



DoD INSTRUCTION 5410.19, VOLUME 1

COMMUNITY OUTREACH ACTIVITIES: POLICY OVERVIEW AND EVALUATION PROCEDURES

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Approved by:	John F. Kirby, Assistant to the Secretary of Defense for Public Affairs
Change 2 Approved by:	Sean Parnell, Assistant to the Secretary of Defense for Public Affairs

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

- This instruction establishes and implements policy, assigns responsibilities, prescribes procedures, and establishes requirements for DoD participation in community outreach activities.
- This volume:
 - Establishes policy and prescribes guidelines for determining whether an event should be considered eligible for DoD support as a community outreach activity.
 - Provides guidance for addressing requests for DoD aviation and non-aviation support for public events.
 - Provides guidance for addressing requests concerning use of DoD visual information (VI) materials, including requests to use DoD VI for commercial purposes.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This volume:

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

b. Applies to all DoD community outreach activities regardless of name, activity, or sponsorship.

c. Applies to military support for recruiting operations **only when** planned support is part of a larger community outreach event.

d. Does not apply to:

(1) Recruiting efforts that are restricted to events not open to the general public, such as school assemblies and clinics or other activities that are designed to meet accession goals.

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

(3) Voluntary participation in community or civic events by DoD personnel when they are:

(a) Participating in a personal capacity.

(b) Participating during an off-duty period.

(c) Not identified as Service members or by duty title.

(d) Wearing civilian attire.

(4) Military-to-military engagements that are initiated solely for training purposes between the U.S. military and foreign militaries. For the purpose of this volume, this may include an individual military musician small ensemble accepting an invitation to train with a foreign military musical unit to improve skill proficiency or perform for an exclusive foreign military audience.

(5) The participation of military personnel in commercially sponsored entertainment media not of a public service nature. This type of participation is governed by DoDI 5410.16.

(6) The use of military resources during peacetime civil emergencies in the United States and U.S. territories and possessions. This resource use is governed by DoDD 3025.18 and DoD Manual 3025.01.

(7) Foreign disaster relief. Such relief is governed by DoDD 5100.46.

(8) Static displays and aerial demonstrations used primarily in support of foreign military sales at events that are not open to the public.

1.2. POLICY.

a. Community outreach programs are established and command relationships are delineated throughout the DoD for conducting community outreach activities and programs in accordance with DoDD 5122.05.

b. Service members participating in community outreach activities are generally required to wear their military uniforms. DoDI 1334.01 governs the wearing of the uniform for scenarios that may have public affairs (PA) implications, which should be coordinated before Service member participation.

c. DoD Components (including the Reserve Components and Reserve Officer Training Corps) may use available resources and material to foster and further good relations with communities in the United States or abroad in accordance with DoDD 5122.05 and this instruction. Community outreach activities must be in DoD's best interest and enhance understanding of U.S. defense posture and capabilities, by increasing public exposure to, and understanding of military personnel, facilities, equipment, and programs in a fiscally responsible manner.

d. PA policy and procedures will be applied consistently DoD-wide to evaluate requests for military support to community outreach activities.

e. Safety is paramount for civilian visitors, including other Federal or State government employees, when interacting with any aspect of military equipment.

f. The DoD will maintain its brand and reputation pursuant to DoDD 5535.09, consistent with DoDD 5122.05. Particular efforts will be taken to avoid implying that DoD endorses any particular business industry organizations, for-profit businesses, nonprofit organizations, or other non-Federal entities (NFEs) that seek to use for commercial purposes:

(1) DoD VI;

(2) DoD and Military Department seals, names, symbols, or insignia; or

(3) Similar marks owned or controlled by DoD Components.

g. DoD personnel participation in partisan political activity must be evaluated in accordance with Sections 7321-7326 of Title 5, United States Code (U.S.C.) and DoDI 1344.10.

h. Community outreach activities will be protected by operations security programs. Critical information and indicators associated with military operations and activities will be protected during community outreach activities in accordance with DoDD 5205.02E.

1.3. SUMMARY OF CHANGE 2.

The changes to this volume update:

- a. Applicability, overarching policy guidance, restrictions, and considerations for community outreach support in Sections 1, 3, and 4 and Appendix 6A.
- b. Glossary definitions for clarity and consistency with the Joint Ethics Regulation regarding support for NFEs and for compliance with Unified Command Plan terminology.
- c. References and information collections requirements for accuracy.

SECTION 2: RESPONSIBILITIES

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

The ATSD(PA):

- a. Establishes policies and guidance for the conduct of all DoD PA outreach programs and activities.
- b. Oversees the implementation of procedures in this instruction.
- c. Has the authority to grant exceptions to the policies and procedures in this volume.
- d. Has final approving authority for requests for Military Departments' participation in community outreach activities that are highly likely to attract national or international media interests, except as delegated, in support of or involving:
 - (1) National or international events in the United States and U.S. territories and possessions, including, but not limited to, Presidential inaugurations, State funerals, opening season and playoff games for national sporting events, and other nationally broadcast programs.
 - (2) Events or programs outside the continental United States (OCONUS) and U.S. territories and possessions that are likely to:
 - (a) Draw interest from U.S. domestic media;
 - (b) Affect an area beyond a CCMD's area of responsibility (AOR); or
 - (c) Require PA assistance from outside a CCMD's AOR.
 - (3) Events when the Office of the ATSD(PA) (OATSD(PA)) coordinates the support of more than one DoD Component.
 - (4) Other Federal Government agencies, including requests sponsored by members of Congress in support of events in the National Capital Region (NCR).
- e. Establishes policy on the commercial use of DoD VI that contains DoD materiel, uniforms, and insignia, in accordance with applicable statutory and regulatory limitations, including Chapter 45 of Title 10, U.S.C.; Chapter 33 of Title 18, U.S.C.; and Part 53 of Title 32, Code of Federal Regulations (CFR).
- f. Is the approving authority for all DoD resources based in the continental United States (CONUS) that travel OCONUS to participate in community outreach activities.
- g. Establishes policy for civilian visitors operating military equipment during community outreach activities.

h. Coordinates and oversees broad public communication with and messaging to NFEs regarding DoD-level issues.

i. Oversees Pentagon tours, briefings, and visitor programs that explain the missions, operations, and requirements of the DoD and the DoD Components, and ensures all official tour requests and related details are coordinated and approved through appropriate OATSD(PA) leadership channels. This may include, but will not be limited to, collaborating with the State Department's International Leadership Visitor Program.

j. Oversees the development of the annual DoD Public Affairs Community Engagement Plan that consolidates the goals of the Military Departments and CCMDs, identifies key events and observances that support a broad DoD outreach mission, and establishes overall outreach measurements for the DoD Components to determine their return on investment on community outreach efforts.

k. Ensures DoD information submitted for PA review is coordinated with the Defense Office of Prepublication and Security Review, if required in accordance with DoDIs 5230.09 and 5230.29.

2.2. DIRECTOR, DEFENSE MEDIA ACTIVITY (DMA).

Under the authority, direction, and control of the ATSD(PA), the Director, DMA:

a. Implements procedures and internal controls for commercial use of DoD VI throughout all media and electronic messaging services under DMA control (e.g., DoD websites, official social media sites, motion and still imagery products, print, radio, and television).

b. Oversees the education and training of the VI and PA communities in use of VI for commercial purposes in compliance with this volume.

c. Posts the Public Use Notice of Limitations prescribed in Figure 3 of this volume in a prominent location on all DoD VI gallery websites and official social media sites, as physically workable.

d. Provides on the DoD home page (<https://www.defense.gov>) a prominently displayed link to Figure 3 language found at <https://www.dimoc.mil/resources/limitations> so DoD Components can comply with this volume.

2.3. DOD COMPONENT HEADS.

The DoD Component heads:

a. Ensure that approved community outreach activities comply with this volume's requirements.

- b. Coordinate support with other DoD Components involved in the same community outreach activities.
- c. Ensure all publicly accessible web pages owned or managed by their component prominently display or link to Figure 3 found at <https://www.dimoc.mil/resources/limitations>, and any NFE requests to use DoD VI for commercial purposes are referred to this link.
- d. Provide direction and guidance for outreach activities in areas for which they have command responsibility, consistent with the guidance in this volume.

2.4. SECRETARIES OF THE MILITARY DEPARTMENTS.

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

- a. Oversee community outreach activities or approve participation of the Military Service concerned in public events in AORs not otherwise reserved or assigned in Paragraphs 2.1. and 2.5.
- b. Authorize local cross-border PA activities on military installations adjacent to the U.S.-Canadian, or U.S.-Mexican borders, after proper coordination with:
 - (1) United States Northern Command (USNORTHCOM).
 - (2) Applicable U.S. embassies or consulates.
 - (3) The OATSD(PA).
 - (4) The Defense Security Cooperation Agency within the Office of the Under Secretary of Defense for Policy, if applicable.
- c. Issue implementing guidance regarding civilian visitors being permitted to operate individual small arms and other equipment not prescribed in Paragraph 4.4.
- d. Designate a PA outreach representative at the Military Service headquarters level to participate in the annual development of the DoD Public Affairs Community Engagement Plan led by the OATSD(PA).
- e. Develop and authorize an annual DoD Public Affairs Community Engagement Plan for the Military Service concerned that is part of the DoD Public Affairs Community Engagement Plan referenced in Paragraph 2.1.j.

