



DoD INSTRUCTION 5410.19, VOLUME 2

COMMUNITY OUTREACH ACTIVITIES: OSD OUTREACH PROGRAMS, SPEAKING ENGAGEMENTS, AND SUPPORT TO NON-DoD ORGANIZATIONS

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Purpose: This instruction is composed of multiple volumes, each containing its own purpose. In accordance with the authority in DoD Directive (DoDD) 5122.05:

- This instruction establishes and implements policy, assigns responsibilities, prescribes procedures, and establishes requirements for DoD participation in community outreach activities.
- This volume:
 - Prescribes guidelines for outreach to and support for non-DoD organizations.
 - Establishes policy and prescribes procedures and requirements for designating national military associations (NMAs) pursuant to Section 2558 of Title 10, United States Code (U.S.C.).
 - Establishes policy and prescribes procedures for conducting Secretary of Defense outreach programs and DoD speaking engagements.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This volume:

a. Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands (CCMDs), the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this volume as the “DoD Components”).

b. Does **not** apply to:

(1) Defense support of civil authorities and qualifying entities pursuant to DoDD 3025.18 and related issuances, including DoD Instruction (DoDI) 3025.20.

(2) The Defense Scientific and Technical Information Program. This program is administered by the Defense Logistics Agency in accordance with policies and procedures outlined in DoDI 3200.12.

(3) Participation in activities involving the exchange or distribution of classified military information that is governed by the provisions of DoDD 5230.11 and Volumes 1 and 3 of DoD Manual (DoDM) 5200.01.

(4) The exchange or distribution of controlled unclassified information (including scientific and technical information) to foreign persons and foreign entities that is further governed by U.S. export laws and regulations, including Parts 120 through 130 of Title 22, Code of Federal Regulations (CFR), also known as the “International Traffic in Arms Regulations (ITAR)”; Parts 730 through 774 of Title 15, CFR, also known as the “Export Administration Regulations”; and DoDI 2040.02.

1.2. POLICY.

a. It is in the DoD’s interest to maintain strong and positive relationships with nonprofit non-Federal entities (NFEs) and, as appropriate, to facilitate their delivery of services to DoD personnel.

b. Use of DoD resources by and military support to Federal and non-Federal organizations will be in accordance with this instruction and other applicable laws and regulations.

c. In accordance with DoDD 5122.05 and Volumes 1 and 4 of this instruction, DoD will seek to develop and maintain good relations with communities at home and abroad that:

(1) Are in the best interest of the DoD.

(2) Enhance understanding of U.S. defense posture and capabilities by increasing public exposure to, and understanding of, military personnel, facilities, equipment, and programs.

d. A two-way communication flow between DoD and businesses and business industry organizations should be maintained. Such organizations are often capable of providing the DoD with information relevant to issues of common interest that may be helpful during decision-making processes.

e. DoD will convey timely, accurate, and publicly releasable information about DoD and its activities via various modes of communication, both upon request and proactively as appropriate, to the business community at large through business industry organizations that represent large numbers of like-oriented businesses. This allows the business community to be aware of DoD policies, programs, proposals, plans, budgets, and activities.

f. Official communication between the DoD and the business community must be open and regularly maintained, with all DoD-level news releases being coordinated in advance with the Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD(PA)) to ensure not only continuity of message, but also the DoD's official position.

1.3. INFORMATION COLLECTIONS.

a. DD Form 2536, "Request for Armed Forces Participation in Public Events (Non-Aviation)," available on the Directives Division Website at <https://www.esd.whs.mil/portals/54/documents/dd/forms/dd/dd2536.pdf> and referred to in Paragraph 3.2.c.(1) of this volume, has been assigned Office of Management and Budget control number 0704-0290 in accordance with the procedures in Volume 2 of DoDM 8910.01.

b. The solicitation of nominations to the Joint Civilian Orientation Conference (JCOC), referred to in Paragraph 4A.7., has been assigned Office of Management and Budget control number 0704-0562 in accordance with the procedures in Volume 2 of DoDM 8910.01.

1.4. SUMMARY OF CHANGE 1.

The changes to this issuance are administrative and update language to comply with Executive Order 14168.

SECTION 2: RESPONSIBILITIES

2.1. ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS (ATSD(PA)).

The ATSD(PA):

- a. Establishes criteria for and retains authority to prescribe implementation policy for designating organizations as NMAs for the purposes outlined in Section 2558 of Title 10, U.S.C.
- b. Establishes policy for DoD public affairs (PA) support to inaugural activities of State governors.
- c. Coordinates and oversees broad public communication and messaging with NFEs, including business, business industry organizations, and veterans' organizations, regarding DoD-level issues.
- d. Designates a DoD PA coordinator for community outreach activities in which more than one Military Department is involved or as other circumstances warrant or require.
- e. Oversees the planning, coordination, and execution of round tables with NFEs and the JCOCs, as described in Appendix 4A of this volume.
- f. Serves as the DoD point of contact with the other Federal Government organizations for any departmental community outreach efforts.
- g. Serves as the approval authority of JCOC program activities.
- h. Conducts PA outreach programs with businesses and business industry organizations.
- i. Retains sole approving authority for aerial reviews consisting of more than four aircraft, not occurring at an airshow or open house.
- j. Retains final approving authority for requests seeking participation by multiple Military Services in community outreach activities when in support of or involving events that may garner national or international media. These include but are not limited to Presidential inaugurations, State funerals, lying in honor at the U.S. Capitol Rotunda, and national sporting events.

2.2. DIRECTOR, OATSD(PA) ADMINISTRATION AND MANAGEMENT.

Under the authority, direction, and control of the ATSD(PA), the Director, OATSD(PA) Administration and Management:

- a. Coordinates with Washington Headquarters Services regarding all funding requirements for JCOC.
- b. Authorizes invitational travel for JCOC participants.

2.3. DOD COMPONENT HEADS.

The DoD Component heads:

- a. Coordinate support among other DoD Components involved in the same community outreach activities.
- b. Provide applicable and available logistical support for community outreach activities, consistent with applicable law, regulations, and policy.
- c. Review and revise existing Component guidance for which they are responsible to comply with this volume.

2.4. SECRETARIES OF THE MILITARY DEPARTMENTS.

In addition to the responsibilities in Paragraph 2.3., the Secretaries of the Military Departments:

- a. Execute outreach activities or approve participation by their Military Departments in public events in areas of responsibility (AORs) not covered in Paragraphs 2.1. and 2.5.
- b. Approve authorized support to designated NMAs. The Secretary of the Army or the Secretary of the Air Force may further delegate that authority, as they deem appropriate, to the Chief, National Guard Bureau.
- c. Provide a project officer for NMA national conventions that are applicable to the Military Department concerned when support is available and in the best interest of the DoD.
- d. Conduct direct liaison with private organizations that have been formed to support the personnel and mission of the respective Military Departments, including but not limited to organizations such as the Association of the U.S. Army, the Navy League of the United States, Marine Corps League, and the Air Force Association of the United States, consistent with DoDD 5500.07, DoD 5500.07-R, and Paragraph 3.6.c. of this volume.

2.5. COMBATANT COMMANDERS.

In addition to the responsibilities in Paragraph 2.3.:

a. Geographic CCDRs.

Nominate project officers to manage geographic CCMD-specific portions of JCOC trips, in coordination with the OATSD(PA), including itinerary, site coordination, necessary logistics, and protocols to appropriately represent the CCMD to JCOC participants.

b. Functional CCDRs.

Execute outreach activities, consistent with this volume, in their AORs not covered in Paragraphs 2.1. or 2.5.a. of this volume.

SECTION 3: SUPPORT FOR NFES

3.1. KEY AUTHORITIES AND REFERENCES.

Table 1 contains the most common authorities and references that determine permissible support from or to various NFES.

