



UNITED STATES MARINE CORPS
MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE
PSC BOX 20005
CAMP LEJEUNE NC 28542-0005

MCIEAST-MCB CAMLEJO 5720.2
COMMSTRAT

MAR 08 2023

MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE CAMP LEJEUNE ORDER 5720.2

From: Commanding General
To: Distribution List

Subj: MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE CAMP LEJEUNE
COMMUNICATION STRATEGY AND OPERATIONS ORDER (SHORT TITLE: MCIEAST-MCB
CAMLEJ COMMSTRAT SOP)

Ref: (a) Title 17 USC, Section 107, Limitations on Exclusive Rights: Fair
(b) DODI 5040.02, "Visual Information," April 20, 2018
(c) DODI 5040.07, "Visual Information Productions," April 22, 2020
(d) DODI 5122.08, "Use of DoD Transportation Assets for Public Affairs
Purposes," November 17, 2017
(e) DODI 5230.09, "Clearance of DoD Information for Public Release,"
February 9, 2019
(f) DODI 5230.16, "Security Review of DoD Information for Public
Release," October 6, 2015
(g) DODI 5400.11-R, "Department of Defense Privacy Program,"
May 14, 2007
(h) DODI 5400.13, "Public Affairs Operations," October 15, 2008
(i) DODD 5410.18, "Public Affairs Community Relations Policy,"
November 25, 2003
(j) SECNAV 5720.42G
(k) SECNAV 5720.44C
(l) MCO 3070.2A
(m) MCO 3104.1B
(n) MCO 4400.201
(o) MCO 5600.31B
(p) MCO 5720.77
(q) MCO 7040.11A
(r) USMC Concept for Communication Strategy and Operations
(s) MARADMIN 613/18, Suspicious Activity Reporting Requirements
(t) MCIEAST-MCB CAMLEJO 3070.1A
(u) MCIEAST-MCB CAMLEJO 5750.1B

Encl: (1) Marine Corps Installations East-Marine Corps Base Camp Lejeune
Communication Strategy and Operations Standard Operating
Procedures

1. Situation. This Order establishes policies, procedures, and support for effective management of Communication Strategy and Operations (COMMSTRAT) as part of Marine Corps Installations East-Marine Corps Base Camp Lejeune (MCIEAST-MCB CAMLEJ) and tenant commands. According to references (a) and (t), COMMSTRAT directly supports the commander through communication synchronization, Visual Information (VI) accession, community engagement, public messaging, operational planning, decision-making, and training.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

MAR 08 2023

a. COMMSTRAT actions are a key element of Operations in the Information Environment (OIE) and a capability available across the command with varying-sized COMMSTRAT elements at subordinate installations receiving direction, guidance, and direct tasking from MCIEAST-MCB CAMLEJ. As with combat operations, speed and concentration of effort remains paramount to all levels of decision makers in order to receive VI products and engagement needed to conduct operations, inform stakeholders, and identify critical information.

b. COMMSTRAT capabilities extend beyond the capturing of written, photo, graphic, and illustration products in electronic and print formats. Commanders employ COMMSTRAT to use truthful information to put Marine Corps operations, activities, and policies in context. COMMSTRAT builds public support, counters disinformation and propaganda, corrects misinformation, deters adversaries, and reassures allies and partners. COMMSTRAT also communicates with internal and external (U.S. and international - allies, partners, etc.) audiences, and engages via news, social media, community relations, and face-to-face engagements. COMMSTRAT actions directly contribute to OIE whether stateside, or deployed, and can achieve effects at the tactical, operational, and strategic levels.

c. U.S. civilian and military leadership are accountable and responsible to the American people for supporting and defending national interests, and COMMSTRAT contributes to internal and external publics' understanding of military operations. COMMSTRAT contributes to the Marine Corps' focus on people, readiness, modernization, and training, as well as integration with the Naval and Joint Force.

2. Mission. MCIEAST-MCB CAMLEJ COMMSTRAT advises commanders and staffs on communication matters; researches, develops, integrates and assesses communication plans; communicates with internal and external audiences; and produces written and VI products in order to build understanding, credibility, and trust with audiences critical to mission success.

3. Execution

a. Commander's Intent. MCIEAST-MCB CAMLEJ's success is dependent on planning, coordination, and deliberate execution at all levels of command. This Order establishes policy and guidelines regarding the MCIEAST-MCB CAMLEJ COMMSTRAT mission, organization, and functions. The objective is to ensure the efficient and effective application of COMMSTRAT resources from across the organization to accomplish identified end states, desired outcomes, and desired effects.

b. Concept of Operations

(1) MCIEAST-MCB CAMLEJ COMMSTRAT will operate within the scope of all valid DoD, Navy, and Marine Corps orders and regulations in the accomplishment of its mission. All subordinate units shall use and comply with this Order, references (a) through (u), and enclosure (1) when developing local Standard Operating Procedures (SOP).

(2) MCIEAST-MCB CAMLEJ COMMSTRAT will provide the following general services, with more detailed capabilities included in enclosure (1):

MAR 08 2023

(a) Still Photography Services. Still photography services, per reference (m), include administrative, promotion, command board, naturalization, and official passport photos for units and tenant commands as well as commands within the geographic region. Additional services include historical photographic documentation of significant events, ceremonies, training, and operations.

(b) Video and Motion Media Services. Video and motion media services per references (m) and (n) include acquisition and production of historical, significant event, ceremony, training, and operations products.

(c) Graphic Products. Graphic products per references (m) and (o) include layout and design of graphics, training aides (charts, graphs, and static displays), briefs, handouts, programs, brochures and multimedia products.

(d) Printing and Reproduction. Per references (m) and (o), MCIEAST-MCB CAMLEJ COMMSTRAT serves as the primary print facility for all high volume printing including contract management and lifecycle equipment maintenance. Installation Visual Information Officers (VIO) also serve as command print officers and are directed in writing as functional area inspectors.

(e) Imagery Management. Imagery management, per reference (m), includes local storage and retrieval of COMMSTRAT VI products via intranet and transmission to the defense VI management system. Imagery management is tied to the History and Museum's Program, per reference (u).

(f) Media Engagement. MCIEAST-MCB CAMLEJ COMMSTRAT facilitates all MCB CAMLEJ related media queries and escorts aboard MCB CAMLEJ and is responsible for maintaining cognizance of subordinate installation media engagement activities. Tenant, operational, and visiting commands are required to inform MCIEAST-MCB CAMLEJ COMMSTRAT of any media escorts taking place aboard any MCIEAST-MCB CAMLEJ installations.

(g) Community Relations. Community Relations (COMREL) involves fostering relations with neighboring communities, including Marine Corps Reserve components, in a direct community and military interface. Well conducted COMREL enhances readiness by fostering local relationships and reinforces the idea that the Marine Corps is a meaningful and rewarding career choice for the nation's youth. Every reasonable effort will be made to develop and maintain sound community relationships.

(h) Digital Engagement. Maintain and manage content for command social media platforms and official, outward facing websites to ensure clear, concise, and accurate content furthers command communication objectives.

c. Tasks

(1) Assistant Chief of Staff, (AC/S) G-3/5

(a) Integrate MCIEAST-MCB CAMLEJ COMMSTRAT into planning and execution of operations and activities.

MAR 08 2023

(b) Ensure MCIEAST-MCB CAMLEJ COMMSTRAT is aware of policy and guidance that have implications for COMMSTRAT planning.

(c) Include MCIEAST-MCB CAMLEJ COMMSTRAT planners in planning processes.

(d) Analyze Feasibility of Support (FOS) and task appropriate units to support community relations events.

(e) Provide representation at MCIEAST-MCB CAMLEJ COMMSTRAT B2C2WGs as required.

(f) Provide or deliver initiating directives, staffing requirements, and FOS requests via official message traffic to MCIEAST-MCB CAMLEJ COMMSTRAT for appropriate staffing.

(2) AC/S, G-4

(a) Provide facilities for MCIEAST-MCB CAMLEJ COMMSTRAT to conduct official business.

(b) Provide representation at MCIEAST-MCB CAMLEJ COMMSTRAT B2C2WGs as required.

(c) Permanently assign (two) government vans to MCIEAST-MCB CAMLEJ COMMSTRAT.

(3) AC/S, G-6

(a) Provide technical communications assistance to MCIEAST-MCB CAMLEJ COMMSTRAT requirements.

(b) Provide representation at MCIEAST-MCB CAMLEJ COMMSTRAT B2C2WGs as required.

(c) Assist MCIEAST-MCB CAMLEJ COMMSTRAT with exemption requirements in order to access websites that support mission accomplishment.

(d) Coordinate with MCIEAST-MCB CAMLEJ COMMSTRAT on suspicious activity reporting requirements.

(4) AC/S, G-8

(a) Provide staff cognizance in support of the MCIEAST-MCB CAMLEJ COMMSTRAT budget.

(b) Provide funding for the execution of the MCIEAST-MCB CAMLEJ COMMSTRAT mission.

(c) Provide representation at MCIEAST-MCB CAMLEJ COMMSTRAT B2C2WGs as required.

(5) Director, COMMSTRAT

MAR 08 2023

(a) Provide policy, guidance, administration, budgeting oversight, training, and supervision of COMMSTRAT activities within MCIEAST-MCB CAMLEJ COMMSTRAT.

(b) Advise the MCIEAST-MCB CAMLEJ Commanding General (CG) and staff on all matters relating to COMMSTRAT and DoD public affairs (PA) and combat camera (COMCAM).

(c) Provide oversight for all COMMSTRAT activities throughout MCIEAST-MCB CAMLEJ COMMSTRAT.

(d) Provide oversight for MCIEAST-MCB CAMLEJ COMMSTRAT personnel employment and training.

(e) Appoint a funds manager to provide fiscal budget oversight for contract support to COMMSTRAT activities including production, printing, commercial internet services, training, social media monitoring, equipment lifecycle management, consumables, and travel.

(f) Coordinate all MCIEAST-MCB CAMLEJ COMMSTRAT activities with HQMC Communication Directorate (CD), higher and adjacent headquarters (HAHQ), and interagency partners.

(g) Develop communication strategies and guidance for MCIEAST-MCB CAMLEJ operations, activities, and investments.

(h) Participate in MCIEAST-MCB CAMLEJ B2C2WGs as required.

(i) Provide analysis of external requests for PA/COMMSTRAT capabilities and support for appropriate action and tasking.

(j) Serve as the MCIEAST-MCB CAMLEJ release authority for public information and maintain appointment letters for all MCIEAST-MCB CAMLEJ COMMSTRAT personnel granted release authority for public information.

(6) Subordinate MCIEAST Commands

(a) Provide COMMSTRAT forces to meet operational, production, and training requirements.

