relations Journal and the PRSA National Newsletter. PRSA conducts a voluntary accreditation program that gives members a chance to take written and oral examinations to demonstrate their knowledge and competence in the practice of public relations. On successful completion, members may use "PRSA Accredited" or "APR" (accredited public relations) in business contacts. Members accept the PRSA Code of Professional Standards for the Practice of Public Relations. PRSA presents annual Silver Anvil Awards for excellence in public relations programs.

d. The Society of Professional Journalists, Sigma Delta Chi holds an annual Mark of Excellence Contest for college journalists to present the annual Wells Memorial Key, Distinguished Teaching in Journalism Award, Distinguished Service Awards in Journalism, First Amendment Award, and Outstanding Graduate Citations. In addition to The Quill, a monthly publication for members, the society also publishes and distributes educational materials for journalists, students, and the general public. A Freedom of Information (FOI) Committee is actively involved in First Amendment cases across the nation, and a society sponsored attorney provides cost-free legal assistance to journalists on FOI matters. Membership in the society is open to practicing journalists and college students working toward journalism degrees. Military public affairs people do not qualify unless they joined as college students and have retained an active membership.

e. The National Press Womens' Association holds an annual print and electronic media, advertising and public relations competition with a wide range of categories available for entry. Active membership in the association is open to professional communicators actively engaged in any aspect of communication for remuneration. Qualified applicants must apply for dual membership in the National Federation of Press Women (the corporate name) and an affiliate, except for those applying for international membership-at-large. Students enrolled in a college or university communications program, including but

not limited to advertising, print/broadcast/teletext/technical or other specialized communications, photojournalism, or public relations are eligible for student memberships.

**1-21. Public Affairs-Oriented Publications:** As part of each PAOs professional development, he or she should read and maintain a library of public relations-oriented publications. Selective reading can increase both depth and breadth of knowledge, fill in knowledge gaps, and keep the PAO abreast of recent developments in communication science and techniques. An active program of professional reading will make the PAO smarter than personal experiences alone.

**Figure 1-1. Standard Public Affairs Office Reference Material**

- \* Public Affairs Staff Directories of the DoD and Military Services
- \* Speech Reference Material
- \* DeCA Fact Sheet Series
- \* DoD Public Affairs Directives and Instructions
- \* DeCA Directive 100-1
- \* DeCA Reading Files
- \* Weekly Activity Reports
- \* Region Newsletters
- \* Gebbies or Ayers Media Directories
- \* DeCA Senior Staff Biographies
- \* Subjects of Special Interest
- \* The Associated Press Stylebook and Libel Manual
- \* Administrative directives, instructions and policy letters
- \* Minutes or records of staff meetings and conferences attended
- \* Photo, feature, and news morgue
- \* Public releases issued or distributed:
  - Photographs and cutlines or captions - Answers to queries
  - Newspaper releases
  - Radio and television releases - Magazine releases
  - Hometown news releases
- \* Reports: regular, interim, or one-time
- \* Schedule of significant events
- \* Speakers Bureau requests, appearances, and reports
- \* Convenience and Record Files
- \* ALFOODACT Messages
- \* Notices to the Trade
- \* Serious Incident Reports

## Chapter 2

### Public Affairs Resources

#### Section A - Definitions and Philosophy

**2-1. Resource Management Defined:** This chapter discusses some nonpublic aspects of a PAO's work: manpower management, budget, and supply. These are the PAO's resources. This chapter covers resource management in the following ways: lists major resource management guidance areas, discusses such special projects as management actions, and states the value of long-range forecasting. It also describes staff assistance visits and public affairs conferences. In addition to handling all other public affairs obligations properly, a successful PAO must plan and program the effective use of public affairs resources. The DeCA HQ and region public affairs offices receive a given amount of money and personnel to achieve their goals. Judicious management of both will aid in completing the job.

**2-2. Understanding the System:** To make decisions from a basis of knowledge, PAOs must understand the DeCA mission. Concerning public affairs resources, they must know how much they are going to have to work with and why. This information is available to the PAO through:

- a. This directive.
- b. DeCA manpower directives and instructions.
- c. Personnel directives.
- d. Funding documents.
- e. OASD/PA directives and instructions.
- f. Nonpublic affairs directives and regulations. Commanders may put instructions or guidance in directives for other functional areas that affect public affairs. Therefore, annexes to operational plans and references to public affairs in other regulations have a direct effect on the responsibilities of the PAO.
- g. Public Affairs Guidance Letters. These guidance letters are distributed by the Director of Public Affairs when a requirement exists to provide procedures or guidelines to PAOs. Copies must be maintained on file, and all public affairs personnel are responsible for being aware of and complying with guidance the letters outline.

**2-3. Maintaining Support for the PA Program:** For a successful public affairs program, PAOs need to get support from both military and private sectors.

- a. At region level, the PAO must show other functional area managers the morale and productivity benefits that accrue if the PAO receives their support. At headquarters level, the PAO must convince planners of the importance of public affairs in order to acquire the necessary financial support and manpower authorizations.
- b. DeCA cannot completely fulfill its role in supporting DoD requirements unless its mission and positions are understood by the many publics interested in the Agency. Consequently, the PAO must conduct an active program of informing these publics to retain its vital support.

**2-4. Long Range Planning:** A basic part of the public affairs function is planning. DeCA/PA should develop long-range plans in two areas. First, public affairs staff should prepare strategic plans that set the

objectives, strategies, and tactics to be used in communicating with key audiences. In addition, public affairs staffs should plan the long-term management of their resources.

a. Strategic Communication Planning. DeCA/PA should regularly prepare plans that outline how it will integrate internal information, media relations, and community relations capabilities to communicate important messages to key audiences. Strategic communication planning involves approaching a particular issue in the context of an overall objective or strategy. With the participation of their support staffs, PAOs should take a long-term look at their programs, determine what they want to accomplish (objectives), decide general actions they should take (strategies) and outline specific actions (tactics) to achieve their goals:

(1) The first step in strategic communication planning is defining the communications requirements facing the Agency over a specific period of time (for instance, a year to 18 months). The PAO must determine, from the director or commander's perspective, the most important issues people in the unit and target publics should the surrounding community should be aware of.

(2) Having determined the commander's most important issues, the next step is to study the communications environment. This review will provide a situation analysis that will direct the staff's thinking. The PAO needs information on at least five dimensions:

- (a) Internal and public audiences' awareness of the issue.
- (b) Government actions - - local, state, and federal - - that impact on the issue.
- (c) How the media has reported the issue.
- (d) What DeCA senior leaders at the headquarters and the region have been saying about the issue.

(3) The third step is to define objectives. These are statements of what the PAO wants people in the key audiences to do as a result of receiving information on an issue. In some cases, the goal of communication will be to create awareness. In other situations, the PAO may want to establish support for the DeCA position. The PAO must decide in advance what the commander wants the end result to be. For example, objectives may be to:

- (a) Gain informed public support for the benefit.
- (b) Explain DeCA is a wise steward of taxpayers' dollars.

(4) Next the PAO must decide on strategies, or general statements of how to achieve the objectives. Strategies state, for instance, which types of community relations events, media relations efforts, and internal communications channels will be used. PA capabilities and resources factor heavily into this step.

(5) After developing strategies, the PAO sets tactics. These are specific actions that will be taken to achieve the objectives. For each tactic, the PAO should list the information outlined below. A summary of tactics in this format may be presented to the commander and will indicate the thought that went into the recommendations:

- (a) Action. A precise statement of what will be done.
- (b) Audiences. Segmented groups with whom to communicate.



(c) Messages. A list of what each audience should learn as a result of the action to be taken.

(d) Channels of communication. The internal and public methods, media and interpersonal, that will be used to transmit the messages.

(e) Responsibilities. What the public affairs staff will do as well as the necessary contribution from agencies outside public affairs.

(f) Resources. A listing of necessary funds, facilities, people available.

(g) Expected results.

(h) Evaluation. The methods that will be used to determine actual effectiveness.

b. Resource Management Planning. In addition to planning communications efforts, public affairs staffs should also set long term objectives for managing their resources. While this process is most appropriate at DeCA headquarters, PAOs at region levels also should plan how to effectively manage their resources.

(1) As with strategic communication planning, resource management planning begins with an analysis of the situation. In this case, the PAO should determine the factors likely to affect future operations. Among the factors that should be considered are:

(a) Manpower. Likelihood of additions to, or cuts in the number of authorized manpower slots.

(b) Training. Civilian and military courses that will be required, and the timing of these courses.

(c) Funding. Trends in the annual public affairs budget.

(d) Equipment. Advances in office equipment as well as technology for communicating with other offices, public affairs staffs and the Agency's key audiences.

(e) Communications techniques. Evolving strategies for communicating with internal and public groups.

(f) Research. Methods of determining how much audiences know about DeCA issues and how successful communications with these audiences are.

(g) Evaluation. Methods of determining the effectiveness with which the public affairs staff manages its resources.

## **Section B - Staff Assistance Program and Workshops**

**2-5. Why a Staff Assistance Program is Beneficial:** Staff assistance visits to DeCA regions evaluate public affairs effectiveness. This concept is implemented as needed. Specific problems may require HQ visits to field public affairs offices, or regions may request onsite public affairs help and evaluation. Benefits of such a program include:

a. Professional development.

b. Visible proof of command support of field public affairs offices.

- c. Crossfeed of data about specific programs.
- d. Increased understanding of the high payoff of public affairs efforts.
- e. Reduction of program areas with limited effectiveness.
- f. Early identification of problems.
- g. Increased understanding of public affairs personnel needs.

**2-6. Visit Frequency:** Travel policy, funding, and personnel availability will determine how often staff visits should occur. A general goal is not less than once a year. Locations that have recurring problems may require more frequent visits. General rules to follow include:

- a. Prepare visit schedules each year. This serves as an outline for budgeting and permits personnel involved in the program to plan their schedules in advance.
- b. Including visits to stores in the area in order to maximize effectiveness. Visits to other DoD PA offices are also advisable. The HQ DeCA Director of Public Affairs, or designee, should seek opportunities to address or participate in the Military Services annual, worldwide public affairs officers conferences and workshops. This provides an excellent opportunity to inform public affairs peers of commissary issues and to solicit support for commissary messages within the internal media managed by the Military Services.

**2-7. Justification for Holding a DeCA/PA Workshop:** Each public affairs workshop should be constructed around a suitable and significant theme. Calling busy people to attend a meeting without a firm, clear purpose is counterproductive and wastes money. Yet, a workshop that relates to real public affairs problems, solutions, and state-of-the-art advances can produce both tangible and intangible benefits for participants. Organize each workshop as a forum in which conferees are both participants and students.

- a. Who should attend a workshop depends on its purpose. At a minimum, region PAOs and HQ DeCA Public Affairs staff members. Depending on the information and training value, special participants may be asked or invited to attend.
- b. Workshops will be typically held in the general location of HQ DeCA, thereby minimizing TDY costs and affording attendees access to other HQ DeCA staff expertise. The headquarters location also provides ample supplies, equipment, meeting locations, food service, graphic and audiovisual capability and photocopiers.
- c. Analyze results of the workshop. What was achieved? What could be done to make future workshops more productive? What information points were left unanswered at the end of the workshop? When will they be answered? By whom? How will the information reach attendees after the workshop has adjourned?

## Chapter 3

### INTERNAL INFORMATION PROGRAMS

#### Section A - General

**3-1. Purpose and Concept.** Internal information activities vary with each level of the Agency and each operating location. In all cases, however - -

a. The objective of DeCA's internal information program is to provide timely, accurate, truthful two-way communication between directors/commanders and the Agency's internal audience.

b. Through the internal information program, directors/ commanders show their commitment to the accomplishment of the Agency's mission and welfare of subordinates.

c. The internal information program is aimed at a variety of internal audiences. Among them are DeCA civilian employees, military members and their families.

d. Two important principles of the internal information program are:

(1) A well-informed internal audience performs better, has higher morale, and is more satisfied with the Agency as a whole, than an audience not well informed.

(2) Developing a well-informed internal audience is an effective way to tell the DeCA story to external audiences.

e. The director/commander is ultimately responsible for the program, but the PAO carries it out in accordance with directives and instructions established by OASD/PA.

**3-2. Objectives.** The DeCA internal information program seeks to:

a. Help the director/commander, and other senior leadership, in their communication functions and responsibilities.

b. Develop among DeCA personnel and their families a greater awareness of DeCA's role in the United States' defense and of the individual's role in DeCA.

c. Give DeCA people and their families accurate information about DeCA policies, programs and other issues affecting their morale, safety and effectiveness.

d. Promote good citizenship and build pride in DeCA personnel serving in foreign locations.

e. Credit DeCA people for outstanding accomplishments.

f. Support official fund raising activities.

g. Foster DeCA equal employment opportunity and human relations goals.

h. Inform DeCA people about defense and Agency matters so that they in turn can correctly inform the public and the installation community when commissary policy and its overall relationship to defense issues arise.

**3-3. Program Policies.**

- a. Internal information is a management responsibility at all levels.
- b. The public affairs officer provides advice and staff support to carry out the internal information program. Public affairs officers must ensure the internal information program reflects the director's/commander's views.
- c. Information presented to members of the Agency should be accurate, factual, balanced, objective and timely.
- d. Information should be presented in such a way that no individual or unit has the perception of being the object of ridicule, exclusion or discrimination.
- e. The internal information program will not be used to produce or disseminate propaganda.
- f. It is DeCA policy that there shall be a free flow of information.
- g. Political campaign news, editorials, advertising, cartoons, surveys, straw votes, opinion polls, or information considered partisan in nature will not be published.
- h. Material from non-DeCA sources should not be used unless the information is pertinent and relevant to the Agency. Information is pertinent to the agency when it has a significant impact on the Agency's mission or personnel. It is relevant if it is connected to the mission or personnel.
- i. Commercial information products may be used if all fees have been paid, copyright conditions have been met, and the provisions of section 3-14 have been applied.
- j. Publicity of games of chance has specific constraints as provided in section 3-16.
- k. DeCA newspapers and newsletters will credit sources of all material, other than local, internal sources. This includes, but is not limited to, Air Force, Army and Navy news services; American Forces Information Service; military command news services; and other DOD news sources.
- l. Commercial enterprise (CE) newspaper contracts will contain a provision prohibiting exclusive advertising agreements.
- m. Internal information commercial enterprise newspapers may be sent through the mail with official postage only as provided in section 3-36.
- n. No private non-governmental organization or association will be favored over another in internal information products.

**3-4. Responsibilities.** Directors/commanders at Agency and region levels are responsible for internal information within their units. The role of public affairs personnel and others is to assist.

- a. HQ DeCA responsibilities
  - (1) At HQ DeCA level, the Director of Public Affairs is the functional manager of the internal information program, which in turn is carried out by both the print and electronic communications functions within the Office of Public Affairs.
  - (2) The Office of Public Affairs is responsible for:

- (a) Maintaining liaison with OASD/PA for DoD-produced materials relating to AFIS and AFRTS, as well as other information products such as Defense Magazine and Defense Issues.
- (b) Providing policy, direction and management of Vision, DeCA's authorized newspaper.
- (c) Providing policy and management oversight of the DeCA region newsletter program and other internal communication media used to communicate internal information objectives to the DeCA workforce at the region and field operating location levels.
- (d) Providing policy and direction of any DeCA Director's Call programs, within the headquarters.
- (e) Distributing information about policies, decisions, and actions of DeCA to commanders, senior leaders, and key civilian and elected officials.
- (f) Providing guidance to directors/commanders and region PAOs on other subjects of interest to DeCA members, their families, and related audiences.
- (g) Determining the need for new internal information media and materials.
- (h) Providing or producing products in support of DeCA internal information or individual Military Service communication products.
- (i) Assessing effectiveness of print products (via surveys, unit visits, etc.).

b. Region responsibilities

(1) Region PAOs maintain an internal information function to assist the director/commander and meet specific information needs of the region. They supplement and support HQ DeCA internal information media and materials with region media, materials and programs to ensure specialized internal communication. They also ensure their region's program supports overall DeCA internal information objectives.

(2) Region directors/commanders, through their region PAOs, are responsible for ensuring commissary officers and others at the operating location level execute their communication responsibilities, as outlined in this directive.

(3) Region PAOs submit regular editorial material and photographs to Vision or other print products as requested.

c. District, Commissary, Central Distribution Center Responsibilities

(1) The senior manager at each location has many internal communication program responsibilities. These include:

(a) Ensuring employees promptly receive copies of DeCA internal information products such as Vision, "DeCA Today," newsletters, and other specially designed communications.

(b) Conducting orientations to DeCA, its mission and role as a DOD benefit for new DeCA employees and their families. It is recommended that commissary officers set up quarterly orientation days where new employees and their families can visit the store or region, receive a presentation on the Agency's mission and heritage and, ideally, get an informative walk through the commissary operating

environment. This would serve to build greater identification with the Agency's goals and operating philosophies.

(c) At the commissary level, at least quarterly, conduct installation commissary council meetings. The councils should be comprised of the commissary officer, a recording secretary, the installation commander and senior enlisted adviser, representatives from retiree groups, spouse groups, junior enlisted and officers, and others who might make a valuable contribution to feedback about the commissary's programs and policies. Commissary officers will report these meetings through their region PAO to HQ DeCA/PA. (see chapter 5 for additional details)

(d) Establishing a bulletin board(s) or other display area(s) that showcases information, recognition, and achievements.

(e) Providing information routinely to the installation public affairs office about store or region activities, achievements, sales, special events, or any material that may be of interest to the installation community. The senior manager is responsible for knowing the local PAO's deadlines for any newspaper, newsletter, magazine, or video, radio or television program produced for the installation community. This will ensure the DeCA field operating location has the best advantage in getting its messages to customers and employees.

(f) Provide information routinely to region PAOs or DeCA/PA that may be of interest to other DeCA employees for use in Vision and other print products.

## **Section B Funded and Commercial Enterprise Publications**

**3-5. Purpose.** This section implements DoD Instruction 5120.4 for DeCA and outlines policies and procedures for DeCA funded, CE and other internal information publications.

**3-6. Publication Provisions.** DeCA internal information publications are authorized publications which provide a free flow of information to, from, and between their internal audiences. These publications may be one of two types.

a. Commercial Enterprise (CE) Publications. CE publications contain advertising sold by the commercial publisher. The right to circulate this advertising to DeCA readers constitutes contractual consideration in lieu of money to pay production and distribution costs. Approval for such publications within the Department of Defense rests within OASD/PA. News and editorial content is furnished by the public affairs staff. CE publications become the property of the Agency upon delivery according to terms of the contract.

b. Funded Publications. Funded publications are published using appropriated funds and are typically printed under a commercial contract, under the auspices of the Government Printing Office. News and editorial content is provided by the public affairs staff. Funded publications will contain no commercial advertisements.

**3-7. DeCA Authorized Publications.** DODI 5120.4 governs DoD newspapers and commercial enterprise publications.

a. Vision Newspaper

(1) Vision is an authorized publication that supports DeCA command leadership communication requirements. Generally, it contains commander's comments, letters to the editor, news, features, editorials and commentaries, announcements, entertainment items, photography and artwork.

(2) Vision is a funded publication, approved by the American Forces Information Service, Print Plans and Policy Division.

(3) As the official newspaper of DeCA, Vision serves as a primary internal information tool of the Director of the Defense Commissary Agency.

(4) Published monthly and distributed to DeCA locations worldwide by the Print Products Division of DeCA/PA, it covers news and information of interest to DeCA employees and active duty members, including DeCA people, policies, programs, and events.

(5) Purposes: Vision serves as a source of professional information relating to all areas of commissary management and operations.

(a) To serve as an effective communication and management tool for the DeCA director keeping employees abreast of Agency developments thereby enhancing morale and productivity.

(b) To aid in developing and promoting a corporate culture for the Defense Commissary Agency while recognizing accomplishments of DeCA people and elements at all levels.

(6) Articles: Vision typically prints from six to eight articles each month, as well as smaller items on region news and updates on information of general interest to all of DeCA.

(7) Submissions: Any member of the Defense Commissary Agency may submit articles, photographs, and other materials for publication in accordance with the following procedures:

(a) Contributions of articles, letters, and photographs should be coordinated with the newspaper's editor prior to submission.

(b) News and feature articles originating in either the headquarters or the regions must be checked for factual accuracy by a subject matter expert before being submitted to DeCA/PA.

(c) Headquarters and Region Directors, Public Affairs personnel, and commissary officers are responsible for encouraging their personnel to read the newspaper and make contributions and constructive suggestions to the editor.

(d) Regional Public Affairs representatives will certify, with signature and date, that the material has been "checked for factual accuracy."

(8) Deadlines, as established by DeCA/PA, must be honored to have timely publication.

(a) Material received late will be considered for subsequent issues of Vision, as appropriate.

(9) Format for submission:

(a) Two copies.

(b) Typewritten.

(c) Double spaced.

(d) 60 characters per line (maximum).

(e) Length typically not to exceed four pages.

(10) Writing Style.

(a) Avoid cliches, technical jargon, acronyms, abbreviations. Include, at a minimum, the main elements of any story: who, what, when, where, why and how.

(b) Write to express, not to impress. Follow the ABCs of good journalism: accuracy, brevity, and clarity.

(11) photographs

(a) Glossy, b & w or color.

(b) Prefer 5" x 7" b & w, or 4 X 6 color.

(c) 35mm or larger film format is essential (no 110 size film).

(d) Polaroid photos, and disc camera photos, are usually unusable for publication.

(e) Captions are a must, stating who is in the photo (from left), where they are, what their job titles are (if DeCA employees), when the photo was taken, what is going on, and of what significance it all is (and who took the photo).

(12) Copyrights and publication.

(a) Since the newspaper is not copyrighted, articles are considered in the public domain and may be reprinted without permission.

(b) Reprinted articles should include the credit line "Reprinted from Vision Newspaper, Defense Commissary Agency."

(c) Upon publication, a copy of the reprint should be sent to: Vision, Defense Commissary Agency/Public Affairs, Bldg 11200, Ft. Lee, VA 23801-6300.

(13) Distribution

(a) Vision distribution is accomplished by means established in the DeCA/PA contract with the printer.

(b) The distribution is based on the established ratio listed in the newspaper's masthead.

(c) The Regional Public Affairs representative is responsible for ensuring each the region headquarters and each commissary within the region receives its correct allotment.

b. Region Newsletters

(1) are published by individual DeCA regions for their region internal information programs.

(2) Region newsletters may be single or multi-page publications, stapled or folded, printed on white or tinted stock, no larger than 8 1/2 x 11 inches.

(3) Newsletter content normally will consist of most or all of the items listed in subparagraph a. (4) above, on a region level.



(4) Regions are not authorized to publish commercial enterprise newspapers or magazines for their internal information program or for their customer awareness program without the written approval of HQ DeCA/PA. HQ DeCA/PA would first be required to obtain approval for such a publication from OASD/PA. If approved, all the provisions of this directive will apply.

c. Fact Sheets

(1) DeCA Fact Sheets are brief summaries of factual information on Agency programs, policies or special interest topics.

(2) They are prepared and distributed by the Print Products division of DeCA/PA.

(3) Fact sheets are updated when substantial changes in the subject matter occur. DeCA/PA will determine whether rewrites are justified.

(4) Regions are responsible for information falling within their purview. Region PAOs are responsible for ensuring information in region fact sheets is current, accurate and in adherence to DeCA policies and viewpoints.

(5) Uses

(a) Fact sheets may be used as reference material to answer questions from the general public, media representatives, or other government agencies.

(b) Fact sheets should be maintained in three-ring binders until updated or officially declared obsolete, in accordance with the most recent fact sheet index.

(c) Local reproduction of fact sheets is authorized and encouraged to support speakers, base visits, or any other way deemed appropriate.

d. Biographies

(1) Biographical information is gathered by the authority assigned to the Defense Commissary Agency under Title 10, US Code, Section 8013, to keep military and civilian service members, and the general public informed about DeCA and its leaders.

(2) Biographies are required for:

(a) DeCA Director and Deputy Director.

(b) The DeCA Chief of Staff.

(c) The Agency Senior Enlisted Adviser.

(d) Senior Executive Service (SES) civilians.

(e) All Region Directors and Commanders.

(3) Individuals required to have a biography are personally responsible for approving the material that appears in their biographies, including their personal fact sheets, and must make sure the data agrees with their official records.

(4) While formal biographies are optional for DeCA headquarters staff directors, region staff directors and commissary officers, it is recommended brief biographical sketches be maintained.

(5) The HQ DeCA Public Affairs Office prepares biographies of personnel assigned to HQ DeCA. Region PAOs prepare biographies of region directors and commanders. These offices are also responsible for ensuring the individual's official photograph is included with the biographical information that is forwarded to HQ DeCA Public Affairs.

(6) Biography Requirements. Use the biography format shown in **Figures 3-1 and 3-2**, in conjunction with the following requirements, to prepare a biography:

(a) Each person should be advised of the Privacy Act Statement (**Figure 3-3**). Public Affairs personnel should use this statement in soliciting biographical information.

(b) The initial narrative will be prepared on bond paper in a double-spaced draft, without acronyms or abbreviations, and not exceed four pages in length. The current as of date (month and year) will be typed at the bottom on page one flush, with left margin.

(c) Individuals with hard-to-pronounce names should provide phonetic spelling.

(d) List service decorations and awards (to include devices) the individual has received.

(e) Unless a complete rewrite is necessary, updating of a published biography will be accomplished by making pen and ink changes to a copy of the current biography and submitting it to the applicable office in paragraph 3-7 d (5).

(7) Photographs to accompany Biographies

(a) The official photograph should be an 8by-10inch black and white glossy print with white border and without frisket (overlaid name and social security number). Each photograph must be of high quality and in sharp focus. Avoid distracting foregrounds or backgrounds. Flags may be included, but must not detract from the main subject - - the individual.

(b) Military people will wear service dress, without hat, showing authorized ribbons worn in proper order and correct rank.

(c) In photographs for biography changes, resulting from a promotion (e.g., colonel to brigadier general), officers will wear the rank to be assumed.

(d) Male civilian employees will wear business suits.

(e) Female civilian employees will wear appropriate business clothes.

(f) Photos accompanying biographies will be updated for four primary reasons: job changes, assignment changes, promotions, and a time lapse of two years or more. Any minor changes; e. g., photograph, decorations and awards, and family data, will be accomplished during one of these updates. Due to the high costs of preparation and distribution, non-critical minor changes will not warrant preparation of a new biography.

(8) Submitting, Producing, Distributing, and Maintaining Biographies.

(a) Region PAOs will submit all biography narrative drafts, updates, and photographs within 20 days of the appointment, assignment, or promotion effective date to the HQ DeCA Office of Public Affairs for final production.

(b) These offices have the primary responsibility for producing (styling, proofing, formatting, cropping photographs, assembling, printing), distributing, and maintaining biographies.

(c) The Associated Press Stylebook and Libel Manual will be used as a guide for styling all biographies.

e. DeCA Speeches

(1) These are printed texts of speeches or statements by key DeCA leaders.

(2) DeCA/PA selects the speeches for printing and distribution based on subject timeliness, importance, and application or interest DeCA-wide.

(3) Once DeCA/PA has selected a speech for the speech series, DeCA/PA, through DeCA/IM, produces and distributes the speech DeCA-wide.

(4) Use of DeCA Speeches have three main uses: they help keep public affairs people up-to-date on DeCA policies; they can be used as written speeches for other region directors/ commanders and other speakers, and they are definitive statements of policy and can be used as research reference material.

(5) Prepared speeches, as a rule, are not distributed prior to delivery by the speaker. Speakers may deviate from proposed texts and the prepared speech may not reflect what was actually spoken to the audience.

f. Quarterly Reports to Commanders

(1) The purpose of these quarterly reports is to inform commanders of various military units and installations of news, legislation, and other events that affect their commissary operations.

(2) These reports are published at the Headquarters for worldwide distribution, and at the regions for regions-specific information.

(3) Care must be taken by the regions to not duplicate information already forwarded to the commanders by the DeCA headquarters. Rather, region quarterlies should concentrate on region-specific information and events. Information contained in a headquarters-produced quarterly report may be used if updated and localized for the particular region.

(4) Care must also be taken at the regions to not duplicate or even closely approximate titles or mastheads being used by the DeCA headquarters or by any other region. Such duplication will result in confusion for the readership, with the possible result that they will think they have already read something when they in fact have not.

g. DeCA Guide and Factbook

(1) This publication may be produced annually. (See Section C)

(2) The publication may contain an Agency telephone directory.

(3) The guide is a product of HQ DeCA/PA and may or may not be published using the commercial enterprise concept. It is published expressly for DeCA employees.

h. Items of Information for customers and employees

(1) These may be printed by commissaries using their own or installation copying and printing capability.

(2) Flyers, newsletters, or any other print communication product at the commissary level will not carry any paid advertising or promotional message sponsored by a vendor or other activity outside of DeCA.

**3-8. Responsibilities.**

a. The DeCA Office of Public Affairs will:

(1) Provide policy guidance and assistance to the Agency's funded and commercial enterprise publications, consistent with this directive and policies as provided by American Forces Information Service, Print Plans and Policy Division.

(2) Establish and manage a recognition program to reward excellence in journalism and newspaper/newsletter design and production.

(3) Review and monitor the processes related to CE publications.

(4) Organize and conduct periodic professional development sessions to assist in enhancing the Agency's internal print media program.

b. The Region PAO will:

(1) Ensure compliance with current policy.

(2) Where applicable, ensure all publication contract specifications are enforced.

(3) Assist directors/commanders in defining audiences and region roles/topics which require emphasis in internal information publications.

**3-9. Guidelines and Goals.** The primary function of DeCA internal information print products is to support directors/commanders internal information objectives. They should provide both Agency-wide and local information. They should assist the director/commander in identifying and correcting management problems, and act as tools for two-way communication. Editorial and news policies must support the director's/commander's responsibility to keep the readership informed. However, newspapers or newsletters should be only one part of a total internal information program.

a. News and feature stories on DeCA people and mission provide recognition of excellent performance and help set forth expected norms for mission accomplishment.

b. A DeCA newspaper, newsletter or video improves morale by helping to quell rumors and by keeping DeCA people accurately informed about Agency and military matters affecting their futures.

c. The newspaper, newsletter or video helps discourage DeCA people from abusing drugs or alcohol, engaging in criminal or unethical behavior, or other activities that detract from mission performance.

d. The newspaper, newsletter or video increases Agency cohesiveness and effectiveness by providing a visual representation of the Agency itself.

e. The newspaper, newsletter or video is among the director's most cost effective means of fulfilling command leadership communication requirements.

f. Provides a communication vehicle for sharing new ideas and techniques for commissary operations.

### **3-10. Reporters' Visits to Regions.**

a. Advance planning is essential in order to benefit most from such a visit by a Vision writer and photographer or a "DeCA Today" camera crew.

(1) Prior to the actual visit, the reporters/camera crew will discuss story ideas, people to be interviewed, photo possibilities, and support requirements with the local public affairs representative.

(2) When necessary, the region public affairs representative will assist in making the prior arrangements.

(3) When making billeting arrangements, clerks should be advised that Vision staff members' orders authorize separate, secure, private rooms to protect high-value equipment and to meet mission requirements.

(4) Travel costs are a major consideration in story selection and trip scheduling. Therefore, on-base billeting and government transportation should be provided, when possible.

(5) When possible, the region public affairs representative will contribute ideas as to story line, content, and personalities to be interviewed.

(6) A message or memo finalizing the itinerary and all aspects of the trip will be sent to the appropriate offices prior to the reporters' departure.

#### b. Special Considerations

(1) As a minimum, public affairs Vision representatives and "DeCA Today" camera crews, as well as region and commissary personnel, must consider the following:

(2) Uniformed individuals to be interviewed and photographed must meet all service requirements for regulation dress and appearance.

(3) In addition, subjects being photographed must comply with current safety, security, and technical order requirements.

(4) Vision staff members have no need to be briefed on any classified material since articles contain only unclassified information. Those being interviewed should be advised not to discuss classified material.

(5) People being interviewed should be advised that interviews will be tape-recorded to ensure accuracy of all comments.

#### c. Changing or adding stories

(1) Normally, a Vision team or a "DeCA Today" crew does not add or change stories after arrival, unless circumstances necessitate such a change.

(2) However, the team can film additional footage, take additional photographs, make preliminary notes for possible inclusion of additional material in future issues.

(3) If the additional material has been suggested by region or commissary personnel, the Vision staff will consult with those individuals for specific ideas and written contributions.

### **3-11. General Requirements.**

a. DeCA funded and CE publications must display the highest standards of journalistic techniques and ideals. Content will be based on news releases, reports, and materials provided by DoD components (such as AFIS); by staff members of HQ DeCA Public Affairs Office; by region public affairs officers and representatives; and by local sources at HQ, region and store levels.

b. Specific items of internal information published in DeCA newspapers or newsletters may be made available to anyone else who requests them following distribution of the internal information publication. However, the PAO may release specific items before publication distribution when determined to be in the best interests of the Agency or region.

c. DeCA news publications will be managed using the highest standards and principles of good journalism, consistent with guidance of the local director or commander and HQ DeCA, and employing contemporary design principles.

d. Editorial policies of DeCA funded and CE publications will be designed to improve the ability of DeCA people to better perform their jobs by keeping them informed of DoD and DeCA policies and programs, and the role of the individual in accomplishing DeCA's mission.

e. DeCA newspaper/newsletter editors will conform to applicable regulations and laws involving libel, use of copyright and trademark (see Associated Press Stylebook and Libel Manual), and U.S. Government printing and postal regulations.

f. DeCA funded and CE publications will comply with the Federal Privacy Act Program.

g. News coverage will be accurate, relevant, factual, objective, balanced, frank, and timely. Morbid, sensational or alarming details not germane to factual reporting will be avoided.

h. Attribution is essential to credibility. Opinion and information sources must be attributed.

i. Editorials and personal commentaries will be confined to opinion-editorial columns, and clearly identified as such.

j. Commentaries (personal opinions) and editorials (Agency or DoD position) will be encouraged on subjects relevant to the Agency. When appropriate, the author will be identified.

k. Commentaries and editorials may not extend to material not in consonance with policies of the Department of Defense or the Defense Commissary Agency.

l. Photography in publications authorized by this directive will support internal information goals, objectives and principles. All photography should be of the highest photojournalistic quality. This means photographic reporting which visually communicates information with a journalistic view of the subject or event. Historical and documentation photographs are not normally journalistic in nature.

(1) Taking official photographs for promotion boards, ceremonies, changes of command, or social events with little news value is not a function of public affairs. Non-internal or - external information photo requirements will be referred to the installation photo lab. At HQ DeCA, offices requesting photographic support of this nature may be provided a "one-step" loaner 35mm camera on a hand receipt basis for their use in photographing a DeCA-related event. [See Chapter 3, Section F, for additional details.]

(2) Photographic cliches of the "grip and grin" and "check presentation" genre generally have little news value for use in internal information publications. Photos should show people doing their jobs or otherwise performing the activity that warrants coverage in the publication. (See Chapter 3, Section E, and Chapter 4, Section 4-7, for further discussion.)

m. The masthead of DeCA funded and CE publications will contain the names of the editorial staff, to include the publisher (director), with military ranks where applicable, and the following disclaimer, as a minimum, printed in type no smaller than 8point on one of the first five pages of the publication:

(1) "This (type of publication) is an authorized publication for members of the Defense Commissary Agency. Contents of the (publication name) are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, or the Defense Commissary Agency. It is published (frequency) using (type of reproduction) by the Public Affairs Office, organization/ activity), (address including ZIP code), (telephone number). Printed circulation: (number)."

(2) The masthead for commercial enterprise (CE) publications that contain advertising will also contain the following statements:

(a) "Everything advertised in this publication shall be made available for purchase, use or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any other non-merit factor of the purchaser, user or patron. If a violation or rejection of this equal opportunity policy by an advertiser is confirmed, the printer shall refuse to print advertising from that source until the violation is corrected."

(b) "All editorial content of the (publication name) is prepared, edited, provided, and approved by the Public Affairs Office of (organization/activity). (Publication name) is printed by (civilian printer), a private firm in no way connected with the Department of Defense or the Defense Commissary Agency, under exclusive written contract with (organization/activity). The civilian printer is responsible for commercial advertising."

(c) "The appearance of advertising in this publication, including all inserts or supplements, does not constitute endorsement by the Department of Defense or (name of civilian printer) of the products or services advertised."

n. Recommended minimum circulation (copy-to-reader ratio) is one copy to three readers based on total intended audience for DeCA funded publications. Published circulation figures will be determined by the number actually printed.

o. DeCA funded and CE publications may be distributed through local official channels. Appropriated funds and personnel may be used for distribution of DeCA funded newspapers, as required. Compliance with all federal and DoD regulations and directives on use of official mail is mandatory.

p. Only one DeCA newspaper or magazine is authorized for the Agency. This newspaper or newsmagazine will be published by HQ DeCA/PA.

q. Only one newsletter shall be published by each region.

r. DeCA newspapers and newsletters are mission activities. The use of non-appropriated funds for any aspect of their operations is not authorized. This does not preclude non-appropriated fund activities from buying advertising in HQ DeCA/PA and OASD/PA approved CE publications to communicate their presence and the availability of goods and services they offer.

s. Appropriated funds may not be used to pay any part of a commercial printer's direct costs incurred in publishing a CE publication.

t. HQ DeCA/PA will review each funded newspaper or newsletter annually to verify that continuation is justified. Each region will submit a justification report to HQ DeCA/PA not later than 31 January. This report will declare the purpose of the newsletter, its distribution, man-hours required to

produce it, and whether or not the newsletter is achieving success in furthering Agency communications objectives.

u. The publisher of each CE newspaper shall place advertisers on notice of the requirement set forth in paragraphs 3-10 m. (2) (a) and (c) above.

v. No DeCA newspaper or newsletter will subscribe, even at no cost, to a commercial or feature service whose primary purpose is the advertising or promotion of commercial products, commodities or services.

w. Overseas newsletters will obtain guidance concerning host country sensitivities from the U.S. Embassy or consulate of the host country.

### **3-12. Style.**

a. While this directive does not dictate one particular style for DeCA newspapers, the newspaper's style should be consistent.

b. The Associated Press Stylebook and Libel Manual is the preferred style guide for DeCA newspapers and is the one used by Vision.

c. Webster's New World Dictionary of the American Language, Third College Edition, or equivalent, is the preferred dictionary of first reference.

### **3-13. Content.**

a. Publications may print articles produced outside official channels providing permission has been legally obtained and they do not otherwise violate provisions of this directive.

b. Commercial sponsors may be mentioned with other pertinent facts in news stories and announcements about in-store promotions, giveaways, and special programs supporting MWR activities.

c. Editors of CE and DeCA funded publications will edit letters to the editor at their discretion. HQ and region PAOs are not obligated to respond to or return unsolicited editorial material.

d. Unsolicited statements or articles on legislative matters by people or agencies outside the Department of Defense, including officials or candidates for public office, shall not be used.

e. News articles mentioning gifts from civilian, trade association or trade media sources tied to DeCA programs honoring employees of the month, top buyer, top merchandiser and the like are used only when:

(1) Intent of the article is to report a DeCA person honored for professional achievement. The fact that a special gift has been donated to DeCA will be of secondary consideration or mention in every case.

(2) Special concessions or privileges have not been granted the donor, such as a requirement to accompany the article with a photo of the recipient with the gift, or to publish a statement that implies endorsement of the product or organization by DeCA or the individual. Photos of the recipient with the product are permitted, but must be used solely on their news value.

(3) The award is not made in exchange for any publicity requirement of the donor.



(4) The DeCA or region director/commander determines the gift is acceptable and in good taste.

