

Office of the Assistant Secretary of Defense for Public Affairs

Transition 2001



OASD/PA Abbreviated Telephone Roster
Updated December 2000

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Directorate for Editorial Services

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Directorate for Defense Information

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American Forces Information Services

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

Memorandum

To: The Bush-Cheney Transition Team

CC: Bob Tyrer

From: Ken Bacon *KAB*

Date: 12/22/00

Re: Public Affairs Transition Issues.

The Office of The Assistant Secretary of Defense for Public Affairs performs four essential functions. The office:

- 1) Advises and supports the Secretary and his top staff on press issues and media strategy. In general, I advise the secretary and the deputy assistant secretary for information, RADM Craig Quigley, USN, advises the deputy secretary. Various parts of the office provide specific support. For instance, the photographers who travel with the secretary and chronicle his activities are part of this office. In addition, the Directorate for Programs and Community Relations helps schedule and advance trips, plans speaking engagements and organizes TV appearances. Col. Miles Wiley, USAF, is the acting director. He recently replaced Celia Hoke, who is the acting deputy assistant secretary of defense for communication. The Directorate of Editorial Services, run by Terry Szuplat, includes the secretary's speechwriters.
- 2) Briefs the press and answers press inquiries. During normal times, I brief the press each Tuesday and Thursday, but in times of crisis or conflict, such as Operation Allied Force we generally brief five or six days a week. When I am not here, RADM Quigley briefs. We also encourage other officials to brief and, if necessary help prepare them for the briefings. The Director of Defense Information, headed by Capt. Tim Taylor, USN, prepares background books for briefings and answers about 1,000 press inquiries a week and issues press releases on department decisions and policies. All of our information is distributed over the internet through DEFENSELINK. Some 17,000 people receive information by e-mail.

- 3) Communicate policies and information to troops around the world. The American Forces Information Services, run by Clifford Bernath, keeps the troops informed about departmental policies and the secretaries priorities. Of the 1,000 people in the public affairs office, more than 800 work at the Armed Forces Information Services; about half work at Armed Forces Radio and Television Service, which broadcasts news, entertainment and sports to troops around the world, while the other half works at the Defense Information School, which trains military journalists and public affairs officers. Day in and day out, soldiers are our best spokesman. Troops in the field present U.S. policies well because they are well informed.
- 4) Runs the Secretary's effort to reconnect the military to America. A prime element of this program is the Joint Civilian Orientation Conference, an annual, week-long trip to introduce national leaders to the military through briefings from top officials and visits to each of the services.

The attached describes the organization and function of the office in more detail.

Immediate Transition Issues

- 1) How to answer press inquiries on transition matters. While I can answer questions on how the Cohen team is organized for the transition, only you can answer—or decide not to answer—questions on the substance, direction and personnel involved in the transition.
- 2) Who will speak for the new secretary? The nominee will be deluged with press inquiries, and these questions will have to be directed to somebody on your team.

Office of the Assistant Secretary of Defense for Public Affairs

I. Organization and Management

A. Organization

- ***Mission Statement***
 - OASD/PA Charter - DoDI 5122.5
 - AFIS Charter - DoDD 5122.11
- ***Organizational Structure***
 - OASD/PA
 - AFIS
- ***Functions***
 - OASD/PA
 - AFIS

B. Management

- Chain of Command

II. Operating Budget

- OASD/PA
- AFIS

III. Personnel

- OASD/PA
- AFIS

IV. Policy/Issues

- Speaking & Public Agenda Events
- Joint Civilian Orientation Conference

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Department of Defense DIRECTIVE

NUMBER 5122.5

September 27, 2000

DA&M

SUBJECT: Assistant Secretary of Defense for Public Affairs (ASD(PA))

References: (i) Title 10, United States Code

(j) DoD Directive 5122.5, "Assistant Secretary of Defense for Public Affairs," March 19, 1996 (hereby canceled)

(k) Executive Order 12958, "Classified National Security Information," April 17, 1995

(l) DoD Directive 510.18, "Community Relations," July 3, 1974

(m) through (n), see enclosure 1

1. REISSUANCE AND PURPOSE

Under the authority vested in the Secretary of Defense in reference (a), this Directive reissues reference (b) to update the responsibilities, functions, relationships, and authorities of the ASD(PA) as prescribed herein.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, and the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to as the "the DoD Components").

3. RESPONSIBILITIES AND FUNCTIONS

The Assistant Secretary of Defense for Public Affairs (ASD(PA)) is the principal staff assistant and advisor to the Secretary and the Deputy Secretary of Defense for DoD news media relations, public information, internal information, community relations, public affairs and visual information training, and audiovisual matters and shall:

3.1. Develop policies, plans, and programs in support of DoD objectives and operations.

3.2. Ensure a free flow of news and information to the news media, the general public, the internal audiences of the Department of Defense, and the other applicable fora, limited only by national security constraints as authorized by Executive Order 12958 (reference (c)) and valid statutory mandates or exemptions. Enclosures 2 and 3 delineate principles that guide the Department regarding public access to information and media coverage of DoD activities.

3.3. Ensure DefenseLINK (<http://www.defenselink.mil>) is operated and maintained as the official primary point of access to DoD information on the Internet in accordance with Web Site Administration Policies and Procedures established by the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence.

3.4. Act as the sole spokesperson and release authority for DoD information and audiovisual materials to news media representatives; evaluate news media requests for DoD support and cooperation; and determine applicable levels of DoD participation.

3.5. Establish and exercise procedures for the administrative management, activation, and direction of the DoD National Media Pool.

3.6. Oversee and coordinate, as necessary, the activities of the DoD National Media Pool for potential use in military contingency operations and other activities.

3.7. Monitor, evaluate, and develop systems, standards, and procedures for the administration and management of DoD-approved policies, plans, and programs.

3.8. Issue public affairs guidance to the DoD Components.

3.9. Participate with the Under Secretary of Defense (Comptroller/Chief Financial Officer) in planning, programming, and budgeting activities, as required.

3.10. Promote coordination, cooperation, and mutual understanding among the DoD Components and with the other Federal, State, and local agencies, and the civilian community.

3.11. Serve on boards, committees, and other groups, and represent the Secretary of Defense outside of the Department.

3.12. Prepare speeches, public statements, congressional testimony, articles for publication, and other materials for public release by the Secretary and Deputy Secretary of Defense, and other selected DoD and White House officials, as required.

3.13. Serve as official point of contact for public and media activities by the Secretary and Deputy Secretary of Defense; develop short- and long-range plans to communicate their policies and programs; and support the execution of such plans, including advance programming and event coordination with other Agencies of Government and with private, public and media organizations.

3.14. Receive, analyze, and reply to inquiries on DoD policies, programs, or activities that are received from the general public, either directly or from the other Government Agencies. Prepare, and provide to the referring office, replies to inquiries from the general public that are forwarded from the Congress and the White House.

3.15. Evaluate, coordinate, approve and provide policy guidance regarding:

3.15.1. Requests for DoD support and cooperation in programs involving relations with the public, national associations and non-governmental organizations, consistent with DoD Directive 5410.18 and DoD Instruction 5410.19 (references (d) and (e)). Such programs include, but are not limited to, those involving DoD participation in national and international events in the United States and U.S. territories such as Presidential Inaugurations, International Olympics, and other events receiving national media coverage

3.15.2. Requests by news media representatives or other non-DoD personnel for travel in military carriers for public affairs purposes, in accordance with DoD Instruction 5415.2 (reference (f)).

3.15.3. All proposed public affairs guidance, plans, and annexes.

3.16. Provide DoD assistance to non-Government and entertainment-oriented

motion picture, television, and video productions consistent with DoD Instruction 5410.16 (reference (g)).

3.17. Evaluate and coordinate the DoD responses to requests for speakers received by the Department and, as required, assist in scheduling, programming, and drafting speeches for the participation of qualified personnel.

3.18. Develop, coordinate and oversee the implementation of public affairs policy and plans for DoD participation in activities supporting U.S. international public information programs, in coordination with appropriate DoD officials.

3.19. Perform such other functions as the Secretary or Deputy Secretary of Defense may prescribe.

4. RELATIONSHIPS

4.1. In the performance of assigned functions and responsibilities, the ASD(PA) shall:

4.1.1. Report directly to the Secretary and the Deputy Secretary of Defense.

4.1.2. Exercise authority, direction, and control over the American Forces Information Service, in accordance with DoD Directive 5122.10 (reference (h)).

4.1.3. Coordinate and exchange information with other OSD officials, the Heads of the DoD Components, and Federal Departments and Agencies having collateral or related functions.

4.1.4. Use existing facilities and services of the Department of Defense and other Federal Agencies, when possible, to avoid duplication and achieve maximum efficiency and economy.

4.1.5. Maintain liaison with, and provide assistance to, representatives of the news media, non-Government and entertainment-oriented industry, and members of the public seeking information on the responsibilities and functions in section 3., above.

4.2. Other OSD officials and the Heads of the DoD Components shall coordinate with the ASD(PA) on all matters related to the authorities, responsibilities and functions assigned in this Directive.

5. AUTHORITIES

The ASD(PA) is hereby delegated authority to:

5.1. Issue DoD Instructions, Publications, and one-time directive-type memoranda, consistent with DoD 4025.1-M (reference (i)), which carry out policies approved by the Secretary of Defense in assigned fields of responsibility. Instructions to the Military Departments shall be issued through the Secretary of the Military Department concerned. Instructions to the Combatant Commands on public affairs matters shall be issued directly to the Commanders of the Combatant Commands. DoD Instructions that have operational implications shall be coordinated with the Chairman of the Joint Chiefs of Staff.

5.2. Obtain reports, information, advice, and assistance, consistent with the DoD policy and criteria of DoD Directive 8910.1 (reference (j)), as necessary.

5.3. Communicate directly with the Head of the DoD Components. The channel of communication with the Combatant Commands on public affairs matters shall be between the ASD(PA) and the Commanders of the Combatant Commands. Communications that have operational implications shall be coordinated with the Chairman of the Joint Chiefs of Staff consistent with DoD Directive 5400.13 (reference (k)). Joint Staff communications that have public affairs policy or guidance implications shall be coordinated with the ASD(PA).

5.4. Communicate with the other Federal Departments and Agencies, the representatives of the Legislative Branch, the news media, the non-Government and entertainment-oriented industry, and the members of the public.

5.5. Establish arrangements for DoD participation in those non-DoD Government programs for which the ASD(PA) has been assigned primary staff cognizance.

5.6. Act as the sole agent at the Seat of Government for the release of official DoD information for dissemination through any form of public information media. This may be delegated to DoD Components, as appropriate.

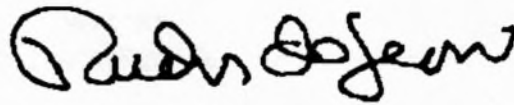
5.7. Establish accreditation criteria and serve as the approving and issuing authority for credentials for news gathering media representatives traveling with coverage of official DoD activities.

5.8. Approve military participation in public exhibitions, demonstrations, and ceremonies of national or international significance.

5.9. Portions of the authorities listed in this section may be delegated to DoD Components as appropriate to that Agency or Service.

6. EFFECTIVE DATE

This Directive is effective immediately.



Rudy de Leon
Deputy Secretary of Defense

Enclosures - 3

- E1. References, continued
- E2. Principles of Information
- E3. Statement of DoD Principles for News Media Coverage of DoD Operations

E. ENCLOSURE 1

REFERENCES, continued

- (e) DoD Instruction 5410.19, "Armed Forces Community Relations," July 19, 1979
- (f) DoD Instruction 5435.2, "Delegation of Authority to Approve Travel In and Use of Military Carriers for Public Affairs Purposes," April 25, 1975
- (g) DoD Instruction 5410.16, "DoD Assistance to Non-Government, Entertainment-Oriented Motion Picture, Television, and Video Productions," January 25, 1988
- (h) DoD Directive 5122.10, "American Forces Information Service (AFIS)," February 14, 1995
- (i) DoD 5025.1-M, "DoD Directives System Procedures," August 1994
- (j) DoD Directive 8910.1, "Management and Control of Information Requirements," June 11, 1993
- (k) DoD Directive 5400.13, "Joint Public Affairs Operations," January 9, 1996

E2. ENCLOSURE 2

PRINCIPLES OF INFORMATION

E2.1. INFORMATION

It is DoD policy to make available timely and accurate information so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens shall be answered quickly. In carrying out that DoD policy, the following principles of information shall apply:

E2.1.1. Information shall be made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. The "Freedom of Information Act" will be supported in both letter and spirit.

E2.1.2. A free flow of general and military information shall be made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents.

E2.1.3. Information will not be classified or otherwise withheld to protect the Government from criticism or embarrassment.

E2.1.4. Information shall be withheld when disclosure would adversely affect national security, threaten the safety or privacy of U.S. Government personnel or their families, violate the privacy of the citizens of the United States, or be contrary to law.

E2.1.5. The Department of Defense's obligation to provide the public with information on DoD major programs may require detailed Public Affairs (PA) planning and coordination in the Department of Defense and with the other Government Agencies. Such activity is to expedite the flow of information to the public; propaganda has no place in DoD public affairs programs.

E3. ENCLOSURE 3

STATEMENT OF DOD PRINCIPLES FOR NEWS MEDIA

E3.1.1. Open and independent reporting shall be the principal means of coverage of U.S. military operations.