(b) Develop and synchronize communication and VI products in support of respective commanders and staff and aligned with MCIEAST-MCB CAMLEJ and HHQ PA and COMMSTRAT guidance to ensure coordinated and effective messaging.

(c) Obtain and provide appointment letters to MCIEAST-MCB CAMLEJ COMMSTRAT for all authorized personnel granted release authority for public information.

d. Coordinating Instructions

(1) Operations Security is a command responsibility. Per reference (t), OPSEC considerations will be coordinated with COMMSTRAT and in accordance with MCIEAST-MCB CAMLEJ OPSEC programs.

MAR 08 2023

(2) All COMMSTRAT units within MCIEAST-MCB CAMLEJ will inform MCIEAST-MCB CAMLEJ COMMSTRAT of all media engagements 72 hours before execution, or as soon as possible when within the 72 hour time period, to ensure communication synchronization across the region.

(3) Tenant units conducting media engagements on MCIEAST-MCB CAMLEJ will coordinate with the appropriate installation COMMSTRAT section for awareness.

(4) All products and messaging, to include social media engagement, will be in accordance with the U.S. Marine Corps Brand Guide.

(5) Units will not escort civilian media or photographers onto installation and training areas without MCIEAST-MCB CAMLEJ COMMSTRAT approval.

(6) Units will receive relevant service and/or DoD approved talking points or communication/public affairs guidance from COMMSTRAT representatives before engagements.

(7) Due to requirements for COMMSTRAT support outside normal business hours and during normal operating hours for Consolidated Dining Facilities, authorization of commuted rations (COMRATS) for COMMSTRAT personnel E5 and below residing in the barracks should be favorably considered by commanders to reduce out of pocket expenses and ensure mission accomplishment.

(8) To ensure immediate availability of COMMSTRAT personnel during emerging communication events and urgent/crisis communication scenarios, solicitation and assignment of COMMSTRAT personnel to additional security, augmentation, or other forces should be strongly discouraged.

4. Administration and Logistics

a. Job Order Database. COMMSTRAT units will use a centralized job order database to track fiscal expenditures (excluding travel and training expenses), total number of jobs completed, man hours, units supported, etc. Units are required to locally maintain a minimum of two years of historical data collected from the database. All subordinate commands will provide, at a minimum, quarterly reporting to MCIEAST-MCB CAMLEJ COMMSTRAT. MCIEAST-MCB CAMLEJ COMMSTRAT will provide annual reports to the HQMC CD in accordance with reference (m).

b. Local Imagery Archive. In accordance with references (m) and (n), all COMMSTRAT sections will maintain a local imagery archive preserving a minimum of three years of digital media.

c. Transmission. COMMSTRAT units will transmit RELEASED imagery to the Defense Video and Imagery Distribution System and accession imagery both released and Controlled Unclassified Information to the Defense Imagery Management Center Joint Combat Camera Center per references (m) and (p). COMMSTRAT Marines will ensure that releasable content is appropriate in accordance with Operational Security and established doctrine.

d. Copyright Laws. COMMSTRAT is prohibited by law to copy, duplicate, or reproduce any item protected by copyright. The only exceptions are

MAR 08 2023

identified under the "Fair Use Act" per reference (h). When using resources such as music, ensure that the use of the product is legal and in accordance with applicable laws, regulations, and policies to include Creative Commons licenses. If the asset requires some kind of attribution such as including artist information or hyperlink to its source in the caption or metadata, it is required to also include a disclaimer following the attribution informing audiences that the DoD does not endorse the referenced artist and/or website. COMMSTRAT, in coordination with the Staff Judge Advocate (SJA), provides guidance to any unit requesting support on copyright material.

e. Classified Material. Classified material will be handled in accordance with local procedures.

f. Ethical Considerations. MCIEAST-MCB CAMLEJ COMMSTRAT resources are to be employed for "official purposes" only. Appropriated funds may not be used for social functions or personal gifts, unless there is specific statutory authority.

5. Command and Signal

a. Command. This Order is applicable to all MCIEAST Commands.

b. Signal

(1) This Order is effective the date signed.

(2) Point of contact for MCIEAST-MCB CAMLEJ COMMSTRAT is:

PSC Box 20005
Camp Lejeune, NC 28542-0005
DSN (312) 451-5655 / Commercial (910) 451-5655



ANDREW M. NIEBEL

DISTRIBUTION: A/B

Copy to: CG, II MEF

MAR 0 8 2023

TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
	INTRODUCTION.	1
Chapter 1	GENERAL	
1.	Overview.	1-1
2.	Mission	1-1
3.	Communication Principles.	1-1
4.	Concept of Employment	1-1
5.	Core Competencies	1-2
6.	Responsibilities.	1-2
7.	Employment and Integration.	1-3
8.	Supported Units	1-3
Chapter 2	ORGANIZATION	
1.	Overview.	2-1
2.	Directorate Section	2-1
3.	Media and Digital Engagement Section.	2-2
4.	Visual Information Section.	2-3
Chapter 3	ENGAGEMENT	
1.	Overview.	3-1
2.	Engagements Posture	3-1
3.	Principles of Information	3-1
4.	Release Authority	3-2
5.	Public Affairs Guidance and Communication Guidance.	3-2
6.	Record-keeping and Archive.	3-3
7.	Releasable Information.	3-4
8.	Freedom of Information Act.	3-5
9.	Social Media.	3-5
10.	External Media.	3-6
11.	Crisis Communication.	3-7
12.	Videography and Photography Control at Accident Sites	3-9
13.	Issue Management.	3-10
14.	Community Relations (COMREL).	3-10
Chapter 4	OPERATIONS	
1.	Overview.	4-1
2.	Tasking and Requests.	4-1
3.	Priorities of Support	4-1
4.	Supported Unit Responsibilities	4-2
5.	Production Times.	4-2
6.	Product Review, Release, and Archive Process	4-2
7.	Visual Information Record Identification (VIRIN).	4-2

MAR 08 2023

TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
8.	Defense Visual Information Activity	
	Number (DVIAN)	4-3
9.	Visual Information Productions	4-3
10.	Copyright Laws	4-3
11.	Classified Visual Information	4-3
12.	Plan of Action and Milestones (POA&M)	4-3
Chapter 5	CAPABILITIES AND SUPPORT	
1.	Overview	5-1
2.	Visual Information Capabilities	5-1
3.	Operational Support	5-3
4.	Administrative/Garrison-Related Support	5-4
Chapter 6	RESEARCH AND ASSESSMENT	
1.	Overview	6-1
2.	Research	6-1
3.	Assessment	6-2
Chapter 7	FISCAL AND BUDGET	
1.	Overview	7-1
2.	Budgeting Requirements	7-1
3.	Government Commercial Purchase Card Holders	7-2
4.	ServMart Purchases	7-2
5.	Defense Agencies Initiative	7-2
6.	Deficiency Reports	7-2
Chapter 8	SUPPLY, GEAR, AND EQUIPMENT	
1.	Overview	8-1
2.	Supply	8-1
3.	Gear and Equipment	8-1
Chapter 9	TRANSPORTATION AND FACILITIES	
1.	Overview	9-1
2.	Transportation	9-1
2.	Facilities	9-1

Marine Corps Installations East - Marine Corps Base Camp Lejeune



Communication Strategy and Operations Standard Operating Procedures

MAR 08 2023

Introduction

1. Purpose. This Order establishes policy, procedures, and standards for the effective management and execution of Communication Strategy and Operations (COMMSTRAT) within Marine Corps Installations East-Marine Corps Base Camp Lejeune (MCIEAST-MCB CAMLEJ). This Order provides guidance concerning the mission and capabilities of COMMSTRAT in support of commanders, staff, and tenant units.
2. Responsibility. The MCIEAST-MCB CAMLEJ COMMSTRAT Director is responsible for the currency, accuracy, modification, and distribution of this manual.
3. Organization. This Order is organized in chapters using Arabic numerals sequentially listed in the overall contents page.

MAR 08 2023

Chapter 1

General

1. Overview. COMMSTRAT serves as a special staff function responsible for ensuring consistent communication to key publics on behalf of the commander. As a special staff member, the COMMSTRAT Director maintains direct access to the Commanding General (CG) to provide timely recommendations and COMMSTRAT counsel. MCIEAST-MCB CAMLEJ COMMSTRAT will proactively engage key publics; approaching communication as a two-way social process of dialogue and interaction among people to the most extent possible, as opposed to a technical process of one-way message delivery to a target audience. All MCIEAST-MCB CAMLEJ COMMSTRAT activities are conducted in support of and in alignment with the CG's priorities.

2. Mission. To advise commanders and staffs on communication strategy matters; to communicate with internal, domestic, and international audiences through engagement; acquire and disseminate written and visual information (VI) products to support planning and operations; develop and synchronize communication plans by conducting research, planning, implementation, and evaluation of the information environment in order to build understanding, credibility, and trust with audiences critical to mission success.

3. Communication Principles. Communication principles include accountability to the public, full disclosure, expeditious release of information, and professional ethics. No COMMSTRAT disclosure or provision of MCIEAST-MCB CAMLEJ's information shall run contrary to the spirit or the letter of the Privacy Act, Freedom of Information Act (FOIA) of 1974, or the DoD or Department of the Navy (DoN) implementing regulations. Withholding information must be the exception and justified for specific and legally defensible reasons. Potential embarrassment is not a justification to withhold information. Information will be released as expeditiously as practical and from the lowest possible level, consistent with release policies and required reviews. Delay in the release of information can damage MCIEAST-MCB CAMLEJ's reputation and cast public doubt on its capabilities or motives.

a. Operations Security Planning. COMMSTRAT must be included in the OPSEC planning process to ensure COMMSTRAT considerations are addressed and that critical information is safeguarded. The need for OPSEC should not be used as an excuse to deny non-critical information to the public.

b. Security Review. Products such as lectures, speeches, or writing that pertains to military matters, national security issues, or subjects of significant concern to DoD will be reviewed for clearance by appropriate security and COMMSTRAT personnel prior to delivery or publication. Items outside of MCIEAST-MCB CAMLEJ will be routed through the appropriate higher headquarters.

4. Concept of Employment. COMMSTRAT will undertake a variety of tasks to support objectives for operations in the information environment (OIE), as well as institutional, operational, and unit communication. These tasks include the acquisition, editing, production, and archiving of VI and associated products; active communication with internal, domestic, and

MAR 08 2023

international audiences through multiple media platforms; key leader or community relations engagements; active and dedicated support to the command's messaging efforts; and integration of information as the seventh warfighting function. COMMSTRAT will coordinate with and provide support to the other staff sections, subordinate and tenant commands, and other organizations as required. COMMSTRAT must be included early in concept development and throughout the planning process.

