DEPARTMENT OF THE ARMY ER 360-1-1
U.S. Army Corps of Engineers
441 G Street, NW
CEPA Washington, DC 20314-1000

Engineering Regulation
No. 360-1-1 28 February 2022

ER 360-1-1
PUBLIC AFFAIRS

1. This regulation prescribes guidance for execution of public affairs within the U.S.Army Corps of Engineers (USACE).

2. Applicability. This regulation applies to all USACE activities.

3. Distribution Statement. Approved for public release; distribution is unlimited.

FOR THE COMMANDER:

John P. Lloyd
JOHN P. LLOYD
COL, EN
Chief of Staff

Summary of Changes

ER 360-1-1

U.S. Army Corps of Engineers Public Affairs Program

This administrative revision, dated 28 February 2022 –

o Updates Management Control Evaluation Measures.

o Provides additional references for the Robert Stafford Disaster Relief and Emergency Assistance Act. Additionally, there are internet links for all references.

o Defines Public Affairs as an inherently governmental function.

o Establishes the training requirement for all public affairs specialists to be OPSEC Level II qualified.

o Requires next higher level PA functional leader participation in certain public affairs hiring panels.

o Requires next higher level PA functional leader review of proposed changes to PA Office structure or staffing.

o Establishes the requirement that all USACE web sites will reside within the ".mil/ domain.

o Use of public web and intranet is strongly encouraged in lieu of printed materials whenever possible in order to increase distribution and save resources.

o Disaster response efforts will use existing USACE web and social media resources unless authorized by the director, CEPA.

o USACE PAOs are responsible for release of information through official public websites and responding to inquiries received through unofficial or commercial web sites.

o Information products in all formats (print, electronic, video, powerpoint, etc.) will conform to the approved USACE Branding Policy.

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Army Information
PUBLIC AFFAIRS

Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Director, Public Affairs (CEPA), 441 G Street, N.W., Washington, DC 20314-1000.

This regulation supersedes ER 360-1-1, dated 31 OCT 2013, including all changes.

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CHAPTER 1
General

1-1. <u>Purpose</u>. This regulation establishes policies and procedures, assigns responsibilities and provides direction and guidance for conducting the Public Affairs Program of the U.S. Army Corps of Engineers (USACE).

1-2. <u>Applicability</u>. This regulation applies to Headquarters, USACE, and all USACE commands, including Major Subordinate Commands (MSCs), Districts, Centers, Laboratories, and Field Operating Activities (FOAs).

1-3. <u>Distribution Statement</u>. This publication is available in electronic media only and is intended for components of USACE, and civilian employees, including USACE Headquarters, MSCs, Districts, Centers, Laboratories, and FOAs.

1-4. <u>Public Affairs Mission, Functional Areas, and Core Processes</u>.

   a. Public Affairs (PA) fulfills the USACE obligation to keep the American people and the Army informed and helps to establish the conditions that lead to confidence in USACE and its readiness to conduct full-spectrum operations. Every member of USACE contributes to effective PA. The primary PA functional areas are internal command information, public information, and community engagement.

   b. Commanders are responsible for ensuring PAO staff are trained and educated in current contemporary public affairs tactics.

   c. The PA principles and core processes are detailed in FM 3–61, *Public Affairs Operations*. AR 360-1, Appendix B addresses the DOD principles of information.

1-5. <u>Public Affairs Policy</u>.

   a. USACE will make timely and accurate information about its policies, programs, activities and capabilities available to the American and international public. USACE will adhere to a policy of openness and candor to all inquiries in accordance with Department of Defense principles of information.

   b. USACE speaks with 'One Voice.' Public Affairs Officers (PAOs) undertake public information, community relations and command information programs to provide consistent information to the public and USACE employees.

   c. The Director of Public Affairs (HQUSACE PAO) is the primary spokesperson for the Commander and Chief of Engineers. The HQUSACE PAO develops and disseminates Command PA policy, guidance, communication plans and messages. USACE PA, at headquarters level and below, articulates USACE perspectives and policies, delineates facts, identifies audiences, educates stakeholders, highlights successes, anticipates areas of public concern, takes

actions that support or enable the resolution of issues, and releases public information including web-based information.

d. When a USACE command assumes responsibility for a project or activity, the local PAO represents the commander as the primary spokesperson for that effort unless otherwise directed. The PAO also has the authority to provide information to the public on behalf of the Commander and Chief of Engineers. The local PAO will use command channels to keep the HQUSACE PAO informed about local PA matters.

e. See AR 360-1 Chapter 3 – Policies, for detailed, specific policies related to PA.

1-6. <u>Staff Relationships</u>.

a. As outlined in AR 360-1, Paragraph 1-10, PAOs serve on the commander's personal staff and require direct access as PA is a commander's responsibility that often requires quick decisions to implement effectively. PAOs operate as the commander's senior advisors when communicating and are responsible for public information and leader engagement in the information domain. In accordance with USACE DTO 20-10-01 (USACE Command Policy, Supporting Communities of Practice (SCoP)), PAOs will be rated by the Deputy Commander and senior-rated by the Commander/Director. Non-PA staff sections or officials will not be assigned primary responsibility for PA missions and will not senior-rate PAOs.

b. Public Affairs and the release of information is an inherently governmental function. Formulation and promulgation of Army PA policy is an official responsibility and may be performed only by military or civilian PA officials of the Army, commanders, or their designated official spokespersons.

c. To adequately represent the Commander/Director, the PAO should be included in senior-level planning activities including senior-level meetings such as Command Council, Senior Staff, Corporate Board and other similar meetings.

d. See AR 360-1, Chapter 1-10 for additional guidance.