2.5. GEOGRAPHIC COMBATANT COMMANDERS (CCDRS).

In addition to the responsibilities in Paragraph 2.3., the geographic CCDRs:

- a. Use in-theater resources as a first resort to provide ceremonial support, if available, for community outreach programs before recommending the use of ceremonial or aerial resources from outside the AOR.
- b. Serve as the approval officers for in-theater ceremonial and aviation assets requested for community outreach events within their respective geographic CCMD AOR. Approval authority for aerial support may not be delegated below their CCMD headquarters' chief of PA.
- c. Execute community outreach activities in overseas areas for which they have command responsibility. Plans for outreach activities in foreign countries must be coordinated with the applicable U.S. embassies or consulates, in accordance with pertinent country plans.
- d. Designate a PA outreach representative at the geographic CCMD level to participate in the annual development of the DoD Public Affairs Community Engagement Plan.
- e. Retain approval authority for interagency cooperation in the assigned AOR.

2.6. COMMANDER, USNORTHCOM.

In addition to the responsibilities in Paragraphs 2.3. and 2.5., the Commander, USNORTHCOM retains endorsement authority for community outreach activities in Canada, Mexico, the Bahamas, and Puerto Rico.

SECTION 3: OVERARCHING OUTREACH GUIDELINES

3.1. OBJECTIVES.

Community outreach activities implemented by DoD Components will:

- a. Increase public awareness, trust, and understanding of the DoD and the Military Departments, including their missions, activities, policies, and requirements.
- b. Inspire patriotism through observance of the traditions of the Military Departments and the examples set by Service personnel.
- c. Preserve new and enduring overseas relationships with allies, coalition, and multi-national partners.
- d. Maintain a reputation as a good neighbor within communities at home and abroad, as well as a respected and professional organization charged with the responsibility of national security.
- e. Support the personnel recruiting and retention programs of the Military Departments.
- f. Engage, educate, and empower the public, at home and abroad, to support the DoD and Service members worldwide.

3.2. NATIONAL AND INTERNATIONAL MEDIA INTEREST.

- a. Requests for military participation in sporting events or community outreach activities that are highly likely to garner national or international media interest must be forwarded through command channels to the OATSD(PA) for awareness before the event.
- b. PA officers (PAOs) will:
 - (1) Provide as much lead time as possible in case the ATSD(PA) needs to exercise the responsibilities in Paragraph 2.1.d. or provide specific guidance for the event.
 - (2) Use guidance in this instruction and their best judgment to forward any requests for approval that by their nature or because of expected news media coverage could be of significant national or international interest.
- c. Likewise, geographic CCDRs should use their discretion in notifying OATSD(PA) of community outreach activities in their AOR that are likely to draw significant media attention in the U.S. or significant international interest beyond their AOR.

3.3. BROAD CRITERIA FOR DISPERSING RESOURCES.

Because resources for community outreach activities are limited, geographic dispersion of resources is necessary. Decentralized planning and geographic dispersion of DoD resources for community outreach activities must accommodate variation in local conditions and requirements. During resource planning stages, PAOs will, at a minimum:

- a. Ensure community outreach activities are in the best interest of the DoD and support the community as a whole.
- b. Ensure community outreach activities do not interfere with the performance of other official duties, accomplishment of operational missions, mission-essential training or materiel upkeep, or other readiness requirements.
- c. Consider comparable events sponsored by NFEs to determine whether similar support could be provided to each NFE, if requested.
- d. Maximize military musical unit opportunities by scheduling multiple public performances per trip in a geographic region whenever possible. However, military musical units must adhere to the principles of ethical conduct in Subpart 2635.101 of Title 5, CFR and Chapter 30 of Volume 12 of DoD 7000.14-R. Military musical units will not solicit event organizers for participation in NFE events.
- e. Use authorized fund sources in accordance with applicable statutes, Executive orders, and other DoD guidance.
- f. Adhere to applicable laws, regulations, and DoD policy, in particular the government-wide and DoD rules pertaining to political activities (i.e., no official participation in partisan political activity) and ethical conduct (e.g., avoiding preferential treatment, improper endorsement, and misuse of government resources). Chapter 73 of Title 5, U.S.C. and Parts 2635 and 3601 of Title 5, CFR address Federal Government-wide standards of conduct and DoD implementing regulations. The ethics rules for DoD personnel are further prescribed in the Joint Ethics Regulation.

3.4. COMMON INTEREST TO THE COMMUNITY.

Community outreach support must be confined to those activities that are of common public interest and benefit to a local, State, regional, national, or broadly representational community, unless support is specifically authorized by statute or Executive order.

- a. Nonpartisan patriotic events open to the public are usually of common interest and benefit.
- b. Events where attendance is by invitation only also may be considered to be of common interest and benefit if invitations are extended to a cross-section of a broad community. For example, an association convention representing an entire industry could constitute common

interest. A meeting of representatives from only one organization, firm, or business in that industry, however, generally would not be considered to represent the common interest.

c. Nonpartisan events sponsored by local, State, or Federal Governments; schools; civic organizations; veterans associations; or recognized organizations whose primary purpose is to foster public service, patriotism, understanding of national security issues, or public appreciation of U.S. national heritage are generally considered to be in the common public interest.

d. Testimonials, tributes, roasts, or honors to individuals are not generally of common interest or benefit to a community at large.

e. Community outreach support to events sponsored by organizations with a narrow membership base or interest, such as commercial enterprises or ideological organizations, may occasionally be considered to be in the common public interest when it is clear the support primarily benefits the community at large, rather than the sponsoring organization. Examples of such instances include the use of a:

(1) Shopping mall as a site for an event when the site is made available as a community service and not as a promotion or commercial venture.

(2) Local airport for an aviation event. Qualifying air shows are of general community interest.

f. Restricted events described in Paragraph 4.1. are generally not of common interest to a community at large.

3.5. RETURN ON INVESTMENT.

PAOs should ensure community outreach activities support DoD Component priorities and evaluate such activities against those priorities to show value added and return on investment. Key areas of measurement should include, but are not limited to, physical audience demographics and reach; fiscal value of media coverage, when available; and social media analytics. PAOs should gather annually overall data measurements for major events as determined by each Military Service, along with outreach categories pre-defined by OATSD(PA), in preparation for the DoD Public Affairs Community Engagement Plan.

3.6. PROCEDURES WHEN SUPPORTING RECRUITING EFFORTS.

a. Military Departments should consider and take maximum advantage of recruiting potential at community outreach activities in which they participate.

b. If recruiters are initiating and funding the presence of ceremonial, aerial, or other military support at an event that is open to the public, the local recruiting station PAO will coordinate support with the local installation PAO. If non-local military support has been invited, the local recruiting station PAO will notify, through proper PA channels, the Military Service headquarters office responsible for the outreach support before participation.

c. Military musical units should be mindful of assigned touring regions when supporting recruiting-funded efforts, and notify the musical units assigned to that area before performing there.

3.7. CONTROVERSIAL AND IDEOLOGICAL EVENTS.

a. Community outreach is not authorized if it is in support of, or participation in, events or programs in which public confrontation is planned or likely, or where the apparent purpose is to stage controversy.

b. Events may not be supported if they intend to promote specific ideological positions or beliefs, campaigns, or political posturing (direct or indirect) to lobby for a particular cause or legislative decision.

c. This policy does not prevent DoD speaker participation in events organized for the fair and equitable exchange of diverse opinions or in events intended to facilitate open and constructive discussions with a community at large. See Section 5 in Volume 2 of this instruction for additional guidance on speaking engagements.

SECTION 4: RESTRICTIONS, REQUIREMENTS, AND ETHICAL CONSIDERATIONS

4.1. RESTRICTED ADMISSION.

Community outreach support of, or participation in, events at which admission, seating, or other accommodations are restricted on the basis of race, color, national origin, religion, age, disability, sex, or sexual orientation, is not authorized in accordance with DoDD 5500.11, DoDD 1440.1, DoDI 1350.02, and other DoD policies related to equal opportunity matters.