E3.1.2. Media pools (limited number of news media who represent a larger number of news media organizations for news gatherings and sharing of material during a specified activity), are not to serve as the standard means of covering U.S. military operations. However, they sometimes may provide the only means of early access to a military operation. In this case, media pools should be as large as possible and disbanded at the earliest opportunity (in 24 to 36 hours, when possible). The arrival of early-access media pools shall not cancel the principle of independent coverage for journalists already in the area.

E3.1.3. Even under conditions of open coverage, pools may be applicable for specific events, such as those at extremely remote locations or where space is limited.

E3.1.4. Journalists in a combat zone shall be credentialed by the U.S. military and shall be required to abide by a clear set of military security ground rules that protect U.S. Armed Forces and their operations. Violation of the ground rules may result in suspension of credentials and expulsion from the combat zone of the journalist involved. News organizations shall make their best efforts to assign experienced journalists to combat operations and to make them familiar with U.S. military operations.

E3.1.5. Journalists shall be provided access to all major military units. Special operations restrictions may limit access in some cases.

E3.1.6. Military PA officers should act as liaisons, but should not interfere with the reporting process.

E3.1.7. Under conditions of open coverage, field commanders should be instructed to permit journalists to ride on military vehicles and aircraft when possible. The military shall be responsible for the transportation of pools.

E3.1.8. Consistent with its capabilities, the military shall supply PA officers with facilities to enable timely, secure, compatible transmission of pool material and shall make those facilities available, when possible, for filing independent coverage. If

Government facilities are unavailable, journalists, as always, shall file by any other means available. The military shall not ban communications systems operated by news organizations, but electromagnetic operational security in battlefield situations may require limited restrictions on the use of such systems.

E3.1.9. Those principles in paragraph E3.1.8.,above, shall apply as well to the operations of the standing DoD National Media Pool system.



Department of Defense DIRECTIVE

NUMBER 5122.10

November 21, 2000

DA&M

SUBJECT: American Forces Information Service (AFIS)

- References:
- a) Title 10, United States Code
 - b) DoD Directive 5122.10, subject as above, February 14, 1995 (hereby canceled)
 - c) DoD Directive 5122.5, "Assistant Secretary of Defense for Public Affairs," September 27, 2000
 - d) DoD Directive 5122.11, "Stars and Stripes (S&S) Newspapers and Business Operations," October 5, 1993
 - e) through (n), see enclosure 1

1. REISSUANCE AND PURPOSE

Pursuant to the authorities provided in reference (a), this Directive reissues reference (b) to update the mission, responsibilities, functions, authorities, and relationships of the AFIS.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities and all other organizational entities within the Department of Defense (hereafter referred to collectively as "the DoD Components").

3. MISSION

Promote and sustain unit and individual readiness, quality of life, and morale of U.S. forces worldwide by providing news, information, entertainment, visual and public information support, and Department-wide public affairs, broadcast, and visual information training.

4. ORGANIZATION AND MANAGEMENT

4.1. The AFIS is established as a DoD Field Activity under the authority, direction, and control of the Assistant Secretary of Defense for Public Affairs (ASD(PA)) in accordance with DoD Directive 5122.5 (reference (c)). The AFIS shall consist of a Director and such subordinate elements as the Director establishes, within resources authorized by the Secretary of Defense.

4.2. The American Forces Information Council is established to advise the ASD(PA) on matters pertaining to the AFIS area of responsibility and consists of the following:

4.2.1. Director, AFIS, Chair.

4.2.2. The Chiefs/Directors of each Military Service Public Affairs and Information Office plus the Coast Guard and each Military Service's senior representatives for Visual Information matters.

4.2.3. A representative of the Chairman of the Joint Chiefs of Staff.

4.2.4. An Executive Secretary designated by the Director, AFIS.

5. RESPONSIBILITIES AND FUNCTIONS

The Director, AFIS, shall:

5.1. Develop, produce, maintain, evaluate, provide, and distribute products, services and standards to meet the internal information, visual information, and related requirements for the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands and other DoD Components as appropriate.

5.2. Organize, direct, and manage the AFIS and all assigned resources, including but not limited to the following components:

5.2.1. The American Forces Radio and Television Service (AFRTS)-Broadcast Center.

5.2.2. The Defense Information School.

5.2.3. The Current News Service.

5.2.4. The American Forces Press Service.

5.2.5. The AFIS Web Development Center.

5.2.6. The AFRTS Radio and Television Production Office.

5.2.7. The AFRTS News Center.

5.2.8. The Television-Audio Support Activity.

5.2.9. The Defense Visual Information Center.

5.2.10. The DoD Joint Combat Camera Center.

5.2.11. The DoD Joint Visual Information Services Distribution Activity.

5.2.12. The European and Pacific Stars and Stripes Newspaper in accordance with DoD Directive 5122.11 (reference (d)).

5.3. Train DoD public affairs, broadcast, and visual information professionals.

5.4. Provide communication services to support the informational needs of commanders and combat forces throughout the entire range of military operations and contingencies.

5.5. Advise and act for the ASD(PA) in providing policy, guidance, and management oversight of the DoD internal information programs.

5.6. Develop policies, guidelines, and standards for the management of the AFRTS outlets and activities and DoD visual information and Combat Camera activities and programs.

5.7. Provide central DoD storage, duplication, production, and distribution of operational and other DoD imagery, media, visual information, audiovisual, training and education, and associated materials.

5.8. Engineer, design, acquire, install, and provide life-cycle logistics and commodity management of broadcasting, visual information, and audiovisual equipment and systems for all the DoD Components.

5.9. Operate the European and Pacific Stars and Stripes Newspaper.

5.10. Design, install, and maintain reliable and cost-effective information technology systems to support and sustain the Office of the ASD(PA).

5.11. Operate and maintain the DefenseLINK as the primary point of public access to official unclassified DoD information on the Internet and to the DoD Government Information Locator Service (GILS) as required by the Paperwork Reduction Act of 1995.

5.12. Provide, in coordination with the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD(C3I)), policy oversight and guidance to ensure the effective dissemination of DoD information to the public via the Internet.

5.13. Maintain a central World Wide Web site registration system for the Department of Defense that meets the requirements of the GILS and is accessible to the public via the DefenseLINK.

5.14. Consolidate OSD public web site operations, where feasible, to improve operational security, ensure common architecture, and take advantage of economies of scale, and oversee and manage the operation of all consolidated OSD public web sites.

5.15. Exercise policy and program oversight for the following:

5.15.1. The DoD Internal Information Program.

5.15.2. The AFRTS in accordance with DoD Directive 5120.20 and DoD 5120.20-R (references (e) and (f)).

5.15.3. DoD visual information, audiovisual, and Combat Camera activities, and joint visual information services in accordance with DoD Directive 5040.2, DoD

Directive 5040.3, DoD Directive 5040.4, and DoD Directive 5040.5 (references (g) through (j)).

5.15.4. DoD newspaper, magazines, and civilian enterprise publications under provisions of DoD Instruction 5120.4 (reference (k)).

5.15.5. DoD public affairs and visual information training in accordance with DoD Directive 5160.48 (reference (l)).

5.16. Perform such other duties as the ASD(PA) may prescribe.

6. RELATIONSHIPS

6.1. The ASD(PA) shall exercise authority, direction, and control over the Director, AFIS.

6.2. The Director, AFIS shall:

6.2.1. Coordinate actions with other DoD Components having collateral or related functions in the field of assigned responsibilities.

6.2.2. Maintain appropriate liaison with DoD Components and other governmental and non-governmental agencies to exchange views on programs in the field of assigned responsibilities.

6.3. The Secretaries of the Military Departments shall:

6.3.1. Conduct internal information activities pertaining to their respective Departments.

6.3.2. Operate and maintain AFRTS outlets and activities in designated geographic areas designated in reference (i) and provide appropriate support to them during wartime and/or contingencies when a Combatant Command Commander assumes operational control.

6.3.3. Manage and control the AFRTS outlets and activities within their respective Departments.

6.3.4. Provide military personnel on a proportionate share basis to staff military positions in AFRTS and the Defense Information School in accordance with references (e), (f) and (l).

6.3.5. Operate audiovisual, visual information, and Combat Camera activities in support of assigned missions in accordance with references (g) through (j).

6.3.6. Produce DoD newspapers, magazines, and commercial enterprise publications in accordance with reference (k).

6.4. The Commanders in Chief (CINCs) of the Combatant Commands shall:

6.4.1. Provide support for the AFIS in accordance references (d) through (j).

6.4.2. Produce DoD newspapers, magazines, and commercial enterprise publications in accordance with reference (k).

6.5. The Heads of the DoD Components shall coordinate with the Director, AFIS, on all matters concerning the mission, responsibilities, and functions of AFIS.

7. AUTHORITIES

The Director, AFIS, is authorized to:

7.1. Obtain from other Components, consistent with the policies and criteria of DoD Directive 8910.1 (reference (m)), information, advice, and assistance necessary to carry out AFIS programs and activities.

7.2. Communicate directly with the DoD Components on matters related to AFIS responsibilities, programs, and activities. Communications with the Combatant Commands regarding AFIS responsibilities and programs shall be between the AFIS Director and the Commanders of the Combatant Commands. Communications that have operational implications shall be coordinated with the Chairman of the Joint Chiefs of Staff.

7.3. Communicate with other Government Agencies, representatives of the Legislative Branch, and members of the public, as appropriate, in carrying out assigned functions.

7.4. Communicate with representatives of foreign governments, societies, and commercial broadcast agencies regarding performing rights, broadcast frequencies, downlink rights, and other requirements to allow AFIS and AFRTS outlets and activities to operate in foreign countries.

7.5. Exercise the administrative authorities contained in enclosure 2.

8. ADMINISTRATION

8.1. The Director, AFIS, shall be selected by and report to the ASD(PA).

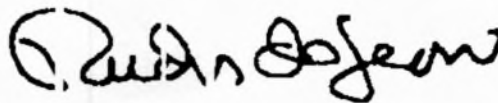
8.2. AFIS shall be authorized such personnel, facilities, funds, and other administrative support as the Secretary of Defense deems necessary.

8.3. The Military Departments shall assign military personnel to AFIS in accordance with approved authorizations and established procedures for assignment to joint duty.

8.4. Administrative support for AFIS shall be provided by selected DoD Components through inter-Service support agreements in accordance with DoD Instruction 4000.19 (reference (n)).

9. EFFECTIVE DATE

This Directive is effective immediately.



Rudy de Leon
Deputy Secretary of Defense

Enclosures - 2

- E1. References, continued
- E2. Delegations of Authority

E1. ENCLOSURE 1

REFERENCES, continued

- (e) DoD Directive 5120.20, "American Forces Radio and Television Service (AFRTS)," December 17, 1991
- (f) DoD 5120.20-R, "Management and Operations of the Armed Forces Radio and Television Service (AFRTS)," November 1998
- (g) DoD Directive 5040.2, "Visual Information," December 7, 1987
- (h) DoD Directive 5040.3, "DoD Joint Visual Information Services," December 5, 1985
- (i) DoD Directive 5040.4, "Joint Combat Camera (COMCAM) Program," September 30, 1996
- (j) DoD Directive 5040.5, "Alternation of Official DoD Imagery," August 29, 1995
- (k) DoD Instruction 5120.4, "Department of Defense Newspapers, Magazines, and Civilian Enterprise Publications," June 16, 1997
- (l) DoD Directive 5160.48, "DoD Public Affairs and Visual Information (PA&VI) Education and Training (E&T)," January 6, 1997
- (m) DoD Directive 8910.1, "Management and Control of Information Requirements," June 11, 1993
- (n) DoD Instruction 4000.19, "Interservice and Intragovernmental Support," August 9, 1995

E2. ENCLOSURE 2

DELEGATIONS OF AUTHORITY

E2.1.1. Pursuant to the authority vested in the Secretary of Defense, and subject to direction, authority, and control of the Secretary of Defense, and the Assistant Secretary of Defense for Public Affairs, and in accordance with DoD policies, Directives, and Instructions, the Director, AFIS, or, in the absence of the Director, the person acting for the Director, is hereby delegated authority, as required, in the administration and operation of AFIS, to:

E2.1.1.1. Perform the following functions in accordance with the provisions of Executive Order 10450, "Security Requirements for Government Employment," April 27, 1953; Executive Order 12333, "United States Intelligence Activities," December 4, 1981; and Executive Order 12958, "Access to Classified Information," August 4, 1995; and DoD Directive 5200.2, "DoD Personnel Security Program (DoDSP)," April 9, 1999, as appropriate:

E2.1.1.1.1. Designate any position in the AFIS as a "sensitive" position.

E2.1.1.1.2. Authorize, in case of an emergency, the appointment of a person to a sensitive position in AFIS for a limited period of time and for whom a full field investigation or other appropriate investigation, including the National Agency Check, has not been completed.

E2.1.1.1.3. Initiate personnel security investigations and, if necessary, in the interest of national security, suspend a security clearance for personnel assigned, detailed to, or employed by the AFIS. Any action under this paragraph shall be taken in accordance with procedures prescribed in DoD 5200.2-R, "DoD Personnel Security Program," January 1987, authorized by DoD Directive 5200.2, April 9, 1999.

E2.1.1.2. Authorize and approve duty hours for AFIS civilian employees in accordance with the mission requirements of AFIS organizational activities.

E2.1.1.3. Authorize and approve overtime work for AFIS civilian employees, in accordance with 5 U.S.C. Chapter 55, Subchapter V, and applicable Office of Personnel Management regulations.

E2.1.1.4. Develop, establish, and maintain an active and continuing records management program, pursuant to 44 U.S.C. 3102 and DoD Directive 5015.2, "Records Management Program," March 22, 1991.