1-7. <u>Relationships within the Supporting Community of Practice</u>

a. In accordance with USACE DTO 20-10-01 (USACE Command Policy, Supporting Communities of Practice (SCoP)), Rating Officials within MSCs, Districts, Centers, and FOAs are responsible for determining the duties within the Position Description (PD); however, they must work with functional SCoP experts and gain concurrence prior to finalizing a PD.

b. Rating Officials are responsible for hiring processes to fill vacancies of SCoP personnel; however, at least one functional chain leader must be on every hiring

panel for applicable positions (i.e., a MSC Public Affairs Director must sit on a District Public Affairs Director hiring panel; a HQ Public Affairs supervisor must sit on an MSC Public Affairs Director hiring panel).

c. Army Field Manual 3-61 (Public Affairs Operations) provides guidance on establishing, structuring and staffing unit PA offices, and should be reviewed prior to making substantive changes to internal structure or staffing. Any proposed changes to office structure or staffing must be reviewed by the next higher level PA functional lead for a determination of adherence to appliable PA regulations and operational functionality.

1-8. <u>Commander's Communication Synchronization (Strategic Communication)</u>

a. Commander's communication synchronization (CCS) (formally known as strategic communication) is the process for coordinating and synchronizing themes, messages, images, operations, and actions to support USACE's strategic communication-related objectives and ensure the integrity and consistency of themes and messages to the lowest tactical level. This is done through the integration and synchronization of all relevant communication activities (see Joint Publication 3 – 61).

b. USACE commanders will use the CCS process to plan, develop, and execute goal-based communication plans. The CCS process aligns communication across echelons with the broader national strategic narrative. The command's PAO will lead the CCS process to maximize alignment across all command echelons.

c. PA counsels leadership on how audiences may perceive USACE actions, as well as how the information environment may affect operations. PA may create, strengthen, or preserve conditions favorable to accomplishing desired objectives by providing the public timely, factual, and accurate information. PA also analyzes and assesses communication effects and their progress toward mission accomplishment. This assists commanders with decision making and adjusting their communication strategy when necessary.

1-9. <u>Public Affairs Relationship to "Program/Project Outreach."</u>

a. In accordance with AR 360-1 and this regulation, USACE PA is responsible for communication synchronization efforts with all Agency communicators, including those who serve as Congressional liaison and work with elected officials and their staffs, Tribal Nations, Historians, Project Delivery Team (PDT) members, Project Managers, Planners, Operations and Natural Resource Management, Dam and Levee Safety, Emergency Management, Environmental and Regulatory personnel, among others.

b. Program/Project Outreach promotes communication, coordination and understanding between USACE and local communities. USACE Outreach Specialists and Public Involvement Specialists, by job title or assigned duties, who primarily interact with the general public and who may be paid using project funds, play an important role in USACE communication efforts with various external stakeholders.

c. Due to their important role communicating with governmental agencies and non-governmental organizations, community and special interest groups, advisory boards, local elected officials, business leaders, and others, Outreach and Public Involvement Specialists will synchronize communication efforts and activities with PA to ensure accurate and consistent command messaging.

d. In order to synchronize the communication and strategic engagement efforts, the use of USACE Strategic Engagement Process (ES-28100) is encouraged.

1-10. Authorization for direct communication

a. The immediacy and speed at which information flows via media organization news reports, social media, and other channels requires Army communication be coordinated. OCPA and HQUSACE PAO must establish and maintain communication with subordinate units to facilitate the communication synchronization process to address internal and external audiences. Guidance on audiences, stakeholders, and publics is specified in JP 3 – 61.

b. OCPA is authorized to execute direct communication with DOD and HQDA agencies, Army commands (ACOMs), Army service component commands (ASCCs), installations, DRUs, and subordinate Army elements when those elements' higher headquarters are unavailable to establish timely communication. HQUSACE PAO is authorized to establish direct communication with USACE districts, centers, labs and other subordinate units.

c. Divisions, Districts, Centers and Labs are authorized to communicate directly with HQUSACE PAO and OCPA if their higher headquarters are unavailable to facilitate timely communication. Any headquarters bypassed as a result of direct communication with HQ or OCPA must be informed of the communication by the office initiating the direct communication.

d. The commander is most effective and has the greatest freedom of movement when perceived as credible. PA plays a central role in building and maintaining that credibility. Trust takes time to build but can be destroyed instantly.

e. All PA Soldiers and civilians must follow a code of professional ethics to ensure the Army retains the trust and confidence of the American people and host nation audiences.

f. PA Soldiers and civilians should be familiar with industry best practices and codes of ethics as published by the International Association of Business Communicators, the Public Relations Society of America, and the Arthur W. Page Society.

g. PA professionals will—

(1) Be truthful at all times. PA Soldiers and civilians will hold themselves to be key experts in their craft, ensuring all information for release is accurate, truthful, timely, and presented in its proper context.