4.2. RESTRICTED MEMBERSHIP.

Community outreach support of, or participation in, events sponsored by organizations restricting membership on the basis of race, color, national origin, religion, age, disability, sex, or sexual orientation is not authorized in accordance with DoDD 5500.11, DoDD 1440.1, DoDI 1350.02, and other DoD policies related to equal opportunity matters.

a. In accordance with Figure 1 in this volume, local PAOs may make an exception for events sponsored by organizations that have membership restrictions when:

- (1) The chief beneficiary of the event is the community as a whole.
- (2) There is no other community organization with a non-restrictive membership policy with which DoD organizations could as effectively interact.
- (3) The likelihood of public disturbances is minimal and DoD participation will not bring discredit on DoD.

b. If DoD associates with an organization with restricted membership, DoD must designate the relationship as an exception to policy (ETP) to prevent public perception that the DoD has endorsed the goals or objectives of such an organization in any way.

c. All support by the DoD must be understood as being support to the community as a whole. For example, if a specific church, denomination, or group invited the military to participate in a program, it could be construed as supporting an organization with a restricted membership. However, in accordance with Section 119 of Title 36, U.S.C., the first Thursday in May has been designated the National Day of Prayer when the people of the United States may unite in prayer, regardless of the religion. Therefore, support to this event could potentially be provided if it further meets the criteria outlined in Figure 1 of this instruction.

4.3. RESTRICTED ACCESS TO ORGANIZATIONAL DATA.

Community outreach support of events sponsored by organizations whose constitution, bylaws, membership qualifications, or ritual are withheld from the public are not authorized.

4.4. CIVILIAN VISITORS INTERACTION WITH MILITARY EQUIPMENT.

Direct public interaction with the military is vital to the understanding and ultimate success of the U.S. military; however, safety risks, actual or perceived, will be kept to a minimum. Civilian visitors are prohibited from the actual operation of military vessels, aircraft, vehicles, and crew-served weapons systems (including equipment under the control of the Army National Guard and Air National Guard). Certain other interactions, including simulator use, are allowed.

a. Civilian visitors may observe military demonstrations as part of a community outreach activity. Operation of non-prohibited military equipment will remain under the control of authorized members of the DoD Component.

b. Non-DoD civilians may observe, sit in, ride on, and similarly access military aircraft, vessels, vehicles, material, and equipment within the bounds of law and applicable regulations. Civilian guests may have hands-on contact with Service exhibits.

c. Military Departments are responsible for appropriate training, supervision, and authorizations permitting civilian visitors to operate individual small arms. Any such operation must be safe and under the direct supervision of DoD employees or military personnel.

d. Civilian visitors may operate other equipment, including small arms, if the equipment is operated in a safe manner and under the direct supervision of qualified DoD employees or military personnel.

e. DoD Component use of military transportation such as airlift for civilian visits, tours, or community outreach activities is allowed if done in accordance with DoDIs 4515.13 and 5122.08.

4.5. SURPRISE WELCOME HOMECOMINGS AND SIMILAR EVENTS.

a. Requests for reunions with a surprise element from non-governmental organizations, such as sports organizations, businesses, schools, and media outlets, to capture individual family reunions and homecomings, particularly if staged for media or public viewing, should be carefully considered. PAOs must determine whether support would negatively impact the family, Military Service mission, deployment rotations, or unit morale.

b. If PAOs conclude such a request is an opportunity that could benefit a Military Service or DoD, then they must oversee the project from planning to execution.

c. PAOs also should explore alternative ideas that provide a broader opportunity to showcase Service members and the military mission and to convey DoD or Service messages and priorities.

d. When an entertainment media or documentary production would benefit from a re-enacted homecoming, the production should be in accordance with DoDI 5410.16.

e. Media days may be arranged for unit farewells and returns. News media coverage of a unit (any Military Service), squadron, or naval vessel return from deployment that is open to the public is not restricted by this volume.

4.6. DEMEANING OR MENIAL USE OF DOD PERSONNEL.

a. NFE sponsors of community events will not employ military personnel in uniform for menial or demeaning purposes, in such capacities as:

(1) Ushers, bag handlers, clean-up crew, parking lot attendants, or messengers.

(2) Crowd control, guards, or escorts, including escorts or other forms of support for beauty pageants, modeling, or similar events.

(3) Golf caddies or pin flag holders at golf tournaments.

(4) Runners during public events conducted outside military installations.

b. Additionally, uniformed Service members will not create the appearance of an official cordon or similar ceremonial formations as backdrops for sporting or other non-official events. Using military personnel in roles described in Paragraph 4.6.a. or similar menial capacities during public events conducted off military installations, as well as “patriotic stage props” with no PA benefit for DoD, is prohibited.

c. Having Service members stand at various golf holes as guests, receiving recognition by an announcer, or accepting thanks from sports figures are all examples of permissible activities that honor Service members. Military appreciation receptions before or after a tournament are also permitted.

d. Service members may volunteer to hold golf pin flags or conduct similar functions in civilian attire, which may include wearing a cap or shirt that denotes their branch of service.

4.7. VOLUNTARY SUPPORT: OFFICIAL VERSUS UNOFFICIAL CAPACITY.

a. Voluntary Support in an Official Capacity.

(1) Generally, Service member participation in a community or civic event in uniform for the purpose of representing the DoD or a specific Military Department is considered to be attendance in an official capacity and may only be approved when deemed appropriate by a PAO. This includes circumstances where Service members attend an activity as a result of a Military Department or OATSD(PA) community outreach call for volunteers.

(a) Responding to a call for military volunteers is generally considered participation in an official capacity because a PAO will typically deem wearing the uniform to be essential for the engagement. In these instances, the Military Department's PAO will identify the appropriate duty uniform.

(b) If members of multiple Military Services are participating in an activity, OATSD(PA) will usually identify the appropriate duty uniform.

(2) Service members participating in an official capacity during community outreach events may not sign indemnification or hold harmless agreements, nor should such members sign waivers for use of their likeness, for DoD visual imagery, or recorded sound or video footage involving such members. Forward all such requests to the component PAO for appropriate consultation with legal counsel.

(3) OATSD(PA) should not sign boilerplate imagery or footage waivers provided by non-DoD event sponsors without appropriate consultation with legal counsel. OATSD(PA) may, after appropriate consultation with legal counsel, consider the use of DoD-crafted imagery or footage authorizations for outreach events involving Service members performing their official duties when required by the event sponsor (when more than one Military Department is represented). PAOs will consult the OATSD(PA) for assistance.

(4) When only one Military Department provides official support to an outreach event and the event sponsor requires an imagery or footage authorization, the Military Department headquarters PAO should consult with Military Department legal counsel to determine appropriate action concerning the imagery or footage authorization.

(5) DoD Components that use resources such as a chorus, parachute demonstration team, or glee club who wear unit insignia as part of a community outreach event must use the resources as official representatives of the DoD Component and comply with guidance in this volume and Volume 4 of this instruction.

(a) Official representatives of a DoD Component may wear the uniform to promote the military organization (e.g., 82nd Airborne Chorus) but the organization may not seek designation as a nonprofit organization, accept payment for performance, or conduct fundraising activities outside the organization.

(b) Official DoD Component representatives may not appear or perform at community outreach activities in an unofficial capacity while wearing unit insignia or in any similar manner which inappropriately suggests official DoD support of the activity.

(c) Official DoD Component representatives have a limited AOR for community outreach purposes as discussed in Volume 4 of this instruction. ATSD(PA) approval is required before these resources perform outside the prescribed limited AOR.

(6) Military academy cadet or midshipmen ceremonial units must adhere to policies and procedures prescribed in this instruction and applicable Service directives when entertaining requests to perform in community outreach activities.

b. Voluntary Support in an Unofficial Capacity.

(1) DoD personnel who voluntarily participate in community or civic events in a personal capacity, not in military uniform, in an off-duty status, and not identified as a Service member or by duty title, are generally not subject to restrictions in this volume. However, there are circumstances when PA implications may require Service members and other DoD personnel to adhere to this instruction to avoid adverse effects on official relationships or mission activities. Engaging in activities in a personal capacity may still implicate ethics and standards of conduct concerns, including avoiding appearance of official endorsement or preferential treatment prohibited by applicable laws, regulations, and DoD policy.

(2) Service members who voluntarily sign up or receive requests to attend events in an unofficial capacity but in uniform, must consult their local, immediate commander, who is the designated approving official for authorizing wear of the uniform in accordance with DoDI 1334.01 and Military Department guidance. Participating voluntarily in uniform may have PA and ethical implications and should be coordinated with the cognizant PAO and designated command ethics official.

(a) At the local level, Service members must have their unit commander's approval. Additionally, the major command should be notified through PA channels of the decision if a Service member's appearance in uniform at a public event may garner media interest.

1. The unit commander should consult the local PAO before evaluating PA implications or determining whether official support should be provided.

2. The local PAO should consult with the appropriate supervisor or commander concerning disciplinary and performance information for any Service members participating in uniform to ensure no information exists that may reflect poorly on Service members, their respective Military Department, or DoD.

3. Local PAOs will notify their major command up to OATSD(PA), if necessary, using proper protocol and Service PA channels when there is any potential for controversial media coverage.