5. Core Competencies. COMMSTRAT core competencies are to provide communication counsel; research and analysis; planning and integration; assessment and evaluation; engagement; issue management and crisis communication; concept development; imagery acquisition; product creation and dissemination; and product management.

6. Responsibilities. COMMSTRAT will plan, coordinate, and execute the release of official communication and VI products on behalf of the CG and supported units; provide VI for operational, planning, and internal use by MCIEAST-MCB CAMLEJ staff and subordinate units; coordinate and execute media planning for operations and activities, to include media training for affected MCIEAST-MCB CAMLEJ personnel; provide communication plans to support command objectives; and provide service members and civilians to serve as official command spokespersons in cases of media engagement.

a. MCIEAST-MCB CAMLEJ COMMSTRAT executes an active COMMSTRAT program to provide key publics timely and accurate information regarding MCIEAST-MCB CAMLEJ operations and activities consistent with OPSEC and force protection to the maximum extent. COMMSTRAT will utilize approved communication mediums available to further the MCIEAST-MCB CAMLEJ mission and objectives in order to achieve the commander's intent. Other MCIEAST-MCB CAMLEJ COMMSTRAT functions and responsibilities include:

(1) At the earliest opportunity, plan COMMSTRAT operations and activities in conjunction with HHQ COMMSTRAT and other agencies, localize HHQ guidance, and plan for COMMSTRAT engagement in support of the commander's end state. COMMSTRAT will provide objective COMMSTRAT counsel during policy development, planning, execution, and day-to-day activities.

(2) Identify and proactively develop communication plans to address issues that pose risk to the MCIEAST-MCB CAMLEJ or Marine Corps reputation or mission accomplishment.

(3) Conduct research and analyze findings in order to develop a thorough understanding of the information environment (IE), key publics, and communication opportunities.

(4) Integrate COMMSTRAT considerations into current and future operations planning, and conduct communication-specific planning in support of specific activities.

(5) Develop COMMSTRAT products in support of MCIEAST-MCB CAMLEJ operations and activities tailored for key publics and consistent with security and privacy policies and guidelines.

MAR 08 2023

(6) Submit After Action Reports (AAR) detailing lessons learned, problem areas with proposed solutions, and proofs of concepts/sustained COMMSTRAT tactics, techniques, and procedures through all phases of operations.

7. Employment and Integration. COMMSTRAT is the "inform" function within OIE and will be employed as a multi-media communication discipline. COMMSTRAT must be factored into the planning process from the beginning and is task organized with appropriate personnel and gear according to the mission. The commander will provide operational intent and mission to COMMSTRAT to support MCIEAST-MCB CAMLEJ and subordinate and tenant commands. Official VI is used for public information purposes and is an essential visual record of Marine Corps commands throughout significant and often historical events. COMMSTRAT supports MCIEAST-MCB CAMLEJ by providing expertise in photographic and video acquisition and production; as well as multi-media/graphic design, development, and production; imagery archival; and reproduction capabilities. COMMSTRAT must prioritize support, be proactive in nature, and be coordinated and synchronized across the staff.

8. Supported Units

a. Marine Corps Air Station New River (MCAS NR). MCIEAST-MCB CAMLEJ COMMSTRAT provides support to MCBCAMLEJ and MCAS NR tenant units and organizations. MCAS NR receives support equivalent to MCIEAST-MCB CAMLEJ, including but not limited to: personnel for operational planning and execution, VI capabilities, capacity, and expertise; administrative photography; and print and reprographic support.

b. Other Supported Units. MCIEAST-MCB CAMLEJ coordinates support requests with tenant and subordinate units possessing organic Public Affairs (PA) or COMMSTRAT capabilities as well as providing support to commands without PA/COMMSTRAT capabilities. Tenant units with or without organic COMMSTRAT capabilities often receive MCIEAST-MCB CAMLEJ COMMSTRAT support in line with this order, governed by base support agreements not included in this order, and not equivalent to MCIEAST-MCB CAMLEJ and MCAS NR. A full list of support agreements can be requested from the MCIEAST-MCB CAMLEJ G-7 Business Performance Office.

MAR 08 2023

Chapter 2

Organization

1. Overview. MCIEAST-MCB CAMLEJ COMMSTRAT is organized into Directorate, Media and Digital Engagement (MDE), and VI sections. These sections provide planning, execution, and supervision for all COMMSTRAT requirements and support.

2. Directorate Section. The Directorate consists of the Director, Deputy Director, Staff Noncommissioned Officer in Charge (SNCOIC), Visual Information Officer (VIO), Public Affairs (PA) Specialist, Information Technology (IT)/Web Manager, and Operations Chief.

a. Director. The COMMSTRAT Director advises the CG, staff, and subordinate units on COMMSTRAT matters and provides policy guidance, administration, budgeting, training, and direct supervision of all COMMSTRAT personnel and operations. The Director serves as a primary MCIEAST-MCB CAMLEJ spokesperson and release authority, and applies COMMSTRAT subject matter expertise, capabilities, and resources to all planning efforts.

b. Deputy Director. The Deputy Director acts as the Director in the Director's absence; and leads, trains, and mentors COMMSTRAT Marines and civilians to ensure readiness as well as performance in military and Military Occupational Specialty (MOS) skillsets. The Deputy Director advises the Director and the command on COMMSTRAT matters; participates in and oversees COMMSTRAT support for MCIEAST-MCB CAMLEJ COMMSTRAT units and activities; oversees the MDE and VI sections; and serves as the primary MCAS NR COMMSTRAT Officer.

c. Staff Noncommissioned Officer in Charge. Assist the Director with advising the Commander on the capabilities and employment of COMMSTRAT assets. Advises the Director on all enlisted matters; leads, trains, and mentors the COMMSTRAT Marines on Marine Corps knowledge and leadership; ensures MOS proficiency; oversees manning, training, and readiness; advises on operations and employment of resources; maintains physical security of the COMMSTRAT buildings; and handles facilities maintenance issues.

d. Visual Information Officer. Advises the Director on policy, administration, budgeting, and training related to MOS proficiency and technical knowledge; provides technical expertise and review for audiovisual products and equipment; serves as the quality control manager for all visual information; ensures COMMSTRAT personnel are properly trained and equipped to produce visual information products; and serves as the Responsible Individual for the COMMSTRAT Consolidated Memorandum Report.

e. Public Affairs Specialist. Advises the Director and command on COMMSTRAT matters; develops and maintains working relationships with command and staff, tenant PA/COMMSTRAT sections, and news media representatives; determines requirements and specific products to support command Lines of Effort; develops communication plans and evaluates effectiveness of plans; serves as a site manager for public web presences; and supports digital engagements or platforms by developing and managing content for social media.

MAR 08 2023

f. Information Technology/Web Manager. Exercises overall responsibility for ensuring command news and information is effectively produced and disseminated to the public through official command webpages; ensures the compliance of all web-based, externally-facing platforms managed by the COMMSTRAT section; and leads timely and relevant public web content initiatives through synchronized direction, coordination, distribution, and archiving of Marine Corps print, VI, and other media products to educate and inform command and tenant personnel and the American public.

g. Operations Chief. The Operations Chief ensures the proper allocation of resources and personnel to support future activities, exercises and operations and maintains the MCIEAST-MCB CAMLEJ Training and Exercise Employment Plan (TEEP) for all upcoming events, exercises, and operations requiring COMMSTRAT capabilities. Included in this responsibility, the Operations Chief maintains a Current Operations plan, supporting events within 30 days of execution, and a Future Operations plan, supporting events over 31 days from execution. Additionally, the Operations Chief receives and delegates formal requests for support in tandem with the MDE Officer and VIO along with researching, planning, implementing, and evaluating communication activities that support the commander's intent and LOEs in addition to providing requested review and validation of communication plans. Lastly, the Operations Chief maintains training and readiness of 45XX Marines in the contexts of the Communication Directorate (CD) COMMSTRAT indoctrination program, sustainment of the Training and Readiness Manual, formal schools (Defense Information School, Syracuse Program), and academic institutions to improve MOS proficiency and capability.

3. Media and Digital Engagement Section. The MDE section communicates strategic messaging and engages with various key publics by facilitating external media coverage of MCIEAST-MCB CAMLEJ, managing MCB CAMLEJ and MCAS NR social media accounts, and seizing targets of opportunity in the media landscape to increase the impact of the CG's communication priorities and campaigns. The MDE section consists of the MDE Officer, the Content Development Team (CDT), and the Content Management Team (CMT) composed of respective SNCOs and Marines from the photo, video, and/or graphics MOS.

a. Media and Digital Engagement Officer. The MDE Officer advises the Director and Deputy Director of internal and external engagements and leads, trains, and mentors MDE Marines to ensure readiness as well as performance in military and MOS skillsets. The MDE Officer is responsible for external media relationships and supervises the CMT and CDT to ensure MCIEAST-MCB CAMLEJ communication goals are met.

b. Content Management Team Chief. The CMT Chief is responsible for media and digital media engagements and associated analytics used to communicate MCIEAST-MCB CAMLEJ LOEs and operational priorities. This includes, but is not limited to, external media engagements, internal communication, and social media engagement. Additionally, the CMT Chief leads, trains, counsels, and mentors CMT Marines to ensure well-being, combat readiness, and performance in military and MOS skill sets. The CMT Chief advises the MDE Officer on internal and external engagements.

MAR 08 2023

c. Content Development Team Chief. The CDT Chief is responsible for the coordination, planning, and production of VI and written communication products aligned to command communication objectives. Additionally, the CDT Chief leads, trains, counsels, and mentors CDT Marines to ensure well-being, combat readiness, and performance in military and MOS skill sets. The CDT Chief also advises the MDE Officer and/or VIO on the development and creation of photo, video, or written products.

4. Visual Information Section. The VI Section provides graphic, reprographic, print, and administrative photography capabilities to MCIEAST-MCB CAMLEJ and tenant commands. As the sole administrative photo studio on the installation, it supports all official, mandated photo requirements for all personnel on MCB CAMLEJ and MCAS NR. Additionally, the VI Section fulfills the printing and reproduction mission with large format printers, high volume printing, and various finishes to support MCIEAST-MCB CAMLEJ with training, messaging, and operational needs.

MAR 08 2023

Chapter 3

Engagement

1. Overview. MCIEAST-MCB CAMLEJ COMMSTRAT proactively engages internal, domestic, and international publics and audiences through the employment of two-way communication enabled by technical expertise in message and product creation and dissemination. Engagement includes face-to-face communication, mediated communication through physical products, and through traditional and social media. COMMSTRAT will share information, imagery, and communication products during engagements in accordance with the release authority.