(2) Be loyal to and act in the best interest of the American public, HQDA, the mission, and their command.

(3) Receive all requests for information and support with respect. Treat each request with integrity and expeditiously while preserving the free flow of information among commanders, requesting organizations, and audiences.

(4) Disclose the most information available for release in the shortest time allowable.

(5) Serve to enhance the value of public communication between the Army, the American people, and key audiences.

(6) Always be ready and willing, even in the face of opposition, to provide candid advice and counsel that must be asserted to aid commanders and other leaders in making PA decisions.

1-11. <u>Internal Control Evaluation.</u>

a. The function covered by this checklist is the USACE Public Affairs Program.

b. The purpose of this checklist is to assist PAOs and their staffs in evaluating the key internal controls outlined below. It is not intended to cover all controls. HQUSACE PAO also has developed an Internal Controls process to further evaluate the actions and outcomes of the PA Program (see your local Management Internal Controls Program official for guidance).

c. Answers must be based on the actual testing of key management controls (for example, document analysis, direct observation, sampling, simulation, or other). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

d. This checklist is the initial internal control checklist for the Army Public Affairs Program, found in AR-360-1, Appendix F Internal Control Evaluation. This supersedes the Management Control Evaluation Checklist, AR 360-1, dated 25 May 2011.

e. Help make this a better test for evaluating management controls. Submit comments to the Chief, Public Affairs, ATTN: SAPA–ZA, 1500 Army Pentagon, Washington, DC 20310–1500.

f. Test questions are as follows:

   (1) Have commanders developed PA guidance, strategies, plans, and operations?

   (2) Is the PAO assigned to the commander's personal or special staff and has direct access to the commander?

   (3) Are PA offices, units, sections, and functions managed and supervised only by qualified PA personnel?

   (4) Is all information intended for release through PA to internal and external audiences accurate and devoid of propaganda?

   (5) If not supported by a designated PAO, has an UPAR been appointed?

   (6) Is there a training program in place for UPARs?

   (7) Is there a PA training program in place for leaders and Soldiers (non-PAO personnel)?

   (8) Has appropriate action been taken to correct any known erroneous information about the Army that appears in public media?

   (9) Is the PAO designated as the command Web content manager for review and release of official information intended for public and command Websites?

   (10) Does the PAO conduct reviews of publicly accessible websites on a quarterly basis to ensure each site is following the policies of AR 25–1 and that the content remains relevant and appropriate?

CHAPTER 2
Responsibilities

See AR 360-1, Chapter 2 – Responsibilities, for specific responsibilities.

2-1. <u>Commander and Chief of Engineers</u>. The Commander and Chief of Engineers is the spokesperson for USACE. They identify goals, objectives and activities that require PA support. Together with other commanders and senior leaders, they will direct that public affairs specialists be brought into problem solving activities from the outset and be notified of events or issues that may require PA actions.

2-2. <u>Director of Public Affairs.</u> (HQUSACE PAO).

    a. The HQUSACE PAO is designated as the spokesperson for the Commander and Chief of Engineers.

    b. The HQUSACE PAO has USACE staff responsibility for all PA plans, programs and strategies in support of USACE missions. This responsibility includes establishing and publishing processes and standards for developing and evaluating all strategic communication, public information (media relations), command information (employee communications) and community relations activities within USACE.

    c. They and their staff are responsible for review of division PA activities to include consistency, guidance, assistance and regular systematic evaluation.

2-3. <u>Major Subordinate Commands</u>.

    d. The MSC Commander/Director has primary responsibility for PA within each command. Consistent with AR 360-1, Chapter 2, Commanders will assign staff responsibility for the PA program to the PAO and provide PAOs direct access to the Commander. They will direct that PAOs be brought into problem solving activities from the outset and be notified of events or issues that may require PA actions. Ensure USACE PAOs are OPSEC level II qualified as part of CP 22 management. PAOs will conduct an OPSEC review of all official information before releasing it to the public.

    a. The MSC PA Regional Director, in addition to developing and evaluating command-wide PA plans and programs and coordinating activities with HQUSACE PAO when warranted, is responsible for:

        (1) Presenting USACE policies and viewpoints as the USACE spokesperson on behalf of the MSC.

(2) Leading the commander's communication synchronization for all communication activities, consistent with AR 360-1 and para 1-9 of this regulation.

(3) Developing communication strategies and providing PA counsel to the MSC Commander and Directors, advising and preparing MSC leaders to deliver USACE messages on issues of Regional and National significance with strategic partners and stakeholders.

(4) Release of information about MSC activities and district activities when major subordinate command-wide coordination is needed or special and/or geographic circumstances warrant.

(5) Staff review of district PA activities to include consistency, guidance, assistance and regular systematic evaluation.

(6) Participation in the development of nationwide PA plans and regional application of nationwide programs.

b. The MSC PAO is expected to possess the knowledge and skills to explain significant decisions or actions, and counsel senior leadership regarding significant or controversial issues to best inform the public of USACE programs and policies.