(b) When such requests for volunteers are made or individual Service member(s) in uniform seek to participate in events in a joint base environment, and the decision would be at

the discretion of the local commander, commanders are strongly encouraged to consult with their legal counsel and PAO, as well as fellow local commanders before deciding. Collaboration and coordination is required to minimize inconsistency among Military Departments.

(c) Refer to Figure 1 in this volume to help determine if attendance at an event by Service members in uniform is appropriate.

(3) Military musicians may perform in an unofficial capacity as described in Paragraph 4.7.c. in Volume 4 of this instruction.

(4) The appearance of Service members in uniform on electronic messaging services are subject to Paragraph 7.4. of this volume and may be governed by limitations found in Figure 3.

4.8. INCIDENTAL SUPPORT.

Commanders, PAOs, and their legal counsel must ensure DoD support, including participation in an NFE-sponsored event, will be incidental and will serve a community outreach purpose so as to avoid using DoD resources primarily for the benefit of an NFE. In assessing whether to provide incidental support to community outreach events, commanders, PAOs, and legal counsel will consider whether admission is open to the public and at no charge. In addition, the commanders must be able and willing to provide the same support to comparable events that meet this criteria and are sponsored by similarly situated NFEs.

a. DoD support of a public event is not necessarily precluded when a general admission fee is charged, as long as DoD support is incidental, as defined in the Glossary, and adheres to objectives and criteria addressed in Paragraphs 3.1. and 3.3. of this volume, Figure 1, and applicable law.

b. DoD support of an event where there is an admission fee or other type of charge will not be authorized when military personnel or equipment is advertised as the primary attraction for promoting event ticket sales. Exceptions include athletic events of the Military Department academies, performances by aerial demonstration teams, and certain band concerts as prescribed in Sections 4 and 6 in Volume 4 of this instruction. Military support at venues that charge a general admission fee (e.g., commercial theme parks or large events where there are many non-military participants featured as a primary attraction) may be considered incidental support if there is no additional fee to view the military performance.

c. Incidental support may add significant programmatic value or improve the perceived quality, audience draw, or similar aspects of the event or activity. However, in general, for DoD support or participation to remain incidental, the supported event or activity (or main portion of it) must be able to proceed and function sufficiently on the merits and programmatic value of the event or activity's non-DoD aspects. When evaluating whether the amount of DoD support or participation can be considered incidental, all relevant factors should be considered, such as:

(1) The event's overall nature.

(2) Prominence of DoD support featured in event promotional materials.

- (3) Percentage of total event participants comprised of DoD personnel.
- (4) Percentage of total event agenda time comprised of DoD speakers, musical units, ceremonial units, and equipment demonstrations.
- (5) The amount of apparent reliance on DoD support for the event or activity to proceed.

4.9. PARTICIPATION IN PARTISAN POLITICAL ACTIVITIES.

Consistent with Section 7321-7326 of Title 5, U.S.C. and DoDD 1344.10, DoD community outreach activities will not be associated with partisan political activities.

4.10. FUNDRAISING EVENTS.

DoD Components must adhere to Subpart 2635.808 of Title 5, CFR, the Joint Ethics Regulation, this instruction, and other applicable laws when requested to support events that include fundraising. Subpart 2635.808 of Title 5, CFR and the Joint Ethics Regulation will be determinative if there is a conflict between the guidance in those regulations and this instruction.

- a. Any military support in fundraising events must be incidental and prevent creating a perception of DoD sanction or endorsement of the event, the sponsoring organization, or the event's fundraising purpose.

- b. DoD Components will not actively and visibly participate in fundraising events as proscribed by Subpart 2635.808 of Title 5, CFR. The collective military support provided to an event may not be the principal draw or attraction for attendees.

- (1) For example, incidental and allowable participation in a fundraising event would be a color guard and military band presenting a patriotic opener and a general officer delivering an official speech on a subject matter that relates to their official duties. However, a general officer being advertised as the keynote speaker, along with an extended color guard and military band performance (beyond a patriotic opener) and a military flyover or parachute demonstration team at an opening ceremony is impermissible active and visible participation when taken as a whole for the purpose of this instruction.

- (2) Note that each segment of support, such as the opening ceremony color guard or the official speech on an appropriate topic, may be appropriate if not constituting the principal basis or attraction for attending the event. However, the collective DoD support for a fundraising event must remain incidental when evaluated as a whole. Ensure coordination with appropriate legal counsel if concerns about permissible participation in fundraising arise.

c. Military musical units may perform a patriotic opener at an NFE-sponsored fundraising event only if the presentation complies with existing government-wide and DoD ethics rules and regulations, local resources are available, and support does not otherwise impact official missions.

(1) No Service member or DoD employee will engage in direct appeals for funds.

(2) The musical unit's appearance must not be used as a draw for the event.

(3) Military musical units must depart the premises following the presentation of colors and may not remain for any other portion of a fundraising event.

(4) Military musicians performing in a personal capacity must wear civilian attire and may not be identified by their military service, rank, or official unit to avoid any inappropriate appearance of a DoD endorsement of the NFE, its event, or its mission.

d. DoD Components must not give preferential treatment, or the appearance of preferential treatment, to fundraising events or projects for a single cause, even if the prospective recipient is a Combined Federal Campaign member or the proceeds are to be donated wholly or in part to one or several charitable Combined Federal Campaign organizations. This government-wide restriction reflects the practical limitations on the DoD's ability to extend official support on an equal basis to every local, regional, national, and international charity and is not a direct or indirect expression of the relative merits of any charitable organization.

e. DoD Components may, on a limited basis, loan DoD facilities and equipment (and the services of DoD personnel necessary to ensure proper use of the equipment) as logistical support to a charitable fundraising event sponsored by an NFE when the criteria in Paragraph 3.2.a. of Volume 2 of this instruction and Chapter 3 of the Joint Ethics Regulation are met.

SECTION 5: FUNDING COMMUNITY OUTREACH ACTIVITIES

5.1. FUNDING SOURCES.

DoD and Military Services do not have separate operations and maintenance (O&M) accounts dedicated to all community outreach activities. Community outreach requirements funded in Military Department O&M appropriation accounts are budgeted for in-line items that also support numerous non-community outreach activities. PAOs are always subject to applicable financial management policy concerning funding sources. When in doubt, PAOs should consult with supporting legal counsel and financial managers to obtain required approval before obligating funds.

5.2. O&M FUNDS.

a. PA activities must be planned and budgeted to the greatest extent possible. For authorized community outreach programs, DoD Components may absorb programmed expenses in existing budget lines if sufficient resources are available. Examples of such programs are:

- (1) Official Federal Government events.
- (2) DoD or civic-sponsored observances of U.S. or host-country national holidays.
- (3) Official civil ceremonies and functions.
- (4) Speaking engagements as addressed in Section 5 of Volume 2 of this instruction.

(5) Events considered to be in the national interest or in the professional, scientific, or technical interest of a DoD Component or unit, when approved by the ATSD(PA), Secretary of a Military Department, or geographic CDR, as applicable.

b. DoD Components will budget for PA activities in the accounts used to fund their operating expenses.

c. The DoD Components will charge all costs of direct support to recruiting and personnel activities funds of the DoD Components available for executing such activities. However, DoD Components will not charge sponsoring organizations of community outreach for support at public events.

d. Except for those programmed O&M funds, DoD Components will not incur costs solely because of participation in or support of an unbudgeted activity. Such expenditure would be an additional cost to the government. O&M funds may be spent for incidental costs associated with unbudgeted, but otherwise authorized, community outreach activities.

e. When an event sponsor offers and the appropriate authority accepts a gift for a ceremonial unit to perform, DoD Components may spend O&M funds to support a community outreach activity. However, DoD Components must first consult their ethics counselor to ensure the gift

and gift source is appropriate for DoD acceptance. The gift will be used to reimburse the DoD Component for the expenditure of O&M funds to support the authorized community outreach activity.

f. DoD Components should not charge fees for admission, parking, or viewing community outreach activities, and may not retain or use amounts collected in the absence of specific statutory authority. Installations may provide special seating for distinguished visitors at no charge. Components must not charge admission to view military aircraft or other equipment, and may not sell photos of open house attendees wearing military equipment or clothing or sitting in military aircraft or equipment. Installations will not impose unreasonable restrictions on visitors (e.g., prohibiting coolers or food from installations) for the purpose of encouraging purchases on the installation.