Table 1. Key Authorities and References for Support from or to Various NFES¹

Key Authority/Reference	Description
DoDD 1000.26E	Establishes policy for support to NFES that are authorized to operate on DoD installations.
DoDI 1000.15	Provides procedures and assigns responsibilities for support of NFES that are authorized to operate on DoD installations.
Section 2012 of Title 10, U.S.C.	<p>Authorizes the Secretaries of the Military Departments to provide support and services incidental to military training and authorized by another provision of law to:</p> <ul style="list-style-type: none"> - Any Federal, regional, State, or local governmental entity. - Youth and charitable organizations specified in Section 508 of Title 32, U.S.C. - Any other entity as may be approved by the Secretary of Defense on a case-by-case basis. <p>This section does not apply to the provision of customary community outreach and PA activities.</p>
Section 2551 of Title 10, U.S.C.	Authorizes the Secretaries of the Military Departments to provide cots and bedding supplies and use of barracks to national veterans' organizations to support State and national conventions or national youth athletic or recreation tournaments.

**Table 1. Key Authorities and References for Support from or to Various NFEs,
Continued**

Key Authority/Reference	Description
<p>Sections 2554, 2555, and 2606 of Title 10, U.S.C.; Executive Order 12715; DoDI 1015.09; DoDI 3025.20</p>	<p>Authorizes the Secretary of Defense to loan the Boy Scouts of America (for the use and accommodation of Scouts, Scouters, and officials who attend any national or world Boy Scout Jamboree) equipment and, without reimbursement, to furnish services and expendable medical supplies, to the extent that items are in stock and items or services are available. (Section 2554)</p> <p>Authorizes DoD to provide transportation to Girl Scouts to support international Girl Scout events. (Section 2555)</p> <p>Authorizes the Secretaries of the Military Departments to cooperate with and assist qualified scouting organizations in establishing and providing support, facilities, and services, within available resources, at locations outside the United States to support DoD personnel and their families. (Section 2606 and Executive Order 12715)</p>
<p>Section 2558 of Title 10, U.S.C.</p>	<p>Authorizes the Secretaries of the Military Departments to provide support to designated NMAs for their annual national conferences and conventions.</p>
<p>Section 508 of Title 32, U.S.C.</p>	<p>Authorizes the National Guard to provide certain services for certain youth and charitable organizations.</p>
<p>Section 1082 of Public Law 102-484, as amended</p>	<p>Prohibits the Military Departments from participating directly in any air show or trade exhibition outside the United States unless the Secretary of Defense determines that it is in the national security interests of the United States for the Military Department to do so.</p>
<p>Chapter 2201 of Title 36, U.S.C.</p>	<p>Addresses the Federally chartered United Service Organizations, Incorporated.</p>
<p>¹ Chapter 3 of DoD 5500.07-R establishes the criteria for determining permissible support to NFEs that is not otherwise authorized by statute or regulation.</p>	

3.2. SUPPORT BY THE DOD.

The DoD may provide support to NFEs at no cost or at a cost significantly below the fair market value in accordance with the authorities in Paragraph 3.1. However, the DoD must act impartially and not give preferential treatment to one NFE over another. The potential for creating the perception that the DoD is not being a good steward of taxpayers' dollars must also be considered before providing such support.

a. Logistical Support.

DoD Components may provide logistical support to NFE events, except for fundraising and membership drives, when approved by the DoD Component head, in accordance with DoD 5500.07-R, DoDD 1000.26E, and DoDI 1000.15. This support may include DoD personnel attending as speakers in their official capacities to express DoD policies; panel members; or other participants. On a limited basis, loaning DoD facilities and equipment (and the services of DoD personnel necessary to ensure the equipment is properly used) may also be permitted. In order to provide any such logistical support, **all** of these criteria must be met:

(1) The logistical support does not interfere with performing other official duties and does not detract from readiness.

(2) DoD community outreach with the immediate community or other legitimate DoD PA or military training interests are served by the support.

(3) Associating with the event is in the DoD's best interest.

(4) The event is of interest and benefit to:

(a) The local civilian community as a whole.

(b) The DoD Component providing the support or any other part of the DoD.

(5) An admission fee, beyond what will cover the reasonable costs of sponsoring the event, will not be charged for the portion of the NFE event supported by the DoD. DoD support must be incidental to the entire event.

(6) The DoD Component is able and willing to provide similar support to comparable events sponsored by similar NFEs when the events meet the criteria of Paragraphs 3.2.a.(1) through 3.2.a.(5).

(7) Community outreach support generally must not be provided to NFEs when the support could be provided reasonably by commercially available resources and services. In most instances, the DoD must be considered the supplier of last resort. Some exceptions are identified in Table 1 of this volume.

(8) Community outreach support must not be provided to events or programs where the real or apparent purpose is to stage controversy or confrontation.

b. Musical Resources.

A military band or choral group, or portion thereof, is not logistical support. While military musicians must not compete with civilian musicians, they may support events if they meet other criteria described in Volume 4 of this instruction.

c. Evaluation Criteria.

When evaluating requests for military ceremonial support to events sponsored by organizations other than the DoD, or for requests that would have a unit perform beyond its local AOR, the Military Departments and their subordinate commands will confirm requests meet all these criteria before approving the request:

- (1) A completed DD Form 2536 must accompany each request for ceremonial support.
- (2) All DoD Components within the same geographical vicinity have coordinated before providing support when it is apparent that more than one component may be involved in a community outreach activity and a DoD PA coordinator has not been designated.
- (3) Participation must be in the best interest of the DoD. Public attendance will be free or at a cost that meets the restrictions addressed in Paragraph 3.2.a.(5). Events will be open to the public, and must not be part of any unauthorized fundraising effort.
- (4) DoD participation will be at no additional cost to the Government. The senior mission commander may determine that an event qualifies for support with programmed community outreach funds because the community outreach benefit the local command. The gift acceptance authorities for non-musical ceremonial units are described in Paragraph 5.4. in Volume 1 of this instruction.
- (5) No similar military resource more local to the event is available, and the type of military ceremonial unit and the number of military personnel requested is appropriate to the event.
- (6) For requests for more than one military musical or ceremonial group, an exception to policy (based on the justification and recommendation from the DoD Component) has been provided by the OATSD(PA).
- (7) Ceremonial resources of the Military Department concerned are being scheduled to the greatest extent possible. All opportunities for local area public concerts must be met before a band or chorus accepts performance requests outside its local AOR. Rather than relying on invitations from local organizations, Service ceremonial units will make every effort, especially during holiday periods and other broadly based civic and patriotic observances, to initiate free public performances within their AOR as part of their community outreach mission.
- (8) Secretaries of the Military Departments have discretion to decline local community performance invitations around a musical or ceremonial unit's home station as noted in Paragraphs 3.2.c.(5) and 3.2.c.(7) if a non-local engagement is better suited to meet the Military

Department's priorities while also maximizing exposure with limited assets. Whenever possible, these priorities will be captured in the annual strategic PA outreach plan.

3.3. COMPENSATION TO DOD PERSONNEL OR ORGANIZATIONS.

DoD personnel and military organizations must adhere to Paragraph 3.3.f. in Volume 1 of this instruction. Among these rules is Section 209 of Title 18, U.S.C., which prohibits DoD personnel from receiving compensation from outside sources for performing official duties.

3.4. PRINCIPAL POINTS OF CONTACT.

a. The ATSD(PA) will serve as the principal point of contact in the DoD for joint Service engagements that are being coordinated at the DoD level. In these instances, the ATSD(PA) or a designated representative will be the liaison between the DoD and the national headquarters and Washington, D.C., chapter offices of national organizations, associations, and other national NFES, as well as national sports league organizations, with three exceptions.

(1) The Military Departments may identify principal points of contact to engage with organizations affiliated with a single-Military Department.

(2) The DoD Components may respond directly to requests for component-unique information or speakers by national organizations.

(3) Local commanders may deal directly with local and regional chapters of national organizations.

b. The ATSD(PA), or a designee, will:

(1) Be the DoD point of contact for other Federal Government organizations when addressing community outreach matters at the DoD-level.

(2) Provide Secretary of Defense-level information (e.g., Department-wide priorities, policy rollouts, activities, other updates) to national organizations, including businesses, veterans, and industry groups, and may coordinate requests from those groups for senior-level DoD participation in conferences and seminars.

3.5. SUPPORT FOR OTHER FEDERAL AND GOVERNMENTAL AGENCIES.

a. Official Federal Government Event (Function).

(1) The DoD may only provide support (e.g., band, color guard, speakers, patriotic opener) to another Federal Government agency for an official Federal Government event if all of these conditions are met:

(a) Support does not interfere with the performance of official DoD missions, programs, or duties.