2-4. District Commands.

a. The District Commander has the primary responsibility for PA in each district. The Commander's involvement is key to the success of the district's public affairs effort. Consistent with AR 360-1, Chapter 2, Commanders will assign staff responsibility for PA to the PAO and provide PAOs with direct access to the Commander. They will direct that PAOs be brought into problem solving activities from the outset and be notified of events or issues that may require PA actions. Ensure USACE PAOs are OPSEC level II qualified as part of CP 22 management. PAOs will conduct an OPSEC review of all official information before releasing it to the public.

b. The District PA Chief is responsible for preparing communication strategies to manage current and long-term issues and activities, providing PA counsel to the District Commander and other staff, coordinating activities of a regional or national nature with the MSC PAO, and representing USACE with the news media and other contacts. This also includes:

(1) Presenting policies and viewpoints as the USACE spokesperson on behalf of the Command.

(2) Leading the commander's communication synchronization for all communication activities, consistent with AR 360-1 and para 1-9 of this regulation.

(3) Developing and evaluating PA plans and programs for district projects, and to supplement national and regional campaigns.

(4) Conducting security, accuracy, policy and propriety reviews for news releases, responses to queries and other information released to the public.

c. The District PAO Chief is expected to possess the knowledge and skills to explain significant decisions or actions, and counsel senior leadership regarding significant or controversial issues to best inform the public of USACE programs and policies.

2-5. <u>Laboratory Commands</u>.

a. The Laboratory Commander has the primary responsibility for PA in each laboratory. Consistent with AR 360-1, Chapter 2, Commanders will assign staff responsibility for PA to the PAO and provide PAOs with direct access to the Commander. They will direct that PAOs be brought into problem solving activities from the outset and be notified of events or issues that may require PA actions. Ensure USACE PAOs are OPSEC level II qualified as part of CP 22 management. PAOs will conduct an OPSEC review of all official information before releasing it to the public.

b. The Laboratory PA Director/Chief is responsible for preparing communication strategies to support the research and development program, providing PA counsel to the Laboratory Commander and other staff, and representing USACE with the news media and other contacts. This also includes:

(1) Presenting policies and viewpoints as the USACE spokesperson on behalf of the Command.

(2) Leading the commander's communication synchronization for all communication activities, consistent with AR 360-1 and para 1-9 of this regulation.

(3) Developing PA plans and programs for laboratory research and development projects and to support national and regional campaigns.

(4) Conducting security, accuracy, policy and propriety reviews for news releases, responses to queries and other information released to the public.

(5) Developing communication strategies and providing PA counsel to the Laboratory Commander and Directors, advising and preparing Laboratory

leaders to deliver USACE messages on issues of Regional and National significance with strategic partners and stakeholders.

(6) Participation in the development of nationwide PA plans and regional application of nationwide programs.

c. The Laboratory PAO is expected to possess the knowledge and skills to explain significant decisions or actions, and counsel senior leadership regarding significant or controversial issues to best inform the public of USACE programs and policies.

2-6. Field Operating Activities.

a. The Commanders and/or Directors of Field Operating Activities (FOAs) have the primary responsibility for PA for their activities. Consistent with AR 360-2, Chapter 1, Commanders and Directors will assign staff responsibility for PA to the PAO and provide PAOs with direct access to the Commander. They will direct that PAOs be brought into problem solving activities from the outset and be notified of events or issues that may require PA actions. Ensure USACE PAOs are OPSEC level II qualified as part of CP 22 management. PAOs will conduct an OPSEC review of all official information before releasing it to the public.

b. The PA Chief is responsible for preparing communication strategies to support the work of each activity, providing PA counsel to the Commander and/or Director and other staff, and representing USACE with the news media and other contacts. This also includes:

(1) Presenting policies and viewpoints as the USACE spokesperson on behalf of the Command.

(2) Leading the commander's communication synchronization for all communication activities, consistent with AR 360-1 and para 1-9 of this regulation.

(3) Developing PA plans and programs for FOA projects and to support national and regional campaigns.

(4) Conducting security, accuracy, policy and propriety reviews for news releases, responses to queries and other information released to the public.

(5) Developing communication strategies and providing PA counsel to the FOA Commander and Directors, advising and preparing leaders to deliver USACE messages on issues of Regional and National significance with strategic partners and stakeholders.

(6) Participation in the development of nationwide PA plans and regional application of nationwide programs.

c. The PAO is expected to possess the knowledge and skills to explain significant decisions or actions, and counsel senior leadership regarding significant or controversial issues to best inform the public of USACE programs and policies.

CHAPTER 3
Plans and Policies

3-1. <u>Release of Official Information</u>.

    a. DODI 5230.29 requires any official information intended for public release that pertains to military matters, national security issues, or subjects of significant concern to DOD be cleared by appropriate security review and PA offices prior to release. This includes materials placed on the internet or released via similar electronic media. This regulation expands this requirement to include all USACE activities.

    b. All Soldiers, DA Civilians, and contractors who publish, administer, or moderate information or documents on the public domain for official purposes will complete Army OPSEC Training for External Official Presences online training. See DODD 5230.09 for additional guidance.

3-2. <u>Impartial and Objective Dissemination</u>. Information about policies of USACE and its customers/stakeholders will be disseminated impartially and objectively, according to local command guidance.