2. Engagements Posture. The COMMSTRAT posture for MCIEAST-MCB CAMLEJ operations will be active unless otherwise directed, with maximum media engagement within the confines of the operation or activity and OPSEC. DoD policy requires pursuing a dynamic program to inform key publics. COMMSTRAT activities are an integral part of operations and will be conducted in accordance with the DoD Media Guidelines. COMMSTRAT assets will ensure that OPSEC and force/health protection are priorities while assisting the media in obtaining accurate information to the maximum extent possible.

3. Principles of Information. It is the policy of the DoD to abide by maximum disclosure with minimum delay so that the public, elected leadership, and the news media may assess and understand the facts about national security and defense strategies. Requests for information from organizations and private citizens shall be answered in a timely manner. In carrying out this policy, the following principles shall apply:

a. Information will be made fully and readily available, consistent with statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the FOIA and the Privacy Act of 1974 shall be supported in both letter and spirit.

b. 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.

c. Information shall not be classified or otherwise withheld to protect the government from criticism or embarrassment.

d. Information shall be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the armed forces and their dependents.

e. The DoD's obligation to provide the public with information on its major programs may require detailed planning and coordination within the DoD and with other government agencies. The sole purpose of such activity is to expedite the flow of information to the public; propaganda has no place in DoD PA/COMMSTRAT programs.

MAR 08 2023

4. Release Authority

a. The MCIEAST-MCB CAMLEJ COMMSTRAT Director is designated in writing by the CG as the release authority for official MCIEAST-MCB CAMLEJ information distributed to the press and public concerning activities of MCIEAST-MCB CAMLEJ. The Director may delegate release authority in writing to Public Affairs and Communication Strategy Qualification Course-trained members of their staff.

b. Release of information will be in line with the intent of the CG and command staff.

c. For matters in which release authority is maintained at a higher level, COMMSTRAT will coordinate all release of public information through HHQ COMMSTRAT, until release authority is delegated.

d. Upon delegation of release authority, commanders may issue communiques and news summaries within the bounds of policy and guidance set by HHQ COMMSTRAT.

e. COMMSTRAT is the official review/release authority for all media products and news releases concerning MCIEAST-MCB CAMLEJ operations and activities.

5. Public Affairs Guidance (PAG) and Communication Guidance. PAG and communication guidance are products to support the public discussion of defense issues and operations, and addresses the method(s), timing, location, and other details governing the release of information to the public. PAG is approved by the Office of the Assistant to the Secretary of Defense for Public Affairs (OSD PA), unless explicitly delegated, and communication guidance is developed at the HHQ and local level. Ensure OSD PA and HQMC CD PAG is disseminated to and understood by all MCIEAST-MCB CAMLEJ commanders, staff sections, and subordinate COMMSTRAT offices, as appropriate. Standing guidance is as follows:

a. Commanders and COMMSTRAT personnel will encourage unit personnel to communicate with news media representatives in coordination with COMMSTRAT, within existing PAG, and within subject matter expertise, when appropriate. However, each service member has the individual right to decline to be interviewed.

b. Personnel must exercise care to protect the items included in command's Critical Information List and classified information in line with OPSEC. Specific communication guidance will be provided to delineate what is releasable and non-releasable. For example, exact numbers and locations of troops and equipment and rules of engagement are normally not releasable.

c. If classified or sensitive information is inadvertently released through words or photography, military personnel are NOT authorized to confiscate film, audio/video tapes or news media representative's notes. Report the incident by the quickest means possible to the unit commander, the security manager, and COMMSTRAT.

MAR 08 2023

d. Never lie to a news media representative. If necessary, simply decline to answer the question.

e. News media representatives should be treated with courtesy and respect.

f. Service Members should be reminded that, typically, news media representatives are trying to do their jobs and report the news. They want to be accurate and get the story right. Within security constraints, we should help them get it right.

g. Service Members should talk about matters within their area of responsibility, expertise, and personal experience ("stay in your lane"). They should avoid speculation (e.g., hypothetical or "what if" questions). When stating an opinion, they must clearly state it as such.

h. All discussions with news media representatives will be on the record. There is no such thing as "off the record."

i. It is acceptable to acknowledge you don't know the answer to a question. If time permits, try to find the information requested. If not, forward the question to COMMSTRAT. If you are unsure whether requested information is releasable, say so.

j. When speaking to news media representatives while in uniform, you represent not only yourself, but your fellow service members, your unit, your service, and the United States as well.

k. Do not give out specific locations of friendly forces. Giving general locations or the name of non-sensitive facilities is acceptable. Do not discuss future operations.

l. Do not primarily focus on your branch of service if participating in a joint event, exercise, or operation. Stress the teamwork involved in combining the unique capabilities of each branch of service, if applicable.

m. When asked a question, take your time before answering. Make sure you understand what the news media representative is asking (if not, ask for clarification). Formulate the answer in your head and then respond.

n. The bottom line - use common sense and think of the intended and unintended consequences. If you don't want to read it online or in the newspaper, or hear it on TV or the radio, don't say it.

6. Record-keeping and Archive

a. Maintain records for five years of releases, news conferences, responses to media queries, and other significant information such as orders, references, and internal policies.

b. Record all media briefings with appropriate digital video or audio equipment, as necessary.

MAR 08 2023

c. Archive all usable photo, video, and graphic products in the local archive for five years. After five years save only selects and final products from each saved folder.

7. Releasable Information

a. Federal employees have no expectation of privacy regarding their names, titles, grades, salaries, office and duty phone numbers, and present and past duty stations as employees.

b. The following information is generally releasable for military personnel:

- (1) Full name.
- (2) Rank.
- (3) Date of rank.
- (4) Gross salary.
- (5) Past duty assignments.
- (6) Present duty assignment.
- (7) Future assignments that are officially established.
- (8) Office or duty telephone numbers
- (9) Source of commission.
- (10) Promotion sequence number.
- (11) Awards and decorations.
- (12) Attendance at professional military schools.
- (13) Duty status at any given time.
- (14) Home of record (identification of the state only).
- (15) Length of military service.
- (16) Basic Pay Entry Date.
- (17) Official photo.

c. The following information is generally releasable for DoD civilian employees:

- (1) Name.
- (2) Present and past position titles.

MAR 08 2023

- (3) Present and past grades.
- (4) Present and past annual salary rates.
- (5) Present and past duty stations.
- (6) Office and duty telephone numbers.
- (7) Position Descriptions.

d. Certain restrictions may apply to personal information. For additional information see reference (g).

8. Freedom of Information Act (FOIA)

a. Individuals, including foreign citizens, partnerships, corporations, associations, states, states' agencies, and foreign governments may request information under FOIA. FOIA does not distinguish between U.S. and foreign citizens. A request for information does not constitute a FOIA request unless it is in writing, cites or implies FOIA, and reasonably describes the records being sought so that a knowledgeable official of the agency can conduct a search with reasonable effort. There are times when information that would normally be released as a matter of course is requested under FOIA. In this case the COMMSTRAT officer should advise the requester a FOIA request is not necessary and provide the information or direct the individual to the proper release authority.

b. For additional information about FOIA, see reference (j).

c. For information about the MCIEAST-MCB CAMLEJ FOIA process visit the command website.

9. Social Media. Generally defined as the collective websites, programs, and applications which focus on communication and facilitate user interaction, social media serves as one tool available for MCIEAST-MCB CAMLEJ to communicate with key publics. As the platforms and communication pathways inherent to social media evolve, the evaluation and employment of social media by MCIEAST-MCB CAMLEJ must keep pace. This changing IE emphasizes targeted communication on each platform vice the previously prevailing philosophy of posting as much information as possible as this results in increased negative actions (i.e., blocks and unfollows) and a lack of interest when communicating vital information.

a. Platforms. MCIEAST-MCB CAMLEJ and MCAS NR social media platforms include MCBCAMLEJ Facebook (@camp.lejeune), MCAS NR Facebook (@mcasnewriver), MCBCAMLEJ Twitter (@camp_lejeune), MCAS NR Twitter (@MCASNewRiver), and MCBCAMLEJ Instagram (@camp.lejeune). Official accounts and logins are monitored daily for OPSEC and content quality. Login passwords are changed at least semiannually or as deemed necessary by best standards and practices.

b. Campaigns/High-profile Events. Coordinate with higher and adjacent COMMSTRAT offices, such as HQMC CD, II MEF, 2nd Marine Division, 2nd Marine Logistics Group, 2nd Marine Aircraft Wing, or II MEF Information Group for

MAR 08 2023

re-sharing/cross-posting of releasable products in order to increase reach and engagement.

c. Analytics. Compile and analyze social media analytics monthly to report to MCIEAST-MCB CAMLEJ COMMSTRAT staff and conduct quarterly reviews of the social media strategy using social media analytics or other monitoring tools.

10. External Media

a. Response to Query. Any public queries pertaining to MCIEAST-MCB CAMLEJ or tenant units should be directed to the appropriate command COMMSTRAT office. Each COMMSTRAT section makes the determination on the release of information and response, in coordination with the appropriate command staff section/s.

b. Press Release. Provides media with information to generate reporting about an event or issue.

c. Media Advisory. Alerts or invites external media to an upcoming event.

d. Interviews. All official interviews, whether in person or by other means, will be coordinated through the MCIEAST-MCB CAMLEJ COMMSTRAT section. Interviews with appropriate Subject Matter Experts (SME) allow for greater understanding of MCIEAST-MCB CAMLEJ and its mission.

e. Media Escorts and Ground Rules. Properly vetted reporters will receive ground rules, which reflect the intent of coverage for all media events. Violation of ground rules may result to denial of access to the installation. Standing ground rules are as follows:

(1) Pre-approved reporters are only granted access to the installation and authorized to cover the specific events/topics that have been pre-approved and properly vetted.

(2) COMMSTRAT personnel will advise when and where capturing photos/videos is permitted.

(3) Media must always be escorted by COMMSTRAT personnel while on the installation.

(4) Media will be issued a temporary media pass in order to access the installation with a COMMSTRAT escort.

(5) No "man or woman on the street" interviews on the installation. Interviews must be coordinated with COMMSTRAT personnel.

(6) Media must sign a waiver of liability or hold harmless agreement when necessary.

MAR 08 2023

f. Press Conferences. Certain high profile or dynamic events require simultaneous notification of interested media. Press conferences are logistically intensive and require significant coordination across MCIEAST-MCB CAMLEJ leadership and with media outlets, as well as notification of higher headquarters.

