

*Office of the Assistant Secretary
of Defense for Public Affairs*

Transition 2001- Supplemental



Pentagon Information and Telephone Directory
Updated December 2000

Immediate Office

ASD/PA	Mr. Kenneth H. Bacon	2E800	697-9312
Senior Military Assistant	(b)(6)	2E800	697-9143
Confidential Assistant	(b)(6)	2E800	697-9312
PDASD/PA	Mr. Douglas B. Wilson	2E800	697-0713
Administrative Support Assistant	(b)(6)	2E800	697-9312
DASD/PA (Information)	RDML Craig R. Quigley, USN	2E800	697-6647
Military Assistant	(b)(6)	2E800	697-9143
Acting DASD/PA (Communications)	Ms. Celia Hoke	2E800	692-9704
Acting DASD/PA (Communications)	Ms. Susan E. Walitsky	2E789	695-9538
Military Assistant	(b)(6)	2E800	692-9703
OASD/PA Duty Officer (24 hrs)	--	2E765	697-5131

Directorate for Management

Director	Ms. Patricia A. Bursell	2E811	697-8259
Deputy Director	(b)(6)	2E811	697-0792
Management Analyst		2E811	697-0792
Administrative		2E811	697-5007
Security		2E811	697-5007
Logistics & Human Resources		2E811	697-5007
AFIS/IRM		2E791	614-0639
IRM Help Desk		2E791	693-5254

Directorate for Editorial Services

Mr. Terence P. Szuplat	3A750	697-8191
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Directorate for Defense Information

Director	CAPT Tim Taylor, USN	2E765	695-9082
Deputy Director	Mr. Bryan Whitman	2E765	695-3886
Asst Director for Information Support	(b)(6)	2E765	697-5111
Chief, Broadcast Engineering Operations		2E791	697-2902

Directorate for Plans

Director	COL Lane M. Van de Steeg, USA	2D757	697-7341
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Directorate for Programs & Community Relations

Acting Director	Col Miles C. Wiley III, USAF	1E776	695-2733
Deputy, JCOC	Col Miles C. Wiley III, USAF	1E776	697-6005
Public Affairs Specialist	(b)(6)	1E776	695-6108
Special Assistant for Audiovisual		1E776	695-2936
Public Affairs Advance Officers		1E776	695-7778

Directorate for Public Communications

Mr. Harold Heilsnis	2E789	697-5737
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Director, Communications Strategies

Mr. G. David Seaborn Jr.	2E791	692-9701
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American Forces Information Services

Director	Mr. Clifford H. Bernath	300	428-1201
Deputy Director	Mr. Robert W. Taylor	300	428-1202
Director, AFRTS	Mr. Melvin W. Russell	360	428-0617
Director, Information Operations	COL Mitchell E. Marovitz, USA	110	428-0295
Director, Resources Management	Mr. James K. Ashcraft	311	428-0563
Director, Defense Visual Information	Col Michael J. Muzinich, USAF	230	428-0633
Director, Policy and Alliances	Dr. Joan B. Keston	230	428-0722
Director, IRM	(b)(6)	225	428-0630
Director of Training		326	428-0607
General Counsel		300	428-1204
Administrative Officer		311	428-0272

Office of the Assistant Secretary of Defense for Public Affairs

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- Mr. Bacon's Memorandum
December 28, 2000

II. *Reconnect America*

- ASE/PA Brief to SecDef - Joint Public Outreach Initiative Presentation -
The Military Mirrors America
- William S. Cohen Remarks - Redmond, Washington
February 18, 1999
- Formulation of a Public Affairs Working Group
January 18, 2000
- Draft AFIS Communications Plan in Support of "Reconnect America"
February 23, 2000
- DoD Public Affairs Plan - Joint Public Outreach Initiative
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PUBLIC AFFAIRS

ASSISTANT SECRETARY OF DEFENSE
1400 DEFENSE PENTAGON
WASHINGTON, DC 20301-1400

December 28, 2000

To: Rumsfeld Transition Team
From: Ken Bacon
Cc: Bob Tyrer, FADM Quigley

RE: *The Pentagon and the Press*

Here is a brief survey of the Pentagon's press operation. Before looking at the mechanics of the operation, it's important to understand the context in which the Department operates.

First, the Department spends a lot of time managing bad news. The day Dick Cheney became Secretary of Defense, Adm. Crowe said to him: "Think of some terrible action--dishonorable, disgusting, despicable. Somewhere in the world, somebody *in the U.S. military is doing exactly that*, and there's not a damn thing you can do about it." Much of what public affairs deals with is bad news--plane crashes, overspending, sexual harassment, gulf war illness. The challenge is to handle bad news in a way that maintains the Department's credibility while looking for ways to highlight accomplishments, such as the fine performance of the men and women in uniform. Unfortunately, there is a journalistic Gresham's law: Bad news drives out good news.

Second, DoD is an easy target. Any agency that spends \$300 billion dollars a year, buys expensive, state-of-the-art equipment that is driven by 19-year olds, sends people on difficult and controversial missions around the world and deals with complex social problems in the ranks is going to attract political and press attention. Very few people are neutral about the military: For every reporter or politician who thinks that we're fair and mean, somebody else thinks that we're bloated or improperly trained and equipped.

Third, the military is the most respected institution in America, and the press is one of the least respected. Much of the high public esteem reflects the military's successes in Desert Storm, Bosnia and Kosovo. But a more fundamental reason is that the public sees the military as an institution that solves problems, while it sees the press as an institution that creates problems.

Fourth, soldiers are your best salesmen. When reporters leave the building and spend time with sailors at sea, Marines in training, airmen in Turkey or soldiers in Korea or Bosnia, they almost always report more favorably about the military than from Washington. This is also true when they travel with the Secretary at home or abroad. The corollary to this is that the proliferation of 24-hour TV networks, the increased popularity of C-SPAN, DoD home pages on the internet and TV magazine shows present new ways to reach the public directly.



Fifth, in the quarter century since Donald Rumsfeld served as Secretary of Defense, the visibility of the military has declined sharply. There are two reasons—the end of the draft, and the end of the Cold War. Not only has the All Volunteer Force reduced the number of people who have served in the military, it has sharply reduced the number of people who even know anybody who has served in the military. The end of the Cold War triggered a 40% reduction in the size of the force, and sharp reduction in the number of domestic bases. Therefore, the military is much less of a presence in American communities. This is one of the reasons why Secretary Cohen has devoted so much attention to Reconnecting the Military to America.

The Secretary and the Press

As Mr. Rumsfeld knows, the Secretary of Defense can get press coverage whenever he wants it and even when he doesn't. Nearly every remark he makes will be reported and sometimes misreported. Press will want to travel on all foreign trips and many domestic trips as well.

There are several major differences in the press environment today than when Mr. Rumsfeld served as Secretary 15 years ago.

First, coverage is more instantaneous because of cable TV and the internet.

Second, the press is much more competitive, which means that some reporters are more interested in being first--or more sensational--than being right.

Third, CNN and the internet mean that anything reported out of DoD reaches capitals around the world. In addition, the Early Bird, the Department's morning news clips, carries much more international news than in the past. One result is that the foreign coverage of the Secretary's travels gets prominent coverage in the Early Bird.

Fourth, leaks play a much bigger role coverage than 15 years ago. There are basically two types of leaks—early reports of deployment orders, terrorist threats or operational glitches and breaches of sensitive intelligence reports, such as of an appear in *The Washington Times*. The first type of leaks are caused mainly by loose lips, such as hallway and military chatter. The second type seems more ideologically oriented. Some stories that have quoted directly from Secret and Top Secret intelligence reports have complicated our relations with other intelligence services and intelligence gathering in other ways, yet the FBI has been unable to find the source of these leaks.

Every Secretary of Defense develops his own methods for dealing with the press, but every Secretary uses a combination of formal press conferences, TV interviews, and conversations with wire and print reporters to get his messages across.

For both Secretary Perry and Secretary Cohen, the largest number of press encounters took place as photo-opportunities when the Secretary was meeting a foreign defense minister. Perry held the photo-ops in his office, while Cohen held them in the adjoining dining room. If the crowd was large, we held them in the studio, but the more formal setting generally led to longer press

conferences. Photo opportunities in the office or the dining room are quick (about five minutes) and easy ways to get messages out on the day's news or other topics. CNN and the other networks love photo-ops, and a good quote can run a day. So can a misstatement.

Perhaps the most valuable service a press spokesman can provide his boss is early warning of what questions will arise in any setting. My staff and I spent a lot of time learning the questions that would arise and making sure that the Secretary was comfortable with the answers. Reporters are usually willing to tell us what questions they plan to ask because they know that this increases the chances of getting answers that can make a story.

A fundamental part of the preparation on a day-to-day basis is keeping in touch with the State Department and White House to make sure that the principals remain as coordinated as possible. For at least the last 12 years the main coordinating event has been a noon conference call including spokespeople from State, the White House, Pentagon, JCS, CIA, the U.S. mission at the UN. During conflicts, such as Kosovo, or crises, the conference calls include foreign spokespeople. Finally, I quickly reported to the NSC and State any significant comments or news out of the building or from the road when we were traveling. This was more a "no surprises" policy than an effort to achieve a common press line, although we often managed to attain more coordination than the press expected.

The Public Affairs Office Does More Than Talk to the Press

The public affairs operation pursues two equally important goals--communicating with the public and communicating with the military. Although most public attention falls on the regular briefings and information that the Pentagon puts out to the press, the office also runs a world-wide network of radio, television and newspapers to keep troops informed and entertained. This is by far the most effective way for a Secretary of Defense or military leader to get a message to the troops. A reporter from the American Forces Information Service (which supplies stories to base and shipboard newspapers around the world) travels with the Secretary on most trips. As a result, the ranks have a clear understanding of DoD policies. In the last few years we increased the number of TV channels carried by American Forces Radio and Television to troops abroad from one to three and started equipping each ship with a satellite dish that brings them real time broadcasts of CNN and sporting events. This and e-mail have been huge morale boosts.

In addition, the public affairs office:

- Runs a press office that receives about 1,000 inquiries a week, issues 1,300 press releases a year, provides press support to top civilian officials in DoD and helps prepare me and other officials for briefings. Almost every press release is issued electronically on DEFENSELINK or by e-mail.
- Operates the Defense Information School, which trains military journalists.

- Manages DEFENSELINK and, as necessary, other appropriate websites. Thousands of images from Combat Camera are currently available to the public over DEFENSELINK, as well as texts of all speeches and press conferences by top officials, reports, the budget, bios of top officials and special features.
- Helps coordinate speaking engagements for the Secretary and other senior officials.
- Provides photographic support to the Secretary, which provides raw material for one of the cheapest and most effective methods of diplomatic outreach.
- Negotiates with Hollywood over requests for military support for films.
- Organizes the press pool that deploys with troops to cover operations and develops press guidance for operations and exercises.
- Answers thousands of letters and e-mail queries each year from the public and members of Congress.
- Runs the Joint Civilian Orientation Conference, an annual event that gives business and media leaders a week-long tour of military bases. In an era when a declining number of Americans have served in the military, this is an important educational opportunity.
- Conducts tours of the Pentagon for about 100,000 people a year.

Spokesman. The Assistant Secretary of Defense for Public Affairs gives two briefings a week, on Tuesday and Thursday. In a typical week there are usually several other briefings by members of the Joint Staff, the Services, or from members of the OSD staff. For example, somebody from policy gives background briefings before every overseas trip by the Secretary. The themes from these briefings play back throughout the trip. During operations, the J3, and sometimes the J2, give briefings on the latest developments. During Kosovo, the Pentagon briefed six days a week.

The Pentagon Press. More than 1,500 journalists are accredited to cover the Pentagon. Although large numbers show up in times of crisis, only about 35 work in the Pentagon press room and patrol the halls on a daily basis. The Pentagon press corps is unique in one respect: the most experienced and best informed reporters are TV reporters--David Martin of CBS, John McWethy of ABC and Jamie McIntyre of CNN. Martin and McWethy have been covering the building for more than 15 years, and they have known many of today's military and civilian leaders for that long. Needless to say, their sources are superb.

Most major newspapers have two reporters covering defense. Tom Ricks of *The Washington Post* has been covering the Pentagon for about 10 years and has extremely good sources in the Marines (because of his book *Making the Corps*). Recently he has also developed strong sources in the Army, about which he is about to publish a novel. Steve Meyers of *The New York Times*

has spent a lot of time in Kosovo and Bosnia and has written detailed articles on what happens when troops deploy. Many of these articles focused on the Texas National Guard. He also follows events in Iraq very closely. Dave Muniz and Andrea Stone of *USA TODAY* both cover the building very closely.

National Public Radio generally covers the Pentagon closely and well.

I will be glad to sit down with members of your team to discuss these, or other issues, in more detail.