(5) Check DeCA Standards of Conduct for guidance on the acceptance of gifts and other benefits.

f. Ratings and findings of official inspections by inspectors general and other inspectors are not repeated verbatim in DeCA newspapers. The fact that an inspection has taken place may be reported when coordinated, in every case, with the inspected director/commander to get his or her opinion on the inspection. Directors and commanders are in the best position to determine words that do not compromise the privileged status of an inspection report, yet publicly recognize the efforts of their people.

### **3-14. Political Coverage.**

a. DeCA funded and CE publications will not contain political campaign news, editorials, cartoons, or other items which are partisan in nature. DeCA funded and CE publications may not conduct political opinion polls, surveys or straw votes.

b. CE publications will not carry partisan political advertising or advertising which is political in nature.

c. DeCA newspapers may support the Federal Voting Assistance Program by carrying factual information about registration and voting laws, especially those on absentee voting requirements.

### **3-15. Use of Commercial News Service Material.**

a. DeCA newspapers may not use commercial news service material except when all of the following conditions have been met:

(1) The information is pertinent or relevant to the intended audience. Content is pertinent when it has a clear, decisive and significant impact on the Agency, its mission or its personnel. Content is relevant when it is logically connected to the Agency, its mission or its personnel. Commercial news material that is simply interesting is not usually within the scope of internal information objectives.

(2) The information is localized whenever possible. The intent of localization is to increase the pertinence and relevance of the information to the local audience by inserting such material as a new lead, local quotes and/or local facts.

(3) The information has been paid for or copyright conditions have been met.

### **3-16. Games of Chance.**

a. DeCA funded and CE publications are prohibited from publishing advertisements or editorial material about "games of chance." Exceptions are authorized by section 1307, title 18, United States Code with regards to state lotteries and section 2720, title 25, United States Code, with regards to any gaming conducted by an Indian tribe pursuant to the Indian Gaming Regulatory Act.

b. Section 1302, title 18, United States Code, prohibits the mailing of publications containing advertisements of any type of lottery or scheme that is based on lot or chance. For this reason, such advertising or editorial material will not be carried in funded or CE publications.

c. Lottery is defined as containing the following elements:

(1) Prize (whatever items of value are offered in the particular game).

- (2) Chance (random selection of numbers to produce a winning combination).
- (3) Consideration (requirement to pay money in order to play).

d. The provisions of this paragraph do not apply to activities that require no payment of money or other consideration in order to play.

### **3-17. Advertising.**

a. No DeCA funded or CE publication may:

- (1) Contain material that implies DoD or DeCA or any of its subordinate activities endorses or favors a specific commercial product, commodity, service or affiliated private organization.
- (2) Carry any advertisement implying discrimination.

### **3-18. Newspaper/Newsletter Names.**

a. Each DeCA funded or CE newspaper or newsletter will carry an easily identifiable front-page nameplate which will include, as a minimum the name of the newspaper, geographic location and the publication date. Volume and issue numbers must appear on the masthead/contents page if not included in the nameplate. The location of these other elements may vary depending on publication format.

b. The newspaper name may include the name of the Agency, region, or the name of the Agency or region may appear separately in the nameplate.

c. Newspaper or newsletter titles should be carefully chosen so there is no duplication, near-duplication, or other similarities in title or nameplate that may cause confusion between it and other publications.

(1) Region PAOs should coordinate title and masthead appearance with the DeCA Headquarters PAO to assure no such duplication or similarity occurs between DeCA Headquarters, Region, District, and store-level publications.

d. The Agency seal may be included in the nameplate.

e. HQ DeCA/PA and region PAOs are encouraged to trademark the names of their newspapers and newsletters. To register on a state level, PAOs work through their local staff judge advocates.

**3-19. Commercial Enterprise Newspapers.** Commercial enterprise publications are an economical means to support internal information objectives. The underlying premise of the CE concept is that the government will save money by transferring certain printing and distribution functions to a commercial printer selected by a competitive selection process. The commercial printer sells advertising to cover costs and secure earnings, prints the publication, and makes all or part of the distribution. Periodically, qualified commercial printers have the chance to compete for the contract to print these publications. The essence of the contract between Agency and publisher is an exchange of rights as consideration, rather than payment of funds. Neither appropriated nor non-appropriated monies may be used to pay for any or part of the commercial printer's costs incurred in producing a CE publication. DeCA will observe the requirements outlined in DODI 5120.4 in making any solicitation for a CE publication.

a. Assignment of personnel. DeCA active - - duty members and civilian employees may not be assigned duty at the premises of the commercial printer to perform any job function that is part of the business activities or contractual responsibilities of commercial printers, their officials or employees.

(1) Public affairs staff members who produce the editorial content may work on the premises as Agency liaison and to specify and coordinate layout and other details provided for in the contract to get the most effective possible presentation of news and information.

(2) Members of the public affairs staff will review page proofs to prevent mistakes and policy violations.

b. Sources of news material. Material to appear in the editorial portion of the CE publication will be provided to the printer and approved by the public affairs officer, as the director's/commander's representative. This authority may be delegated in writing, but the director/commander retains ultimate responsibility. The printer may provide material to the public affairs office; the public affairs officer will decide what will be used.

c. Contracting for a CE Publication. Since exchange of rights is the consideration in a CE contract, the best obtainable product and service in exchange for those rights is the primary criteria for selection. Other criteria include competence, reliability and responsibility of prospective publishers.

(1) In establishing CE contracts, the director/commander will seek to have the printer perform as many of the printing and distribution functions as possible to maximize savings to the government.

(2) A commercial printer will be selected based on the recommendation of a selection committee that the director/commander appoints. The committee's recommendation should be based on the printer who offers the best product and services.

(a) The chairperson will be a senior member of the Agency at the 06 level, such as chief of staff or deputy director.

(b) Membership will include representatives across the Agency including public affairs personnel. However, public affairs personnel will not constitute a majority of the voting members.

(c) Voting membership will consist of the chairperson and a minimum of four other members.

(d) Legal and contracting officials will serve as nonvoting advisers.

(e) The Public Affairs Officer will serve as a voting member.

(f) The Agency contracting officer shall execute the contract according to this directive. This contract does not involve changing of monies and therefore, adherence to the Federal Acquisition Regulations (FAR) in selecting the lowest bidder is not required. However, FAR procedures will be followed where possible.

(g) The Agency will solicit proposals from the widest possible selection of commercial printers available. Geographic distance may be considered in the source selection. Specifications may include any number of services or products such as photographic processing, computer terminals, special inserts, color processes, etc.

(h) The selection committee will review written data by prospective commercial printers or their representatives, secure and review independent data, and may hear presentations or visit potential printers' facilities to gather information upon which to base their recommendation.

(i) The selection committee will consider the competence, reliability, technical expertise, production capabilities, business practices and resources of each bidder.

(j) In selecting a printer, fair and equal opportunity will be afforded any bidder who submits a proposal to print the CE publication.

(k) When only one source is available, the contracting officer will negotiate the best possible service or product before making a decision whether to accept the offer.

(3) CE contracts may be awarded for 1year periods with four 1year options for a total of 5 years.

(a) A CE contract will not be renewed if the commercial publisher has not executed the provisions of the contract in a satisfactory manner.

(b) Contracts will contain a termination clause to cover default and convenience provisions.

(c) Contracts will not contain escape clauses such as "Contract provisions are based on revenues anticipated at time of awarding." Failure or inability of the printer to obtain sufficient advertising revenue will not be the basis for modification of services or products for which the printer has contracted.

(d) The contracting officer and PAO will perform annual reviews to recommend exercise of option renewals. Should renewal not be exercised, another selection committee will be convened to select another printer.

(4) All CE contracts will contain a provision that prohibits CE printers from entering exclusive advertising or dealing agreements with any firm, broker or individual.

(5) In reviewing bids and negotiating actual contracts, the amount of advertising that allows the printer to perform the publishing requirements and still make a reasonable profit must be taken into consideration. All contracts will specify ground rules for including advertising in the publication.

(6) CE contracts will provide that the public affairs staff will specify design and layout of editorial content. Contracts will require that the CE printer perform typesetting, paste-up, distribution and other related production work, as specified. The public affairs staff may specify advertising placement to enhance communication effectiveness of the publication.

(7) Text-editing-system pagination, copy terminals or other equipment owned by the commercial printer may be placed in the public affairs office for use by the public affairs staff to specify layout and prepare editorial materials. All associated costs, to include routine maintenance and repair, should be borne by the commercial printer and must be specified in the contract.

(a) Equipment furnished by a CE printer may be used only by PA personnel in the production of the CE publication according to the terms of the contract.

(b) The contract must establish the terms and conditions to govern the use of the printer - -furnished equipment and assign responsibility for its maintenance and security.

(8) The PAO or his designee will serve as the contracting officer representative (COR) for the duration of CE contract periods. The COR may be changed based on personnel requirements by the contracting officer.

(9) The sample request for proposal (figure 3-5), for contracts (figure 3-6) and for award evaluation (figure 3-8) should be followed in contracting for CE newspapers. Additional provisions may be added to meet Agency and local requirements, but they must not conflict with required provisions shown in these samples.

(10) The contracting officer submits the request for proposal to prospective publishers, receives the proposals, and executes the contract according to applicable directives.

(11) Although a separate contract is not required for comic or feature supplements to be distributed with the newspaper by the publisher, the contract must stipulate that any such supplement will have prior approval of the director/commander.

d. Distribution of CE publications.

(1) The publisher of a CE newspaper will make as much of the distribution to the intended readership as possible in meeting the contractual requirement to generate maximum savings for the agency.

(2) Except as authorized by DeCA for special situations or occasions, DeCA newspapers will not be distributed beyond the intended DeCA audience.

(3) The CE publication will not be sold.

(4) The printer may provide copies of each specific issue of a CE publication to an advertiser whose advertisement is carried therein.

(5) Personnel outside the intended audience may request to be put on the official distribution list for the publication. The request must be approved by the PAO, who will maintain a mailing list of those individuals.

(6) The PAO will periodically review and update the mailing list to ensure that those receiving the publication are doing so in the best interest of DeCA.

(7) Funded and CE publications may not be distributed as inserts to commercial publications and vice versa.

(8) Comic and feature supplements will not be inserted into and distributed with DeCA newspapers and newsletters.

(9) CE newspapers may be distributed through official channels, including use of government transportation, as necessary.

(10) If foreign diplomatic missions or attaches request copies, send the request to HQ DeCA/LL for appropriate staffing with DOD.

e. Advertising

(1) The major concern in CE publications is obtaining sufficient space for internal information. The Public Affairs director must ensure that the minimum and maximum editorial space is available for internal information in any publication.

(2) The director/commander, as the publisher, may prohibit distribution of any publication which includes advertising which undermines, or appears to undermine, an environment conducive to successful mission performance and preservation of Agency morale and discipline. Some considerations in this decision are the local situation, the content of the proposed advertisement, and the identity and reputation of the advertiser.

(3) Before each issue of a CE publication is printed, the public affairs staff will review advertisements to identify any that are contrary to law, or to DOD or DeCA regulations or directives, or the

contract. If any are identified, a request will be made, in writing if necessary, that the commercial printer correct or delete them. The printer will also be advised that the director/commander may prohibit distribution, should corrective action not be taken.

(4) The printer is ultimately responsible for accepting or rejecting advertisements.

(5) Only the printer will use space agreed upon for advertising.

(6) The printer of a CE publication will place advertisers on notice of the requirement set forth in paragraphs (2) and (3) above.

(7) CE publications may carry paid or non-paid advertising for the products and services of non-appropriated fund activities and commissaries, but item-by-item price comparisons to those on the civilian economy will not be made. Such advertising may be counted as editorial space for the purpose of advertising-editorial ratio.

(8) CE contracts will specify ground rules for inclusion of advertising in each publication, including provisions that

(a) Establish a recommended editorial-to-advertising ratio as 50 percent editorial and 50 percent advertising on an overall annual basis. However, the maximum editorial-to-advertising ratio shall not exceed 40 percent editorial and 60 percent advertising annually. Four issues of a weekly or biweekly publication (two issues for a monthly) may be increased to a 30 percent editorial and 70 percent advertising ratio each year.

(b) Establish the amount of advertising a publisher sells to avoid forcing the public affairs staff to produce editorial content to support ad volume.

(c) Establish that any insert or advertising supplement will not count in the total ad-to-copy ratio as advertising. However, the PAO reserves the right to prohibit distribution of supplemental advertising which the director/commander deems excessive.

(d) Establish the director's/commander's right to prohibit distribution of a publication that contains unsuitable advertising as defined in paragraphs (2) and (3) above.

(9) The printer will not accept advertisements from any establishment placed "off limits" by local installation commanders.

(10) The PAO will ensure that the requirements of existing truth-in-lending statutes are met by consulting with the DeCA General Counsel.

(11) DeCA newspapers must not carry any advertisement that implies discrimination.

(12) DeCA newspapers must not carry partisan political advertisements.

(13) Advertisements about union activities should be coordinated with the agency and, if appropriate, the installation civilian personnel labor relations office and the staff judge advocate for propriety. Advertisements must not be worded to give the impression that DeCA endorses or sponsors their content in any way. Advertisements about union elections will be limited to names of candidates, offices sought, platforms, union positions held, and where and when members may vote.

(14) Advertising solicitations by the publisher must not in any way imply that: DeCA, its senior officials, or anyone else officially connected with the agency is in any way tracking who is or isn't

purchasing advertising; or that purchasing or failing to purchase an ad will in any way affect a vendor or company's business relationship with DeCA.

(15) Advertisements that appear to be editorials, news, feature stories, DeCA photos or line art must be clearly labeled "advertisement" in a type size equal to the publication's body type or larger.

(16) Active-duty military members and civilian employees are prohibited from soliciting or endorsing advertisements.

(17) Copy or art provided by DOD or DeCA must not be used in commercial advertisements to promote the sale of goods or services offered, except as authorized in this directive under "Support to Non-government Groups" (see Chapter 7, Sections f and g).

(18) CE publishers with other advertising/marketing interests will not be permitted to use advertising within a DeCA CE publication to influence DeCA business decisions involving any cause marketing promotion or national buy promotion. Publishers will not be permitted to "tie-in" advertising within a DeCA CE publication to any corresponding marketing or promotion that the publisher is attempting to sell to or encourage the Agency to approve.

f. Gratuities and employment

(1) Gratuities. DeCA military and civilian personnel, and members of their families, are prohibited from soliciting or accepting any gratuity from a current or prospective CE printer.

(2) Employment and conflicts of interest

(a) To avoid the appearance of a conflict of interest, DeCA military and civilian personnel whose official duties involve selection or approval of a CE printer or the production or distribution of a CE publication may not accept off-duty employment with that particular printer.

(b) Directors/commanders and PAOs should consult their ethics counselors whenever a situation involving a potential conflict of interest arises.

**3-20. DeCA Funded Newspapers.** Funded newspapers normally are printed by a commercial printer under contract, or in government printing facilities, in accordance with DOD and DeCA printing regulations. Editorial content is provided by the Agency. Funded newspapers contain no commercial advertising.

a. General. Funded newspapers will comply with all the provisions set forth for CE newspapers except as stated otherwise in this paragraph.

b. Funding. The expense of publishing and distribution of DeCA funded newspapers is charged to appropriated funds of the Agency.

c. Contracting for Printing. DeCA/PA will follow procedures of the Government Printing Office in contracting for funded newspapers. Contracting services of a local installation's printing facility may be used when such use adds convenience and value to the process. At HQ DeCA, the Public Affairs Officer may make the determination to employ installation printing facility services or manage the contract within the Office of Public Affairs directly with the Government Printing Office. At the region level, the PAO makes the determination in consultation with the region director/commander.

d. Advertising

(1) Funded newspapers may not contain commercial advertising.

(2) Public service ads may be published providing they are from nonprofit organizations and do not violate any of the provisions contained herein.

e. Distribution

(1) The established minimum publication ratio is one copy per every three intended readers. Intended readers are military members and civilian employees and their families. Specific justification for more copies is submitted with the annual request for appropriated funds.

(2) Funded newspapers may be distributed through official channels, using appropriated funds and manpower for distribution.

f. Production

(1) Funded newspapers must not be printed on paper stock heavier than 60 lb., offset book.

(2) Anniversary or other special issues may be printed with up to twice the normal number of pages and up to twice the normal number of copies.

(3) Printing in two or more colors generally increases costs. Spot color is authorized in every issue with full, four-color authorized in four to six issues a year. Commissary photography lends itself to colorful merchandising and the use of color photos increases the effectiveness of the Agency newspaper as a crossfeed tool.

(4) Provisions for additional color or full color must be included in annual budget requests.

### **Section C - CE Publications Other Than Newspapers**

**3-21. Description.** These are authorized publications containing advertising prepared and published under contract with commercial printers. As with CE newspapers, the right to circulate this advertising to the DeCA readership constitutes contractual consideration instead of money to pay for production and distribution costs. These publications become the property of the Agency or intended recipient upon delivery in accordance with contract terms. These publications are limited to an annual DeCA Guide and Factbook, which provides DeCA people information about the mission of their Agency, its history, and related information. This publication may contain an Agency telephone directory.

#### **3-22. Production.**

a. Directors/commanders may consider publication of a special edition of the CE or funded newspaper in lieu of separately contracting for a Guide and Factbook, including a map and pocket guide if needed. Careful consideration should be taken not to overburden advertisers.

b. CE maps may be contracted for as part of a package that includes the Guide and Factbook. The map is an unofficial publication. The map may be produced as a section of the guide itself, as a separate, folded publication with its own cover and advertising, or both.

c. The name of a CE guide or map will include the name and location of the Agency on the front cover, and when possible, on the spine. The name of the printer will be included in the disclaimer.

d. Contracts will contain the provisions listed in this chapter for CE newspapers and - -



(1) A disclaimer and staff box containing the names of the public affairs staff responsible for producing the publication. The disclaimer will meet all provisions of paragraph 3-11m.

(2) The HQ DeCA Director of Public Affairs is responsible for publication of the DeCA Guide and Factbook according to this directive.

(3) An Agency telephone directory section may be included in the CE guide. Personnel listings may be included. However, personal addresses, telephone number and other items of private information may not be included.

(a) The HQ DeCA/IM office responsible for producing the telephone section for the guide will provide the section's material on a schedule agreed upon by the PAO and IM.

(b) Format and other considerations in applicable regulations on telephone directories will be used.

(c) Any required communications and security message will be placed on the cover page of the telephone directory.

(d) Wording may be used on the front of the guide saying the publication contains telephone numbers.

(4) Contracts will establish absolute delivery dates for the publication.

(5) Official pictures and biographies of current military and civilian officials will not be included. However, materials relating to the history of the Agency, including brief sketches of individuals important to that history, may be included.

(6) The printer and advertising representatives will explain the publication's unofficial nature to every firm or person solicited for advertising.

(7) The printer's name, permanent business address, and telephone number will be shown on a masthead on the publication's table of contents page.

(8) An editorial masthead will be included showing the names of the editor and other people responsible for editorial content.

(9) Neither a DeCA address nor names of DeCA officials will be included in the printer's stationery or other materials used by the printer to solicit advertising.

(10) DeCA will pay travel costs incurred by Agency personnel in order to create or review material for use in the CE publication. The PAO is responsible for reviewing advertising content for conformance with applicable provisions of this directive. Government personnel will not accept reimbursement for transportation, accommodations, meals, gratuities or other incidentals from the CE printer.

(11) The director/commander will issue a letter of authorization to the printer. The letter will explain the relationship between the Agency and the printer; the purpose of the publication; the number of copies to be provided to the Agency; the manner of distribution; and the address and telephone number of the office designated to answer inquiries about the publication and contract expiration date. Such letters will be provided on the basis of one per salesperson actively involved in obtaining advertising for the CE publication. The letter may be reproduced in sufficient quantity for sales personnel. A letter format is shown at **Figure 3-4**.

e. The decision to select a firm will be based on that firm's demonstrated potential to meet the specifications of the contract written according to this directive. One printer will not be selected over another on the basis of inducements such as the offer of audiovisual packages, stationery, calling cards, or "VIP" copies of guides and maps. Such materials will not be requested and, if offered, will be declined.

f. The sample request for proposal (**Figure 3-5**); newspaper contract (**Figure 3-6**); guide, map, or pocket guide contract (**Figure 3-7**); and award evaluation (**Figure 3-8**) should be followed in contracting for these publications. Additional provisions may be added, but they must not conflict with required provisions as shown in the samples and listed above.

#### **Section D - Electronic Products**

**3-23. Purpose.** DeCA electronic products inform, advise, and provide leadership guidance to DeCA personnel and patrons by utilizing the technologies of radio, television and other electronic media. Electronic products complement DeCA printed products in providing an effective internal and external communication program.

#### **3-24. Radio Products.**

a. DeCA radio public service announcements or "spots" inform patrons of sales, special commissary promotions and shopping tips.

b. Generally, they are circulated by the Armed Forces Radio and Television service (AFRTS) to their stations overseas. Based on requirements received from HQ, the field or DeCA patrons, the Public Affairs Office will produce radio spots to keep shoppers informed.

#### **3-25. Video Products.**

a. DeCA Today

(1) DeCA Today is an information video produced quarterly and distributed DeCA-wide on VHS-format videocassettes.

(2) DeCA Today is the video link for DeCA leadership communication. The production provides visual coverage of recent news and information about DeCA events and people around the world.

(3) DeCA Today is funded by DeCA. Region public affairs officers should encourage their field activities to show DeCA Today as soon as possible after delivery to field locations.

(4) Some segments of DeCA Today may be appropriate for customer viewing, and commissary officers are encouraged to make copies of DeCA Today available to their installation public affairs offices for potential use on local installation channels or installation commander's access channels. All DeCA Today programs are cleared for public release.

(5) DeCA Today objectives:

(a) Communicate the current policies of the Defense Commissary Agency Director.

(b) Motivate DeCA members and promote esprit de corps.

(c) Inform DeCA members and their families about Agency missions.

(d) Report significant DeCA events.

(6) Regular Program Segments: These segments can be recurring, alternating, or one time only presentations.

(a) *Commander's Corner*: The Director of DeCA and/or his Deputy will share their thoughts on current commissary issues and DeCA programs.

(b) *DeCA Dateline*: This is the news portion of the program. HQ and Region changes of command, commissary openings, and virtually any interesting news pertaining to DeCA personnel will appear here.

(c) *It's My Job*: This is a human interest segment profiling the workday of a selected DeCA worker. The employee is given the opportunity to tell the viewers about his commissary, his job, and his thoughts and feelings about DeCA.

The purpose of this segment is to recognize the average DeCA employee and to make other DeCA employees aware of the many jobs needed to run the Defense Commissary Agency.

This segment would be ideal to honor those employees who have won recognition outside DeCA, faced hardship and triumphed, and those who are retiring from DeCA after a lifetime of accomplishments.

(d) *File 201*: This segment advises both civilian and military employees of the latest changes in the personnel field which might affect the DeCA workforce.

(e) *The Customer*: This includes one or more helpful hints to improve customer service. It is an actual training segment which identifies a customer service challenge, explains why it is important, and tells the employee how to excel in meeting the challenge.

(f) *The Marketplace*: This segment educates the viewer, especially the new DeCA employee, in all aspects of commissary products. A typical segment might cover a general explanation and use of a particular fruit or food product; what to do with dented canned goods, and how to effectively display meats.

(g) *The Time Traveler*: This is a history lesson with a futuristic twist. The Time Traveler takes the viewers on a quick journey in time and talks about a particular aspect of commissary and food market history, or makes projections about their future.

(h) *Viewers' Mailbag*: The narrator takes viewers questions and asks the experts for on-camera answers. The narrator also reads viewer comments and asks for additional comments and questions.

(i) *Safety First*: DeCA safety officer personnel cover several frequently occurring safety problems and advise the viewer how to handle them, thus preventing injury to the customer and the DeCA employee. This is a good segment for the DeCA Director to advise personnel on holiday safety in accordance with DoD policy.

(j) *Your Commissary*: Profiles a single commissary. The Commissary Officer is interviewed, and the viewer will see shots of the store and its customers. This segment will enhance store employee morale and also give DeCA personnel a better understanding of other stores in the system.

### **3-26. Video Public Service Announcements**

a. These are generally produced by AFRTS for use in the OCONUS market. The spots inform DeCA commissary shoppers with shopping advice and other information concerning the commissary. HQ DeCA/PA serves as technical and content consultant for these video spots.

b. DeCA Video Public Service Announcements: When a need exists for video public service announcement which AFRTS does not elect to make, DeCA Public Affairs will produce them for agency use.

c. Requests for DeCA Video: DeCA Public Affairs personnel should make every effort to provide broadcasters and other electronic media with a non-sensitive, unclassified, releasable video which will be used by the requestor to inform DeCA patrons or enhance the DeCA public image.

### **3-27. DeCA Organizational Briefing Video**

a. The DeCA briefing video, "DeCA - Supermarket to the Military," is a twenty-minute overview of the Defense Commissary Agency's organization and operation.

(1) The video is a multipurpose product which can be used to brief new employees, incoming military personnel, visitors to DeCA and members of Congress.

(2) The video can be carried by personnel who go TDY, and shown to anyone with an interest in DeCA. It will also be a good program to show to community organizations and civic groups. The video will be updated as required using video from Public Affairs representatives and other DeCA personnel.

### **3-28. Field Support of Electronic Products Program**

a. Suggestions and ideas from commissary officers, public affairs representatives, district managers and region directors are critical to the success and usefulness of the DeCA electronic products program.

b. Everyone who has an idea or concept for an electronic product should contact the Public Affairs Office and discuss it further.

c. DeCA Regional Public Affairs Representatives should notify the DeCA Public Affairs Office if, in their opinion, patrons or personnel would benefit from a new video or radio service announcement.

d. Developing news, information, and creative ideas for videos:

(1) Public Affairs welcomes the submission of audio tapes, videotapes, scripts, stories and releases for topics which can be used in the electronic products program.

(2) Submissions to DeCA Today: as described above, this is a current events program reflecting DeCA's leadership policies. Everyone within DeCA is encouraged to recommend ideas, make suggestions on topics, contribute video footage, ask questions to be answered, volunteer to make an appearance, or nominate others for guest appearances.

(3) To do any of the above, DeCA personnel should call the DeCA Today producers at DSN 687-8501, or mail a short synopsis to the producers at: DeCA Today, DeCA Office of Public Affairs, Building 11200, Fort Lee, VA 23801-6300. The producers will discuss ideas with the submitters and will send them information on how to develop the ideas into a program segment for DeCA Today.

(4) After discussing the idea with the contributor, the producers will send information on how to develop the idea into a produced piece for DeCA Today.

(5) Submission of News, Features and Programs

(a) Scripts, narrative papers, news releases and the like are acceptable when stories are submitted. The important aspect is the information itself. It is not necessary to prepare a formal script in order to submit a program to DeCA Public Affairs.

(b) News Stories for electronic media are similar to those for the printed media in respect to information gathering and organization. Radio or audio tape news stories range in complexity from a simple live spot with a narrator reading a news release to a more involved pre-recorded program with a narrator and tape interviews with the principals in the story.

(c) Video news stories follow the same pattern but with the addition of visuals. They also range from simple stories with a narrator reading copy while the video is showing to a more complete presentations using pre-recorded voice over narration, on-camera narration, and interviews with key figures in the story.

(d) Length: Rarely should broadcast stories run more than three minutes, with shorter times preferred. However, when submitting footage to DeCA Public Affairs, longer stories are permissible, with the understanding that some editing and cutting may occur.

(e) Feature stories for electronic media are similar to those for printed media. The emphasis in feature stories is on the story telling.

(f) A good print story will usually make a good electronic feature. The audio and visual style are open to the producer, and anything in good taste is acceptable for consideration. If a feature story was good in print, the chances are excellent that it will be good as a radio or television feature.

### **3-29. Local Audiovisual Production Support**

a. Many commissaries are on posts or bases which have an audiovisual support facility. These facilities can provide production teams and equipment in support of DeCA activities.

(1) Each commissary officer should identify the nearest audiovisual production support facility and provide the name of a point of contact, address, telephone and FAX numbers to the Region Public Affairs Representative who should keep this information on file for reference and also forward a copy of this information to HQ DeCA/PA.

(2) Production by an established audiovisual support facility is the best way to produce good video for use in DeCA video programs.

(3) If this is not feasible, and budgets permit the purchase of video equipment, video coverage of DeCA activities could be done in-house. HQ DeCA/PA can advise field personnel on the selection and acquisition of video equipment.

### **3-30. Technical Requirements of the Electronic Products Program**

a. This section specifies the types of videotape, audiotape and other visual materials needed by the Public Affairs Office for the production of electronic programs.

b. Persons submitting items for use by Public Affairs' electronic media should pay special attention to the following technical requirements.

(1) Audio Tape

(a) The contents of audio tape should present a clear, audible signal which is free from excessive hiss.

(b) The entire tape should be submitted to Public Affairs. It is not necessary to edit the tape before sending it.

(c) The submitter should keep a back-up copy of the audio tape in the event the original is lost in transit.

(d) Acceptable formats of submitted audio include Phillips (standard) cassettes, and reel-to-reel 1/4 inch audio tapes.

(e) Microcassettes are acceptable if no other audio tape format is available.

(2) Video tape

(a) Picture quality is very important in video which will be used in a broadcast program. Accordingly, the Public Affairs Office requests the loan of original video whenever possible.

(b) Video copies are usable, but the picture quality drops off dramatically.

(c) Video copies or original video recorded in long play or extended play are not usable at all.

(d) The following videotape formats are listed in order of preference by most production agencies:

<u>Format</u>	<u>Type</u>	<u>Picture Quality</u>
1 inch	reel to reel	Best
Beta SP	videocassette	^
Super VHS	videocassette	^
Hi8mm	videocassette	^
3/4 inch	videocassette	Good
VHS	videocassette	^
8mm	videocassette	^
Beta	videocassette	Okay

(3) Charts, Graphics, Photographs, and similar materials submitted for use on camera.

(a) These should be prepared in a horizontal or "landscape format" since this is roughly the shape of television screen.

(b) Graphics should be uncluttered and easy to understand.

(c) Colors: note that Reds do not reproduce very well on video. Use colors which do not conflict with each other. Examples: The use of yellow letters on a medium blue background is pleasing to the viewer's eyes and acceptable from a technical standpoint. Blue letters on a bright red background appear harsh to the viewer's eyes and do not reproduce well using electronic media.

(d) Both color and black and white photographs 3 by 5 inches or larger are acceptable.

### **3-31. Electronic Product Distribution**

a. Distribution of DeCA produced electronic products is dependent on having correct mailing addresses for each commissary, district, CDC, region or specialized activity.

b. Administrative personnel at these locations should make every effort to ensure that HQ DeCA/PA has correct mailing addresses.

### **3-32. Audiovisual Guidance**

a. Any questions concerning the planning and production of materials for electronic media programs which are not covered by this directive should be directed to the Electronic Products Branch, HQ DeCA/PA.

## **Section E - Photography**

### **3-33. Purpose.**

- a. Public Affairs uses photographs in publications, briefings, videotapes, and displays.
- b. Almost without exception, photographs taken or requested taken by DeCA/PA personnel should show people. They should depict members of DeCA accomplishing their mission or participating in mission or service activities.
- c. When published or placed on display, photographs should tell a story, or at least, complement the story.
- d. Photographs should not violate security, policy or propriety. Submitted photographs should not portray activities or actions that would be an embarrassment to the Department of Defense or to DeCA.

### **3-34. Format and Technical Requirements**

- a. The preferred format for submission of photographs for publication is 4 X 6 or larger color, glossy prints taken by a 35mm camera or larger format camera. Colors should be accurate, with good color separation.
- b. The second preferred format for publication is 5 X 7 or larger black and white, glossy prints, also taken by 35mm cameras. Photographs should show bright whites and deep, rich blacks, and a full range of tones in between.
- c. All prints submitted should be in sharp focus. Polaroid cameras and disc cameras generally do not provide the quality necessary for reproducing in a publication. If no other photos are available and the print is of exceptional quality or has exceptional news value, it may be submitted for review for publication potential.
- d. Color slides can also be submitted and used for some public affairs requirements.
- e. Photographs should reflect good composition, that is, they capture the subject in a good position to tell or complement the story.
  - (1) Shooting a subject's backside and shooting a subject from too far away are examples of bad composition. Photographs should generally capture most of the primary subjects' faces, from full to three-quarters view.
  - (2) Whenever possible, the photographer should take a variety of angles including straight-on, left side, right side; and close-up, medium distance and long shots.
  - (3) Published photographs, as well as those simply kept in the file for future use, must be accompanied by identification of principal people, places and unusual or special objects in the photograph.

They must also be accompanied by a statement of the action, or what is happening in the photograph, and other background pertinent to the photograph. In addition, each photograph should be credited to the photographer and his or her agency.

f. Photographic support may be acquired through the installation photo lab, the installation public affairs office or other local sources.

g. In some situations, support such as photo processing may be obtained off post when it is not available on post.

h. For more information on the retention of photographs, refer to Chapter 4, Section B, paragraph 4-7(e), and Figure 4-1.

## **Section F Administration and Distribution of Public Affairs Publications and Video Products**

### **3-35. Mandatory Distribution.**

a. One copy of each issue of each HQ DeCA publication or video product produced under authority of this directive will be mailed to the following addresses. Publications will be mailed in envelopes without exception. First-class mail will be used for required mailing. PAOs having CE publications should have the printer make the mandatory distribution.

(1) Director, American Forces Information Service, ATTN: Print Media Plans and Policy, 601 N. Fairfax St., #311, Alexandria, VA 223142007. Video products are not sent to this address.

(2) Director, Journalism Department, Defense Information School, Fort Benjamin Harrison, IN 462166200.

b. Regions should send, within one week of publication, one copy of each issue of their respective newspapers or newsletters to: HQ DeCA/PA, Fort Lee, VA 238016300. First-class mail will be used for this required mailing.

c. Publications published according to this directive may be distributed through official channels.

d. Internal information publications may also be placed in racks or stands which allow readers to readily recognize the publication.

e. Distribution and mailing lists should be reviewed annually to determine distribution effectiveness and continuing need of each recipient to receive the publication.

f. The PAO should revalidate distribution techniques, target audiences, readers-per-copy ratios, and use of postal facilities annually to ensure the most economical use of mail services consistent with timeliness.

### **3-36. Use of Mail.**

a. Mail and distribution costs must be kept to a minimum, consistent with timeliness and applicable postal regulations. DeCA newspapers and newsletters may be distributed through official channels. The public affairs officer will consult with local postal and distribution authorities for resolution of specific problems.

b. The most effective and efficient method of mailing will be used at all times. Consult with local mail managers for specific cost savings ideas including use of second, third and fourth class postage.



DOD official postage includes all means of paying postage with funds appropriated for DOD. This includes postage and fees paid indicia, postage metered mail, permit mail, and official mail postage stamps. DOD official postage may be used by or for:

- (1) Mailing copies to satisfy mandatory distribution requirements.
  - (2) Mailing copies to other public affairs offices and for administrative purposes.
  - (3) Mailing copies to higher headquarters in DeCA's chain of command.
  - (4) Bulk mailing of DeCA newspapers to subordinate units for distribution to members of the units.
  - (5) Mailing of complimentary copies to other government agencies, members of Congress, libraries, hospitals, schools, and depositories.
  - (6) Mailing one issue of a newspaper in response to a specific, unsolicited request from a private person, firm, or organization, if such response is in the best interest of DeCA.
  - (7) As determined by the director, the PAO may use appropriated fund mails for mailing copies of funded or CE publications when they are mailed for official reasons (e.g., public information, community relations, newcomer or visitor packets, etc.).
- c. Official postage will not be used by a CE printer.

### **3-37. Record Copy Files.**

- a. PAOs maintain record copies of DeCA newspapers and newsletters in annual blocks, with new files starting on January 1 or the anniversary of the first issue.
  - (1) These may be permanently bound.
- b. PAOs also maintain photo and video files. All items in such files should be adequately labeled and retained beyond the usual one-year time frame.
- c. Photo, video, and other files that have outlived their daily usefulness may still be worth retaining as historical documentation. See chapter 4 for a discussion on what and how to retain such materials.

## **SECTION G - SURVEYS**

### **3-38. General.**

- a. Effective internal information is partially dependent upon thorough and continuing communications research gained through surveys and reports. Directors/commanders assisted by the public affairs officer, must be aware of the information needs and desires of the audience if they are to communicate effectively with their subordinates and others for whom they are responsible.
- b. PAOs are key personnel to the research process, which enables them to properly advise the commander. Two questions underlay internal information research: "What message does the Agency/region need to communicate?" and "How well do we communicate that message to the audience?"
- c. Formal evaluations of internal information programs normally will be managed by PAOs, acting for directors/commanders. Results will be provided to directors/commanders for their review and use.

d. Directors/commanders should obtain informal feedback frequently. These are informal surveys but lack the reliability of formal research and evaluation, but may be more reliable when conducted often. Evaluation methods include the following:

- (1) Face-to-face contact with employees, during store visits, etc.
- (2) Focus group interviews may be used to establish the need for special campaigns or to obtain feedback on programs already under way.

### **3-39. Audience Surveys.**

a. Audience surveys systematically gather information about the effectiveness of internal information programs and products as they relate to a particular group of people. The results are used by directors/commanders and the PAO to make decisions about the management and direction of an internal information program or product.

(1) Readership Surveys. The PAO will conduct a readership survey at a frequency deemed necessary by the director/commander to meet his or her needs and those of the readers. Coordination with the local information management function for possible computer and analysis support is recommended. The survey will provide data on distribution effectiveness, reader awareness and acceptance, readership and perceived usefulness of standing features and topics covered, and opinions of the value and effectiveness of the publication. Repeated surveys will provide trend data.

(2) The survey may include any or all of the 20 questions listed in the Readership Survey (**Figure 3-9**). However, surveys not using these tested questions must be pre-tested to ensure validity before being used in a survey.

(3) Survey respondents will be selected using probability sampling techniques. Informal surveys, such as those included in a newspaper or conducted randomly/haphazardly with a few people, are not substitutes for readership surveys. This does not preclude an editor from periodically publishing a coupon or set of questions to solicit informal feedback that is not statistically projectable.

(4) Before administering the survey, survey managers must coordinate with the agency that will provide response analysis to be sure questionnaires, answer sheets, data entry program, or any other materials are appropriate and usable. Survey requirement may be included in the Agency's CE publication contract and may also be contracted by the Agency for funded newspapers, providing funds are available.

(5) When civilian employees are surveyed, PAOs should also coordinate with the civilian personnel officer for local union notification requirements. For Agency-wide surveys of personnel, the HQ Director of Personnel and Training will be consulted.

(6) Completed questionnaires may be analyzed by the local information management function to provide percentages of responses to survey questions. Where computer support is available (from the local IM function) responses will be analyzed using a program such as the Statistical Program for the Social Sciences package. Questionnaires must be constructed using the parameters of available software.

(7) A written discussion of findings and conclusions drawn from the survey will be forwarded within 60 days after the survey is completed through the local director/commander to HQ DeCA/PA. As a minimum, the report will contain the survey statistics, an analysis of the data, identification of strengths and problem areas, recommended improvements and changes to editorial policy, and an indication that the results have been reviewed by the director/commander.

(8) Surveys may be conducted anytime. However, no survey report on file at HQ DeCA/PA should be older than 3 years. This allows for the time to conduct a survey.

b. Survey administration. Among the more common methods of conducting surveys are the mail survey, face-to-face interview, and telephone interview. The mail survey is the preferred method for purposes of this requirement.

(1) Survey respondents will be selected in a totally random manner (e.g., simple random, stratified or systematic, using probability sampling procedures).