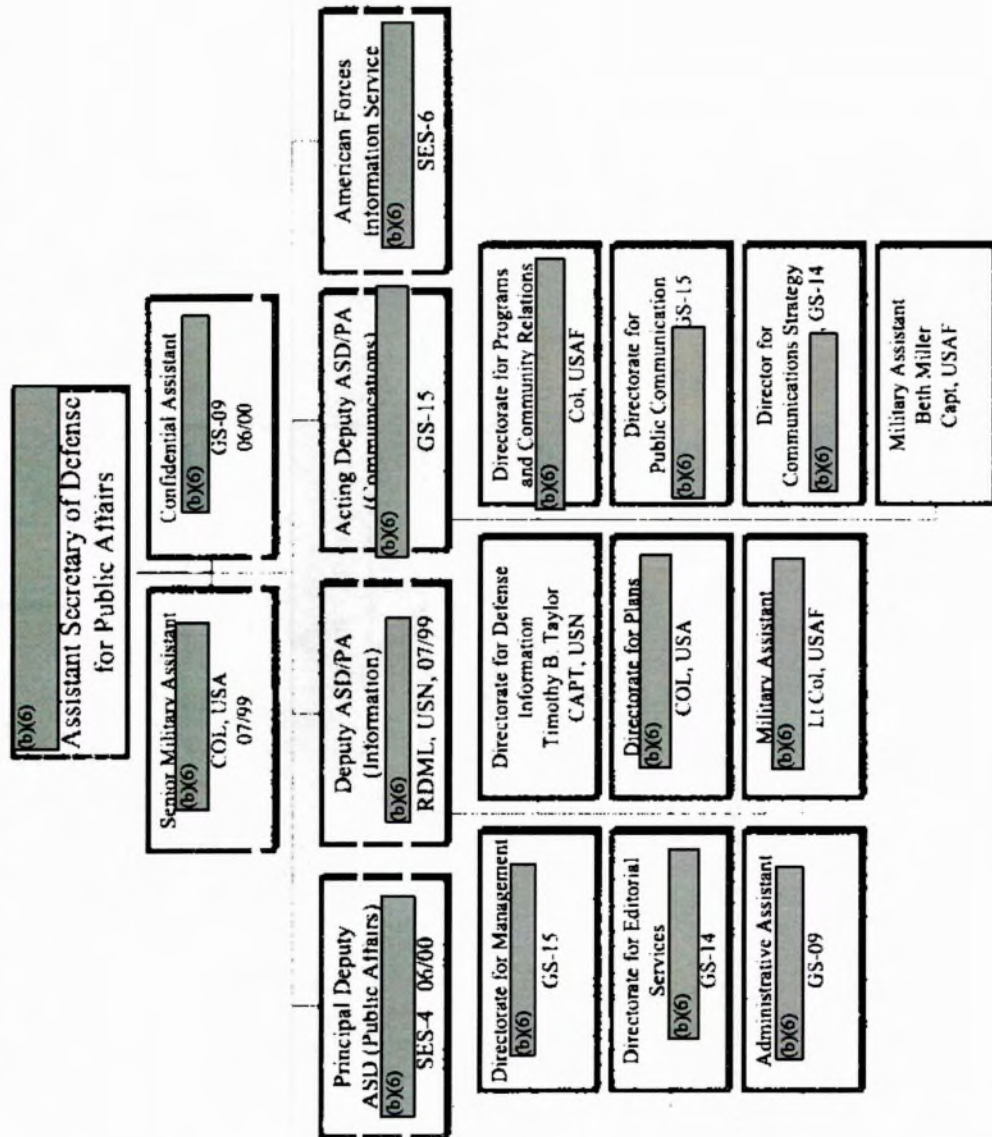
E2.1.1.5. Authorize the publication of advertisements, notices, or proposals in public periodicals, as required for the effective administration of AFIS, consistent with 44 U.S.C. 3702.

E2.1.1.6. Establish and maintain, for the functions assigned, an appropriate publication system for the promulgation of common supply and service regulations, and procedures prescribed in DoD 5025.1-M, "Department of Defense Directives System Procedures," August 1994.

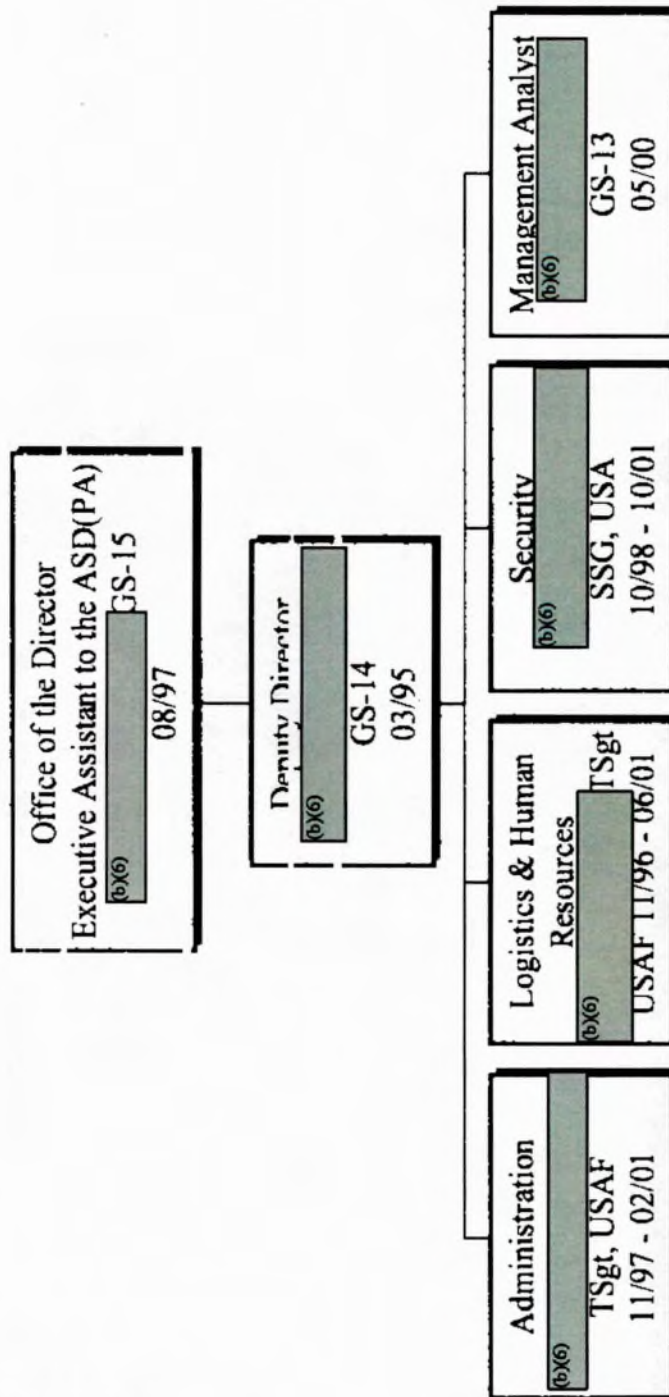
E2.1.1.7. Approve Joint Service Achievement Medals (JSAMs) and Joint Service Commendation Medals (JSCMs) for military personnel assigned under the direct organizational authority of the Director, AFIS, as delegated by ASD(PA) or the Director, Administration and Management under Chapter 3, subparagraph D.5.c.(2), DoD 1348.33-M, "Manual of Military, Decorations and Awards," June 1993.

E2.1.1.8. Establish and administer programs to recognize outstanding achievement by DoD military and civilian practitioners in the fields of broadcast and print journalism, graphics, and still and motion media.

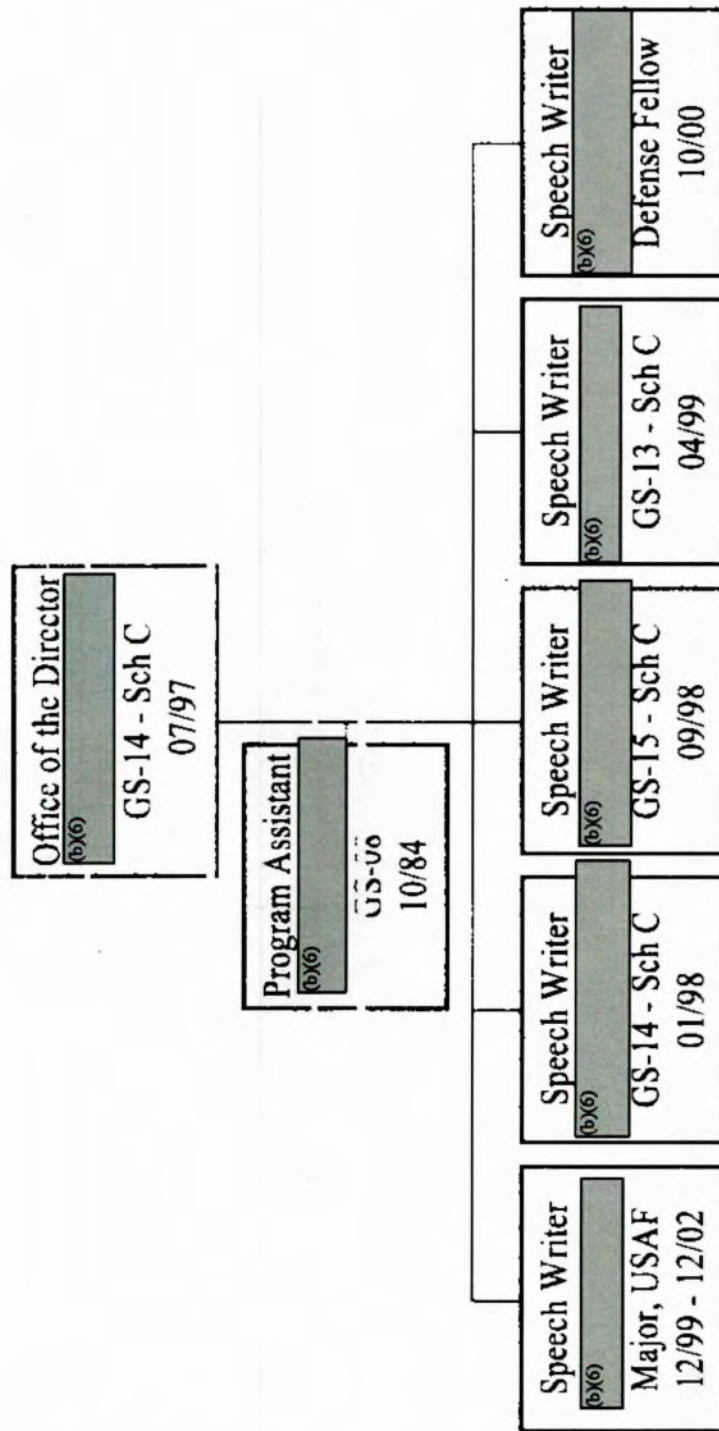
Office of the Assistant Secretary of Defense for Public Affairs