(b) Support does not detract from DoD operational, training, or other readiness requirements.

(c) Support will be at no additional cost to the DoD. Any Federal Government agency requesting DoD support must assume responsibility for all costs associated with the requested DoD support. Those costs may include, but are not limited to, meals, lodging, and all transportation. This includes transportation from and return to the home installation from which the support is provided, regardless of whether the event is in the continental United States or outside the continental United States.

(2) Special concerns that affect DoD missions and community outreach policies controlled and implemented by this volume will be evaluated before providing support. If there is any question as to the official nature of the event, the matter must be reviewed by the appropriate Military Department ethics attorney and the OATSD(PA)/Directorate for Community Engagement (OATSD(PA)/CE) for a final determination.

(3) Federal agencies and U.S. embassies will work with DoD Components to determine the most appropriate funding arrangement. Generally, the requesting organization, including military commands and U.S. embassies, will agree to fund all expenses for a trip, including travel from the DoD unit's U.S. home installation and its return. DoD funds will not be used to fund activities or programs of another Federal agency. In rare instances, support to the Department of State may be provided using DoD resources if the support is requested by the Combatant Commander in support of the theater strategic cooperation plan.

(4) To receive DoD support as an official Federal Government event, activities hosted by Congress or another Federal agency must be paid for in whole or in part with U.S. Government funds of the requesting Federal agency and be sponsored, in whole or predominately, by:

- (a) A member of Congress;
- (b) The Secretary of the U.S. Senate;
- (c) The Secretary of the U.S. House of Representatives; or
- (d) A senior official of another Federal agency, acting in an official capacity.

(5) Requests from the campaign staff for a candidate for partisan political office will be presumed to be on behalf of the campaign and treated with additional scrutiny. DoD Components will be diligent in confirming that a request made by a candidate's campaign staff, to include an elected official, is not being made on behalf of or in support of the campaign. Requests from Presidential campaigns will be reported to the ATSD(PA) in accordance with applicable pre-election PA guidance.

b. Support for Presidential Inaugurations.

A designated lead agent plans and coordinates military support for a Presidential inauguration. The ATSD(PA) gives final approval for applicable DoD ceremonial and aerial

review support (this authority is non-delegable). Support must also be consistent with DoDI 3025.20.

c. Support for Inaugural Activities of State Governors.

DoD ceremonial support during inaugural ceremonies and parades for State governors is authorized, subject to the availability of resources and in accordance with policy in this volume and Volumes 1 and 4 of this instruction.

(1) Community outreach duties will conform to the policies and procedures in this volume if they:

(a) Are performed by Army National Guard and Air National Guard personnel regardless of Federal status in Title 10 or Title 32, U.S.C.; or

(b) Involve Federal resources, including resources that are reimbursed by the State.

(2) To the greatest extent practicable, the military support represents each of the Military Departments with resources located in the State.

(3) Support must be limited in size and scope, bearing in mind the potential demands that may be generated from State to State.

(4) When Federal funds are not made available to support inaugural activities of State governors, the State National Guard may be ordered to State duty by appropriate State authority.

(5) In those cases where Military Department support is desired for an inaugural program, but no military personnel or military equipment are stationed within that State, the circumstances must be reported to the ATSD(PA) for resolution and approval.

(6) A military flyover may be authorized by the Secretary of a Military Department for a State governor's inauguration, when flown as part of a previously scheduled training mission by a unit in the same State or neighboring State and at no additional expense to the U.S. Government. An inaugural flyover is subject to the Military Department's flyover approval process.

3.6. AUTHORIZED STATUTORY NFE SUPPORT.

a. Overview.

Many NFEs have statutory authorization for particular military support (e.g., installation access, use of equipment or facilities). Some are listed in Table 1 of this volume. Others are referenced in Enclosure 3 of DoDI 1000.15. NFEs authorized to operate on DoD installations are governed by DoDI 1000.15. This section of this volume addresses guidelines for NFEs participating in or sponsoring community outreach activities.

b. Veteran Associations.

(1) Veterans associations may receive loaned or donated excess military property in accordance with DoDM 4160.21.

(2) Military support is authorized for national conventions in accordance with Paragraph 3.2.c. In the rare instance that a national convention requests multi-Service ceremonial support, the OATSD(PA) may assign a DoD PA coordinator to work with a project officer from each Military Service to compile the appropriate amount of support that is in the best interest of the DoD.

(3) Installation commanders retain discretion to permit access and provide space to other NFEs under the criteria in DoDD 1000.26E and DoDI 1000.15, even if the event has a community outreach element.

c. NMAs.

Section 2558 of Title 10, U.S.C., authorizes NMAs designated by the Secretary of Defense to receive available logistical and administrative support for their annual national conference or convention.

(1) Additional support and services may be authorized for designated NMAs during their annual national conference on a **limited basis**, including:

- (a) Communications support.
- (b) Medical assistance.
- (c) Administrative support.
- (d) Security support.
- (e) Air and ground transportation.

(2) Section 2558 of Title 10, U.S.C. does not authorize the additional services noted in Paragraph 3.6.c.(1) for:

- (a) Regional and local (non-national) chapters of associations; or
- (b) Regional conferences, conventions, or symposiums (i.e., authorization is only for the organization's annual national conference).

(3) Appendix 3A prescribes guidance to implement Section 2558 of Title 10, U.S.C.

3.7. SUPPORT FOR OTHER NFES.

a. For-Profit Businesses and Business Industry Organizations.

(1) DoD Components participating in programs with businesses and business industry organizations will promptly notify the OATSD(PA) of any local or regional activity that has the potential for generating significant public interest beyond the local or regional level. In accordance with Paragraph 2.1., DoD Components must notify the ATSD(PA) of community outreach participation in programs or events that by their nature or because of expected news coverage are of national or international interest before execution, allowing ample time for the ATSD(PA) to provide DoD-level guidance.

(2) DoD Components are encouraged to cooperate with businesses and business industry organizations in their PA-related programs and projects that are consistent with DoD interests, this instruction, DoDD 5500.07, DoD 5500.07-R, DoDD 1000.26E, and DoDI 1000.15. Such cooperation will not extend to co-sponsorship of such programs, projects, events, or other activities unless in compliance with DoDD 5500.07, DoD 5500.07-R, and this instruction. To be considered a co-sponsor, the DoD must have authority for developing the substantive content for the event or provide substantial funding or logistical support. Co-sponsorship does not include recruitment marketing or advertising contracts.

(3) DoD participation in events sponsored by businesses or business industry organizations will be limited to:

(a) Luncheons, dinners, meetings, symposiums, and similar gatherings hosted by an organization representing a wide diversity of business interests.

(b) Public ceremonies of mutual interest to DoD and the local community (e.g., ship launchings, first flights).

(c) Programs addressing government policy (e.g., industry-sponsored seminars to explain government policies, exhibits that promote U.S. scientific and technological achievements).

(d) Civic and community-oriented projects with the primary objective(s) of supporting or acknowledging Service members and their families (e.g., business sponsorship of a Scouting activity for military dependents; industry-subsidized awards to an individual or group of military personnel or dependents for civic or community achievement; informational panel discussions with a military theme that the local PA officer determines to be in the DoD's best interest). Such events should be reviewed by the local component ethics counsel for compliance with applicable ethics regulations.

(e) Special events in which the interests of DoD dictate participation, consistent with the provisions in Paragraph 3.2.a.

(4) DoD sponsorship of programs and projects for businesses or business industry organizations will normally be limited to those occasions when the principal objective is the

furtherance of timely and accurate information, as outlined in the principles of information contained in Section 5 of DoDD 5122.05.

(5) DoD Components may co-sponsor civic and community events with businesses and business industry organizations when the activity is unrelated to the primary purpose and objectives of the business or business industry organization involved, and DoD participation otherwise complies with the policies in DoDD 5500.07 and DoD 5500.07-R.

(6) Any commercial sponsorship of activities associated with businesses and organizations will follow guidelines used for morale, welfare, and recreation (MWR) events in accordance with DoDI 1015.10.

b. Sports Entities, Hybrid Special Event Sponsors, and Entertainment Media.

(1) Sports Entities.