(2) The following will be used to determine the size of the sample:

Audience Sample Sizes Needed (for +/-5 percent reliability) -

Estimated Audience Size	Sample Size Needed
50	44
100	79
250	151
500	217
1000	278
2000	322
3000	341
4000	350
5000	357

(3) Sample sizes shown for a +/- 5 percent reliability level and are the number of usable responses received, not the number of questionnaires sent out.

(4) For a population of 5,000, 357 usable responses will accurately reflect, to within +/- 5 percent, what the entire 5,000 member audience would have said, had it completed the survey.

(5) Experience with mail audience surveys shows that at least three times as many questionnaires as are needed for analysis should be sent out.

c. Focus Groups. Focus group interviews are structured group discussions in which representative members of the audience are brought together to discuss one or more internal information products or issues. These interviews or sessions can examine the effectiveness of products or programs, gain suggestions for improving existing products or programs, and determine the need for new products or programs.

(1) The key to focus group sessions is proper planning. Organizers must determine who will participate, what are the specific objectives of the session (e.g., what topics or issues will be discussed, what specific questions will be asked, what is to be done with the results, etc.). The method of selecting participants should be determined and the location of the meeting secured.

(2) While there is no optimal size for focus groups, generally groups of six to 10 individuals are manageable. Group makeup depends on the objectives of the session.

(3) The moderator or group leader should be someone skilled in interview techniques and knowledge about the product or program being evaluated. The group leader must facilitate the discussion, not serve as an interrogator.

(4) Focus group sessions should be informal. Participants should be encouraged to speak whenever they wish; the moderator should focus discussion on the topics without being overbearing.

## Section H Newspaper Review and Evaluation System

**3-40. Purpose.** The purpose of the newspaper review system is to assist directors/commanders in establishing and maintaining cost-effective internal communications essential to mission accomplishment. The review process is not intended to replace established critique programs.

**3-41. Process.**

- a. All DeCA newspapers shall be reviewed and reported annually.
- b. HQ DeCA Office of Public Affairs shall be the approving authority for establishing DeCA newspapers and newsletters, funded or CE.
- c. HQ DeCA/PA is the reviewing authority for recommending continuation of each DeCA newspaper and newsletter within the Agency.
  - (1) The reviewing authority shall evaluate each newspaper within the Agency on the basis of mission essentiality, communication effectiveness, cost effectiveness and compliance with applicable regulations and directives.
- d. HQ DeCA/PA and region PAOs will use their own evaluation systems to evaluate two issues of each newspaper/newsletter in their commands at least annually.

**3-42. Report Requirements.**

- a. Changes to the name, method of financing, frequency or size of a DeCA newspaper or newsletter will be reported at the time the change occurs.
- b. Each public affairs office having a newspaper or newsletter will prepare a Public Affairs Program Report covering the period 1 January through 31 December. The report will be sent to HQ DeCA/PA (Chief of Print Products) by 31 January. Each report must include:
  - (1) Name of newspaper and locations served.
  - (2) Publishing command and mailing address.
  - (3) Printing arrangement (Government equipment; government contract with commercial printer).
  - (4) Frequency and number of issues per year.
  - (5) Number of copies per issue and estimated readership.
  - (6) Paper size (metro, tabloid, magazine or newsletter).
  - (7) Average number of pages per issue.
  - (8) Day of week printed.
  - (9) Size of publication staff, listed as full time and part time.
  - (10) Editor's name and grade.
  - (11) Annual costs (all newspapers):
    - (a) Editorial and administrative manpower

- (b) Supplies and equipment
- (c) Printing (funded newspapers only)
- (d) Distribution and mailing
- (e) Staff transportation

### **FIGURE 3-1. Biography Format**

#### DeCA's Biography Format

1st paragraph: Full identification (including rank if military) and position. Scope of possibility, such as responsible for more than 50 commissaries. When person assumed duty.

2d paragraph: Date and place of birth. Education, including degrees and areas of major, naming the school is preferred. Include special, significant courses or schools such as Training With Industry Program. If military, include major military schools, academies, colleges, etc.

3d paragraph: Begin subject's work experience such as, "Colonel (name) entered the (name of service) in September 1960." With civilians, begin with the subject's choice of first significant work experience. Cite experience or assignments by position local - - and if desired, time of service. Also include not a matter of record, but of notable historical significance in a military or civilian career, i.e., combat experience, records held, outstanding contributions to DoD programs, flying hours, etc.

4th paragraph: Continue work experience or assignments. Don't make paragraphs so long that no one wants to read them or information gets buried in them.

5th paragraph: Continue work experience or assignments, if this paragraph is needed. Conclude this paragraph or the 4th paragraph with last assignment.

6th paragraph: Awards, decorations, or special honors. Where senior officials have numerous awards, cite only the most prominent or unusual ones.

7th paragraph: personal information. Spouse's name, maiden name, hometown, number of children and names (first names only). Do not include ages of children nor their occupations in case of adult children.

**Remember:** This is the basic format; it's not etched in granite. Subjects may have personal reasons for including or not including certain information. The subject should be happy with the biography and feel that it represents him or her, and the agency, well

**Figure 3-2. Sample Personal Fact Sheet.**

(compare with Figure 3-1)

GENERAL JOHN H. JONES

## 1. Personal Data:

- a. Born - - August 21, 1929, Central, N.Y.
- b. Wife - - Mary Smith
- c. Children - - Jane, Charles, and Joan
- d. Hometown - - Central N.Y.

2. Education: Graduated - - Central High School, Central N.Y., 1946; graduated Syracuse University, N.Y., Bachelor of Science degree, 1950; George Washington University, D.C., Master of Business Administration degree, 1959; Basic and Advanced Pilot Training, Laredo Air Force Base, Texas, 1951; Combat Crew Training School, 1956; Squadron Officer School, 1957; Air command and Staff College, 1963; Naval War College, 1970; Advanced Management Program, Harvard Graduate School of Business Administration, 1971.

## 3. Assignments:

- a. September 1946 – May 1951, Army enlisted status, active duty.
- b. June 1951 – December 1951, student, Primary Pilot Training, Laredo Air Force Base, Texas.
- c. January 1952 – July 1952, student, basic training, 3345th Pilot Training Wing, Goodfellow Air Force Base, Texas.
- d. August 1952 – January 1953, student, Flight Instructor Training, 3516th Student Squadron, Randolph Air Force Base, Texas.
- e. February 1953 – July 1956, Pilot Instructor, 3515th Pilot Training Squadron, Williams Air Force Base, Arizona.
- f. August 1956 – October 1956, (F-84) Combat Crew Training, 3624th Student Squadron, Reese Air Force Base, Texas.
- g. October 1956 – October 1957, Fighter Pilot (F-84), and later Flight Commander, 428th Fighter-Bomber Squadron, South Korea.

Note: Continue entries to present assignment showing dates, duties, type aircraft if applicable, locations, and significant temporary duty assignments.

## 4. Decorations and Awards:

- a. Distinguished Service Medal <par>
- b. Legion of Merit with Two Oak Leaf Clusters <par>
- c. Purple Heart
- d. Meritorious Service Medal <par>
- e. Air Medal with One Oak Leaf Cluster
- f. Air Force Commendation medal
- g. Presidential Unit Citation
- h. Air Force Outstanding Unit Award
- i. Combat Readiness Medal
- j. Vietnam Service Medal with Five Service Stars
- k. Air Force Longevity Service Award Ribbon
- l. Republic of Vietnam Gallantry Cross with Palm
- m. Small Arms Expert Marksmanship Ribbon

n. Republic of Vietnam Campaign Medal

5. Promotions:

Second Lieutenant  
Nov. 6, 1952

First Lieutenant  
Apr. 10, 1956

Captain  
Jul. 15, 1962

Major  
Sep. 26, 1966

Lieutenant Colonel  
Sep. 1, 1969

Colonel  
Aug. 1, 1975

Brigadier General  
Apr. 1, 1977

Major General  
Aug. 22, 1978

Lieutenant General  
Mar. 9, 1981

General  
Nov. 19, 1984



**Figure 3-3. Privacy Act Statement.**

(To be used when soliciting biographical information.)

“Biographical information is gathered by the authority assigned to the Director of the Defense Commissary Agency under Title 10, US Code, Section 8012, and DeCAD 100-1, to support DeCA policy in keeping members and the general public informed about DeCA and its leaders. In its final form, your biography is treated as published material and released to any requester or used to prepare public and internal news releases.”

**Figure 3-4. Format for Letter of Authorization.**

(Letterhead)

(Originating Office Symbol)

(Date)

SUBJECT: Publication of (name of publication)

(Printer's Address)

Headquarters, Defense Commissary Agency (name of unit) has authorized (printer's name and address) to print the (name of publication) for (year). The printer has agreed to provide (number) copies without cost to the Government, for distribution by offices and agencies of this Headquarters. The recipient of (number) copies will be (description of audience). The main purpose of this publication is to inform military and civilian personnel of (unit, location, etc.).

This letter may be used by your sales persons as verification of the above facts and is valid until (termination date). This letter may be reproduced only in sufficient quantities for sales personnel but will not be used to imply DeCA endorsement of the printer of (name of publication).

This information may be verified by writing (name and address of point of contact) or by calling (name and commercial number of point of contact).

Sincerely,

\_\_\_\_\_  
(Public Affairs Officer)

**Figure 3-5. Sample request for Proposal.**

Dear Publisher

We are requesting proposals from publishers desiring to compete for a 1-year contract with renewal options for up to 4 years to publish the (Name of Publication), beginning (Date) issue.

If your firm desires to compete for the opportunity to publish the (name of Publication), please submit a written proposal not later than (Date and Time) to:

(Base Contracting Office Address)

Ensure your proposal addresses the requirements in the Instruction and Notices of Offerors (to be supplied by contracting officer) and your ability to meet the selection criteria in the award evaluation. Publishers should ensure they sign their proposals on the last page of the Statement of Work, as the government may award a contract on the basis of initial offers received without discussions.

Please direct any questions concerning this request for proposals to the contracting officer/buyer (Name) (Phone Number).

(CONTRACTING OFFICER SIGNATURE BLOCK)

**Figure 3-6. Sample Request For Proposal/Contract for Newspaper.**

STATEMENT OF WORK

1. Newspaper Contents

A. For and in consideration of the mutual promises of, and mutual benefits derived by, the parties hereto, this contract is made and entered into by and between the Contracting Officer, (name of installation), (Publisher's name and address), herein after referred to as the publisher.

B. This contract provides for the publisher to produce (frequency) a newspaper to be known as the (name of newspaper), a commercial enterprise newspaper published to provide news and command information to personnel of (name of installation). This publication is subject to the requirements of Department of Defense Instruction (DODI) 5120.4, 14 November 1984, and instructions incorporated therein by references, and to the conditions and agreements as contained herein.

C. The publisher agrees to use the name (name of newspaper), which is owned by the government, and no other name, on the newspaper during the life of the contract, unless directed otherwise by the commander. Publisher further agrees not to contest ownership by the government of the forgoing name or to make any use directly or indirectly of that name or a name confusingly similar to that name on any publication it may independently produce.

D. Each issue of the (name of newspaper) shall consist of not less than () pages and no more than () pages, and not to exceed () inches per page.

E. The masthead of each issue shall carry the following disclaimer in type not smaller than six point:

(1) "Published by (name of publisher), a private firm in no way connected with the Defense Commissary Agency, under exclusive written contract with (subordinate echelon). This commercial enterprise newspaper is an authorized publication for members of the military services (add "overseas" in publications outside the United States). Contents of (name of newspaper) are not necessarily the official views of, or endorsed by, the US Government, the Department of Defense, or Defense Commissary Agency.

(2) "The appearance of advertising in this publication, including inserts and supplements, does not constitute endorsement by the Department of Defense or (name of commercial publisher) of the products or services advertised.

(3) "Everything advertised in this publication shall be made available for purchase, use, or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any other non-merit factor of the purchaser, user, or patron. See paragraph 4c hereof.

(4) "Editorial content is edited, prepared, and provided by the Public Affairs Office of (name of Agency)."

F. The masthead may contain the names and editorial titles of military and civilian members assigned the duty of preparing its contents. If used, the names and titles shall be listed in a section of the masthead entitled "(name of Agency) Editorial Staff."

G. Editorial content shall be based on news releases, features, editorials, and reports prepared by DOD and Air Force newsgathering agencies and the Public Affairs Office of (name of Agency). All other editorial material must be approved by the Public Affairs Officer.

H. (If you plan to carry monthly or quarterly supplements - - such as special Anniversary editions, then you need to specify those requirements in this section.)

2. Public Affairs Requirements. The Public Affairs Office shall:

A. Furnish all editorial materials, headlines, cutlines, photographs, and line art for use in the newspaper. The Public Affairs Officer assumes responsibility for the security and accuracy of content provided.

B. Guarantee first publication and distribution rights of the editorial content in the publication.

C. Specify design and layout of editorial content and may specify advertising layout to enhance communications effectiveness of the newspaper.

D. Review advertisements prior to publication to identify any that are contrary to law or DOD Regulations.

E. Be responsible for final proofreading of all material, checking for accuracy and security of content.

F. (Add appropriate paragraphs as to when Public Affairs Office will provide editorial copy to publisher, when photographs and art work will be turned in, when public affairs staff members will be at publisher to finish proofreading and approve paper. Add other items needed to meet local requirements.)

3. Publish Requirements. The publisher shall:

A. Comply with provisions of DODI 5120.4, and the provisions and requirements as contained herein.

B. Use only the editorial material photographs, and art provided by the Public Affairs Office.

C. Furnish the Public Affairs Office galley proofs of all editorial copy to be used in the publication not later than (time) on (day) of week before publication.

D. Furnish the Public Affairs Office advertising page dummies no later than \_\_\_\_ hours before makeup.

E. Be responsible for the makeup of each page, subject to the Public Affairs Officer's supervision.

F. Solicit all advertising.

G. (If publisher will be responsible for picking up copy, list those requirements in this section and specify times for the same.)

H. Be responsible for mailing copies of the newspaper to list of addresses provided by the Public Affairs Office. This list will not exceed (number) addresses.

I. (Put your requirements for color in this section.)

J. (Need to specify what sizes of type the publisher will provide; also point sizes required, screens, engravings, , etc.)

4. Advertising.

A. The average quarterly ration of run of the publication (ROP) advertising to editorial copy shall not exceed (must not exceed 60 percent).

B. Neither the publisher nor his or her representatives shall solicit advertisements in the (name of Agency) or the Department of Defense. Active duty military and civilian personnel are prohibited from soliciting , endorsing, or accepting payment for advertisements.

C. The publisher shall not accept for publication advertisements that are worded or phrased to give the reader the impressions the Department of Defense in any way endorses, guarantees, or sponsors any product or service. Advertising that discriminates or implies discrimination against any person because of race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any other non-merit factor of the purchaser, user, or patron shall not be carried. If a violation or rejection of this equal opportunity policy by an advertiser is confirmed, the publisher shall refuse to print advertising from that source until the violation is corrected.

D. The publisher shall not enter into exclusive advertising agreements with any firm, broker, or individual.

E. No commercial enterprise comic or feature supplements shall be distributed with this newspaper without the approval of the Contracting Officer or his or her authorized representative.

5. Cost:

A. All proceeds from the sale of advertisements for (name of newspaper) belong to the publisher, who agrees to look exclusively to such advertising sales for all publishing costs and profits, if any.

B. The publisher agrees to bear all costs and expenses of publishing (name of newspaper). It is expressly agreed that neither the United States, the commander, his or her representatives or successors, nor (name of Agency) shall be liable for any expenses or obligations incurred in publishing (name of newspaper).

6. Publication and Distribution.

A. The (name of newspaper) shall be published on (day of week) of each (week, month, etc.), and the publisher shall furnish the Public Affairs Officer on the date of publication (number) copies of the (name of newspaper). The Contracting Officer may change the number of copies to be furnished when necessitated by significant increases or decreases of military and civilian personnel at (name of installation).

B. The published copies of (name of newspaper) become the property of the Defense Commissary Agency upon delivery at (name of installation).

C. Government funded newspapers may not be distributed as an insert to (name of newspaper).

D. The publisher shall not make distribution outside the intended audience of (name of Agency). The publisher may provide a copy of each specific issue of (name of newspaper) to an advertiser whose advertisement is carried therein.

E. The publisher will be responsible for distribution of the (name of newspaper) to various locations within the Agency as shown in the attached list. Delivery of the newspapers will be completed by (time) on date of publication.

7. Contract Terms.

A. This contract, unless sooner terminated as herein provided, shall run for a period of 1 year commencing on (award date). This contract may be extended by mutual agreement on a year to year basis for a total period not to exceed 4 years. The first issue of (name of newspaper) pursuant to this contract shall be published on (date). (Allow a reasonable amount of time between contract award date and the first publication date to enable the publisher to mobilize and sell advertisements.)

B. This contract may be terminated by the Contracting Officer prior to its expiration whenever the products and services to be provided by the publisher hereunder fail to comply with the provisions hereof, and publisher, after written notice from the Contracting Officer of such failure, fails to correct same within a reasonable time. The (name of installation) shall not be obligated to renew this contract.

C. The Contracting Officer may also terminate the contract at the convenience of the government in the event the government no longer requires the service.

In witness whereof the parties hereto set their hands on this day of

Name & Title of Contracting Officer

Name and Title of Signer

Signature of Contracting Officer

Signature of Person Authorized  
To Sign

Name of Agency  
Address  
Telephone Number

Publishing Company Name  
Address  
Telephone Number

**Figure 3-7. Sample Guide, Map, or Pocket Guide Contract.**

STATEMENT OF WORK

1. Publication Content.

a. For and in consideration of the mutual promises of, and mutual benefits derived by, the parties hereto, this contract is made and entered into by and between the Contracting Officer, (name of installation), and (publisher's name and address), herein after referred to as the Publisher.

b. This contract provides for the Publisher to produce a (guide, map, or mission and services pocket guide) to be known as the (name of publication), a commercial enterprise (guide, map, or mission and services pocket guide) published to provide Department of Defense personnel information about Defense Commissary Agency mission, command, installation, or community services available; local geography and history; and related information.

c. This publication is subject to the requirements of Department of Defense Instruction (DODI) 5120.4, 14 November 1984; and the regulations and instructions incorporated therein by references, and to the conditions and agreements as contained herein.

d. The Publisher agrees to use the name (name of publication), which is owned by the government, and no other name, on the (guide, map, or mission and services pocket guide) during the life of the contract, unless directed otherwise by the commander.

e. Publisher further agrees not to contest ownership by the government of the foregoing name or to make any use directly or indirectly of that name or a name confusingly similar to that name on any publication it may independently produce.

f. The publisher agrees to provide in the installation guide a minimum of (number) pages, or the equivalent, and (if applicable) a minimum of (number) pages in the mission and services pocket guide, which shall be devoted exclusively to editorial copy and photo art about the installation and command. These pages do not include the local area and (name of state), or pages used for advertising.

g. The masthead of each issue shall carry the following disclaimer in type not smaller than six point:

(1) "Published by (name of publisher), a private firm in no way connected with the US Department of Defense, under exclusive written contract with (subordinate echelon). This commercial enterprise (guide, map, or mission and services pocket guide) is an authorized publication for members of the military services (add "overseas" in publications outside the United States). Contents of (name of publication) are not necessarily the official views of, or endorsed by, the US Government, the Department of Defense, or Defense Commissary Agency.

(2) "The appearance of advertising in this publication does not constitute endorsement by the Department of Defense or (name of publisher) of the products or services advertised."

(3) "Everything advertised in this publication shall be made available for purchase, use, or patronage without regard to race, color, religion, sex, national origin, age, marital status, physical handicap, political affiliation, or any non-merit factor of the purchaser, user, or patron." See paragraph 4b hereof.

(4) "Editorial content is edited, prepared, and provided by the Public Affairs Office of (name of Agency)."



h. The masthead may contain the names and editorial titles of military and civilian members assigned the duty of preparing its contents. If used, the names and titles shall be listed in a section of the masthead entitled "'(name of Agency) Editorial Staff.'"

i. Editorial content pertaining to the guide shall be based on information prepared and submitted by the Public Affairs Office of (name of agency). All other editorial material, including information about the local area and state, must be approved by the Public Affairs Officer.

2. Public Affairs Requirements. The Public Affairs Office shall:

a. Furnish or approve all editorial materials, headlines, cutlines, photographs, and line art for use in the publication(s). The Public Affairs Officer assumes responsibility for the security and accuracy of the content provided.

b. Guarantee first publication and distribution rights of the editorial content in the publication(s).

c. Specify design and layout of editorial content and may specify advertising layouts to enhance communications effectiveness of the publication(s).

d. Review advertisements prior to publication to identify any that are contrary to law, or DOD regulations.

e. Be responsible for final proofreading of all material, checking for accuracy and security of content.

f. (Add appropriate paragraphs when Public Affairs Office will provide editorial copy to publisher, when photographs and artwork will be turned in, and when final proofs will be returned to the publisher. Add other items needed to meet local requirements.)

g. (If an installation telephone section will be included, add appropriate paragraph and indicate when camera-ready copy for this section will be provided to the publisher.)

3. Publisher Requirements. The Publisher shall:

a. Comply with provisions of DODI 5120.4; and the provisions and requirements as contained herein.

b. Use only the editorial material, photographs, and art provided by the Public Affairs Office.

c. Furnish the Public Affairs Office galley proofs of all editorial copy to be used in the publication(s) not later than (number) days before publication.

d. Furnish the Public Affairs Office galley proofs of all advertising to be used in the publication(s).

e. Be responsible for the makeup of each page, subject to the Public Affairs Officer's approval.

f. Solicit all advertising.

g. (Put your requirements for color in this section.) <t1>h. (Specify what sizes of type the publisher will provide; also point sizes required; screens; engravings, etc.)

4. Advertising.

a. Neither the Publisher nor his or her representative shall solicit advertisements in the (name of Agency). Active duty military and civilian personnel are prohibited from soliciting, endorsing, or accepting payment for advertisements.

b. The publisher shall not accept for publication advertisements that are worded or phrased to give the reader the impression the Department of Defense in any way endorses, guarantees, or sponsors any product or service. Advertising that discriminates or implies discrimination against any person because of race, color, religion, sex, national origin, marital status, physical handicap, political affiliation, or any other non-merit factor of the purchaser, user, or patron shall not be carried. If a violation or rejection of this equal opportunity policy by an advertiser is confirmed, the Publisher shall refuse to print advertising from that source until the violation is corrected.

c. The publisher shall not enter into exclusive advertising agreements with any firm, broker, or individual.

d. No commercial enterprise comic or feature supplements shall be distributed with this publication.

#### 5. Cost.

a. All proceeds from the sale of advertisements for (name of publication(s)) belong to the Publisher, who agrees to look exclusively to such advertising sales for all publishing costs and profits, if any.

b. The Publisher agrees to bear all costs and expenses of publishing (name of publication(s)). It is expressly agreed that neither the United States, the commander or his or her representatives or successors, nor (name of Agency) will be liable for any expenses or obligations incurred in publishing (name of publication(s)).

c. No appropriated funds of the United States shall become due or be paid to the Publisher by reason of this contract.

d. The Publisher shall not be required to pay money to (name of Agency), or to provide goods, services, or considerations not directly related to publishing (name of publication(s)).

#### 6. Publication and Distribution.

a. The (name of publication(s)) shall be published in (month and year). The Publisher shall furnish the Public Affairs Officer (number) copies of the (name of publication) by (date) and (if applicable) (number) copies of (names of separate publications). The Contracting Officer may change the number of copies to be furnished when necessitated by significant increases or decreases of military and civilian personnel at (name of Agency).

b. The published copies of (name of publication(s)) become the property of the Department of Defense upon delivery at (name of Agency).

c. The Publisher shall not make distribution outside the intended audience of (name of Agency) <el>. The Publisher may provide a copy of (name of publication(s)) to an advertiser whose advertisement is carried therein.

#### 7. Contract Terms.

a. This contract, unless sooner terminated as herein provided, shall run for a period of 1 year commencing on (award date). This contract may be extended by mutual agreement on a year-to-year basis

for a total period not to exceed 4 years. The first issue of the (name of publication(s)) pursuant to this contract shall be published in (month and year).

b. This contract may be terminated by the Contracting Officer prior to its expiration whenever the products and services to be provided by the Publisher hereunder fail to comply with the provisions hereof, and Publisher, after written notice from the Contracting Officer of such failure, fails to correct same within a reasonable time. The (name of Agency) shall not be obligated to renew this contract.

c. The Contracting may also terminate this contract at the convenience of the government in the event the government no longer requires this service. In witness whereof the parties hereto set their hands this day of 19xx.

Name & Title of Contracting Officer  
Signature of Contracting Officer

Name and Title of Signer  
Signature of Person  
Authorized to Sign

Name of Agency  
Address  
Telephone Number

Publishing Company Name  
Address  
Telephone Number

**Figure 3-8. Award Evaluation.**

1. Contract Award.

a. The government will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the Government. The criteria and the procedures the Government will use for evaluation of proposals and source selection are described in this solicitation.

b. The Government may award a contract on the basis of initial offers received without discussions. Therefore, each initial offer should contain the publisher's best terms from the ability to meet the selection criteria and provide the Government the best possible service and product.

2. Selection Criteria.

a. The selection group will review the written data and may hear presentations by the offerors which responded to the request for proposal.

b. An on-site visit of the contractor's plant may be conducted to determine the ability to perform.

c. Since exchange of rights constitutes the consideration in a commercial enterprise publication contract, the best obtainable product and service in exchange for those rights shall be the primary criteria for selection. General elements the selection group will evaluate for selection are:

(1) Capability, quality of photo reproduction, color and black and white, variety of type fonts and screens available, quality of paper stock, availability of spot color on request.

(2) Convenience of communication between publisher and the public affairs office. Distance, use of computer equipment, ease of communication (not applicable to guides, maps, and pocket guides).

(3) Ability to meet contract requirements, current workload, number of copies to be delivered, and ability to deliver the paper on time, ability to meet or beat deadlines established in the contract with respect to other work.

(4) Experience. Past performance, particular experience in publishing this type of publication, evidence of quality workmanship.

(5) Services that are proposed beyond or in addition to those required in the solicitation.

(6) (List any other items your Agency wishes to consider.) (Order the criteria in descending order of importance in the request for proposal. While exact scoring should not be revealed to unsuccessful offerors, each installation should be able to tell those publishers in general terms where their proposals were deficient.)

**Figure 3-9. Newspaper Survey Sample Questions**

DIRECTIONS: Circle the letter to indicate your response for each question. Unless otherwise directed, circle only one response for each question or sub-item of a question.

1. Have you read an issue of (name of publication) in the past year?
  - A. Yes (CONTINUE WITH QUESTION 2)
  - B. NO (GO TO QUESTION 14)
  
2. How often do you actually read (name of publication)?
  - A. All or almost of the time
  - B. Most of the time
  - C. Some of the time
  - D. Once in a while
  - E. Never
  
3. About how many issues of (name of publication) have you read in the last year?
  - A. None
  - B. 1 to 3
  - C. 3 to 5
  - D. 6 to 11
  - E. 12
  
4. How soon after (name of publication) is distributed do you usually read it?
  - A. Same day as it is distributed
  - B. Not more than three days after it is distributed
  - C. More than a week after it is distributed
  - D. Varies greatly from issue to issue
  
5. How much of each issue of (publication name) do you usually read?
  - A. All or almost all of it
  - B. Quite a bit
  - C. Some
  - D. A little
  - E. Almost none of it
  
6. How do you usually obtain an issue of (publication name)?
  - A. Nearby distribution display
  - B. Employee lounge/break area
  - C. Unit distribution
  - D. Other source(specify)

7. To what extent do you find (publication name) as a reliable source of news about what is going on in the Defense Commissary Agency?

- A. Very good extent
- B. Great extent
- C. Moderate extent
- D. Slight extent
- E. Not at all

8. To what extent do you find (publication name) as a reliable source of news about what is going on at (region)?

- A. Very good extent
- B. Great extent
- C. Moderate extent
- D. Slight extent
- E. Not at all

9. How do you feel about the amount of coverage in (publication name) given to the following topics? (USING THE THREE-LETTER SCALE BELOW, SELECT ONE RESPONSE FOR EACH TOPIC LISTED)

- A. To much coverage (+)
- B. About right (o)
- C. Not enough coverage (-)

	(+)	(o)	(-)
9.1 Awards, ceremonies, personal recognition	A	B	C
9.2 Current, agency-wide news	A	B	C
9.3 Commentaries/Editorials	A	B	C
9.4 Family programs/services	A	B	C
9.5 General features about people and their work, hobbies, etc.	A	B	C
9.6 Region news/events	A	B	C
9.7 Military news	A	B	C
9.8 News about DOD programs, policies, etc.	A	B	C
9.9 Topical/controversial issues (such as child abuse, sexual harassment, etc.	A	B	C
9.10 Operational news (stories about operations, systems, merchandising, etc.)	A	B	C

10. To what extent do you agree with the following descriptions of the content of (publication name)? (USING THE SCALE BELOW, CIRCLE ONE RESPONSE FOR EACH STATEMENT)

- A. Strongly agree
- B. Agree
- C. Neither Agree nor disagree
- D. Strongly disagree

10.1 Easy to read	A	B	C	D
10.2 Easy to understand	A	B	C	D

10.3 Fair and accurate	A	B	C	D
10.4 Interesting	A	B	C	D
10.5 Provides useful information	A	B	C	D
10.6 Source of new ideas	A	B	C	D
10.7 Stimulating, makes you think	A	B	C	D
10.8 Timely, up to date	A	B	C	D
10.9 Well written	A	B	C	D

11. How do you rate the following aspects of the appearance of (publication name)? (USING THE SCALE BELOW, CIRCLE ONE RESPONSE FOR EACH ASPECT)

- A. Excellent
- B. Very Good
- C. Good
- D. Fair
- E. Poor

11.1 Art & Illustrations	A	B	C	D	E
11.2 Charts and graphs	A	B	C	D	E
11.3 Layout and design	A	B	C	D	E
11.4 Photography	A	B	C	D	E
11.5 Quality of printing	A	B	C	D	E
11.6 Readability of print/type	A	B	C	D	E
11.7 Use of color	A	B	C	D	E
11.8 Overall appearance	A	B	C	D	E

12. Some DoD newspapers contain display advertising in addition to want ads. How useful are the display ads in (publication name) to you?

- A. Extremely useful
- B. Very useful
- C. Moderately useful
- D. Slightly useful
- E. Not at all useful

13. Overall, how would you rate the content and appearance of (publication name).

- A. Excellent
- B. Very Good
- C. Good
- D. Fair
- E. Poor

14. What is your sex?

- A. Female
- B. Male

15. How old are you?

- A. Under 20
- B. 20-24
- C. 25-29
- D. 30-39
- E. 40-49
- F. 50 or over

16. What is the highest level of education you have completed?

- A. Less than high school
- B. High school or GED
- C. Some college, no degree
- D. Associate degree or vocational license
- E. Bachelor's degree
- F. Graduate and/or professional degree

17. What is your current status?

- A. Member of U.S. Armed Forces
- B. DoD Civilian
- C. Other (specify) \_\_\_\_\_

18. With what service are you or your spouse affiliated?

- A. Army
- B. Navy
- C. Air Force
- D. Marine Corps
- E. Other (specify)

19. What is your pay grade? (CIRCLE ONLY ONE)

19.1 Officer

- A. WO1 - CW4
- B. O1 - O3
- C. O4 - O6
- D. O7 - O10

19.2 Enlisted

- A. E1 - E4
- B. E5 - E6
- C. E7 - E9

19.3 Civilian

- A. GS8 or lower



- B. GS9 – GS12
- C. GS/GM13 – GS/GM15
- D. Other (specify) \_\_\_\_\_

20. Please provide any additional comments you may have about (publication name).

Thank you for completing the questionnaire.  
Please return the survey to:



## CHAPTER 4

### HISTORICAL FUNCTIONS

#### Section A - The Scope of DeCA History

##### 4-1. "History" Defined

a. "History" is the study of events that occurred in the past. This definition is wide-open. It makes no delineation as to what is "old" versus what is "recent." If it has happened, even if it was as recent as five minutes ago, it can possibly be considered "history." (See paragraph 4-11)

(1) When treating any matter as "historical," DeCA personnel must remember that history is not necessarily defined solely by age.

b. For practical purposes, any records or materials that are not of immediate use, but may have use in the future, should be regarded as historical. The key here is that some historical records are much more significant, and therefore more worth keeping, than others.

(1) As a rule, records on projects, or phases of projects, which are ongoing are active records; when the project or project phase is completed, the records are historical.

##### 4-2. Importance of DeCA's Ongoing Heritage.

a. When DeCA was established in 1991, it assumed a mission heritage dating back to 1775.

(1) When the origins of any organization took place in the distant past, there is often a tendency to regard the story of that organization's roots and development as interesting, but not particularly important.

(2) It is the responsibility of the Public Affairs Office to educate and remind our internal and external audiences that this impression is erroneous, stressing the importance of historical materials and why they are important.

b. Many of the problems, issues, and concerns facing DeCA in the present had their origins in the distant past. Others are of more recent origin, but still predate DeCA. Still others have occurred since DeCA's inception. All can be considered "history."

##### 4-3. DeCA Background and Lineage

a. Although DeCA itself was officially activated on 1 October 1991, the commissary mission itself dates to the first commissary sales stores.

(1) DeCA's immediate predecessors were the Air Force Commissary Service (AFCOMS), The U.S. Army Troop Support Agency (TSA), the Navy Resale and Supply Office (NAVRESSO), and the Marine Corps Services Branch.

(2) Congress first passed legislation for the establishment of such stores by the Army in 1866. The Navy and Marine Corps established similar stores in 1909-1910, and the Air Force assumed responsibility of its stores when it became a service separate from the Army in 1947.

(3) The commissary sales stores developed from the sale of supplies to individual officers from warehouses operated by the Commissary General of Subsistence and the Subsistence Department, a practice begun in 1826.

(4) The Subsistence Department was the successor to the Commissary General's office, established on 19 July 1775, and the Quartermaster General and the Commissary General of Stores and Purchases, established 16 June 1775.

## **Section B - Duties and Responsibilities**

### **4-4. General**

a. With the Historian position designated as part of the DeCA Public Affairs Office, the office functions as the DeCA "corporate memory."

b. Duties of the Public Affairs Office pertaining to History:

(1) Compile, retain, maintain, research, retrieve, publish, distribute, and display materials of historical value.

(2) Answer research requests on questions of a historical nature pertaining to DeCA, its predecessors, and related organizations and activities.

(3) The above duties necessitate the ability of the Public Affairs Office to locate, recognize, and preserve materials having historical value, or are of such a nature as to warrant their retention for future reference.

**4-5. Composition of Historical Files and Holdings.** Types of materials that can be considered for collection and retention. The examples given in this section should *not* be considered to be the *only* types of things that are historical.

a. Documents: can be single pages or entire reports.

(1) Types of documents usually retained - general:

(a) letters

(b) memos

(c) briefings

(d) talking papers

(e) meeting minutes

(f) meeting agendas

(g) organizational charts

(h) personnel lists

(i) newsletters

(j) weekly or monthly reports

- (k) talking papers
  - (l) chronologies
  - (m) sales figures and other statistical data
  - (n) programs from official functions (such as award ceremonies).
  - (o) oral histories (taped/transcribed interviews)
- b. Types of documents usually retained - by category:
- (1) Historical. Ready-made history documents would include:
    - (a) Weekly or Monthly Activity Reports
    - (b) Newsletters, official or unofficial, from Headquarters, Region, and store level
    - (c) Guides, brochures, or handbooks giving information on DeCA programs, operations, and policies
  - (2) Statistical documents. "Vital statistics" include:
    - (a) Annual sales figures, by store and category
    - (b) Square footage (warehouse & store shown separately)
    - (c) Numbers of customers served, week/month/quarter/year
    - (d) Numbers of checkout lanes
    - (e) Renovation information
    - (f) Building numbers
    - (g) Numbers of Personnel
    - (h) Dates of store closures, openings, renovations
  - (3) Subjective Documents:
    - (a) Minutes of important staff meetings
    - (b) Minutes & Agendas of other important meetings (i.e., region directors)
    - (c) Briefings on key subjects
    - (d) Talking Papers, key subjects
    - (e) Closure (or opening) plans
  - (4) "Human Interest" items: can be documents, photos, or memorabilia
    - (a) Old Price Lists (two from each year)

- (b) Personnel Lists (two from each year)
- (c) Newspaper or magazine articles on individual stores, employees.
- (d) Interview transcripts
- c. Photographs, slides, audio and video tapes.
  - (1) Key personnel photos, interviews, statements
  - (2) Photos, slides, video of significant events.
    - (a) Examples: Congressional hearings, important meetings, store openings/closings, group photos taken at such events.
    - (3) Facilities
      - (a) Examples: photos of commissaries, worldwide and region headquarters, and personnel.
      - (4) See **Figure 4-1** for details on what types of photographs and slides should be saved, and how to preserve and file them. See **Figure 4-2** for details on how to display photographs.
- d. Scrapbooks of headquarters, regions, stores
  - (1) special events
  - (2) personnel
  - (3) activities
  - (4) awards
  - (5) news clippings
- e. Periodicals concerning the grocery industry
- f. News clippings
- g. Miscellaneous items.
  - (1) This last includes memorabilia or artifacts unique to a particular location or time frame, such as identification tags, signage, or awards. (See **Figure 4-3**.)
  - (2) Objects unique to commissary operations -- especially objects that are becoming rare, such as price stampers -- may also qualify, as they would be useful display items.

#### **4-6. Methods of Researching, Locating, and Recognizing Materials of Historical Value:**

- a. Daily, ongoing assembly of a database is necessary to providing historical information services.
- b. The sources for historical information on commissaries are numerous, ranging from the files of the individual store, to the base or post public affairs or engineers' office, to such major records repositories

as the National Archives, Library of Congress, the U. S. Army Center of Military History, and the USAF Historical Research Center.

c. All sources need to be considered when compiling this data base; since they are numerous and widely-scattered, the Public Affairs Office must rely on its contacts at the region and store levels to provide support in this area.

d. To locate materials, public affairs officers must be pro-active. When "watershed" or "landmark" events of obvious importance or significance occur (such as directors' meetings, conferences, store openings), the Public Affairs Office must make sure it obtains copies of agendas, briefing papers, minutes, opening-day brochures or programs, and photographs.

e. Collection can be done either in person or by fax memo, requesting originals or copies to be sent through the mail.

f. It is especially important to make inquiries, if not actual visits, to locations that are permanently closing, to obtain materials which may otherwise be lost or discarded. This is especially true of photographs, memorabilia, and artifacts.

#### **4-7. Collection, Retention, Preservation, and Display:**

##### **a. Collection**

(1) In usual practice in Federal offices, when an item is a year old it is normally considered for retention or disposal.

(2) Since most people try to get rid of extra materials, the Historian at DeCA Headquarters and the region Public Affairs Representatives need to make headquarters, region and store personnel aware that they should check with the Historian or the PA Representative before destroying, disposing, or sending to storage anything that may be worth retaining.

(3) While public affairs personnel have to trust people's sense of responsibility and judgment, a list of the types of things which are of potential historical importance is listed in section 4-5 of this directive.

(a) This list should be frequently referenced by all region offices and commissary officers.

b. Recommended methods of choosing and displaying photos and memorabilia are in **Figures 4-1 and 4-2**.

c. Examples of "unique signage" that merit retention are in **Figure 4-3**.

##### **d. Retention: Dangers and problems**

(1) The manner in which historical materials are filed is dependent in large measure upon available facilities and space.

(2) However, simply because there is a lack of available space is no excuse for mishandling or destroying historical records. Space needs to be found for them, just as space would be found for current files.