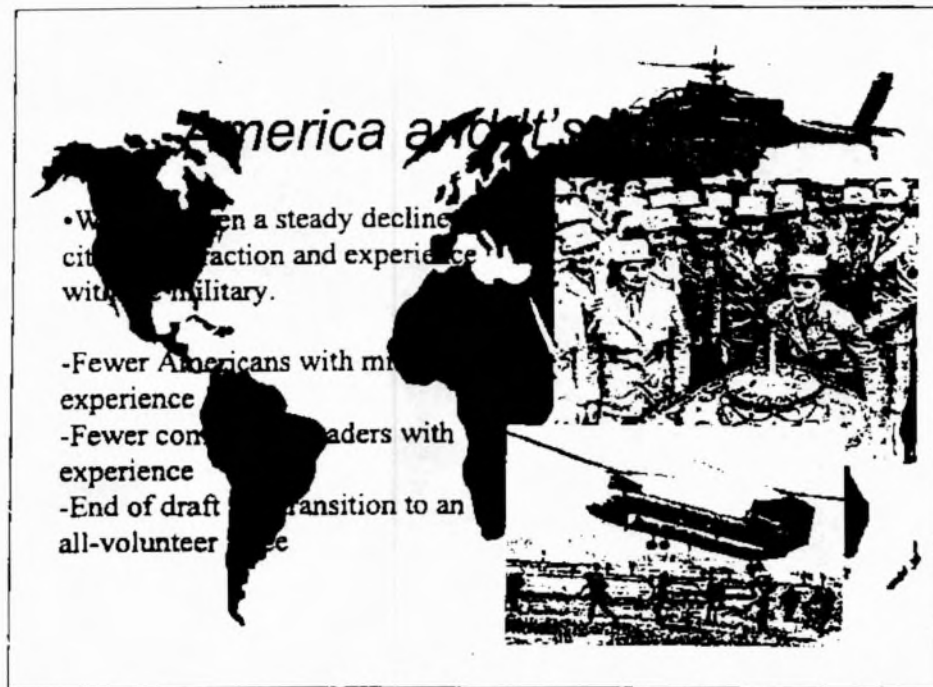
Today, I would like to talk to you about the importance of our military to our daily lives. I want to discuss how, through their service and sacrifice, each of the 1.4 million active duty men and women in uniform and the 1.3 million members of the National Guard and Reserve deserve our support and appreciation.



Since the founding of our nation, the military has played an essential role in safeguarding our freedom and protecting our borders. Our forefathers established the Constitution to "provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our prosperity." This is the foundation for America's military.



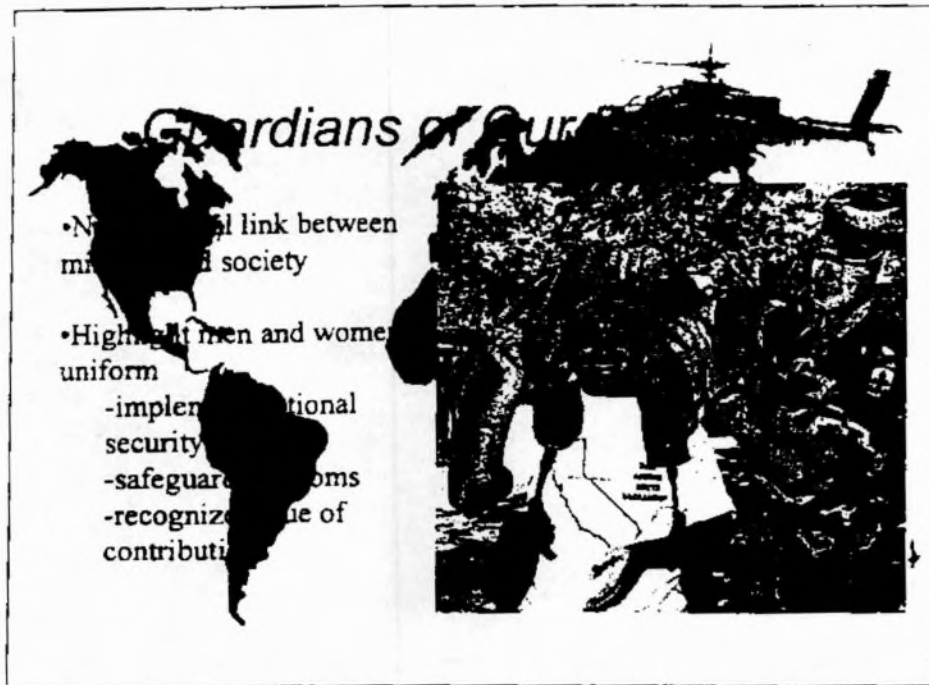
The United States military, which has preserved our freedoms for more than 200 years, is as important today as it has been at any moment in this country's history. Today, with new demands from an increasingly dynamic and ever-changing world, America is called upon to lead. The United States is uniquely qualified to marshal the forces of freedom and progress, to channel the energies of the global economy into lasting prosperity, to reinforce our democratic ideals and values, and to enhance American security.



However, with a smaller force serving at fewer bases, there are increasingly fewer Americans who have direct experience with our military. Fewer people know someone who serves – or has served – in uniform. The transition from the draft to an all-volunteer force in the early 70's has also decreased broad military experience, knowledge, and understanding. Today, fewer elected officials, journalists, teachers, business owners, and employers have experienced military service. Simply put, there are fewer connections to society and fewer influences to a generation of youth that has limited exposure to the military.



As a result, fewer Americans have a chance to see our military personnel in action on a day-to-day basis. They have fewer opportunities to interact with them, to witness first-hand how professional they are, and to understand how their performance benefits each of us. A smaller percentage of citizens have direct exposure to and understanding of the wide variety of critical roles our military, both active and reserve, play in ensuring our way of life at home and abroad.

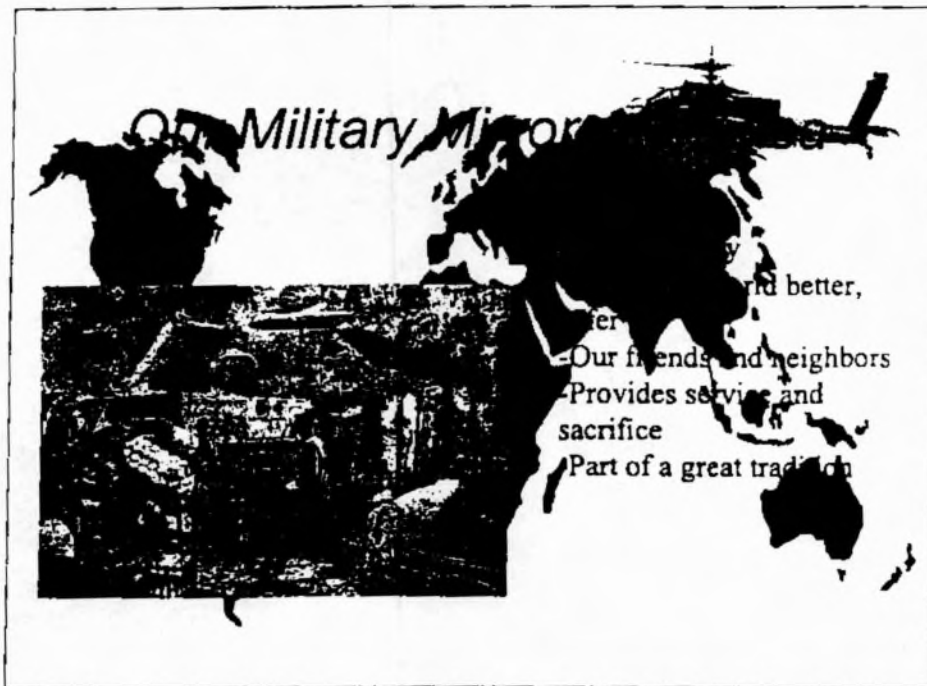


We must nurture this vital link between the military and society. The best way to do so is by highlighting our most valuable assets – our men and women in uniform. It is the individual soldier, sailor, airman, Marine and Coast Guardsman who implements our national security policy. It is the individual service member who, each and every day, safeguards our freedoms and liberty. The American people need to recognize the relevance of our military to their daily lives and the outstanding quality of servicemembers. That is why I am here today – to talk to you about who our military men and women are, what they do, how their service impacts your lives, and why they need your support.



The Military Mirrors America

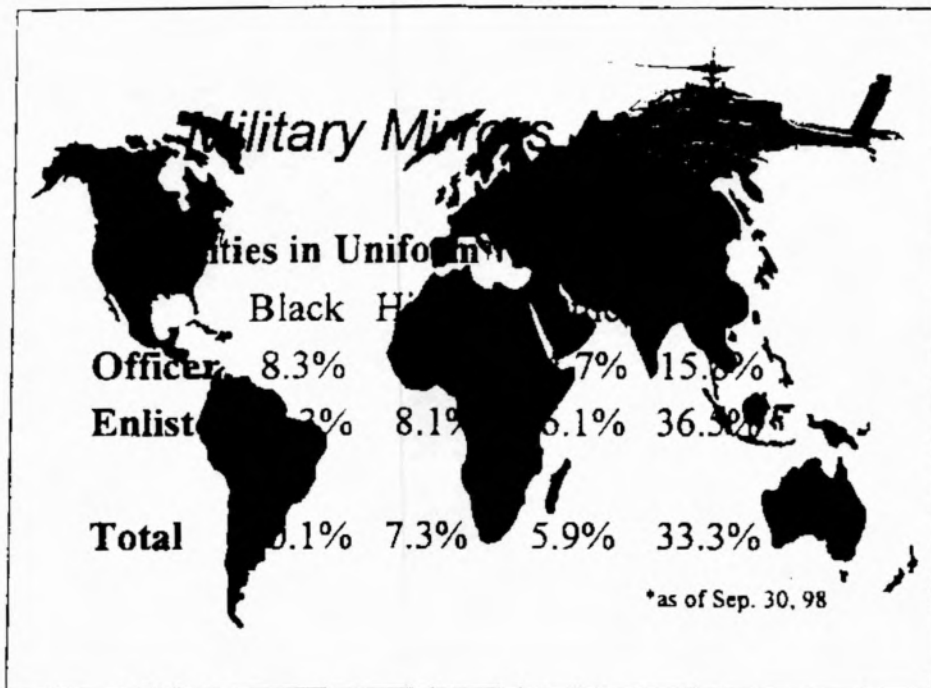
To truly appreciate America's military, we need to look at the individuals who serve in it. First and foremost, we must recognize that the military is really part of society – the military mirrors America. The Military is part of us.



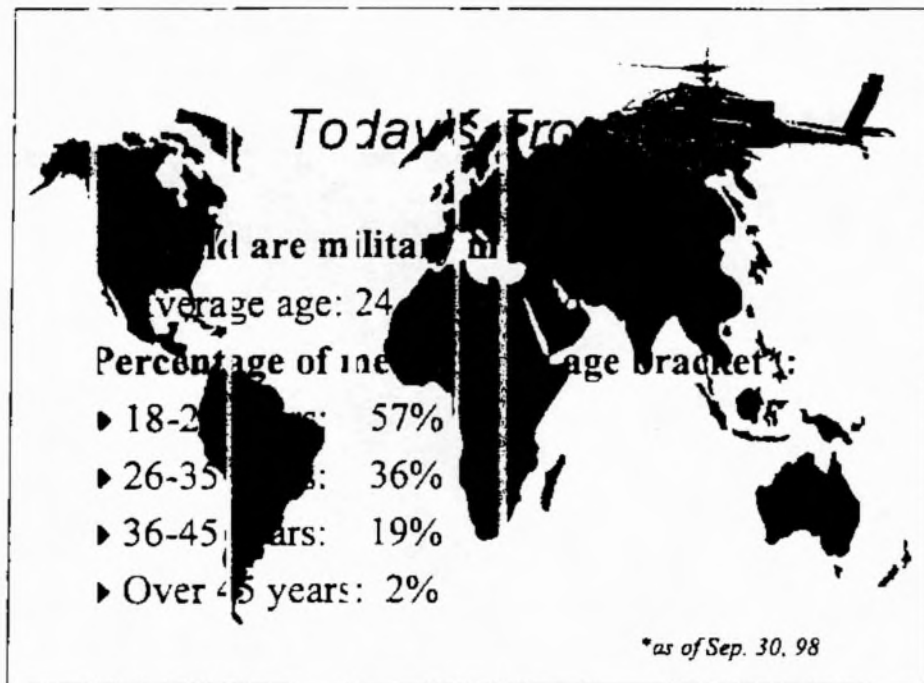
Those who serve in uniform have common virtues, qualities and characteristics we need to recognize and appreciate: They make the world better and safer. They are our friends, family, and neighbors – the type of people that if we don't know, we would like to know. They reveal themselves through their service and sacrifice. And, they are part of a great tradition that has helped shape and protect our nation, and influence the world since our nation was founded.



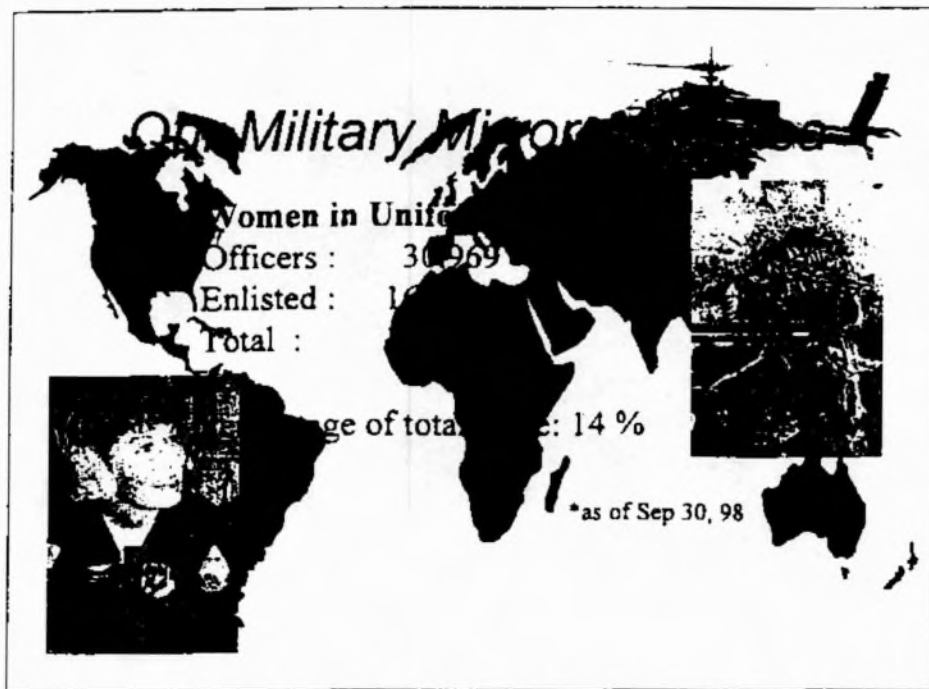
Today's soldiers, sailors, airmen, Marines and Coast Guardsmen are exceptional in the missions they manage, the sacrifices they make, and the courage they demonstrate.