11. Crisis Communication. Crisis events include, but are not limited to: death or serious injury of personnel, arrests/criminal incidents, lost or stolen weapons/vehicles/gear, training accidents, significant/viral social media misconduct that brings discredit to MCIEAST-MCB CAMLEJ/the Marine Corps, and command leadership. Coordinate with adjacent units to facilitate fact gathering and keep the command informed of media attention. For additional information on Commander's Critical Information Requirements (CCIR) and Commander's Significant Notification Events, see the MCIEAST-MCB CAMLEJ CCIR list.

a. When a crisis situation occurs, execute the following:

(1) As a member of the cross functional team (typically organized by the G-3), the COMMSTRAT representative helps analyze the communication considerations, develops the communication plan, and opens lines of communication.

(2) Keep leadership and HHQ COMMSTRAT informed of the situation and share the approved communication plan. The crisis communication plan includes (at minimum) background information, posture, recommended spokesperson, timeline of releases, talking points/messages, and potential media questions and answers.

(3) To ensure the command informs the media narrative, develop an initial release immediately with all appropriate information in accordance with the guidelines for release. Staff the release through the SJA, Chief of Staff, CG, and appropriate COMMSTRAT sections prior to distribution. The timeliness of this initial release demonstrates the command's control of the situation and capability to respond rapidly to serious incidents, while reinforcing the command's reputation for openness.

(4) Work with appropriate SME to assess impacts in preparation for inquiries from news media and to facilitate internal and external communication with key publics.

(5) Forward all inquiries to the designated spokesperson for the topic. If the topic relates to specific subject matter expertise, it may be more appropriate to prepare non-COMMSTRAT representatives to act as spokespersons. COMMSTRAT will notify all unit commanders, executive officers, senior enlisted leaders, Unit/Deployment Readiness Officers, and Unit Information Officers that all queries will be directed without comment to the identified spokesperson. Ensure these individuals understand the protocol for public release of information in order to allow the Marine Corps' process for notification of Primary Next of Kin to go uninterrupted.

MAR 08 2023

(6) All messages will be consistent, including those disseminated by the spokesperson and the COMMSTRAT staff responding on phones, online, or via social media. Contact PA/public relations representatives at respective hospitals/medical facilities, law enforcement, or other agencies to ensure the same information is being released and to track which media outlets have contacted them.

(7) Set up a centralized location such as a Media Operations Center (MOC) to review and approve multimedia content and begin providing information as soon as it becomes available. Provide background information packets and a place for television interviews away from the crisis scene. Make sure that the news center location has good cell phone reception and internet access.

(8) Be open and tell the full story. If you do not, someone else will, and you will lose control as journalists turn to other sources and outside experts to fill in gaps in the story.

(9) Demonstrate the organization's concern for what is happening and for the people who are involved and affected. At the same time, explain what the organization is doing or planning to do to solve the problem, within OPSEC.

(10) The COMMSTRAT MDE Officer will be on call 24 hours a day and stay with the story as long as the media are interested.

(11) The cross-functional team will reconvene after the crisis is over to summarize what happened, review and evaluate how the plan worked, and to recommend improvements in the crisis plan. COMMSTRAT will include all relevant details in an AAR to present to the cross-functional team and through COMMSTRAT channels.

b. When a crisis situation occurs, do NOT do the following:

(1) Do not speculate publicly about what you do not know to be fact, and do not respond to reporters' questions designed to solicit speculation.

(2) Do not minimize the problem or try to underplay a serious situation. The media will find out the truth soon enough.

(3) Do not let the story trickle out bit by bit. Each new disclosure becomes a potential headline or lead story.

(4) Do not release information about people if it will violate their privacy or if it blames them for anything.

(5) Do not say "no comment" or make off the record comments. If you cannot say something on the record, then explain why and tell reporters when they can expect the information. If the information is simply not available, say so and assure reporters that you will get it to them as soon as you can.

(6) Do not play favorites among media outlets or reporters. Respect reporters' work by not undercutting their scoops (ability to report first) and enterprise.

MAR 08 2023

(7) Do not try to capitalize on media attention and interest by trying to promote the organization. Do not do what will be perceived as a self-serving pitch while in the crisis spotlight.

12. Videography and Photography Control at Accident Sites

a. Accidents on Military Installations. If classified material is exposed at an accident site, the command will remove it or otherwise protect classified material from view consistent with the need to preserve the integrity of a site for accident investigators. After rescue and damage control, the command will follow these priorities in order to protect classified material from further unauthorized disclosure; preserve the site for investigation; and meet the need of the public for information. If the material cannot be removed from the site, the command will inconspicuously cover the material with opaque or non-transparent substance or material to prevent unauthorized viewing and/or disclosure. Opportunities to report on the accident scene shall not normally be granted to news media until the classified material is removed, covered, or otherwise secured.

b. Accidents Outside Military Jurisdiction. In the civilian domain, preventing news media access to an accident site in order to prevent compromise of classified material is far more difficult. The actions prescribed above pertain with the following exemptions:

(1) The military cannot officially restrain or prevent media from covering a newsworthy event in the public domain outside military

jurisdiction unless martial law has been declared or a national defense area has been established.

(2) Civil law enforcement officials should be contacted immediately upon learning of an accident in the civilian domain and informed if there is a likelihood that classified information and or material could be visible on the scene.

(3) If it is ascertained that classified material is visible, the command should respectfully request that law enforcement officials immediately cover the material and cordon off the area or, preferably, allow military personnel to do so.

c. Applicable Guidelines. Upon arrival at the scene of an accident or incident, the senior military official should ask military police or other law enforcement authorities to secure the area to protect the public from injury, the site from further disturbance, and classified information from compromise. Once the area is secured, the COMMSTRAT officer will brief the media on safety hazards and the need to preserve the site for investigators. If classified material is exposed, the COMMSTRAT officer will further explain the need to restrict access until it can be covered or removed.

(1) Escorts. A COMMSTRAT escort will be provided to ensure that reporters do not interfere with official activities, such as accident investigations or search and rescue. Escorts must be briefed on approved statements and command-approved answers to likely questions.

MAR 08 2023

(2) Security Review. If classified information or material is inadvertently photographed, filmed, or transcribed by news media, the COMMSTRAT Director, Deputy Director, or MDE Officer will:

- (a) Explain the situation and ask the media to cooperate.
- (b) Explain that Federal law prohibits photography/videography when official permission is expressly withheld (sections 795 and 797 of Title 18, U.S.C.).
- (c) Ask civil law enforcement official to help cover the exposed classified material.
- (d) Immediately contact the managing editor or station manager of the news media representative and explain the situation.
- (e) Explain that publication, transmission, or communication of classified material, or failure to return the material to military authorities, violates section 793(e) of Title 10, U.S.C.
- (f) Request the submission of the suspect film, tape, or storage media for the purpose of immediate review.
- (g) Rapidly review the film, tape, or storage media.
- (h) Return the unclassified images or portion of the video photographer/videographer without delay.
- (i) Keep the chain of command up through HQMC CD continuously informed, and seek guidance when necessary.

13. Issue Management. Issue management is the process of anticipating, identifying, evaluating, and responding to issues and trends that potentially affect an organization's relationships with its publics. Issue management consists of early identification of issues with potential impact on an organization and strategic response designed to mitigate or capitalize on their consequences. Issue management considerations will be included in communication plans as appropriate to assist in managing perceptions and expectations of key publics on overlapping issues (e.g., mission essential training and COVID-19 considerations).

14. Community Relations (COMREL)

a. MCIEAST-MCB CAMLEJ units and personnel are encouraged to participate and promote public events that are educational, patriotic in nature, or that offer community-wide benefits. Policy underlying community outreach participation, sponsorship, site selection, and type of support is strict. In order to be eligible for MCIEAST-MCB CAMLEJ support, the programs shall not:

- (1) Appear to endorse or favor any private individual, special interest group or business, religion, ideology, commercial venture, political candidate, or organization.
- (2) Intend to provoke controversy or public confrontation.

MAR 08 2023

(3) Charge an admission fee for fundraising purposes.

b. Sponsor Considerations. MCIEAST-MCB CAMLEJ units may take part in programs or events sponsored by local, state, or federal governments; veterans, service-related, patriotic, and historical organizations; and civic, service organizations (e.g., Rotary, Optimist), youth, professional, or educational entities. The following limitations apply:

(1) Support of events sponsored by commercial entities should be patriotic, incidental to the primary program and shall not appear to endorse or benefit the sponsor's commercial activity.

(2) Support to organizations that specifically exclude any person from its membership for reasons of creed, race, gender, color, religion, sexual orientation, or national origin can be provided only if the particular program is of bona fide significant community-wide interest and benefit, not for the primary benefit of the organization.

(3) Partisan political organizations, ideological movements, and organizations whose constitution, by-laws, membership qualifications, or ritual are not made public (i.e., secret societies), are ineligible for support.

c. Site Considerations. MCIEAST-MCB CAMLEJ may support public events conducted at a local, state, or federal property, and at private facilities with the following restrictions:

(1) Facilities must be open to the general public. Admission, seating, or other accommodations shall not be barred to any person because of gender, race, color, creed, religion, sexual orientation, or national origin.

(2) If the event is conducted in a building or facility used for religious purposes, the program must be of community-wide interest, non-sectarian, and broadly promoted.

(3) If the event is conducted at a shopping mall, the program shall be directly related to recruiting and shall not appear to selectively benefit any commercial business.

d. Type of Support Eligibility. MCIEAST-MCB CAMLEJ may provide support that can reasonably be expected to bring credit to the individuals involved. MCIEAST-MCB CAMLEJ support to public events shall not involve:

(1) Activities that might constitute a restraint of trade in the regular employment of civilians in their art, trade, or profession.

(2) Use of MCIEAST-MCB CAMLEJ services, resources, or facilities which are reasonably available from commercial sources and where such would be in fact, or perceived to be unfair competition.

(3) Performances that constitute the primary or major attraction for which admission is charged, with the exception of: service academy sporting events, military aerial demonstration team shows, and tenant command band authorized tours.

MAR 08 2023

(4) Use of active duty, reserve or Reserve Officer Training Corps personnel in uniform outside military bases and ships as ushers, escorts, doormen, drivers of non-federal government vehicles, guards, parking lot attendants, runners, messengers, baggage handlers, crowd control, or any other inappropriate capacity.

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

e. Approval Levels

(1) Requests for COMREL support will be routed in coordination with the MCIEAST-MCB CAMLEJ G3/5 for approval using the Defense Department (DD) Form 2536 Request for Armed Forces Participation in Public Events. Proposals will include a description of the anticipated program, justification, expected civilian reactions, recommendations, and predicted benefits. Email the form no less than 30 days prior to the event date for color guard requests and 45 days for ground equipment and rolling stock requests. Aviation requests require the DD 2535 form and must be routed to HQMC CD COMREL for coordination with the office of the Deputy Commandant for Aviation.