(a) Some documents can be microfilmed, especially if they are not frequently used.

- (b) A separate filing cabinet(s) should be maintained for historical records.
- (c) Generally, as with any current records, the files must be in an environmentally friendly area. They need to be kept dry and secure from theft, vandalism, insect damage, mold, and mildew.
- (3) Warehouses are unacceptable for storage of historical documents and photographs!
  - (a) They are not climate-controlled.
  - (b) They are homes to insects and animals that eat, nest in, and destroy paper.
  - (c) Specific materials are difficult to quickly locate when placed with hundreds of boxes in a warehouse.
  - (d) Boxes in warehouses also are prone to accidental damage or being misplaced.
  - (4) Filing and storage of documents and periodicals:
    - (a) These should be filed alphabetically, by subject, and then by year. ("Store Renovations, 1980" would be next to "Store Renovations, 1981; "Personnel List, 1976" would be next to "Personnel List, 1977." "Camp Swampy" would be filed before (in front of) "Fort Apache.")
  - (5) Statistical and Chronological data are often best kept in a binder for easy reference, as they are needed frequently.
    - (a) Sales figures from several years usually need to be assembled by the PA office, as they are typically available only in a year-by-year basis from the directorates and regions.
- e. Photographic Slides and Prints: Special considerations
  - (1) These usually need more care than documents because of their fragile nature. This is especially true of color prints and slides, which will fade with time and with repeated exposure to light.
  - (2) Photographs: the recommended means of storage is that of placing the photos in envelopes, by subject, location, and date, along with their corresponding negatives. The envelope prevents the photos and negatives from slipping out the sides (as they would with a file folder) and getting lost or mixed together in the file drawer.
    - (a) Use large (8 1/2 x 11) envelopes, grouped by subject. Write on the outside of the envelope the subject and the date. File any way most convenient; chronological order is recommended for events; by commissary name, if the photos are of a particular store.
    - (b) The easiest way to assure photos and negatives are not separated is to tape a letter-sized envelope to the backside of a print and place the negative in that envelope.
    - (c) If the negative is on a strip with other negatives, save the entire strip, whether or not the corresponding photos are retained, DO NOT CUT THE STRIP. Its length facilitates handling, both by yourself and by a photo lab.
    - (d) If more than one photo is saved from one strip of negatives, place the negatives in a smaller envelope inside the large envelope, which is clearly labeled as to what it contains.



(e) Similarly, when retaining a group of photos, *of any size*, with several negative strips from the same roll of film, place the strips in a small envelope, and place that envelope inside the larger one along with the photos.

(f) Assure the area is not damp or subjected to extremes of temperatures.

(g) When working with proof sheets, attach (with tape) an envelope on the back of the photo & put all the negative strips in it.

(h) *NEVER STAPLE OR PAPER-CLIP PHOTOS OR NEGATIVES!* These practices are counterproductive and destructive. They will damage photos and negatives alike by putting holes in them, bending them, creasing them, or - as time goes on - allowing paper clips to rust on them!

(3) Captions/Identification: label everything clearly, so if the large envelopes, photos, and negative envelopes are ever separated, they can be easily rematched.

(a) The easiest way to accomplish this is to assign each envelope not only a descriptive title, but also a NUMBER. The number can be quickly placed on each photo and on the envelope. Individual photos should be captioned, with labels, as to the identity of people; the date and event will be clear from the title on the envelope.

(b) Caption with a gummed label on the rear - DO NOT write on the back of the photo! (This can damage the emulsion on the face of the photo, and the ink may eventually "bleed through" onto the photo itself.)

(4) The "BOTTOM LINE" ON PHOTOS:

(a) ORGANIZE CHRONOLOGICALLY OR ALPHABETICALLY, BY SUBJECT; CAPTION AND LABEL; KEEP NEGATIVES WITH CORRESPONDING PHOTOS; AND TAKE CARE TO PRESERVE THE PHOTOS AND THE NEGATIVES, NOT RUIN THEM.

(5) Slides

(a) these are best kept in a slide cabinet.

(b) if a slide cabinet is unavailable, use plastic or vinyl sheets. These sheets protect the slides from dust and other damage, and can easily be held to a light source for quick reviewing.

(c) Each sheet should be placed in a large (8 1/2 x 11) envelope, which should then be labeled as to subject, location, and date: base/post, date/year, the identities of the known people in the slides, and the event/occasion.

(d) Lacking vinyl sheets: envelopes, plastic boxes, or slide trays will suffice for storage on a temporary basis. Every effort must be made to keep these properly labeled and sorted.

(e) File either by commissary name or chronologically.

f. Retention and Storage of Memorabilia

(1) General: when available, save 2 of each object- one for display, the other in safekeeping in case the displayed item is damaged or stolen.

(2) Store Awards

(a) Retention of store awards are especially important when the store or its base/post closes.

(b) It is not necessary to retain individual awards or trophies that individuals won for bowling, softball, etc. Somehow, these seem to gravitate to the store instead of the individual's home. Every effort should be made to get these to the individual that won them.

(c) What should be saved are awards the commissary itself received. If the commissary is closing, the awards should be obtained by the Region HQ and placed on display there.

(d) Awards given by the services or by DeCA for Best Commissary, or one of the various Best Department awards (meat, grocery, produce, etc.), should DEFINITELY be placed on display.

See **Figure 4-2** for recommended display methodology.

g. Special considerations in Historical File Arrangement

(1) It is advisable to arrange document files alphabetically, by subject, as certain subjects will recur frequently and a chronological arrangement would be counterproductive to quick retrieval.

(2) On the other hand, photos and slides are best arranged either chronologically, or by commissary location.

(a) Usually a combination of the two methods works well: store location shots can be arranged by store name, regardless of date, while headquarters or region events can be arranged chronologically.

**4-8. Compilation and Production:**

a. Certain records, although available, are not readily usable. A single research request can take hours to answer, even if the information is already on file.

(1) For example, a request for information on award recipients, trends in sales figures, coupon savings figures, or construction projects and costs will require material from many different years.

(a) This will take a great deal of time to answer if the information requested is in numerous unindexed files, binders, or books.

b. At both the headquarters and the region level, Public Affairs Offices should compile such information as might be frequently needed and place this information in a ready-reference binder.

(1) Suggested topics for compilation:

(a) Award winners and nominees

(b) Store openings and closings - plans, dates

(c) Store "vital statistics," including square footage, identity of commissary officers, building numbers; annual sales figures, by store and region; lists of key personnel.

c. Oral Histories

(1) These are taped and transcribed interviews with key personnel - often, as they are retiring, and can look back upon their career and put everything into perspective.

- (2) The length of these interviews is entirely up to the interviewer and the interviewee.
  - (3) When taping, the interviewee should be as frank as possible.
  - (4) Any material that is classified or, by request of the interviewee, is to be kept "off the record," is not to be recorded.
  - (5) Discretion must be used when transcribing the interview.
    - (a) the transcript is to be typed word-for-word and submitted to the interviewee for his/her screening.
    - (b) the final transcript version is not to be released to anyone until it has been screened and approved for release by the interviewee.
    - (c) if the interviewee still has restrictions, limiting the potential audience for the transcript, tape, or both, these requests for limitations must be honored.
    - (d) while the transcript should not be altered with lengthy additions, it can be altered with deletions. Interviewee requests for short alterations or additions for purposes of clarification should be honored when they do not disrupt the flow or substantially alter the meaning of the statements made.
- d. Ongoing Chronologies: Essentially, this is a "Daily Diary", summarizing in one to four sentences the major events of the organization at the headquarters or region level.
- (1) Use of the Chronology: This is one of the most frequently used items by either a PA or an Historian. Usually one of the first questions asked about any event in the past is, "When did it happen?"
    - (2) "When" is not the most important question, but it is the starting point.
      - (a) Knowledge of the date enables everyone involved to scour their files starting with, and following, that date. Weekly Activity Reports, Staff meeting notes and agendas, letters, and other documents on or around that date can be found and examined for necessary information regarding the subject.
      - (b) Then, too, the date itself may be of vital significance, especially if a legal question has developed.
      - (3) A glance through a well-kept chronology will show an outline of the entire progress of the organization. Important watershed dates are pinpointed; developing projects can be reexamined critically: "What we should have done there is..."; "We did well at that point;" "Next time, let's try something else..."
      - (4) Compiling a chronology: easily (and preferably) done by using an expanding word processing document. Be sure to save a backup.
      - (5) When to compile it: every day, if necessary. Usually, once a week suffices.
      - (6) "What goes in it?" Entries would include:
        - (a) store openings and closings
        - (b) important meetings, stating the subject and key attendees

- (c) important visitors
- (d) retirement of key personnel and arrival of their replacements
- (e) awards ceremonies

#### **4-9. Record Retrieval and Answering Research Requests**

a. The historical function is one of being able to provide information on an as-needed basis to the DeCA Director, the Public Affairs Officer, key headquarters and region personnel, and other DeCA employees.

b. Being able to quickly answer such requests is one of the primary reasons for retaining and organizing historical materials in such a way that needed materials are easily retrieved.

c. When answering research requests, the DeCA Director and Deputy Director, the Public Affairs Officer, and the Command Section take precedence.

d. A record should be kept listing the subjects of requests answered, the time the request consumed, the person and office for which the research was performed, and the date. This log can either be a one-line entry or separate, detailed sheets kept in a binder.

e. Time requirement:

(1) When answering requests, the Historian/PA Rep must determine what constitutes a reasonable amount of time to answer, and advise the requestor as to the amount of time necessary for answering the request.

(2) The requestor must realize that much of DeCA and Commissary history is not published or readily available. This is especially true if there are detailed questions regarding specific commissary locations.

(a) Therefore, some requests might require a great deal of research, phone calls, and coordination with other offices, while others may only take moments,

(b) Historians and PA Reps must use their judgement when confronting a situation in which answering an historical research needs to be delayed because of prior commitments.

(c) When new material is uncovered in answering the request, a new file should be created for it as soon as possible. The historian should retain a copy of the reply to the request and place it in this file, or in the request log.

#### **4-10. Publication, Distribution, and Reports**

a. Part of the Historian's function is to bring matters of historical interest or importance to the attention of DeCA personnel, even when there has been no specific request for it.

(1) To accomplish this, the historian uses the materials he/she compiles in everyday research and retention.

(2) Written articles and contributions to PAO video programs will stimulate interest in, awareness of, and appreciation for DeCA, commissary, grocery, and military history.

(a) The audience is informed not only of the described event, but also become more familiar with the DeCA Historical function itself.

(b) As personnel become more familiar with the DeCA historical function, they will be more likely to be interested in, and aware of, the need for finding and preserving historical items.

(c) When happening upon documents, photographs, or memorabilia that may be of significance, DeCA personnel will be more likely to bring them to the historian's attention - rather than simply disposing of them.

b. Written materials

(1) With assistance from the rest of the PAO, the historian at Headquarters should provide the following written materials:

(a) An annual DeCA report

(b) Articles for Vision

(c) Fact Sheet material

(d) Scripts for DeCA Today and other Video programs

(e) Brochures, leaflets, pamphlets

(f) Other articles, as assigned

(g) A short report, provided every six months to the Historian for the Secretary of Defense.

(h) Historical items, as needed. for special publications, such as the DeCA Fact/Guidebook, base/post directories, etc., as assigned.

(i) Other items, such as chronologies, evaluations, or short articles, on subjects of his own choosing which he deems to be of historical interest or importance. After gaining approval from the Public Affairs Director, these items can be selectively or widely distributed throughout DeCA.

## SECTION C - TERMINOLOGY

### 4-11. Definitions

a. Historical: This does not necessarily mean "Old." "Old" is a relative term, and it means something different to each one of us. Therefore, consider anything that occurred at any time in the past -an hour ago, last week, last year, last century - and is no longer needed for everyday functions, to be "*Historical.*" An item that is no longer needed in the "current" file.

b. Significant: This is a key word. The simple fact that something is "old" does not make it "historically significant." Nor does the mere fact that a general officer or admiral is in photo, for example, make the photo significant. What is significant is often a judgement call; discretion, forethought, and insight are needed to not throw away items which are of potential significance.

c. Valuable (or) Worthwhile: conceivably having a use to someone in the agency, particularly at the command, directorate, or region director level, in either the near or long-term future. Key events are usually "watershed" events, marking the beginning, end, or "turning point" of some policy or project.

Obvious uses for information on such events would include background briefings, memory refreshers on recurring issues (store or base closures, privatization, consolidation, establishment of new stores, the "bagger issue"). Other uses would include displays, articles, DeCA annual reports, illustrated histories, brochures, and other publications.

d. Materials: This is a generic term. It's used here to describe photographs, negatives, slides, negatives, audio tapes, videotapes, film, papers, documents, periodicals, and all sorts of "memorabilia."

e. Artifacts: Similar to memorabilia. "Artifact" is usually a word used when describing something very old and man-made. "Memorabilia" is usually a more accurate term when speaking about commissary objects.

f. Memorabilia: Trinkets, souvenirs, stickers, awards programs, brochures, identification badges, plaques and trophies (given to the store), clever or unique store signage. (Sample of a "unique" sign is attached, **Figure 4-3**.)

g. Recognition: The ability to see the potential future use or value of an item (photo, object, document, magazine). This ability usually comes with familiarity of the commissary business and a familiarity with what is already being retained.

h. Retention and Preservation: Keeping records, documents, magazines, and objects secure and protected. Storage should be either in files, drawers, or boxes which protect the materials from theft, heat, cold, dampness and mildew, insects, and other hazards.

i. Retrieval: The ability to quickly locate these materials necessitates that they be stored in an area that is quickly and easily accessible.

**FIGURE 4.1 HISTORICAL PHOTOGRAPHS: WHAT TO SAVE AND WHAT NOT TO SAVE**

a. Since a single (good) photograph is worth a thousand words, photos are extremely important!

(1) "Photographs" can be color or black and white prints, of any size, or slides of any format.

b. There is no need to save poor or bad-quality photos.

- (1) Blurred (motion)
- (2) Blurred (unfocused)
- (3) Dark
- (4) Too light, "washed out"
- (5) Severe lighting/harsh shadows
- (6) Unflattering expressions, poses
- (7) Severely damaged photos/slides: tears, wrinkles, fingerprints (unless it is historically significant).

c. However, IF the photo is otherwise acceptable AND it is the only one in existence showing that particular subject matter, it may be wise to retain it. This is a judgement call.

d. Rules of thumb: use the same criteria in keeping photographs as you would when considering them for publication; after all, someday they may be published or placed on display.

- (1) Does the photo "tell a story?"
- (2) Does the photo have interesting or important subject matter?
- (3) Is the photo well composed?
- (4) Does the photo show any people?
- (5) If so, are they facing in the general direction of the camera? That is, can you see their faces? Or are their backs to the camera, or their faces in shadow?
- (6) Is the photo flattering to the subject?
- (7) Is it a photo they themselves would be pleased to see?
- (8) Is it in focus?
- (9) Is it well lit?
- (10) Does it have an interesting, pleasing, or informative background?
- (11) Can we learn or confirm anything about commissary operations from the photo?
- (12) Does the photo show distinctive features of a store, or does it merely show row after row of product displays that could be in any store, anywhere?
- (13) Is the photo the only one you have of a particular place? (If so, you might wish to retain it even if it is of poor quality.)

e. Discussion on the above "Rules of Thumb:"

(1) The "Best" photographs are the clearest and the ones that show various sections of a store, warehouse, or region office, *with people* - preferably people *who are facing the camera* (but not necessarily posing/smiling/aware the camera is there!)

(2) Remember: if there's anything no one wants to see, it's the back or rear end of someone walking away from the camera.

(3) "Telling a story" means the photo shows us people doing something; the set-up and decor of a store while people are shopping; an end cap or item display *with the people who built it*, or with customers picking products up from the display.

(4) Posed shots are sometimes useful.

(a) They are usually retained when they show "historical" events, such as groundbreaking, grand openings, award recipients, etc.

(b) Remember, one of the most famous historical photos ever made is a posed one --- that of the flag raising on Iwo Jima in World War II. The trick is to make the photo look unposed!

(5) Official Portraits

(a) While not very exciting, they are always needed and should be retained.

(b) It doesn't matter if particular individuals are retired or have moved to new jobs; there is no telling when their pictures will be needed --- because they have become famous or infamous, because they became prominent or "made good" somewhere else, perhaps as a base commander; or perhaps they have passed away and their photo is needed by local papers for an obituary.

(c) Remember, you won't want it until you need it; and you won't need it until you want it. It's easier to save something now than it is to try and re-create it after you've thrown it away.

(6) Photo Subjects: People

(a) "Important people" by themselves do not make a photo worth saving or publishing!

(b) Follow the same criteria you would for anyone else. It is important to have a good clear photo of them, preferably looking at things in the store (and not posed for the camera).

(c) Do not take up file space by saving a photo of an "important person" if you feel the person would consider the photo to be unflattering.

(d) The occasion of important people visiting a location may be historically significant to the store/post/base, but only the photos showing that person in the best possible light, pose, and facial expression need be retained.

(7) Photo Subjects: scenes

(a) A photograph showing the exterior of a store is more valuable than a photo showing unknown customers with little or nothing visible in the background.

(b) A photo showing the interior of a store with people in it is more historically useful than a photo showing nothing but store layout and shelf displays, particularly if the photo shows the people who put, or are putting, displays together.

(c) Clear photographs are more valuable than blurred, poorly lit, or unfocused ones.

(d) Blurred photos are better than none at all, so long as what they show is somewhat recognizable. But if you have a focused and a blurred photo showing the same scene, throw away the blurred one!



(8) Captions: A photo with a caption that provides identification of people, place, event, and date is more valuable than a similar photo which has no caption.

(a) It is not necessary to keep even a perfect photo that has identification provided, if you already have similar photos on file.

(9) When you have decided to save a photo, make sure to save 2 or 3 copies, and their negatives!

## **FIGURE 4-2. HOW TO DISPLAY HISTORICAL MATERIALS**

a. Photographs are most valuable when either published or placed on display, so the largest number of people possible can benefit from insights the photos have to offer.

b. Similarly, memorabilia is most useful when it is placed on display where it can be seen by as many people as possible.

c. A display means nothing if it is not clear to the viewer exactly what is in it, and why it is on display.

(1) Photos should be captioned

(2) Plaques or other means of identification must be placed with memorabilia, explaining the significance of what is being shown.

(3) If items in the display have been loaned or donated, they should be labeled as to who gave them and when they were received.

(a) This is especially important with rare, valuable, or unique items.

(b) It is also important when bases or stores close to retain memorabilia - especially trophies and other awards - and place those on display at the Region Headquarters.

(c) Since many awards received by stores prior to 1 October 1991 will be from AFCOMS, NAVRESSO, or TSA, the identification should make some reference to the services' transition to DeCA.

(4) Protecting/preserving displayed photos

(a) Photographs are easily ruined by water, humidity, heat, and direct light (particularly sunlight).

(b) It is desirable to place photos in areas where direct sunlight and extremes of humidity are not major problems.

(c) Photos on display should be dry or wet-mounted to a flat posterboard or stiffened foam board, to keep them from curling and wrinkling.

(d) The method of display is one of individual taste. Possible methods include framing (using non-glare or non-reflective glass); frameless, with direct placement on a wall (the use of very stiff foam board is necessary); and use of a semi-permanent display board.

(5) Protecting/Preserving Memorabilia

(a) Memorabilia needs to be protected from the elements and from the curious, who may damage the objects.

(b) When possible, obtain locking trophy cases in which memorabilia these can be securely displayed.

(c) Often a surplus case can be found in a warehouse, and obtained through your building custodian, or through the building custodian of the organization that still owns the case.

(d) If several cases can be obtained, one can be used for commissary-specific awards, the other for all the various sporting awards that some stores have received.

(e) Unique store signage and other memorabilia can be displayed in another case.

(6) Extra memorabilia, photographs

(a) When there are extra photographs that are historically valuable, or extra pieces of memorabilia, consider sending one to HQ DeCA for display (or, in the case of photos, for publication) there.

(b) If you send memorabilia to HQ DeCA for display, be sure to carefully and properly pack them so nothing is damaged!!!

(c) Photos should be sent in a padded envelope, or an envelope stiffened with cardboard.

Figure 4-3. EXAMPLES OF UNIQUE SIGNAGE



Commissary-unique signage can include shelf talkers, announcements, and price information. ABOVE, the Smart Owl was a symbol used both by TSA and AFCOMS. BELOW, a sign completely unique to the AFCOMS California-Nevada Complex in the mid-1980s.



## Chapter 5

### INSTALLATION/COMMUNITY RELATIONS

#### Section A - Goals and Functions

**5-1. Purpose of Community/Installations Relations.** The terms "community relations" and "installation relations" are used interchangeably throughout this chapter. The goals of community/installation relations are to develop and carry out programs to earn understanding, acceptance, and support of the DeCA role in national defense and to foster respect for DeCA people. The director/commander, through the public affairs office, studies and analyzes public and organizational attitudes in the community and conducts programs to achieve these goals:

a. DeCA is concerned with installation/community relations because it depends on community support to help its people carry out the DeCA mission.

b. Region directors and commissary officers should encourage their people to participate in the activities of the installations they serve. They must take a personal interest and be involved in community relations activities.

c. Community relations vary from place to place. Each community or geographic area has its own character: structure, personalities, problems, and organizations differ. Public and customer attitudes and opinions about DeCA are formed in the communities. Effective community relations require commissary officers to know and understand local communities thoroughly.

d. Participation in installation events by DeCA people is desirable and encouraged on a personal basis. It helps to create and sustain public awareness of the responsibilities assumed by DeCA people.

**5-2. Community/Installation Relations Objective.** The objectives of the DeCA Community/Installation Relations Program are:

a. Increase public awareness and understanding of the armed forces and the mission, policies, and programs of the DeCA.

b. Foster good relations on mutually acceptable terms with the public and customers that the Agency comes into contact with at every service location.

c. Maintain a reputation as a good neighbor, as well as a respected professional organization charged with part of the responsibility for installation quality of life.

**5-3. Program Elements.** Among the main elements of a community/installation relations program are an understanding of the public mood, knowledge and use of available communications channels, and developing programs to achieve defined goals.

a. **Public.** An installation's public includes many groups. Basically, they are both internal and external. Internal groups can include active duty people, National Guard and Reserve, career civilian employees, and retired military personnel and their families. External groups can include: community organizations (such as civic, trade, industrial, veterans, youth, ethnic, women, religious, and educational); local, state, and federal government officials; professional organizations; civic leaders; and others.

b. **Communications Channels.** The commissary officer and PAO have many means to communicate with the diverse groups that interact with DeCA. While many messages are conveyed to the masses, specific messages intended for specific groups must be conveyed using the right type of communication. Written correspondence, telephone calls, personal visits, newspapers, magazines, newsletters, speeches and briefings to selected audiences are all methods of communicating to a community. To reach as many key individuals in an organization as possible, a special briefing, tour, or meeting should also be considered. These can be publicized through base newspapers, radio, television, bulletin boards, mailed announcements, and personal contact. Whether one, some, or all of these types of communication are used depends on the specific situation.

c. **Projects and Activities.** Installation/Community relations activities are used to tell the customers about DeCA and to demonstrate that the Agency is a good neighbor (see figure 5-1 on types of activities). Projects should not be selected just because they sound good or because other organizations have had success with them. The publicity value of a project should not be the driving force determining whether or not DeCA participates. Rather, the inherent value of an activity should be the determining factor. A key consideration is whether or not it is suited to your DeCA activity and host installation and whether or not the anticipated returns justify the effort and resources involved.

**5-4. PAO Installation/Community Relations Activities.** An organization has a community relations posture. Whether relations are good, bad, or somewhere in-between depends on the effectiveness of the communications between a commissary and its community. Developing a sound program is a function of the commissary officer. Community relations is a local matter and must be tailored to fit local needs. The state of community relations can change very rapidly. The commissary officer must closely supervise and analyze the community relations posture and design programs to respond to these changes. A four-step public affairs cycle can be applied to develop and maintain a community relations program that assists DeCA organization in completing its mission.

a. **Step 1 - - Fact Finding.** A great deal of information is needed before an installation/community relations program can be planned. Some of the subjects the commissary officer must understand are in Figure 5-2. The data obtained from gathering and analyzing the items in Figure 5-2 show the store's strengths and weaknesses with the community. Once the analysis is completed, the commissary officer determines what the store's key community relations problems are and develops a plan to solve or alleviate them. A community relations plan requires long range goals that are reached through short-term objectives.

b. **Step 2 - - Planning.** The commissary officer begins by establishing long range goals. With information gathered and analyzed in step 1, the planner then develops the short-term objectives and identifies the means of meeting them. Each community relations objective is addressed in terms of the groups involved, pertinent guidelines and directives, and potential projects or activities which might contribute to its attainment.

c. **Step 3 - - Communication.** The commissary officer must explain the community relations goals and objectives to each individual in the organization who may be affected and whose support is essential. The program should be fully coordinated prior to being presented to the region director or PAO for approval. Once officially adopted, all members of the store need to be made aware of it because community relations is a team effort. Information should include a statement of the issue, the director or commander's viewpoint on the importance of sound relations, what policy has been adopted, an explanation of planned projects, and the degree of participation desired by store people. Obtaining the support of the agency's people usually guarantees good results. The amount and kind of information an organization should present should be determined. Opinion leaders, other individuals, and groups should be well informed about the mission and achievements of the agency and its people. The commissary officer must select the proper channels of communication to transmit the desired messages. The region PAO or HQ DeCA/PA can assist.

d. Step 4 - - Evaluation. The fourth step involves evaluating the results of the community relations program and the effectiveness of the techniques used. It is an ongoing process that leads back to the first step. It is rare that a community relations program ends once it has been set in motion.

## **Section B - Policy Guidance**

### **5-5. Participation Criteria - Special Events**

DeCA may take part in programs off the local installation that are:

1. Directed by Public Law, Executive Order, or the Secretary of Defense.
2. Official military, federal government or civil ceremonies or functions.
3. Events or occasions of general interest or benefit to a local, regional, or national community which are open to the general public.
4. In support of DoD recruiting programs.
5. In support of united, federated, or joint fund raising campaigns approved by DoD.
6. In support of fund raising campaigns for U.S. teams competing in the Pan American or Olympic games.
7. Patriotic in nature for the celebration of an official local, state, regional, or national holiday.

DeCA may not take part in programs off the installation that are:

8. Intended, or which appear to endorse, selectively benefit, or favor, any private individual, special interest group, business, religion, ideological movement, commercial venture, political candidate, or organization.
9. For the purpose of soliciting votes in a political election.
10. For fund raising events not listed in items 5 and 6.
11. In a situation where the real or apparent purpose is to stage controversy or public confrontation.

### **5-6. Participation Criteria - Sponsor**

DeCA may take part in programs off the local installation if sponsored by:

1. Local, state, or federal governments.
2. A veterans, military service related, patriotic, or historical organization, or its auxiliary.
3. A civic, service, youth, professional, educational, trade, or labor organization interested in supporting the DoD.
4. A public school, college or university, nonpublic school, college, or university where the program is of community wide interest and benefit. The program must be free, open to all, and broadly promoted. It must be clearly an educational, patriotic, or recruiting program.

5. A religious group, if programs are of community wide interest, nonsectarian, and broadly promoted.

DeCA may not take part in programs off the installation sponsored by:

6. An organization which excludes anyone from its membership because of race, religion, color, national origin, or sex, except in item 4 of this paragraph.

7. An organization whose constitution, bylaws, membership qualifications, or ritual is not available to the general public. Examples are secret societies and many fraternal organizations.

8. A sect, partisan political organization, or ideological movement.

### **Section C - Official Appearances, Speeches, and Invitations to Distinguished Visitors**

#### **5-7. DeCA Policy Regarding Acceptance of Invitations to Make Appearances and Speeches.**

Official public appearances and speeches by DeCA people, military or civilian, constitute essential parts of the DeCA program to keep the public informed. Individual members of DeCA, particularly general officers, senior civilian and other key personnel, should make every effort to fill requests unless overriding or previous official commitments preclude acceptance. DeCA people are authorized and encouraged to make official public appearances or speeches if:

- a. Participation does not interfere with assigned duties.
- b. They confine their remarks to discussion of subjects within the purview of the Agency.
- c. Views expressed are nonpartisan.
- d. Participation does not imply DeCA sponsorship or agreement with the statements of others which may be partisan in nature or contrary to national policy.
- e. Participation does not violate Standards of Conduct. (If doubt exists, get guidance from the DeCA General Counsel.)
- f. Their remarks or speeches have been reviewed according to security and policy review guidelines outlined in Chapter 6.

**5-8. Speech Emphasis.** Audience selection is the most important criteria when evaluating speech invitations. The emphasis at all levels must be to reach out to dynamic sectors in the local community, business community, geographic area, or even the nation as part of our mission of ensuring interested people understand the role of DeCA within the DoD. This is absolutely vital for senior level speakers who, because of rank and expertise, can best help the American people, our many members of the military family, and other interested audiences understand defense issues and priorities.

a. Broadly speaking, a non-choir audience is one not aware of DeCA missions, programs, and issues. Examples of a non-choir audience include the following: Chamber of Commerce; non-defense business/industry groups; civic clubs; World Affairs Councils; university/student forums; city/state government officials; non-defense professional organizations; media organizations; and religious groups.

b. A choir group, on the other hand, includes military audiences (and families of military members), veterans groups, defense-related associations, defense industry management clubs or other gatherings in which 51 percent or more of those attending have a personal, professional, scientific or business interest in defense or the Defense Commissary Agency. Examples include the following: American Logistics Association; Air Force Association; base community councils; and ROTC. The challenge for



public affairs officers is to maintain a speakers program which attempts to reach a balanced cross-section of interested members of society.

**5-9. Program Responsibilities.**

a. HQ DeCA/PA monitors nationwide DeCA representation at appropriate public events; assists directors/commanders, as required, in evaluating public appearances or speech request.

b. HQ DeCA/PA and region PAOs assist in developing speech material and releases certain speech texts for senior command staff.

c. HQ DeCA/PA provides security and policy review for clearance of speeches proposed for public release.

d. Commanders and directors should cooperate in using appropriate themes developed by HQ DeCA/PA in speeches given by members of their regions.

e. Individual DeCA members must make sure, before accepting an invitation to make an official public appearance or speech, that requirements are met for security and policy review of each speech, as required by Chapter 6; must not accept payment of honoraria for making an official public appearance or speech; comply with the Standards of Conduct).

**5-10. Speakers Bureau. HQ DeCA/PA and region PAOs should:**

a. Maintain records on active or potential military and civilian employee speakers. These records usually include brief biographical data, information about the type of organization and events before which the speaker has spoken or is qualified to speak, and subject matter that the speaker is qualified to discuss.

b. Set up a folder for each serviced civilian organization or activity. Folders may be established either individually or comprehensively, based on local, state, or national groupings, as dictated by the nature and volume of speech requests. Each folder should include information needed to evaluate requests from the organization, individuals connected with it, copies of all record correspondence, after-action reports including speech material used, and recommendations for future participation.

c. Maintain speech material files. These should include copies of pertinent speeches given by commanders and staff, plus speech material received from higher headquarters. Periodically solicit information for speeches from commanders and staff officers for the file. Printed speech aids produced by the Military Services and OASD/PA are very helpful in this regard.

**5-11. Speech Clearances. Refer to Chapter 6 for security and policy review requirements.**

**5-12. Speech Writing Assistance.** Various speakers use different approaches to prepare speeches. Some speakers write their own material. Others designate a member of their staff, such as an executive officer, aide, special assistant, or PAO for speech writing assistance. In most instances, staff officers who have technical knowledge, program responsibility, or maintain vital records and statistics will be called upon to provide data used in speech preparation. Personnel providing such data must ensure its accuracy since the material will be widely presented and is subject to repeat use once in the public domain.

**5-13. Inviting Distinguished Visitors.** DeCA activities may invite distinguished visitors to attend appropriate functions.

a. Invitations to special events may be made through HQ DeCA to senior officials up to and including: Senior DoD Officials, the Chairman; Joint Chiefs of Staff; the Secretary or Chief of Staff of the

Army; the Secretary of the Navy or the Chief of Naval Operations; the Secretary or Chief of Staff of the Air Force; or the Commandant, US Marine Corps.

b. Invitations to the President of the United States, Vice President, and members of Congress should be processed carefully through DeCA Legislative Liaison.

c. Invitations to other distinguished visitors to installation or region-level events are a procedural matter for regions. It is recommended coordination through DeCA Legislative Liaison and HQ DeCA/PA occur before initiating an invitation. Advise HQ DeCA/PA immediately when the appearance of a distinguished visitor at a DeCA function is considered likely to attract national attention.

**5-14. Congressional Visits.** Coordinate all visits by members of Congress with HQ DeCA Legislative Liaison Office.

**5-15. The Joint Civilian Orientation Conference.** This is a periodic meeting arranged in Washington, and includes interested civic leaders who are personally invited by the Secretary of Defense and briefed on military affairs and taken on tours of Service installations. These tours should be given the highest priority since they are SECDEF-sponsored, with assistance from OASD/PA. HQ DeCA/PA is the OPR for this program with DeCA.

**5-16. Commissary Tours.** Tours tell a portion of the DeCA story to visitors and should be tailored to coincide with the interests of different age groups. Although tours usually are scheduled several weeks in advance, there are times when people or groups will just "drop in." Commissary Officers should have written procedures, on how to handle all type of tours. Following are some suggested guidelines:

1. Briefers and Speakers:

Have they been requested and confirmed?

Have they been given background information on the group?

Have they been informed what uniform to wear?

Have briefings, presentations, and speeches been tailored to the group?

Do speeches have to be cleared with higher headquarters?

Is audiovisual support needed and arranged (equipment, spare bulbs, operators)?

Are speakers prepared to answer questions likely to come from the particular group (i. e., product quality, in stock rates, stockage selection, etc.)

2. Escorts:

How many will be required? Are backup escorts necessary?

Have they been briefed on their responsibilities?

Have they been given background information on the group?

Have they been told what uniform to wear?

Is a dry run required?

Where will the escorts assemble?

3. Itinerary and Agenda:

Is there a backup plan for events that are tentative or might be affected by adverse weather?

Has appropriate participation by the commander been coordinated?

Will all affected areas be clean and spruced up for the visit?

Will group make any presentations to base officials? Will base officials make any presentations to group? Have recipients been advised?

Is a base photographer required?

Can refreshments be provided?

Are telephone facilities available?

4. Arrival:

Have information packets been prepared (agenda, fact sheets, biographies)? Will they be distributed upon arrival or placed in rooms?

Has baggage handling been arranged? Has group been advised in advance how it will be handled?

Are nametags required?

5. Billeting and Eating (if required):

Has billeting officer been informed of requirements?

Has food service officer been notified of plans?

Is there a requirement for any formal seating arrangements, to include a head table? Are affected persons aware of special seating?

Who pays? When? Where?

Have names of guests been requested?

Can unexpected guests, within reason, be accommodated?

Are there any special diet restrictions and requirements among guests?

Is someone prepared to notify billeting and food service officers of cancellations or additions as soon as possible?

Have arrangements been made to pay for items and services which will be billed?

6. Transportation:

Will installation transportation be required?

Can personal transportation be used?

If enroute changes are necessary, is there a way to reach drivers through a dispatcher?

7. Media:

Is there media interest?

Should tour be covered by base newspaper representative?

Will there be working media with group? (Not recommended in most cases.) Do they have any special requirements? Have ground rules been discussed with them? Have commander and others who might be affected been advised?

8. Follow-Up:

Are letters of appreciation appropriate?

Will photos be sent to group?

Are after-action reports required?

Is there a way to get feedback from the group for use in fine-tuning future tours?

**5-17. Displays at Installation Open Houses.**

a. Open houses show the mission, equipment and facilities of the military, and the skills and professionalism of its people. They should highlight the base mission and military life. Commanders often open dining halls, dormitories, maintenance shops, classrooms, flight simulators, and other unclassified facilities for public inspection.

b. Traveling Displays - Description and Use:

(1) DeCA/PA owns several portable displays which depict the commissary benefit, as well as the mission and the history of the commissary system.

(a) The displays consist of photos and text mounted on a series of connected panels, requiring a floor area approximately 2' by 15' for proper set up.

(b) These displays can be loaned out to other HQ Directorates for specified periods of time and for specific events.

(c) The displays can be altered to aim their message at particular groups. They can be used for audiences that are predominantly civilian, predominantly military, or a mixed audience.

1. In order for such changes to be made, any office or individual requesting the use of one of the displays must give the Public Affairs Office at least three weeks' notice.

(d) The displays are appropriate for large gatherings of selected public and internal DoD audiences such as conventions of service related associations, national or worldwide military conferences related to service benefits and quality of life programs, and national or worldwide public affairs conferences. Audiences should normally have interest in quality of life and service benefit issues.

(e) Offices or organizations borrowing a display must provide an accompanying DeCA representative or spokesperson, as well as provide adequate local transportation of the display, and a secure area for storage.

1. The accompanying DeCA representative or spokesperson must stay with the display to answer questions, discuss the commissary system and benefit, and provide DeCA handout material. he or she will also safeguard it and will provide "touch up" repairs (in the event a picture is inadvertently knocked off, for example).

2. If the requesting directorate needs Public Affairs to provide the representative/spokesperson, the directorate must provide that representative with travel funds, transportation, and accommodations.

(f) Additional displays will be acquired and built by the Office of Public Affairs as need exists and funding is available.

**5-18. General Community Participation.** DeCA believes it is very important to live with its civilian neighbors as an integral and desirable element in the community. This requires a continuous working partnership between DeCA and all host communities. Such a partnership should include every area of community life. The commissary officer is encouraged and expected to take part in community programs and organizations.

a. Installation Leaders. The commissary officer should establish personal contact with local installation leaders, including the local PAO. The understanding and cooperation of these persons are important elements in conveying DeCA policies and programs and in executing a successful overall installation/community relations program.

b. Installation Organizations. Many organizations offer DeCA a good opportunity to expand contact among its customer groups. These include spouses groups, enlisted and officer councils, retiree groups, and more. These organizations represent many segments of the local community structure. DeCA personnel are encouraged to establish personal contact with these groups and take part in their activities.

(1) The commissary officer should maintain an organizational reference file to include titles and addresses, official missions and structure, places and scheduled meetings of customer groups.

(2) The commissary officer must be a key player on the installation commander's first team. The commissary officer must attend staff meetings and contribute useful information about DeCA activities.

(3) Key installation leaders or groups should be invited for a commissary tour and briefing to be hosted by the commissary officer and department managers. Depending on the grade of the tour participants, region participation may also be appropriate.

**5-19. Installation Commissary Council.** One of the best ways to have good commissary and installation relations is through a Commissary Council (Reference DeCAD 40-1) under the direction of the installation commander or his representative. The Commissary Council is a joint organization of representatives of an installation and segments of the community. Membership of the council should not become static. Commissary officers should recognize changes in the community and make sure members on the council reflect current attitudes and opinions of the community. The council offers a distinct advantage over other forums, in that its membership is drawn from a full spectrum of customer groups. Membership typically includes representatives of the enlisted/NCO, and officers' wives clubs, retired military organizations, installation relief/assistance organizations, local PAOs, medical/health facilities, unaccompanied enlisted, NCO, and officer personnel, and local liaison and command personnel.

a. Objectives of the council are to:

- (1) Identify common interests of the customer groups.
- (2) Get full base and customer group participation to solve problems of mutual interest.
- (3) Ensure maximum understanding and use of the commissary benefit.
- (4) Increase customer understanding of the DeCA mission.
- (5) Set up an effective organization to assist the commander and community leaders to better carry out their quality of life responsibilities.

b. The council should meet at least quarterly. The installation newspaper editor or representative should attend. Information presented at the meetings frequently provides commissary officers a good chance to collect views and concerns. A good practice is to take the concerns aired at the meeting and then ensure the base PAO draft an article outlining DeCA programs that address these concerns. This is a good way of ensuring the information gets out beyond the members of the council.