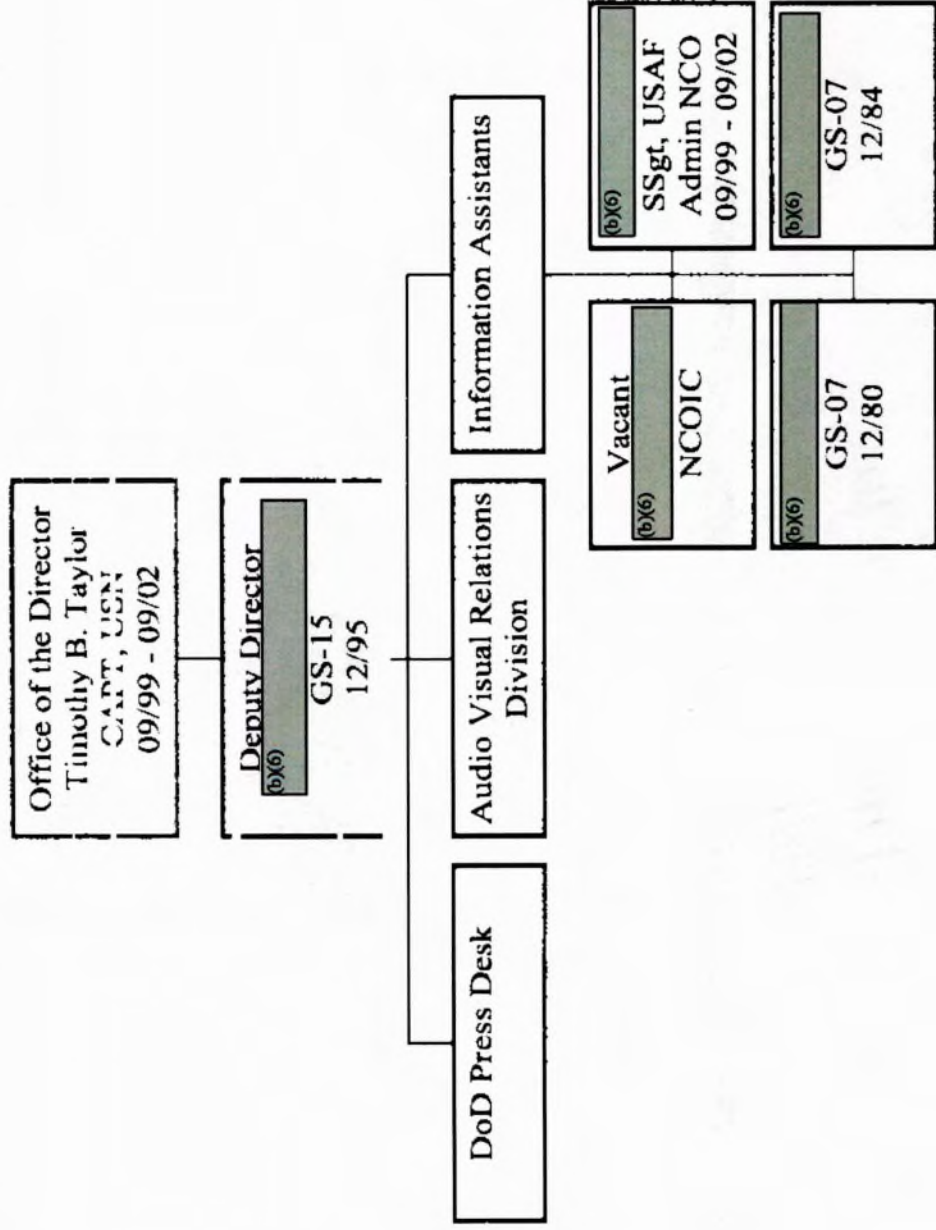
Directorate for Management



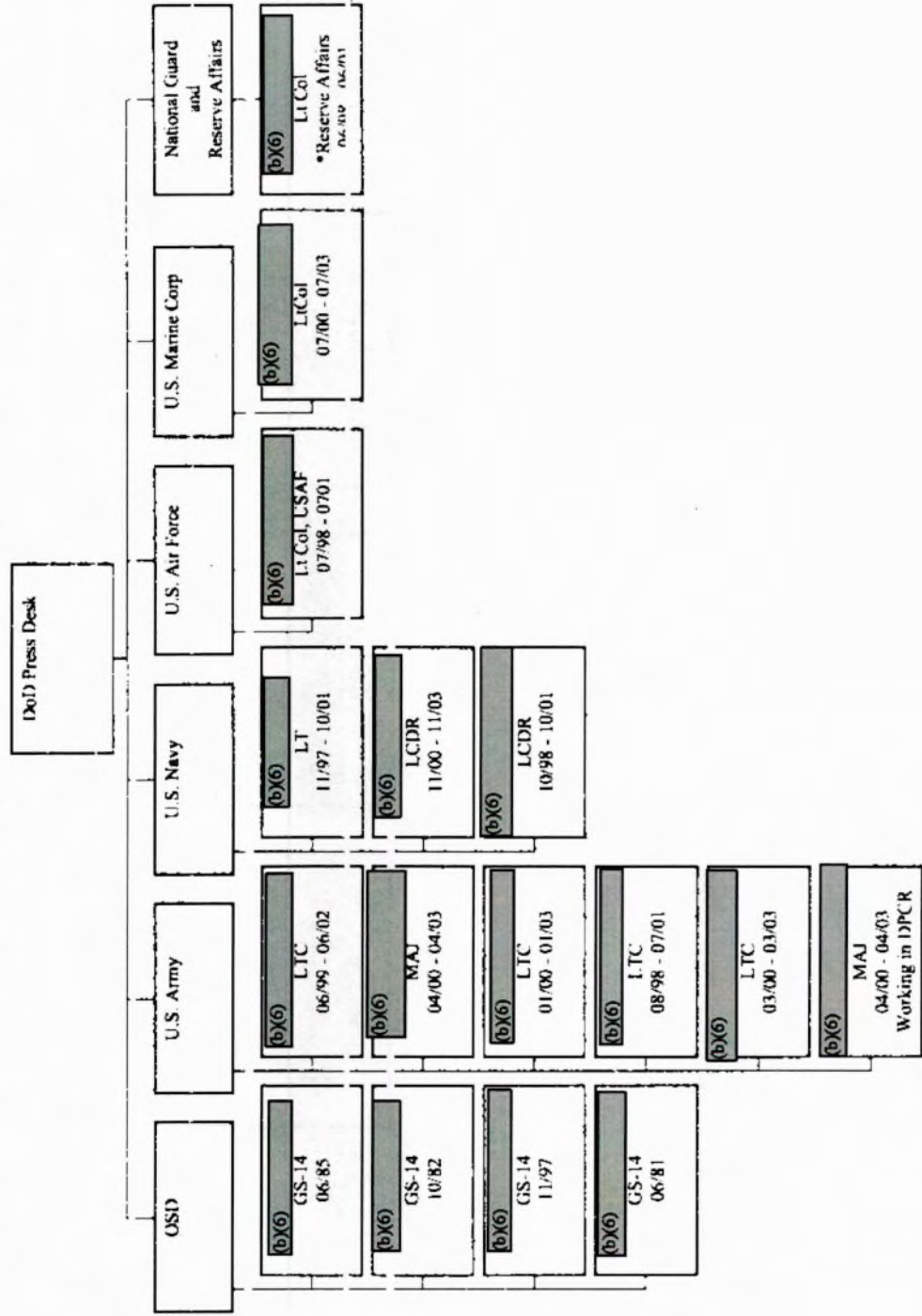
Directorate for Editorial Services



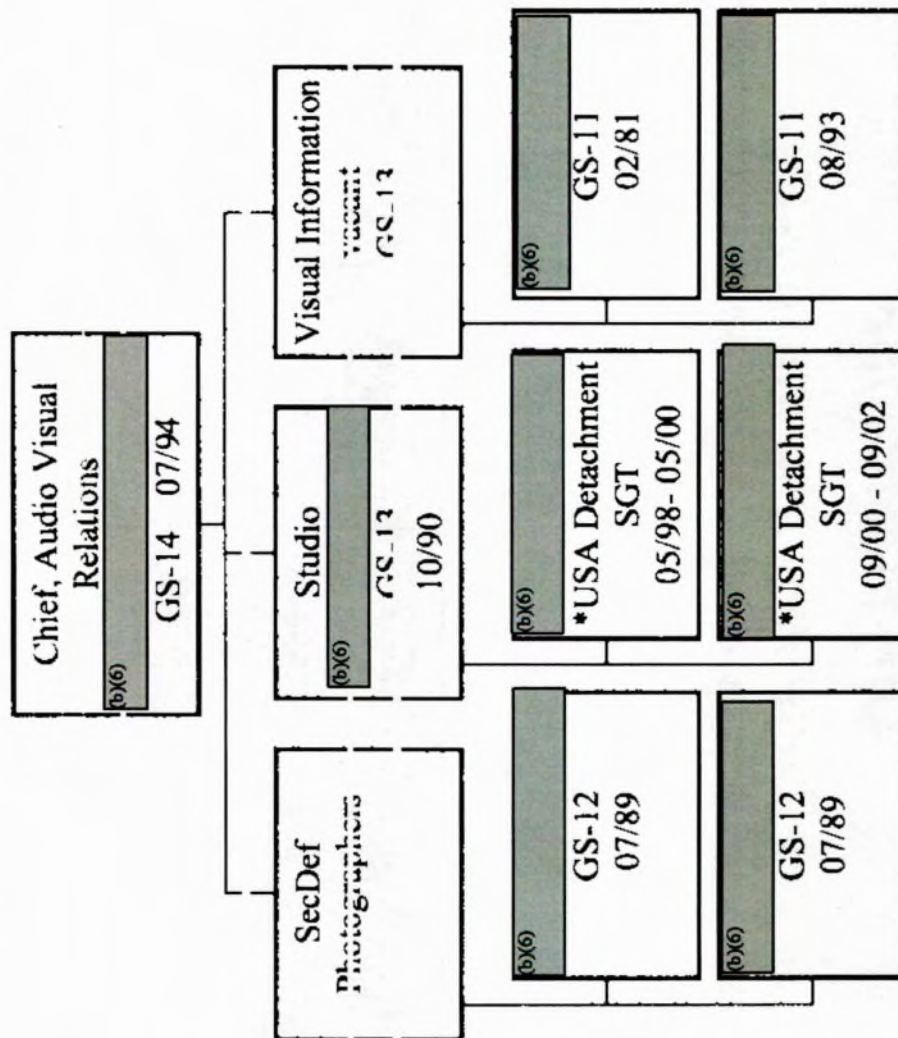
Directorate for Defense Information



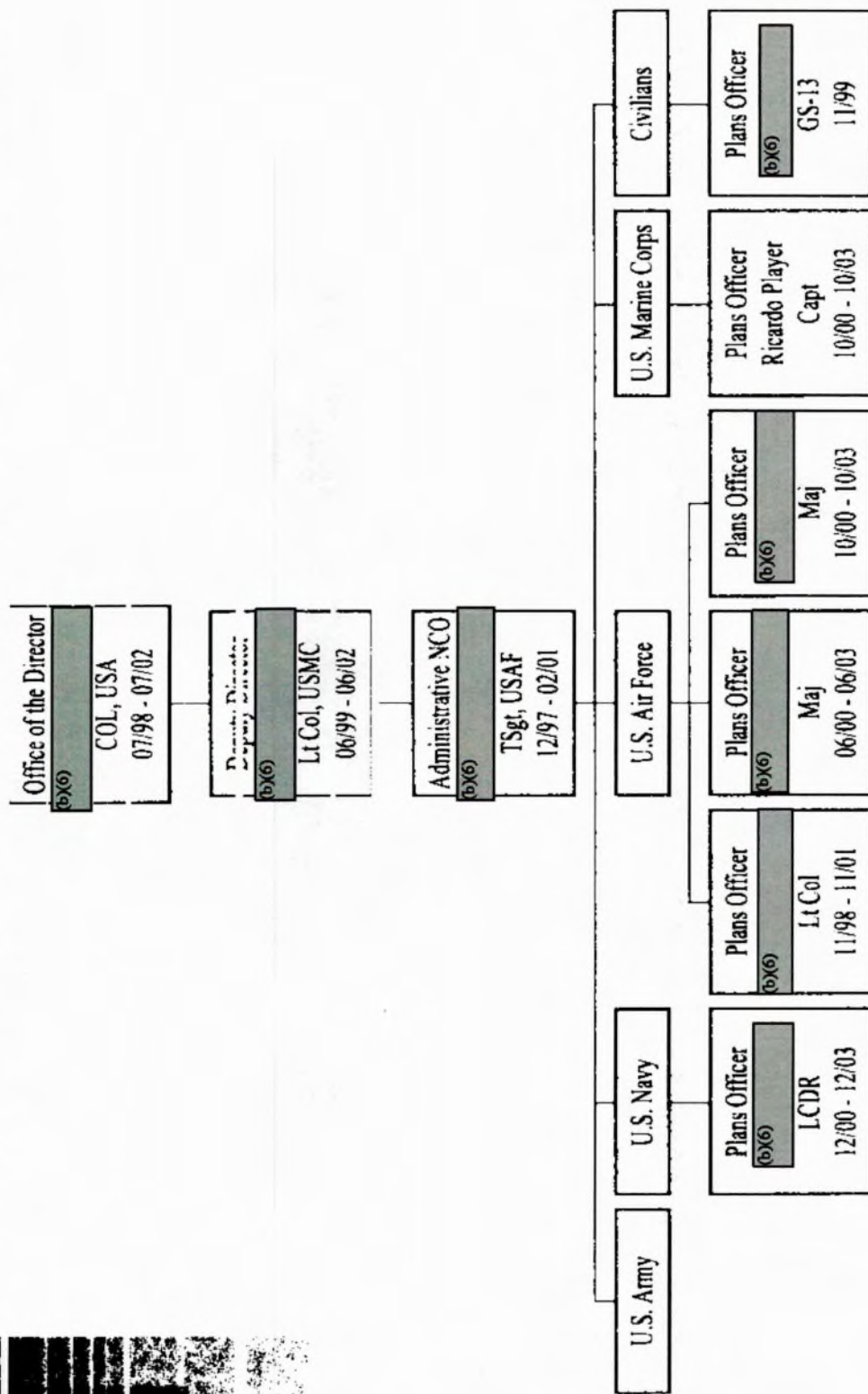
Directorate for Defense Information



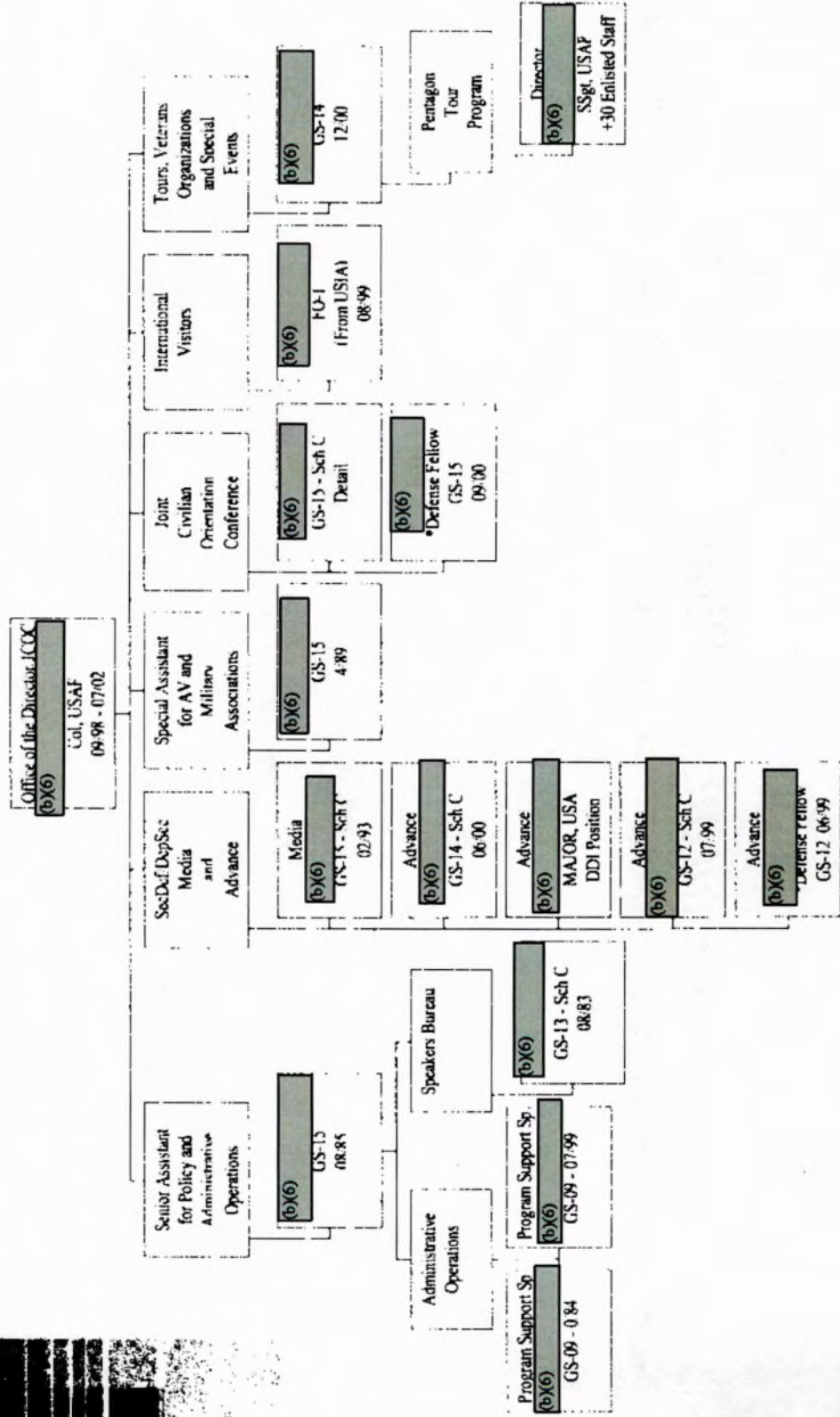
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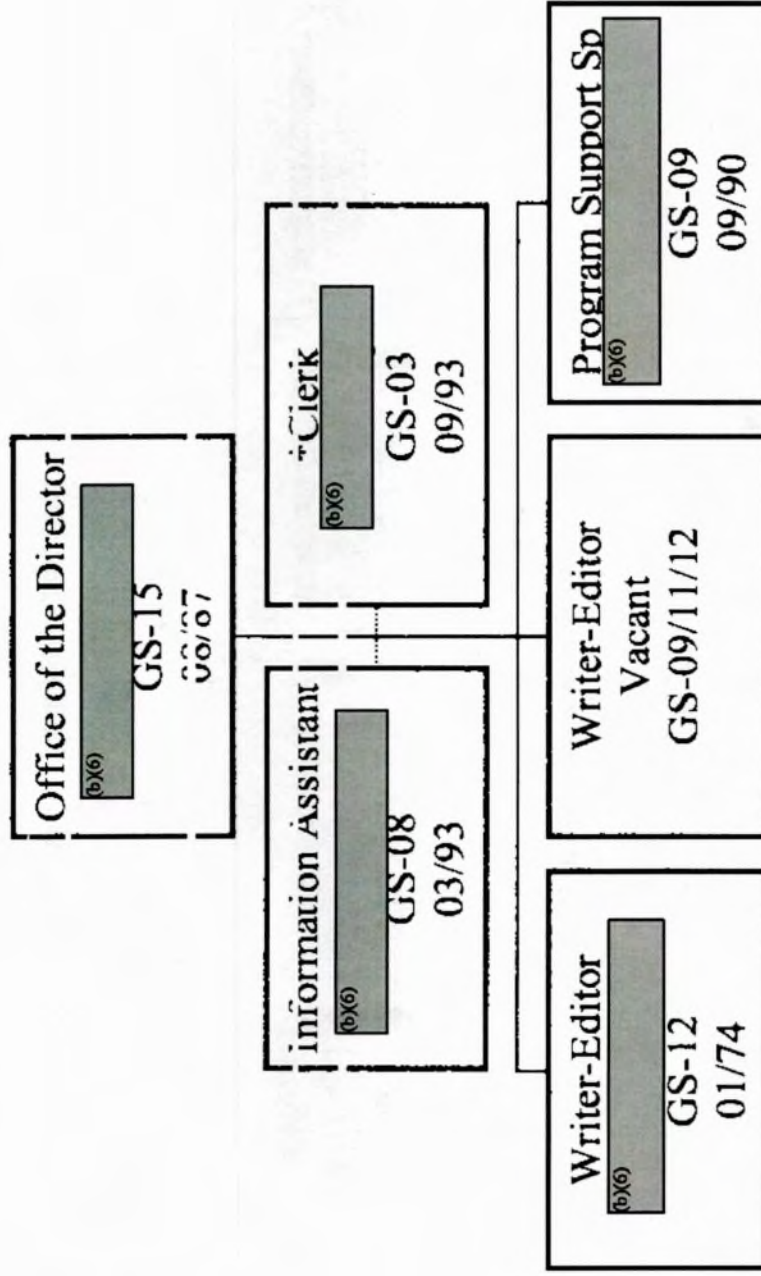
Directorate for Plans



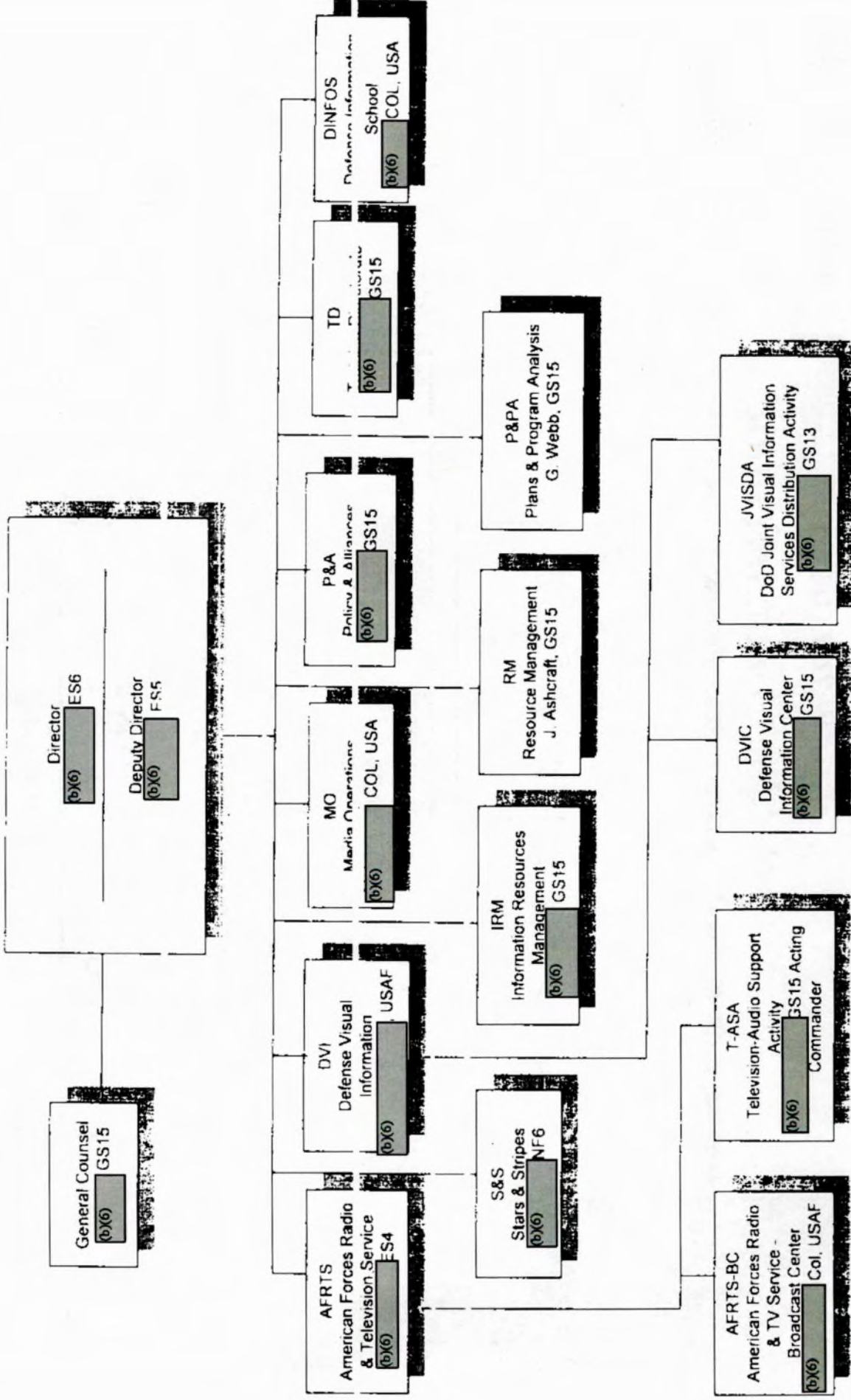
Directorate for Programs & Community Relations



Directorate for Public Communication



American Forces Information Service (AFIS)





Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Office of the Assistant Secretary of Defense for Public Affairs *Mission and Functions*

The *Assistant Secretary of Defense for Public Affairs* (ASD/PA) serves as the principal staff assistant to the Secretary of Defense for DoD and as the DoD Spokesperson. Public affairs activities and operations ensure the free flow of information regarding the policies, programs, and priorities of the DoD and its leadership, including the Secretary and Deputy Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the heads of DoD Components, and other Departmental leaders, to American citizens and the general public, the news media, the military and civilian audiences internal to the DoD, other government agencies, and non-government organizations and associations. This communications function is conducted through various public affairs programs, notably public information, media relations, community relations, command/internal information and various outreach efforts that enhance the understanding of DoD issues by external and internal audiences.

The ASD/PA is assisted by a Principal Deputy ASD (PDASD/PA), a Deputy ASD for Information [also Deputy DoD Spokesperson] (DASD/PA(I)) and a Deputy ASD for Communications (EASD/PA(C)).

The ASD/PA directs or oversees field activity: the American Forces Information Service (AFIS).

Principal Deputy ASD is responsible for the day-to-day operation of the Immediate Office and oversight of the Directorates for Management and Editorial Services.

Deputy ASD (Information) serves as Deputy DoD Spokesperson and provides public affairs support to the Deputy Secretary of Defense. The DASD/PA(I) supervises the Directorates for Defense Information and Plans.

Deputy ASD (Communications) oversees the strategic planning for informing the public about Defense missions and activities and supervises the Directorates for Public Communications, Programs & Community Relations and Communications Strategy.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Directorate for Management. The Directorate for Management (DM) is responsible for the development of policy/guidance and the management and direction of all OASD/PA resources in the area of resource management to include administrative support, budget and finance, logistics and supply, and personnel management.

Administrative Support. Manages the correspondence control and suspense program. Monitors, directs, issues suspense dates and report on all controlled correspondence coming into or out of OASD/PA. Responsible for the correspondence and records management program which includes file disposition and document security. Manages the classified materials control processes to include declassification and material disposal procedures.