As part of DoD efforts to foster and further good relations with communities at home and abroad, it is in the DoD's best interest to build relationships with sports organizations and encourage appropriate sports outreach. Sports venues have large fan bases, attracting diverse audiences, including key recruiting audiences, and provide a unique opportunity for the military to connect with the American people and maintain public confidence in their military. The DoD may provide support to certain sporting events consistent with DoDI 3025.20. Guidelines for ceremonial, aviation, and speaking engagement support for sporting events are in Volume 4 of this instruction and Section 5 of this volume.

(2) Hybrid Special Events.

Local PA and MWR officers will coordinate with each other before approving sporting events that are sponsored by an NFE and held on a military installation for the benefit of Service member morale **when the event is broadcast nationally**. While the event may qualify as a unique MWR entertainment offering, the national broadcast component may present an opportunity to strengthen relations with communities at home and abroad and increase public exposure to and understanding of military personnel, facilities, equipment, and programs. These hybrid special events require close coordination among the MWR and PA officers and legal advisors. The ATSD(PA) retains approval authority for media coverage in accordance with Paragraph 2.1.j.

(a) There are two principal documents that are necessary for executing such an event: a production assistance agreement (PAA), consistent with DoDI 5410.16, and an MWR entertainment contract. The negotiation of these documents (particularly the contract) requires collaboration between the cognizant PA and MWR offices, with each office responsible for the matters under their respective cognizance.

(b) The PAA may be signed at the OATSD(PA) level first to facilitate initial site visits and preliminary discussions to determine if hosting, producing, and broadcasting such an event is feasible from a PA outreach perspective. If the NFE decides to proceed with the proposal, they must consult with the local MWR staff to discuss details.

(c) Once the details of the event are agreed upon, an MWR contract that details the specific responsibility of each party will be prepared at the Service level unless delegated. The PAA provisions should be incorporated in the MWR contract.

(d) Using military installations for NFE events must be in accordance with Paragraph 3.2.a.(7).

(3) Entertainment Media.

Support for entertainment media and documentary productions must be in accordance with DoDI 5410.16.

c. Centers of Influence.

DoD will engage with influential entities or individuals to the extent they will serve as a means to reaching the DoD's desired audience(s) or if there is a mutual benefit. No preferential treatment will be given to NFEs or individuals. Outreach to NFEs or individuals may be done through JCOC or outreach round table discussions, conference calls, and personal engagements in accordance with Paragraph 3.3.f. of Volume 1 of this instruction.

APPENDIX 3A: DoD ASSISTANCE TO NMAs

3A.1. PURPOSE.

This appendix contains procedures for authorized DoD assistance to an NMA at its annual conference.

3A.2. IMPLEMENTATION GUIDANCE.

a. Designation Responsibility.

The ATSD(PA) designates NMAs, as prescribed in Paragraph 2.1.a.

b. Approval Authority.

Only Secretaries of the Military Departments are delegated approval authority to provide authorized support to designated NMAs pursuant to Section 2558 of Title 10, U.S.C. That authority may be further delegated, in writing, to the National Guard Bureau by the Secretary of the Army or the Secretary of the Air Force, as they deem appropriate. The specified NMAs eligible for military support must be designated and approved in advance by the ATSD(PA). The Military Secretary concerned must approve all support in advance, and such support must be provided in conjunction with training in applicable skills at no additional cost to the Government.

c. Eligibility Requirements.

(1) NMAs must:

(a) Be individual (or organization) membership-based associations that have a non-profit status.

(b) Have been in existence for a minimum of 3 years.

(c) Be non-commercial in nature, national in scope, and focus their efforts on an entire Military Department or the entire active duty (officer or enlisted), National Guard, Reserve, or Adjutants General community.

(2) Eligibility does **not** include:

(a) Associations oriented primarily toward military veterans (whether veterans in general or veterans of a specific Military Department), or associations primarily oriented toward specific military units, branches of a Military Department, occupational fields or skills, campaigns, a particular sex, ethnic groups, religions, or regions.

(b) Organizations that are primarily charities that deliver charitable services to the military community.

d. Requests for Consideration.

(1) Groups that desire to be designated as an NMA must submit written requests through applicable Military Department channels to:

Office of the Assistant to the Secretary of Defense for Public Affairs
Attn: Directorate for Community Engagement
1400 Defense Pentagon
Washington, D.C. 20301-1400

(2) The request, along with a recommendation from the applicable Military Department, must reach OATSD(PA) at least 60 days before the annual convention. OATSD(PA) will send determination letters to the Military Department concerned rather than the requesting association. Requests must include:

- (a) A copy of the statute (Federal or State) granting charter or official recognition.
- (b) A statement written on organization letterhead outlining the purpose of the association and justification for its proposed designation as an NMA.
- (c) A list of national officers, total membership, and the locations of regional and local chapters.
- (d) A copy of the association's constitution or charter and by-laws.
- (e) A list of the Military Department support requested.
- (f) A copy of the Internal Revenue Service (IRS) non-profit status letter.

e. List Modifications.

The ATSD(PA) retains the right to modify the list of NMAs granted authorization for DoD support. The list may be revised annually or as deemed necessary.

f. Authorized Support.

While on duty status, Service members are restricted to performing duties (e.g., administrative) that relate directly to their designated military specialties. Additionally, using personnel and equipment must be at no additional cost to the Government, and all logistical support must be incorporated into legitimate and scheduled training missions.

(1) Limited Air and Ground Transportation.

(a) Air.

Conference attendees may travel to and from conferences aboard military aircraft when all of the applicable conditions are met:

1. Travel is restricted to Service members traveling on official orders or traveling on a space-available basis without orders.

2. Civilian spouses are designated by the Military Departments as eligible for military air transportation.

3. All military flights are legitimate scheduled training missions and approved in advance by the Secretary of the Military Department concerned, or designated authority, to ensure propriety and cost-effectiveness.

(b) Ground.

All plans involving the use of government-provided ground transportation must be approved in advance by the Secretary of the Military Department concerned, or designated authority, to ensure propriety and cost-effectiveness. Official conference attendees may travel between places where the attendees' presence is required for official business or between such places and temporary lodgings by government-owned or government-contracted ground transportation with these restrictions:

1. The use of DoD non-tactical vehicles is limited to the smallest size to meet the agency mission. Spouses or other family members must have an official role in an event to use a DoD non-tactical vehicle. Although security requirements may justify a larger vehicle, larger vehicles are not authorized solely to accommodate spouses or family members.

2. The following is not authorized:

a. Travel to and from personal residences.

b. Spending appropriated funds for ground transportation for activities of a personal nature or for events not directly related to the substantive issues being considered by the conference, such as events intended to entertain spouses and family members of the delegates.

(2) Communication Support.

Limited communications support (i.e., use of portable radios) may be provided to the approved associations.

(3) Medical Support.

Medical support may be provided to support emergency and lifesaving functions only.

(4) Administrative Support.

Administrative support may be provided for such functions as typing, filing, photocopying, and telephone answering. All support must be related directly to official conference events and should be of a reasonable duration, generally no more than 2 weeks before and 1 week after the officially announced dates of the conference or convention.

(5) Security Support.

Security support may be provided only if local civilian resources are not sufficient. Official written requests for assistance from local civilian law-enforcement agencies and their formal written response will be taken as evidence of local civilian resources' inadequacy.

(6) Logistical Support.

Logistical support may include Service exhibits for annual NMA conventions or conferences. This does not include flyovers.

g. Limitations on Annual Support.

(1) DoD support to NMAs pursuant to Section 2558 of Title 10, U.S.C. is limited to one annual conference or convention of each designated association for each calendar year. Except for administrative support, addressed in Paragraph 3A.2.f.(4), the duration of military support is restricted to a period beginning 1 day before the opening of the annual conference or convention and ending 1 day after its closing.

(2) These guidelines will not be interpreted to affect support, otherwise authorized in this volume and traditionally available to non-governmental organizations. Traditional community outreach support identified in Volumes 1 and 4 of this instruction may include designating DoD PA coordinators, providing a military musical ensemble and color guard for a patriotic opener, and providing DoD speakers at technical meetings and seminars.

SECTION 4: DOD-HOSTED OUTREACH PROGRAMS

4.1. PURPOSE.

a. As part of achieving its mission to inform the American public about DoD policies, objectives, and achievements, OATSD(PA) hosts:

(1) Regularly occurring outreach engagements with leaders of key national non-governmental organizations and other organizations throughout the military and veteran community. Invitees vary per each meeting depending on the topics of discussion.