3-3. <u>Release Authority</u>.

    a. Information should be released at the lowest command level possible. Commanders, directors and heads of activities are authorized to release information to local media that is within the mission and scope of their activities. The information is normally submitted to PAOs to review for security, accuracy, policy and propriety. Requests for information or coverage from network television or affiliates, national news magazines or metropolitan newspapers that have national distribution should be considered national media requests; these require notification to the HQUSACE PAO at the first available opportunity. National media are defined as network television (to include local affiliates if national interest is likely), national news magazines, and metropolitan newspapers with national distribution, or digital media of significant interest.

    b. USACE PAOs are responsible for release of information through official public websites and responding to inquiries received through unofficial or commercial websites (such as social media outlets, photo- and video-sharing sites, blogs, and others).

    c. In the event of a crisis or emerging event, the first PAO contacted or on the scene will ensure appropriate information is released as quickly as possible to pertinent audiences. Simultaneously, the PAO will coordinate with the next higher headquarters to define PA responsibilities.

3-4. <u>Advocacy</u>. USACE manages its workload (Civil Works, Research and Development, Military Programs, Environmental and Work for Others) in accordance with laws and policies established by Congress and the Administration. USACE fully supports the President's Transparency and Open Government initiative which calls on federal agencies to establish a system of transparency, public participation, and collaboration. USACE requires a public involvement process and is forthright in providing factual information candidly and openly.

3-5. <u>Community Relations</u>. Commanders and other officials are expected to undertake activities that involve direct contact with local communities to develop public understanding of and an appreciation for the Army's and USACE's missions, policies and programs. These efforts should also facilitate public involvement in the USACE civil and military programs and support the agency's commitment to Science, Technology, Engineering and Math education at all levels, consistent with appropriate funding source and resource management guidelines. See Chapter 1-10 Public Affairs Relationship to "Program/Project Outreach" of this regulation and AR 360-1 for additional guidance.

3-6. <u>Strategic Engagement</u>. Effective PA generates and enables the sustainment of USACE credibility with local, national and international publics across the full spectrum of USACE operations and is a major contributor to and participant in the Strategic Engagement of key stakeholders. See Engineer Pamphlet no. 1105-2-57 "Stakeholder Engagement, Collaboration and Coordination," dated 1 March 2019 for more information. Refer to section 1-10 Public Affairs Relationship to "Program/Project Outreach for more information.

3-7. <u>Communication Plans</u>.

   a. In accordance with AR 360-1 and this regulation, USACE Strategic Communication planning supports strategic engagement and is inherently a PA activity and will be led by the local PAO.

   b. Employees who coordinate, write, produce or lead communication planning efforts will reside on the PA staff and report to the local PAO, or will coordinate their activities in advance with the local PAO. Communication Plans supporting significant or major initiatives or activities will be developed using the USACE Integrated Communications Planning (ICP) Process (ES-28000), which provides Commanders a clear understanding of the information domain and their options.

   c. The HQUSACE PAO, in coordination with USACE Program components and MSC PAOs, will periodically prepare a USACE Communication Plan that highlights the USACE working environment, goals and objectives and identifies key messages and other areas of emphasis. This plan may be supplemented at the national, regional and local levels to meet changing needs and circumstances.

d. The USACE Communication Plan may also be the basis for developing other PA plans that support specific activities or projects. All plans should be tailored for the specific activity or project and use the scalable communication thinking process and template outlined in the USACE ICP.

e. Plans will be reviewed by MSC PAOs when regional news coverage is anticipated or the MSC Commander is directly involved in the decision-making process and by the HQUSACE PAO when national news coverage is expected or the Commander and Chief of Engineers or other HQUSACE staff principals are directly involved in the decision-making process.

f. Projects that need a communication plan should use the ICP Process and template.

g. All PAOs will integrate communication planning as early as possible to ensure all aspects of the program or project will be covered. Communication plans should outline how and when specific tactics will fulfill goals and Public Affairs Guidance will provide the tools necessary to communicate that plan.

3-8. <u>Accountability</u>.

a. Communication plans should contain procedures, even though they may be subjective, for validating the plan's effectiveness. Some measurements (meeting milestones, for example) are straightforward; others such as judgments about writing quality are not. Absolute measures are inappropriate. Performance standards should be based on the objectives of the plan.

b. AR 360-1, Chapter 7 (Public Communication) contains extensive guidance on and safeguards for the release of official information. Local supplements that cover security, accuracy, policy and propriety reviews are encouraged.

3-9. <u>Political Activities</u>. USACE does not engage in any activity that could be interpreted as associating the U.S. Army or USACE with any particular partisan political cause, issue or candidate. USACE support may be provided to nonpartisan events sponsored by the Federal Government or State or local governments; schools; civic organizations; veterans associations; or recognized organizations whose primary purpose is fostering public service, stimulating patriotism, promoting understanding of national security issues, or fostering public appreciation of our national heritage. See AR 360-1 for further guidance.