Manages the government travel credit card program to include the issuance of applications, account cancellations, and monitoring/reporting requirements.

Monitors all OASD/PA travel documents to ensure accuracy and compliance prior to submission to the Defense Finance and Accounting Service.

Administers the electronic OASD/PA headquarters reference library of directives, instructions, policy/guidance documentation, Standard Operating Procedures, OSD Administrative Instructions, and applicable Military Service instructions, regulations, and notices.

Manages the forms management program which encompasses the review and approval of establishment and renewal of forms and surveys used to obtain services of OASD/PA and AFIS.

Manages special administrative programs to include the Suggestion Program, Freedom of Information Act compliance, U.S. Savings Bond drives, Persons with Disabilities, Black History, and Women's, Hispanic, and other official recognition programs. Works closely with OSD representatives to coordinate and ensure all reporting requirements are met in compliance with the Paperwork Reduction Act.

Budget and Finance. Prepares, submits, and administers all budget and apportionment requests for the operating appropriations. Develops and prepares data for the OASD/PA budget which projects requirements for O&M appropriations four years beyond the budget year to ensure conformance with program and policy requirements, specifically the agency five-year plan.

Logistics and Supply. Coordinates all OASD/PA headquarters parking space and building management issues. Manages and coordinates the service and changes involving all telecommunication equipment within OASD/PA headquarters.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Manages the OASD/PA headquarters supply and equipment tracking system.

Works closely with General Services Administration (GSA), Washington Headquarters Services (WHS), and the Defense Supply Service Washington (DSSW) to provide status of all purchase requests.

Personnel Management. Works closely with officials from the OSD Director for Administration and Management office and Under Secretary of Defense (Personnel and Readiness) on manpower issues to include changes to manpower authorizations and Presidential and Congressional issues relating to the National Performance Review and agency streamlining plans.

Works closely with civilian and military representatives of the Directorate for Personnel and Security, WHS in all pertinent areas including requisitions, nominations, transfers, position descriptions, evaluation reports, and other necessary administrative procedures.

As the OASD/PA Training Officer, manages the training program to include soliciting nominees for courses and seminars of interest to OASD/PA personnel.

Manages the civilian performance appraisal systems for Senior Executive Service personnel and General Schedule and Wage System employees. Manages the military personnel Service-specific performance/evaluation program.

Manages and administers the civilian awards fund to ensure compliance with OSD allocations.

Manages OASD/PA participation in the OSI Awards Programs for civilian and military personnel.

Coordinates EEO and management employee relations services including labor-management contract negotiation and administration.