(2) COMREL requests generally align with the following three categories and are coordinated as follows:

(a) Color Guard or Equipment. MCIEAST-MCB CAMLEJ COMMSTRAT screens initial requests for form compliance and forwards to the G-3/5 for follow-on coordination and tasking.

(b) Speakers. MCIEAST-MCB CAMLEJ COMMSTRAT reviews, approves, identifies, and assigns requests for speakers.

(c) Band. All requests for band support are forwarded to the 2nd Marine Division Band Director.

MAR 08 2023

Chapter 4

Operations

1. Overview. COMMSTRAT operations coordinates with supported units and staff to plan for both real-world and in-scenario imagery acquisition, product creation, and documentation. MCIEAST-MCB CAMLEJ will integrate COMMSTRAT tasking for documentation, print, reproduction, and VI production into battle drills, operational plans, emergency action plans, antiterrorism plans, training, and CCIRs.

2. Tasking and Requests. Tasking includes, but is not limited to: Automated Message Handling System (AMHS), Operations Orders (OPORDs), Execution Orders (EXORDs), Letters of Instruction (LOIs), and Memorandums. Requests for support not meeting the threshold of official message traffic will be routed through the MCIEAST-MCB CAMLEJ and MCAS NR COMMSTRAT organizational mailbox and will be prioritized by section leadership. For print and priority or urgent requests, additional coordination should occur in person or via telephone. Requests for support must be submitted no later than (NLT) 10 days prior to the event. Requests for support should contain the following information:

- a. The capability requested (photo, graphics, video, media).
- b. Specific products requested and associated deadlines (see COMMSTRAT menu below).
- c. New, innovative, or newsworthy components of the event.
- d. 5 Ws of the event/training/exercise/operation.
- e. Brief description of how coverage serves to further the commander's communication objectives.
- f. Specific key publics to be reached.
- g. Associated communication objectives.

3. Priorities of Support

a. To ensure effective MCIEAST-MCB CAMLEJ COMMSTRAT support, it is essential to establish priorities of support and designated production times for COMMSTRAT products. The order of VI support priorities are as follows:

- (1) Support to operations or contingencies.
- (2) Historically significant or newsworthy command-level event documentation.
- (3) Exercises and training demonstrating novel implementation of equipment or tactics.
- (4) Readiness requirements.

MAR 08 2023

(5) Topographic documentation, aerial imagery, or sensitive site exploitation.

(6) Exercises and activities without novelty, but tied to communication objectives.

(7) Military ceremonies.

b. All requests for support will be prioritized accordingly and sourced as able.

c. The wearing of civilian attire by COMMSTRAT personnel, equivalent to the prescribed uniform of attendees, will be facilitated whenever possible to minimize distraction during ceremonies (e.g., not rendering salutes or remaining uncovered when documenting) and preserve the integrity of the supported event.

4. Supported Unit Responsibilities

a. It is essential that COMMSTRAT is included in the subordinate unit's planning process as soon as possible to allow optimal support and product planning.

b. Visual Information Transmission. Subordinate units that receive COMMSTRAT Marines will facilitate VI upload and transmission to MCIEAST-MCB CAMLEJ or to the releasing authority to the best of their ability.

5. Production Times. General production times for COMMSTRAT requests to generate COMMSTRAT coverage, print, graphics, or other materials are as follows:

a. Routine requests: 10 business days.

b. Priority: 5 business days.

c. Urgent: As directed or required.

6. Product Review, Release, and Archive Process. The COMMSTRAT Director is the delegated release authority for all MCIEAST-MCB CAMLEJ VI and products. The COMMSTRAT Director can further delegate release authority as outlined in Chapter 3. COMMSTRAT will transmit imagery (final selects) for archive to the Defense Visual Information Distribution Service (DVIDS). Records will be managed according to the National Archives and Records Administration approved dispositions to ensure proper maintenance, use, accessibility, and preservation regardless of medium.

7. Visual Information Record Identification (VIRIN). Official Marine Corps imagery (still and motion media), multimedia, and illustrations will contain a VIRIN, with Defense Media Activity (DMA) assigned Vision I.D. and caption data to enable the management of the imagery as a shared strategic asset, facilitate retrieval and repurposing, and provide the enterprise record identification system which is life cycle managed.

MAR 08 2023

8. Defense Visual Information Activity Number (DVIAN). VI activities are authorized by the managing DoD component and assigned a unique DVIAN. This number will be used in the event of archiving the work of a member of a foreign military or a civilian not affiliated with DoD and who does not have a VIRIN. The MCIEAST-MCB CAMLEJ and MCAS NR DVIAN is M0243.

9. Visual Information Productions. Production Identification Numbers (PINs) and Production Authorization Numbers (PANs) will be assigned to approved productions. A DoD-standard identifying number will be assigned once authorized and prior to starting production. Each VI production will be identified by either a PIN for defense inventory productions, or a PAN for local use only productions, and logged appropriately.

10. Copyright Laws. COMMSTRAT is prohibited by law to copy, duplicate, or reproduce any item protected by copyright. The only exceptions are identified under the "Fair Use Act." COMMSTRAT will provide guidance to any unit requesting support on copyright material. COMMSTRAT will maintain a record of all letters of authorization concerning copyrighted materials.

11. Classified Visual Information. In coordination with the security manager and classified materials control coordinator, COMMSTRAT may acquire, handle, and process classified material. Once classified VI is produced, the associated memory cards and/or memory storage device is considered classified at the same level as the source material.

12. Plan of Action and Milestones (POA&M). Operations initiates and maintains a COMMSTRAT POA&M for each MCIEAST-MCB CAMLEJ operation to ensure the COMMSTRAT activities and actions timeline aligns with and supports the MCIEAST-MCB CAMLEJ operational battle rhythm.

MAR 08 2023

Chapter 5

Capabilities and Support

1. Overview. Through fielded Marine Corps Systems Command (MARCORSYSCOM) equipment, COMMSTRAT possesses the ability to operate within industry standards. Photographers and videographers use portable MARFORSYSCOM issued equipment kits that can operate in a wide range of conditions and environments as the mission requires. The photo studio operates within a professional studio atmosphere with lighting, backdrops, and assigned photo equipment. Graphics Marines use MARCORSYSCOM fielded laptops as well as unit purchased equipment to create products including digital art, posters, pamphlets, mounted signs, and booklets. All sections use the Adobe family of creation and editing tools to create and produce all digital products.

2. Visual Information Capabilities. COMMSTRAT provides several VI capabilities and associated governing requirements and policies.

a. Photography. The use of professional grade equipment to capture, caption, edit, and archive still images.

b. Videography. The use of professional grade equipment to capture, caption, edit, and archive motion images.

c. Graphics and Reproduction. The use of professional graphic design software and commercial grade printers to create high quality products. Products range from digital files in various formats to supporting all web mediums and print products of sizes up to 36 inches in width.

d. Print and Reproduction. The acquisition and management of printing, publications, forms, and reprographics equipment by MCIEAST-MCB CAMLEJ COMMSTRAT. The section is equipped and trained to provide high volume printing/duplicating, binding, and finishing services in support of training and mission-oriented visual informational needs, while strictly adhering to the references.

(1) COMMSTRAT will limit printed materials to only what is necessary. Requests that violate the DoD/Marine Corps Fraud, Waste, and Abuse Policy will not be accepted. As a policy matter and cost avoidance measure, wherever practicable, all publications and other official documents approved for public release should be disseminated via the Marine Corps official web pages distributed on the Marine Corps Publications Electronic Library (MCPEL) in lieu of distribution of printed matter. Uncontrolled blank forms shall be disseminated via the internet through the DoN Forms website in lieu of distribution as printed matter.

(2) Acquisition of Document Services. Commands are prohibited from acquiring document services from commercial vendors. Commands shall obtain document services in the following order of precedence: first preference is MCIEAST-MCB CAMLEJ COMMSTRAT, second preference is the local Defense Logistics Activity (DLA), and third preference is the Marine Corps Central Printing and Publications Management Organization. Government Commercial Purchase Card (GCPC) holders are prohibited from using the GCPC to procure document services from any source other than DLA.

MAR 08 2023

(3) Printing Waivers. The COMMSTRAT Director, Deputy Director, and VIO are the approving authorities to provide printing waivers for requirements outside of the scope of what MCIEAST-MCB CAMLEJ COMMSTRAT provides in line with this Order.

e. Live Stream. The ability to conduct professional live-stream support for key command events requires significant planning, rehearsal, and manpower to execute effectively and provides the command the opportunity to highlight events important to key external publics as they happen.

(1) Live-stream support will be limited to significant, historical, or newsworthy installation-level events with community interest or impact.

(a) Examples of supported events include community ceremonies (e.g., Montford Point Marine Day celebration), installation-level changes of command or reliefs and appointments, and events of historical significance (e.g., installation anniversary ceremonies).

(b) Live-stream support will not be used for personal reasons in events like retirements or changes of command to ensure individuals such as family members witness the event.

(c) Events of community interest must possess newsworthy value to individuals outside of the service members and civilians assigned to MCB Camp Lejeune.

(2) Requests for live-stream support must be submitted at least 30 days in advance for proper review.

(3) Only the Director or Deputy Director can approve live-stream support requests outside the bounds of this Order and will separately document those instances.

f. General Guidelines

(1) Select VI will be uploaded to DVIDS daily or as soon as possible. Imagery, captions, and metadata will be processed in accordance with the DoD VI Style Guide.

(2) Footage from events or training are locally archived and either provided to the requester on DVD, uploaded to DVIDS, or via DODSAFE. The final product for the customer will be determined by the Director, Deputy Director, MDE Officer, or VIO.

(3) Ceremonies and Social Functions

(a) The printing of invitations, announcements, programs and other material along with VI documentation relating to social functions (e.g., dining-in, mess nights, etc.) or social events not including official ceremonies or funded predominantly through Non-Appropriated Funds (NAF) are not authorized support with COMMSTRAT Appropriated Funds (equipment, consumables, or personnel) in line with reference (q).

MAR 08 2023

(b) Documentation support to the official ceremony is meant to capture the event from a historical, command perspective and not an opportunity to request individual photos of preference or importance. In those instances, the hiring of an event photographer or other means is recommended.

(c) Only COMMSTRAT pre-approved templates will be used for ceremony programs.

g. Editing Practices

(1) Prohibited. Alteration and manipulation of official imagery is prohibited. Such manipulations can and do have wide-ranging negative consequences because they change the factual content captured by the camera and call into question the truthfulness of other Marine Corps imagery. Anything that weakens or casts doubt on the credibility of official Marine Corps imagery is prohibited. The final image must be a truthful representation of the scene.