**5-20. Military-Related Associations.** There are many military related associations composed mainly of present and former members of all military services that promote a strong national defense. Examples of the larger ones are The Retired Officers Association (TROA), Noncommissioned Officers Association of the United States of America (NCOA), and the Reserve Officers Association (ROA). It is DeCA's interest to develop solid relationships with these associations and HQ DeCA PA, region PAOs and senior officials should keep them in mind when considering which organizations might benefit from receiving information about the commissary system.

**5-21. Distribution Space For Shopper Oriented Media In Commissaries.**

a. Commercial publishers often request permission to provide free copies of their publications to shoppers in the commissary. Many of these publications carry general interest information, advertisements, and coupons.

b. DeCA region directors/commanders have the authority to determine whether space will be made available for distribution of media to customers in the commissary. This authority may be delegated to commissary officers. The following general guidelines apply:

(1) Region director/commander or commissary officer should first determine whether he or she wants the particular publication available for customers in the store. Considerations should include the service of the publication to the customer's shopping experience, desires of the customer, service to the commissary, requirements of the installation commander, and availability of space.

(2) The decision to allow or disallow distribution should be coordinated with the installation commander.

**Section D - Planning Groundbreakings and Grand Openings**

**5-22. Groundbreaking Ceremonies.** A groundbreaking ceremony is a good way for DeCA to illustrate its commitment to providing top quality facilities to its customers and to help improve the quality of life on the installation. It should be approached with suitable on-base fanfare. The checklist at Figure 5-3 can help in preparation.

a. General Procedures and Instructions.

(1) Begin initial planning for groundbreaking (GB) ceremony as early as possible, but not later than 120 days prior to GB date. Region public affairs officer (PAO) or public affairs representative (PAR) must coordinate with local installation, base or community PAO; commissary officer; district, if appropriate, and DeCA Legislative Liaison Office in planning and execution. As a minimum, the following must be considered:

(2) As soon as GB date is identified by Operations, ensure that all affected activities are notified, to include, but not limited to:

- (a) Office of Public Affairs, HQ, DeCA
- (b) PAO of host post/base/community
- (c) District, if applicable
- (d) Commissary officer
- (e) Region staff
- (f) Industry media (Military Market, Military Grocer, Exchange & Commissary News, Executive Briefing and Interservice, Off Duty, Military Lifestyle, Family)

b. Ensure that invitations to guest speaker(s) in the form of a letter are coordinated, prepared and sent NLT 120 days prior to the GB date with a requirement for acceptance/declination by a NLT date, included with the letter (recommend 20 days). This will allow sufficient time to resolicit letter(s) to other possible speaker(s) should the initial invitee(s) decline.

c. NLT 90 days prior to event, prepare for GB ceremony to officially begin start of construction of new commissary. Inclement weather plan should also be developed.

(1) Determine guest list. Consider media in those areas represented by any Congressional MWR Panel or House Armed Services Committee/Senate Armed Services Committee member attending, Congressional representatives, key DeCA Headquarters, region and installation, base or community personnel, engineer representatives, job foreman or head of the construction company awarded the contract.

(2) Consider contents of program to be printed. Include DeCA seal on cover and have the program carefully proofread by someone other than yourself. Suggested sequence of events: 1) welcome, 2) honors, as appropriate; 3) National Anthem, 4) invocation, 5) remarks, 6) groundbreaking. Include brief bios of director, region director/commander and speakers, sequence of events, brief history of DeCA.

(3) Initiate requests for guest speakers, band, media coverage - post/base/community newspaper and CONUS closed-circuit television, as appropriate, and American Forces Network overseas.

(4) Inclement weather plan, at a minimum, should address inclement weather location, inclement weather agenda, anything which would significantly alter the original GB ceremony plan, affected activities to be notified, and effective "not later than" time when the decision to go inclement or remain as planned will be made and appropriate agencies/personnel notified.

d. NLT 60 days prior to ceremony, identify and finalize guest list with all coordinating activities. Ensure invitations are prepared and distributed NLT 45 days prior to GB. Invitations must contain an RSVP requirement. Allow 30 days for invitees to respond so that appropriate coordination and

preparation, especially for VIPs, can be accomplished. Also, include directions to the ceremony site for attendees.

e. NLT 30 days prior to event:

(1) Prepare and distribute external news release announcing groundbreaking. Memo, DeCA PA, August 30, 1991, subject: Fact Sheet - Commissary Groundbreaking/Grand Opening (attached), should be used to facilitate preparation of news release. Include a photo of the artist's rendition of the new building. As a minimum, release should be distributed to Military Market, Military Grocer, Exchange & Commissary News, Executive Briefing, Interservice, Family, Military Lifestyle, Off Duty, Stars & Stripes, Pacific and European editions, American Forces Radio-Television Service, AFN TV-Guide, HQ, DeCA Office of Public Affairs, local media, as determined by local PAO and others serving your locale (retiree and military association publications). Commissary officers must not contact local media.

(2) Contact local PAO and/or audiovisual center and request still photos, video of ceremony. Alert post/base newspaper editor concerning details of the event. The fact sheet at Figure 5-6 can be used in preparing a news release or used as a handout.

(3) Coordinate with commissary officer to ensure last-minute details are not overlooked, i.e. spade for groundbreaking, flags, public address system, chairs, reserved seating and parking, MP/SP assistance, cleanliness of area, ushers, if appropriate; persons to hand out programs.

(4) Prepare speech(es) for guest speaker(s), as appropriate. Speeches should be brief - not more than three minutes long. Coordinate with other speakers/speech writers to ensure speeches are not redundant. The sample remarks at Figure 5-5 may help. Of course, you'll have to work in your own facts and statistics.

f. Fourteen days prior to event, ensure notice giving ceremony details, including parking info, is published in the command bulletin.

g. Following event:

(1) Forward clippings, photos/slides, other material to HQ DeCA PA, in accordance with schedules established in other DeCA public affairs policies.

(2) Provide photos to distinguished visitors, as appropriate. Those intended for Congressional leaders should be sent to the DeCA Legislative Liaison Office.

(3) Recognize deserving individuals through memos of commendation, awards and decorations.

**5-23. Grand Opening Ceremonies.** A grand opening of a commissary is a major event on an installation. It should be a marked by a prominent ceremony and supported by HQ DeCA and region senior staff. The checklist at Figure 5-4 can help in preparing for a grand opening. Following are guidelines for conducting a successful grand opening ceremony:

a. General Procedures and Instructions.

(1) Begin initial planning for grand opening (GO) ceremony as early as possible, but not later than 120 days prior to GO date. Region public affairs officer (PAO) or public affairs representative (PAR) must coordinate with local installation, base or community PAO; commissary officer; district, if appropriate, and DeCA Legislative Liaison Office in planning and execution.

(2) In selecting an opening date, avoid opening during a holiday period.



(3) A grand opening is an "event," not a routine thing and must be treated as such. Shoppers will expect to see a show as well as shop and the grand opening must meet those expectations and be a gala affair. Be as imaginative as possible within the limits of applicable laws and regulations. Solicit assistance from industry with obtaining decorations and in decorating the commissary.

(a) The grand opening may be associated with a theme. If so, select one relevant to the local geographical area e.g. Texas and cowboys, Georgia and peaches, Maryland and shellfish.

(b) Entertainment must be provided and should be suitable for all family members, e.g. clowns, characters, celebrities.

(c) Within legal limits, accept vendors promotions which provide entertainers, food, candy, free giveaways for the benefit of patrons.

(d) Drawings should be included. Prizes don't have to be extravagant. Do not require that customers be present to win. Too many can jam the commissary so don't bottleneck the entrance by having ballot/drawing boxes that require customers to stop and fill out an entry blank.

(e) Look at all possible promotional events, e.g. case load sales, food fairs, demos, within reason.

(f) Highlight the use of coupons and have them available.

(g) If possible, have employees wear some type of distinctive clothing so they are easily recognized as commissary and DeCA employees. Ensure, as a minimum, that employees wear their blazers, identification badges, smocks or aprons and they present a professional appearance. Ensure employees have their safety equipment.

(h) Provide bag stuffers or handouts for customers about any of the commissary's departmental operations or future promotional sales.

b. As soon as GO date is identified, ensure all affected activities, to include, but not limited to:

(1) Office of Public Affairs, HQ, DeCA

(2) PAO of host post/base/community

(3) district, if applicable

(4) commissary officer

(5) region staff

(6) industry media (Military Market, Military Grocer, Exchange & Commissary News, Executive Briefing and Interservice, Off Duty, Military Lifestyle, Family)

c. Ensure invitations to guest speaker(s) in the form of a letter are coordinated, prepared and sent NLT 120 days prior to the GO date with a requirement for acceptance/declination by a NLT date, included with the letter (recommend 20 days). This will allow sufficient time to resolicit letter(s) to other possible speaker(s) should the initial invitee(s) decline.

d. NLT 90 days prior to event, prepare for GO ceremony to officially open new commissary. Inclement weather plan should also be developed.

(1) Determine guest list. Consider media in those areas represented by any Congressional MWR Panel or House Armed Services Committee/Senate Armed Services Committee member attending, Congressional representatives, key DeCA Headquarters region, installation, base or community personnel, engineer representatives, job foreman or head of the construction company.

(2) Consider contents of program to be printed. Include DeCA seal on cover and have the program carefully proofread by someone other than yourself. Suggested sequence of events: 1) welcome; 2) honors, as appropriate; 3) National Anthem; 4) invocation; 5) remarks; 6) ribbon cutting. Include brief bios of director, region director/commander and speakers, sequence of events, brief history of DeCA. Have commissary officer prepare flyer/letter to customers which includes names and phone numbers of each department head, hours of operation, holiday dates commissary will be closed and other consumer information. Print layout of the sales floor on back of the flyer/letter, space permitting.

(3) Initiate requests for guest speakers, band, media coverage - post/base/community newspaper and CONUS closed-circuit television, as appropriate, and American Forces Networks overseas.

(4) Inclement weather plan, at a minimum, should address inclement weather location, inclement weather agenda, anything which would significantly alter the original GO ceremony plan, affected activities to be notified, and effective "not later than" time when the decision to go inclement or remain as planned will be made and appropriate agencies/personnel notified.

e. NLT 60 days prior to ceremony, identify and finalize guest list with all coordinating activities. Ensure that invitations are prepared and distributed NLT 45 days prior to GO. Invitations must contain an RSVP requirement. Allow 30 days for invitees to respond so that appropriate coordination and preparation, especially for VIPs, can be accomplished. Also, include directions to the ceremony site for attendees.

f. NLT 30 days prior to event:

(1) prepare and distribute external news release announcing grand opening. Memo, DeCA PA, August 30, 1991, subject: Fact Sheet - Commissary Groundbreaking/Grand Opening (attached), should be used to facilitate preparation of news release. As a minimum, release should be distributed to Military Market, Military Grocer, Exchange & Commissary News, Executive Briefing, Interservice, Family, Military Lifestyle, Off Duty, Stars & Stripes, Pacific and European editions; American Forces Radio-Television Service, AFN TV-Guide, HQ, DeCA Office of Public Affairs, local media, as determined by local PAO and others serving your locale (retiree and military association publications).

(2) arrange for and conduct VIP "sneak preview" of the new commissary one week prior to opening.

(3) contact local PAO and/or audio visual center and invite them to the sneak preview. Also, request their services as the GO ceremony to take still black and white photos and videotape. Arrange for color slides to be taken inside commissary showing merchandising displays, banners, other POS material, customers shopping, specialty areas, ribbon cutting. Alert post/base newspaper editor concerning details of the event.

(4) coordinate with commissary officer to ensure last-minute details are not overlooked, i.e. scissors for ribbon cutting, flags, public address system, chairs, reserved seating and parking, MP/SP assistance, cleanliness of area, ushers, if appropriate; persons to hand out programs.

(5) prepare speech(es) for guest speaker(s), as appropriate. Be sure that commissary employees, vendors and contractor are appropriately recognized during the GO ceremony remarks. Keep speeches brief - not more than three minutes in length.

g. Fourteen days prior to event, ensure notice giving ceremony details, including parking info, be published in the command bulletin and installation/base/community newspaper.

h. Following event:

(1) forward clippings, photos/slides, other material to HQ DeCA PA, in accordance with schedules established in other sections of this directive.

(2) provide photos to distinguished visitors, as appropriate. Those intended for Congressional leaders should be sent to the DeCA Legislative Liaison Office.

(3) recognize deserving individuals through memos of commendation, awards and decorations.

**Figure 5-1. Installation/Community Relations Activities**

- Speaking Engagements
- Tours
- Community Interface (Commissary Councils)
- Open Houses
- Exhibits
- Special Events (Groundbreakings, Grand Openings)

**Figure 5-2. Fact Finding Data Needed for Analysis**

1. What is the extent of command support for the store?
2. What are customers' needs in, and the impact on, the store?
3. What is, and who are in, the power structure of the community?
4. What is the community's attitude toward, and knowledge of, the store?
5. What are the community clubs and organizations, and what do they do? How can we serve them?
6. What are the local customs, traditions, and culture?
7. What are the mutual store and community problems and interests?
8. What is the past history of store-community relations?

**Figure 5-3. Checklist for Groundbreaking Ceremony**

- .. Which office/individual has overall responsibility for the entire ceremony?
- .. Are date and time of the GB considered suitable?
- .. Has the date been set far enough ahead to allow for proper planning?
- .. Is the date most suitable for the post/base/community?
- .. Will important guests be available on the date selected?
- .. What time will the event begin and end?
- .. Have "teaser" releases been distributed well in advance?
- .. Will detailed releases be provided several days ahead of the event?
- .. Who is responsible for guest list and preparation of invitations?
- .. Has guest list been finalized and invitations mailed?
- .. Have personal invitations been set to the media?
- .. Have guest speakers been identified and letter(s) of invitation sent out?
- .. Has a final copy of the guest list been provided all supporting installation activities, i.e., protocol, billeting, transportation?
- .. Have release dates and deadlines been considered?
- .. Have handouts and stock photographs been prepared in advance?
- .. Have releases been mailed to trade publications?
- .. Have radio/TV scripts been prepared and cleared?
- .. Are there sufficient power outlets for stations covering the event?
- .. Will local commercial stations or military stations cover the event?
- .. If not, have arrangements been made to furnish them with the entire program or segments?
- .. Will distinguished visitors be available for interviews?
- .. Can good camera locations be provided?
- .. Who will prepare the speeches?
- .. Who will make the speeches?
- .. Will copies of speeches be provided the media in advance?
- .. Have themes for speeches been selected?
- .. Have speeches been cleared, as appropriate?
- .. Who will introduce the speaker?
- .. Is speaker fully acquainted with the occasion?
- .. Is an alternative speaker available should the main speaker suddenly cancel out?
- .. Has the public address system been set up and tested?
- .. Will the speaker or audience be facing the sun?
- .. Have water and a glass been provided for speaker?
- .. Will an interpreter be needed?
- .. Are bios on distinguished visitors on hand for the media?
- .. Have individual photos been taken of key program personnel?
- .. Have post/base/community newspapers received material concerning the event?
- .. Has a notice been published in command bulletin?
- .. Have parking spaces been reserved and designated for the media and distinguished visitors?
- .. Has a special detail been selected to handle traffic and parking?
- .. Are all streets open to traffic?
- .. Are all traffic signs legible and posted appropriately?
- .. Has the area been policed?
- .. Has the transportation officer been completely informed of needs?
- .. Have uniform requirements been designated for drivers?
- .. Have drivers been briefed?
- .. Are the cars plainly numbered?
- .. Will name tags be provided for DVs?
- .. Will it be necessary to meet commercial airplanes, trains, buses?

- .. Has billeting officer been informed of requirements?
- .. Has special billeting been arranged for DVs and special guests?
- .. Have all reservations been confirmed?
- .. Can unexpected guests, within reason, be adequately handled?
- .. Have baggage-handling arrangements been made?
- .. Will there be a lunch at officers' club for DVs?
- .. Has an honor guard been designated for DVs?
- .. How many programs will be needed?
- .. Has program been prepared in sufficient copies for distribution to attendees?
- .. Does program agenda agree with checklist?
- .. Who will prepare and print programs?
- .. Have funds been requested for printing programs?
- .. Are all flags properly displayed?
- .. Have all signs been procured?
- .. Where will they be located?
- .. Who will place them in position?
- .. Has an inclement weather plan been developed?
- .. Who has the final authority to put plan into action?
- .. Can the public be informed beforehand of what to expect in bad weather?
- .. Have deserving individuals been recognized?
- .. Will a file of letters of acceptance and regret be kept?
- .. Have photos been provided DVs and others?
- .. Who is responsible for cleanup following the ceremony?
- .. Can signs and placards be saved?

**Figure 5-4. CHECKLIST FOR GRAND OPENING CEREMONY**

- .. Which office/individual has overall responsibility for entire ceremony?
- .. Are date and time of the GO considered suitable?
- .. Has the date been set far enough ahead to allow for proper planning?
- .. Is the date most suitable for the post/base/community?
- .. Will important guests be available on the date selected?
- .. What time will the event begin and end?
- .. Have "teaser" releases been distributed well in advance?
- .. Will detailed releases be provided several days ahead of the event?
- .. Who is responsible for guest list and preparation of invitations?
- .. Has guest list been finalized and invitations mailed?
- .. Have personal invitations been sent to the press?
- .. Have guest speakers been identified and letter(s) of invitation sent out?
- .. Has a final copy of the guest list been provided all supporting installation activities, i.e. protocol, billeting, transportation?
- .. Have release dates and deadlines been considered?
- .. Have handouts and stock photographs been prepared in advance?
- .. Have releases been mailed to trade publications?
- .. Have radio/TV scripts been prepared and cleared?
- .. Are there sufficient power outlets for stations covering the event?
- .. Will local commercial stations or military stations cover the event?
- .. If not, have arrangements been made to furnish them with the entire program or segments?
- .. Will distinguished visitors be available for interviews?
- .. Can good camera locations be provided?
- .. Who will prepare the speeches?
- .. Who will make the speeches?
- .. Will copies of speeches be provided the media in advance?
- .. Have themes for speeches been selected?
- .. Have speeches been cleared, as appropriate?
- .. Who will introduce the speaker?
- .. Is speaker fully acquainted with the occasion?
- .. Is an alternative speaker available should the main speaker suddenly cancel out?
- .. Has the public address system been set up and tested?
- .. Will the speaker or audience be facing the sun?
- .. Have water and a glass been provided for speaker?
- .. Will an interpreter be needed?
- .. Are bios on distinguished visitors on hand for the media?
- .. Have individual photos been taken of key program personnel?
- .. Have post/base/community newspapers received material concerning the event?
- .. Has a notice been published in command bulletin?
- .. Have parking spaces been reserved and designated for the media and distinguished visitors?
- .. Has a special detail been selected to handle traffic and parking?
- .. Are all streets open to traffic?
- .. Are all traffic signs legible and posted appropriately?
- .. Has the area been policed?
- .. Has the transportation officer been completely informed of needs?
- .. Have uniform requirements been designated for drivers?
- .. Have drivers been briefed?
- .. Are the cars plainly numbered?
- .. Will name tags be provided for DVs?
- .. Will it be necessary to meet commercial airplanes, trains, buses?
- .. Has billeting officer been informed of requirements?

- .. Has special billeting been arranged for DVs and special guests?
- .. Have all reservations been confirmed?
- .. Can unexpected guests, within reason, be adequately handled?
- .. Have baggage-handling arrangements been made?
- .. Will there be a lunch at officers club for DVs?
- .. Has an honor guard been designated for distinguished visitors?
- .. How many programs will be needed?
- .. Has program been prepared in sufficient copies for distribution to attendees?
- .. Does program agenda agree with checklist?
- .. Who will prepare and print programs?
- .. Have funds been requested for printing programs?
- .. Will food and drink be available?
- .. Where will refreshment area be located?
- .. Have entrances and exits been decorated?
- .. Who will do the decorating?
- .. Will the speakers' platform or DV seating be decorated?
- .. Are funds available for material?
- .. Are all flags properly displayed?
- .. Have all signs been procured?
- .. Where will they be located?
- .. Who will place them in position?
- .. Has an inclement weather plan been developed?
- .. Who has the final authority to put plan into action?
- .. Can the public be informed beforehand of what to expect in bad weather?
- .. Have deserving individuals been recognized?
- .. Will a file of letters of acceptance and regret be kept?
- .. Will congratulatory messages from manufacturers, organizations and individuals be filed?
- .. Have photos been provided DVs and others?
- .. Who is responsible for cleanup following the ceremony?
- .. Can decorations, signs and placards be saved?



**Figure 5-5. SAMPLE OF REMARKS FOR GRAND OPENING**

REMARKS  
BY  
(FILL IN SPEAKER'S NAME)  
DEFENSE COMMISSARY AGENCY  
FORT LEE, VIRGINIA  
FOR  
COMMISSARY GRAND OPENING  
SUPERSONIC AIR FORCE BASE, CALIFORNIA  
SEPTEMBER 15, 1992

MEMBERS OF THE SUPERSONIC AIR FORCE BASE COMMISSARY TEAM AND THE BASE COMMUNITY AND FAMILY MEMBERS . . .

TODAY IS A GREAT AND EAGERLY AWAITED DAY AS THE DEFENSE COMMISSARY AGENCY CONTINUES TO IMPROVE ITS FACILITIES AND OPERATIONS IN ORDER TO PROPERLY CARE FOR OUR MILITARY FAMILY. THE TERRAIN ON WHICH WE ARE NOW LOCATED CERTAINLY LOOKS DIFFERENT THAN IT DID JUST A FEW SHORT MONTHS AGO WHEN THE FIRST SPADE OF EARTH WAS TURNED FOR THE CONSTRUCTION OF YOUR NEW COMMISSARY.

AND I'LL LET YOU IN ON A LITTLE SECRET - THE COMMISSARY THAT YOU ARE ABOUT TO BEGIN USING IS CERTAINLY A LOT DIFFERENT THAN THE ONE WHICH HAS PREVIOUSLY SERVED THIS COMMUNITY.

THE OPENING OF THE NEW SUPERSONIC COMMISSARY MARKS THE END OF MANY MONTHS OF PLANNING, APPROVAL, DESIGN, AND CONSTRUCTION EFFORTS THAT GO INTO CONSTRUCTING A NEW FACILITY. A LOT OF FOLKS HAD A HAND IN MAKING THIS FACILITY A REALITY. I AM ESPECIALLY GRATEFUL TO SOME SPECIAL GUESTS HERE TODAY WHO WERE INVOLVED IN THOSE STEPS AND HELPED MAKE THE OPENING POSSIBLE. AMONG THEM ARE SENATOR DO GOOD (R-CALIFORNIA), SENATE ARMED SERVICES COMMITTEE; REPRESENTATIVE NAME BRAND (D-CALIFORNIA), AND THE MEMBERS OF THE MORALE, WELFARE, AND RECREATION PANEL OF THE READINESS SUBCOMMITTEE FOR THEIR APPROVAL AND SUPPORT OF THIS PROJECT; AND YOUR FORMER COMMANDER, MAJOR GENERAL BOBBY BUILDUP.

THIS \$13.4 MILLION FACILITY IS A FAR CRY FROM THE OVERCROWDED AND TIMEWORN COMMISSARY (CONVERTED WORLD WAR II HANGAR/WHATEVER) YOU HAVE BEEN SHOPPING IN. IT REPLACES AN INADEQUATE BUILDING AND PROVIDES A FACILITY THAT IS STATE-OF-THE-ART.

THIS, AS YOU CAN SEE, IS A BEAUTIFULLY DESIGNED BUILDING AND ONE OF THE MOST MODERN IN THE MILITARY COMMISSARY SYSTEM. SIGNIFICANT FEATURES BEGIN OUTSIDE: THE LANDSCAPE, WHICH USES EXISTING TREES AND NEW PLANTINGS AND A PAVED, LIGHTED, PARKING LOT FOR 16 HANDICAPPED AND 728 OTHER PATRONS.

INSIDE THE COMMISSARY, YOU WILL FIND A SALES AND CHECK-OUT AREA THAT IS ONE AND ONE-HALF TIMES THE SIZE OF THE OLD FACILITY. IT ALSO HAS A FULL SERVICE DELI AND BAKERY.

MEMBERS OF OUR COMMISSARY TEAM WILL HAVE A BETTER WORKING ENVIRONMENT FROM WHICH TO SERVE YOU. THE PRODUCE AND MEAT PROCESSING AREAS ARE MUCH LARGER WHICH WILL GREATLY IMPROVE THE OVERALL EFFICIENCY OF THE OPERATION.

I THINK YOU WILL FIND IT AS ATTRACTIVE INSIDE AS OUT. THE SALES AREA IS WELL LIGHTED, DECOR IS COLOR COORDINATED, THE VARIOUS DEPARTMENTS ARE IDENTIFIED WITH LARGE, ATTRACTIVE GRAPHICS, AND THE AISLES ARE WIDER. WHEN YOU GO THROUGH ANY OF THE 25 CHECKOUTS, YOUR PURCHASES WILL BE RUNG UP BY THE LATEST ELECTRONIC POINT OF SALES SCANNING SYSTEM.

YOU WILL STILL HAVE THE CONVENIENCE TO SHOP SEVEN DAYS A WEEK AT ANY TIME DURING THE 56 HOURS YOUR COMMISSARY WILL BE OPEN. IN ADDITION, YOU WILL FIND THE STORE STOCKAGE INCREASED TO SOME 8,000 ITEMS IN LIEU OF THE APPROXIMATELY 6,900 ITEMS STOCKED IN THE OLD STORE. THERE ARE LARGE AND SMALL SIZE PRODUCTS TO SUIT THE FAMILY SHOPPER AS WELL AS THE SINGLE SHOPPER OR TRAVELER.

YOUR INPUT VIA YOUR COMMISSARY ADVISORY COUNCIL OR IN ONE OF THE SUGGESTION BOXES IN THE COMMISSARY WILL GREATLY ASSIST MR. CUSTER SERVICE, THE COMMISSARY OFFICER, IN GETTING THOSE PRODUCTS YOU NEED AND WANT.

ALL OF THE FEATURES I HAVE JUST MENTIONED WILL MAKE YOUR SHOPPING A MORE PLEASANT EXPERIENCE. I HOPE YOU WILL CONTINUE TO USE THIS IMPORTANT BENEFIT TO ITS FULLEST EXTENT SO THAT ONE DAY ALL COMMISSARY CUSTOMERS MAY SHOP IN FACILITIES AS MODERN AS THIS ONE.

YOU SHOULD BE EQUALLY PROUD TO KNOW THAT THIS COMMISSARY WAS CONSTRUCTED ENTIRELY WITH YOUR MONEY - THE 5-PERCENT SURCHARGE YOU PAY ON ALL PURCHASES.

COMPLETION OF THIS NEW FACILITY HAS TRULY BEEN A JOINT VENTURE BY THE BEALE COMMANDER AND HIS ENTIRE STAFF; ALL THE HEADQUARTERS, REGION AND STORE PEOPLE WHO PARTICIPATED, AS WELL AS OUR ENGINEERS. STRONG BASE SUPPORT IS ESSENTIAL TO OUR ABILITY TO GET A NEW COMMISSARY UNDERWAY AND KEEP IT GOING. SPECIAL THANKS ARE GIVEN TO THE CONTRACTOR, DO I. RIGHT OF DETROIT, FOR THE TIMELINESS AND QUALITY OF HIS EXPERT EFFORTS.

MR. SERVICE AND THE ENTIRE SUPERSONIC COMMISSARY SYSTEM HAVE ACCOMPLISHED A TOUGH JOB OVER THE PAST FEW WEEKS OF MOVING SUPPLIES AND EQUIPMENT AND PREPARING THE NEW COMMISSARY WHILE CONTINUING TO SERVE CUSTOMERS AT THE OLD COMMISSARY DURING THE TRANSITION PERIOD.

WE HAVE HAD OUTSTANDING HELP FROM OUR SUPPLIERS. OUR INDUSTRY FRIENDS ASSISTED IN SETTING THE COMMISSARY, ENSURING THE ITEMS YOU WANT ARE AVAILABLE AND PROVIDING NUMEROUS PROMOTIONS AND REDUCED PRICES FOR THIS SPECIAL EVENT. I PERSONALLY THANK EACH OF YOU FOR YOUR ASSISTANCE AND SUPPORT.

SUPERSONIC AIR FORCE BASE COMMISSARY CUSTOMERS DESERVE ONLY THE BEST. BE ASSURED THAT THE SOUTHWEST REGION, AS WELL AS DeCA HEADQUARTERS AND YOUR COMMISSARY OFFICER, WILL CONTINUE TO OFFER YOU QUALITY MERCHANDISE AT THE LOWEST POSSIBLE PRICES AND THAT WE ARE DEDICATED TO

MAINTAINING THE HIGHEST LEVEL OF SERVICE POSSIBLE. I BELIEVE OUR SERVICE MEMBERS, RETIREES, AND THEIR FAMILIES WILL BE PLEASED.

THANK YOU. (OR - AND NOW, IT IS MY PLEASURE TO INTRODUCE TO YOU THE COMMANDER OF SUPERSONIC AIR FORCE BASE - MAJOR GENERAL SKYLAR PLANE.)

**Figure 5-6.**

FACT SHEET  
----- COMMISSARY  
GROUNDBREAKING/GRAND OPENING

The following information is required for the \_\_\_\_\_ Commissary.

1. CONSTRUCTION.

- a. Name and address of contractor (DF):
- b. Date of contract award (DF):
- c. Total cost of new commissary (DF):
- d. Date of groundbreaking (anticipated) (DF):
- e. Date of completion/grand opening (projected) (DF):
- f. If surcharge did not pay for total costs listed in 1a, explain (DF):
- g. Is commissary to be part of a commissary-PX complex, shopping mall? If so, indicate (DF):
- h. Is construction being completed ahead of schedule (DF)?  
Yes / No
- i. Is Corps of Engineers assisting? If so, which district? (DF)

2. COMPARISON OF EXISTING AND TO BE CONSTRUCTED COMMISSARY.

	<u>EXISTING</u>	<u>TO BE CONSTRUCTED</u>
a. Total square footage (DF)	_____	_____
b. Sales area square footage (DF)	_____	_____
c. Receiving/staging area square footage (DF)	_____	_____
d. Number of checkout counters (DF)	_____	_____
e. Number of items stocked (DO)	_____	_____
f. Number of parking spaces (DF)	_____	_____
g. Hours of operation a week (DO)	_____	_____
Seven day operation?	_____	_____
Days open (circle): Mon Tues Wed Thurs Fri Sat Sun		
h. Current monthly sales average (DO)	_____	_____ (Projected)

3. SPECIAL FEATURES:

	<u>EXISTING</u>	<u>TO BE CONSTRUCTED</u>
a. Scanning (DO)	Yes / No	Yes / No
b. Electronic front-end scales (DO)	Yes / No	Yes / No
c. Deli (DO)	Yes / No	Yes / No
d. Queuing (DO)	Yes / No	Yes / No
e. Bakery (bake-off or in-store) (DO)	Yes / No	Yes / No
f. Floral section (DO)	Yes / No	Yes / No
g. Pizza cart (DO)	Yes / No	Yes / No
h. Fresh fish market (DO)	Yes / No	Yes / No
i. Yogurt (DO)	Yes / No	Yes / No
j. Other (DO)	_____	
	_____	

4. PERSONNEL:

- a. Name of Commissary Officer (DP): \_\_\_\_\_
- b. Number of TDA-authorized personnel (RM)
  - (1) Civil Service \_\_\_\_\_
  - (2) Military \_\_\_\_\_
  - (3) Local National \_\_\_\_\_

5. CUSTOMERS:

- a. Number of families authorized to shop in commissary (DO)
  - Existing: \_\_\_\_\_
  - New facility (projected): \_\_\_\_\_
- b. Average number of transactions a month (DO)
  - Existing: \_\_\_\_\_
  - New facility (projected): \_\_\_\_\_

6. BACKGROUND INFORMATION ABOUT PRESENT COMMISSARY:

- a. When built (DF): \_\_\_\_\_
- b. Original purpose of building (DF): \_\_\_\_\_  
\_\_\_\_\_

7. WILL WEE-SERVICE OPERATION BE A PART OF NEW CONSTRUCTION? IF SO, COMPLETE THE FOLLOWING:

- a. Number of checkout counters: \_\_\_\_\_
- b. Number of items stocked: \_\_\_\_\_
- c. Number of hours open each week: \_\_\_\_\_
- d. Days of operation (circle):      Mon Tues Wed Thurs Fri Sat Sun
- e. Open on holidays:      Yes / No

8. CONGRESSIONAL DISTRICT & NAME OF REPRESENTATIVE:

DISTRICT: \_\_\_\_\_

REPRESENTATIVE: \_\_\_\_\_

## Chapter 6

### SECURITY AND POLICY REVIEW

#### Section A - Functions and Responsibilities

**6-1. Purpose of the Security and Policy Review Program.** The security and policy review program, established by the Secretary of Defense, is designed to protect the US Government, DoD, and individual DoD members. The program provides expert review of information proposed by DoD members for public release to ensure it does not contain classified material and does not conflict with established DoD or national policy.

a. DeCA policy is to provide the public and the Congress maximum information about operations and activities. The prime objective is to clear, without delay, the maximum amount of information at the lowest competent review level.

b. DeCA/PA is responsible for coordination and review of all information proposed for dissemination to the public. DeCA/IM is responsible for coordinating responses to Freedom of Information Act requests.

**6-2. Delegation of Clearance Authority.** DeCA regions may set procedures for clearing information to be released at region level and below. Clearance authority should be delegated to the lowest echelon that is qualified to evaluate the contents and implications of the subject.

a. The region commander/director or representative (usually the PAO) is the clearing authority for unclassified information of regional interest. This includes speeches, interviews, releases, and pictorial coverage. Guidance on releasing information is in Chapter 7.

b. News or photos of national interest in the spot news category may be cleared by the local commander or a designated representative, if the information does not fall within requirements of Section B.

#### **6-3. Terms Explained.**

a. Security Review. Review for security classification according to Executive Order 12356 as implemented by DOD 5200.1

b. Policy Review. Review for possible conflict with established policies or programs of DoD or the US Government.

c. Clearance. Certification (in a memorandum, letter, or by an official stamp) that the information has been reviewed by competent authority and is appropriate for public dissemination, after approval by the release authority.

d. No Objection. Information may be released to the public as is.

e. As Amended. A required change.

f. Recommended. A suggested change but not required.

g. Distribution Limitation. Unclassified technical data with military application is marked with a distribution statement to limit data access to government agencies, DoD components, contractors, and those eligible for export-control data. A distribution statement marking is distinct from and in addition to a security classification marking.

h. Open publication. The release or dissemination of information outside official government channels.

i. Audiovisual. The use of sound and visual imagery displays to communicate information (motion pictures, television, still photographs, slides and filmstrips, radio, recordings, graphic illustrations, models, and demonstrations).

j. Information. Material in any form concerning the plans, policies, programs, or operations of DoD or the US Government that is proposed for public release or that may be included in material likely to be released to the public.

k. Release. (noun) Information prepared for distribution to any medium that disseminates information or news to the public. (Verb) The act of disseminating information to any medium.

l. Public Domain. That area owned by the public. Information is in the public domain when it has been made available to the public.

**6-4. Releasing Information.** The American people must be provided maximum information concerning DeCA activities, consistent with national security and established DoD and US Government policies.

a. Information submitted by DeCA personnel or organizations according to this directive may be cleared for release after it is reviewed for security and policy consistency. Copies of the material may not be released outside official channels until the review process is completed and all necessary amendments are made.

b. Information will not be denied clearance because its public disclosure might reveal administrative error or inefficiency.

c. DeCA offices and functional elements that receive information for security and policy review must provide prompt response, guidance, and assistance.

d. The Freedom of Information Act and Privacy Act requirements will be considered in making final review decisions.

## **Section B - Review Requirements**

**6-5. Who Must Submit Information for Review.**

a. Review requirements in this regulation apply to all DeCA military and civilian personnel, and civilians under DoD contract.

b. Procedures in this regulation also apply to government contractor releases submitted for review according to valid contract requirements as specified in DD Form 254, DoD Contract Security Classification Specification. DoD Regulation 5220.22 and DoD Manual 5220.22 apply (also see Chapter 7).

c. Personnel who prepare manuscripts for publication in a private and unofficial capacity must submit their material through appropriate channels for clearance prior to release to any publisher. Originators must ensure that appropriate disclaimers accompany all publications they authorize in a private capacity. An appropriate disclaimer is: The views expressed in this article are those of the author and do not reflect the official policy or position of the Defense Commissary Agency, Department of Defense or the US Government.

**6-6. What Must Be Submitted.** DoD Directive 5230.9 requires that information relating to the plans, policies, programs, or operations of the DoD or US Government proposed for public release be sent through



channels to OASD/PA. Whether such information is prepared as an official release or a personal enterprise, it must be reviewed and cleared before release if it:

- a. Originates, or is proposed for release, at the seat of the US Government.
- b. Is, or has the potential to become, an item of national interest, or has foreign policy implications.
- c. Concerns high-level military, DoD, or US Government policy.
- d. Concerns subjects of potential controversy among DoD components or with other federal agencies.
- e. Concerns the following subject areas:
  - (1) Military operations, operations security, potential operations, and significant exercises.
  - (2) National command authorities and command posts.
  - (3) Material, including that submitted by defense contractors, involving critical technology.
  - (4) Communications security, signals intelligence, and computer security.
  - (5) Critical business systems, or major modifications to business systems.
  - (6) Others as OASD/PA may designate.

**6-7. Information Not Requiring Review.** The following information does not normally require review; however, writers must safeguard classified information:

- a. Information not involving DoD or foreign policy, military operations, and other subjects listed in paragraph 6-6.
- b. Letters to the editor and book or theatrical reviews when expressing a personal opinion; works of fiction (short stories, novels, and plays). Such information must not imply DeCA or DoD endorsement.

**6-8. What Cannot Be Written About.** DeCA military and civilian personnel may write signed articles for open publication, unless such activity:

- a. Conflicts with the public receiving prompt and complete information on government activities through the usual public information media.
- b. Is contrary to law.
- c. Is not consistent with ethical standards, or otherwise incompatible with the responsibilities of government personnel (see Standards of Conduct).

**6-9. Writing Conditions.** DeCA personnel who write for publication not in connection with official duties must make sure that such activity is according to Standards of Conduct and is not done while on duty. They cannot use DOD facilities, property, personnel, or information from official sources which are not available to the public.

**6-10. Clear Before Committing.** DeCA personnel may make no commitments, including date of delivery, to furnish abstracts or manuscripts on subjects listed in paragraph 6-6 to non-DoD publications until cleared through channels by OASD/PA.

**6-11. Public Statements Policy.** Senior DeCA military and civilian officials should, with rare exceptions, use a prepared text or briefing charts when speaking in public. Strict adherence to established DoD procedures for reviewing and clearing statements and writings before public release is mandatory.

### **Section C - Review Procedures at Headquarters DeCA Level**

**6-12. How To Submit Material for Review.** Originators must submit material through PA channels to HQ DeCA/PA. Regions forward only materials they recommend for clearance and release. Allow at least 10 workdays for review of speeches. Other material may take longer depending on the volume and complexity of submitted material. Review by agencies outside DoD or DeCA may be required.