Coordinates and facilitates placement for special personnel programs, i.e., student employment, White House Fellows, Minority Institutions Faculty Fellowship Program, Presidential Management Interns, Administrative Support Assistance Personnel (ASAP), part-time employment.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Directorate for Editorial Service: (DES) has the primary function to provide writing services to the Secretary of Defense and Deputy Secretary of Defense. Services include speeches, ceremonies, editorials and responses to editorials, letters to the editors of newspapers, articles for newspapers and periodicals, and portions of the Secretary of Defense Annual Report. As directed, DES also may work on congressional testimony, opening remarks for press conferences, summaries of books and articles and special correspondence. DES currently works under the direct supervision of the Chief of Staff to the Secretary of Defense. However, there is coordination with the ASD/PA and OASD/PA has continued to provide management support for this function. The DES primary responsibilities include:

Writing services. DES provides writing services for speeches, ceremonies, articles, editorials, general correspondence and other written materials as required by the Secretary and Deputy Secretary of Defense.

Coordination. DES coordinates its written materials with other DoD organizations and outside agencies such as the White House, NSC and the Department of State to ensure consistency with DoD and U.S. Government policies and position.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Directorate for Defense Information (DDI) is responsible for timely and accurate release of information about the DoD to the news media in accordance with the Secretary of Defense's Principle of Information and DoD Principles for News Media Coverage of DoD operations. Information provided must be in accordance with established public information principles, policies and standards, and must be consistent with national security. DDI acts specifically as (1) the focal point within DoD for the release of information of national or international interest; (2) liaison with national and international print, electronic, and audiovisual media at the seat of government; and, (3) point of contact on public information activities for other DoD components to include the Services and the Unified Commands.

Primary responsibilities of DDI include:

Release of information. DDI is the sole agency at the seat of government authorized to release print and audiovisual media materials originated within OSD, the Defense agencies and Military Services.

Advice to DoD components. DD provides public affairs advice to DoD components concerning release of information of national or international news significance.

Interface with news media. DDI assists representatives of the news media by responding to their inquiries or by arranging interviews and background briefings with Defense officials.

News conference capabilities. DDI maintains a news conference capability to include TV-radio studios and sound reproduction service in support of DoD public affairs requirements.

Public affairs guidance. DDI, in coordination with the Directorate for Plans, monitors implementation by the Unified Commands of public information policies and guidance issued by the ASD/PA, and reviews public information portions of contingency and operations plans developed by these commands.

Liaison with government agencies. DDI maintains liaison with other government agencies on public information matters and plans of mutual concern to ensure interagency coordination before public release of information.

Briefing cards and fact sheets. Prepares proposed responses and background information for the ASD/PA on current issues that could be a subject of media interest at DoD news briefings.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Secretary and Deputy Secretary of Defense Support. Prepares officers for interviews; develops media opportunities; prepares transcripts of speeches, interviews, and briefings.

In carrying out its function of providing information and related services to the news media and public, the Directorate for Defense Information, in the course of an average week:

- Receives well over 1,000 press queries, most of which involve multiple questions
- Answers in detail 525 inquiries
- Develops and staffs 20 sets of likely press questions and the Department's coordinated response to those questions (separate and distinct from those used at press briefings)
- Receives approximately 15 requests per week from reporters for in-person interviews with Defense officials
- DDI desk officers originate or coordinate an average of 10 staff actions each week which originate outside the Directorate
- DDI personnel prepare and coordinate an average of 32 briefing cards/responses for twice-weekly news briefings
- DDI personnel attend 40 meetings a week with Pentagon subject matter experts to keep up-to-date on developing issues and policies, with each averaging 45 minutes
- DDI personnel devote 20 man-hours a week to research--from the simple file drawer search to trips to the library or a service public affairs office

DefenseLink -- responsible for and maintains the news content of DoD's internet site.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Directorate for Plans (DPL) serves as the executive agent and advisor to the Assistant Secretary for Defense (Public Affairs) in the areas of operational planning, strategic planning, and coordination of worldwide public affairs activities. The Directorate develops public affairs plans, policies, and guidance regarding military operations and defense activities on behalf of the Office of the Secretary of Defense, in cooperation with the National Security Council, Department of State, and other government departments and agencies and in support of the Joint Staff, Unified Commands, and Military Departments. DPL monitors defense-related issues and areas of continuing or potential future interest to the news media and the public, and recommends appropriate public affairs actions to the ASD/PA and the DASD/PA(I).

Primary Responsibilities

Public Affairs Guidance. Reviews all public affairs plans submitted by components of the Joint Staff, Unified Commands, Military Services, and DoD agencies and recommends to ASD/PA appropriate public affairs guidance in support of DoD and JCS activities.

Public Affairs Plans. Develops public affairs plans, policies, and related activities on behalf of DoD. Assures that all public affairs policies and procedures are consistent with the basic policies of the national government and are adequately reflected in DoD directives.

Public Affairs Strategy. Anticipates key issues, events and problems within DoD and recommends appropriate communication solutions to the ASD/PA and other key DoD leaders. Develops public affairs strategies which enable DoD and its components to act in a coordinated fashion to successfully communicate key messages, outline appropriate milestones and educate the general public, news media, internal audiences and other affected groups regarding defense-related issues, policies and actions.

DoD National Media Pool. Coordinates all activities related to formation and operation of the DoD National Media Pool (NMP). Activities include recommending deployment of the NMP; providing coverage of U.S. exercises and operations; coordinating logistic and administrative support with the Joint Staff and Unified Command; escorting the NMP as required; maintaining points of contact and rotation schedules for member media; and regularly reviewing members' criteria.

Annual DoD Worldwide Public Affairs Conference. Plans, coordinates and executes all activities related to the annual conference which provides an instructional forum for public affairs leaders from the Unified Commands, Military Services and DoD agencies.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Public Diplomacy. Provides ASD/PA representation to National Security Council interagency working group on public diplomacy for arms control. Responds to NSC taskings and coordinates papers with appropriate DoD offices.

Emergency Planning. Provides a DoD representative to interagency emergency action coordination public affairs working groups and exercises. Provides ASD/PA representation to the Secretary of Defense Crisis Coordinating Group and the Federal Emergency Management Administration as required.

Joint Office Public Affairs Course. Serves as DoD coordinator for Pentagon phase of semi-annual JOPAC course for mid-level officer and civilian personnel en route to joint or forward assignments. Maintains liaison with the Defense Information School regarding schedules and curriculum, arranges speakers, and develops field activities, which instruct students in public affairs aspects of the joint environment.

Current Operations:

- SFOR (Stabilization force in Bosnia)
- KFOR (Kosovo)
- OPERATION NORTHERN WATCH (ONW) (Turkey, Iraq)
- OPERATION SOUTHERN WATCH (OSW) (Persian Gulf, Iraq)

Major Current Policy Issues

- Quadrennial Defense Review
- Anthrax Immunization
- Gulf War Illnesses (Gulf War Research Conference)
- Bosnia Deployment
- Kosovo Deployment
- U.S./Korea MOFA
- PERSTEMFO Issues

Working Group Participation

- Health Affairs
- Continuity of Operations Review Group
- International Public Information (IPI)
- Personnel TEMPO
- Sustainable Ranges
- Quadrennial Defense Review
- Mir Deorbit
- Information Operations

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Directorate for Public Communications (DPC) mission flows directly from the Principles of Information of the Secretary of Defense, which state, in part, that "... It is the policy of the Department of Defense to make available timely and accurate information so that the public may assess and understand the facts about national security and defense strategy...."

DPC is the only unit in Public Affairs whose primary mission is to communicate with the general public.

The office has the following functions in support of its mission:

Incoming Correspondence. People write about everything from ballistic missile defense and the Defense budget to the treatment of animals in DoD research. DPC records and analyzes mail to the Secretary and other Defense officials. DPC does not, however, receive *all* the policy-oriented mail coming into the Pentagon. Such mail may also be directed to other offices.

Telephone Calls Received and Walk-in Clientele. DPC does not record every call and walk-in client. Instead, DPC takes periodic surveys of the number and types of calls/visitors received, especially when callers are offering opinions on political issues. Most calls are straightforward requests for information and/or publications, but 1993 broke all precedents for the number of calls offering opinions on policy issues, and 1994 brought several organized call-ins too. Overall, the number of requests for information/publications has remained relatively steady since 1994, but opinion calls have declined markedly ever since 1993. This year, even volatile issues such as sexual misconduct by drill instructors and Gulf War illnesses have prompted few calls to the office.

Who comes to DPC in person for service? The "walk-in" clientele consists mainly of contractors with building passes and DoD military and civilian personnel from other offices seeking speeches, news releases, and other publications. There have been days with well over 100 walk-in requestors (e.g., when the DoD releases its budget submissions early in the year).

Since June 1995 DPC has also offered the public the opportunity to communicate via e-mail. This component is very popular with the public and now represents 40 percent of our incoming correspondence.

Public Opinion Polls and Editorial Analysis. Letters and calls do not necessarily reflect overall public opinion. Therefore, DPC reviews opinion polls and tries to put the results into context so that the ASD/PA and other senior Defense officials may have as accurate a picture as possible of the public views on a given issue.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

After the Secretary holds a major news conference or speaks to an editorial board, DPC frequently prepares an analysis of the resulting media coverage.

Outgoing Correspondence. Replying to mail and calls is always a part of DPC's work. DPC has a significant amount of substantive knowledge among its action officers, a "library" of materials for distribution, and research skills to keep up with the explosion of information available via the Internet. In addition to mailing out items upon request, sending out material for the Secretary of Defense or other officials is sometimes added to DPC's list of responsibilities.

The Girl Scout "Gold" and Boy Scout "Eagle" award certificates from the Secretary that DPC sends out upon request have become a significant and increasing part of the work, as may be seen in the fact that DPC sent more certificates each succeeding year. When this program began in the 1980s the yearly total was in the hundreds; currently the total is approximately 7,000.

DPC and DefenseLink As noted, DPC has received e-mail since late 1995. In addition, working with technical experts in Public Affairs and elsewhere, DPC provides information "on-line" by means of our "Frequently Asked Questions" fact sheets (under the DefenseLink "Questions" button) and the stewardship of the Publications section of the site.

DefenseLINK serves as a "force multiplier" by making material available worldwide. As is true for DefenseLINK as a whole, accesses to "our" sections continues to grow.

Other services DPC provides OASD/PA and the Service PA components with are daily synopses of defense related items broadcast on local television news programs via a contract with the Federal News Service which uses the "closed captioning" system to capture items using designated keywords. In addition, DPC provides the White House Cabinet Affairs office with "Hot Button" reports alerting officials to items of local importance when the President or Vice President travel within the United States.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Directorate for Programs & Community Relations (DPCR) develops public affairs communications strategies for the Secretary and Deputy Secretary of Defense, and manages their public speaking and media events. The Directorate also conducts opinion-leader programs, provides liaison with key national organizations, and establishes and implements policies regarding Armed Forces participation in public events and other community relations activities.

Secretary and Deputy Secretary Event and Media. The Programs functions of the Directorate include managing Secretary and Deputy Secretary of Defense speaking invitations and media requests; advancing accepted engagements to ensure appropriate agendas and trouble-free events; preparing briefing materials and trip books to facilitate smooth execution of activities and visits and planning short- and long-term strategies for these officials to keep the public abreast of their policy priorities and Department initiatives.

Typically, the Secretary and Deputy Secretary receive about 1,000 invitations a year and give approximately 200 speeches at in-town, out-of-town and overseas events. Venues include meetings of civic, business, veterans and other associates; visits to military bases, ships, and defense contractors; and symposia conducted by scientific societies, military educational institutions and international affairs organizations at home and abroad.

The Secretary and Deputy Secretary annually conduct several hundred media sessions in primary and secondary media markets across the country, as well as media interviews and press conferences in conjunction with NATO and other ministerial meetings overseas.

Military Resources to Support Public Events. Community Relations at the OASD/PA level primarily entails providing public affairs guidance to the military services and others on the use of military assets at public events. Department policy, which DPCR is responsible for establishing and interpreting, provides fairly specific instruction about how and when bands, color guards, marching units, aircraft, tanks and other equipment can appear in public. When questions arise about how policy applies in specific circumstances, we provide answers and advice. Our goal is to ensure that as much of the American public is exposed to military personnel and their equipment as possible.

We manage hands-on programs designed to communicate directly with various audiences, including a Speakers' Bureau, a multi-service Joint Civilian Orientation Conference for civilian opinion leaders, an international visitors program and a Pentagon public tour program. Additionally, we advise on the use of military assets in television, movie, and video productions and provide liaison with national veterans, military and business organizations. These programs provide vital and necessary public communication alternatives to the news media.

Office of the Assistant Secretary of Defense for Public Affairs

Mission & Functions

Communication: Strategy (CS). The Department of Defense established Satellite Media Tours to provide a cost-effective mechanism for the Secretary of Defense and other DoD officials representing the Secretary to communicate with the public, explain policy, and respond to questions on defense issues which involve or have an impact on the American public. Through Satellite Media Tours, senior DoD officials can participate in interviews with many regional or local radio stations in a single time period from the Pentagon, resulting in increased cost savings and reducing the need for extensive travel.

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AMERICAN FORCES INFORMATION SERVICE

Mission

Provide high-quality news, information, and entertainment to U.S. Forces worldwide in order to promote and sustain unit and individual readiness, quality of life and morale.

AFIS trains public affairs, broadcast and visual information professionals, and provides communications services to support the informational needs of commanders and combat forces through the entire range of military operations and contingencies.