(2) Annual JCOCs. See Appendix 4A of this volume for more information about JCOCs.

b. These outreach events, most often conducted as round table discussions with senior DoD leaders and subject matter experts, are an efficient and important two-way conduit to:

(1) Broadly communicate DoD's issues of interest to the military and veteran community.

(2) Receive individual feedback, ideas, and concerns on specific DoD issues from leading voices in these communities.

c. An overarching goal of these DoD-hosted outreach programs is to promote a productive, positive, and collaborative dialogue between key organizations and the DoD. This dialogue builds understanding and is beneficial to Service members, veterans, and their families. These outreach programs are not intended to obtain collective advice or recommendations; rather, they are intended to obtain individual advice or recommendations or to share facts and information.

4.2. ROUND TABLE DISCUSSIONS.

a. Criteria for Participating Organizations.

To best achieve the purpose and intent of this outreach program, OATSD(PA) evaluates and invites organizations to participate in discussions based on a number of factors. DoD Components make the final determination on which organizations are invited to participate. Determinations should be documented in writing. Each written determination should include the purpose of the meeting and the criteria used to evaluate potential invitees and articulate how each proposed invitee supports or enhances the purpose of the meeting. The primary factors and criteria for determining non-governmental organization participation are:

(1) Evidence that the magnitude of an organization's reach into the military and veteran community, government, and general public is substantial and penetrates further than the DoD is able to reach on its own.

(2) The organization's institutional purpose and issue focus are relevant to the military community and issue being addressed during the round table discussion.

(3) The organization's relevance, respect, and recognition by the military community as a leader for issues have been discussed during outreach round tables.

(4) Non-governmental organization participation should be limited based on available space in conference room facilities or telecommunications bandwidth for hosting events such as round table meetings and conference calls.

b. Group Diversity.

The list of invited organizations should also reflect the broad diversity of perspectives in the military community (e.g., organizations that represent the National Guard and Active and Reserve Components; military veterans across conflicts; wounded, ill, and injured Service members; military family members, including survivor families and care-givers; and organizations that represent businesses connected to the military community).

c. Organization Considerations.

When evaluating an organization for inclusion in a round table discussion within the criteria and diversity factors in Paragraphs 4.2.a. and 4.2.b., the DoD also will consider whether the organization:

(1) Is formally incorporated. Participating organizations should be established as non-governmental organizations that are fully-compliant with the relevant IRS regulations applicable to their organizational status. If an organization is incorporated as a tax-exempt nonprofit, it must provide a copy of its IRS determination letter and most recent IRS Form 990, "Return of Organization Exempt from Income Tax," as proof of current status and compliance. Compliance is especially important if the organization actively promotes itself as a nonprofit and solicits tax-deductible donations on that basis.

(2) Has national leaders and a governing structure (e.g., a board of directors or advisors and a national president or executive director).

(3) Has a formal organizational charter or approved bylaws that establish governance of the organization in line with generally accepted management standards for operating representational organizations.

(4) Has a program purpose or focus on specific issues relevant to the military and veteran community or on the topics being discussed at a specific DoD outreach event.

(5) Represents a significant membership base within the military and veteran community at large, or within a defined sector of the military community. The organization's membership eligibility criteria should reflect that representation, and the organization must be willing to provide credible evidence of their membership size and composition if asked to do so.

(6) Conducts topical meetings, gatherings, or symposiums for their members on a regular basis.

(7) Has leaders who participate in national forums as thought leaders, subject matter experts, or stakeholders in areas such as research, public policy development, or advocacy on behalf of their members.

(8) Provides a website, listserv, newsletter, or other ongoing methods of communicating current news and information to their members.

d. Rules of Engagement.

To achieve the positive, respectful, constructive, and collaborative intent of the round table discussions, rules of engagement that are binding on all participants will be established. Noncompliance is grounds for dismissal from future engagements.

(1) Unless otherwise agreed in advance, all round table discussions are conducted in part for the purpose of providing background information to participants. Comments made by participating DoD personnel must be attributed to a DoD official, unless otherwise authorized. Participating organizations may not publicly quote or represent the position or opinion of another participating organization without that organization's permission.

(2) Note-taking during engagements is allowed and encouraged. However, without the explicit prior consent of all parties, recording, taping, transcribing, or otherwise capturing verbatim the dialogue of an engagement is prohibited.

(3) To allow organizations an opportunity to provide meaningful input on important Defense issues during the development of policy and programs, certain conversations must remain closely held within the discussion group to preserve the decision-making space of senior DoD leaders and government officials. These cases are typically identified by OATSD(PA), and organizations must agree to comply with the restriction. They must also comply with DoDI 5200.48 concerning the safeguarding of controlled unclassified information and consult with legal counsel as appropriate.

(4) All viewpoints are welcome and are expected be shared and respected during engagement dialogue. This includes opinions that are contrary to DoD positions and policy objectives, as well as expressions of perceived DoD deficiencies. A robust dialogue in good faith with the DoD is essential to the collaborative nature and effectiveness of these engagements. The purpose of such dialogue is to hear and discuss individual opinions rather than a collective recommendation from round table participants.

(5) Every effort is made to provide engagement agendas in advance and to allow participants to suggest agenda topics. Participants must agree to keep the dialogue within the bounds of agreed-upon or stated agenda topics.

(6) OATSD(PA) will work to ensure that all dialogue and conduct during engagements will be respectful and professional. Name-calling, argumentative banter, shouting, interruptions, or other disrespectful and disruptive behavior are not to be tolerated.

(7) Personal attacks on, or campaigns against, individual DoD employees, as well as personal attacks between members of participating organizations, are not tolerated and are grounds for removal from future engagements.

(8) DoD invitations sent to specific individuals within the invited organizations are not transferable without prior approval of the round table organizer. OATSD(PA) will communicate that invitees may not forward DoD invitations to individuals outside their respective organization, nor may they share externally the dial-in information for conference call engagements. When inviting attendees, OATSD(PA) will emphasize that attendees are expected to provide individual advice and recommendations, not collective advice and recommendations.

(9) On occasion, to facilitate meaningful dialogue, certain information may be provided to invited organizations with instructions that it is embargoed until public release, which typically may occur during a DoD press conference or press release following the engagement. Compliance with such restrictions is mandatory.

(10) Unless specifically permitted, invitees may not share in advance any information about the engagement to others outside of their organization.

APPENDIX 4A: JCOC

4A.1. MISSION.

The JCOC, conducted on behalf of the Secretary of Defense, increases public understanding of national defense by enabling U.S. business and community leaders to directly observe and engage with the U.S. military. It is educational, nonpartisan, and not a recruiting activity.

4A.2. OBJECTIVES.

Specific objectives are to:

- a. Acquaint participants with the strength and readiness of the Military Services by personally observing military operations.
- b. Provide a better understanding of the rewards of serving in the U.S. military and increase awareness of the daily lives of Service members.
- c. Empower community leaders to help their centers of influence better understand national defense policies and programs by sharing their firsthand observations and knowledge they gain during the JCOC experience.

4A.3. PARTICIPATION.

Participants are:

- a. Invited guests of the Secretary of Defense.
- b. Professional and community leaders with established circles of influence through their positions in organizations, communities, or businesses. They are proven, influential leaders with a widespread and diverse regional-to-national audience.
- c. Individuals with limited knowledge of the U.S. military and national defense.
- d. U.S. citizens.
- e. Leaders of institutions or organizations who professionally and personally communicate on an ongoing basis with diverse audiences. Examples of appropriate candidates include, but are not limited to:
 - (1) Presidents and chief executive officers of large corporations and organizations.
 - (2) Presidents and deans of universities.
 - (3) Highly placed leaders in the media industry, such as presidents and owners.

- (4) National association leaders.
- (5) Religious leaders.
- (6) Medical experts.
- (7) State and local officials.
- (8) Owners of private businesses with a regional or national reach.

4A.4. PROTOCOL.

JCOC participants, as guests of the Secretary of Defense, are accorded the grade of O-8 for protocol purposes throughout the orientation program.