- a. To expedite review and clearance, include with or attach to each copy of the material:
  - (1) Name, title, and organization of originator, author, or speaker.
  - (2) Title of article or presentation.
  - (3) Statement on where, when, and how the information is to be released, and the sponsoring organization if appropriate.
  - (4) Clearance date required by originator, if earlier than date of presentation or publication (give reason).
  - (5) Statement that information has been reviewed and is recommended for public release.
  - (6) Signed or initialed notation by author or speaker indicating approval of the text.
- b. In the rare instance where a DeCA member is presenting a technical paper, include an abstract in lay terms and, if appropriate, tell why the information is important to DoD. An abstract to be published in advance also must be reviewed, but such review does not satisfy the clearance requirement for the entire paper. Always state the previously cleared abstract case number when requesting review of the full text.
- c. As an exception to the above procedures, HQ DeCA/PA assists and evaluates fast-breaking news release materials. If needed, OASD/PA may assist in expediting clearance, coordinating as necessary. This exception should not be necessary under normal planning circumstances.

**6-13. Submitting Visual Information Material.** Generally visual information material generated by DoD agencies must be approved for release by OASD/PA. Exceptions include information of local interest, spot news, and unclassified visual information materials requested by the media or other non-government agencies that have been previously cleared for release.

- a. Submit still photographs and captions in five copies. Only high quality photocopies are accepted, that is, they must show enough detail to permit security and policy review.
- b. For videotape productions, submit:
  - (1) Five copies of the script.

- (2) One copy of the film or videotape (three-quarter inch or one-half inch).
  - (3) Two copies of the DD Forms 1995-1, Audiovisual (AV) Production Request and Evaluation/Approval; and 1995-2, Department of Defense Audiovisual Production Report.
  - (4) Documents describing legal clearances, restrictions, or rights.
- c. For a previously cleared script, include date of clearance and the DoD or HQ DeCA/PA case number, if known.

**6-14. Marking Certification.** Cleared information is certified by memorandum, letter, or official stamp. Certification includes, as a minimum:

- a. Identification of clearance authority: organizational designation, office symbol, or other means.
- b. Date of clearance.
- c. Degree of releasability (as amended, no objection, etc.)

**6-15. Appeal Procedures.** The originator, or authorized representative, may discuss any amendment or objection to release with DeCA/PA; however, appeals must be submitted in writing through channels.

- a. Appeals must provide strong supporting rationale and authoritative evidence. Review authorities can only evaluate and decide appeals based on the additional evidence or reasoning provided.
- b. Appeals directed to HQ DeCA/PA usually are resolved between the originator or authorized representative and HQ DeCA/PA. When this is not successful, HQ DeCA/PA will arrange for the appeal to be considered at higher echelons of authority, either within DeCA, or OASD/PA, as appropriate, if the originator requests higher authority review.

**6-16. Getting Ready to Review.** Review responsibility should be fixed with one individual, whether that person does the work alone or has a staff (see paragraph 6-1). PAOs must keep potential submitters informed about review requirements and procedures. Establish working relationships with staff agencies assisting in the review process. Coordinators must understand thoroughly the purpose of, and their responsibility for security and policy review.

- a. The following points should be kept in mind when developing a security review system:
  - (1) Keep a status log on information being reviewed.
  - (2) Maintain a positive suspense system. Allow 5 workdays for normal coordination of cases. Use a standardized form or format to transmit cases to coordinating agencies. (This simplifies the coordinator's task and provides a record for the reviewer's files.)
  - (3) Do not release cases outside official review channels during the security review process.
  - (4) Make inquiries concerning cases being reviewed at higher levels of command through public affairs channels.
  - (5) Expedite staffing at all levels to make sure that publication deadlines, speaking dates, and other valid deadlines are met.

(6) Coordinate all Security and Policy Review cases for Congress through the DeCA Legislative Liaison Office.

b. While reviewers at lower levels of command may not have access to extensive research assistance, official documents exist which can help verify information. US House of Representatives and Senate Authorizations and Appropriations hearing reports include testimony by DoD witnesses, and are available from the Government Printing Office. Posture Statements by the Secretary of Defense, Chairman of the Joint Chiefs of Staff, Secretaries of the services are authoritative, cleared statements that reflect official policy. DeCA Office of Legislative Liaison can assist in obtaining these documents.

**6-17. The Step-by-Step Process:**

a. The originator submits material through channels to the appropriate public affairs office.

b. The PAO logs in the case, determines which agencies/offices must see it, establishes a suspense date, and dispatches the case for review. For an audiovisual product, the script is reviewed before scheduling a viewing to evaluate the product.

c. Coordinating agencies/offices identify information that is classified or not consistent with official policy. Information for deletion is enclosed in brackets. All marking is done with a black pen or pencil only. Do not use colored markings; colors are used at DOD levels to indicate level of clearance.

d. After receiving Agency inputs, the reviewer determines releasability of the material, evaluating staff comments thoroughly and contacting agencies to resolve issues.

e. When the reviewer has decided a clearance position, review action is completed or, if required, the case is sent to the next review echelon.

f. Once cases have been returned from higher echelon review, the reviewer reevaluates prior amendments. The reviewer keeps one file copy showing final clearance changes and markings, plus copies of coordination sheets.

g. A copy of the case, with final review markings and changes, or correspondence explaining a denial of clearance, is sent to the originator.

**Figure 6-1. Security and Policy Review Self-Inspection Guidelines**

1. Does the Public Affairs Office have an established review capability with a specific individual assigned to perform the review function?
2. Do PAOs exercise the delegated clearance authority granted by Section A?
3. Does the Public Affairs Office have a suspense system to monitor expeditious handling of material in review?
4. Is there a system of staffing to involve required expertise in the review process?
5. Are potential submitters aware of the requirements for review, submission procedures, and the general characteristics of the system?



## CHAPTER 7

### MEDIA RELATIONS

#### Section A - Release Policies and Responsibilities

**7-1. General Policy.** Working relations with media representatives are, at the same time, personal and highly professional. Because of that, this chapter has a mixture of concise directions and background guidance growing out of collective experience. Both are necessary to successfully deal with the media. As an instrument of the Department of Defense, the Defense Commissary Agency and its activities are open to public scrutiny. We must explain what we do, why we do it, and how we do it:

a. Public interest can be high not only because of the DeCA role in national defense, but also because of the Agency's appropriated budget and its uniqueness as a military benefit.

b. Both public support and support within the defense community are critical because DeCA programs depend on public acceptance and funding. Public interest provides the opportunity to explain how the agency is using public resources to provide the best benefit for our military people and their families at the lowest cost. The agency's ability to carry out its mission, therefore, depends on its ability to communicate its accomplishments, problems, and needs to the public.

c. To this end, and in keeping with overall DoD media relations policies, the DeCA media relations policy is to be open, honest and responsive and to provide maximum information with minimum delay.

**7-2. Conveying DeCA News Through the Media.** Responding to public interest requires support from the national, regional, trade and local media:

a. Large and small, electronic and print, and general and special interest news media are primary links with the public. No American is far from at least one news medium.

b. Through these media, DoD and DeCA news reaches opinion leaders who may react in various ways. Whether positive or negative, their opinions influence wider public opinion about the agency and its role and importance as a DoD agency.

c. Most people get their news from a variety of sources ranging from news programs and publications to specialty channels and magazines. By making use of all possible information channels, DeCA public affairs personnel can reach many public segments.

**7-3. Freedom of Information Act (FOIA) and Privacy Act.** An overall media relations policy is closely related to the principles espoused under both the Freedom of Information and Privacy Acts. Federal statute and DoD policy require prompt and accurate disclosure of information to the public. The Freedom of Information Act (5 U.S.C. 552) directs maximum release of information. This means full disclosure, subject to the lawful exemptions of the Act. DeCA information must be presented professionally. It must:

- a. Be accurate, prompt, and factual.
- b. Be confined to our field of expertise.
- c. Avoid the hypothetical and speculative.
- d. Reflect DeCA policy.

- e. Be presented simply and honestly.
- f. Comply in spirit and letter with the Secretary of Defense's principles of public information.
- g. Consider rights of living relatives and associates of deceased DeCA people. The Privacy Act and the privacy exemption of the FOIA do not protect the personal privacy of deceased persons. Records about the deceased, however, may be withheld under FOIA to protect the privacy of living relatives and associates if the records contain private, personal information about the family or other background of persons still living. Use good judgment. (See paragraph 7-22)

#### **7-4. Public Affairs Responsibilities.**

a. The director is responsible for releasing information to the public. Even though material is unclassified or has been cleared through security and policy review channels (see Chapter 6), it may not be given to the public unless the director (or the director's authorized public affairs representative) approves it for that purpose. This avoids releases out of context that could mislead the public. It also filters out inaccurate material or information which must be protected for legal or policy reasons (see paragraph 7-6).

b. Although directors/commanders and public affairs staffs are responsible for releasing information, they seldom are the source of the material. Therefore, DeCA military and civilian personnel must provide the rapid, accurate flow of information which is the lifeblood of public affairs. This material may be verbal, written, or visual. It may consist of reports or briefings. Whatever the form, the information must be accurate and readily available (see paragraph 7-8).

c. DeCA people are encouraged to help the agency public affairs effort in other ways. They may:

- (1) Permit interviews by news media.
- (2) Accept speaking engagements.
- (3) Publish professional writings (note Chapter 6).
- (4) Take part in installation/community activities (see Chapter 5).

d. DeCA people must coordinate all of the above actions with their staff or region public affairs office.

**7-5. Limits on Release on Classified Information.** Classified information may not be released! Its disclosure damages U.S. security. All public affairs personnel must be familiar with DoD 5200.1R to ensure that no unauthorized disclosure is made.

a. This does not mean, however, that the PAO, who holds an appropriate security clearance, should be denied access to classified information on a need-to-know basis. The PAO must understand all important operational matters that affect the organization. This permits early presentation of unclassified information to the media to prevent erroneous speculation. Such speculation can jeopardize missions. Furthermore, for continued credibility, the PAO should be able to refuse to answer because "that is classified" rather than "I don't know."

b. Unfavorable information must not be classified or withheld simply to shield it from the public or to avoid criticism of the agency. DOD 5200.1R prohibits this. When in doubt about the security classification of information, consult DoD 5200.1R. Activities away from DeCA Headquarters may wish to consult their local security manager regarding classification issues. DoD 5200.1-R tells:



- (1) What's classified.
- (2) Who classifies it.
- (3) Levels of classification.
- (4) How to classify, downgrade, and declassify information.
- (5) Who may release and receive certain information.
- (6) How to challenge the classification of material.
- (7) How open publication affects classified material.

**7-6. Limits on Information Release Due to Policy.** Often special policies govern the release of information. They come from DoD or from higher or lateral levels within the U.S. Government. Consider these policies to determine whether or to what extent the FOIA requires the release of information (see DeCA Policy Letter 30-11).

a. Special procedures govern the release of information regarding food products that may be tainted, suspect, or otherwise unwholesome. Within DoD, ALFOODACT messages are released to all DoD food retail outlets from the Defense Personnel Support Center in Philadelphia. These messages may require stores to check inventory stock, remove specific lot numbers, mark stocks for medical hold and, in some cases, recall the products from customers. Veterinary and health personnel are often required to inspect items and make rulings or recommendations. This system is firmly established. Actions to notify commissary customers of any need to return products will normally be made at the commissary level by the commissary officer with support of the installation public affairs office. In rare instances, on a case-by-case basis, HQ DeCA/PA will coordinate media activity for the Agency on ALFOODACT or product recall issues. In dealing with these rare situations, the principles contained throughout this chapter will be employed.

**7-7. Release of Previously Published, Released, or Cleared Information.**

a. We must not assume that information about DeCA has been officially released because it appears in the media, nor does the appearance of classified information mean that it is now unclassified, nor can it be used by, or referred to by DeCA spokespersons.

b. Operational information, such as DeCA's wartime requirements, combined for re-release must meet the same release standards as the original information (see Chapter 6).

c. Portions of previously cleared and published articles or speeches that cover information discussed in Chapter 6 must not be republished in another context without approval from HQ DeCA/PA.

**7-8. Releasable Information About DeCA People.** In the course of the PAO's normal duties, decisions must be made concerning releasable information about individuals under certain conditions. Information that applies to the most common situations is listed below:

- a. Address. Home of record, home address, and home telephone number are not releasable.
- b. Age (Date of Birth). Not releasable.
- c. Assignment of General Officers. General officer assignments are announced by OASD/PA in coordination with the White House and other agencies or departments. DeCA releases are typically prepared following the announcement by OASD/PA.

- d. Attendance at Technical, Scientific, or Professional Meetings. Generally releasable.
- e. Biographies and Photographs of Key Persons. Biographies and photographs of key DeCA members are prepared and kept current by public affairs offices of the responsible region. They may be released by any public affairs office (see Chapter 3, Section I).
- f. Occasionally, DeCA people may be charged with certain violations of laws. Typically, serious charges are newsworthy. In all instances, coordination with the host installation public affairs office and, possibly, the military service HQ public affairs office, is appropriate.
  - (1) Releasable material, after coordination with DeCA General Counsel or installation staff judge advocate may include:
    - (a) Names of persons charged with crimes.
    - (b) The date and nature of the alleged offense, as shown in the court martial order.
    - (c) The sentence, if approved.
    - (d) Type of discharge (if any) from the military service and whether it was executed, suspended, or remitted (see j below).
    - (e) Confinement circumstances or date of release from confinement.
    - (f) Previous convictions or absence of them, provided the court finds the accused guilty in the present case.
    - (g) Acquittal, emphasizing it commensurate with previously published accusations.
  - (2) Things to avoid must include:
    - (a) Sensationalism and exaggeration.
    - (b) Slang, unless in a direct quote.
    - (c) The term criminal.
    - (d) Editorial words prejudicial to the accused before trial, such as hit-and-run driver, thief or murderer. Before conviction, releases may say the accused is charged with the crime or alleged to have committed it.
    - (e) Military terms, jargon, or cliches.
  - (3) Requests for interviews with the accused must be referred to the defense counsel.
  - (4) The advice of the DeCA General Counsel and host installation Staff Judge Advocate must be sought on matters not clearly addressed here or in the referenced regulations.
  - (5) Personnel board decisions should follow these rules:
    - (a) Actions which affect groups such as promotion boards or augmentation boards generally are releasable.

(b) Actions which affect individuals such as administrative discharge boards generally are not releasable. Selective early retirement boards and reduction in force boards are boards affecting individuals and also are not generally releasable.

g. Discharges. Primarily, information regarding discharges will be referred to the host installation Pas. However, there may be times when DeCA/PA or another DeCA official is asked to release information about the discharge of a DeCA active duty member.

(1) Administrative. Administrative discharges are not releasable. Don't release whether it is honorable, under honorable conditions (general), or under other than honorable conditions, unless the affected person gives written consent. Exception: If a case has extensive publicity, this information may be releasable (ask your GC or SJA or HQ DeCA/PA).

(2) Punitive. If the discharge results from a court martial, the record of trial is a public document. The sentence and subsequent clemency action, if any, are releasable.

h. Dissent. Dissident and protest activities, such as strikes or picketing, are rare in the DoD. They might concern labor issues, political activism, or other causes.

(1) As a rule, protests arise from local grievances. Problem resolution should stay at that level to be effective.

(2) Coordinate with installation or military service public affairs offices in developing responses to queries about such activities.

i. Duty Location. Current, past, and future assignments, except assignment to overseas, sensitive, or readily deplorable units are releasable as are past overseas assignments.

j. Duty Status. Releasable (active duty, retired, AWOL, etc.). The following information concerning duty status is also releasable: military grade and rank; civilian grade; military base pay; civilian gross salary, and all allowances except BAQ. In addition, duty telephone number; date of rank (DOR); extended active duty date (EAD); pay date; source of commission; and promotion sequence number are releasable.

k. Education, Schooling, Government or Military Specialty. Civilian education, degree, and year of graduation are not releasable without individual's express permission. However, Professional Military Education is releasable.

l. Employers of National Guard or Reserve Members. Not releasable without the consent of the National Guard or Reserve member.

m. Investigations or reports by criminal investigation agencies such as the Defense Criminal Investigative Service (DCIS), the Air Force Office of Special Investigations (OSI), Army Criminal Investigation (CID) or Naval Investigative Service (NIS) are not releasable by DeCA. Queries on such investigations must be referred to the investigating agency. DeCA officials may acknowledge the existence of an investigation only after the coordination and concurrence of the investigating agency.

n. Marital Status (single, divorced, married, etc.) or family members, or other authorized dependents. Not releasable.

o. Military Awards and Decorations or Citations. Releasable.

p. Military Personnel Records. See DeCA Personnel Directives and Military Service Regulations, as appropriate.

q. Official Photographs. Official photographs of general officers and key military and civilian individuals maintained in accordance with official biography requirements are releasable. For other than these individuals, official photographs are not releasable without the consent of the person.

r. Race or National Origin. Not releasable.

s. Sex. Releasable.

t. Violation of Public Trust. Confer with DeCA General Counsel.

**7-9. Releasable Information on Operational Subjects.** As in previous paragraphs this listing of directives and policies applies to many common operational situations:

a. Any release of information on DeCA involvement in disaster relief efforts will be coordinated with HQ DeCA/PA.

b. Unit Activations, Inactivations, Phase-downs, or Movements. A significant change in unit level of operations may be newsworthy. The first announcement comes from DoD. Public affairs personnel should not discuss these subjects until they have specific instructions. Release of information regarding commissary closures overseas must be coordinated with appropriate theater public affairs officials in overseas operating locations.

**7-10. Contracts and Contractor's Releases.** (See Chapter 6 and DoD Regulation 5200.1R, DoD Regulation 5220.22, and DoD Manual 5220.22).

a. Unclassified Contracts. Companies or institutions with unclassified DeCA contracts may release information about them unless the contract states otherwise. Colleges and universities holding unclassified research and development contracts or letters of intent are regulated by DOD Regulation 5220.22. The following may be released without further DOD approval:

(1) A statement that the contract, letter of intent, or supplement agreement has been received.

(2) Certain types of contracts (such as proposals for a new computer system, new operating equipment, etc.), if this information is not limited by the terms of the contract.

(3) Information of public or professional interest about the work being done, if this information is not limited by terms of the contract.

(4) Information previously approved for release.

b. Classified Contracts. In very rare scenarios, companies or institutions may have a contract with DeCA that involves classified work or information. The contractor usually prepares most initial information announcements that relate to these type contracts.

(1) DoD Manual 5220.22 regulates these announcements. The manual is an attachment to DD Form 441, DoD Security Agreement. The agreement enables a company to receive classified contracts and the classified information to meet them.

(2) DoD Manual 5220.22 prohibits the contractor from releasing information that pertains to classified contracts or projects until it is approved for this purpose. The contractor usually sends it directly to the Directorate for Security Review, Office of the Secretary of Defense, for approval.

(3) The contract may specifically require the contractor to route the proposed release through HQ DeCA or the procuring agency. In this case, PAOs review and clear the information for open publication. Major project officers must coordinate the proposed release with the appropriate system program office, security office, and other interested agencies (see chapter 6).

(4) If a non-DoD agency awards the classified contract or project to the contractor, requests for information release are sent to that agency.

**7-11. Copyright Material.** Do not use copyright material without permission of the copyright holder. The only exception is that short passages of copyright works may be used for purposes specifically approved by the copyright holder in advance, such as book reviews.

- a. Discuss copyright issues with the DeCA General Counsel. See DeCA Directive 80-10.
- b. Credit the source of copyright material when using it in DeCA publications or documents.

**7-12. How to Release Information on Gifts.** Gifts are a voluntary proffer of property to DeCA by persons or organizations. Gifts must be desirable and useful, and contribute to the health, comfort, and morale of DeCA people. Their acceptance is based on the best interests of the DeCA, subject to these rules:

- a. The DeCA activity accepting the gift, must not publicly acknowledge it. The officer authorized to accept it must acknowledge its receipt, on behalf of the Agency's people, in an appropriate letter.
- b. The donor may announce the gift through a news release, publicity, advertising or any other means. Such announcements should not imply that DeCA or DeCA people endorse the product.
- c. DeCA must not give the donor any special concessions or privileges.

## **Section B - Working With the Media**

**7-13. Prerequisites.** DeCA news reaches the public through the media. The news media are one of our primary communication channels to the public and groups interested in the agency. It is important to understand media capabilities, including:

- a. Their general capabilities.
- b. Individual capabilities for each medium to allow tailoring DeCA messages for maximum effectiveness.
- c. The media's need for rapid, accurate information. Consistent ability to provide it helps build good personal relationships with media representatives. This bridge of mutual respect and understanding is critical to credibility and essential to DeCA interests.

### **7-14. Relations with the Media.**

- a. **Be Impartial.** Don't favor any medium or media representative over others. All are entitled to the same consideration. Establish personal contact with media representatives throughout the trade and other areas where media might have an interest in DeCA. All of them should know DeCA public affairs people and the type of material they can provide.
- b. **Market Material.** Determine which media want DeCA materials and the type of information they need. Include the smaller media that may often serve special interest publics. Do not, however, send material to media that do not express interest as this is a waste of time and money.

c. Good News, Bad News. When bad news occurs, release it quickly and candidly. Bad news, like rotting fish, never smells better with age. Experience proves candor is best. It may be big news for a day or two. But, if the agency tries to conceal bad news and the media find out about it, the bad news may be in the media for weeks or months. Public suspicion will linger indefinitely; future communication will be strained. DeCA recognizes that occasional bad news is inevitable and it cannot afford any attempt to conceal bad news.

d. Story Balance. Make sure the reporter has all the facts of an impending story. This isn't difficult; most reporters conscientiously seek a balance of information. Often, the biggest problem is getting the right information in time for the reporter's deadline. This deserves your total effort. It's one of the most challenging and rewarding of all duties.

e. Clippings and Tear Sheets. Except under the most extenuating circumstances, do not request these items from the media. If multiple original clippings are needed regularly, arrange with the publication's administrative offices to buy the necessary copies.

f. Review of Material. With the exception of trade media where DeCA officials have established relationships built upon trust and goodwill and a mutual interest in getting the story accurate, do not ask a reporter to send material for review unless security considerations are involved. The primary responsibility for protecting classified information lies with DeCA, not the reporter, and the reporter can justifiably refuse any requests for prior review. If there is a strong possibility that classified information or material will be revealed or exposed, the request for a visit or interview should be denied.

g. Duty Calls. The professional PAO, or a designated representative, must be available 24 hours a day for significant breaking news stories, accidents and other events which require immediate action. Ensure availability during off-duty hours. Brief security/military police, operations center, and agency and region senior staff on how to arrange contact during off duty hours. As a minimum, professional PAOs should possess a data card with key phone numbers of HQ and region staff including home and office numbers to permit contact and coordination when issues arise during off duty hours.

h. Exclusive Request. An exclusive is a reporter's request for information that no other reporter has asked for. It can involve a minor or major story. DeCA allows reporters to work on exclusives, but is obligated to provide the same information to any other correspondents who request it. Reporters should be made aware of this policy, to avoid misunderstandings. Interviews, by their nature, are exclusive in terminology, i.e. quotes and statements, but not in content if another correspondent requests it. If the nature of the information and potential story suggest that DeCA should make a news release, the reporter should be advised of the pending release.

(1) Minor Story. This news is not particularly significant. Protect the reporter's story until a similar request comes from another reporter. If this happens, tell the second reporter that another person already is working on it. The second reporter probably won't press the issue. If it is pressed, provide the same material to the second reporter, and inform the first reporter that another individual is also working the story.

(2) Major Story. Do not honor any request for exclusive information on a truly major, or hard news, story. DeCA must release information on major stories to all media equally. The public right to significant news transcends a single reporter's right who first asked for the information. In-depth feature stories on major issues may be treated exclusively until similar queries come from other reporters, or major developments require a general release (use rule in (1) above).

**7-15. Media Access to DeCA Facilities and Commissaries.** With region and local public affairs office coordination, bona fide media and trade writers and photographers may visit DeCA activities, especially when such visits further the free flow of accurate information to commissary customers and industry. If the installation on which the DeCA activity is located has closed access, the senior DeCA representative at the

activity must coordinate entrance to the installation with the host PAO. For open installations, arrange a convenient place to meet, and escort the media representatives from that point.

a. In the interests of safety, security, and to make sure media representatives get the most accurate information, escort them at all times when on an installation.

b. Coordinate, in advance, the following with HQ DeCA/PA:

(1) Stories that may be controversial, embarrassing, or of national interest.

(2) Visits or contacts by representatives of national level news media (radio or television networks or major print media). This does not include local representatives of local media. Region PA coordination is sufficient in this case, unless the story may go national.

(3) Media requests for declassification of classified material.

(4) Visits or contacts by foreign news media representatives.

c. Do not allow media representatives to come in contact with classified or sensitive information. If they are inadvertently exposed to classified material, explain the classification and request they cooperate in not using the material. Remember the legal and policy restrictions on release of DeCA information (see Paragraphs 7-5 through 7-12).

d. There are few restrictions on media photography or filming in a commissary, with the exception photos and film which is designed to highlight specific brands and/or prices, or imply an endorsement of a particular brand. Employees should be briefed when media photography or filming will be conducted and, of course, employees should always be following established safety procedures when performing their jobs.

**7-16. Types of Media Releases.** DeCA information may be given to the media in many forms. It may be a written or oral release; response to a particular query; material the media gather as a result of an interview or news conference; or from informal communications.

**7-17. News Releases.** Information on news release policy is found in section A. The news release is the usual form of information disclosure. It may announce news or answer anticipated queries. The news release varies in length, but most often is a page or so of material that the PAO considers newsworthy. Publicity is not news; nor is public affairs a publicity business. This damages professional credibility and acceptance with the media. Prepare news releases according to Section C.

a. Although many might not perceive it as such, a DeCA Notice to the Trade is basically a news release in the eyes of the trade media. The trade media, whether it be their readership or advertisers, are interested in the Agency and its operations. They can help us greatly spread the word among interested members of the military resale industry. Include them on your distribution list for all Notices to the Trade issued from DeCA and Regional Headquarters.

(1) Notices to the Trade are to be distributed to the following:

Editor  
Exchange and Commissary News  
P.O. Box 1500  
Westbury, N. Y. 11590  
FAX: 516-334-3059

Editor

Executive Briefing  
American Logistics Association  
Suite 640  
1133 Fifteenth Street, N.W.  
Washington, DC 20005

Editor  
Family  
169 Lexington Avenue  
New York, N.Y. 10016  
FAX: 212-779-3080

Editor  
Military Grocer  
4800 Montgomery Lane, Suite 710  
Bethesda, Md. 20814-5341  
FAX: 301-718-7652

Editor  
Military Lifestyle  
4800 Montgomery Lane, Suite 710  
Bethesda, Md. 20814-5341  
FAX: 301-718-7652

Editor  
Military Market  
6883 Commercial Drive  
Springfield, Va. 22159-0210  
FAX: 703-750-8622

Editor  
Off Duty  
The Rios Group, Inc.  
Suite C-2  
Costa Mesa, Calif. 92626  
FAX: 714-549-4222

Office of Public Affairs  
HQ, DeCA  
Fort Lee, Va. 23801-6300  
FAX: 804-861-4036

**7-18. Response to Query.** When the media are working on a DeCA story, they will call the HQ, region HQ, or commissary for facts or comments. The PAO must be prepared to respond to these queries.

a. The media may not know there is a HQ DeCA Office of Public Affairs or a region public affairs officer. They may ask for operator assistance or some agency appropriate to the query, such as the personnel office. For this reason, media sometimes are referred to an inappropriate office. Keep this to a minimum by periodically reminding telephone operators, functional staff, and commissary officers to refer media callers to the public affairs office.

b. Media have absolute deadlines. The deadlines vary, depending on the type of medium and whether the query involves a hard news, or feature item. When called for an DeCA answer, find out the



deadline. Explain that this is needed to meet the deadline, and to get the best possible response in that length of time.

c. When receiving media queries, you should write them down. Repeat them to the caller to ensure you understand exactly what is requested. DeCA Form 100-1, Media Query Sheet (Figure 7-1), is helpful; it has fill-in blocks for all the essentials, including space to coordinate the proposed answer with all interested functional agencies. The response must be satisfactory to all of them; this provides the most accurate answer, and shows thorough staff work. As a rule, responses are grounded in fact, not speculation.

d. Media questions often involve information not available in the public affairs office. Answers are needed from other staff agencies. They usually realize media queries require rapid response, but they also have other work to do. Be sensitive and diplomatic when requesting their help; success depends on staff cooperation.

e. While working the response through coordination levels, be alert for easily available information on the subject. If it is releasable, offer it to the media.

f. Functional staffs may not realize the consequences of a missed deadline. If a query cannot be answered by the deadline, the story probably will appear without a DeCA comment, and the Agency has missed the opportunity to state its position.

g. If something delays response, the reporter should be told before the deadline. If possible, offer partial information or an interim reply. If the information is not available locally, tell the media. Identify the source and offer the media the option to work it themselves, or have you continue working it.

h. DeCA handles an inordinate amount of information transactions with members of the Military Resale Industry trade media. These trade media representatives, working with monthly publications, frequently inquire about detailed business operations or request access to many senior officials and action officers. These reporters should be asked to submit queries to allow at least seven working days for response. DeCA officials have many duties, and responses to lengthy questionnaires and scheduling of time for routine, free interviews can rarely be their first business priority. A 30-day lead time may be required of editors who request annual updates of DeCA material such as personnel rosters, commissary listings, annual sales per commissary, and charts, to name a few examples.

i. Responses too lengthy to be provided over the phone may be faxed if 10 pages or less. Good judgement and cost management needs to be applied when faxing materials to media. Faxing a lengthy document is often more expensive than an overnight or two-day mail package. Use good business judgement when making decisions on sending out information.

j. Editors who assign free lance reporters to write articles about DeCA will be asked to inform the DeCA Office of Public Affairs. Free lancers must, in effect, be credentialed before DeCA will invest time and resources in providing information to them.

k. File photocopies will be provided upon request or query. News photographs will not, however be taken for use by industry or news media. These activities are expected to provide their own photographers.

l. Requests for the DeCA operations handbook, directives, or other lengthy published documents, will be handled by the proponent office. DeCA/PA will be notified when requests for such documents are received from the news media.

m. Many internal meetings, conferences, seminars, and workshops are conducted by DeCA to plan and discuss internal agency operation and strategic business matters. As a rule, these are not open to the

media. News media representatives interested in attending such meetings or DeCA "open" events should request permission to attend by contacting DeCA or region public affairs five working days prior to the event.

n. If unable to reply to a query because the answer is classified, this should be explained to the media. Media people who work regularly with the agency must understand this. If possible, explain the reason for the particular classification.

o. If the query involves sensitive information, or comes from major national-level media, the next higher headquarters public affairs office should be consulted before responding. For HQ DeCA/PA, the next higher level is OASD (PA) Directorate of Defense Information.

p. If the query involves nationally significant material and a rapid response is critical, follow the guidance in paragraph 7-15 (b).

q. If the query involves a subject of local significance, coordinate the response with the host installation PAO.

r. If the query involves a controversial or sensitive subject directly related to a DeCA activity or the host installation that may result in unfavorable publicity to the agency and/or the host installation, the reply must be coordinated between the host installation's public affairs office, the region PA and HQ DeCA/PA.

REFER TO FIGURE 7-1, DeCA Form 100-1, Media Query Sheet.

**7-19. Media Interviews.** Interviews give reporters the chance to get in-depth information on DeCA directly from primary sources. The ability to privately ask DeCA officials questions induces maximum information exchange. This also permits rapid correction of misconceptions. Reporters like individual interviews to protect exclusive stories from competitors. Usually, interviews are one-on-one between a reporter and the official, with a PAO monitoring. The following suggestions help guarantee effective interviews:

a. Make sure the news medium and the representative are reputable. If in doubt, ask higher headquarters for advice.

b. Determine precisely what the reporter wants to know and the intended use of this information. What kinds of stories does the reporter usually work on? Are other interviews being done on the same subject (if so, with whom)? Could DeCA be placed in an adversary relationship to a community or DoD interest? Answers to these questions will help you determine whether, and to what extent, you should cooperate by providing an interview.

c. After receiving a media interview request, determine the appropriate DeCA official to provide the requested information.

(1) Find a senior official who can speak on the subject without further clearance and who expresses thoughts clearly and briefly. If the interview is for radio or television, the person selected should have reasonable diction and the ability to express thoughts succinctly.

(2) If the interviewee is a general officer or equivalent and has not attended a Speakers Training Seminar conducted by DoD or one of the Military Services, try to arrange such a session. This is especially important if the interview is with a network news program and the topic may be controversial.

(3) Prepare a memo to the interviewee that includes the basic facts: the news medium and the reporter involved, background on the reporter, samples of the reporter's work, other interviews on the

same subject, and whether the interview will be on the record, for background, or off the record (see E below).

d. Send the interviewee's biography to the reporter with details on the meeting. It may also be helpful to provide the reporter fact sheets, previous news releases, or other material that will ensure they have enough information to conduct an intelligent interview. Confirm the time and place where the reporter will meet the public affairs representative, who will escort the reporter, and who will attend the interview.

e. Before agreeing to the interview, establish the ground rules. There are no universally agreed on or standard definitions for interview terms, so be absolutely sure that everyone understands your definitions and agrees to the conditions in advance.

(1) Whenever possible, interviews should be on the record.

(2) You and the interviewee clearly must understand that nothing is off the record or for background. Even if the reporter agrees to this stipulation beforehand, misunderstandings are possible, especially later.

(3) You should explain the following terms and specify the one that applies to the interview. Obtain interviewee's and reporter's agreement before continuing.

(a) Off-the-record. The interviewee provides information which may not be used. It is provided for a reporter's understanding of an issue. Off-the-record should be used rarely, if at all, and only when there are compelling reasons.

(b) Background. The reporter may use verbatim the material, but may not identify the interviewee by name or title. The reporter and the interviewee come to an agreement regarding attribution. An example is: A senior DeCA official said. ...

(c) Deep background. The reporter may use verbatim the material, but may not identify the individual, his or her title or place of duty. There is only general attribution, such as: Sources said. ...

(d) Not for attribution. Not attributed to anyone or any establishment. An example is: It was learned today that. ...

(e) On-the-record. The reporter may quote verbatim the interviewee by name and title. An example is: Colonel Jones said. ...

NOTE: It is understood that there may be various interpretations of the categories of attribution among news people; therefore, an understanding must be agreed upon at the outset of the interview or press conference.

f. Set up a suitable place for the interview. Print media prefer a quiet room. The same room may not be right for a radio broadcaster looking for ambient background sound, or for a television reporter who needs a visual background to go with the ambient sound. Be careful about using commissaries when machinery is running in prep rooms or in crowded, noisy parts of the store. Consider the effect of the background on the story and the general atmosphere of the interview.

g. For interviews on any subject or with any level of DeCA people, or if you are the one who initiated the interview, anticipate probable questions:

(1) Write down all probable questions. With the help of functional staff specialists, draft good answers to the questions.

(2) Discuss these questions and answers with the interviewee. If the interview is extremely important, do a mock interview and critique the interviewee's answers. This enables the interviewee to solidly frame the answers, builds confidence, and helps overcome natural reluctance to speak on the record.

h. Brief the interviewee on Interview Basics. See figure 7-2.

i. The PAO or representative should attend the interview to:

(1) Open the interview professionally by introducing the participants.

(2) Clarify the purpose of the interview.

(3) State, explain, and get agreement on the ground rules (although these should be agreed to before the interview).

(4) Spot and prevent communication failure. The interviewee (refer to Figure 7-2) thinks mainly about the topic instead of the feedback. The reporter is partly preoccupied with the next question. You are the only one who is concentrating equally on everything. You can see misconceptions on both sides and can correct them.

(5) Alert other interested DeCA and DoD people to potential public affairs problems as a result of questions asked at the interview.

j. Do not inadvertently alert other news media to the interview or the reporter's area of concern. Protect the reporter's interest.

k. Audiotapes:

(1) For radio or TV interviews, both interviewee and the PAO must plan accordingly. The statements made are usually brief and factual. Interviews for print media are greatly expanded from this. As a result, some interviewees prefer not to be audiotaped in long interviews in which they cannot speak comfortably for fear of an error in quoted expression. The possibility also exists that a comment may be taken out of context. For these reasons, find out whether print media reporters want to audiotape the interview. If so, obtain the interviewee's approval in advance.

(2) Some interviewees, conversely, want to audiotape the interview to protect themselves from errors in attribution. Determine this in advance and set up a small recorder with fresh batteries and enough tape. Under the circumstances, you might offer the same courtesy to the reporter.

l. Be sure the reporter has your telephone number in the event of changed plans or post interview clarifications.

m. If the interview may raise critical subjects, brief higher headquarters public affairs and your unit officials on the questions, answers, and your evaluation of the probable impact.

**7-20. News Conference.** On extremely rare, very important occasions, the news conference is a good way to release news simultaneously to many media. Be sure the news warrants the news conference. Media representatives resent a news conference that does not produce immediate, important, and useful news copy. If in doubt as to whether a topic should be considered for a news conference, talk to higher headquarters' public affairs officials. Although a DeCA news conference beyond the trade media would be a rarity, the following general steps should be followed if the need presents itself.

a. You should consider a news conference when:

(1) A story or announcement is so important, sensitive, or complex that both DeCA and media benefit from face-to-face presentation.

(2) A high level person visits or is assigned.

(3) Other types of releases cannot adequately convey the information.

b. A news conference cannot substitute for later releases or interviews on significant material of ongoing public interest. Its use in this context is merely to introduce important developments.

c. Since a news conference is a major event, it often involves key Agency and host installation people. Be sure the commander and staff understand the function and limitations of the news conference.

d. Invitations to media should:

(1) Be made by telephone as far in advance as possible. If time allows, follow up in writing. The day before the event, call again with a very brief reminder.

(2) Be friendly and informal.

(3) Briefly cover the subject and material the news conference will address. Do not disclose details, but tell editors enough so they can judge whether or not to send a reporter. Also, do not promise anything that cannot be delivered.

(4) Consider deadlines. Plan the conference for a day and time when coverage possibilities are best. An early afternoon news conference will satisfy the morning newspaper, but not the afternoon newspaper.

(5) Consider all media requirements. Plan the news conference for a location that can accommodate the acoustic and electric power needs of the electronic media. If possible, get a location with telephones.

(6) Go to all local media, even those that do not usually cover your activities.

e. Setup requirements include:

(1) A room or location of suitable size in an easy to find place. It needs enough electric power for broadcast equipment and lights. The power requirements for television lighting are substantial; make sure power lines have sufficient amperage. Network crews use more lighting than local crews. Generally, the first crew on the scene will provide light for everyone. If it is a large room, install public address equipment and a multiple outlet box, if available, for audio pickup.

(2) Typewriters, paper, and nearby telephones.

(3) Information kits for each reporter. The kits may include background information, biographies, literature, statistics, photos, artists' drawings, television film clips, or anything else appropriate to the subject. Do not overload the kits with material of little or no use to the media. Include only those items of importance to the news media, and have more general information available for them to pick up.

(4) Graphics or models of the subject facility, person, equipment, or building, if available.

(5) A visual background appropriate for photographs or television interviews. Avoid reflective surfaces or highly patterned or distracting backgrounds. Use background colors that contrast favorably with the uniforms worn by presenters and any equipment models that will be displayed.

(6) Coordination with installation police so reporters' entrance to the installation is smooth. Be sure front gate people can give directions to the news conference site. If necessary, prepare a simple map that can be given to the media, or post a public affairs person at the gate.

(7) A thorough briefing of DeCA participants, so they will know the sequence of events and what to expect. Use the interview basics in figure 7-2.

f. To conduct the news conference:

(1) Distribute information kits as the reporters arrive. However, if you are in an area where the volume of news may require reporters to leave immediately after getting your information kit, make distribution after the news conference.