3-10. <u>Clearance of Speeches and Manuscripts</u>. Clearance through PA channels is required for all official speeches, writings and presentations developed using *PowerPoint*, *Keynote*, *Impress* and other software, that are presented or published in the civilian domain, to include materials placed on the Internet or released via similar electronic media. (See Chapter 5 of this regulation and DODD 5230.09 for additional information and guidance on releasing information.)

a. The review will be done at the lowest level by PAOs who are familiar with the subject matter and audience. Official speeches, text, and written materials will be cleared for security, accuracy, policy, and propriety.

b. The purpose of document review is to act as a safeguard for both authors and speakers and the Army to prevent the accidental release of classified or otherwise inaccurate or inappropriate information. The process also assists PAOs in staying knowledgeable of their command's public communications. When the review shows any doubt, the materials, together with a recommendation from the commander, director or activity head, will be sent to the HQUSACE PAO for clearance or forwarding to HQDA (SAPA-OSR).

c. PAOs do not have the authority to clear the release of controlled unclassified information or classified information. (See AR 380-5 for guidance on handling classified information.)

d. Employees must receive permission from their first line supervisor to author official speeches, writings, or visual presentations of a technical nature. These technical writings must be reviewed by the appropriate Community of Practice (CoP) prior to submission for PAO clearance. The cognizant CoP Leader, MSC subject matter expert (SME), or designee (e.g. branch chief, regional technical specialist (RTS)) will review and approve all such papers or presentations and may confer as appropriate with other USACE officials.

e. If an otherwise approved technical paper or presentation could reasonably be misconstrued as presenting an official position of the USACE when it does not, the following disclaimer is required: "The views expressed are those of the author(s) and do not necessarily represent those of the U.S. Army Corps of Engineers."

f. Official speeches and writings must not contradict U.S. Government policy or law. They must adhere to DODD 5500.7–R.

g. Unofficial materials not dealing with the military as specified in AR 360-1 paragraph 5-3*a* do not require clearance. These include materials produced on personal time, using personal equipment and open sources. Unofficial letters to the editor, book or similar reviews, and works of fiction (to include those based upon real events) do not need clearance. It is the author's responsibility to ensure that security has not been compromised. Information that appears in open sources does not constitute declassification. The combination of several open source documents may result in a classified document.

h. For further guidance on clearance of speeches and manuscripts, see AR 360-1.

CHAPTER 4
Media Coverage and Public Communication

4-1. General. Commanders and other officials are encouraged and expected to broaden public knowledge of USACE missions and capabilities by speaking factually and candidly about matters within their purview and about which they have personal knowledge and expertise. This may be done in a variety of forums. They should not comment (i.e., speculate) about matters that are beyond their knowledge and experience. The Commander or their staff should inform the PAO at the earliest opportunity of critical incidents or other emerging challenges that may be reported in the public media.

4-2. Access.

   a. U.S. media representatives may visit USACE-owned or operated areas or project sites that are normally open to the public.

   b. U.S. media representative visits to USACE project sites on military installations or other locations should be coordinated with the proper authorities on those installations.

   c. In cases where overseas USACE activities are required to coordinate U.S. or foreign media visits to USACE-owned or operated areas and project sites that are normally open to the public, USACE PAOs are encouraged to maintain a proactive and productive relationship with coordinating authorities (i.e. State Department, Garrison Public Affairs, other U.S. and foreign military service components, etc.).

   d. Commanders, directors and heads of activities will follow established procedures for safeguarding information. Requests by foreign media representatives will be coordinated with local security offices and forwarded through PA channels to HQDA (SAPA-MR), Washington DC 20310-1507 for approval. In all cases, foreign media representatives are prohibited access to classified information and activities, and/or restricted areas (unless otherwise approved).

4-3. Accreditation. Commanders, directors and heads of activities may establish accreditation systems for local media in connection with a specific event. Doing so is neither required nor recommended.

4-4. Criminal Investigations. Generally, no information should be released concerning ongoing investigations without close coordination with US Army Criminal Investigation Command and local authorities. For guidance on release of information concerning criminal investigations or privacy rights, see AR 195-2, paragraph 4-3j.

4-5. Inspector General Activities. Inspector general (IG) records are privileged documents and contain sensitive information and advice. All IG records are the property

of the Secretary of the Army. Unauthorized use or release of IG records can seriously compromise IG effectiveness. The Inspector General has release authority for all IG reports. See AR 20-1, Chapter 3, for guidance.

4-6. Disaster Relief.

a. Under the Department of Homeland Security's National Response Framework, USACE is assigned as the primary agency for Emergency Support Function #3 – Public Works and Engineering. USACE assists DHS/Federal Emergency Management Agency by coordinating federal public works and engineering-related support, as well as providing technical assistance, engineering expertise, and construction management to prevent, prepare for, respond to, and/or recover from domestic incidents.

b. USACE PA and public affairs augmentees, congressional affairs, outreach and visual information personnel, in the event of a disaster, either natural or man-made, will rapidly conduct external affairs operations in response to Department of Homeland Security/FEMA, the Department of Defense, the Stafford Act, and under USACE's authorities. External Affairs (EA) operations will focus on providing accurate and timely information to the public and USACE employees regarding the potential consequences and appropriate actions to reduce risk, as well as inform them about the federal response and government assistance being provided, consistent with DHS ESF #15 Standard Operating Procedures, operational security and personnel safety.