5.3. UNSOLICITED GIFTS TO FUND MUSICAL UNITS.

a. Section 974(d) of Title 10, U.S.C. authorizes the Secretaries of the Military Departments to accept contributions (monetary and non-monetary) that specifically benefit military musical units.

b. Unsolicited offers to contribute money, personal property, or services for the benefit of a military musical unit must comply with the gift acceptance guidance in Volume 12 of DoD 7000.14-R and align with the current DoD Public Affairs Community Engagement Plan, PA guidance, and this instruction.

c. Acceptance of cash in the form of currency is prohibited, but cash instruments (e.g., gift cards or certificates) are authorized.

d. As a condition of an unsolicited gift acceptance, military musical units may publicly acknowledge a venue donor at a concert through remarks or printed program notes, but not in a font, style, or type size that attracts attention. Remarks, program notes, and advertisements may not include or refer to sponsor products or services. Additionally, the military band PAO concerned must approve any marketing, advertising, or web language used by an NFE that references an unsolicited gift acceptance and must ensure there is no appearance of official sanction or implied endorsement by the DoD or the Military Department.

e. Donors may offer to reimburse the Federal Government for expenses for performance venues and support services (e.g., union lighting, audio, and stage handlers) associated with a military musical unit's performance that aligns with DoD's outreach activities, missions, and requirements prescribed in this volume or the current DoD Public Affairs Community Engagement Plan. Such reimbursements must be deposited in the U.S. Treasury as miscellaneous receipts, unless offered and accepted as a gift under Section 974(d) of Title 10, U.S.C., or other applicable statutory authority. PAOs should consult Volume 12 of DoD 7000.14-R and supporting legal counsel.

f. Refer to the current Joint Travel Regulations at <https://www.travel.dod.mil/> for guidance on temporary duty travel allowances and reimbursable official travel expenses. This regulation

may be a guide when an event organizer agrees to reimburse the government for travel expenses, provided legal counsel determines reimbursement is allowed.

g. Unsolicited gifts also may be accepted in accordance with Section 2601(a) of Title 10, U.S.C.

5.4. GIFTS TO FUND NON-MUSICAL OUTREACH RESOURCES.

a. Requests for military support at unprogrammed community events may include gift offers of money or property. PAOs should consult legal counsel to determine whether gift acceptance is allowed.

b. For gift offers involving non-musical ceremonial units, Military Departments may be able to accept gifts of money and property in accordance with the general gift acceptance authority in Section 2601(a) of Title 10, U.S.C. DoD Components must comply with gift acceptance policies in Volume 12 of DoD 7000.14-R.

c. Section 2601(a) of Title 10, U.S.C. does not permit Military Departments to accept a gift of services. Therefore, ceremonial units and demonstration teams will consult legal counsel for travel-related gifts that might be prohibited under this authority.

d. Section 2601(a), not Section 974(d), of Title 10, U.S.C. is the authority for acceptance of gifts for the benefit of drill teams, salute batteries, honor guards, parachute demonstration teams, or jet demonstration teams.

e. Section 1353 of Title 31, U.S.C., which authorizes agencies to accept gifts of travel benefits from non-Federal sources, such as transportation and meals, when provided in connection with attendance at meetings, cannot be used to accept benefits associated with local travel or events that are essential or required to carry out an agency's statutory and regulatory functions. Therefore, this gift acceptance authority is not available for a performance by a drill team, aerial demonstration team, or an honor guard.

f. A demonstration fee assessed to the public by an organization that operates a demonstration team is not a gift, and the process of assessing such charges does not constitute soliciting a gift.

(1) Section 9701 of Title 31, U.S.C., and Federal and DoD user fee policies such as Office of Management and Budget Circular A-25 and Chapter 4 of Volume 12 of DoD 7000.14-R, require Federal agencies to assess user fees whenever they provide a service or a thing of value as a special benefit to an identifiable public recipient, where the benefit is beyond those provided to the public.

(2) When appropriate, Military Departments should charge demonstration fees to reimburse the taxpayer for expenses associated with DoD aerial demonstration teams, and deposit such fees as "miscellaneous receipts" in accordance with Section 3302 of Title 31, U.S.C.

SECTION 6: PROCEDURES FOR EVALUATING COMMUNITY OUTREACH SUPPORT

6.1. PROCESSING EVENT SPONSOR REQUEST.

a. All requests for military support at outreach activities must be submitted on a DD Form 2535 found at <https://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2535.pdf> or DD Form 2536 found at <https://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2536.pdf>, depending on the type of support desired. DoD Components should use the decision worksheet at Figure 1 in Appendix 6A when processing requests to ensure standardized outcomes throughout DoD.

b. The DoD Components must work from a current and completed DD Form 2535 or DD Form 2536 when processing requests from event sponsors for Military Departments' support of community outreach activities. Event sponsors should submit requests to the Military Department noted on the back of the completed forms. The nearest military installation to the proposed local event may also process the form.

c. Approval for events of international media interest in accordance with Paragraph 3.2. is not meant to imply every local community outreach activity in a CCMD AOR must be sent to the ATSD(PA). Requests of international media interest must be coordinated through the local U.S. embassy or consulate and CCMD. Approval for requests of international media interest will be based on program, sponsor, site, and support criteria. OATSD(PA) is the final approving authority for requests of international media interest, except as delegated.

d. In accordance with this volume and procedures in Volume 4 of this instruction, if a request requires coordination and approval at the Military Department or OATSD(PA) level, the request will be forwarded, with a recommendation to the applicable approval level using normal PA chain-of-command procedures.

6.2. REQUEST FOR SUPPORT WITHIN USNORTHCOM AOR.

The Military Departments retain approval authority for flyovers in Alaska, Puerto Rico, and the U.S. Virgin Islands. OATSD(PA) retains approval authority for **non-local** ceremonial support in Alaska, Puerto Rico, and the U.S. Virgin Islands. Table 1 provides a detailed list of the required endorsement and approval authorities for aerial demonstration and ceremonial support requests for the most common areas OCONUS.

Table 1. Graphical Depiction of Required Endorsement and Approval Authorities for Hawaii, Alaska, and the Most Commonly Requested Locations OCONUS

Location	Aerial Demonstration Approval Authority	Ceremonial Support Approval Authority
Alaska	Military Service Headquarters PAOs ^{5,6}	Local installation commander Commander, USNORTHCOM ² OATSD(PA) ^{5,6}
Bahamas	OATSD(PA) ⁵ Commander, USNORTHCOM ⁵	OATSD(PA) ^{5,6} Commander, USNORTHCOM ⁵
Bermuda	OATSD(PA) ⁵ Commander, USNORTHCOM ⁵	OATSD(PA) ^{5,6} Commander, USNORTHCOM ⁵
Canada	Military Services ³ Commander, USNORTHCOM ⁵	Commander, USNORTHCOM ^{3,4} OATSD(PA) ^{5,6}
Hawaii	Military Service Headquarters PAOs ⁶	Local Commander Commander, United States Indo-Pacific Command ¹
Mexico	Military Service Headquarters PAOs ^{3,5}	Commander, USNORTHCOM ^{3,4,5} OATSD(PA) ⁶
Puerto Rico	Military Service Headquarters PAOs ^{5,6}	OATSD(PA) ^{5,6}
U.S. Virgin Islands	Military Service Headquarters PAOs ⁵	OATSD(PA) ^{5,6}
¹ The Commander, United States Indo-Pacific Command, in their capacity as “the senior commander in Hawaii,” may conduct their own community outreach activities, or coordinate support of public events involving multiple Military Service participation, unless the ATSD(PA) delegates otherwise.		
² The Commander, USNORTHCOM may coordinate support of public events involving multiple Military Service participation in Alaska unless the ATSD(PA) delegates otherwise.		
³ In accordance with Paragraph 2.4.b.in this volume.		
⁴ In accordance with Paragraph 2.5.b. in this volume.		
⁵ In accordance with Paragraph 6.3. in this volume		
⁶ In accordance with Paragraph 6.3.a.(2) in this volume.		

6.3. OCONUS OUTREACH ACTIVITIES AND CONUS-BASED RESOURCES.

a. Activity Request and Evaluation.

(1) CCDRs and subordinate units will provide in-theater support, if available and appropriate, for community outreach activities within their AORs. Requests from U.S. ambassadors and U.S. embassies for ceremonial assets within the CCMD’s AOR to support U.S. embassy outreach events do not require OATSD(PA) approval if the events are purely international or relationship-building events. CCMDs must review these requests and concur that the event supports its theater campaign strategy.

(2) CONUS-based DoD musical, ceremonial, aerial, and personnel formation units may perform OCONUS (excluding Hawaii, Puerto Rico, and Alaska) at events not officially sponsored by a U.S. embassy or the host nation, only with prior approval of the ATSD(PA), the applicable CCMD, and the host nation. Military Departments:

(a) Will notify the appropriate CCMD as a courtesy when sending aerial event support to Hawaii, Puerto Rico, and Alaska.

(b) Should plan for OCONUS community outreach activities, when possible, and include these activities when they develop the annual DoD Public Affairs Community Engagement Plan to minimize requests for ETPs.

(3) Military Departments and their subordinate commands will refer all CONUS-based musical, ceremonial, and aerial event requests (including requests for official DoD jet and parachute demonstration teams) for OCONUS outreach events to the applicable CCMD so that the official coordination with the U.S. embassy or consulate may begin. If the CCMD obtains an affirmative response from the U.S. embassy or consulate, the CCMD should contact the Military Department to request a complete ETP packet be prepared at the unit level. This packet will be forwarded through the Military Department PAO to the CCMD for evaluation. If the CCMD endorses the packet, it will be forwarded to OATSD(PA) for approval.