(2) Begin on time. Media have deadlines and other obligations. Consider media deadlines in scheduling a news conference.

(3) Introduce the commander or senior military representative, the subject, and state ground rules. Everything should be on the record.

(4) Have the senior official present make the announcement, introduce the distinguished visitor or visitors for remarks, make a statement, and introduce various specialists or other principals for remarks, in turn.

(5) After the announcement, invite questions. Respond as fully and frankly as possible. If specialists are needed to answer the questions, have them present and be sure they are briefed in advance. Limit the specialists to only those most likely to be needed. Recognize that even though the news conference may have been called on a specific topic, or ground rules may have been discussed in advance, a reporter may choose to pursue a different agenda and ask questions off the topic. Good preparation and anticipation is essential in managing such questions.

(6) Quickly summarize and close the news conference.

g. Refreshments are optional. If you decide light refreshments, such as soft drinks, coffee, and doughnuts are necessary, keep them on an out-of-the-way table, self-service. Refreshments might be appropriate for festive occasions such as ribbon cuttings. Do not serve anything else, because a news conference is a business and not a social event.

h. The news conference should be tape-recorded, or videotaped, and transcribed. This enables you to answer any subsequent requests for clarification, provides a complete record for reporters unable to be present; and helps meet any other requests for the information.

i. Follow-up:

(1) Rapidly prepare a news release and distribute it to media who were not represented. For radio stations, try to provide audiotaped actuality comments. Telephone the release to the media.

(2) Do an interim report for principals and higher headquarters public affairs offices, so they will know who attended, questions asked, and what coverage to expect.

(3) Prepare a final report when newspaper clippings and broadcast summaries are available. Assess impact of this coverage.

**7-21. Informal Communication.** Informal communication is a fine way to establish rapport and build sound professional relationships with media and key staff people within the agency. Through personal contacts, a quality and responsiveness of service can evolve that never would be achieved through purely official channels. Public affairs people genuinely concerned about the people they work with, and their professional needs, will seek other opportunities to interact. In every headquarters, region and store, there are people who make things run smoothly-informal leaders as well as formal ones. Become one of these people.

**7-22. Working Through Freedom of Information Act (FOIA) and Privacy Act.** The FOIA and Privacy Act are important to public affairs. They explain, at the federal level, information that should be released or protected. As discussed in paragraph 7-3, FOIA requires DeCA to give maximum information to the public within the bounds of security and lawful privilege. The Privacy Act determines how much information about DeCA people is part of this lawful privilege:

a. FOIA gives the media a different way of obtaining information. They can completely bypass public affairs by contacting the unit Freedom of Information (FOI) office (DeCA/IM). All FOIA requests from news media will be coordinated with public affairs.

b. FOIA channels usually are not as rapid as public affairs service to the media; frequently they are not as responsive to actual media needs. This is due to administrative procedures and the document orientation of FOIA operations. Media get only what they ask for with no helpful explanation. For that reason, PAOs should cooperate with the FOIA offices to identify media requests and determine whether better media service could be provided by public affairs. In addition to faster service, the PAO can find out exactly what the media are trying to locate, and can try to provide it in understandable form. Occasionally, documents requested by media under FOIA procedures do not provide the facts or explanations the media really need. The PAO can be of genuine service to all by acting as go-between.

c. If the requested documents are releasable under FOIA, a general rule is to provide them through public affairs channels if it better serves media interests. Don't make media go through FOIA procedures to get them (see Chapter 1, section a).

d. Make the documents available free of charge unless they involve excessive costs or frequency of research and compilation to the government.

**7-23. PAO Attribution.** In official contacts with media, public affairs people announce corporate policy for DeCA. Therefore, ask media to attribute your statements to the Agency, an Agency spokesperson, or something similar. If this does not suit the event or media needs, however, they may quote you by name. In some cases, attribute statements to the director or commander. Before doing so, get the person's permission. These statements show the director's personal concern and involvement in a serious situation, and lend a specialist's authority to the subject matter.

**7-24. Plans for Releasing Information on Events or Accomplishments.**

For a major event coming up (such as a grand opening or a major personnel event or agency milestone), develop a public affairs plan (see chapters 2 and 5). This helps to make sure all key needs are coordinated and approved.

### **Section C - Writing for Publication**

**7-25. Trade Magazines.** Placement of solid, mission oriented stories in the national trade magazine is a critical part of the public affairs mission.

a. DeCA PAOs are encouraged to develop original story ideas for proposal to national trade magazines. These include the consumer group as well as trade, industrial publications, and to an extent, internal DoD house organs and service-wide communication vehicles.

b. On a voluntary basis, writers may prepare articles while on official duty and be credited in print with a byline. DeCA people must not accept payment for these articles. Stories prepared by DeCA people while off duty are subject to legally binding publisher agreements involving copyright and payment of fees and DOD restrictions on the acceptance of honoraria. Off-duty stories must not be confused with public affairs initiatives performed in an official capacity.

c. HQ DeCA/PA screens story ideas from DeCA HQ and regions and stores for accuracy, quality, security and policy. Region PAOs should first screen region and store submissions before forwarding to HQ DeCA/PA

d. All DeCA PAOs are encouraged to write for national publications as part of their official duties.

e. Region PAOs and commissary officers should:

(1) Develop DeCA-related story ideas and send them through channels to HQ DeCA/PA. Individual units or authors must not contact or send story ideas or articles to magazine representatives unless the article is written during their off duty time and is not related to their government or DeCA position.

(2) Recommend possible markets for their story ideas.

**7-26. Story Idea.** The story idea is the first and most important step in marketing a comprehensive article. Story ideas must be accurate, unclassified, and comply with DeCA policy. PAOs and commissary officers must make sure the story idea is well thought out and presented to HQ DeCA/PA in a format that explains why DeCA should market this story. Experience shows story ideas that sell have the following characteristics:

a. The subject or theme is unusual or interesting to the particular magazine's readers.

b. Subject or theme centers around a specific individual, event, business practice, or piece of equipment. The story must give the intended reader a better understanding of the DeCA mission, needs, activities or people. It may describe DeCA activities, operations or people doing their jobs.

c. The story idea is presented in an easy to read style. Don't send a story idea for a time-sensitive subject unless the material and photographs are on hand to prepare the article. It may take several months from the time a story idea is submitted and the actual writing of the article. During that time people may be transferred and project may be dropped.

**7-27. Internal Markets.** In addition to seeking out articles within the trade media, our own DoD internal media channels should always be considered for distribution of DeCA stories.

**7-28. Service Journals.** Service-oriented journals (such as Air Force Magazine, and Army, Navy, or Air Force Times are commercial publications and are given the same courtesies as other commercial publications. Simultaneous release must not be made to them if a magazine-oriented story goes to another magazine.

**7-29. News Releases.**



a. Type or print the first page on the preprinted DeCA news release letterhead (see figure 7-3). If additional pages are required, use plain bond paper, and number the pages. Use the Associated Press Style Guide.

b. Double space, using one side of each page. This uses more paper but offers certain benefits. It greatly increases the chance of an editor using the release. Also, white space enables the user to edit and easily fit the material to any format.

c. In capital letters, briefly title the story so the editor can understand it at a glance.

d. Start typing the story about one-fourth of the way down from the top of the first page. This gives the editor space to write a headline, make notes, and edit the copy.

e. Indent the first line of each paragraph five to eight spaces.

f. Make copy clean and legible.

g. List the name and number of someone familiar with the story, in case editors want more facts or need clarification. Give the release a DeCA release number and date the release.

h. Use simple, clear sentence structure with active verbs. Avoid disconnected or involved sentences, long paragraphs, and paragraphs beginning with the same word or phrase.

i. Summarize the story's outstanding facts in the lead, or first paragraph.

(1) Make it as concise and simple as possible.

(2) Try to answer these questions: Who?, What?, When?, Where?, and How? Later in the story, answer the question: Why?.

(3) Avoid opening the story with a direct quotation.

(4) Tailor the story to attract the interest of the proposed reader.

(5) Time element should be according to (a) through (d) below:

(a) Make the time element unmistakably clear. Is the story today's news, or yesterday's? In some cases, it may be set in the future.

(b) A good way to freshen the time element is to lead with a fact that updates slightly stale news. This often can save a story you could not release earlier.

(c) If a story cannot be released until a certain time, indicate this in bold capital letters above the story. This is called an embargo, and it might read: **HOLD FOR RELEASE UNTIL 11 A.M. EST, FRIDAY, JULY 10** (always keep in mind the fact that editors are not legally obligated to honor embargoes). It is increasingly regarded as unnecessary to flag a story **FOR IMMEDIATE RELEASE**; just date the release, and let the editor decide when it should be published.

j. After summarizing the pertinent facts, amplify remaining details in subsequent paragraphs. Present them in descending order of importance. This helps readers to get the gist of the material by reading just the top of the story, and enables the editor to cut less important facts from the bottom up.

(1) Tell the story once. Do not repeat facts. Simple and logical presentation gives a release its punch. Leave out trivia. Do not rationalize.

- (2) Stay away from overworked ideas and expressions.
- (3) Work rapidly in news writing, but do not sacrifice accuracy.
- (4) Be careful to present material honestly. Avoid statements taken out of the original context.

k. If the news is visually interesting and circumstances permit, invite media to cover the event photographically (still or motion). Media are more apt to use the story if they invest time in its development.

(1) Alternatively, release one or more photographs with the story. If possible, photographs should meet requirements of the intended media. This often makes the difference between use and rejection. Newspapers usually prefer vertical format black and white photographs. Television stations often would rather have horizontal format color slides. No pictures are better than bad pictures, unless it is a one-of-a-kind major event and no other photographs are available.

(2) Spare color slides taken for this purpose can serve other public affairs interests. These include briefing materials, annual base guide pictures, and promotional visuals.

l. Before sending a news release to any media, make sure the editor can use it. Careful selection from the media mailing list increases the chances of a release being used.

REFER TO SAMPLE DeCA NEWS RELEASE, Figure 7-3.

#### **7-30. Writing Restrictions.**

- a. Magazine and Books. Before preparing materials for magazines or books, see section C.
- b. Writing Biographical Material. As a general rule, DeCA people may not write biographical experiences of other DeCA people, unless the subject gives written consent. When the experiences described are confined to incidents of military activity, and are available to the general public through official records, consent is not needed.
- c. Writing by DoD Civilians and Military Members:
  - (1) Key DoD civilian and military officials may write about national defense plans, policies, programs, or operations for exclusive publication under their bylines. This may be done only, however, when the material is printed in government publications, service journals, house organs, recognized scientific and professional journals, and encyclopedias.
  - (2) This policy applies to all Senior Executive Service civilians and above, all general officers, and civilian and military people of lesser grade or rank who have unusually prominent assignments.
  - (3) When the national interest would benefit, justified requests for exceptions to the byline policy may be sent to HQ DeCA/PA for consideration by OASD/PA.
  - (4) DeCA people may not give manuscripts or estimated dates of their delivery to non-DOD publications, until manuscripts get final clearance and approval.
  - (5) General officers who plan to write articles or books on military and related subjects for commercial publication should seek HQ DeCA/PA and GC staff counsel before writing them. Other DeCA people considering commercial publication of a bylined or as told to personal-experience story (which took place in an official duty capacity) must get HQ DeCA/PA approval before negotiating a contract with the publisher.

- (6) DeCA people must not accept any payment without consulting DeCA/GC.

**7-31. Individual DeCA Member's Responsibilities.**

DeCA members must:

- a. Safeguard classified information. Conform to local directives on classified matters. Avoid statements and writing, official and unofficial, that would release classified information to unauthorized persons.
- b. Avoid public discussion of political, diplomatic, or legislative matters and subjects which prejudice discipline.
- c. Ask the public affairs office to help deal with any question of doubt concerning spoken or written information.

**7-32. DeCA News Clipping Package.** News clippings from installation/base newspapers and newsletters are one indicator of how well our public affairs program is supported locally and help determine if we are preparing usable releases.

a. DeCA/PA prepares a monthly clipping package composed of published articles which PA reps for each region submit. Distribution includes all directorates/offices within DeCA HQs, DeCA Legislative Liaison Office, Region PA representatives, Service Centers and others upon request. Input from the field is due not later than the last week of the month because the input must be screened, assembled and prepared for printing by the first of each month.

b. The following guidelines apply to submission of articles for the monthly clipping package:

(1) Clippings, originals or clear copies are to be mounted horizontally on 8 1/2 x 11 white paper. Copier paper is of a heavier stock than bond paper and may be better to use. You may want to leave enough space on the left side so that the page can be three-hole punched to fit in a binder. Any commissary ads should also be clipped.

(2) If the original is too large to fit on the paper, horizontally or vertically, trim it, then reduce it. Try the 78% reduction first.

(3) Rubber cement is the best mucilage to use since any excess rubs away after drying.

(4) Remember to put the name of the publication, location, date and page number at the top of the article.

(5) Space permitting, more than one article may be put on a page.

(6) Please avoid using a yellow highlighter to outline the article. The article won't reproduce very well with yellow highlighting through it.

(7) Flyers, bulletin notices, announcements and bag stuffers don't need to be submitted for the clipping package. Submit those with the weekly PA report which is addressed elsewhere in this directive. Likewise, clippings from industry publications, e.g. Military Market, Exchange and Commissary News, Interservice, Executive Briefing, Military Lifestyle, Family, Off Duty and other publications such as Army, Navy, Air Force Times need not be sent since this office receives these publications.

(8) Fax copies are acceptable although experience has shown that fax copies are not clear and further reproduction sometimes makes them almost illegible. Articles should be mailed first class on a weekly basis or sent by overnight mail.

b. Clipping involving senior DeCA officials should be sent to DeCA/PA the same day they appear in the publication. Articles should be faxed directly to the headquarters from the installation, with a courtesy copy to the region PAO. Do not hold these clips or forward first to region PAOs for review and consolidation as part of a larger package.

(1) The staffs of some installation/base newspapers do a good job of covering these visits or in interviewing our personnel. The clips are forwarded to the Command Group. However, when the clippings are received one or two months after-the-event, they are too outdated to provide the director or to even include in the next clipping package. Let's get as much mileage out of these as we can and if the local newspaper staff deserves an "attaperson" or special recognition for the coverage, do this immediately, also.

#### **Section D - DeCA Hometown News Program**

**7-33. Papers Back Home Interested in Little Jane/Johnny.** The Hometown News Program recognizes the achievements of military personnel in print and electronic media outlets, informs the American public of accomplishments and activities of individual service members, presents a factual, positive image of the military, its programs, readiness, and activities, and enhances recruiting and retention through reinforcement of individual pride and morale.

a. The Army and Air Force Hometown News Directorate, Kelly Air Force Base, Texas, conducts the Army and Air Force Hometown News Program. Individuals should complete DD Form 2266, Information for Hometown News Release, (Figure 7-4), which may be reproduced locally.

b. DeCA civilians comprise about 90 percent of the Agency work force and are vital to accomplishing the mission. They have the same ability, concerns and dedication as military members, and their contributions to DeCA are equally significant. The recognition of their abilities and accomplishments make a major contribution to DeCA morale and, therefore, to mission effectiveness. The Army and Air Force Hometown News Directorate will release stories about civilian employees under certain circumstances. The criteria for these releases is contained in Section II, Appendix A, DA Pamphlet 360-3, or AFR 190-1.

c. The Fleet Home Town News Center, Norfolk Naval Base, VA processes hometown news stories and pictures pertaining to Navy, Marine Corps and Coast Guard members in the conduct of the Fleet Home Town News Program. Have individuals complete NAVSO 5724/1, Fleet Home Town News Release Form, (Figure 7-5), also locally reproducible.

d. The FHTN Program does not publicize achievements of civilian employees.

e. The hometown news program is a base/installation program. Check with the local public affairs officer to determine if completed forms are to be sent to his office for forwarding to the appropriate hometown center; otherwise, send them direct.

f. It's not mandatory that you use the services of either in publicizing the military and civilian personnel in your region. You may prefer to prepare releases and make local and hometown distribution. Your region of HQ DeCA/PA can offer advice and assistance. Go for it!

#### **Section E - Public Affairs (Audio) Visual Information Activities**

**7-34. Visual Information.**

a. Visual Information (VI). Use of one or more of the various visual media with or without sound. VI includes still photography, motion picture photography, video recording, graphic arts, visual aids, models, displays, visual presentation services and the support processes.

b. VI Production. The process of combining or arranging any separate audio or visual products in continuity in a self-contained, complete presentation that is developed according to a plan or script for conveying information to, or communicating with, an audience. A production is also the end item of the production process.

c. Audiovisual (VI) Production. An VI production is distinguished from other VI productions by the combination of motion media with sound in a self-contained, complete presentation, developed according to a plan or script for conveying information to, or communicating with, an audience.

d. National and International interest. Items intended for or likely to attract a broad and varied nationwide or worldwide audience.

e. Local interest. Items intended for audiences within the local area or point of origin only.

NOTE: Technological developments in electronic broadcasting place new emphasis on assessing the geographic reach of a particular project. Mobile satellite up-link trucks, network feeds, helicopter-based sky-camera operations, and other techniques have greatly increased the reach of a local station. Consider the technological capabilities of the media when advising senior leaders that you are supporting a strictly local project.

**7-35. VI Support for News Media.** DeCA supports all bona fide print and electronic media (which include media organizations and their accredited representatives) requests to release audiovisual material when such release meets our responsibility to inform the public, and when it does not compromise national security. Releasable materials are equally available to all interested media. DeCA stock audiovisual materials or location photography in DeCA facilities are provided to news media without charge when they are used for news projects.

**7-36. DeCA Policy.** DeCA uses public affairs VI materials to inform its customers, employees and other interested groups about its activities. Adequate planning is necessary to produce and market such VI materials effectively to inform the public.

**7-37. Responsibilities Assigned.**

a. HQ DeCA/PA is the office of primary responsibility (OPR) for public release of VI materials. HQ DeCA/PA:

(1) Approves or disapproves proposals for public affairs use of each VI production request.

(2) Approves or disapproves final script and advance copy of all VI materials intended for public affairs use.

(3) Reviews other DeCA VI materials to determine their value for public affairs use.

(4) Gets approval, as required, from OASD/PA to release DeCA VI material.

**7-38. Public Affairs Photography.** Common sense and good taste are the keynotes of public affairs photography.

a. Appearance. Show military people and civilian employees properly clothed and equipped. Military members' personal appearance must conform to their services' grooming and uniform standards.

b. Fatalities or Injured. Official or stock news photographs of DeCA casualties may be released after next of kin have been notified. Official or stock news photographs of DeCA injured personnel may be released as appropriate. Clearance by injured personnel is a courtesy but not a requirement. Do not release photographs showing dead, suffering or mutilated persons.

c. Merchandise Endorsements. Do not photograph DeCA people with products or merchandise with trade names appearing in such a way that it implies DeCA endorsement.

d. Signs and Posters. Don't photograph them unless they are in good taste.

e. Suggestive Photographs. Do not take or release obscene or suggestive photographs. Avoid cheesecake, pinup, or suggestive photographs of DeCA people, and do not concentrate on them because of their appearance.

f. Chain of Command Photographs. Maintaining files of official photographs of DoD and civilian authorities for chain of command display boards is discouraged. However, maintaining limited quantities of official photographs to fulfill bona fide requests from media and local civic organizations is authorized. These photographs should be limited to key Agency officials most likely to have frequent contact with the public.

**7-39. Security Considerations.** Do not photograph classified materials for public release except when the photographs are being submitted for clearance under security review procedures (see Chapter 6), or will be downgraded by the time they are to be released. When taking photographs in operational areas, do not inadvertently include classified weapons, maps, or charts in the background.

**7-40. Impact of FOIA and Privacy Act on Public Affairs Photography.** Official photographs of military and civilian DoD employees generally are releasable under FOIA (5 U.S.C. 552a(b) (2)). However, a photograph is not releasable if it depicts matters that, if disclosed to public view, would constitute a clearly unwarranted invasion of personal privacy. Generally, photographs of DeCA activities and people, chain of command photographs, and similar photographs are releasable. They are not a collection of information as contemplated by the Privacy Act.

**7-41. Photography Guidance.**

a. The Military Services typically have specialized detachments of trained technical photographers. HQ DeCA/PA should use the services of these photographers for obtaining high quality photos of specific DeCA activities. Reimbursement of the photographers expenses may be authorized from DeCA/PA operating funds.

b. Photojournalism requires expertise in both photography and journalism. Training opportunities also are available to both photographers and public affairs people.

**Section F - Public Affairs Support for Non-Government, Non-Entertainment VI Productions, Contractor VI Productions; and Commercial Advertisements.**

**7-42. Terms Explained.**

a. Non-government, non-entertainment VI productions are productions done by organizations outside the federal government which are primarily intended to inform. These include commercial and nonprofit industrial, institutional, documentary, educational and commercial enterprise productions. The key

is these productions are intended to inform. (Motion picture, television and video productions which are primarily intended to entertain are addressed in Section H.)

b. Contractor VI Productions. Products by DeCA and DOD contractors such as annual reports, corporate in-house training videos and promotional/marketing productions.

c. Commercial Advertisements. Requests by advertising agencies or publication marketing functions for DeCA materials or assistance in campaigns designed to sell a particular product, service or company.

**7-43. DeCA Policy.** Per DoD Instruction 5410.15, DeCA assistance in the form of access to commissaries or other DeCA facilities, equipment, personnel for interviews, photo and video opportunities and the use of unclassified VI material may be provided when such assistance is considered beneficial to DeCA and DoD or is in the national interest. The following factors are used to make this determination:

- a. Accuracy in its portrayal of DeCA people, places, equipment, operations and events.
- b. Information value and enhancement of public understanding of DeCA, DoD and defense issues.
- c. There should be no explicit or implied DeCA or DoD endorsement of any person, product, partisan or political cause or solicitation of any direct contributions to the selective benefit of any person or organization.

**7-44. General Policy Guidelines.**

- a. Classified information may not be disclosed, nor classified equipment shown.
- b. Operational readiness must not be impaired. Use of people, equipment and other resources will not interfere with store operations, troop issue or other military operations or training.
- c. There will be no deviation from established DeCA safety standards.
- d. Activities of persons being videotaped, filmed or photographed will be within the scope of their normal duties.
- e. No additional cost will be incurred by the government to provide assistance.
- f. Footage shot with DeCA assistance (or by DeCA members) and released to support a specific production must not be reused for or sold to other productions without DeCA consent.
- g. DeCA VI material cannot be provided exclusively to a particular group, nor can any organization be given preferential treatment or selective benefit.
- h. Since DeCA cannot compete with commercial sources, DeCA support may be provided only when similar civilian assets are not reasonably available.
- i. Except for news organizations working on news-related productions, VI requesters are charged established user fees for DeCA stock footage and photography.

**7-45. VI Support for Contractors.** Government contracts often include VI productions which address the contract program.

a. Contractors are responsible for clearing their produced print and electronic promotional, marketing and advertising material before public release. Subjects of material that requires ASD (PA) or other high level clearances are listed in DoD Directive 5330.9. Material not requiring ASD (PA) or other high-level clearance will be cleared at the lowest level competent to evaluate the information.

b. Contractors seeking VI material for a production must certify in writing that funding of the production will not be billed to the government unless the production itself is being done pursuant to a government contract that authorizes such costs.

**7-46. VI Support for Commercial Advertisements.** DoD is prohibited from endorsing or appearing to endorse or selectively benefit any particular product, company or commercial concern. Because of this, DeCA generally does not support commercial advertising unless DeCA uses the product or service being advertised. The requestor must show a specific tie between DeCA and the advertised item. Proof can be via valid contract numbers or other verifiable information which shows their company does in fact provide the advertised goods or services to DeCA. Examples may include computer systems contracts, shelf stocking, or other similar services or equipment type contracts.

a. In all cases, a proposed advertisement must meet the policy guidelines in paragraph 7-59 and the following:

- (1) Must be factual and in good taste.
- (2) Must be of some benefit to DeCA (informational value, enhancement of public understanding, etc.)
- (3) Must not state or imply DeCA endorsement or preference of one product over another. Such terms as "government approved" or "DeCA certified" must not be used.
- (4) Must not refer to the economic impact of a proposed continuation or cancellation of a defense contract.
- (5) Must not reproduce the DeCA seal or any of its parts, except as authorized by HQ DeCA/IM.

b. Active duty DeCA military and civilian personnel may not use their title or position to:

- (1) Endorse commercial products, services or activities.
- (2) Assume responsibility for advertising claims.
- (3) Obtain personal gain.

c. DeCA does not pay for advertisements, except according to the Federal Acquisition Regulation.

**7-47. HQ DeCA/PA and Region PAO Responsibilities.**

a. HQ DeCA/PA is usually the agency's agent for approving support for national-level, non-government, non-entertainment VI productions. HQ DeCA/PA determines if the VI production meets DeCA and DoD policy guidelines and coordinates with the Assistant Secretary of Defense (Public Affairs) – ASD (PA).



(1) HQ DeCA/PA has total responsibility for assisting "breaking" or investigative" news or national newsmagazine shows such as 60 Minutes or Nightline. DeCA/PA has responsibility to assist all other national-level productions.

**7-48. Request to HQ DeCA/PA for VI Support.** When HQ DeCA/PA approval is needed for a non-government, non-entertainment group (other than news media) to get DeCA VI support, the group should submit a written request to HQ DeCA/PA, Fort Lee, VA 23801-6300, as outlined below.

- a. If stock footage or photography is requested, the letter should include:
  - (1) detailed description of the desired material (footage format, amount, etc.);
  - (2) desired receipt date (24 weeks normal process time).
- b. If production support is requested, the letter should include:
  - (1) anticipated specific support requirements (such as military manpower, equipment, etc.);
  - (2) projected production schedule including filming dates and proposed filming locations.
- c. A synopsis or explanation of the end product in which the DeCA VI material will be used. Include a treatment, outline, script and/or storyboard for the project.
- d. A description of the use of the end product to include distribution mode and target audience (e.g., national TV advertisement; 30minute TV documentary to air nationally on PBS; etc.).
- e. A statement that the requested VI support cannot be reasonably obtained from commercial or private sources.
- f. A statement that the finished product will not imply DeCA or DOD sponsorship, approval or endorsement of the organization or company, its products or services, nor will it state or imply DeCA or DOD support of any viewpoint expressed in the product.
- g. A statement that HQ DeCA/PA (or appropriate level) will be given the opportunity to review the final product before release. (Defense contractors submit their completed productions for security and policy review IAW Chapter 6)

**7-49. HQ DeCA/PA Approval Procedures.** HQ DeCA/PA evaluates the request based on the policy guidance in this directive. Requests are generally supported when they serve the DeCA interest, meet guidelines in DeCA and DOD directives, and are not prohibited by legal or policy restrictions.

- a. HQ DeCA/PA coordinates with OASD/PA and/or the Military Services offices of public affairs as needed to determine support, and secures DoD approval.
- b. HQ DeCA/PA notifies the requester the project is approved; reiterates the policy restrictions in this section; and arranges for release of stock footage.
  - (1) Stock footage requests are supported by the DOD Motion Media Records Center, operated by the 1352nd Audiovisual Squadron (AVIS) (MAC), Norton AFB, CA 924095996.
  - (2) Stock photography requests are supported by the DOD Still Media Records Center, operated by the U.S. Navy at Anacostia Naval Station, Wash, DC 203741681.

## **Section G - Public Affairs Support to Non-Government, Entertainment-Oriented Motion Picture, Television and Video Productions**

**7-50. Scope.** This section covers policies and procedures governing DeCA assistance to non-government, theatrical and television motion pictures, television miniseries, network, cable, syndicated television, or direct video release productions that are primarily entertainment-oriented. (Non-government productions which are primarily intended to inform are covered in Section G.)

**7-51. Policy.** DoD Instruction 5410.16 authorizes assistance to an entertainment-oriented motion picture, television or video production when cooperation benefits DoD or when this would be in the best national interest, based on consideration of the following factors:

a. The production must be authentic in its portrayal of actual persons, places, military operations, and historical events. Fictional portrayals must depict a feasible interpretation of military life, operations and policies.

b. The production is of informational value and considered to be in the best interest of public understanding of the U.S. Armed Forces and DoD.

c. The production may enhance the U.S. Armed Forces recruiting and retention programs.

d. The production should not appear to condone or endorse activities by private citizens or organizations when such activities are contrary to U.S. government policy.

**7-52. General Policy Guidelines.** In addition to guidelines listed in paragraph 7-56, the following policies apply to entertainment projects.

a. The production company must reimburse DeCA for any additional expenses incurred as a result of assistance rendered. The DeCA activity that owns the resources expended or equipment involved during assistance should present its bill to the production company through the HQ DeCA/PA project officer.

b. Diversion of equipment, personnel and material resources from normal DeCA locations and operations must be kept to a minimum and must not interfere with military operations.

c. All government property and facilities used in the production shall be restored by the production company to the same or better condition as when they were made available for the company's use.

d. Before filming, the production company must provide proof of adequate industry standard liability insurance. A certificate of insurance provides evidence of insurance by studios for damages to DeCA. Minimum of \$1 million is standard.

e. The production company must also sign a "Hold Harmless Agreement" (sample in DoDI 5410.16, enclosure 3) which releases the government from liability in case of accident, injury or loss of property in connection with DeCA assistance to the project. Before filming, "Hold Harmless Agreements" must be signed for each installation or command used as a location.

**7-53. Responsibilities.** The Assistant Secretary of Defense (Public Affairs) - ASD (PA) is the sole authority for approving DOD assistance to non-government motion picture, television and video productions.

a. HQ DeCA/PA is the OPR for obtaining final approval on cooperation and support to be provided. HQ DeCA/PA reviews the request, coordinates with regions and makes recommendation to the Office of the ASD (PA) OASD/PA (SAVI). Before a producer officially submits a project to OASD/PA, HQ DeCA/PA may provide advice which might ultimately qualify the project for support. However, no premature commitments may be made. HQ DeCA/PA also sends the producer a copy of DODI 5410.16.

b. Regions review requests and make recommendations to HQ DeCA/ PA, to include region and local unit (store) ability to support.

c. Field level responsibilities.

(1) If initially contacted by a representative from the entertainment industry (to include TV/motion picture companies and city/state film commission offices), the unit should contact HQ DeCA/PA before agreeing to anything.

(2) If contacted by HQ DeCA/PA or regions concerning projects already under HQ DeCA/PA review, units should advise HQ DeCA of their ability to support.

d. Pending final approval of DeCA cooperation, PAOs at all levels may provide producers with information or suggestions and access for unclassified technical research. PAOs must make it clear that interim help does not commit DeCA to final cooperation or approval of the project.

**7-54. Request for VI Support.** The producer's formal letter requesting support should be directed to OASD/PA (SAVI), The Pentagon, Room 2E789, Washington, DC 203011400. OASD/PA coordinates review with the appropriate services. The request should include:

a. A letter describing the proposal to produce a specific motion picture, television program or video product, stating the project objectives and identifiable benefits for DoD;

b. A statement acknowledging that the producer has read and agrees to abide by DoDI 5410.16;

c. Five copies of the script for review and evaluation;

d. A detailed list of requirements. If not yet known, requirements should be stated in general terms.

**7-55. Script Review Procedures.**

a. HQ DeCA/PA reviews the request and determines initial support feasibility and, when necessary, coordinates with appropriate DoD agencies and DeCA regions.

b. Any comments, changes or problems are resolved by HQ DeCA/PA and recommendation for approval/disapproval is forwarded to OASD/PA (SAVI).

c. Support authorized will be communicated to the producer by OASD/PA or HQ DeCA/PA.

d. If original request submitted was not complete as far as final scripting or specific support requirements, these must be coordinated and approved by HQ DeCA/PA and OASD/PA.

f. When assistance has been provided for a production, the production company must arrange for an official DoD screening in Washington, DC prior to public release.

**7-56. Use of DeCA People As Extras.** DeCA people who appear in non-government VI productions (non-news) must do so voluntarily, whether on duty or off duty.

a. If they are performing normal duties during the time of the production, the DeCA personnel are said to be on duty and cannot be paid by the producer, but they are not required to participate.

b. If they are not performing normal duties while taking part in the production, they must be off duty. They may then negotiate with the producer for pay for their services. Payment should be consistent with current industry standards.

c. The producer is responsible for resolving any disputes with unions governing the hiring of nonunion actors and extras.

## **Section H - Radio and Television Activities**

### **7-57. DeCA Policy.**

a. PAOs must make timely, accurate information and materials available to electronic media. This includes releasing VI material, arranging interviews, and responding to queries.

b. PAOs should support electronic media programming needs by:

(1) Making sure program cooperation does not interfere with essential duties of DeCA personnel.

(2) Making accuracy, propriety, good taste, and compliance with security considerations mandatory.

(3) Keeping relationships with competing radio and television outlets, and with other media, fair and impartial.

### **7-58. Program Types.** Public affairs people may encounter these types of programs:

a. **Local Program.** A broadcast by a single originating station, or a rebroadcast at a later time by that station or another station within the same general broadcast area.

b. **Regional Program.** A broadcast or rebroadcast over the facilities of two or more stations in the same geographical area, but not necessarily in the same broadcast area.

c. **National Program.** A broadcast or rebroadcast over the facilities of two or more stations not in the same geographical or broadcast area.

### **7-59. Approving Radio and Television Programs.**

a. **National Programs.** All official contacts with representatives of national radio and television media must be by (or through) HQ DeCA/PA.

b. **Regional Programs.** HQ DeCA/PA is the approving authority for cooperation in regional radio and television programs, and scripts for such programs.

c. **Local Programs.** Region PAOs are the minimum approving authorities for cooperation in local radio and television programs, and for scripts for such programs. Approval authority may be delegated to lower levels for use with internal DoD broadcast media.

### **7-60. Radio and Television News Coverage.**

a. You should give radio and television stations and the broadcast desks of wire services the same notice and same access to news and feature stories as other media. (See paragraph 7-46.)

b. As a rule, all stations in a given broadcast area are serviced simultaneously with identical material, or are given the same cooperation and equal opportunity to cover a story.

(1) When coverage is the result of a specific request by one station, the PAO must protect the station's exclusivity.

(2) When it is physically or financially impractical to service all stations simultaneously, individual stations must be serviced alternately, according to arrangements mutually acceptable to all outlets.

c. DeCA members may do regular reports of commissary news on DoD radio or television stations, if the subject matter pertains exclusively to commissary activities.

**7-61. DeCA Persons Participation in Radio and Television Program.**

a. DeCA members may appear on radio or television programs when such appearance does not detract from the dignity and prestige of DeCA.

b. Appearance of DeCA personnel on entertainment programs may be authorized when:

(1) Endorsement of commercial products or services by DeCA persons is neither given nor implied.

(2) The program is devoted entirely to observing a national holiday, or is dedicated to the armed forces or a particular service.

(3) The program is local and originates entirely from a military installation.

(4) The appearance of DeCA personnel is for a purpose that has no commercial counterpart, or that contributes to a specific Service interest.

(5) The program supports national interests.

c. Members may appear when they are newsworthy in their own right, or when appearing as a DeCA official to provide information on DeCA subjects to the listening or viewing audience.

d. Members may appear on an audience participation program without prior clearance of their remarks.

e. Before DeCA military members appear on a radio or television entertainment program, or to represent their own views, their region or HQ DeCA/PA will determine whether it is appropriate to wear the uniform. Each case must be considered individually.

f. In all cases the appearance must be coordinated with the proper public affairs office.

**7-62. Special Consideration for DeCA Participation in Commercially Sponsored Programs**

a. DeCA members must not endorse commercial products, services, or activities, either directly or by implication. However, a formal disclaimer of endorsement is not necessary in a radio or television broadcast.

b. Exercise care to make sure a sponsor's product or business practices do not reflect adversely on DeCA or the DoD.

## Section I. Rapid Response Planning

**7-63. Disasters/Serious Incidents.** Disasters are uncontrollable circumstances during which customers and employees may be injured, commissaries sustain damage and service to customers is interrupted.

a. Disasters are often a quirk of nature. Most natural disasters, excluding earthquakes, are preceded by an early warning which allows time for at least minimal preplanning.

(1) For the purposes of these guidelines, natural disasters include hurricanes, typhoons, tornadoes, blizzards, floods, tidal waves, earthquakes, volcanic eruptions and others.

(2) Serious incidents include a fire, bombing, hostage taking, wounding or killing outside or within the confines of the commissary and other out-of-the ordinary occurrences caused accidentally or intentionally.

b. The following questions may be useful in obtaining facts to respond to media queries, prepare news releases, status reports or other documentation.

What is the situation?

Has any of DeCA's senior leadership gone to the scene?

How much structural damage has the commissary sustained? Explain in words and dollar amounts.

How much product was damaged/lost? Explain in words and dollar amounts.

Was anyone injured? If so, whom? DeCA personnel? Shoppers?

What was the extent of the injuries? Bruises, scrapes, broken bones or more severe injuries, deaths?

Can contact be made with commissary? How? Are phone lines out?

Are other commissaries in the area supporting the damaged one(s)?

If so, how?

If families/employees have been displaced, where were they relocated?

Any plans to establish a temporary "field" commissary? Give details.

Has the Region established an Emergency Operations Center?

Who is in charge/phone #?

Is a clean-up team from the Region enroute to the site?

Is the troop support activity operational?

Are MREs being released from the WRM to support the effort? Explain.

Is DeCA/DPSC requisitioning MREs? If so, how many and for whom?

How soon will the commissary reopen?

Are other DeCA Regions providing assistance? What type? Explain.

Is DeCA/PA on distribution list for each status report issued?

What accommodations are being made for DeCA employees? Extended excused absences, relocation to other commissaries, paychecks rerouted, etc.?

If a serious incident, what are the details?

Who is investigating the circumstances?

Who started the fire? Where? When?

Where was bomb placed?

Who was in the immediate area of the explosion?

Who was injured?

Has anyone been arrested/charged in connection with the incident?

Is this individual(s) a member of DeCA? Former member of DeCA? If so, give dates when he was employed by the Agency and job title.

If a weapon or bomb was used, what type?

Has contact been made with the installation/base public affairs officer to obtain photos/videotape of the site? (Federal Express material to DeCA/PA)

Name any DeCA heroes/heroines/others who dared to "get involved".

c. Remember, in the event of a catastrophe, be prepared to be unprepared, stick to the fact that you have verified personally, give straight answers based on the five Ws and the H (who, what, when, where, why and how). Avoid speculation. Hearsay is also a no-no.

(1) Safety and compassion are the first priorities. Depending on the extent of the disaster, DeCA senior management should consider immediate travel to the scene to personally coordinate efforts and demonstrate Agency concern. Initially, an acknowledgement that "a fire damaged the commissary restroom, 200 shoppers were led to safety, there was one injury" and a general purpose statement such as "We are assessing the damage and will make an interim report (at 11 a.m. this afternoon or whenever). I will call you as soon as it's received." will suffice.

(2) Remember that should there be deaths or life-threatening injuries to DeCA personnel, next-of-kin must be notified before names can be released. The news media know and honor this policy. See paragraph 7-8 for more on releasability of certain pieces of information.