4A.5. JCOC PROGRAM AND STAFFING.

a. JCOCs will include briefings by the highest levels of DoD leadership. Participants will spend time in the field with all of the Military Services observing exercises and operations, and participating in training.

b. JCOC participants will meet with senior defense officials at the Pentagon or specified CCMDs to discuss national defense matters from a strategic perspective. The DoD officials may include the Secretary of Defense, the Secretaries of the Military Departments, members of the Joint Chief of Staff, and Combatant Commanders.

c. The OATSD(PA)/CE manages the JCOC Program.

d. Chiefs and directors of Military Service PA offices will:

(1) Collect their Military Service's nomination submissions for JCOCs.

(2) Identify one officer or civilian equivalent no lower than the grade of O-5 to serve on a selection panel for JCOCs.

(3) Nominate a host installation within the region the OATSD(PA) selects.

(4) Nominate a project officer to serve as the liaison with Service installations. Project officers will work with the OATSD(PA)/CE designee and act as a team leader during the execution phase of the program. The OATSD(PA)/CE director will have the final approval of the project officers. Project officer responsibilities include:

(a) Developing a comprehensive itinerary.

(b) Coordinating all Service-specific portions of the JCOC trip, such as necessary logistics and protocols to ensure a proper portrayal of their Military Service(s) to JCOC participants.

(c) Ensuring the intentions of the Service headquarters are met during an installation visit that is part of a JCOC.

e. In the role of team leader, project officers will be responsible for escorting a group of JCOC participants throughout the JCOC trip, working closely with an OATSD(PA)/CE designee, and acting as subject matter experts for their respective Military Service. During the execution phase of the JCOC trip, team leaders will be under the operational control of the senior government official on the trip.

f. The JCOC traveling staff is generally composed of the Deputy Assistant to the Secretary of Defense for Outreach or OATSD(PA)/CE director; a community engagement staff member; a Secretary of Defense senior military official invited by the ATSD(PA); one project officer from each of the Military Services and CCMDs, as appropriate and available; and an internal media team, as required. The ATSD(PA) will ensure that the staff size remains within reasonable expectations, considering budget efficiencies and public perception.

g. The Military Departments or CCMDs will provide input regarding which installations within a program's specified area of travel are suitable for best representing their capabilities, training, mission performance, joint operations, and technology use.

h. The OATSD(PA)/CE director or designee will work to avoid repetition of events between the Military Services, and to ensure the program's mission and objectives are accomplished.

4A.6. FREQUENCY AND TIMING.

a. The frequency and timing of JCOCs will be planned and executed at the discretion and approval of the Secretary of Defense. JCOCs will be scheduled to begin and end in the same fiscal year. Typically, each trip will last approximately 6 days.

b. Specific deadlines and guidelines for the nomination process will be established, publicized, and strictly followed.

4A.7. NOMINATION AND SELECTION PROCESS.

a. OATSD(PA) will solicit nominations for participants from:

- (1) Military Services (including the U.S. Coast Guard).
- (2) Joint Staff.
- (3) Office of the Secretary of Defense.
- (4) JCOC alumni.

b. Nominations will be solicited to select approximately 40 participants per JCOC. Specific deadlines, nomination allocations, and processes will be established and publicized annually by

OATSD(PA), before the nomination period. A nomination to participate in the JCOC program does not guarantee selection.

c. Identified nominating authorities from the Military Departments and CCMDs will strictly adhere to published nomination allocations and guidance. All nominations will be submitted through the PA chain of command to OATSD(PA).

d. These individuals are ineligible for consideration as JCOC candidates:

(1) Non-U.S. citizens.

(2) Employees or retirees of the DoD, either military or civilians.

(3) Individuals who physically are incapable of completing the program based on a list of possible activities provided by OATSD(PA) (a signed confirmation of physical capability will be required from each participant's physician).

(4) Federal Government employees.

(5) Candidates for partisan political office, including elected officials campaigning for re-election during the period of the JCOC trip.

(6) JCOC alumni. However, JCOC alumni may nominate others who have not participated in the program.

(7) Employees of government contractors whose primary industry sector is DoD or military related. This specifically includes companies that have or are actively pursuing contracts with the DoD.

(8) Civilian print or broadcast reporters, as they have opportunities to be embedded with military units through media operations. However, editors, publishers, station owners, or managers may be considered.

(9) Anyone who served in the military on active duty (including those in the National Guard and Reserves) during the previous 15 years. Nominations of individuals who served more than 15 years ago are considered on a case-by-case basis.

(10) Anyone who was invited to three or more JCOCs in the past, but declined each invitation.

(11) Anyone who has been on more than one military civic leader tour, cruise, or special opportunity (e.g., flying with the U.S. Navy Blue Angels, completing a tandem jump with the U.S. Army Black Daggers).

(12) Anyone whose participation is likely to bring discredit upon the DoD.

(13) Anyone with business ties or who serves in an advisory role to senior military officials, military installations, or the White House.

e. A joint Service selection panel will vet and screen nominations for eligibility and make selection recommendations.

(1) OATSD(PA) will establish a fair selection panel that, at a minimum, represents each Military Department and the Office of the Chairman of the Joint Chiefs of Staff. The ATSD(PA) or designee will serve as the panel's chairman.

(2) The panel will submit a final list of selectees to the ATSD(PA) for his or her review and approval. Once approved, the Deputy Assistant to the Secretary of Defense for Outreach assigns the selectees to one of the scheduled JCOC trips, and invitations are initiated.

f. To ensure the broadest overall outreach, the ATSD(PA) may limit the number of selected participants from the same-named organization, institution, or company.

g. Information about JCOC nominees and selectees is protected by Section 552a of Title 5, U.S.C. and must be maintained and safeguarded in accordance with DoDI 5400.11 and DoD 5400.11-R.

4A.8. FUNDING.

a. General Funding.

JCOC is a budgeted program, funded through operations and maintenance dollars. OATSD(PA) funds expenses incurred in connection with planning, managing, and conducting a JCOC, including travel between installations and per diem expenses incurred by the OATSD(PA), traveling staff, and participants during the travel. Hosting expenses incurred by the various bases, installations, and vessels will be borne by each Military Service and distributed to the hosting organization. Expenses may include, but are not limited to, ground transportation, host meal costs, materials, ammunition, and training operation costs. The OATSD(PA) will not collect fees from participants, except as noted in Paragraph 4A.10.a.(2). Any reimbursement for significant medical emergency care will be in accordance with applicable DoD 7000.14-R policies and procedures.

b. Budget.

JCOC will be included in the OATSD(PA) annual budget submission, which is included in the OSD budget submission to the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense. The JCOC program manager will develop and submit an annual budget estimate for conducting the program, including an estimate of the amount of appropriated funds needed to support DoD personnel involved in executing the program.

c. Alternate Funding of Staff Expenses.

In those instances where the Joint Travel Regulations would prohibit reimbursement to the OATSD(PA)/CE staff, such expenses may be funded with official representation funds to the extent authorized by DoDI 7250.13.

d. Participant Equipment.

Operations and maintenance appropriations will fund any equipment needed to ensure the participants' safety.

4A.9. PARTICIPANT PERSONAL TRAVEL EXPENSE.

JCOC participants are responsible for transportation and travel costs from point of origin to the initial orientation site and any follow-on travel at the conclusion of the orientation program. This includes required lodging expenses before the program starts and after it ends. Participants are responsible for their own incidental expenses.

4A.10. LOGISTICS.

a. Invitational Travel Authorization.

JCOC participants will travel as guests of the Secretary of Defense under invitational travel authorization. Invitational travel authorizations:

- (1) Authorize military ground and air travel for participants.
- (2) Allow for medical care at a military treatment facility on a reimbursable basis to a JCOC participant if significant medical emergency care is required and no civilian treatment options are available during the JCOC execution stage.
- (3) Do not authorize access to classified information or classified military areas.

b. Military Air Transportation.

Travel between locations during the JCOC will normally be by U.S. Air Force-owned or -controlled aircraft, which is authorized in Paragraph 8.2.b.(2) of DoDI 4515.13. Each Military Department will coordinate, provide, and fund air transportation to support its proposed individual programs within the JCOC.

c. Military Ground Transportation.