They come from all races, regions, and backgrounds reflecting the diversity of our great nation. A total of 33 percent of our military now consists of minorities.



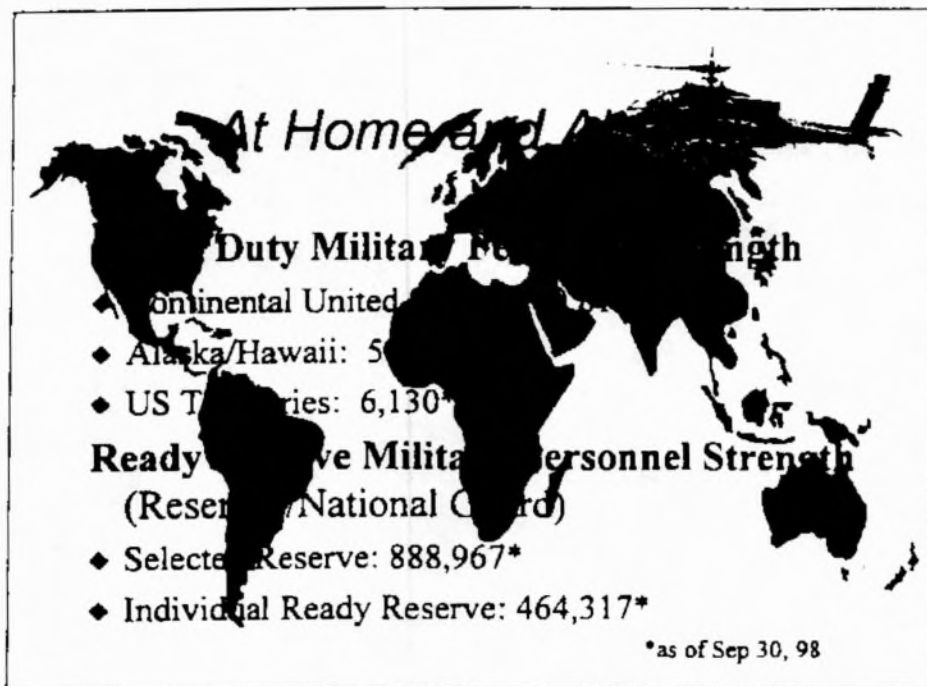
The average age of a military member is 24.5 years old and almost 60 percent of our force consists of members between the ages of 18 – 25. They are disproportionately young people in their early 20's who are given incredible responsibilities.



Increasingly, women are joining and leading the Armed Forces and now are 14 percent of our military.

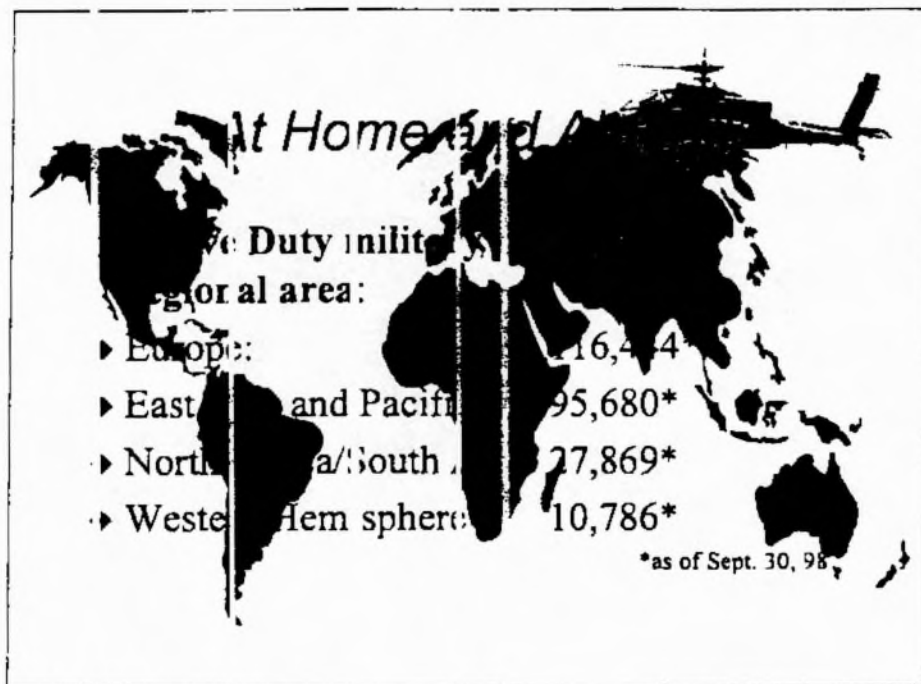


They are the nation's best and brightest. Ninety-eight percent of our service has high-school diplomas and more than six percent of our troops have masters degrees – higher rates than the general population. In recruiting the best, the military strives to provide leadership and professional development throughout the member's career, while constantly building and reinforcing the core values everyone in uniform personifies – duty, integrity, ethics, honor, courage, and loyalty.

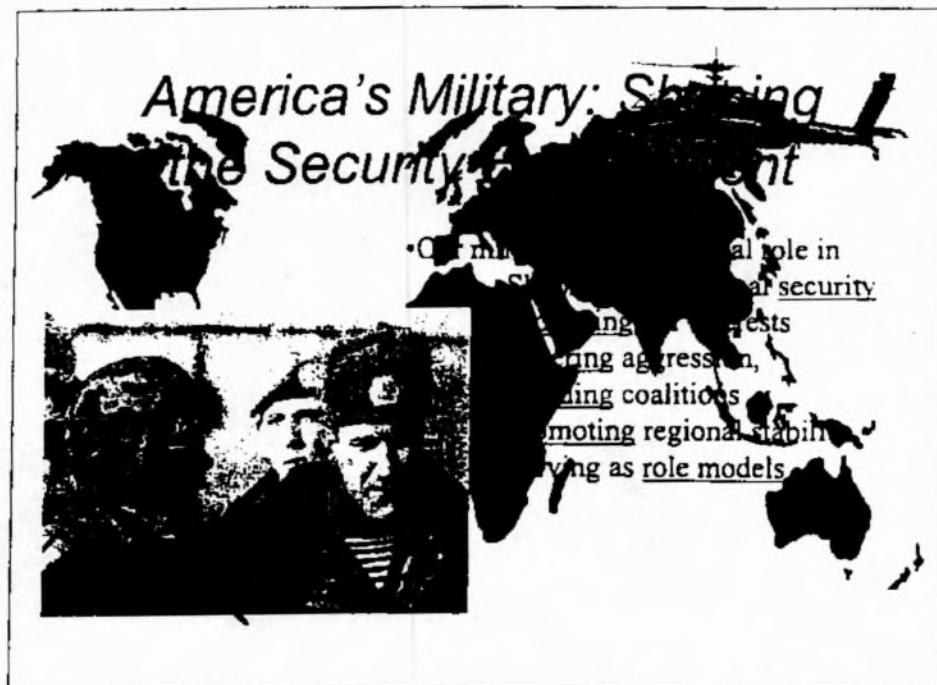


America's military makes the world better and safer

Too often, American citizens understand that our military is responsible for defending the country, but don't fully appreciate what that really means to our everyday lives. Since the end of the Cold War, many expected that America's military would face fewer demands. However, today our military is called upon to serve in all regions of the world. At home, both active duty and the Reserves are located in and serve many communities throughout the continental U.S., Hawaii, and U.S. territories. Abroad, U.S. forces are located in every Continent – protecting U.S. interests, while promoting freedom and democracy.



Abroad, we have troops located in every Continent – protecting U.S. interests, while promoting freedom and democracy.



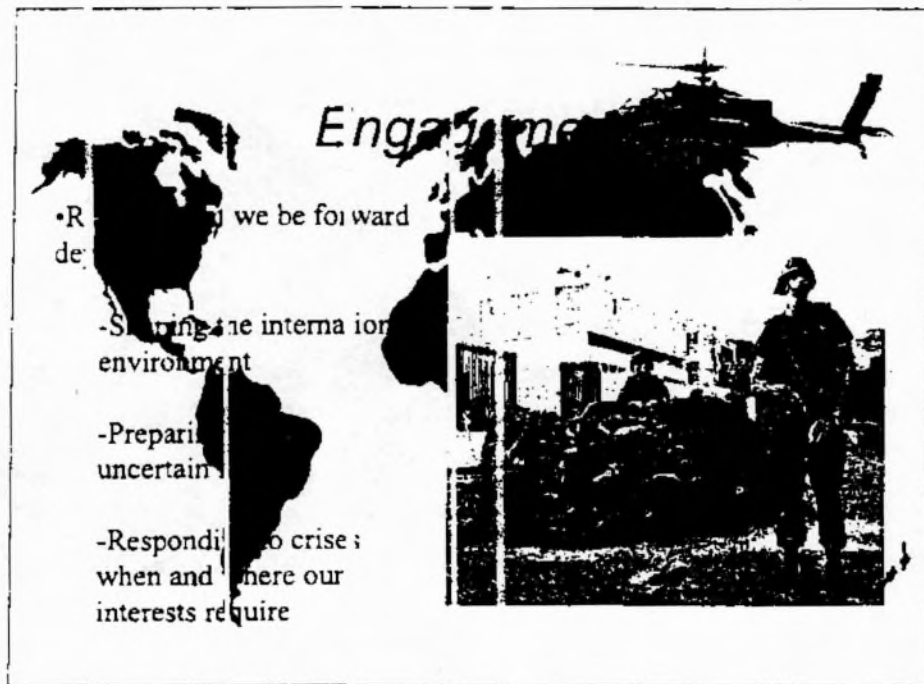
The U.S. military plays a crucial role in shaping the international security environment in ways that protect and promote U.S. interests. Through their overseas presence and peacetime engagement activities, our armed forces help deter aggression and coercion, build coalitions, promote regional stability, and serve as role models for militaries in emerging democracies.



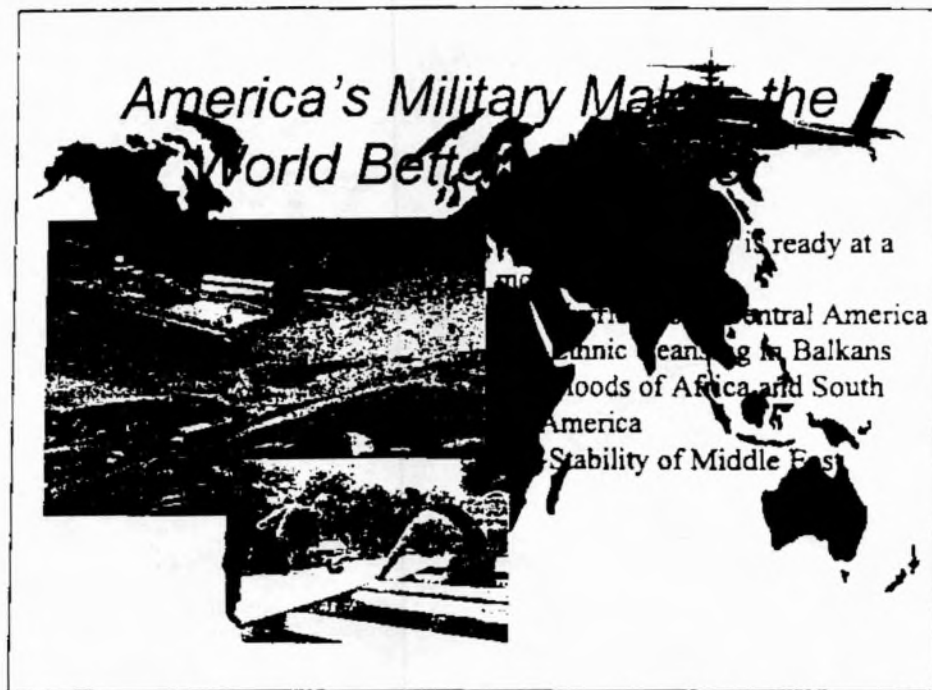
Many technological advances can be traced back to the cutting edge and ground breaking work of the military. The Pediatric Monitoring and Transport System (PMTS) -- which communicates a infant's vital signs to physicians during transportation and specifically trained personnel can provide emergency treatment if needed -- was developed from the physiological monitoring of astronauts. Global Positioning Satellites provide pilots with accurate location and local terrain information in any weather. The Traffic Alert and Collision Avoidance System -- which alerts pilots to the presence of other aircraft in their vicinity, tracks those who could be a threat, and recommends action to avoid collision -- was developed by the Defense Department in partnership with the Federal Aviation Administration. These are just a few examples of how cutting edge military and aerospace technology transforms and improves the lives of Americans and the world.