Figure 7-1. Media Query Sheet

MEDIA QUERY SHEET <i>(For use of this form, see DeCAD 100-1; OPR is PA.)</i>		DEADLINE:	
CALLER AND ORGANIZATION: <u>Xxxx Sxxxxxxxxx, Sr Editor, Progressive Grocer</u>			
PHONE NUMBER OR ADDRESS: <u>(203) 325-3500</u>			
TAKEN BY: <u>Flo Dunn</u>		DATE: <u>20 Nov 92</u>	TIME: <u>1110</u>
QUESTION: <u>Had called Mr. Txxx directly to question him about HBA data which will be included in an article for Interservice he is writing. Call was referred to me. I told Mr. Sxxx our procedures: send in the questions or topic areas and I will make arrangements for an over-the-phone interview.</u>			
RESPONSE <i>(Attach supporting material if available):</i> <u>Interview with Xxxx Xxxxxx and Xxxx Xxxxxx, 1000-1100, 4 December. Xxxxxxxxxx originally wanted to take picture of a HBA alcove. In checking with DF/DO/Southern Region, only known alcove in operation is at Hurlburt Field, FL. Jxxx and Bxxx said it is really so new and just gotten under operation, suggested that picture not be taken there. Mr. Sxxxxxxx agreed to it.</u>			
<b>COORDINATION</b>			
Office Symbol	Name	Phone	Date
DO	Bxxx Xxxxxx		25 Nov 92
Southern Rgn	Captain Wxxxx		25 Nov 92
DF	Fxxx Xxxxxx		25 Nov 92
<b>RELEASE INFO</b>			
RELEASED TO: <u>Xxxx Sxxxxxxxxx</u>	RELEASED BY: <u>Flo Dunn</u>	DATE: <u>4 Dec 92</u>	TIME: <u>1000</u>
METHOD:	FAX No.	Phone: <u>(202) 325-3500</u>	Mail:
<b>REMARKS</b>			
<u>1 Dec 92 - notified him of date/time of interview.</u>			



## Figure 7-2. Interview Basics

You Can Successfully Communicate to the Public and Control an Interview Situation with:

- Your Positive Attitude
- Knowledge of Your Subject
- Your Familiarity with the Media
- Candor, Honesty
- Concise, Simple Language

Points to Remember:

- You are DeCA when doing an interview. Keep personal opinions to a minimum.
- Take the attitude that the reporter represents the public and that the public has a right to know.
- Do not use technical jargon or military acronyms. Talk the public's language.
- Put your conclusion first; then expand.
- Use short quotes; long answers are seldom used.
- When you have made your point, stop!
- Do not make off-the-record statements. Do not say anything outside the interview you would not want to see or hear the next day.
- Keep "cool" under fire.
- Know the up-to-the-minute breaking news stories.
- Do not accept a reporter's facts or figures, or answer hypothetical questions.
- If you do not know the answer, admit it; but, offer to find out.
- Most reporters are generalists; you are the expert on the subject.
- Do not try to impress the reporter.
- Arrive early; talk to the reporter; offer subjects, points you want to discuss.
- Do not use no comment; you will sound and look guilty. Tell why you cannot answer.
- Have prepared points you want to make.
- Know why you were asked for the interview.
- Establish ground rules and subjects to be covered.
- Be prepared; even in your specialty a brush-up is wise.
- Question your own position; play devil's advocate. Justify your position.
- The reporter is probably as biased as you; and, as professional.
- Relax .. an interview can be fun.

Figure 7-3. Sample of DeCA News Release

Figure 7-3. Sample of DeCA News Release



## NEWS RELEASE

### **Defense Commissary Agency**

38th St. & E Ave., Bldg. 11200, Fort Lee, Virginia 23801-6300

Tel: (804) 734-8501 DSN 687-8501 • FAX: (804) 734-8555 DSN 687-8555

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**Release No.** 92-12

**Date:** April 9, 1992

**Contact:** Mark Swarengen

#### **Fort Rucker Commissary Getting Major Facelift**

Fort Lee, VA. -- A construction contract for upgrade of the commissary at Fort Rucker, Ala., was awarded April 7, 1992 to Fred Burgus Construction Company, Inc., Montgomery, Ala.

The upgrade will improve the existing store built in 1969 by aligning the layout to the new Defense Commissary Agency (DeCA) standard and adding a full service bakery.

The 84,000-square-foot facility will have 15 aisles and 14 check stands, and is expected to generate approximately \$3 million in monthly sales.

Approximate cost of the project, including construction equipment, and contract administration is \$3 million. Completion is expected in late 1993.

Commissaries provide a non-pay compensation benefit for military members through savings on purchases of food and household

- more -

Rucker 2-2-2-2

items. When shopping in the commissary, customers buy products at cost and pay no sales tax. They average 25.8 percent savings on prices normally paid at commercial retail food stores.

New commissaries and renovations are paid by funds from a 5 percent surcharge added to each commissary shopper's bill. The surcharge was approved by Congress as a means to offset the need for additional appropriated funds, and pays costs of daily supplies, equipment purchases and maintenance, and other operating expenses in addition to construction.

The commissary privilege ranks at the top of military member's most valued non-pay compensation benefits received by retirees.

The worldwide system of over 400 military commissaries is operated by the Defense Commissary Agency located at Fort Lee, Virginia.

Figure 7-4

		RELEASING PUBLIC AFFAIRS OFFICE PUBLIC AFFAIRS OFFICE ABERDEEN PROVING ORD CTR & SCH ABERDEEN, MD 21005		PAO CODE 803	
<i>For Hometown News Directorate Use Only</i>					
<b>INFORMATION FOR HOMETOWN NEWS RELEASE</b> <i>(See Privacy Act Statement and Instructions on Reverse)</i>					
PRINT OR TYPE—SEND ORIGINAL ONLY					
1. RANK SSG	2. PAY GRADE E-6	3. FIRST NAME, MIDDLE INITIAL, LAST NAME JOHN Q. JONES		4. SOCIAL SECURITY NUMBER 123-45-6789	5. SEX <input checked="" type="checkbox"/> MALE <input type="checkbox"/> FEMALE
6. BRANCH OF SERVICE <input checked="" type="checkbox"/> ARMY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> OTHER		7. STATUS a. <input checked="" type="checkbox"/> ACTIVE b. <input type="checkbox"/> RESERVE <input type="checkbox"/> NATL GD	8. EVENT (Example: Promoted to Sergeant; Received Commendation Medal) Arrived for duty		
		9. DATE OF EVENT (Yr-Mo-Day) 840206			
Your Living Parents/Guardians or Other Relatives—Include Branch of Service and Rank, if Military					
10. FIRST NAME, MI, LAST NAME Jack X. Jones		RELATIONSHIP TO YOU Father	ADDRESS (Number and Street) 12345 E. Main St. CITY Hoboken		STATE NJ ZIP CODE 07030
11. FIRST NAME, MI, LAST NAME Alice E. Jones		RELATIONSHIP TO YOU Mother	ADDRESS (Number and Street) 10 Railroad St. CITY Coal Center		STATE Pa ZIP CODE 15423
12. WIFE'S/HUSBAND'S NAME (First, MI, Last) (Include Service and Rank if Military) Janine R. Jones		NAME OF WIFE'S/HUSBAND'S LIVING FATHER (First, MI, Last Name) Albert A. Adams			ZIP CODE
		ADDRESS (Number, Street) RR 6	CITY Columbus	STATE Ohio	43228
BRANCH OF SERVICE (if Military)		NAME OF WIFE'S/HUSBAND'S LIVING MOTHER (First, MI, Last Name) Brenda K. Adams			ZIP CODE
RANK (if Military)		ADDRESS (Number, Street) (Same as above)			
13. YOUR PRESENT UNIT OF ASSIGNMENT Co A, 11th Supply & Svcs Bn		POST OR BASE (Not APO) Aberdeen Pvg Grnd	CITY	STATE OR COUNTRY Md	DATE ASSIGNED (Yr-Mo-Day) 840206
14. DUTY MOL OR AFSC 76Y30		PRESENT JOB TITLE (Full Title—Do Not Abbreviate) Supply Section Supervisor			15. TOTAL YEARS ACTIVE DUTY 10
16. LAST UNIT OF ASSIGNMENT Co B, 2d Engr Bn		POST OR BASE (Not APO)	CITY Bachbach	STATE OR COUNTRY West Germany	
17. HIGH SCHOOL ATTENDED Bel-Mar High School		CITY Belle Vernon	STATE Pa	ZIP CODE (If Known) 15012	YEAR GRADUATED 1974
18. COLLEGES/UNIVERSITIES ATTENDED (Complete Name) Orange Country Comm. College		CITY Middletown	STATE NY	ZIP CODE (If Known) 10940	DEGREE AA YR. GRAD 1979
19. REMARKS					
20. YOUR SIGNATURE <i>John Q Jones</i>				DATE 14 Feb 84	DUTY PHONE 925-6502
21. VERIFICATION (if signature over 30 days old, see reverse side)				DATE	DUTY PHONE

DD FORM 2286  
11 SEP

REPLACES DA FORM 1826, JUL 72, AND DA FORM 1826-R,  
PRIVACY ACT STATEMENT, WHICH ARE OBSOLETE

**INSTRUCTIONS**

1. Rank, such as SrA, Sp4, Sgt, Cpt, SSgt, 1Lt, etc.
2. Pay Grade, such as, E-4, E-9, O-4, O-3.
- 3., 4., 5., and 6., Self explanatory.
- 7a. Persons on extended active duty.
- 7b. Persons on active duty for training or a member of a Reserve or National Guard unit.
8. Short statement on reason for news release, such as, "Graduated from basic training".
9. Date of Event. The date the event actually happened, such as, date commendation medal was presented.
- 10., 11., 12., 13., 14., and 15., Self explanatory.
16. Last unit of assignment - unit you were assigned to when you received orders for your present assignment.
- 17., and 18., Self explanatory.
19. Remarks - Continue explanation of event here if necessary. Attach copies of award citation, base newspaper article, etc., which will help explain the event.
20. Self explanatory.
21. For PAOs Only: If the PAO believes the signature on the release form will be over 30 days old by the time it reaches the Hometown News Directorate, then the personal information on the form must be reverified. (NOTE: This re-verification does not eliminate the 30 day requirement on the event.) The PAO may contact the individual, determine that the information is current, then the PAO may sign in Block 20; or, the individual may personally check the form and sign in Block 20. Do not change date on the original signature. (Forms received at the Directorate with a signature over 30 days old cannot be used unless this reverification has been done.)

**REMARKS**

**PRIVACY ACT STATEMENT**

**AUTHORITY:** 5 U.S.C. 301, 10 U.S.C. 8012 and 8034, and EO 9397.

**PRINCIPAL PURPOSE:** To prepare news stories and news releases for distribution and publication by civilian news media to recognize the achievements of Army and Air Force members. SSAN is used for positive identification.

**ROUTINE USE:** Information may be disclosed to civilian news media representatives. Once published, information is considered "Public Domain."

**DISCLOSURE IS VOLUNTARY:** Failure to provide the information may mean little or no public news release material can be produced, thus denying the individual public recognition for personal achievements.

Figure 7-5

### Fleet Home Town News Release Form

- 1. Instructions on Back
- 2. Print in Ink or Type
- 3. For Additional Remarks Use Block 23.

1. From: Command/Address Chief of Information Navy Department Washington, DC 20350-1200		2. Command Releasing Authority Print Name Alan E. Smith, LCDR, PAO Signature <i>Alan E. Smith</i> Duty Phone 697-1112		3. RUC/UIC/OFFAC 31705	
Homeport/Base (not FPO etc.)		4. Circle Branch or Service Active - Reserve USN - USMC - USCG - USA - USAF		5. Date of Event MM/DD/YY 08/16/86	
6. Rank YNCS	7. Pay Grade E-8	8. Date Entered Service MM/YY 05/04/64	9. Date Reported this Command 07/23/84	10. Sex M <input checked="" type="checkbox"/> F <input type="checkbox"/>	11. Married Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
12. Social Security Number 123-45-6789			13. Your First, Mi., Last Name Jack A. Jones		
14. Spouse's Name (If Married) Brenda E. Jones			Your Living Parents or if Guardians or other Relatives Show Relationship - If Military include Rank/Service		
15. Your Father's First, Mi., Last Name Kenneth A. Jones		Address (Number and Street) 6787 Smith Circle		ZIP Code 22220	
16. Your Mother's First, Mi., Last Name Jennifer E. Jones		Address (Number and Street)		ZIP Code	
17. Wife/Husband's Father's First, Mi., Last Name		Address (Number and Street)		ZIP Code	
18. Wife/Husband's Mother's First, Mi., Last Name		Address (Number and Street)		ZIP Code	
19. High School - Complete Name William Christman		Year Graduated 1962	City Independence	State MO	ZIP Code 65400
20. College/University/Complete Name		City	State	Type Degree/ Year	FHTNC Use Only
21. College/University/Complete Name		City	State	Type Degree/ Year	FHTNC Use Only
22. Duty to Which Assigned/Job Title - If Designated a Plane Captain, etc. - List Type Aircraft, Etc. Director, Administrative Services					
23. Event-Check Appropriate Box or List Complete Details-Use extra Paper or attach copy of citation, etc. <input type="checkbox"/> Reported <input checked="" type="checkbox"/> Promoted to Above Rank <input type="checkbox"/> Meritoriously <input type="checkbox"/> Medal/Award Attach Copy <input type="checkbox"/> Reenlisted Years <input type="checkbox"/> Retired Years					
24. <b>PRIVACY ACT STATEMENT - AUTHORITY: 5 U.S.C. 301, and 14 U.S.C. 93f and 10 U.S.C. 8012 and 8034, and EO 9397. PRINCIPAL PURPOSE: To prepare news stories and news releases for distribution and publication by civilian news media to recognize the achievements of sea service members. SSAN is used for positive identification. ROUTINE USE: Information may be disclosed to civilian news media representatives. Once published, information is considered "Public Domain." DISCLOSURE IS VOLUNTARY: Failure to provide the information may mean little or no public news release material can be produced, thus denying the individual public recognition for personal achievements.</b>					
25. I certify that the above information is correct and I have no objection to its publication. Signature <i>Jack A. Jones</i> Date <i>8/17/86</i>					
26. Your Address (Number and Street) 6600 Annandale Road					
City Alexandria		State VA		ZIP Code 22210	
27. Company Name		Address (Number and Street)		Position/Years with Company	
City		State		ZIP Code	
28. Company Publication		Address (Number and Street)		FHTNC Use Only	
City		State		ZIP Code	

NAVS0 5724/1 (REV. 8-88)  
S/N 0104-LF-000-2800

This form supersedes all previous editions which may not be used.

## INSTRUCTIONS

1. List complete command mailing address including homeport or base.
2. Name and signature of person at command who authorized form for release. Must be signed on each form, unless a group of forms (10 or more) is submitted under a signed cover letter. List duty phone. Indicate if AUTOVON or Commercial.
3. Reporting unit code (USMC), unit identification code (USN), or operating facility code (USCG).
4. Self explanatory.
5. Actual date of event or date of presentation in the case of awards.
6. Rank such as SGT or J03.
7. Pay grade such as E-6 or O-2.
8. Date entered active duty, if you delayed enlisted, etc., also indicate date and explain.
- 9., 10. and 11. Self explanatory.
12. Social security number is mandatory. SSN is for FHTNC use only in casualty searches. SSN is not released to media.
- 13., 14., 15., 16., 17., and 18. Self explanatory. (NOTE – ZIP Codes mandatory for release preparation.)
19. Self explanatory.
20. and 21. Include type of degree (BA, BS, AA, etc.) and year awarded. List only two highest degrees.
22. Indicate your duties by job title, (e.g. squad leader, cook, plane captain, etc.) not by NEC/MOS/QC.
23. Check appropriate box or give complete details of event – use extra paper as required. Attach copies of citations/awards, etc. If qualified as pilot, etc., list type aircraft, etc.
24. Self explanatory.
25. Payroll signature required to permit release of news story.
26. Self explanatory.
27. Complete company name, address, your position/job with the company and number years employed with company.
28. Name of company publication/newsletter that you want story released to. Include complete address and ZIP code.
29. Fleet Home Town News Center telephone number is: (804) 444-2221. AUTOVON: 564-2221.
30. Mail to: Fleet Home Town News Center, Building X-18, Naval Station, Norfolk, VA 23511-6698.





## APPENDIX A

### ALL PURPOSE CHECKLISTS

#### ADMINISTRATION

1. Does the office maintain a current file of pertinent directives, information aids, and background materials? (DeCA Directive 100-1)
  - a. Are they reviewed annually to ensure currency and completeness?
  - b. Do records reflect that requirements have been established for each publication maintained and that requisitions are on file for missing publications?
2. Are adequate research and reference materials identified and current? (DeCA Directive 100-1)
3. Do procedures exist for the acquisition and retention of data required for recurring reports?
4. Are specific individuals designated to perform specific administrative tasks? (DeCA Directive 100-1)
  - a. Training Programs
  - b. Customer Account Representative
  - c. SF Forms 52's and log
  - d. Office Information Systems Manager
  - e. Equipment Manager
  - f. Forms ordering
  - g. Pickup of unclassified/classified messages?
  - h. Travel orders
  - i. Clipping newspapers/monthly clip package
  - j. Routing incoming and outgoing correspondence?
5. Are office files centralized and easily accessible? (DeCA Directives 100-1, 30-2)
6. Are copies of documentation management publications available?  
Are they current?
7. Has DeCA Form 30-18, Files Plan, been properly prepared?
  - a. Is the DeCA Form 30-18 current?

- b. Is the current copy of DeCA Form 30-18 filed in the first series of records?
  - c. Is the location of records maintained apart from the files area reflected in Column C of DeCA Form 30-18?
  - d. Does the DeCA Form 30-18 reflect subjective classification system categories? (DeCA Directive 30-2)
- 8. Is the latest records survey on file and have documented discrepancies been corrected?
  - 9. Are file drawers properly labeled? (DeCA Directive 30-2)
  - 10. Are old news release files (of lasting significance) being properly retained?
  - 11. Are files neat and orderly?
  - 12. Is correspondence control adequate?
    - a. Does the office meet most suspenses or taskings?
    - b. Are specific procedures followed to safeguard classified materials?
  - 13. Does the office maintain DeCA Fact Sheets, Speech Inserts, and other source materials?
  - 14. Does the office receive necessary local, regional and professional publications (e.g., daily newspapers, trade publications, consumer publications, etc.)?

## **OFFICE MANAGEMENT**

- 1. Is the office organized to handle the major areas of public affairs responsibility?
  - a. Internal Information?
  - b. Media Relations?
  - c. Patron Awareness?
  - d. Historian?
  - e. Plans and Resource Management?
  - f. Security and Policy Review?
- 2. Are office duty hours established and publicized?
  - a. Does the office use flex time? (Check with timekeeper)
  - b. Are there public affairs personnel in the office during lunch periods?
- 3. Are properly coordinated operating instructions available to cover:
  - a. Media Relations?

- b. Vision publication?
  - c. Clearance of material for public release?
  - d. Speakers Bureau?
  - e. Standby photographer? Photo requests?
  - f. Cooperation with other armed forces PAOs?
  - g. Special events procedures?
  - h. Resource management and budget preparation?
  - i. Media relations, i.e., press conferences?
  - j. Alerting off-duty PA personnel?
4. Does the office have a well organized policy file? Is it periodically reviewed for currency?
5. Are current host/tenant agreements (ISSAs) on hand? Are the host public affairs responsibilities being accomplished?
6. Is the office so located, in relation to the Commander's Office, to facilitate communication between the two offices?
7. Are office facilities adequate?
8. Are office communication facilities adequate -- that is, commercial telephone terminals, access to fax, overnight mail, frequent mail or correspondence pickup?
9. Are good housekeeping practices maintained?
10. Is there adequate space available for conference, interview, and visitor accommodations?
11. Is the Public Affairs Officer or a qualified representative on 24-hour call?
12. Are assigned Individual Mobilization Augmentees given meaningful work during their periods of active duty?
- a. Are they permitted to function fully in the position to which assigned?
  - b. Does the office properly maintain records and training files for assigned IMAs?
13. Does the office have adequate photographic support?
- a. Is there a agreement with the photo lab or contract facility on priorities and critiques for improvement of news photography?
  - b. Who are the designated office audiovisual monitors?
  - c. What is the turn-around time for prints?
14. Is transportation support adequate?

15. Does the PAO have a method for keeping the commander informed on PA matters?

**Personnel Management:**

1. Is manning adequate? (DeCA Missions/Functions Manual)
  - a. Is the latest manning document on file?
  - b. Does the manning document reflect the make-up of the office?
2. Has the PAO identified any manpower shortages or additional workloads to the local RM?
3. Are all authorized positions filled?
4. Are personnel being properly and effectively used?

**Civilian Employee Work Folder:**

1. Are Employee Briefs being maintained properly?
2. Are Positions Descriptions, maintained and current?
3. Are Civilian Performance Appraisal, maintained properly?
  - a. Are employee work plans signed and properly prepared?
  - b. Were employee CPASs ratings submitted in a timely manner?
4. Is the supervisor familiar with the terms, conditions and their responsibilities under the local Master Labor Agreement?
5. Are only the supervisor and employee privileged to this information?

**Self-Inspection Program:**

1. Does the office conduct semiannual self-inspections?
2. Are copies of the two most recent self-inspections maintained on file?
3. Do they keep documentation to a minimum, but use some means of marking the checklists to show items covered and date of inspection?
4. Does the PAO review the self-inspection reports?
5. If discrepancies cannot be corrected, are they elevated to a level where the problem can be resolved?

**Security Program:**

1. Does the office have a Security Manager appointed and trained?

2. Is classified information stored properly?
3. Are office personnel aware of procedures to follow should they find classified material unattended?
4. Has a system been established for conducting security checks at the close of each workday?
5. Does the office have on hand or on requisition DOD 5200.1-R, and all changes thereto, to include command and local supplements?
6. Are prohibited items, such as funds, precious metals, or other items susceptible to theft, stored in security-type equipment used for storing classified material?
7. Are classified documents that are removed from storage kept under constant surveillance, and face down or covered when not in use?
8. Is non-record classified information and other material of similar temporary nature destroyed when no longer needed?
9. Is a document suspense and receipt certificate established, and are the records therein properly kept?
10. Does the director have an active indoctrination and recurring training program?
11. Does the office have an OPSEC Awareness Program?
12. Does the office have a COMSEC Awareness Program?

**Training Program:**

1. Does the Public Affairs Officer know about, and take advantage of, the availability of formal schooling for office personnel (per local CPO training directives)?
2. Is the Public Affairs Officer familiar with procedures for obtaining suitable training for assigned personnel? (per local CPO training directives)
  - a. Does the office have on file a copy of their annual civilian training survey?
  - b. Does the office have a training plan or program for assigned civilian interns?
3. Is an on-the-job training program underway?

Are PA staff members trained in operating assigned computers, modems and applicable software?  
(If additional training is needed, is there documentation of request and follow-up?)
4. Do immediate supervisors maintain appropriate service On-the-Job Training Record on assigned military members?

Are the records maintained properly per appropriate service regulation?

**Budget:**

1. Is the office budget adequately monitored?

Does the office have a resource advisor? (NOTE: RA duties may be performed by Comptroller Office for small staff offices)

2. Has the resource advisor been properly trained by the budget office?
3. Has the resource advisor established procedures to:
  - a. Formulate the office budget/financial plan?
  - b. Assure fiscal responsibility?
  - c. Obtain TDY obligation authority?
  - d. Reprogram funds when required?
  - e. Review all TDY orders, travel vouchers, purchase requests, and other funding requests to determine fund availability?
  - f. Read and use reports from the supply system?
  - g. Attend the Financial Working Group meetings and keep a copy of the minutes on file?
  - h. Monitor annual contracts and delivery orders to make sure the dollar amounts reflected in these obligation documents are accurate?
  - i. If unprogrammed mission requirements are levied or other changes take place requiring additional funds, submits an unfunded requirement to the budget office?

**Supply/Equipment:**

1. Have office supply and equipment representatives been appointed? Are they familiar with supply and equipment procedures?
2. Have office equipment/supply representatives ensured that:
  - a. All accountable property is accounted for?
  - b. Excess equipment and supplies are turned in?
  - c. Requests for equipment and supplies are processed promptly?
  - d. Correct forms are used for ordering supplies and equipment?
  - e. All necessary formal training has been accomplished?
  - f. Have alternates been appointed?
3. Does the equipment representative maintain a custodian file with the following information:
  - a. Current actions?
  - b. Information file? (Historical records, Warranty and Guarantee documents, service contracts, etc.)

- c. Suspense and completed file?
- d. Adjustments Documents? (Reports of Survey)
- e. Register Documents?
4. Is the office equipment adequate?
5. Are all accountable equipment items listed on the document?
6. Do office furnishings reflect a comfortable yet professional image?

## **INTERNAL MANAGEMENT**

### **General**

Have any unique PA actions been developed to support the themes in DeCA/PA Plan?

### **Director's Call:**

1. Is Director's Call conducted according to policies and procedures in DeCA Directive 100-1?
2. Are Director's Call topics localized? Are local topics added to the Director's Call package?
3. Is Director's Call conducted by the unit commanders?
4. Does the Region Director/Commissary Officer hold similar functions?
5. Is Director's Call, when scheduled, mandatory for all assigned and available for duty?
6. Are civilians required to attend Director's Call's?
7. Is Director's Call scheduled so personnel are not required to attend during off-duty hours?
8. Are Director's Calls organized to permit as many civilian employees as possible to attend?
9. Is "DeCA Today" shown at Director's Call? If so, how often?

### **Region Public Affairs Representatives (RPAR):**

1. Are Region Public Affairs Representatives identified and contacted periodically? (DeCA Directive 100-1)
  - a. Is there a training program for RPARs? (DeCA Directive 100-1)
  - b. Are yearly meetings held?
  - c. Is pertinent public affairs material distributed to them regularly?

- d. Does a RPAR Recognition Program exist?

**Agency Newspaper:**

1. Does the Public Affairs Officer actively and directly supervise the Agency newspaper? (DeCA Directive 100-1) Does the PAO read the proofs or review stories prior to publication?
2. Is documentation on file for coordination of requests for bid proposals with: (DeCA Directive 100-1)
  - a. The General Counsel?
  - b. The Agency contracting office?
3. Did the Agency or host installation printing office contracting officer execute the contract?
4. Does the office have the current signed contract? Has a copy of the current contract been forwarded to HQ AFIS/PP&P?
5. If applicable, are in-bailment agreements maintained for computer editing devices when loaned to the Public Affairs Office by a civilian publisher?
6. Does the current contract contain provisions required by DODI 5120.4?
7. Has unsatisfactory performance by the publisher been documented?
8. Does the newspaper provide balanced coverage of DeCA activities? (DeCA Directive 100-1)
9. Does the newspaper contain an appropriate balance of Headquarters, Region, and store-level news? (DeCA Directive 100-1)
10. Are outside sources -- News Services, American Forces Press Service -- localized whenever possible? (DeCA Directive 100-1) Does the editor use other sources of information besides authorized sources as stated in DeCA Directive 100-1?
11. Does the newspaper provide for reader feedback? (DeCA Directive 100-1) Does the newspaper publish an occasional letter to the editor?
12. Does the newspaper support special and continuing campaigns, such as safety, equal opportunity, voting, drug and alcohol abuse, energy conservation, Combined Federal Campaign, training and professional development, etc.?
13. Does the newspaper use the DeCA motto on a frequent basis?
14. Have full-page newspaper layouts and articles on the themes in the VISION editorial plan been accomplished?
15. Have DeCA-developed advertorials been properly used?
16. Are political campaign news stories and advertisements excluded from the base newspaper? (DeCA Directive 100-1) (DODI 5120.4)
17. Are editorials solicited from senior staff members? (DeCA Directive 100-1)



18. Does the newspaper provide adequate coverage of items of interest to both military and civilian employees? (DeCA Directive 100-1)
19. Does the office provide timely releases to AFPS and AFRTS on events of interest to the Department of Defense? (DeCA Directive 100-1)
20. Is information for which a notification of Congress is required cleared through Agency and DOD channels before appearing in the newspaper? (DeCA Directive 100-1)
21. Does the masthead carry the required disclaimer in a typeface no smaller than 6 point? (DODI 5120.4)
22. Are the names and editorial titles of military and civilian newspaper staff members listed properly in the masthead? (DODI 5120.4)
23. Does the office use the Associated Press Style Guide as the primary guide for editing materials? (DeCA Directive 100-1)
24. Does the editor edit all submitted material? (DeCA Directive 100-1)
25. Do newspaper staff members comply with the Privacy Act? (DeCA Directive 100-1)
26. Are newspaper production procedures adequate?
  - a. Is the office desktop publishing equipment adequate?
  - b. Are newspaper quality control procedures adequate?
27. Are procedures followed to ensure journalistic, art, and design consistency throughout each issue?
28. Are all photos and artwork screened to ensure they meet DOD policy and standards on safety, security, propriety, policy, grooming, and "good taste"?
29. Are all articles properly credited?
30. Are all photos and art properly credited?
31. Does the office have a well-organized alibi copy file?
32. Are significant news articles coordinated and documented? Are key mission articles prominently featured on a recurring basis?
33. Are permanently bound or microfilmed record copies of the newspaper maintained in annual blocks?
34. Does the office maintain an index listing of past articles? (Optional)
35. Does the editor have an outside evaluator look at least two issues of the newspaper annually?
  - a. Is there evidence of improvement as a result?
  - b. Are the four latest critiques kept on file?
36. Is a readership survey conducted when deemed necessary at least triannually? (DeCA Directive 100-1)

- a. Are survey results reported to readers?
  - b. Are survey results analyzed and then used to develop new newspaper services or techniques?
37. Are newspapers distributed on publication day to:
- a. Senior staff throughout the Agency?
  - b. American Forces Press Service (2 copies)?
  - c. Defense Commissary Agency Board of Advisors?
38. Is newspaper distribution limited to the intended DeCA audience?
39. Are newspaper mailing and distribution lists (on and off base) reviewed annually to determine distribution effectiveness and continuing need of each recipient to receive the publication? (DeCA Directive 100-1)
40. Are newspapers mailed using postage rates that ensure they reach the intended audience in a timely fashion?
41. Does the office periodically check newspaper distribution to determine effectiveness? (DeCA Directive 100-1)
42. Is the Public Affairs Program Report sent to HQ AFIS within suspense each year? (DODI 5120.4)

**DeCA Base Guide/Handbook:**

1. Does the Public Affairs Officer actively and directly supervise the publication of the DeCA Guidebook/Handbook? Does the PAO read the final proofs?
2. Is documentation on file of contractual issues surrounding the guidebook publication?
  - a. The General Counsel?
  - b. The DeCA contracting office?
3. Did the contracting officer execute the contract?
4. Does the office have the signed current contract? Was a copy forwarded to the publisher?
5. Was a copy of the current contract forwarded to HQ AFIS?
6. Is the current contract limited to one year with annual renewal options for up to four years? Was the agreement renewal properly executed?
7. Has unsatisfactory performance by the publisher been documented? (DeCA Directive 100-1)
8. Does the Public Affairs Officer or his representative review all advertising before each edition is printed? (DeCA Directive 100-1)

9. Does the guide carry the proper disclaimer in a typeface no smaller than 6 points? (DeCA Directive 100-1)
10. Are quality-control procedures for the guide adequate?
11. Does the editorial content of the guide adequately cover information on DeCA operations and facts that would be of interest to the newcomer?

**Biography Program:**

1. Are biographies maintained on all assigned General Officers, Senior Executive Service civilians, and Region Directors? (DeCA Directive 100-1)
2. Are biographies prepared in accordance with the required format and style? (DeCA Directive 100-1)
3. Is a current list of biographies maintained?
  - a. Are biographies reviewed for currency at least every three years?
  - b. Has the "current as of" notation been updated to show this review?

**MEDIA RELATIONS**

**Releasing Information:**

1. Is a procedure established for simultaneous release of news in both print and electronic media formats?
  - a. Do news releases, on a recurring basis, cover significant events, accomplishments or customer awareness issues?
  - b. Does the office evaluate the effectiveness of its news releases?
  - c. Do they track where each news release is sent and when?
  - d. Do news releases contain brief mission statements? (DeCA Directive 100-1)
2. Are procedures established and understood for producing and coordinating news releases? (DeCA Directive 100-1)
  - a. Are significant news releases approved by the Director, Public Affairs, or Chief of the External Communications Cell?
  - b. Are all Regions on distribution lists to receive news releases? (DeCA Directive 100-1)
  - c. Do Regions fax copies of all news releases developed at Region level to HQ DeCA/PA for review?
3. Does the office have a well-organized news release file?

4. Does the office use a News Media Release log? (DeCA Directive 100-1)
5. Is the Agency's quality of life role and benefit nature highlighted in news releases?
6. Have the releases highlighted the themes in the DeCA/PA Plan?
7. Are fact sheets available?  
Are they current?
8. Does the office maintain an easily identifiable file of photography to support both local and command requirements? (DeCA Directive 100-1) Are the photos current?
9. Are media kits made up, current and ready to distribute?
10. Does the office maintain a current file of pertinent newspaper and magazine clippings for ready reference? (DeCA Directive 100-1)
  - a. Do Regions mail these clippings weekly to HQ DeCA/PA to arrive by Thursday each week? (DeCA Directive 100-1)
  - b. Are significant news clippings sent to the Agency Director and staff for review?
11. Is there a clearly established procedure for providing access to news media representatives? (DeCA Directive 100-1)
  - a. Are news media representatives briefed on the procedure?
  - b. Are the host installation PA and security police aware of the procedures?
12. Are standardized DeCA headings used for news releases, fact sheets and biographies? (DeCA Directive 100-1) Do news releases comply with requirements in DeCA Directive 100-1?
13. Does the office have a list of tips or leads about Agency programs and operations to interest trade news media representatives in covering? Are these tips or leads aggressively marketed?

**Media Contacts:**

1. Does the office make periodic contact with all trade media representatives? (DeCA Directive 100-1)
2. Does the office seek to know and provide material in the format desired by each type of news medium? (DeCA Directive 100-1)
3. Does the office have an operating instruction or other standard publication for handling news conferences?
4. Is the Public Affairs Officer active in events frequented by members of the trade media? If not, how does the PAO ensure regular contact with the press in an informal or social setting?
5. Is a file maintained of current trade media personnel? (DeCA Directive 100-1) Is there a current list of media names, telephone numbers, addresses, and deadlines?

6. Does the office maintain a log recording media contacts? (DeCA Directive 100-1)
7. Does the office maintain a file of answers to queries from media representatives? (DeCA Directives 100-1)
  - a. Is the file organized?
  - b. Is coordination of replies documented? (DeCA Directive 100-1)
  - c. Do they use the DeCA Form 100-1, Response to Query, or a similar form?

**Security and Policy Review Program:**

1. Does the Public Affairs Office have an established review capability with a specific individual assigned to perform the review function? (DeCA Directive 100-1)
2. Does the Public Affairs Office have a suspense system to monitor expeditious handling of material in review?
3. Are potential submitters kept aware of the requirements for review, submission procedures, and the general characteristics of the system?
4. Does the office maintain a log of all security review cases? (DeCA Directive 100-1) Is a copy of the security review case/article and record of coordination on file?

**Emergency Actions:**

1. Does the office have an established procedure by which OASD/PA is notified immediately of incidents or events having national news interest or potentially serious, wide-ranging adverse public reactions? (DeCA Directive 100-1)
2. Is the office represented in contingency planning?
3. Does the office have appropriate checklists for each PA response across a variety of scenarios?
4. Does the office have a list of phone numbers (off-duty numbers also) of key base personnel and organizations, civic leaders and agencies, and media outlets?

**COMMUNITY RELATIONS**

**Speakers Bureau:**

1. Does the office participate in an organized speakers bureau designed to fill public engagements by DOD, DeCA and other qualified personnel assigned to the Agency? (DeCA Directive 100-1)
  - a. Does the PA office evaluate the effectiveness and suitability of these speakers?

- b. Does the PAO or Director screen speakers using the best available for the particular audience?
- c. Are speakers given recognition?
- d. Does the PAO actively solicit speakers?
2. Are locally prepared speeches clearly properly for security, accuracy, policy and propriety?
3. Does the Director personally fill speaking engagements regularly?
4. Does the Director encourage Senior Staff Directors to speak frequently?
5. Does the Director have contact with local community leaders as requested by host installation commander?
6. Are appropriate civilians encouraged to speak to military audiences?
7. Have the themes in DeCA/PA Plans been emphasized in Agency briefings and speeches?

**Commissary Tours:**

1. Does the commissary respond on a timely basis to tour requests from patron groups? (DeCA Directive 100-1)
2. Is the tour program active? (DeCA Directive 100-1)
  - a. Are tour escorts screened for suitability?
  - b. Does the program target key patron groups?
3. Are requested tours tailored to suit each group, i.e., different tours for certain age groups?
4. Are attempts made to schedule tours at the convenience of the requesting group? Does the host installation provide transportation support for tours when required?

**Participation in Public or DOD-Related Events:**

1. Does the office have at least two modular exhibits capable of being set up at various events, meetings, conventions, etc.? (DeCA Directive 100-1)
2. Do office personnel know how to properly set up exhibits and explain Agency missions?
3. Does the office have an open house or special events plan?
4. Does the office oversee or schedule exhibits?

**Base/Community Organizations:**

1. Does the office encourage base personnel to belong to private organizations in the community?
2. Does the Agency support and cooperate with the host installation and organized civilian groups in activities such as open house tours, special observances, luncheon affairs, and during disaster periods?
3. Is the Public Affairs Officer a member of a civic organization?
4. Does the office maintain a current record of organized civilian groups within the local community?
  - a. Does this record include membership, addresses, places and times of scheduled meetings?
  - b. Are names, addresses and biographical information on current civilian groups' officers on file?
5. Is the commander a member of key civic groups within the community?
6. Are other staff officers members of key civic groups within the community?
7. Does the office maintain active liaison with local recruiters, National Guard and Reserve organizations, Reserve Officer Training Corps and other groups and individuals with special interest in defense matters?
8. Does the office provide support to or inform special community groups, such as the Army, Air Force, and Navy Associations; Sergeants Associations; retired members; scouting organizations; etc.?

**Installation Commissary Council:**

1. Is an Installation Commissary Council in existence? Is there regular interface between the commissary and customer groups?
2. Is the Commissary Officer a member of the Installation Commander's first team? (DeCA Directive 100-1) Does the Commissary Officer attend staff meetings?
3. Does the Commissary Council have a membership that is representative of the fullest spectrum of customer affiliations and interests? (DeCA Directives 100-1 & 40-1)
4. Does the Commissary Council meet regularly? (DeCA Directive 40-1)
5. Is the Commissary Council effective in solving mutual problems?

**PLANS AND PROGRAMS**

**General Planning:**

1. Is a planning capability included within the office structure? (DeCA Directive 100-1)
2. Has some person been designated to perform the planning function? (DeCA Directive 100-1)

3. Are other key personnel invited to take part in, or coordinate, Public Affairs planning when necessary? (DeCA Directive 100-1)
4. Are plans and operating instructions periodically reviewed for currency, adequacy, and need?
5. Are PA staff members familiar with key directives, plans and other operating instructions? Do staff members know where the plans and annexes are located?

### **FREEDOM OF INFORMATION ACT/PRIVACY ACT**

#### Freedom of Information Act: (DODD 5400.7-R)

1. Do office personnel understand their responsibilities in dealing with request for records?
2. Are records not releasable under FOIA marked "For Official Use Only"?
3. Is the FOI manager in IM consulted periodically to make sure that office personnel comply with FOI policies and procedures?
4. Is contact with the Public Affairs Office included as standard procedure for requests received by the administrative office for records that have potential newsworthy material?
5. Is the Public Affairs Office contacted if a FOI request is received from a news media representative?

#### Privacy Act:

1. Do all forms used to collect personal data contain the required Privacy Act statement?
2. Are office personnel familiar with their responsibilities relative to obtaining permission to release personal data?
3. Is the Privacy Act Officer consulted periodically to make sure that PA personnel are complying with Privacy Act requirements, i.e., community leader lists and background information?
4. Are office personnel familiar with the conditions of disclosure without specific consent?