Vision

Keept America's Armed Forces the best informed Armed Forces in the world.

Initiatives

- Take a leadership role in promoting cooperation among the Military Services in all aspects of internal communications
- Ensure that access to AFIS products by internal audiences is free (or lowest possible cost) and consistent among all commands/Services
- Identify and promote AFIS products to all audiences
- Develop integrated AFIS website for DefenseLink



MEDIA OPERATIONS DIRECTORATE (MO)

Mission

Focus and integrate all AFIS internal communications resources on the information priorities of the Secretary of Defense and the DoD leadership

Functions

- Identify DoD internal communications priorities and messages.
- Focus AFIS information resources to communicate DoD internal information messages for maximum reach and impact.
- Deliver and assess value of information products
- Maintain DefenseLINK as DoD's primary information tool for internal and external communications.
- Chair DoD Internal Media Working Group and lead inter-Service internal media planning and operations efforts.

Vision

Lead DoD in planning, developing, integrating, and delivering information products that satisfy the information needs of our internal audiences.

Initiatives

- Expand use of multimedia in news reporting.
- Complete internal DoD audience survey for depth of Internet penetration and reach of AFIS products and work with DefenseLINK Content Providers Working Group to redesign DefenseLINK.
- Develop evaluation system to utilize feedback data.
- Establish MO editorial system for scheduling, producing and maintaining Web Special Reports.
- Expand role of DoD Internal Media Working Group.
- Continue focus on improving coordination with CINCs to meet their information requirements.
- Work with DefenseLINK Content Providers Working Group to automate Defense Almanac online.
- Update Operating Procedures.

AMERICAN FORCES RADIO AND TELEVISION SERVICE HEADQUARTERS (AFRTS-HQ)



Mission

Communicate DoD policies, priorities, programs, goals and initiatives; provide U.S. television and radio news, information and entertainment programming to DoD servicemembers overseas and onboard Navy ships, civilians and their families overseas.

Functions

- Plan, produce and disseminate radio and TV information products and spot announcements.
- Provide oversight, policy, and resources control for the AFRTS Broadcast Center and the Television-Audio Support Activity.
- Provide oversight and policy for the worldwide AFRTS system.
- Plan and execute wartime and contingency missions.

Vision

Provide "touch of home" radio and television news, information, and entertainment programming to DoD personnel wherever they are serving overseas.

Initiatives

- Continue to work with the Services and CINC's to ensure AFRTS products are delivered to DoD personnel at the lowest cost to customers and as equitably as possible across commands.
- Improve satellite distribution. Expand Direct-to-Home (DTH) in EUCOM. Plan DTH for PACOM. Expand AFRTS channels on existing cable systems.
- Develop and maximize delivery of multi-level Command Information (DoD, Service, Theater & Local) to the worldwide audience.
- Improve transportability of contingency systems.
- Plan back-up system for AFRTS-BC to provide basic services Continuity of Operations Plan (COOP).
- Procure expanded channels for SATNET and explore expansion of Direct-to-Ship TV to three TV channels.

AMERICAN FORCES RADIO AND TELEVISION SERVICE BROADCAST CENTER (AFRTS-BC)



Mission

Communicate DoD policies, priorities, programs, goals, and initiatives by providing U.S. television and radio news, information and entertainment programming to DoD servicemembers overseas and onboard Navy ships, civilians and their families overseas.

Functions

- Provide Command Information capability to commanders in the field.
- Acquire, schedule, and distribute news, sports, entertainment, religious, and DoD internal information programming without censorship, propagandizing, or manipulation.
- Maintain liaison with broadcast and allied industries.
- Distribute program scheduling information and publicity.

Vision

Provide quality American and military radio and television news, information and entertainment programming to the overseas DoD audience wherever they serve.

Initiatives

- Explore new broadcast technology.
- Split news and sports into two separate channels.
- Conduct focus groups, improve customer feedback, enhance broadcast industry relations.
- Improve AFN publicity mission, and establish network with print, web, and broadcast organizations using AFRTS products.
- Optimize web technology – explore streaming video.
- Expand broadcast weather services.



TELEVISION-AUDIO SUPPORT ACTIVITY (T-ASA)

Mission

Support DoD, the CINC's and the Military Services by serving as the designated source throughout DoD for immediate and unique procurement of broadcast and visual information equipment and systems. Provide engineering, acquisition, logistics, and commodity management support for normal and contingency broadcast and visual information operations.

Functions

- Design/procure/install/support radio and television, visual information, media archival/storage/duplication, and combat camera systems with commercial, off-the-shelf equipment and supplies.
- Procure commercial broadcast news, information and entertainment programming for DoD personnel deployed overseas.
- Provide lifecycle support for broadcast and visual information equipment.

Vision

Deliver quality broadcast and visual information equipment, supplies and services to our customers in a rapidly changing high technology environment.

Initiatives

- Provide engineering design, acquisition and installation support to DoD for distribution of digital broadcast and VI products.
- Increase support to all AFRTS agencies for multichannel signal distribution.
- Realign and restructure current personnel to balance skills lost to downsizing.
- Automate T-ASA's link to DLA's transportation system.
- Move toward a paperless operation and digital signatures.

DEFENSE VISUAL INFORMATION DIRECTORATE (DVID)



Mission

Ensure that high-quality visual information (VI) products, including Combat Camera (COMCAM) imagery depicting U.S. military activities and operations, are available and rapidly distributed throughout DoD to support the warfighter; to promote and sustain unit and individual readiness and training; and to inform the American people about the roles, missions, and activities of the U.S. military.

Functions

- Exercise OSD staff responsibility for current imagery, record imagery, and media product distribution.
- Publish DoD imagery and manage related databases.
- Develop, write and publish VI and COMCAM-related DoD doctrine, policy, and procedures.
- Direct the DoD Joint COMCAM Program.
- Direct the DoD VI Program.

Vision

Integrate the Visual Information communities and products to better serve the information needs of all DoD customers and audiences.

Initiatives

- 1) Collect, distribute, and preserve imagery of known or probable interest to the National Command Authority, the Joint Staff, or more than one DoD Component, i.e., "Joint Interest Imagery," especially Joint Interest Imagery produced by base VI and public affairs.
- 2) Improve Combat Camera imagery support to the PA community.
- 3) Make the Web the primary means of collecting and distributing motion imagery.
- 4) Host the VI 2001 Conference and conduct the DoD VI Production Awards competition for products created in 2000 - 2001.
- 5) Support USCINCEUR initiatives and the warfighter by promoting production sharing among NATO and PfP nations.
- 6) Fully leverage the VI and COMCAM "function shaping" tool the schoolhouse represents.
- 7) Achieve with graphics what we've already achieved with still and video imagery: aggregation, preservation, and easy online finding and obtaining.



DEFENSE VISUAL INFORMATION CENTER (DVIC)

Mission

Collect and preserve significant imagery of DoD operations, activities, personnel and equipment and make them available worldwide in order to promote and sustain unit and individual readiness and training, and to inform the general public about military activities. The Defense Visual Information Center (DVIC) is the designated visual information records center for DoD.

Functions

- Accession, preserve and distribute DoD imagery
- Ensure primary access to imagery electronically, and secondary access via hardcopy products.
- Manage classified visual information products.
- Offer eligible records to the National Archives.
- Sell stock imagery to news organizations and commercial enterprises.

Vision

Become the pre-eminent source of DoD record imagery for government customers and the public by providing easy online access to all holdings.

Initiatives

- Enhance user access by reconciling media database systems.
- Digitize key motion imagery and make it available in variable formats online.
- Plan and host an accessioning workshop.
- Establish standards for accessioning graphics products and incorporate into online database.
- Initiate review and establish process to archive Pacific and European Stars and Stripes imagery.
- Produce motion media collections on CD-ROM/DVD
- Establish rapport and develop process to accession Component Guard imagery.
- Develop online customer survey.
- Expand work order tracking capabilities allowing for remote customer inquiry.



JOINT COMBAT CAMERA CENTER (JCCC)

Mission

Serve as the designated central DoD activity for the rapid processing and distribution of still and motion imagery from deployed Combat Camera teams during wartime and contingency operations. Serve as the Crisis Action Team Coordinator for Combat Camera imagery to the Joint Staff. The JCCC distributes current imagery to the National Command Authority, military commanders, MILDEPS, other DoD agencies, and the American public.

Functions

- Collect and distribute Combat Camera still imagery through the JCCC web site.
- Collect and distribute video imagery to DoD customers and OASD(PA) for civilian news organizations.
- Coordinate with deployed Combat Camera units.
- Coordinate with Component Accessioning Points and the Defense Visual Information Center.
- Provide Mobile Training Teams for COMCAM field units on video and still imagery transmission.

Vision

Establish Combat Camera still and motion imagery as major components of the DoD information and communications programs.

Initiatives

- Leverage the SIPRNET to improve Combat Camera support to the warfighter.
- Establish an electronic imaging capability in the Pentagon highlighting JCCC imagery.
- Expand capability to include DVD as a means for distributing motion imagery.
- Make better use of DVIC/JVISDA capabilities on large orders and multiple distributions of video imagery to COMCAM customers.

JOINT VISUAL INFORMATION SERVICES DISTRIBUTION ACTIVITY (JVISDA)



Mission

Reproduce and distribute to U.S. Forces worldwide current visual information and other multimedia training products created by the Military Services. Serve as the designated DoD activity for the lifecycle management of these products.

Functions

- Reproduce and distribute training and other visual information and multimedia products.
- Process reorder/s/loan requests.
- Reproduce and distribute classified productions.
- Manage the lifecycle of visual information and multimedia products.

Vision

Become the "One-Stop Shop" distribution point for current visual information and multimedia training products in support of U.S. Forces worldwide and eligible foreign militaries.

Initiatives

- Install new warehouse management system.
- Develop and implement a customer/client toolkit on-line and on CD-ROM that will provide the necessary tools for labeling, packaging, costing, and distributing new VI and Interactive Multimedia Instruction products.
- Develop and implement an on-line customer survey and report system.
- Implement a customizable, web enabled electronic publishing system designed to deliver large amounts of data on-demand, using the Internet and the proven storage technologies of CD-R and DVD-R.

TRAINING DIRECTORATE (TD)



Mission

Coordinate Service public affairs and visual information training requirements for integration into the Defense Information School curriculum and into contract university training to ensure Joint training effectiveness and produce qualified graduates to support Joint and Service missions worldwide.

Functions

- Coordinate with the Military Services and other customers on public affairs and visual information training.
- Establish policy and guidance for joint-Service public affairs and visual information training.
- Analyze, plan for, and evaluate instructional technologies.
- Provide management oversight of contract university training.
- Formulate, justify, and validate long-term resource requirements.

Vision

Ensure responsiveness to dynamic Joint and Service-specific training requirements and a more disciplined quota and management process.

Initiatives

- Develop Privacy and FOI Acts training in applicable courses.
- Develop OPSEC training in applicable courses.
- Publish the AFIS/DINFOS Lessons Learned web site.
- Conduct Service/AFIS/DINFOS working group to study improvements to the student quota management system.
- Work with DINFOS and the Services to develop more effective procedures in projecting instructor staffing.
- Review Syracuse University Military Visual Journalism program contract for rebid process.
- Develop alliances with local universities.
- Convene working group to investigate Service and Defense Agency approaches to train and educate PAVI civilian professionals.



DEFENSE INFORMATION SCHOOL (DINFOS)

Mission

Train military and civilian personnel within DoD, other federal agencies, and selected foreign nations in public affairs and visual information career fields. DINFOS provides basic and advanced training in the principles, techniques and applications of public affairs, journalism, broadcasting, combat documentation, visual information and photography, as well as photographic and broadcast systems maintenance.

Functions

- Develop in-residence course curricula and train students in accordance with Service requirements.
- Develop exportable training, remediation tools, and outreach programs (Distance Learning, Mobile Training Teams and Technology-Enabled Instruction (TEI)) to improve access to required training.
- Foster a training environment that promotes military ethos.

Vision

Produce highly-trained, qualified public affairs and visual information practitioners who meet all Service-established training competencies, and support commanders across the full range of military and operational contingencies.

Initiatives

- Improve training effectiveness by integrating TEI into DINFOS courses.
- Establish Joint Doctrine Working Group to develop and enhance Joint Public Affairs doctrine.
- Increase access to DINFOS training by leveraging exportable TEI products, on-line forums and targeted Mobile Training Teams.
- Improve Reserve Component training through re-tooling RC-specific curriculum and use of Distance Learning.
- Develop Advanced Instructor/Master Instructor Course to increase faculty qualifications.
- Streamline course administration using a fully integrated Learning Management System.
- Administer first Military Graphics Artist of the Year competition (MILGRAPH).

INFORMATION RESOURCES MANAGEMENT DIRECTORATE (IRM)



Mission

Design, install and maintain reliable and cost-effective information technology (IT) systems to support and sustain OASD(PA) and AFIS missions and functions. Assist directors in translating mission requirements into IT solutions.

Functions

- Maintain, manage, and secure IT systems, programs, and assets.
- Oversee and manage the consolidated CSD public web sites including DefenseLINK.
- Evaluate and apply new technology while maintaining a cohesive IT architecture.
- Budget and plan for IT resources.
- Develop and disseminate IT policy and guidance.

Vision

Apply IT solutions to achieve the AFIS corporate vision.

Initiatives

- Establish a Public Web Program Management Office.
- Complete implementation of AFIS-wide IT security architecture.
- Migrate to a new enterprise-wide IT operating system.
- Implement the AFIS Automated Planning and Budget System.
- Install new warehouse management system at JVISDA.
- Implement the JCCC Media Management System.
- Design an AFIS Enterprise Network Architecture.
- Implement an AFIS Enterprise IT Upgrade Plan and Procedure.
- Improve customer service and training.