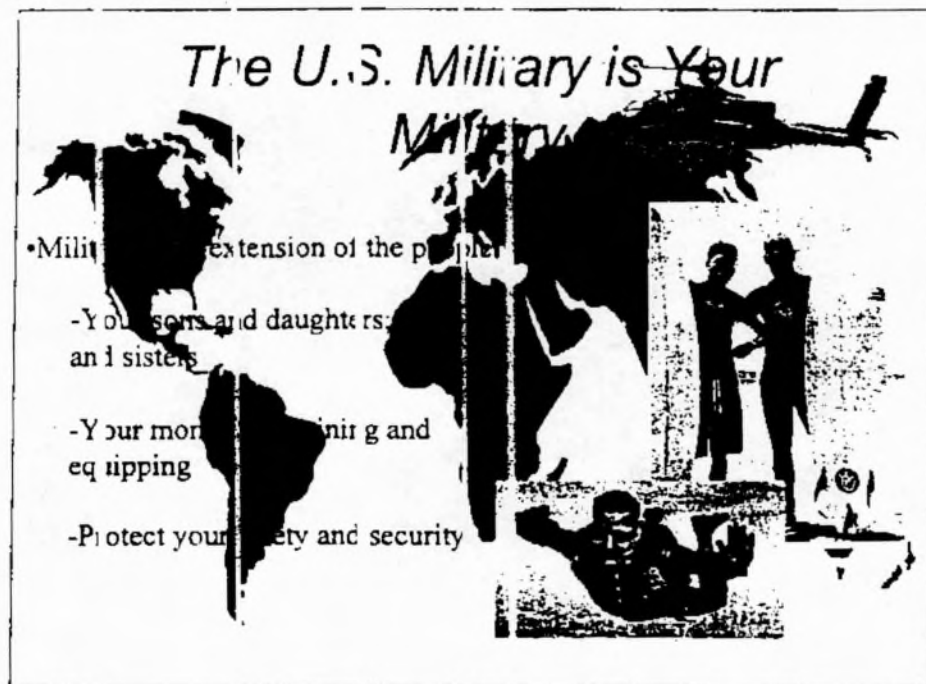
But it is peace and stability, provided by our military, that is the very cornerstone of our prosperity. When our diplomats and military forces combine to help create stability and security in a nation or a region, that same stability and security attracts investment. Investment generates prosperity. And, prosperity strengthens democracy.



In order to encourage continued prosperity and economic stability, our military needs to be forward deployed. Our military is shaping the international environment and the world we live in. We must be prepared to face the uncertainty of what the future may bring. We must be able to respond to crises and conflicts when and where our interests require.



Our Total Force is ready at a moment's notice to take on any mission both at home and abroad. So, when hurricanes devastated the lives of millions in Central America, we responded. When ethnic cleansing threatened to engulf the Balkans, we responded. When floods devastated Africa and South America, the U.S. military was there. When Sadaam Hussein sought to undermine the stability of the Middle East, America's military was there. Here at home, America's military helps our fellow citizens when fires, hurricanes, or other natural disasters threaten.



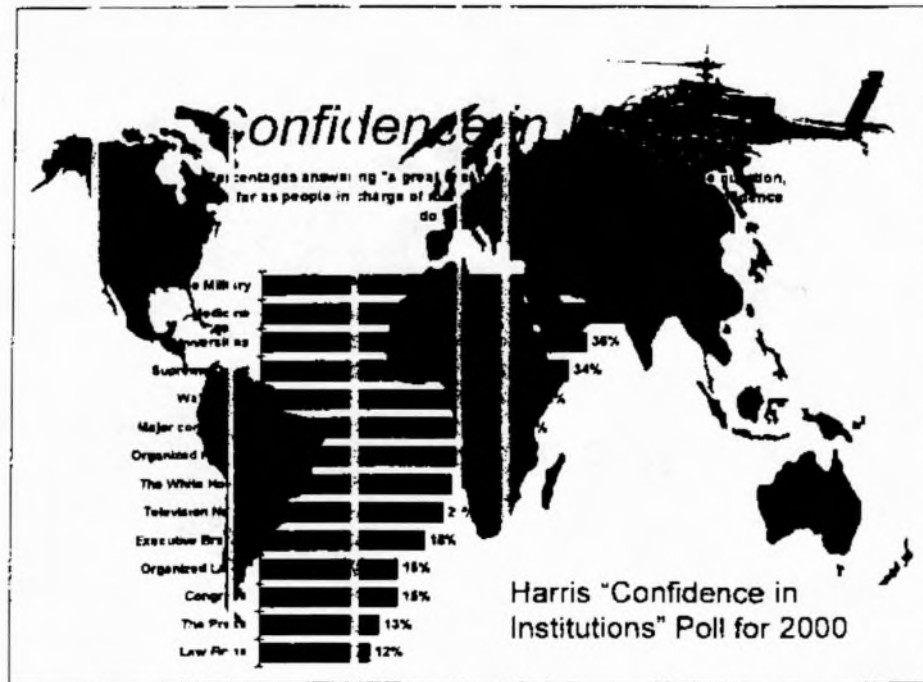
The Military and You

When Americans think of national security and the military, they tend to think of the Pentagon, of Washington. But the military is an extension of the people; it is your military. The men and women who serve our nation are your sons and daughters, and brothers and sisters. The money we spend to train and equip them is your money. And, the safety and security they protect is yours, and all America's.

Guard and Reserve - Are All Part of America's Military

- America's military is everywhere - over 4,000 communities nationwide
- Guard members and Reservists - Need continued support of business community
- Vital part of our Total Force - Need our support

Our military is more than just the active forces deployed overseas or in military bases and installations throughout America. The U.S. military is represented in more than 4,000 communities throughout the nation, through the nearly 1.3 million members of the National Guard and Reserve. Having our Guard and Reserve serve in our armed forces as an integral part of our Total Force is critical to the continued success of that force. Those who serve in the Guard and Reserve have full-time civilian jobs, but they also have a full-time commitment to the United States military. They need our support.



Given the military's indispensable contributions to the peace and prosperity we enjoy today, it is of little surprise that for more than 20 years the American people have consistently rated the U.S. military as the institution that holds their highest confidence. This poll reflects the responses to the question "As far as people in charge of running ... are concerned, how much confidence do you have in them?" 48 percent responded with a great deal of confidence in the military.

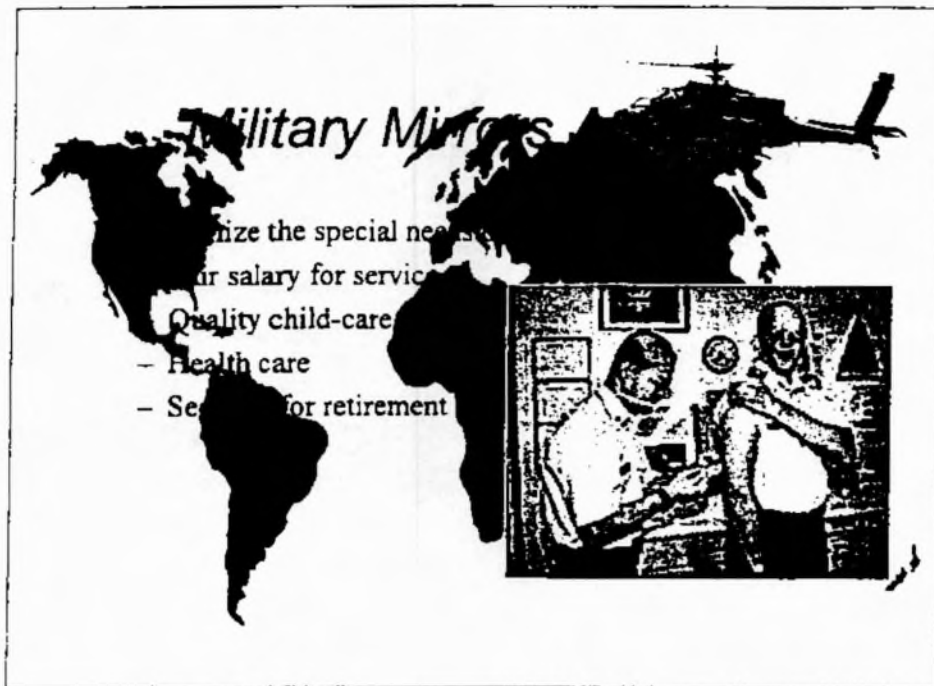


Service and sacrifice: The Pillars of the Military

Today, the men and women of our armed forces bear the daily sacrifice of military life to serve us. They endure separation from family and friends for months at a time. They serve in the cold of Bosnia and the desert heat of Kuwait. They live without the comforts we take for granted every single day. And, they are always prepared to offer the ultimate sacrifice for us. They do this to protect American lives and our interests around the globe, meeting the challenges of a very uncertain world.

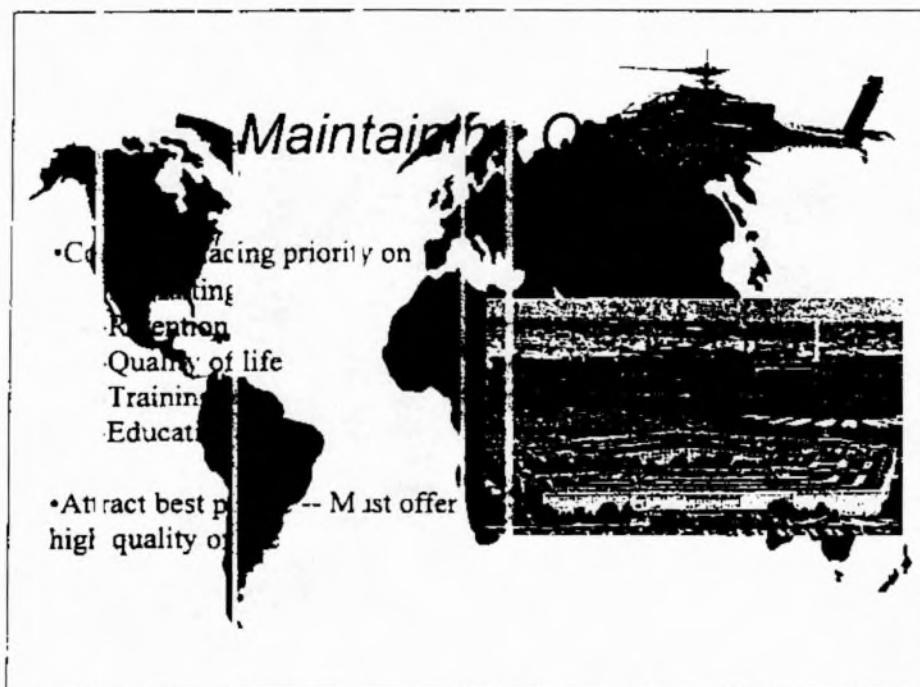


Military life requires not only service and sacrifice of our men and women in uniform, but also the sacrifice of their families. We see this in the separation families experience -- when loved ones serve overseas under the constant threat of attack; when sailors are away from home for up to six months at a time on ships patrolling the oceans and seas, leaving spouses who must raise children alone. We see it in our Guard and Reserve forces, who leave their families and their civilian jobs for long periods of time. With increased military operations, our Total Force -- active, Guard and Reserve must work harder than ever before; and the families share this added burden, this added sacrifice.