(2) Acceptable. Standard and digital practices of limited cropping, resizing, dodging, burning, balancing color, spotting, and adjusting contrast are not considered alteration. Cropping, editing, image enlargement or other actions that have the effect of misrepresenting the facts or circumstances of the event or object as originally recorded is prohibited.

3. Operational Support. MCIEAST-MCB CAMLEJ COMMSTRAT operational support encompasses command activities outside of administrative/garrison-related support defined in paragraph 4 below, and supplements MCIEAST-MCB CAMLEJ communication objectives or training missions. Documentation for the sake of documentation, without historical or newsworthy value, will not be supported. The following categories of support are not all encompassing but provide a general framework for COMMSTRAT operational priorities.

a. Emergencies. Events which require activation of the Emergency Operations Center (e.g., destructive weather), the establishment of an Incident Command (e.g., active shooter, environmental mishaps), and other crisis events require immediate and dedicated COMMSTRAT support to manage communication and provide operational imagery to commanders.

b. Newsworthy Events. Command events of interest to the general public and news media representatives will require COMMSTRAT support to provide imagery and escort support to supplement MCIEAST-MCB CAMLEJ VI production. By providing supplemental imagery and access, COMMSTRAT facilitates sharing information to key publics through its relationship with new media representatives.

c. Installations-level Activities. Events hosted by the CG or designated representatives will often require documentation of the official functions of the event or activity.

d. Community Events. Activities hosted on base to foster internal community or partnerships with local organizations (e.g., fitness events,

MAR 08 2023

fundraisers, recognition activities) may require COMMSTRAT support to effectively execute.

4. Administrative/Garrison-Related Support

a. The following section outlines common event and product support provided to commands and personnel assigned to MCIEAST-MCB CAMLEJ and MCAS NR. The list is not exhaustive, but meant to establish a baseline understanding of the events supported. All support is subject to operational requirements and restrictions.

b. Activities and Events

(1) Battalion-level and above changes of command/relief and appointments.

(a) Battalion-level ceremonies

1. One photographer and/or two videographers
2. 50 printed programs

(b) Installation-level ceremonies

1. Two photographers and/or two videographers
2. 50 printed programs

(2) Retirements for O-6/CWO5/E-9 pay-grades and O-5 pay-grades or civilians with 30 or more years of service.

(a) One photographer

(b) 50 programs

(3) Retirements for Service Members and civilians with 20 or more years of service.

(a) 50 programs

(4) Award/promotion ceremonies for general officer presentations or in conjunction with official ceremonies.

(a) One photographer

(b) The award/promotion ceremony must be of command significance from the perspective of the Marine Corps and not specifically of interest to the individual receiving the recognition.

(5) Briefs, messages, Professional Military Education (PME), and training aids that align with MCIEAST-MCB CAMLEJ communication objectives.

(6) Group photos for battalion or higher.

(a) Individual sections on a battalion or higher staff do not represent battalion or higher requests.

(b) Requests for prints for historical purposes will only be approved by the Director, Deputy Director, or VIO.

(7) Marine Corps Birthday Ball Ceremony

(a) Battalion-level ceremonies

1. 50 printed programs
2. One QR code business card per ticket

(b) Installation-level ceremonies

1. One photographer and two videographers
2. 100 printed programs
3. One QR code business card per ticket

(c) Only COMMSTRAT pre-approved templates will be used for the program.

(d) Every effort will be made to utilize digital programs to cut down on waste.

(e) COMMSTRAT is only authorized to support the official ceremonial functions of the event and not the social aspect per reference (q).

(8) Range Training and Management support including training, range operation, functions, usage, and updates.

(9) MCIEAST-MCB CAMLEJ supporting establishment events that meet the MCIEAST-MCB CAMLEJ communication objective or training mission as approved by the Director, Deputy Director, or VIO.

c. Administrative Photography

(1) MCIEAST-MCB CAMLEJ COMMSTRAT operates two photo studios. The MCB CAMLEJ studio is in Building 54 on Lucy Brewer Avenue. The MCAS NR studio is located in Building AS-425 on Campbell Street. All hours are subject to change and can be found on the MCB CAMLEJ and MCAS NR command websites.

(2) Official photos, including Official Military Personnel File photos, Command Board, passport, and tattoo photos can be performed at each studio and will be conducted in accordance with reference (m).

(a) Appropriate documentation necessitating the photo requirement must be provided at the time of the photo.

MAR 08 2023

(b) Examples of appropriate documentation include, but are not limited to: height and weight verification forms, DD Form 1056, Marine Administrative Messages identifying photo requirements, or command-generated naval letter documentation identifying board photo requirements.

(c) Commands or organizations attempting to schedule photos outside of official requirements (e.g., photos for each rank in an organization) will be denied.

(3) Service Members will be in full uniform for all photos.

(4) Authorized Photograph Prints

(a) Individual passport photos only. Unit passport photo requests and prints will be coordinated with the requesting unit's HHQ PA/COMMSTRAT.

(b) Command board photos for MCIEAST-MCB CAMLEJ, MCAS NR, and tenant Major Subordinate Command leadership.

(c) All other printing requests will be approved by the Director, Deputy Director, or VIO.

d. Graphics, Print, and Reproduction

(1) General capabilities and services available include, but are not limited to, the following:

(a) High Volume Printing. Black and white printing; more than 5,000 impressions of original document.

(b) Medium Volume Printing. Color and black/white printing; 1,000 to 5,000 impressions of original document.

(c) Low Volume Printing. Color and black/white printing; 500 to 1,000 impressions of original document.

(d) Finishing. Various forms of finishing may be available, including, but not limited to; duplexing, collating, paper drilling, various types of paper folds, and cut to size.

(e) Binding. Various forms of binding may be available, including but not limited to: stapling, paper padding, spiral bind, thermal bind, etc.

(f) Large Format Printing. Color and black and white printing.

(g) Wide-Format Lamination. Limited to size and quantities in accordance with available supply and equipment.

(h) Flat Mounting. Mounting of developed print media to various limited sizes.

(i) Prohibited printing items include, but are not limited to:

MAR 08 2023

- 4c(4).
1. Invitation printing
 2. Command board photos not in line with guidance in section
 3. Marine Corps or DoD publications
 4. Navy Marine Corps (NAVMC) forms
 5. Medical or legal paperwork
 6. Awards or promotion warrants
 7. PowerPoint presentations
 8. Standard Operating Procedures (SOP)
 9. Copyrighted or classified material
 10. Any document with a print control number
 11. Unit TEEPs

(2) Other potential graphic, print, and reproductions products and services commonly requested or provided include, but are not limited to:

(a) Posters. Layouts will only be created if the content is deemed mission critical in support of command messaging, training, or operations. Motivational or beautification posters are not authorized. Unless approved by the Director, Deputy Director, or VIO, printing of posters will not be conducted by MCIEAST-MCB CAMLEJ COMMSTRAT. Customers will be directed to Document Services Online through DLA for non-approved poster creation. If deemed mission critical:

1. Requests must meet MCIEAST-MCB CAMLEJ command messaging priorities or be operational/educational in nature.
2. Posters will be no larger than 24" x 36".
3. Lamination and foam core may be approved by COMMSTRAT personnel for products that require it.

(b) Program Design and Layout

1. Marine Corps Ball. The graphics section will provide templates prior to ball season to MCIEAST-MCB CAMLEJ subordinate units.

2. Digital layouts are limited to the same page specifications outlined above.

3. Special events. Any event that does not fall under the programs listed above in this order must be approved by the Director, Deputy Director, or VIO.

MAR 08 2023

(c) Infographics. Educational products created for digital use on social media and websites.

1. These products assist in visualizing information often confusing through written word only.

2. Infographic products take longer to create than a traditional graphic and the VI section head will approve or deny requests to ensure bona fide infographic requirements.

(d) Logos. Any creation or editing of unit logos must be routed for approval via HQMC. MCIEAST-MCB CAMLEJ COMMSTRAT will maintain a database of high-resolution official unit logos for organic, battalion level and higher commands.

(e) Lamination. The Graphics section possesses the ability to provide up to 36" wide lamination. This capability will be used for products that need to be resistant to weather or information and training products that will be reused on multiple occasions to save funds on reprinting.

1. Maps and Emergency Operations Center products will take priority.

2. The VI section head possesses the authority to deny lamination requests depending on stock levels, manning, or other priorities.

(f) Non-Mission or Non-Training Products. Support of non-mission or non-training oriented requests, and requests that may be construed to be of a personal nature (e.g., gifts and plaques) will not be considered.

(g) Copyrighted Material. Creation in any form of copyrighted material without expressed written permission from the copyright owner will not occur. The requestor shall obtain a copy release letter before submitting any copyrighted material for print reproduction.

(h) Calling and Greeting Cards. Production of calling and greeting cards will not be supported.

(i) Beautification. Production of visual aids used for decorative purposes such as "beautification projects" of offices will not be supported.

(j) Office Materials. Production of calendars, letterheads, or other office-related supplies carried as "off-the-shelf" stock items normally procured through General Services Administration or non-governmental agencies will not be supported.

(k) Pre-Printed Material. Copying, duplicating, or reprinting material (to include topographical maps and instructional manuals) originally supplied by other governmentally authorized printing units and/or reprographic facilities will not be supported.

MAR 08 2023

(l) Business Cards. Business Cards will only be produced for personnel who deal directly with the public outside of the Marine Corps and only use COMMSTRAT templates on hand.

(m) Signs. Signs for the purpose of indoor use may be produced only. Requests for signs that might otherwise be procured through the supply system or have the possibility of a one-time use will not be supported (e.g., do not enter, heads, out of order, etc.).

(n) Name Placards. Placards will be general in nature identifying work spaces or billets (e.g., Sergeant Major, S-3 Chief, S-1, Duty NCO, etc.). No personalized placards will be provided.

(o) Signs for Outdoor Use. Requests of signs for the purpose of long-term outdoor use should be referred to the facilities maintenance office.

(p) Controlled Items. Forms available through the supply system, items containing Publication Control Numbers, or any other pre-printed material will not be reproduced unless written approval from the originating agency or local Forms Manager is given due to inability to procure through the supply system.

(q) Local Forms. Request for the reproduction of locally generated forms will only be accepted for items having been assigned a local control number through the Command Forms Manager, G-1.