(4) When CONUS-based musical or ceremonial resources are requested for State Department-sponsored initiatives that would support the U.S. ambassador's priorities, Military Service NCR-based touring bands and ceremonial resources should be considered first. Military commands and U.S. embassies or consulates requesting support should agree to fund all expenses for a trip, including travel from the home installation of the DoD unit in the United States and the return. DoD funds will not be used to fund activities or programs of another Federal agency. Funding from an NFE requesting support will be in accordance with Paragraph 3.5. of this volume and applicable gifting regulations and policies.

(5) Space-available military airlift traveling in the direction of an OCONUS mission may be used and will be considered at no additional cost to the government. However, performing units must ensure sponsors understand a commitment based on this mode of transportation is subject to change if military airlift becomes unavailable.

(6) The CCMD will evaluate any requests for exceptions to this policy and determine if support meets the CCMD's goals and objections, and if support is in the best interest of the DoD. If so, in-theater resources should be sought for support. If no in-theater resources are available but the event significantly warrants the deployment of CONUS-based resources, the CCMD will forward the request with justification and recommendation to the ATSD(PA) for evaluation, unless the support is already included in the current DoD Public Affairs Community Engagement Plan and further approval is not needed.

b. Trip Duration.

Military Departments will ensure requests for overseas tours do not exceed 15 days. OATSD(PA) will consider an exception when an overseas tour includes multiple locations. If CONUS-based resources are approved for overseas community outreach activities, tours to single locations normally will not exceed 7 days. Participation in an international military tattoo may be an exception.

c. CONUS-Based Support for OCONUS Activities.

(1) Step 1.

International organizers may check with a CONUS-based unit for tentative availability only. The unit will advise the requester to complete and submit a DD Form 2535 or DD Form 2536 to the applicable U.S. embassy or CCMD.

(a) If a CCMD receives the initial request, it should coordinate with the U.S. embassy in the host nation and determine if in-theater assets are available before forwarding the request to the applicable Military Department to generate an ETP.

(b) If an event organizer does not specify or contact a CONUS-based unit, but rather submits its request to the CCMD PAO, the CCMD should complete the preliminary coordination detailed in Paragraphs 6.3.c.(2)(a) and (b) (within Step 2).

(2) Step 2.

The CCMD will forward a completed DD Form 2535 or DD Form 2536 from the event sponsor to the Military Department headquarters community outreach office.

(a) Before a unit generates a complete ETP packet, the Military Department and the CCMD PAO should coordinate to determine if:

1. The U.S. embassy supports the request.
2. An event can be supported with in-theater assets.
3. The requested unit is tentatively available, and if their presence can be maximized while in-theater.
4. The Military Department would endorse the requested support.

(b) For community outreach events in Canada, Mexico, Bahamas, and Puerto Rico, the Military Department headquarters will determine support eligibility and forward to USNORTHCOM to determine if the event will be favorably considered.

(c) Requests for Military Department resources should not be limited to a specific unit by name, but as a prioritized list of possible supporting units or the desired requirement (e.g., marching band, drill team, aviation asset).

(d) If the event is an air show, the CCMD must verify the air show is open to the public and determine if U.S. military assets exist in-theater.

(e) If requested support is not feasible, but the CCMD determines that the event warrants a U.S. international presence, the CCMD PAO will coordinate with OATSD(PA) Community and Public Outreach Directorate and the event sponsor to determine potential alternative Military Department options.

(3) Step 3.

Military Department will request the unit to generate a complete ETP packet.

(a) Additional outreach engagement opportunities should be sought for each day that the unit is in-theater to maximize the visit.

(b) After receiving and reviewing the ETP packet, the Military Department concerned should provide an endorsement statement and forward this statement to the CCMD.

(c) The Military Department should ensure no CONUS-based commitments are being denied. If so, the requesting unit must address this in the endorsement statement and justify why support for an overseas event should be supported instead of an engagement in the United States.

(4) Step 4.

The Military Department will forward the complete ETP packet to the CCMD.

(a) CCMDs will not automatically approve a request but will include in the ETP package their recommendation via memorandum.

(b) The CCDR or designated representative will submit a complete ETP packet to the ATSD(PA) that includes:

1. A recommendation memorandum for the ATSD(PA) that includes justification explaining how supporting the request would further the CCMD's objective in the region.

2. U.S. embassy endorsement.

3. Confirmation that no in-theater resources are available and the requirement is applicable to the event.

(c) Requests may be forwarded to OATSD(PA) for consideration at osd.pentagon.pa.mbx.outreach-review@mail.mil.

(5) Step 5.

OATSD(PA) will notify the Military Department and the CCMD of the final decision.

(a) The CCMD will be responsible for notifying the U.S. embassy or consulate and the event organizer of the decision.

(b) If the request is approved, the Military Department may notify the unit to proceed with coordination.

(6) Step 6.

CCMDs will notify OATSD(PA) of military assets supporting outreach activities before the event occurs for approval if the events may garner national or international media or if requests involve movement between CCMDs.

APPENDIX 6A: STANDARDIZED DECISION WORKSHEET FOR MILITARY SUPPORT REQUESTS

When determining eligibility for community outreach support, use the standardized decision worksheet provided in Figure 1.

Figure 1. Standardized Decision Worksheet

PART I: SPONSOR CRITERIA

Has a DD Form 2535 (aviation) or DD Form 2536 (bands, color guards, and other support) been completed?

- If no, **stop** and have requester complete the appropriate form.
- If yes, proceed to next question.

Is the requesting organization a U.S. Federal agency or official entity of a State or local government?

- If yes, continue to Part I of Section 1.
- If no, continue to Part I of Section 2.

Part I, Section 1: Location of Federal, State, or Local Government Event

Is the Federal, State, or local government event within the NCR?

- If yes, continue to Part I of Section 1a.
- If no, continue to Part I of Section 1b.

Part I, Section 1a: Federal/State/Local Government Events in the NCR

Note: Requests for military participation in official Federal/State/local government events in the NCR are submitted to the U.S. Army Military District of Washington (MDW) Ceremonial and Special Events Office via fax at 202-685-3379 for coordination.

Was the request received by MDW at least 10 working days before the event?

- If no, **stop**. Generally, such a request is not supportable according to MDW processing timelines.
- If yes, obtain a copy of the event agenda to confirm details of Federal/State/local government sponsorship and eligibility for support as an official Federal/State/local government event. Continue to next question.

Figure 1. Standardized Decision Worksheet, Continued

Is this an official Federal, State, or local government event? (Must answer yes to questions 1-4 below to receive consideration for support as an official Federal/State/local government event.)

1. Is it sponsored in whole or predominately by an element of Federal/State/local government?
 2. Is the event paid in whole or in part with U.S. Government funds?
 3. Are official(s) of the Federal/State/local government involved in the event as part of their official duties?
 4. Is this event at no additional cost to the DoD?
- If no to any of the above questions, the event is generally not supportable as a Federal, State, or local government event. However, proceed to Part I of Section 2 for further consideration.
 - If yes to all questions above, then continue to the next question.

Would military support interfere with the performance of official DoD missions, programs, or duties?

- If yes, **stop**. The event is not supportable.
- If no, continue to next question.

Would support detract from DoD operational, training, or other readiness requirements?

- If yes, **stop**. The event is not supportable.
- If no, continue to next question.

Is the event open to the public (e.g., concert sponsored by the National Park Service)?

- If no (e.g., event is internal for employees or invited guests only) this event may typically be supported. Proceed to Part V.
- If yes, this event may typically be supported; however, the reviewer should proceed to Part II to ensure the program complies with other DoD community outreach policy restrictions.

Part I, Section 1b: Federal/State/Local Government Events Outside the NCR

Note: Military support for official Federal, State, and local government events taking place outside the NCR are handled in accordance with Military Service guidance.

Figure 1. Standardized Decision Worksheet, Continued

Was the request received at least 30 days before the event (or whatever the local installation's request policy states)?

- If no, further review is not required, and the event does not have to be considered. However, further review is subject to Military Department's standard operating procedures.
- If yes, obtain a copy of the event agenda to confirm Federal/State/local government event details and eligibility for support as an official Federal/State/local government event. Continue to next question.

Is this an official Federal, State or local government event? (Must answer yes to questions 1-4 below to receive consideration for support as an official Federal/State/local government event.)

1. Is it sponsored in whole or predominately by an element of the Federal/State/local government?
 2. Is the event paid in whole or in part with U.S. Government funds?
 3. Are official(s) of the Federal/State/local government involved in the event as part of their official duties?
 4. Is this event at no additional cost to the DoD?
- If no to any of the above questions, the event is generally not supportable as a Federal, State, or local government event. However, proceed to Part I of Section 2 for further consideration.
 - If yes to all questions above, then continue to the next question.