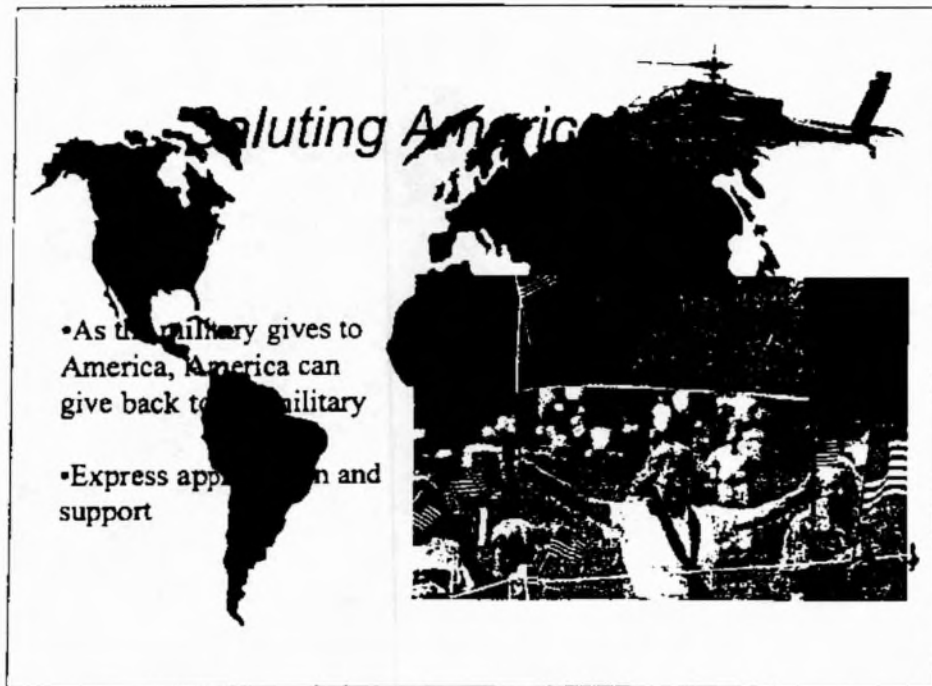


Supporting Those Who Serve America

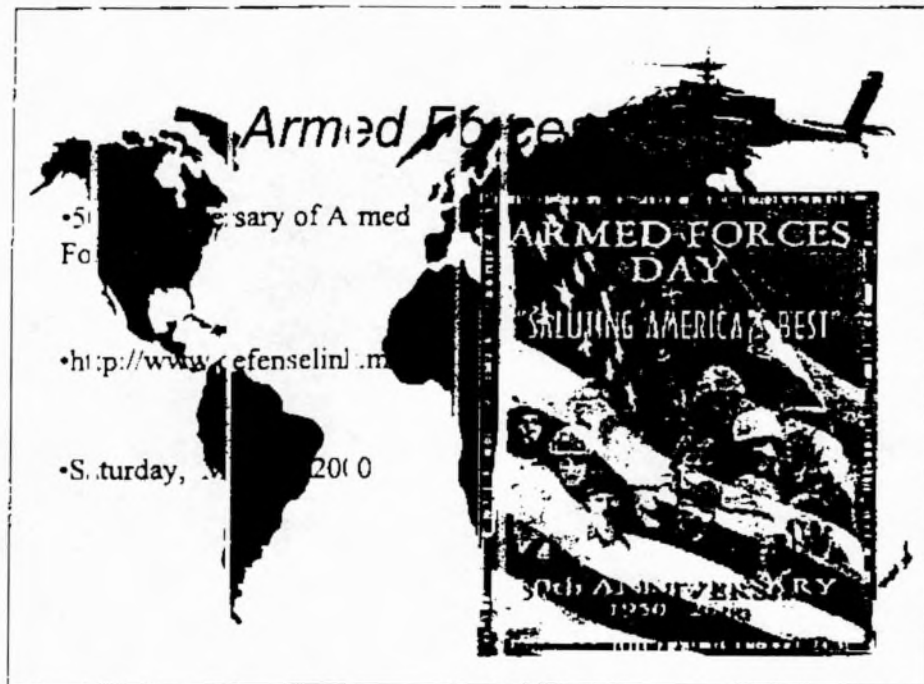
We must recognize the special requirements of our forces. While their service and sacrifice is unique, their cares and concerns mirror those of society. They need to be paid in a way that will enable them to live beyond paycheck to paycheck. They need quality child-care. They need good health care and security for their retirement.



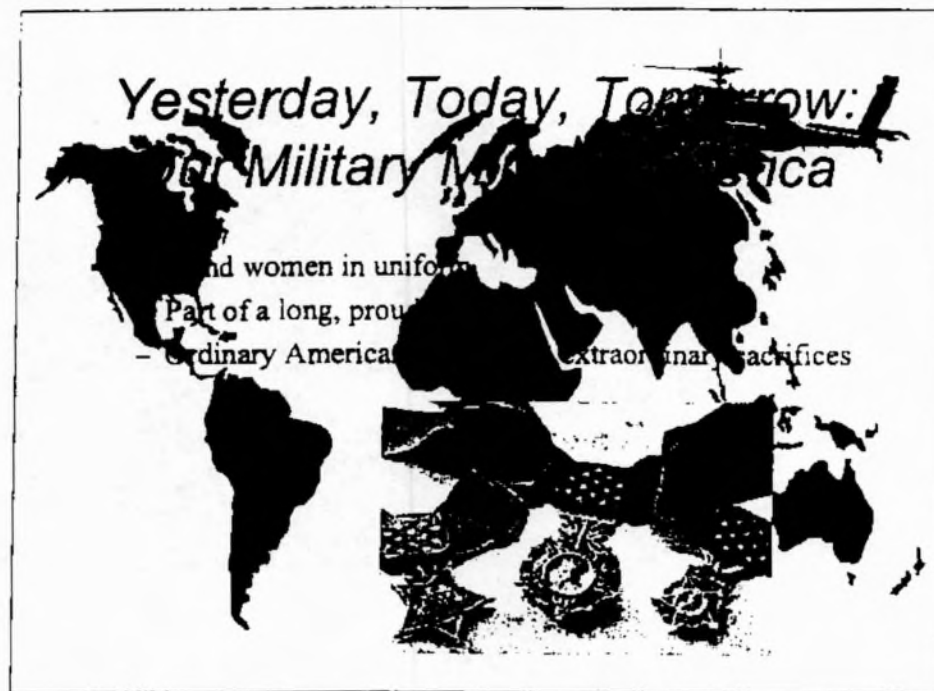
The Department of Defense will continue to place the highest priority on programs that support recruiting, retention, quality of life, training, and education. To attract the best and the brightest into military service, we must offer a satisfactory quality of life, as well as rewarding and challenging jobs.



Yet, our forces need more, something from the citizens they serve. Just as they give to America, America can give back to our military men and women. It can be done in a variety of ways from active support of our men and women through community organizations to simply saying "Thank You" to someone in uniform. Let them know how much you appreciate their work or congratulate a young recruit from your hometown and applaud their decision to serve our country.

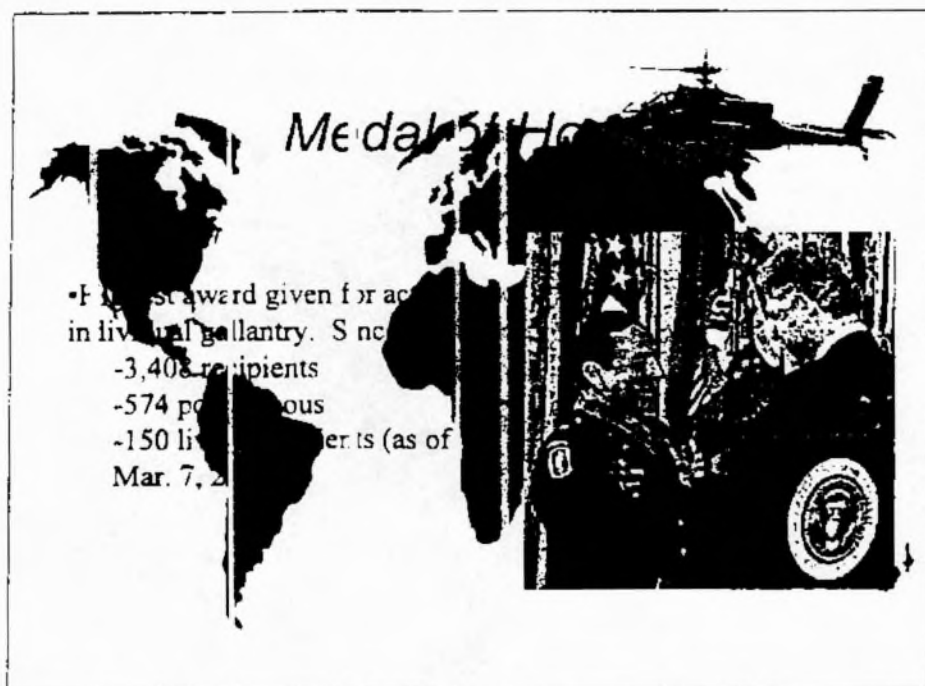


That is why the theme of the 50th Anniversary of Armed Forces Day is Saluting America's Best. Armed Forces Day takes place on Saturday, May 20th. We encourage you to use this occasion to thank our military and to salute their service and sacrifice.

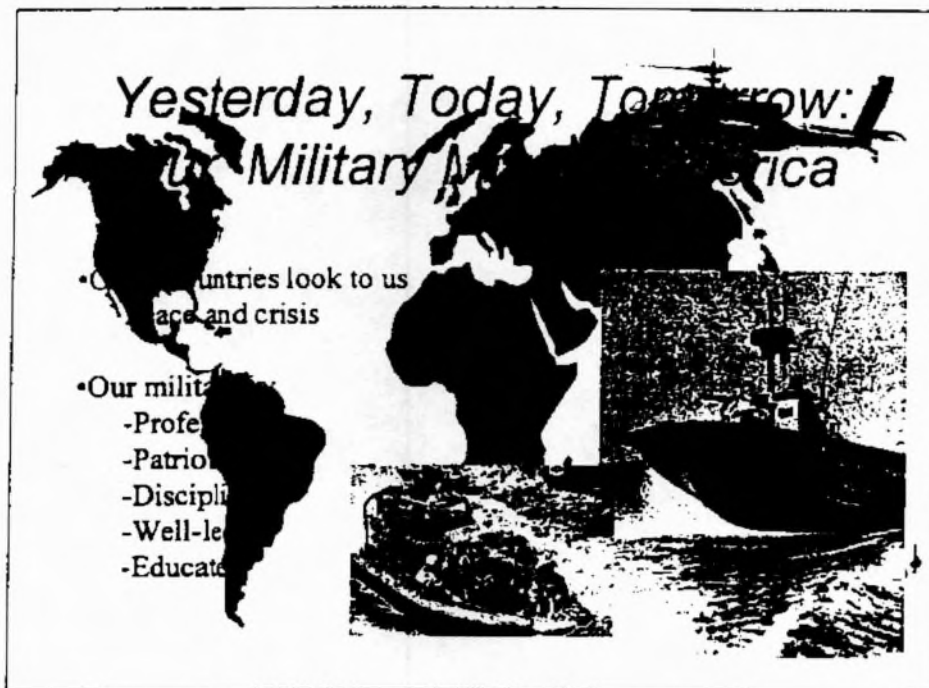


Yesterday, today, and tomorrow – our military mirrors America

The men and women who wear American's uniform are a part of a long and proud tradition of extraordinary men and women. This tradition is best demonstrated by those who receive the Medal of Honor.



The first formal system for rewarding acts of individual gallantry was established by General George Washington to recognize "any singularly meritorious action." In 1863, Congress made the Medal of Honor a permanent decoration. Since its inception, more than 3,400 men and one woman have received this award for heroic actions in battle.



But heroism and courage are not confined to history or the battles and wars of the past. We can find inspiration in the deeds and accomplishments of our active forces today. People throughout the world look to us always in times of peace and in times of crisis. They call upon the United States, because they look at our troops and they see professionalism and patriotism. They are disciplined, well led, and well educated.



I come to you today on behalf of America's Armed Forces to ask that you use your voice to remind your friends, family, and co-workers about the service and sacrifice of the 2.8 million military members serving our nation in active duty forces and the National Guard and Reserve. Today, they serve across the globe, keeping a fragile peace in the frozen hills of Bosnia, standing watch on the tense Korean Peninsula, and on station in the waters of the Persian Gulf. They live without the comforts and freedoms we take for granted, always prepared to offer the ultimate sacrifice to preserve the freedom we cherish.

These men and women who serve our nation in uniform deserve more than support from Washington. They need your support.

**Remarks as Prepared for Delivery Secretary of Defense William S. Cohen
Redmond, Washington Thursday, February 18, 1999**

I come to you as part of a continuing effort to strengthen the connection between the military and the citizens they serve. When Americans think of the military, they tend to think of Washington, of the Pentagon. But, in truth, the military is an extension of the people - it is your military. The men and women of our armed forces are your neighbors and cousins, your sisters and brothers. The security they protect is your security. And the prosperity they enable is your prosperity. It is in your name that they fight, and you who they rely upon for support.

I believe there exists a gap between some in this industry and our military, a gap that is not unique to this industry, but rather indicative of our country. There is a sense that in many places beyond this campus, from Sunnyvale to Silicon Valley to Silicon Alley, that some in the "digital world" dismiss the importance of the national security world. That some soldiers in the high tech revolution do not fully understand or appreciate the soldiers in camouflage. That tanks and guns are somehow rusty relics of the past, nearly obsolete in the new information-based world that will carry us into the future.

To maintain peace and stability in this uncertain world, we have mapped out a strategy defined by three words: Shape, Respond, Prepare. First, we use our military to shape international conditions in ways favorable to American interests and values. At the same time, we must also be ready to respond to any crisis at home or abroad. Finally, we must prepare for the future. We must invest in the next generation of weapons and technology if we are to maintain our ability to shape and respond to world events in the 21st Century. And we must recruit and retain the highest quality personnel and provide them with the quality of life and pay they need and deserve, a challenge that only grows more difficult with every month our economy continues its meteoric growth.

**Remarks as Delivered by Secretary of Defense William S. Cohen Tampa, Florida
Wednesday, December 8, 1999**

One of the major goals that I have set out for myself -- and my wife, Janet, has joined in that enterprise -- is to make sure that we maintain the connection between our military and our society. All of us know that we have fewer and fewer people who have either a son, a father, a brother, sister, mother, who is associated with the military. We all know that in the wake of the downsizing after the Cold War, we have had to close a lot of bases and we have had to realign and consolidate facilities. What that means is that we are achieving greater efficiency.

There is a downside to achieving efficiencies. You, as taxpayers, would demand that we be the most efficient people that we can be in Washington in using your tax dollars. But the other side, and a dark side of downsizing, is that there is a smaller and smaller military presence in fewer areas of the United States. And when communities do not see uniformed personnel serving in their community, they tend to forget exactly what they are doing; what contribution they are making. And that, ultimately, over a long period of time can, not unravel, but it can decrease the level of support that the military needs.

Ladies and gentlemen, we can't afford to risk the motivation and the dedication of America's armed forces that they derive from their pride in their country. And we can't afford to risk the confidence and the comfort that the public feels in today's highly professional military.