c. Most disasters are handled locally. If the EA mission exceeds the local capability, the USACE Contingency Operations and Homeland Security PAO may activate and deploy members of the EA-PRT."   Until there is a federal disaster declaration, the local district PAO maintains the lead role in providing accurate, timely and accessible information to appropriate stakeholders, unless otherwise delegated by the Division.

d. If EA-PRT support is requested, the EA Officer or EA Manager will work with the affected division and district PAOs to develop a staffing plan to ensure that EA efforts are effectively implemented, as well as coordinated with the appropriate federal partners. EA-PRT members can augment local PA staff, or can be assigned to plan and execute an entire EA response mission, in support of the affected district or division.

e. In the absence of a district PAO, the district commander or division PAO shall designate an acting district PAO, who could be the deployed EA Officer.

f. If the EA PRT is not activated, then these positions will be filled by designees of the local PA office or as designated by HQUSACE PAO. These individuals will be responsible for activities such as coordinating approval of news releases, assisting with FEMA-USACE joint media events, ensuring that USACE-related

information is included in communication materials about the overall federal response at the local/regional level, communicating with higher HQUSACE PA officials, and other duties.

g. When there is a federally declared disaster, the district PAO will maintain initial release authority prior to FEMA involvement. Once FEMA EA operations are established, USACE EA-PRT members and/or district public affairs personnel will coordinate with their FEMA counterparts to determine local procedures for release of information.

h. Local PA members of the EA PRT retain release authority to provide accurate and timely information to citizens affected by the emergency, in coordination with FEMA counterparts. Emergency response information will be provided through existing MSC and District websites and social media outlets. Only in rare instances, and with Headquarters approval, are new websites or social media pages authorized to support a specific disaster response effort.

i. Individuals working in public affairs/external affairs capacities will coordinate their activities throughout all stages of the disaster with HQ USACE PAO.

j. Public Affairs/External Affairs roles and responsibilities can be found in ANNEX L (Public Affairs), Operations Order 2020-11 USACE Response To All Hazards Events and the USACE External Affairs Planning and Response Team Standard Operating Procedures located at https://cops.usace.army.mil/sites/PA/PRT/default.aspx

k. Army policy related to disaster relief and civil disturbances is found in DODD 3025.18, Defense Support of Civil Authorities http://www.dtic.mil/whs/directives/corres/pdf/302518p.pdf.

4-7. Accidents Involving USACE Personnel or Equipment.

a. When circumstances warrant, single-release coverage is desirable. Information for release will be as follows:

(1) Announcement that an accident or incident has occurred.
(2) Location and time of the accident or incident.
(3) Name, city and state of injured will be withheld until consent has been given by injured or next of kin have been officially notified.
(4) Name, city and state of deceased will be withheld until 24 hours after next of kin notification.
(5) In answering questions about the cause of an accident or incident before official findings are available, the customary answer will be: "An investigation is being conducted to determine the cause."

b. For purposes of this regulation, a civilian aircraft under charter is considered to be a USACE aircraft.

c. See AR 360-1, for additional guidance about accidents or incidents involving military personnel and other regulations.

CHAPTER 5
Digital Media Management and Publications

5.1 <u>General</u>. Official websites and unofficial or commercial websites (such as social media outlets, photo- and video-sharing sites, blogs, and others) are enabling mediums that can significantly assist commanders in connecting and engaging with their target audiences. USACE PAOs are responsible for release of information through official public websites (to include social media platforms) and responding to inquiries received through unofficial or commercial websites. Digital management strategies will drive digital accessibility as a program model to enable engagement, information advantage and assessments.

5-2. <u>Official and Unofficial Website Publishing Guidance</u>.

    a. All information residing on a publicly accessible website is public information. Information contained on websites is subject to the policies and clearance procedures listed in this regulation and AR 360-1 for releasing information to the public. Official websites hosted, sponsored, or controlled by USACE must comply with the policies contained in AR 25–1, AR 25–22, AR 380–5, AR 530–1, DODD 5230.09, DODI 5230.29, ER 25-1 and JP 3–13.

    b. All USACE public websites will be hosted on a .mil domain. Websites created on .gov, .com, .org, .biz, .edu, .net, .info or any other domain that is not .mil are not authorized unless granted a waiver by the Secretary of the Army (see DODI 8170.01).

    c. All USACE public websites will conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that will guide information planning and decision making to improve the Commanders' overall communication impact and effectiveness.

5.3 <u>Social Media.</u>

    a. Commanders are encouraged to include social media outlets in their PA strategy and execution to provide information to the public. Refer to the Army Social Media Handbook and AR 360-1, CH 8, Digital Media Management for additional social media guidance and policy.

    b. To best facilitate public access to information, HQUSACE recommends that MSCs, Districts, Centers, and FOAs maintain no more than one site of each social media type. HQUSACE strongly discourages project-specific sites, however in certain, rare situations their use may be beneficial for commands looking to coordinate outreach efforts with a particular audience.

5.4 <u>Branding.</u>

   a. The Corps Castle is the corporate identity of USACE and both the traditional gold castle and the more modern version are registered trademarks controlled by the US Army. Additionally the phrase "U.S. Army Corps of Engineers" is a registered trademark. USACE PAOs should help ensure the integrity of this brand and work to protect these registered trademarks from inappropriate use or alteration.

   b. USACE PAOs are responsible for familiarizing themselves with USACE and Army branding and trademark policies, including AR 601-208, the Army Marketing Program, and reviewing branded items for compliance with these regulations and guidelines.