Would military support interfere with the performance of official DoD missions, programs, or duties?

- If yes, **stop**. The event is not supportable.
- If no, continue to next question.

Would support detract from DoD operational, training, or other readiness requirements?

- If yes, **stop**. The event is not supportable.
- If no, continue to next question.

Is the event open to the public (e.g., concert sponsored by the National Park Service)?

Figure 1. Standardized Decision Worksheet, Continued

- If no (e.g., event is internal for employees or invited guests only) this event may typically be supported. Proceed to Part IV.
- If yes, this event may typically be supported; however, reviewer should proceed to Part II to ensure program complies with other DoD community outreach policy restrictions.

PART I, Section 2: Non-Federal/State/Local Government Agency Requests

Is this request for a DoD aerial demonstration?

- If yes,
 - **Was the request received at least 30 days before the event?**
 - If no, this event is not supportable due to insufficient time to properly process the request. **Stop.**
 - If yes, proceed to the next question about the sponsoring organization.
- If no, proceed to next question.

Is this request for a band, color guard, or other ceremonial unit?

- If yes,
 - **Was the request received at least 30 days before the event?**
 - If no, further review is not required due to the lack of coordination time. The event does not have to be considered. However further review is subject to Military Department's standard operating procedures; requester's expectations must be managed if support is considered.
 - If yes, proceed to the next question.
- If no, proceed to the next question.

Does the requesting/sponsoring organization fit into any of the categories below?

1. An organization that specifically excludes any person from its membership for reasons based on race, color, national origin, religion, age, disability, sex, or sexual orientation.
2. A commercial enterprise or organization.

Figure 1. Standardized Decision Worksheet, Continued

3. An organization that advocates adherence to or support of an ideological, sociopolitical, or partisan viewpoint. 4. An organization whose constitution, bylaws, membership qualifications, or ritual are not public (e.g., secret societies). ➤ If yes, ○ Does the event meet one of the following? Exception: Support might be permitted for organizations with membership restrictions in limited circumstances when the event is of community-wide interest and benefit, rather than for the primary benefit of the organization. See Paragraph 4.2. for more information. Exception: Support for a commercial enterprise or organization might be permitted if the event is of general benefit to the community and not a commercial or promotional activity intended primarily to benefit the sponsor. Exception: Support for professional sporting events may be considered pursuant to Paragraphs 2.1.d.(1) and 3.2.a. in this volume. However, Paragraph 6.1.d.(3) in Volume 4 of this instruction provides specific prohibitions with respect to aerial demonstrations. ▪ Yes, proceed to the next question about musical support, if applicable. Otherwise, proceed to Part II. ▪ No, stop. The event is not eligible for support. ➤ If no, proceed to next question. Does the requesting/sponsoring organization fit any of the categories below? 1. A Congressionally recognized veteran service organization. 2. Civic, patriotic, or historical organizations. 3. An organization whose interests are primarily service to the community, including associations representing a cross section of an industry or interest. 4. A public, private, or parochial school or college that is primarily educational or patriotic in nature or that benefits recruiting. 5. A commercial, private, or sectarian organization that is primarily intended to serve the community and not the sponsoring organization. ➤ If no, stop. The event is not eligible for support. ➤ If yes, continue to next question.
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Figure 1. Standardized Decision Worksheet, Continued

Would a musical unit supporting this event place them in competition with civilian musicians as described in Section 974 of Title 10, U.S.C. and Volume 4 of this instruction?

- If yes, **stop**. Military musical support is not allowed.
- If no, continue to Part II.

PART II: ACTIVITY CRITERIA

Will support be at no additional cost to the government?

Note: A command may use programmed community outreach funds to support requests for participation in public events within its AOR for community outreach. Such support would not be considered additional cost to the government.

- If no, **stop**. The event is not eligible for support.
- If yes, proceed to the next question.

Does the event fit into any of the categories below?

1. A commercial activity or a commercially oriented program (e.g., a motion picture premiere, fashion show, beauty pageant, or similar event), or a program where support primarily will serve to increase sales or business traffic.
2. An event that benefits a particular business or company.
3. A testimonial to an individual, group, or private organization.
4. An event at which public confrontation or controversy is planned or is reasonably likely to occur.
5. An event that involves the solicitation or the appearance of solicitation of votes in a political campaign for an individual candidate or issue.
6. An event for a narrow segment of the populace (e.g., a family reunion or wedding).
7. An event that would be detrimental to the interests or values of any DoD Component.
8. An event at which admission, seating, or other accommodations are restricted on the basis of race, color, national origin, religion, age, disability, sex, or sexual orientation.
9. An event with a theme or purpose intended to promote ideological movements, sociopolitical change, and specific interpretations of morality or legislative or statutory change.

Figure 1. Standardized Decision Worksheet, Continued

10. An event whose sponsor's intent is to use the military to further a politically charged, contentious, or unresolved policy matter.
11. An annual or one-time event that has no apparent military or patriotic connection or benefit from military participation **and** the anticipated decorum of participants or nature of exhibits could detract from the professional appearance of military participants.

- If yes, **stop**. The event is not eligible for support.
- If no, proceed to next question.

Is this event a parade, fair, festival, or similar public celebration?

- If yes,
 - **Does the event fit any of the categories below?** (Note: Categories 2 through 4 must also have a distinct patriotic or military-related component.)
 1. Has a primarily patriotic or military-related theme.
 2. Is a commemoration of a nationally significant or historical event.
 3. Is in support of an officially recognized national holiday or patriotic observance, as defined in Volume 3 of this instruction.
 4. Is endorsed by the local government as a city, town, or county-wide celebration of civic pride, as defined in the Glossary.
 - If no, **stop**. The event is not eligible for support.
 - If yes, proceed to next question.
- If no, proceed to next question.

Is the event or occasion of general interest or benefit to a local, State, regional, national, or broadly representative community?

- If yes, proceed to next question.
- If no, **stop**. The event is not eligible for support.

Is the event open to the public?

- If no (e.g., admission is by invitation only),
 - **Are the invited guests broadly representational of the community?**
 - If no, **stop**. The event is not eligible for support.

Figure 1. Standardized Decision Worksheet, Continued

▪ If yes, in most cases, allowable support would be limited to incidental participation (such as a patriotic opener). Proceed to the next question. ➤ If yes, proceed to next question. Is there an admission charge or cost to view the military participants? (Note: This does not include general admission fees to venues such as commercial theme parks or large events where there are many non-military participants featured as the primary attraction as long as there is no additional fee to view the military performance.) ➤ If yes, ○ Are all of these statements true? 1. Ticket/attendance fee proceeds are reasonable and intended primarily to cover the cost of producing the event. 2. Admission fees do not appear intended to generate excess revenue. 3. Excess revenues, if generated, are donated to a general charity fund where numerous broad-based charitable organizations have an equal opportunity to benefit from the proceeds. (Note: Any money raised from commercial or similar paid sponsors independent of the ticket/admission fee to see a military performance is not considered as excess revenue for the purpose of this instruction or for determining whether an event is eligible for military support.) ▪ If no, stop. The event is not eligible for support. ▪ If yes, proceed to the next question. (Note: In most cases, where admission charges are levied, military participation must be incidental to the event, and military participation may not be promoted as a significant audience draw or to generate ticket sales.) ➤ If no (e.g., event is free to the public), proceed to the next question. Is this a fundraising event? ➤ If no, proceed to Part III. ➤ If yes, stop, answer, and analyze the next set of questions. 1. Does the event adhere to Subpart 2635.808 of Title 5, CFR, and other applicable laws? PAOs should consult with legal counsel.
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Figure 1. Standardized Decision Worksheet, Continued

2. DoD participation in fundraising events sponsored by businesses or business-related organizations, including nonprofit NFEs and sports organizations, is not necessarily prohibited. Fundraisers may be eligible for support **only** if **all** criteria below are met:
 - a. Military presence at the event must be in the best interest of the DoD.
 - b. Total U.S. military support must be incidental to the event. In other words, the event could proceed without military participation.
 - c. DoD may not perform an active or visible role in a fundraising event, including the opening ceremony. (For example, a color guard and band performing a patriotic opening, along with a general officer speaking in an official capacity, is not considered active and visible participation. However, the combined participation of an official general officer speaker, band, color guard, and a military flyover or parachute demonstration team would likely be considered active and visible.) See Subpart 2635.808 of Title 5, CFR and consult with legal counsel for further guidance regarding active and visible participation.
 - d. Military flyovers and parachute demonstration teams are considered visible participation and therefore are prohibited at nonprofit NFE fundraising events. This includes fundraising events sponsored by military aid societies. Air shows that distribute funds to a diverse selection of the community or that use funds to cover operational expenses are exempt from this prohibition.
 - e. Military support must be at no additional cost to the government.
 - f. Military support may not be used in the sponsor's promotional material for an event with the intent of providing a significant draw for the audience.
 - g. Preference should be given to events that provide a free day for students to observe military performances. This criterion may assist Military Department recruiting.