Whenever feasible, local military ground transportation will be used for travel to and from military installations, consistent with applicable DoD regulations and policy. Military Services will coordinate, provide, and fund military or contracted commercial ground transportation to support their proposed individual programs within the JCOC. This includes any necessary ground transportation between two nearby installations, when transportation by air is not feasible.

d. Lodging.

Lodging may be provided by the visited installation, ensuring proper protocol considerations. Otherwise, the OATSD(PA)/CE director or designee will coordinate lodging.

e. Meals.

Meals may be provided by the visited installation. Dining in the field, ship galleys, and military dining facilities is authorized and encouraged.

4A.11. ALUMNI RELATIONS.

JCOC participants will be considered alumni after completing their trip. OATSD(PA) facilitates dialogue with and among alumni to keep them abreast of DoD activities. This interaction is critical to the overall success of a JCOC program, as the program's intent is for alumni to share DoD-related information with their centers of influence.

a. JCOC alumni may be invited to participate in DoD-sponsored regional awareness events at no additional cost to the Government. The events may include, but are not limited to: installation visits, ceremonial events, ship visits, orientation flights, briefings, and tours.

b. JCOC alumni may be invited to serve as advisors or mentors to newly selected candidates as the candidates prepare for their orientation experience. Alumni service in this capacity will be at no additional cost to the Government.

c. In all encounters with alumni, strict adherence to current ethics guidance must be maintained. Additionally, alumni should not be afforded extraordinary access to DoD assets, installations, or personnel.

d. The OATSD(PA)/CE director or designee will establish and work to maintain regular, periodic contact with the JCOC alumni. At a minimum, alumni will be asked to participate during the nomination period.

SECTION 5: SPEAKING ENGAGEMENTS

5.1. PUBLIC INFORMATION.

The DoD encourages qualified military or civilian personnel at all levels to accept speaking engagements in their official capacity at events of common public interest and benefit as a means of keeping the public informed on DoD programs, policies, and missions as well as national security issues.

a. Speeches by DoD personnel in their official capacities, with appropriate supervisory approval, are authorized when the speech expresses an official DoD position or is given in support of an official DoD community outreach program as described in Paragraph 3.2.a. DoDI 5230.09 and DoDI 5230.29 provides the governing DoD policy on the release of information to the public with appropriate security and policy review of speeches and articles for publication.

b. Such speeches or remarks presented in an official capacity will address a defense-related subject within a speaker's official cognizance.

5.2. MISSION-RELATED PROGRAM.

Speaking engagements are considered mission-related and may be charged to normal mission travel and per diem accounts without constituting an additional cost to the Government.

5.3. GENERAL CONSIDERATIONS AND LIMITATIONS.

Before accepting an official speaking invitation, DoD speakers should understand the following:

a. In accordance with Paragraph 3.7. in Volume 1 of this instruction and Paragraph 3.2.a.(8) of this volume, the DoD must not provide community outreach support to events or programs where the real or apparent purpose is to stage controversy or confrontation. That does not prevent DoD participation when the event is for the fair and equitable exchange of diverse opinion. DoD participation must not be provided when the apparent purpose of the event is to increase public or media visibility of a group through direct public confrontation rather than through open and constructive discussion.

b. Speeches or remarks given in an official capacity must address a subject in the official cognizance of a DoD speaker.

c. Participation in a speaking event, whether the event is sponsored by a Federal entity or an NFE, must not appear to endorse the statements of others where such statements may be contrary to U.S. Government policy. Remarks should be cleared in accordance with DoDI 5230.09 and DoDI 5230.29.

d. DoD speakers must ensure that neither their appearance at an event nor the content of their remarks in any way suggests that the DoD is endorsing an NFE, its event, product, service, programs, membership drives, fundraising activities, or commercial enterprise, including a shopping mall or motion picture promotion.

e. Official titles, positions, or organizational affiliations of DoD personnel will not be used to suggest official endorsement or preferential treatment of NFEs in accordance with DoD 5500.07-R and Part 2635.702 of Title 5, CFR.

f. When sponsoring organizations request DoD officials who are speaking in an official capacity to sign a written presenter media license, media release agreement, or other speaker release agreement, the speaker should first consult local PA and legal counsel in accordance with Paragraph 4.7.a. in Volume 1 of this instruction.

g. Official DoD speaking engagements will not support any event that provides a selective benefit to any individual, group, or organization, including any religious or sectarian organization, ideological movement, or political campaign. When DoD support is provided to one NFE, the DoD Components providing such support must be able and willing to provide similar support to comparable events sponsored by similar NFEs.

(1) The DoD Components may fill requests for speakers for certain events in which other forms of DoD support would not be applicable, such as events held at religious facilities when not part of a religious service, fraternal gatherings, or events such as conferences or seminars sponsored by broadly based business or professional organizations. The Standardized Decision Worksheet at Appendix 6A in Volume 1 of this instruction may assist in determining whether a speaker is appropriate for a particular event.

(2) DoD community outreach speaking engagement activities will not be associated with partisan political activities.

(3) Speaking in an official capacity at a partisan political fundraiser is prohibited by Sections 7321–7326 of Title 5, U.S.C. and DoDD 1344.10. DoD personnel should contact their local legal office for additional guidance.

h. Official DoD community outreach speaking engagement support of, or participation in, events at which admission, seating, or other accommodations are restricted based on race, color, national origin, religion, age, disability, sex, or sexual orientation is not authorized, in accordance with Paragraph 4.2. of Volume 1 of this instruction. DoDD 5500.11 and DoDI 1350.02 provide additional guidance.

(1) OATSD(PA) may grant an exception to this policy when:

(a) The chief beneficiary of the event is the community as a whole.

(b) There is no other community organization with a non-restrictive membership policy with which DoD organizations could as effectively interact.

(c) When the likelihood of public disturbances is minimal.

(2) DoD community outreach speaking engagement support of, or participation in, events sponsored by organizations whose constitution, bylaws, membership qualifications, or ritual are withheld from the general public typically are not authorized. OATSD(PA) will review requests on a case-by-case basis.

i. Speaking in an official capacity at a fundraiser is subject to additional restrictions. Military and DoD civilian personnel may never endorse fundraising, and their presence should not be the primary incentive or “draw” for attendance. For example, an organization may not offer to seat attendees at the speaker’s table in return for a certain level of donation. Before agreeing to participate in any event that is held for the purposes of, or will include, fundraising, personnel should contact their local legal office for additional guidance.

5.4. MEDIA ACTIVITY.

a. DoD personnel presenting official speeches are encouraged to accept media interviews, subject to DoD community outreach policy in this volume and other PA guidance. DoD speakers should consult the applicable DoD level or Military Department PA office for guidance before participating in media interviews.

b. Advance distribution of copies of cleared speech texts (embargoed when necessary) may be arranged and is encouraged to gain the widest possible public distribution of DoD information. Distribution of speech texts may be made in cooperation with the host organization.

5.5. SUBMITTING INVITATIONS.

Organizations or groups that wish to request a DoD speaker should be encouraged to correspond directly with the PA officer of the nearest installation likely to have someone who is knowledgeable of the subject matter to be discussed.

5.6. PRESIDENTIAL REPRESENTATIVES.

The DoD is sometimes required to provide a military officer to represent the President of the United States at occasions where remarks or an address is required. Normally, the minimum acceptable grade, in that circumstance, is a general or flag officer.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
AOR	area of responsibility
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
CCMD	Combatant Command
CFR	Code of Federal Regulations
DoDD	DoD directive
DoDI	DoD instruction
DoDM	DoD manual
IRS	Internal Revenue Service
JCOG	Joint Civilian Orientation Conference
MWR	morale, welfare, and recreation
NFE	non-Federal entity
NMA	national military association
OATSD(PA)	Office of the Assistant to the Secretary of Defense for Public Affairs
OATSD(PA)/CE	Office of the Assistant to the Secretary of Defense for Public Affairs Directorate for Community Engagement
PA	public affairs
PAA	production assistance agreement
U.S.C.	United States Code

G.2. DEFINITIONS.

Unless otherwise noted, these terms and their definitions are for the purpose of this volume.

TERM	DEFINITION
additional cost to the Government	Defined in Volume 1 of this instruction.