   (1) USACE Branding elements and guidance are available at https://cops.usace.army.mil/sites/PA/Brand/default.aspx, administered by the SCoP. The USACE Brand Portal provides key branding elements such as logos, templates, images, and brand guidelines that are available to ensure quality and consistency across USACE branded communications. Alteration or modification of the registered USACE mark is strictly prohibited.

   (2) Local PAOs may approve limited external replication, publication and display of branded USACE properties, if all considerations are met and no other imagery will meet the required messaging needs. Commercial reproductions must be reviewed by the USACE trademark attorney.

   c. The U.S. Army Brand Portal located at https://www.usarmybrandportal.com is the Army's centralized online resource of core branding elements that can be used to communicate and represent the Army Brand effectively. The U.S. Army Brand Portal provides key branding elements such as logos, templates, images, and brand guidelines that are available to ensure quality and consistency across Army branded communications.

5.5 <u>Audio-Visual Requirements.</u>

   a. Public Affairs is permitted to purchase and use professional-level audio-visual equipment and software to support PA missions and products, in accordance with fiscal limitations and procurement regulations. These activities may include but are not limited to photography, videography, video editing, audio recording, newsletter design, and graphics/multimedia production.

   b. Resources from appropriated funds to provide photography, television, audio and graphic art support to public information programs are authorized. Funding sources will be identified by the local activity to support mission requirements.

c. The Army Corps of Engineers G6/CIO will support non-PAO graphic and photo requirements as outlined in AR 25-1 and AR 360-1. G-6/CIO will provide graphic and photo support for promotion boards, ceremonies, social events, logistics, history and protocol activities. In addition, G-6/CIO will perform graphic design and reproduction of hard copy creative materials not related to PA missions, including, but not limited to newsletters, brochures, templates, booklets, invitations, flyers, posters, displays, and exhibits.

d. In accordance with section 3-3 of this regulation, USACE PAOs are responsible for release of information through official public websites and responding to inquiries received through unofficial or commercial websites and should establish review procedures with G6/CIO as appropriate.

e. G-6/CIO will provide supplemental photo or video assistance to PA, as necessary, for newsworthy events and contingency operations (including, but not limited to natural disasters and terrorist incidents). PAO should work closely with locally assigned G-6/CIO VI specialists, encouraging co-location and developing a mutually beneficial relationship.

f. USACE units not supported by G6/CIO due to mission, location or both are encouraged to maintain proactive relationships with Audio-Visual support elements provided by their supporting activity.

g. Photos and videos posted to all USACE public websites will comply with DOD requirements for Visual Information Record Identification Number (VIRIN) file names, in accordance with Department of the Army Pamphlet DA PAM 25-91, dated 17 January 2019. Photos and videos will have all required metadata fields, including the VI production title, public release status, date of release, limitations due to copyright, captions for photos and closed captioning for videos, etc.

h. If a PA product meets the definition of VI as established in DODI 5040.02 then DOD policy mandates that strategic, operational, tactical, and joint interest imagery will be centrally received, managed, and distributed as a shared asset. In accordance with DOD policy, PA offices will coordinate and facilitate the flow of VI to the Defense Imagery Management Operations Center through the Defense Visual Information Distribution Service.

CHAPTER 6
Command Information

6-1. <u>General</u>.

    a. Commanders, directors and heads of activities are encouraged and expected to increase understanding of USACE missions among the workforce.

    b. Commanders, directors and heads of activities are encouraged and expected to share information with employees in order to:

        (1) Increase awareness by team members of their role in the USACE missions.

        (2) Inspire a better motivated workforce.

        (3) Instill better performance of assigned missions.

        (4) Maintain close liaison with the Office of the Chief of Public Affairs on USACE activities for Army command information programs as outlined in AR 360-1.

        (5) Insure a flow of information to commanders on the global activities of USACE.

6-2. <u>Command Information Products</u>.

    a. All MSCs, Districts, Centers, and FOAs should have an active employee information program that complies with Defense Department and U.S. Army guidance. Many venues exist for communicating with internal audiences, including face-to-face meetings, email, websites, intranet sites, digital monitors, bulletin boards, electronic publications, and others.

    b. The HQUSACE PAO is responsible for publishing command-wide information in accordance with AR 360-1. This information will be made available on public websites as well as intranet pages.

6-3. <u>Other</u>.

    a. The use of brochures, folders, speeches, fact sheets, bulletin boards, websites and digital products in accordance with the USACE Branding Program to support command information programs is authorized. As with all other materials developed for public distribution, any brochures, folders, speeches, fact sheets or digital products developed in support of the mission by USACE activities outside of PA must be cleared for public release by the PAO.

    b. Use of public web and intranet is strongly encouraged in lieu of printed materials whenever possible in order to increase distribution and save resources.

c. The Associated Press (AP) Stylebook and DOD Visual Information Style Guide are the primary references for writing effective captions and stories. The Army.mil Style Guide supplements the AP Stylebook and pertains to DOD-specific issues not addressed, such as military terms describing Service members, equipment, place, etc., and will be used in official publications.

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