And that's why I have started, during the past couple of years, along with my wife Janet, to reconnect America to its military. It is why I went to Illinois, to the State legislature, not exactly a forum to start talking about defense policy; why I flew to the campus in Seattle of Microsoft. But I went to tell them that the reason they can sit in front of those computers, the reason they can be so brilliant in fashioning new and wonderful technologies, is because of the service and the sacrifice that people are making out there day in and day out, and I wanted to remind them about that.

And so what we are trying to do is to make sure that connection always remains strong, that we always pay tribute to the people who are protecting us and serving us and building a better life for all of us. As a result of their service and sacrifice, you and I can sleep more comfortably, we can enjoy greater prosperity, and we can continue this effort to spread peace, democracy, free enterprise, all across the globe.

There is dramatic change taking place in this society. And I would suggest that the bonds that you have built between citizens and soldiers can be a beacon to this nation. I know that every year you now have a week-long air show sponsored by MacDill. I don't know many communities that devote that kind of attention to their military community. The Military Appreciation Week is sponsored by the Chamber, but it also increases the public awareness about the military community.

You have Operation Partnership, which allows service members to shadow business leaders and to increase their awareness of the business community. And there is something else I'd like to say to the business community, thank you. Thank you for pledging not to penalize those who serve in the Guard and Reserve, who are overseas, deploying, helping us to have a Total Force. We need to have your continued support for the Guard and Reserve, who are so much a part of the Total Force defending this country. So thank you, ladies and gentlemen, for what you're doing in the business community.



PUBLIC AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
1400 DEFENSE PENTAGON
WASHINGTON, DC 20301-1400

18 JAN 2000

MEMORANDUM FOR CHIEF OF PUBLIC AFFAIRS, UNITED STATES ARMY
CHIEF OF INFORMATION, UNITED STATES NAVY
DIRECTOR OF INFORMATION, UNITED STATES
AIR FORCE
DIRECTOR OF PUBLIC AFFAIRS, UNITED STATES
MARINE CORPS
DIRECTOR OF PUBLIC AFFAIRS, UNITED STATES
COAST GUARD
SPECIAL ASSISTANT FOR PUBLIC AFFAIRS, OFFICE OF
THE ASSISTANT SECRETARY OF DEFENSE
RESERVE AFFAIRS
CHIEF OF INFORMATION, NATIONAL GUARD BUREAU
DIRECTOR, PUBLIC AFFAIRS, ARMY RESERVE
DIRECTOR, PUBLIC AFFAIRS, AIR FORCE RESERVE
DIRECTOR, PUBLIC AFFAIRS, NAVAL RESERVE
DIRECTOR, PUBLIC AFFAIRS, UNITED STATES
MARINE CORPS RESERVE
DIRECTOR, PUBLIC AFFAIRS, UNITED STATES
COAST GUARD RESERVE

SUBJ: Formation of a Public Affairs Working Group

In speeches, meetings and press interviews throughout the country, Secretary Cohen has consistently emphasized the importance of strengthening the bonds between America and its military. This effort, which is commonly referred to as "reconnect" takes place every day in various ways, shapes and forms. To enhance coordination, support ongoing projects and develop effective initiatives, the Office of the Secretary of Defense for Public Affairs will convene a public affairs working group. The working group will meet 26 January to begin a process of developing a comprehensive national public affairs plan, national in scope but implemented at the state and local level, to increase positive exposure of our troops to the American public. The PA plan is intended to focus our individual reconnect initiatives collectively over the course of a three-month period including the 50th anniversary of Armed Forces Day on 20 May 2000.



Your participation is essential to ensuring our success in heightening awareness and appreciation among the general public of the outstanding service, sacrifice and accomplishments of our men and women in uniform. We request the following actions be taken:

FOR ALL SERVICE INFORMATION CHIEFS, COAST GUARD, NATIONAL GUARD /RESERVE: Provide Mr. James P. Desler, DASD (COMM), (telephone 703-692-9703 or DSN 222-9703) with the your representatives name and contact information. Please direct your staff and appointed action officer to actively participate in this public affairs working group.

Attachments:
Draft Public Affairs Plan
Draft Agenda

-Draft-

**Reconnect Meeting
Thursday, January 26, 2000
Pentagon**

Agenda

10:30am	Opening/Introduction	PDASD PJ Crowley Adm. Craig Quigley <i>Deputy Assistant Secretary</i> <i>Public Affairs (Information)</i>
10:45 – 11:45am	Reconnect Initiative - Strategic PIO plan - 10 th Armed Forces Day - Recruiting (P&R)	Jim Desler <i>Deputy Assistant Secretary</i> <i>Public Affairs (Communications)</i> Celia Hoke <i>Director of Programs & Community Relations</i> TBD
12noon – 1:30pm	Lunch break/Luncheon	TBD
1:45pm – 2:00pm	Reconnect Plan	COL Miles C. Wiley III <i>Director</i> <i>Directorate for Plans</i>
2:00pm – 3:30pm	Working Group Session	(b)(6) Chairman <i>Working Group</i>

DOD PUBLIC AFFAIRS PLAN

RECONNECT AMERICA

1. BACKGROUND:

In speeches, meetings and press interviews throughout the country, Secretary Cohen has consistently emphasized the importance of strengthening the bonds between America and its military. Throughout his tenure at the Department of Defense, Secretary Cohen has emphasized the value of informing our nation about our soldiers, sailors, airmen, marines and coastguardsmen – highlighting what they do and why their contribution, service and sacrifice is at the core of our safety and security. This effort, which is commonly referred to as “reconnect” takes place every day in various ways, shapes and forms. To enhance coordination, support ongoing projects and develop effective initiatives, the Secretary has directed the Department of Defense and the services to increase outreach efforts to the American public leading up to the 50th anniversary of the observance of Armed Forces Day.

Today, fewer and fewer local or national elected officials have served in the armed forces. Fewer reporters, teachers, businessmen have experienced military service – and that makes recruiting all the more challenging. While the challenges to military recruiters can be traced to several demographic and economic factors, the fact that many civilian communities lack sufficient exposure to and understanding of the military is a contributing factor. Less than 6% of the nation under the age of 60 has served in the military. This means that the vast majority of Americans have no understanding of what their service men and women do and accomplish every day. A growing experience and exposure gap between the military and the population it protects can create disinterest and mistrust on the part of the civilians and a sense among our military members that the sacrifices aren't appreciated by Americans.

The goal of this initiative is to strengthen the bonds between military and society by raising awareness among the American public of the outstanding quality and considerable dedication and sacrifice of our armed forces.

2. AUDIENCES:

- a. External: the American public: veterans, business and civic organizations; youth, the national, regional, and local media.
- b. Internal: U.S. military Active and Reserve components, retirees, their families, DoD civilians, associated contractor personnel and military media outlets.

3. GOALS:

- a. Publicize military contributions to national security and stability.

D-R-A-F-T

- b. Humanize the qualities and accomplishments of individual troops with a focus on their connections to communities, families.
- c. Emphasize the military's positive role in securing peace and prosperity to our nation.
- d. Familiarize youth to the benefits to be gained by enlisting in one of the services.
- e. _____

4. OBJECTIVES:

- a. To ensure maximum exposure of military's important role to both internal and external audiences.
- b. To increase the American public's knowledge of the services.
- c. To counter misconceptions propagated by ignorance and indifference.
- d. _____

5. KEY COMMUNICATION POINTS:

- a. The all-volunteer total force must have public understanding and support if we are to meet our security objectives. Our men and women in uniform need more than support from Washington, they need the support of their countrymen.
- b. In the face of increased deployments and fewer resources, today's military is busier than ever.
- c. _____
- d. _____
- e. _____

6. METHODS:

- a. Using a variety of media, communicate military missions, objectives and accomplishments.
- b. Conduct events and provide speakers to highlight DoD's contribution.
- c. _____
- d. _____

D-R-A-F-T

7. RESPONSIBILITIES:

a. **OSD:** Provide timely and definitive mission focus and guidance on SECDEF expectations.

b. **OASD(PA):**

(1) **Directorate for Plans:**

(a) Draft, staff and publish final Public Affairs Guidance (PAG) concerning the conduct of the Reconnect American program.

(b) Conduct inter-service PA coordination where appropriate.

(2) **Directorate for Defense Information:**

(a) Respond to media requests for information regarding DoD Reconnect America activities.

(b) Distribute media advisory and press releases as required.

(c) Distribute copies of background and/or amplifying information as required.

(3) **Public Communications Directorate** will respond to inquiries from the public, industry, academia, and interested individuals upon request.

(4) **Directorate, Editorial Services** will prepare appropriate remarks for inclusion in SECDEF/DepSecDef speeches on the conduct of Reconnect America.

(5) **AFIS:**

(a) Publish civilian media coverage in the Current News Early Bird, Supplement, and Radio-TV Defense Dialog.

(b) Make videotape recordings of DoD briefings in the OASD(PA) studio, and make dubs for the individual services' electronic information activities (Soldiers' Radio and Television, Navy-Marine Corps News, and Air Force Television News), if requested.

(c) Produce television and radio stories as appropriate, from:

1) Announcements and press conferences.

2) Interviews with senior leaders.

3) "Wrap up" stories covering results.

D-R-A-F-T

- (d) Produce articles for American Forces Press Service, to include:
 - 1) Announcements and Press Conferences.
 - 2) Interview with senior leaders.
 - 3) Feature stories, as appropriate.
- (e) Ensure speeches by senior leaders are published in "Viewpoint" on DefenseLink.
- (6) Directorate for Management: Provide administrative support as required.
- c. **OASD(PA (Comm))**: Provide overall management and control of Steering Group, Working Group and make regular status reports to the OSD on reconnect initiatives.
- d. **Service Secretaries', Unified Commands', DoD Agencies' and Reserve Components' Public Affairs Offices** will:
 - (1) Ensure public affairs representatives are informed about their service's Reconnect America program activities.
 - (2) Provide information highlighting their service's efforts.
 - (3) Provide copies of news releases, plans, PAG, etc. to DPL as appropriate. Ensure DDI is kept informed of news story developments.
 - (4) Generate coverage in print and electronic media for stories as appropriate from,
 - (a) announcements and press conferences
 - (b) interviews/events with senior leaders
 - (c) general human interest stories on hometown service members.

D-R-A-F-T

D-R-A-F-T

8. IMPLEMENTATION:

EVENT	DATE	OPR

9. ASSESSMENT:

- a. News analysis of print and electronic news media coverage (DDI)
- b. Feedback from DoD speakers (DPCR Speakers Bureau)

10. REVISION OF PRODUCTS:

- a. Public Affairs Guidance (DPL)
- b. _____

Prepared by Mr. John Cooper, DoD Civilian, OASD(PA)/Plans Directorate 695-9528

Tabs:

D-R-A-F-T

D-R-A-F-T

Tab A - Final IAG (TBP)

Tab B - Contact Numbers (TBP)

D-R-A-F-T



PUBLIC AFFAIRS

ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-1400

07 JAN 2000

EXECUTIVE SUMMARY/COVER BRIEF

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: *242* THE ASSISTANT SECRETARY OF DEFENSE (PA)
Prepared by: (b)(6) OASD (PA), 692-9703

SUBJECT: America and It's Military - ACTION MEMORANDUM

PURPOSE: To obtain SECDEF approval to initiate a comprehensive public affairs working group to reconnect the American public with the military through hometown and regional activities and media, commencing with the 50th Anniversary of Armed Forces Day in May 2000

DISCUSSION: 20 May 2000 is the 50th Anniversary of Armed Forces Day and a golden opportunity to highlight the contributions that the men and women in the military make to their country. To maximize on this opportunity I propose an initiative that would form a working group of public affairs representatives from the Services and Reserve components (Annex A). This working group would meet in January 2000 to develop a robust public affairs plan that addresses the Secretary of Defense's Reconnect message with an implementation date of 1 March 2000 and target execution date of 20 May 2000. This public affairs plan would bring special focus to and highlight the 50th Anniversary of Armed Forces Day. The working group would evaluate the potential for developing new programs and assessing current initiatives to ensure the Department of Defense achieves continued visibility on events that recognize the contributions made daily by our Soldiers, Sailors, Airmen, Marines and Coast Guard personnel of both active and reserve forces. The members of the working group would develop and publish criteria for awards recognizing organizations and units that achieve outstanding success in reconnecting the American people with the military. These awards would be a legacy of your reconnect initiative.

DASD-PA (COMM) James Desler would be the lead agent for coordination, execution and providing OSD with updates of activities as required.

RECOMMENDATION: The Secretary of Defense approve this initiative.

APPROVED: *WS* 6 JAN 7 2000

DISAPPROVED: _____

OTHER: _____

Attachment:
As stated

Draft

--DRAFT--
AFIS COMMUNICATIONS PLAN
IN SUPPORT OF
"RECONNECT AMERICA"
23 February 2000

1. BACKGROUND:

In speeches, meetings and press interviews throughout the country, Secretary Cohen has consistently emphasized the importance of strengthening the bonds between America and its military. Throughout his tenure at the Department of Defense, Secretary Cohen has emphasized the value of informing our nation about our soldiers, sailors, airmen, marines and coastguardsmen – highlighting what they do and why their contribution, service and sacrifice is at the core of our safety and security. This effort, which is commonly referred to as "reconnect" takes place every day in various ways, shapes and forms. To enhance coordination, support ongoing projects and develop effective initiatives, the Secretary has directed the Department of Defense and the services to increase our reach effort to the American public leading up to the 50th anniversary of the observance of Armed Force Day.