RESOURCE MANAGEMENT DIRECTORATE (RM)

Mission

Ensure proper management of fiscal and human resources, facilities and other support assets necessary to sustain all AFIS missions and functions.

Functions

- Provide internal AFIS resource management guidance and oversight.
- Provide budget and financial management and support.
- Provide civilian and military personnel, manpower, and organizational management support.
- Provide logistics management and support.
- Provide administrative management and support.
- Manage special resource projects and programs.

Vision

Provide all support necessary to help ensure that AFIS remains the premier and pivotal agency for all aspects of internal information within DoD. Proactively work to continuously improve AFIS resource management.

Initiatives

- ④ Automation and integration of the AFIS budget process.
- ④ Seek opportunities to electronically provide general interest information to AFIS employees.
- ④ Seek opportunities to implement process improvements in electronic records storage and management.
- ④ Seek ways to help ensure AFIS field activity resource management points of contact are always adequately informed.
- ④ Seek ways to improve liaison and partnership relationships with those organizations that provide resource support to AFIS and seek opportunities to work with them to improve support processes that affect AFIS.



PLANIS AND PROGRAM ANALYSIS (P&PA)

Mission

Provide corporate business planning to enhance AFIS' abilities to improve the quality, effectiveness, and efficiency of its products and services. Evaluate, through program analyses, the quality of AFIS operations, products, and services to ensure they meet the customers' needs and are accomplished in the most efficient manner.

Functions

- Manage the AFIS corporate business planning process.
- Manage the AFIS Continuity of Operations Plan (COOP).
- Conduct studies to ensure AFIS' current and planned practices maximize the effective and efficient use of resources in providing quality products and services to AFIS' customers.
- Plan and facilitate AFIS Directors Conferences.
- Manage the Contingency Plan.

Vision

Have an evolving business plan that ensures AFIS is organized, manned, and resourced to efficiently meet its customers' requirements for high quality products and services.

Initiatives

- Update the AFIS Business Plan.
- Test and update the AFIS Continuity of Operations Plan (COOP).
- Update the AFIS Contingency Plan.
- Conduct a study of visual information products and services throughout AFIS and make recommendations to the Director.



DIRECTORATE FOR POLICY AND ALLIANCES (P&A)

Mission

Identify common internal information goals and initiatives and develop partnerships and alliances to improve DoD internal information programs and policies.

Functions

- Establish alliances and partnerships with DoD, intergovernmental, and nongovernmental agencies with interests in common with AFIS
- Identify and advance initiatives that will benefit DoD internal information programs.
- Provide DoD-wide internal information policy coordination.
- Design and conduct independent studies.

Vision

Multiple alliances, partnerships and cooperative efforts facilitate a more effective DoD internal information program.

Initiatives

- Develop alliances within DoD, interagency and other networks to maximize resources and the use of new technologies.
- Coordinate with the Services to ensure consistency and currency of internal information programs, policies and directives.
- Promote the exchange of knowledge to advance technological and organizational change initiatives.
- Design, conduct and manage independent studies and special projects.



STARS AND STRIPES

Mission

The STARS AND STRIPES is an unofficial, abstracted collection of commercial news and opinion available to commercial newspapers in the United States, along with the STARS AND STRIPES editorial staff-generated DoD, command, and local news and information. The STARS AND STRIPES provides the same type of information to the members of the Department of Defense and their family members serving overseas, as commercial daily newspapers that are published and sold throughout the United States in keeping with the principles of the First Amendment to the U.S. Constitution.

Functions

- Gather and publish local news and information.
- Provide a balanced selection of commercial news, editorials, features and staff-generated information.
- Ensure that readers have adequate information to exercise their responsibilities as citizens of the United States.

Vision

Provide readers with an independent source of local, national and international news and information of interest and importance to them as members of the Armed Forces and as American citizens.

Initiatives

- ① Preserve the archives and pursue ways to make them more accessible
- ① Establish a strong and timely Internet presence
- ① Continue to make the newspaper more economically viable by increasing advertising and circulation
- ① Develop and complete a readership survey

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PUBLIC AFFAIRS

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

December 19, 2000

OASD(PA) Operating Procedure No. 006

SUBJECT: OASD PA Assumption of Authority, Organizational Titles, and Signatures Blocks

I. **Purpose.** To define the transition of assumption of authority within the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA), in the absence of the Assistant Secretary of Defense for Public Affairs (ASD/PA).

II. **Policy.** The personnel listed below shall, in turn, assume the duties, responsibilities, and authority of the ASD/PA in his absence.

III. **Applicability/Responsibility**

A. Personnel who assume the position of Acting ASD/PA are responsible and have authority to act on all matters relative to the OASD/PA mission. Responsible personnel below the level of ASD/PA are:

Principal Deputy ASD/PA
Deputy ASD/PA (Communications)

B. The following personnel will have signature authority in the absence of the Principal Deputy ASD/PA:

M. Celia Hoke
Susan E. Walitsky
Patricia A. Bursell (As Executive Assistant to the ASD/PA)

C. The following personnel have signature authority in the absence of the Deputy ASD/PA (Information):

Timothy B. Taylor
Lane Vance Steeg



D. The following personnel have signature authority in the absence of the Deputy ASD/PA (Communications):

Harold Heilnis
Miles C. Wiley III

E. All incoming correspondence requiring routine coordination will be forwarded to appropriate Directorate for review and Director signature. SecDef, DepSecDef, or USD coordination items will be reviewed at Directorate level, coordinated through the applicable DASD, and signed at the PDA/SD or ASD level.

IV. OASD/PA Organizational Titles and Signature Blocks. Effective immediately, the following organizational titles and signature blocks will be used:

Kenneth H. Bacon
Assistant Secretary of Defense
for Public Affairs

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

Craig R. Quigley
RADM, USN
Deputy Assistant Secretary of Defense
for Public Affairs (Information)

Celia Hoke
Acting Deputy Assistant Secretary of Defense
for Public Affairs (Communications)

Susan E. Walitsky
Acting Deputy Assistant Secretary of Defense
for Public Affairs (Communications)

Directors in alphabetical order:

Patricia A. Bursell, Director
Directorate for Management

Harold Heilnis, Director
Directorate for Public Communication

C. David Seaborn
Director for Communications Strategy

Terence P. Szuplat, Director
Directorate for Editorial Services

Timothy B. Taylor, Director
Captain, USN
Directorate for Defense Information

Lane M. Van de Steeg, Director
Colonel, USA
Directorate for Plans

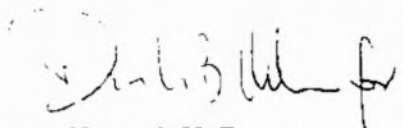
Miles C. Wiley III, Acting Director
Colonel, USAF
Directorate for Programs & Community Relations

V. **Procedures.** OASD(PA) Directors will notify the Director for Management of any changes to this OP.

VI. **Definitions.** None

VII. **Management Control Program (MCP).** This OP is not an MCP Assessable Unit.

VIII. **Proponent.** The Directorate for Management is responsible for the review and annual update of this operating procedure.


Kenneth H. Bacon
Assistant Secretary of Defense
for Public Affairs

Copy to:
Executive Secretary

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Office of the Assistant Secretary of Defense for Public Affairs

Fiscal Year 2001 Operating Budget

Operating Budget. OASD/PA receives spending targets from the OSD/WHIS Budget & Finance office for all programs and projects. These spending targets are based on annual budget projections submitted by OASD/PA on an annual basis.

\$312,500 **Travel**

\$32,168 **Official Representational Funds**

\$70,163 **Management & Professional Support Services**

\$176,000 **Engineering & Technical Services**

\$224,631 **Other Support Services**

Civilian Personnel Compensation

\$3.3M Salaries / \$54,639 Civilian Performance Awards

Information Resource Management O&M Approved Budget

\$641,600 **In-House Contractor Support**

\$64,000 **Software Maintenance**

\$10,000 **Hardware Maintenance**

\$88,000 **Hardware and Software Buys**

\$15,000 **NewsEdge DTIC Support**

Note: In November 2000, WHIS announced the possibility of a \$58.9 OASD/PA budget reduction. Only Hardware & Software Buys (includes credit card purchases) can absorb the reduction. The effect of this reduction will delay the purchase of: 1) flat panel displays; 2) air-blown fiber for SIFRnet project for PA (\$15,000 estimate); 3) larger monitors (if needed); 4) mobile computing equipment (notebook, Palms); and 5) additional network storage resources (caching server).

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*American Forces Information Service
Fiscal Year 2001 Budget*

<u>Direct</u>	<u>Amount (\$M)</u>
Operations and Maintenance (O&M)	104.8
Procurement	4.7
<u>Reimbursable</u>	
Authority	7.0
Total Obligation Authority	116.5

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Office of the Assistant Secretary of Defense for Public Affairs

Authorized Manpower

46	Civilian (32 Career & 14 Sch C)
30	Military (24 Officers & 6 Enlisted)
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76	Total

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American Forces Information Service (AFIS)
Authorized Manpower
as of December 1, 2000

<i>Organization</i>	<i>Civilian</i>	<i>Military</i>	<i>Total</i>
<i>AFIS Activities within the National Capital Area (CA)</i>	13	41	124
<i>American Forces Radio & Television Service-Broadcast Center (CA)</i>	62	33	95
<i>Defense Information School (DID)</i>	15	241	276
<i>Television-Audio Support Activity (CA)</i>	66	7	73
<i>Defense Visual Information Center (CA)</i>	18	0	18
<i>Stars and Stripes* (Overseas)</i>	0*	16	16
<i>DoD Joint Visual Information Services Distribution Activity (PA)</i>	43	0	43
Total	307	338	645
Authorization for FY 2003	253	307	570

*Does NOT include non-appropriated funded civilians and local nationals

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Secretary and Deputy Secretary of Defense Speaking and Public Agenda Events

Issue. The Secretary of Defense receives numerous invitations to speak and participate in various in-town and out-of-town public events. He also receives interview requests from Pentagon correspondents and representatives of other national and international media. The Assistant Secretary of Defense for Public Affairs (ASD/PA) is responsible for recommending to the Secretary those which are appropriate, advantageous and make the best use of his time. Except when quick response is needed, these requests are generally discussed at weekly scheduling meetings attended by the ASD/PA and/or his designated representative and the Secretary's immediate staff. This facilitates coordination of the Secretary's communications program with other elements of his schedule.

Status. Currently, the ASD/PA receives all requests to SecDef for media, speaking and other public activities, and has a staff element which manages and maintains a database of them, including a wide range of "open invitations" to ensure the Secretary appropriate platforms when needed.

Invitations are screened to determine if they are appropriate to the Secretary's position in terms of message, audience level, geographic desirability, and if the Secretary's participation would be consistent with DoD standards of conduct and ethics regulations. Requests are also evaluated within the context of the Secretary's overall calendar, program priorities and current issues. If other offices have a policy or programmatic interest in an invitation, Public Affairs acts as an honest broker by obtaining their input and including it as an assessment factor.

Schedule proposals for specific events as well as 3-4 month long-term communications plans are prepared drawing on those requests appropriate for the Secretary's consideration. Long-term plans, keyed to issues and messages during the period, include out-of-town trips with agendas incorporating speeches, military base tours, contractor visits, and meetings with regional print and broadcast media. Proposals and plans are prepared with an eye to making efficient use of the Secretary's time while expanding his communication with a wide cross-section of citizens in significant population centers and media markets.

Recommendation. Public Affairs responsibility for managing the Secretary's public activities should be reviewed early with key gatekeepers. Recommend that the ASD/PA meet every week with the Chief of Staff, Senior Military Assistant, speechwriter, and other key staff to discuss the Secretary's scheduling priorities and public agenda speaking and media requests in order to establish an effective management process and means of obtaining the Secretary's decisions.

***Secretary and Deputy Secretary of Defense
Hosting of the
Joint Civilian Orientation Conference***

Issue. Since 1943, the Secretary of Defense has hosted the Joint Civilian Orientation Conference. JCOC is a week-long, multi-Service orientation program for approximately 60 civilian public opinion leaders who have limited knowledge of national defense issues. JCOC participants attend a series of briefings in the Pentagon from the highest levels of DoD civilian and military leadership. The participants then spend the remainder of their time in the field with all of the Military Services observing exercises, firing weapons, and participating in training. It is the only civilian orientation program the Secretary of Defense sponsors. The Assistant Secretary of Defense for Public Affairs (ASD/PA) is responsible for developing and executing the JCOC. The next JCOC is scheduled for April 21 - 29, 2001. (See fact sheet.)

Status. Currently, invitations have been extended to potential participants. The trip's itinerary includes stops at Naval Facilities at Norfolk, VA; Coast Guard Training Center, Yorktown, VA; Ft. Bragg, NC; Camp Lejeune, NC; Eglin AFB, FL; and U.S. Space Command.

The Secretary of Defense is tentatively scheduled to host the opening dinner on April 21 and the Deputy Secretary of Defense is tentatively scheduled to host the visit to the Pentagon on April 22.

Recommendation. Secretary of Defense and Deputy Secretary of Defense host the dinner and the visit, respectively.

CASD/PA Transition Points of Contact

<i>Douglas B. Wilson, Principal Deputy Assistant Secretary of Defense for Public Affairs</i>	<i>703/697-9312 Room 2E800</i>
<i>Patricia A. Bussell, Director Directorate for Management</i>	<i>703/697-8959 Room 2E611</i>