TERM	DEFINITION
business	Defined in Volume 1 of this instruction.
business industry organizations	Defined in Volume 1 of this instruction.
ceremonial support	Defined in Volume 1 of this instruction.
ceremonial unit	Defined in Volume 1 of this instruction.
commercial sponsorship	The act of providing assistance, funding, goods, equipment, including fixed assets), or services to MWR program(s) and/or event(s) by an individual, agency, association, company, corporation, or other entity (sponsor) for a specific, limited period of time in return for public recognition or advertising promotions. Commercial sponsorship is either unsolicited or solicited.
community	Defined in Volume 1 of this instruction.
community outreach	Defined in Volume 1 of this instruction.
community outreach activity	Defined in Volume 1 of this instruction.
community outreach support	Defined in Volume 1 of this instruction.
co-sponsor	A DoD Component that develops the substantive aspects of the event or provides substantial funding or logistical support for the event. Co-sponsorship does not include recruitment marketing and advertising contracts.
DoD PA coordinator	An officer, normally assigned by a Military Department at the request of OATSD(PA), responsible for coordinating military community outreach support for a particular program when such support is furnished by more than one Military Department and the magnitude of the support warrants it.
DoD speaker	Defined in Volume 1 of this instruction.
DoD support	Defined in Volume 1 of this instruction.
events	Defined in Volume 1 of this instruction.

TERM	DEFINITION
Federal Government agency	Defined in Volume 1 of this instruction.
flyover	Defined in Volume 1 of this instruction.
holiday	Defined in Volume 1 of this instruction.
JCOC	A multi-Service orientation on Service missions and programs for civilian public opinion leaders who generally have limited knowledge of national defense issues.
logistical support	The provision of DoD facilities or equipment (and the services of DoD personnel necessary to ensure proper use of the equipment) or personnel speaking in an official capacity to enhance an NFE or non-governmental organization community outreach activity.
national organization	Any organization or association representing a national membership of individuals or chapters. National organizations interested in DoD and Military Department activities include, but are not limited to, organizations representing veterans, Service families, youth, women, or minorities, or advocating certain interests such as civic affairs, national security affairs, or business and industry.
NFE	Defined in Volume 1 of this instruction.
NMA	Non-Federal associations designated by the Secretary, through the ATSD(PA), in accordance with Section 2558 of Title 10, U.S.C., that are directly oriented to the U.S. military; national in scope; and focus their efforts on active duty, National Guard, or Reserve activities. Associations oriented primarily toward military veterans (whether veterans in general or of a specific Military Department), or any associations primarily oriented toward specific military units, branches of a Military Department, skills, campaigns, sex, ethnic group, religion, or region, are not covered under this definition.
official Federal Government event	Defined in Volume 1 of this instruction (see “event”).
PA	Defined in Volume 1 of this instruction.
patriotic opener	Defined in Volume 1 of this instruction.

TERM	DEFINITION
round table discussions	The periodic gathering of organizations with similar interests either in person or telephonically to exchange ideas about DoD topics of interest that may impact the membership or constituents of the gathered organizations. The purpose of the round tables is not intended to obtain recommendations but rather to share facts and information.
selective benefit	Support or assistance that benefits an individual or organization that is not normally available or could not be made available to other individuals or organizations of a similar category.
Service exhibits	Any display for PA purposes of Service materiel such as equipment, models, devices, information, or orientation graphics. Service exhibits also include a ground display of military aircraft and their related equipment not involving taxiing or starting of engines while spectators are in the display area. Exhibits designed and used exclusively for direct recruitment of personnel by a Military Department recruiting command and not part of a larger community outreach activity are not subject to this volume.
speaking engagement	Defined in Volume 1 of this instruction.
sponsor (sponsoring organization)	Defined in Volume 1 of this instruction.
support (general)	Defined in Volume 1 of this instruction.
tour	Defined in Volume 1 of this instruction.
veterans association	Defined in Volume 1 of this instruction.
website	Defined in DoDI 8170.01.

REFERENCES

- Code of Federal Regulations, Title 5, Part 2635.702
- Code of Federal Regulations, Title 15, Parts 730–774 (also known as the “Export Administration Regulations (EAR)”)
- Code of Federal Regulations, Title 22, Parts 120–130 (also known as the “International Traffic in Arms Regulations (ITAR)”)
- Defense Travel Management Office, “Joint Travel Regulations,” current edition
- DoD 5400.11-R, “Department of Defense Privacy Program,” May 14, 2007
- DoD 5500.07-R, “Joint Ethics Regulation (JER),” August 30, 1993, as amended
- DoD 7000.14-R, “Department of Defense Financial Management Policy,” date varies by volume
- DoD Directive 1000.26E, “Support for Non-Federal Entities Authorized to Operate on DoD Installations,” February 2, 2007
- DoD Directive 1344.10, “Political Activities by Members of the Armed Forces,” February 19, 2008
- DoD Directive 3025.18, “Defense Support of Civil Authorities (DSCA),” December 29, 2010, as amended
- DoD Directive 5122.05, “Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)),” August 7, 2017
- DoD Directive 5230.11, “Disclosure of Classified Military Information to Foreign Governments and International Organizations,” June 16, 1992
- DoD Directive 5500.07, “Standards of Conduct,” November 29, 2007
- DoD Directive 5500.11, “Nondiscrimination in Federally Assisted Programs,” May 27, 1971, as amended
- DoD Instruction 1000.15, “Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations,” October 24, 2008
- DoD Instruction 1015.09, “Professional U.S. Scouting Organization Operations at U.S. Military Installations Overseas,” January 19, 2016, as amended
- DoD Instruction 1015.10, “Military Morale, Welfare, and Recreation (MWR) Programs,” July 6, 2009, as amended
- DoD Instruction 1350.02, “DoD Military Equal Opportunity Program,” September 4, 2020
- DoD Instruction 2040.02, “International Transfers of Technology, Articles, and Services,” March 27, 2014, as amended
- DoD Instruction 3025.20, “Defense Support of Special Events,” April 6, 2012, as amended
- DoD Instruction 3200.12, “DoD Scientific and Technical Information Program (STIP),” August 22, 2013, as amended
- DoD Instruction 4515.13, “Air Transportation Eligibility,” January 22, 2016, as amended
- DoD Instruction 5200.48, “Controlled Unclassified Information (CUI),” March 6, 2020
- DoD Instruction 5230.09, “Clearance of DoD Information for Public Release,” January 25, 2019
- DoD Instruction 5230.29, “Security and Policy Review of DoD Information for Public Release,” August 13, 2014, as amended

DoD Instruction 5400.11, “DoD Privacy and Civil Liberties Programs,” January 29, 2019,
as amended

DoD Instruction 5410.16, “DoD Assistance to Non-Government, Entertainment-Oriented Media
Productions,” July 31, 2015

DoD Instruction 5410.19, Volume 1, “Community Outreach Activities: Policy Overview and
Evaluation Procedures,” September 29, 2021

DoD Instruction 5410.19, Volume 4, “Community Outreach Activities: Ceremonial, Musical,
and Aerial Event Support,” September 29, 2021

DoD Instruction 7250.13, “Use of Appropriated Funds for Official Representation Purposes,”
June 30, 2009, as amended

DoD Instruction 8170.01, “Online Information Management and Electronic Messaging,”
January 2, 2019, as amended

DoD Manual 4160.21, “Defense Materiel Disposition,” October 22, 2015, as amended

DoD Manual 5200.01, Volume 1, “DoD Information Security Program: Overview,
Classification, and Declassification,” February 24, 2012, as amended

DoD Manual 5200.01, Volume 3, “DoD Information Security Program: Protection of Classified
Information,” February 24, 2012, as amended

DoD Manual 8910.01, Volume 2, “DoD Information Collections Manual: Procedures for DoD
Public Information Collections,” June 30, 2014, as amended

Executive Order 12715, “Support of Overseas Scouting Activities for Military Dependents,”
May 3, 1990

Executive Order 14168, “Defending Women from Gender Ideology Extremism and Restoring
Biological Truth to the Federal Government,” January 20, 2025

Public Law 102-484, “National Defense Authorization Act for Fiscal Year 1993,”
October 23, 1992

United States Code, Title 5

United States Code, Title 10

United States Code, Title 18, Section 209

United States Code, Title 32, Section 508

United States Code, Title 36, Chapter 2201