Today, fewer and fewer local or national elected officials have served in the armed forces. Fewer reporters, teachers, businessmen have experienced military service – and that makes recruiting all the more challenging. While the challenges to military recruiters can be traced to several demographic and economic factors, the fact that many civilian communities lack sufficient exposure to and understanding of the military is a contributing factor. Less than 6% of the nation under the age of 60 has served in the military. This means that the vast majority of Americans have no understanding of what their service men and women do and accomplish every day. A growing experience and exposure gap between the military and the population it protects can create disinterest and mistrust on the part of the civilians and a sense among our military members that the sacrifices are not appreciated by Americans.

The goal of this initiative is to strengthen the bonds between military and society by raising awareness among the American public of the outstanding quality and considerable dedication and sacrifice of our armed forces.

2. AUDIENCES:

- a. External: Non-DOD readers of DefenseLINK.
- b. Internal: U.S. military Active and Reserve components, retirees, their families, DoD civilians, associated contractor personnel and military media outlets.

3. GOALS:

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a. Informing DOD personnel about the program and why it is important to "reconnect with America."

a. Importance of humanizing the qualities and accomplishments of individual troops with a focus on their connections to communities, families.

b. Importance of emphasizing the military's positive role in securing peace and prosperity to our nation.

c. Importance of familiarizing America's youth to the benefits to be gained by enlisting in one of the services.

b. Provide the internal audience with the means to help "reconnect."

5. Communications Points:

a. The job troops do is important to America.

(1) Economic prosperity at home is related to the security environment provided by the military services.

(2) Technological advances developed by the military have benefited society.

(3) Military skills and values translate to productive civilian careers and valued community members.

b. America appreciates your contributions and will support you.

c. Your leaders are working to improve job satisfaction and quality of life.

6. METHODS:

(1) Produce Web specials on "Why We Serve":

(2) The Military Culture in a Civilian World

(3) Why we need a military (The Threat),

(4) The Role of civilians and contractors in today's military

(5) The Contributions the Military Has Made to technology advancement /civilian life

(2) AFRTS "Leaders" spots and DefenseLINK commentaries by leaders thanking US forces for what they do.

(3) AFRTS spots highlighting why troops believe what they do is important to America; why service members joined; why they stayed; also talking about benefits of military service.

Draft

Draft

(4) Expanded Armed Forces Day 2000 coverage:

- (a). SecDef accepts AFL poster from DINFOS creator
- (b). First day stamp cancellation
- (c). Full honors review ceremony at Pentagon
- (d). Andrews AFB event (President, current/former military VIPs)
- (e). Follow-up on other events held worldwide?
- (f). Web special on worldwide events planned (links to other sites).
- (g). Message from President (Sec Def's speechwriters provide his).

(5) Provide links to service "heroes" web sites patterned after current "Home for Heroes" site (Services provide hero sites).

(6) AFIS "internal" Web site to provide easy access to talking points, sample speeches, etc. as supplement to usual PA channels

(7) Produce television, radio and press stories and one-minute TV news products, as appropriate, from:

- 1) Announcements and press conferences
- 2) Interviews with senior leaders
- 3) Reconnect and Armed Forces Day events

(8) Publish civilian media coverage in the Current News Early Bird, Supplement, and Radio-TV Defense Dialog.

(9). Make videotape recordings of DoD briefings in the OASD(PA) studio.

(10). Ensure speeches by senior leaders are published in "Viewpoint" on Defense Link.

--DRAFT--

**AFIS COMMUNICATIONS PLAN
IN SUPPORT OF
"RECONNECT AMERICA"**

Draft

DOD PUBLIC AFFAIRS PLAN

Joint Public Outreach Initiative

1. BACKGROUND:

Throughout his tenure at the Department of Defense, Secretary William S. Cohen has underscored the importance of public support to the success of our armed forces. In speeches, meetings and press interviews, he has emphasized the value of better informing the American public about the role and missions of our service members by giving greater visibility to what they do and why their contributions, service and sacrifice are important to our country. The Secretary's message is part of a broader military-wide effort often referred to as "reconnecting America with its military" or simply "reconnect."

Each of the military services successfully "connects" with certain segments of society on a daily basis - through effective community relations programs carried out both nationally and implemented through military bases and installations throughout the country. The Guard and Reserve community has also successfully conveyed the importance of our citizen soldiers to our total force in communities all across our nation.

These efforts are essential in helping to address a growing exposure gap many in society have with the military. Today, with less than six percent of the population under the age of 60 having served in the military, the vast majority of Americans have little basis for understanding what military men and women do and accomplish every day. Fewer reporters, teachers, business leaders and others who shape the discussion of public issues have experienced military service. This diminished interaction between the general population and its military members dramatically affects what is known and understood about those who serve in uniform, and makes recruiting in a competitive economy an even greater challenge.

To broaden the base of public understanding about our men and women in uniform and challenges they face, Secretary Cohen has directed a coordinated communications outreach effort, with added emphasis during the opportune period leading up to the 50th anniversary of Armed Forces Day on May 20, 2000. The effort will build on the work that already takes place on bases and installations throughout the country as well as identify and reach out to areas underserved by military presence.

2. **PURPOSE:** To focus greater attention on informing the American people about the accomplishments of U.S. military members through a concerted outreach to community based organizations and local media through the end of May.

3. GOALS:

Strengthen the bonds between the military and society by raising awareness among the American public of the outstanding quality and considerable dedication and sacrifice of their Armed Forces.

- a. Publicize military contributions to national and international security, and what that security means to the American public.
- b. Humanize the qualities and accomplishments of individual service members while focusing on their connections to communities.
- c. Emphasize the military's positive role in securing peace and prosperity.
- d. Familiarize youth, and those who influence this generation, to the positive aspects of the military.

4. OBJECTIVES:

- a. To ensure maximum exposure of the military's essential role to both internal and external audiences through a robust outreach effort to local and national media outlets.
- b. To increase the American public's knowledge of their military and its members through outreach to groups and organizations as well as schools and non-traditional outlets.
- c. To raise public appreciation and support for the military through community-based events and activities.
- d. To enhance coordination and communication among the military component organizations and associations on projects and initiatives related to public awareness and outreach.
- e. To activate current networks and create local synergies to amplify and communicate core messages.
- f. To develop common themes and messages to convey to the American public.

5. KEY COMMUNICATION POINTS: The theme of this initiative is, "The Military mirrors America." The theme is built on four core messages:

- a. America's military makes the world better and safer.
- b. America's Military – it's your military.
- c. Service and Sacrifice – the pillars of American Defense.
- d. Yesterday, today, tomorrow – our military mirrors America.

Dissemination of these messages will be facilitated by the speeches and briefing slides, accompanied by a recommended narrative, which will be produced by OSD/PA(Comm) and available on the internal web site: <http://outreach.afis.osd.mil/>

6. **AUDIENCES:** This list is not inclusive, but is provided to stimulate thoughts and ideas for your local community outreach efforts.

a. External.

- (1) The American public.
- (2) Organizations – Business, Professional, Civic, Non-profit, Fraternal, Youth organizations, e.g., Boy Scouts, Girl Scouts.
- (3) Media – School and College, News, Entertainment, and Special interest print, broadcast, and web.
- (4) Key Influencers – Elected officials (city, county, state, regional), Clergy; Educators, Opinion leaders, Parents, Business Leaders and Executives, Athletes and celebrities

b. Internal:

- (1) U.S. Military service members (active and reserve components)
- (2) Military retirees
- (3) Military family members
- (4) DoD civilians
- (5) Military media outlets
- (6) DoD Contractors

c. National Organizations/Associations. **See Tab C**

7. **METHODS:** Develop and implement plans to communicate the goals, objectives and key communications points using all varieties of media (electronic/print/internet), and all methods of direct community contact. Public Affairs professionals at all levels and in all geographic areas should continue their current efforts to communicate with their audiences, and should seek to expand their outreach. Creative thinking is strongly encouraged, but Public Affairs professionals should "stay in their own lanes," that is, they are not required to work additional media in other parts of the country, but will continue to work media markets appropriate to their geographic location and level of command. **See Tab D**

8. **RESPONSIBILITIES:**

a. **OASD(PA):**

- (1) **OASD(PA)(Comm):** Provide overall management and control of Steering Committee and Working Group; make regular status reports to the OSD on joint public outreach initiatives; provide products to include:
 - (a) Talking Points.
 - (b) Power point slides.
 - (c) Evaluate the overall effectiveness of this initiative in close coordination with Working Group representatives
- (2) **Directorate for Plans (DPL):**
 - (a) Draft, staff, publish, and revise as necessary Public Affairs Guidance (PAG) concerning the conduct of the JPOI.
 - (b) Conduct inter-service PA coordination where appropriate.
- (3) **Directorate for Defense Information (DDI):**
 - (a) Respond to media requests for information regarding DoD Joint Public Outreach Initiative activities.
 - (b) Distribute media advisories and press releases as required.
 - (c) Distribute copies of background and/or amplifying information as required.
- (4) **Directorate for Programs and Community Relations (DPCR):**
 - (a) Assist in coordination of Senior level speakers.
 - (b) Provide feedback to DoD speakers.
- (5) **Public Communications Directorate:**
 - (a) Respond to inquiries from the public, industry, academia, and interested individuals upon request.
 - (b) Analyze print and electronic news media coverage.
- (6) **Directorate, Editorial Services** will prepare appropriate remarks for inclusion in SECDEF/DepSecDef speeches on the conduct the Joint Public Outreach Initiative.
- (7) **American Forces Information Service (AFIS):**

- (a) Provide analysis of civilian media coverage in the Current News Early Bird, Supplement, and Radio-TV Defense Dialog.
 - (b) Produce television, radio and press stories, and news products, as appropriate, from:
 - 1) Announcements and press conferences.
 - 2) Interviews with senior leaders.
 - 3) Joint Public Outreach Initiative and Armed Forces Day events
 - (c) Ensure pertinent speeches by senior leaders are published in "Viewpoint" on DefenseLINK
 - (d) Produce Web specials, as appropriate, on "Why We Serve".
 - (e) Publish on DefenseLINK JPOI-related commentaries by defense leaders.
 - (f) Provide content management for "internal" web site to provide easy access to information, e.g., talking points, sample speeches, etc., for Public Affairs offices' programs.
- (8) **Directorate for Management:** Provide administrative support as required.
- b. **Secretaries of the Military Departments, Unified Commands', DoD Agencies' and Reserve Components'** Public Affairs Offices will:
- (1) Provide copies of news releases, plans, FAG, etc. to DPL as appropriate. Ensure DDI is kept informed of newsworthy developments.
 - (2) Submit reports to OASD(PA)(Comr). Progress on this initiative will be reported through an internal Internet site, <http://outreach.afis.osd.mil> that will enable Public Affairs representatives to provide basic information on press stories, activities, community outreach, other information related to the initiative and suggestions/comments. Reports, due June 5, should include information on outreach to all media outlets, community groups and target audiences. This information will be used in an after-action report to the Secretary of Defense as well as evaluation of the initiative and assessment on long-term direction.
 - (3) Submit information on community relation events through an Internet site, <http://outreach.afis.osd.mil>

9. ASSESSMENT.

- a. **Measuring Success.** An electronic form for receiving feedback on this initiative is available on the Internet site, <http://outreach.afis.osd.mil>.
- b. **Award Program.** OSD highly recommends that each service recognize outstanding achievers with existing awards programs. OASD (PA) is currently developing an awards program to recognize exceptional achievers as appropriate.

10. Points of Contact.

- a. OASD(PA) Plans POC is (b)(6) DoD CIV, (703) 695-9528, DSN 225-9528.
(b)(6)
- b. OASD(PA) Joint Public Outreach Initiative Project Officer is (b)(6)
(703) 693-1076, DSN 223-1076 (b)(6)

Tabs:

- Tab A – Final PAG (TBP)
- Tab B – Story Ideas
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Tab A - Public Affairs Guidance

Subject: Public Affairs Guidance on SECDEF's Joint Public Outreach Initiative

1. References: OMITTED
2. This message provides public affairs guidance regarding the SECDEF's Joint Public Outreach Initiative.
3. The public affairs posture is ACTIVE.
4. In responding to query, commanders and spokespersons should incorporate the following theme in their communications with both internal and external audiences: "The Military mirrors America." The theme is built on four core messages.
 - e. America's military makes the world better and safer.
 - f. America's Military -- it's your military.
 - g. Service and Sacrifice - are the pillars of American Defense.
 - h. Yesterday, today, tomorrow - our military mirrors America.
5. Questions and answers. (TBD)
 - Q1. What is the cost of this initiative?
 - A1. There is no expenditure of funds and this is not Congressionally mandated. It is simply an extension of current efforts and a means to coordinate and enhance current programs and identify new opportunities and venues to communicate with the public.
 - Q2. What is "reconnect" and how is it related to this initiative?
 - A2. "Reconnect" is often used to describe effort by the Department of Defense to reach beyond normal constituent groups/clients -- while at the same time bringing greater support and further emphasis on current outreach and awareness efforts. The Joint Public Outreach Initiative (JPOI) captures the spirit of "reconnect" and is an extension of current efforts and a way of coordinating and enhancing ongoing programs.

- Q3. Why is it important to connect with these segments of society?
- A3. The men and women who make up our military mirror the men and women in our society. Logic suggests that a diminishing connection with society results in less interest, empathy and appreciation of our military and its place in our society. It is vital that everyone has a better understanding of our military and feels a connection. This potentially has significant benefits in terms of renewed appreciation for public service and patriotism, as well as acknowledging service and sacrifice. People in the military benefit from greater appreciation and understanding of their work. Those not actively serving gain from greater exposure to the inspirational men and women who do serve. We want all citizens to recognize and value their national security and not take it for granted. We also wish to honor the men and women who take the extraordinary risks that guarantee our freedom.