MAR 08 2023

Chapter 6

Research and Assessment

1. Overview. Research and Assessment (R&A) provides a data collection and analysis capability that produces quantitative and qualitative information related to MCIEAST-MCB CAMLEJ to better understand the Information Environment (IE). R&A efforts enable communication planning based on real-time, data-driven goals and objectives and thorough evaluation of implemented communication plans. R&A evaluates both the impact and reach of originally created and distributed content as well as the general perception of MCIEAST-MCB CAMLEJ by external publics and key stakeholders. Through forecasting of potential issues and crises or the expected reaction to a planned operation or activity, MCIEAST-MCB CAMLEJ can shape how information is perceived and understood by our audiences. R&A exists to support communication planning and evaluate the effectiveness of MCIEAST-MCB CAMLEJ efforts to determine how best to refine and improve these efforts in support of the commander's objectives. COMMSTRAT will incorporate R&A into all planning and execution steps, and feedback will be used to adapt and adjust actions accordingly. Implementation evaluation (i.e. measures of performance) will assess COMMSTRAT efforts and outputs, such as the number of visitors to a website. Impact evaluation (i.e. measures of effectiveness) will assess the impact of the plan or action, such as the change in knowledge, attitude, or behavior of a specific population.

2. Research. Communication research helps planners develop an understanding of the IE to inform the command's operations, activities, and investments. Thoroughly researched communication plans increase effectiveness and allow planners to more clearly define and achieve communication objectives.

a. Quantitative Research. MCIEAST-MCB CAMLEJ COMMSTRAT employs media-monitoring and business-intelligence software to ensure relevant data is available to assess ongoing actions or planning efforts. Data-driven tools track media mentions across broadcast, print/online and social media. Following this collection, all media-mention data is aggregated to provide quantitative information on things such as the frequency of media reporting, audience reach, and the general posture and tone of all mentions.

b. Qualitative Research

(1) MCIEAST-MCB CAMLEJ COMMSTRAT conducts qualitative research to gain a better understanding of information not acquired via quantitative methods to ensure goals and objectives in support of communication plans can be evaluated through multiple methods of research. This research focuses on obtaining a greater understanding of information needs and how they relate to the IE in which MCIEAST-MCB CAMLEJ operates. Research is based on observations to determine patterns which create generalizations that can support future action.

(2) Methods employed by MCIEAST-MCB CAMLEJ COMMSTRAT to support qualitative research range in scope, internal or external to MCIEAST-MCB CAMLEJ, working closely with other staff sections. MCIEAST-MCB CAMLEJ COMMSTRAT can conduct interviews, focus groups, and surveys to gain insight and inform additional research.

MAR 08 2023

(3) Further qualitative research is conducted with the intended end state of determining MCIEAST-MCB CAMLEJ's presence in the IE. External perceptions of MCIEAST-MCB CAMLEJ can be shaped by the internal products released by the command. MCIEAST-MCB CAMLEJ COMMSTRAT qualitative research adds the human element to understanding the impact of the internal products on the perceptions of the external community.

(4) Qualitative research is also used prior to and following the production and publication of organic COMMSTRAT communication efforts. This research facilitates assessments of how opinions are being shaped by COMMSTRAT activities within the information environment.

3. Assessment

a. MCIEAST-MCB CAMLEJ COMMSTRAT monitors the IE daily. Key operations, activities, or noteworthy events are added to environmental scanning terms to ensure the most up-to-date, relevant news is being captured. Environmental scanning occurs consistently during normal operating hours and via mobile application.

b. IE assessment also has value during a crisis. Proper research and assessment enables MCIEAST-MCB CAMLEJ to gain a better understanding of current stakeholders involved and stakeholders' perceived organizational responsibility for the crisis. Also, monitoring of a crisis enables effective communication efforts to be measured and if needed, adjusted accordingly.

c. MCIEAST-MCB CAMLEJ COMMSTRAT supports continued evaluation and benchmarking of operations, activities, and investments in support of MCIEAST-MCB CAMLEJ priorities.

MAR 08 2023

Chapter 7

Fiscal and Budget

1. Overview. Per reference (m), commands are directed to provide budgets to execute COMMSTRAT operations and support; including the management and purchase of equipment, contracts (including access to commercial internet capabilities per reference (p)), and consumable supplies. MCIEAST-MCB CAMLEJ COMMSTRAT's Fiscal Year (FY) budget must support not only internal operations and requirements, but also requests, often in the form of printing requirements, from MCIEAST-MCB CAMLEJ and MCAS NR staff sections and subordinate units along with tenant commands possessing support agreements with MCIEAST-MCB CAMLEJ. This further reinforces that COMMSTRAT budgeting must account for requirements outside of the section's scope of control.

a. The MCIEAST-MCB CAMLEJ VIO manages the COMMSTRAT budget and is designated in writing as the Authorizing Officer (AO).

b. MCIEAST-MCB CAMLEJ COMMSTRAT receives funds on an FY, quarterly basis.

2. Budgeting Requirements

a. Budgeting identifies available funds, amounts spent, items received, items ordered, and projected future purchases.

b. MCIEAST-MCB CAMLEJ COMMSTRAT maintains the need to fund the following specific and general capabilities subject to mission requirements:

(1) Printing

(a) Procurement. MCIEAST-MCB CAMLEJ COMMSTRAT requires printing equipment capable of high volume and large formats. This requires specialized equipment outside issued Table of Equipment (T/E). Purchasing of high-volume or large-format capabilities occurs every 5 to 10 years and can cost in excess of \$150,000.

(b) Maintenance. Printer maintenance contracts through DLA will account for total impressions needed to support all MCIEAST-MCB CAMLEJ, MCAS NR, and tenant units with support agreements. Maintenance providers will support the printer type operated by the section and generally cost approximately \$20,000 and \$25,000 per year.

(2) Music Contract. Background audio used in official VI requires an approved, royalty-free contract with an organization that allow products to be used, shared, and published on all nationwide media sites. The contract will abide by 889 compliance standards to prevent legal or disciplinary actions for unauthorized music and audio use.

(3) Regular equipment upgrades ensure compliance with industry standards as directed by references (m) and (p). The digital communication environment changes rapidly and funds will support equipment upgrades outside of MARCORSYSCOM issued gear.

MAR 08 2023

(4) Printing and reproduction supplies not covered by printer maintenance contracts will be tracked and ordered routinely to minimize disruptions to the print mission. Supplies require various format sizes and thickness of paper and products with an average yearly cost not less than \$12,000.

3. Government Commercial Purchase Card Holders. MCIEAST-MCB CAMLEJ COMMSTRAT maintains one primary and one alternate GCPC holder with the task of receiving and executing internal purchase requests. Each GCPC holder shall:

a. Ensure adherence to appropriate orders, policies, and regulations when conducting transactions.

b. Track the progress of each purchase.

4. ServMart Purchases. ServMart provides self-service access to commercial industrial products and office supplies. MCIEAST-MCB CAMLEJ COMMSTRAT AO maintains authority over the ServMart card, but delegates the ability to purchase items upon their approval in accordance with the following:

a. All purchases will be approved by the AO.

b. All receipts will be provide to the AO for tracking and storage.

5. Defense Agencies Initiative (DAI). DAI is intended to transform the budget, finance, and accounting operations of most DoD Defense Agencies. The system serves as the main purchasing avenue for the section and requires access by the AO and GCPC holders. For information on the system or its use, contact the MCIEAST-MCB CAMLEJ finance office.

6. Deficiency Reports. Deficiency reports offer the opportunity to make purchases outside of original budget allocations. MCIEAST-MCB CAMLEJ COMMSTRAT will maintain deficiency reports, including all associated supporting documentation requirements, for submission immediately upon submission dates designated by the MCIEAST-MCB CAMLEJ comptroller.

MAR 08 2023

Chapter 8

Supply, Gear, and Equipment

1. Overview. MCIEAST-MCB CAMLEJ COMMSTRAT supplies include everyday consumables (e.g., office supplies) to effectively operate the section in addition to an abundance of consumables (e.g., printing supplies) to maintain required printing capacity. Additionally, given the section's unique mission, it maintains gear and equipment outside of the standard MARCORSYSCOM-supplied T/E.

2. Supply

a. Reproduction Consumables. This includes the various papers, mountings, laminations, and printing products needed to operate the VI section printing mission. This category of consumables serves as the predominate budget requirement for consumables.

(1) Inventory tracking identifies current levels while forecasting needs six months in advance.

(2) ServeMart serves as the initial source of reproduction consumables; however, outside vendors are used if needs cannot be met.

b. Daily Consumables. This category includes office supplies, internal facility maintenance items, and miscellaneous toiletries and items.

(1) An assigned Marine manages the tracking and requirements for daily consumables.

(2) Ordering of daily consumables occurs on a monthly basis.

3. Gear and Equipment. MCIEAST-MCB CAMLEJ COMMSTRAT possesses a combination of MARCORSYSCOM and locally-purchased gear and equipment to accomplish its mission. This occurs due to the unique requirements at an installation as well as the requirement to maintain industry standard capabilities outside of issued equipment.

a. MARCORSYSCOM-issued equipment is assigned to meet the minimum requirements related to mission essential tasks with each MOS receiving a different gear and equipment assignment.

b. Locally procured gear and equipment includes, but is not limited to, gimbals, lighting, printers, binders, laminators, computer systems, and supplemental photo and video items.

c. Gear and equipment inventories occur on a monthly basis to ensure accountability and serviceability.

MAR 08 2023

Chapter 9

Transportation and Facilities

1. Overview. MCIEAST-MCB CAMLEJ COMMSTRAT supports missions across multiple installations and in multiple facilities. This requires transportation and facilities support to execute professional services as a key source of engagement with key external publics.

2. Transportation

a. The MCIEAST-MCB CAMLEJ COMMSTRAT office maintains two, long-term government vehicles (van) assigned from the G4.

(1) The COMMSTRAT section will implement a weekly maintenance and inspection schedule and provide reports to the G4 as required.

(2) COMMSTRAT will adhere to all additional requirements for possession of government vehicles as identified by the G4 and applicable orders and policies

b. Government transportation will be used for all official business to limit individual expenses in adherence to regulations.

3. Facilities. The COMMSTRAT office location and appearance are important considerations for the CG and COMMSTRAT Director. The office should be located as near as possible to the offices of command leadership, yet at the same time be accessible to the media and public. Since the COMMSTRAT offices are often the media's and the community's primary point of contact with the command, the location, furnishings, displays, and courtesy offered should make a favorable impression on visitors.

a. MCIEAST-MCB CAMLEJ COMMSTRAT maintains offices or photo studios at:

(1) MCB CAMLEJ: Building 54

(2) MCAS NR: Building AS-425

b. If feasible, visiting media should have access to appropriate technology to help facilitate reporting and filing. All COMMSTRAT locations will be equipped with commercial internet capabilities to do so.