- Q4. Do you really think this will make any difference?
- A4. We do not expect to alter social dynamics or demographic facts, nor force any value judgements on society, the military culture or the effectiveness of the all-volunteer force. We need to recognize and acknowledge that a gap between the military and society exists, and that we can address this incrementally through specific programs initiated at the community level.

We believe this program is an important first step in closing a perception gap that we believe exists between our military and our society. But it is only a first step. Part of the value of this program will be in creating local synergies among community leaders, groups and associations and leaders in other walks of life who have a link to our military – not only in communities near military bases, but in cities and towns with no direct military exposure.

- Q5. What initiatives or projects are you talking about?
- A5. We're talking about an enhanced outreach to traditional and non-traditional audiences through the media and key groups and associations. These should be targeted and support/complement ongoing efforts. It also includes a greater outreach through events and speeches by senior leaders – both civilian and military. The Services – through their bases and installations – are only one element in the outreach effort, we are also calling on others – community leaders and known individuals to help amplify our message. Additionally, we are looking at generating greater exposure to special events and developing additional grass-roots community activities;

- Q6. How does this initiative relate to the ongoing efforts in recruiting?
- A6. Recruiting is an important element of all that we do, but this initiative is not directly connected to recruiting. Rather, it is to create a greater understanding of our military and the critical role it plays. We hope this outreach can have an indirect but positive effect on recruiting by raising the awareness and understanding of those who may be interested in serving our country.

- Q7. Isn't this just a propaganda campaign on behalf of the military?
- A7. Quite the contrary, it is a way to create a national dialogue carried out in each community. This is not meant to create specific support for individual initiatives or activities/programs. It is a broad message that can inform on the specifics and raise general awareness. This campaign follows the spirit and letter of the OPA "Principles of Information" - the policy of the Department of Defense to make public, through Congress and the news media, aware of and understand the facts about national security and defense strategy.

6. Points of Contact:

OASD(PA) Plans POC is Mr. John Cooper, DCD CIV, (703) 695-9528, DSN 225-9528, john.cooper@osd.pentagon.mil

OASD(PA) Joint Public Outreach Initiative Project Officer is Maj. Nahaku McFadden, (703) 693-1076, DSN 223-1076, nahaku.mcfadden@osd.pentagon.mil

OASD(PA) Media POC is LTC Catherine Abbott, (703) 697-5134, DSN 227-5134, catherine.abbott@osd.pentagon.mil

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Tab B - Story Ideas

Following are ideas for stories based upon the Theme (The Military mirrors America), and the four key messages of the Joint Public Outreach Initiative:

1. Message: America's military makes the world better and safer.

Story Ideas:

- a. Past and present inventions and innovations that have changed the way we live have come from the military.
- b. Above and beyond the security and stability provided for by the military, American society has benefited from the great contributions of our men and women in uniform.
- c. The present economic prosperity we now enjoy is directly related to our military and the stability and security they provide around the world.
- d. America's military has helped secure peace and stability in the Balkans, stopped aggression in Kosovo and Iraq, responded to natural disasters in Central America, Turkey and Kosovo and patrols the Korean peninsula.

2. Message: America's Military - it's your military.

Story Ideas:

- a. The guard and reserve - our citizen soldiers - are our most direct connection to our military.
- b. Local boys now protecting our safety and prosperity half-way around the world.
- c. Very few citizens know the day in the life of a man/woman who serves in the military. Well they should.

3. Message: Service and Sacrifice - the pillars of America's defense.

Story Ideas:

- a. A hero among our midst - local angle on medal of honor recipient or veteran who has sacrificed in past conflict.
- b. Heroes are not confined to history books - present examples of heroism and the emotional stories of work being done overseas.
- c. Service to our country comes at a sacrifice - stories of sacrifice and the importance of honoring service.

- d. Honoring local heroes. (Hero box (special seating) during Armed Forces Week events – or local hero of the week for print or television news.)

4. Message: Yesterday, today, tomorrow – our military mirrors America.

Story Ideas:

- a. Use demographic data to show how present military reflects America available on the internet sites:

- (1) Internal: <http://outreach.afis.osd.mil/>

- (2) External: <http://www.defenselink.mil/specials/outreachpublic/>

- b. Use facts and figures to describe the average/typical member of the military available on the internet sites --

- (3) Internal: <http://outreach.afis.osd.mil/>

- (4) External: <http://www.defenselink.mil/specials/outreachpublic/>

- c. Pride, Tradition, and History of Military – individual cities and towns have strong military traditions, and that tradition is alive and well today.
- d. What challenges will the soldier, sailor, airman, marine, coast guardsman of tomorrow confront.

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Tab C - National Organizations/Associations and their Nationwide Network of Local Chapters with Community-Based Programs

In addition to the community relations programs currently sponsored by military commands and Guard and Reserve units, community-based organizations offer excellent avenues for increased military interaction with traditional and non-traditional groups. Linkage to community networks can be a dramatic force multiplier for awareness raising among organization opinion leaders and their members about those who serve in uniform.

Connecting with this local infrastructure through the community directory of organizations and associations or by using established channels such as the commander's community advisory council can facilitate opportunities for expanding military members' involvement and visibility in a wide cross section of community efforts. Community-based programs are varied in scope, and many would benefit from service members' training and expertise in numerous military specialties. For example, a chamber of commerce "computers for classrooms" program would welcome the expertise of a military IT specialist in helping to set up a school computer lab. Similarly, a Rotary or Elks club's educational enhancement program in the local schools would eagerly link teachers with military members willing to lend their expertise to a classroom lesson in fields as diverse as auto mechanics, marine biology, aerodynamics, humanitarian assistance, foreign studies, broadcasting and many other areas in which military members are proficient. Along the same lines, Boy Scout and Girl Scout councils offer opportunities for military outreach not only as troop leaders but also as subject matter experts to assist scouts in earning merit badges in categories ranging from outdoor survival to first aid to culinary skills. Many other community programs provide similar opportunities for service members to apply their military capabilities in broadening the base of public understanding about what they do and why their service is important.

Another category of community-based programs seeks volunteers with strong character and civic commitment. These programs also offer meaningful military exposure to a broad cross section of citizens. Among these, as examples, are a library association adult literacy program, a YMCA mentoring program for troubled youth, a council of churches' weekend program to repair homes for the indigent elderly, Boys Clubs and Girls Clubs sports clinics, a municipal government's food drive for the needy, and many others. Facilitating military members' participation in such programs often requires little more than publishing the opportunities in the base newspaper or posting a notice on a unit bulletin board. Also enhancing potential military participation is the commander's approving nod. The bottom line is benefits for all, to the community and program beneficiaries and to the military whose members become better known and appreciated by their fellow citizens.

Many national civic, business, veterans, professional, youth and other organizations and associations have local chapters which conduct community-based programs. A representative list of these national organizations is provided below. Information about these organizations'

programs, which are implemented by chapters at the local level, can be found at their Internet web sites, usually under the category and specific title of the organization.

DoD public affairs officials will initiate contact with many of these organizations at the national level and, through the web site, will provide updates on agreements and activities with individual organizations that may provide special opportunities at the local level.

1. Veteran-Service Organizations

- American Ex-Prisoners of War, Inc.
- American Legion
- American Veterans of World War II, Korea and Vietnam (AMVETS)
- Blinded American Veterans Association
- Catholic War Veterans of the USA
- Daughters of the American Revolution
- Disabled American Veterans
- Disabled American Veterans Auxiliary
- Jewish War Veterans of the US
- Military Order of the Purple Heart of the USA
- Paralyzed Veterans of America
- Veterans of Foreign Wars of the United States
- Vietnam Veterans of America

2. Military-Related Associations

- Air Force Association
- Air Force Sergeant's Association
- Association of the U.S. Army
- Fleet Reserve Association

- Marine Corps League
- National Association for Uniformed Services
- National Guard Association of the United States
- Naval Enlisted Reserve Association
- Naval Reserve Association
- Navy League of the US
- Non-Commissioned Officers Association
- Reserve Officers Association
- Retired Enlisted Association
- Retired Officers Association

3. Civic/Business Organizations

- American Association of Retired Persons
- American Marketing Association
- American Society of Newspaper Editors
- Benevolent and Protective Order of Elks (BPOE)
- Kiwanis International
- Lions International
- National Contract Management Association
- National Council of Churches
- National Defense Industrial Association
- National League of Cities
- National Sheriffs' Association

- Rotary Club International
- U.S. Chamber of Commerce

4. Educational/Youth Organizations

- Association of American Universities
- Boy Scouts of America
- Boys and Girls Clubs of America
- Girl Scouts of the USA
- National Association of Elementary School Principals
- National Association of Secondary School Principals
- National Association of Partners in Education
- National Federation of Teachers
- National Library Association
- Young Men's Christian Association (YMCA)
- Young Women's Christian Association (YWCA)
- Parent Teachers Association

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Tab I – Media Markets and Community Outreach

1. Media Markets

a. Print.

- (1) Major Daily Newspapers – every major newspaper should be contacted and a unit/organizations should have goal of one "pro-active" story placement during the month (see story ideas).

- (a) Op Eds – one placed during the month of May.

- (b) Editorial boards – one call to editorial writer pitching idea.

- (2) Weekly Newspapers – goal of one article should be placed to all weekly newspapers in geographic area.

- (a) Magazines – pitches to magazines or overview story of military in your region (story ideas).

b. Radio.

- (1) Talk Shows – appropriate talk shows should be approached to dedicate one to two shows on positive military issues – with guests offered.

- (2) News shows – approach with news items and special feeds/interviews.

- (3) Public radio – approach with two story ideas for local coverage.

- (4) Public Service Announcements (PSA).

c. Television.

- (1) News – approach all local television news for special features on roll of military in local community/emphasize group coverage of any and all community events.

- (2) Special shows – pitch special on role of military.

- (3) Satellite television – local efforts will be supplemented by national feeds.

d. Specialty media.

- (1) Internet.
- (2) Newsletters.
- (3) Ethnic media.

2. **Community Relation Event Ideas.** The following are effective programs and activities that are currently being used by the services and the Guard and Reserve communities to generate local support and enhance understanding among citizens. This list is by no means comprehensive but serves as a starting point for a clearinghouse of effective outreach programs (both military and community) that help strengthen the bonds between the military and the general public. While the list can also serve as a springboard for ideas on programs to expand interaction between service members and the community, military-initiated programs which use military equipment, people and other resources for public activities should always be coordinated through the chain of command.

Adopt-a-School: Tutoring and mentoring program

Bell-Scott Committee: Organizations of business leaders and officers from Scott Air Force Base who come together on a monthly basis to discuss concerns, challenges and opportunities facing both communities.

Breakfast with the Boss: opportunity to develop a positive relationship between ad reservist's boss and his/her commander.

ChalleNGe program: a preventive rather than remedial youth-at-risk program, targets unemployed drug-free and law-free high-school dropouts, 16 to 18 years of age. Core components of the program are citizenship, academic excellence (GED/high school diploma attainment), life-coping skills, community service, health and hygiene, skills training, leadership/followership, and physical training. The five-month residential phase is followed by a year-long mentoring relationship with a specially trained member from each youth's community.

Christmas in April: renovation, repairs and landscaping of homes of needy citizens

Feed the Homeless

Friends of the Library: provide support and personnel to move books.

Goodwill Good-turn Day: provide trucks and personnel to help with donation drive.

Honorary Commanders: prominent leaders are invited to interact with units to foster better understanding between the military and civilian communities.

Lite-all program: lights illuminate a high-crime block to allow residents to reclaim Neighborhood.

Nuisance Abatement Task Force: abandoned houses used for illicit drug activities are boarded up.

Prayer Breakfast: military and clergy event.

Shadow Program: follow military person for a day / guardsmen at civilian position also

STARbase program: program for youth ages 6 through 18, is aimed at improving math and science skills. The program starts at the elementary school level in order to attract and prepare students at an early age for careers in engineering and other science-related fields of study. The program principally exposes at-risk children and their teachers to real world applications of math and science through experiential learning, simulations, and experiments in aviation and space-related fields. The program also addresses drug use prevention, health, self esteem, and life skills within a math- and science-based program.

Tours:

Air Force: Civic Leader Tours

Army: Civilian Aides to the Secretary of the Army (CASA)

Joint Civilian Orientation Conference – 60 national opinion leaders a year given week-long exposure to today's military.

Marine: CAPTIX fire power demonstrations

National Guard: Boss lifts: flights and base orientation for employers to better understand the military and what their employees (traditional national guardsmen) do on their drill weekends

Navy: ship embarks

Youth Conservation Corps: a preventive rather than remedial, youth at risk program, targets drug-free and law-free unemployed high school dropouts, 16 to 18 years of age. The six week residential program, is conducted at National Guard bases. Core components are citizenship, preparation for a GED/High School diploma, life coping skills, community service, health and hygiene, skills training, leadership/followership, and physical training.

USDO/PAT Liaison Points of Contact

*Douglas B. Wilson, Principal Deputy
Assistant Secretary of Defense for
Public Affairs*

*703/697-9112
Room 2E809*

*Faith A. Bessell, Director
Directorate for Management*

*703/697-8959
Room 2E811*