Proceed to Part III.

PART III: SITE CRITERIA

Is the event taking place at a site or venue where admission, seating, or access is restricted based on the basis of race, color, national origin, religion, age, disability, sex, or sexual orientation?

Figure 1. Standardized Decision Worksheet, Continued

- If yes, **stop**. The event is not eligible for support.
- If no, proceed to the next question.

Is the event taking place at a site or venue that fits one of these categories?

1. A military installation.
 2. Municipal, State, or Federal property.
 3. A private or commercial property when the program is of community-wide interest or is patriotic in nature, and does not benefit or contribute to the profits of the property owner.
 4. A religious facility or building when the program is of community-wide interest, non-sectarian, and broadly promoted, or involves a program at a parochial school or college.
- If no, **stop**. The event is not eligible for support.
 - If yes, proceed to Part IV.

Part IV: INTERNATIONAL REQUESTS FOR CONUS ASSETS

Is the event taking place overseas (outside the 50 United States)?

- If no, proceed to Part V.
- If yes, then follow these procedures for processing the request:
 1. The international requester sends requests (including requests for CONUS-based assets) to the appropriate geographic CCDR or U.S. embassy.
 2. The geographic CCDR reviews and strives to support the request with in-theater assets.
 3. If in-theater assets are not available and the geographic CCDR determines the event worthy of international presence, the CCDR will provide recommendation for a Washington, D.C.-based or appropriate CONUS-based unit and forward the request to the U.S. embassy for visibility and concurrence.

Note: If the geographic CCDR is able to support with in-theater resources, there is no need to approach the U.S. embassy. USNORTHCOM may be an exception for Canadian and Mexican outreach activities.

- a. Every effort should be made by the CCMD to fulfill OCONUS requests with in-theater resources.

Figure 1. Standardized Decision Worksheet, Continued

- b. The CCMD must identify the bill payer before requesting CONUS resources.
 - c. In coordination with the CCMD, the supporting unit should make every effort to plan at least one or two additional events per day while in-theater to maximize outreach opportunities.
 - d. Requests for CONUS-based resources should be reserved for those events that would clearly enhance relationships between the United States and other nations, such as State Department initiatives or U.S. ambassador-sponsored events that are open to the public.
 - e. Requests for CONUS-based units should not go directly to a unit and generally should not be limited to one specific Service resource. Should a request that is not part of the current DoD Public Affairs Community Engagement Plan originate at the unit level, the unit must complete an ETP package and promptly forward it, without commitment, to the community outreach offices of the appropriate Military Department and CCMD for further analysis.
4. The applicable U.S. embassy must review and endorse or reject the request.
5. The CCDR concerned reviews the request, provides an assessment, and forwards the full request packet to OATSD(PA) Community and Public Outreach Directorate via osd.pentagon.pa.mbx.outreach-review@mail.mil for review if the CCDR determines support is appropriate but in-theater resources are not available.
6. OATSD(PA) will review, render a decision, and notify both the CCMD and Military Department Community Outreach offices.

Proceed to Part V.

PART V: REQUIRED OATSD(PA) APPROVALS AND ETP

Could this event receive national or international media attention?

- If yes, forward request through appropriate Military Department PA channels to OATSD(PA) for approval. Proceed to Part VI.
- If no, proceed to next question.

Figure 1. Standardized Decision Worksheet, Continued

Would support of this event require OATSD(PA) to grant an ETP (e.g., multiple Military Department musical assets requested)?

- If yes, forward request through appropriate military channels to OATSD(PA) for approval. Proceed to Part VI.
- If no, the event is likely eligible for support. The Military Department or unit public affairs reviewer should consult this instruction and the appropriate Military Department community outreach guidance as the authoritative references when making determinations on whether events are eligible for military support.

PART VI: TIMEFRAME CRITERIA FOR OATSD(PA) REQUESTS FOR APPROVAL/ETP

Did OATSD(PA) receive the request least 90 days before the event?

- If yes, it will be reviewed.
- If no, OATSD(PA) will consider the request on a case-by-case basis.

SECTION 7: COMMERCIAL USE OF DoD VI

7.1. REVIEW AUTHORITY.

NFEs requesting to use DoD VI for commercial purposes will be referred to the Public Use Notice of Limitations found in Figure 3 and on <https://www.dimoc.mil/resources/limitations>. When the DoD VI depicts a single Military Service, NFEs should be referred to the PAO of the Military Service concerned for approval. The PAO of the Military Service must consider guidance in this section and comply with DoDD 5535.09 to make approval decisions. NFEs should consult OATSD(PA) via osd.pentagon.pa.mbx.cpo-review@mail.mil for further guidance, as needed.

7.2. AUTHORIZATION.

Typically, DoD will not object to commercial use of DoD VI acquired from DoD-owned, -operated, or -controlled sources (including social media platforms), as long as:

- a. The DoD VI use complies with all guidelines outlined in DoDD 5535.09 and the Public Use Notice of Limitations prescribed in Figure 3.
- b. The accompanying text in the final product layout does not imply DoD endorsement of, or express a DoD opinion about, a product, service, company, objective, political party, or candidate for partisan political office.
- c. Any electronic messaging service provider (e.g., social media site) that hosts official information from or about a DoD Component must place the disclaimer in Figure 2 in a prominent location on each page that displays official DoD information.

Figure 2. DoD Non-Endorsement Disclaimer

The appearance of commercial advertising and hyperlinks inserted by the host of this service does not constitute endorsement by the U.S. Department of Defense/ [insert name of DoD Component].
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7.3. NON-DoD SOURCES OF DoD VI.

- a. Those who request DoD to review a proposed commercial use of DoD VI acquired from non-DoD sources are generally referred to the Public Use Notice of Limitations found in Figure 3 and on <https://www.dimoc.mil/resources/limitations> for an independent assessment of risk. If further review is required, DoD may respond to such requests with a statement of objection or non-objection to the proposed commercial use. Questions may be referred to osd.pentagon.pa.mbx.cpo-review@mail.mil.

b. Ownership of copyrights or other intellectual property covering VI acquired by government contractors during the performance of a contract will remain the property of the contractor (or other third-party owner) unless the contract or other legal instrument transfers ownership to the U.S. Government.

c. In cases where DoD VI is protected by copyright or other intellectual property owned by a party other than the DoD, the DoD's response to requests for permission to make commercial use of DoD VI will indicate the statements of objection or non-objection apply solely to DoD's rights in the underlying protected content depicted in the VI. Such statements do not constitute a grant of rights on behalf of, or limit or otherwise affect the legal rights of, the third party-owner of the VI.

7.4. DOD VI ON NON-GOVERNMENTAL ORGANIZATION ELECTRONIC MESSAGING SERVICES.

a. Comply with DoDIs 8170.01 and 1334.01 concerning NFE use of images of Service members in uniform. Additionally, both active duty Service members and former Service members are prohibited from wearing their uniform in VI displayed on electronic messaging services in connection with commercial activities or interests when an audience may infer official DoD sponsorship for the activity or interest.

b. Service members are not authorized to approve the use of VI that portrays or includes other Service members or individuals for commercial purposes. Only OATSD(PA) or those who have been delegated by their Military Department to approve the use of VI for commercial purposes may approve use of VI that contains military equipment with official markings.

c. DoD employees may only use or allow the use of their title or rank, position, or organization name in conjunction with their own name to identify themselves in performing their official duties.

7.5. EXCEPTIONS.

a. Commercial use of DoD VI does not include:

(1) Personal use with no intent for further public distribution for commercial purposes.

(2) Using DoD VI for a non-government production (e.g., feature motion pictures, documentaries, and episodic television) for which the ATSD(PA) has authorized DoD production assistance, in accordance with DoDI 5410.16.

(3) Use of unaltered DoD VI by museums, universities, and similar institutions for educational purposes.

b. Commercial items that use DoD VI are exempt from the requirement to display the full DoD non-endorsement disclaimer as shown in Figures 2 and 3 when it is impractical; the limitations prescribed in Figure 3 still apply. Digital applications and services that may be displayed on a mobile device should comply with the guidelines prescribed in Paragraph 7.2.c.

7.6. VI GALLERIES AND PUBLIC USE NOTICE OF LIMITATIONS.

All DoD Component website VI galleries (including social media websites), regardless of domain, will prominently display a link to the Government Website Public Use Notice of Limitations contained in Figure 3.

Figure 3. Government Website Public Use Notice of Limitations

Department of Defense (DoD) motion and still media files, hereafter referred to as Visual Information (VI), are provided on this website as a public service by the DoD consistent with the DoD's Principles of Information: <https://www.defense.gov/Resources/Principles-of-Information/>. Policy on using VI containing military persons, places, and things, regardless of its origin, for commercial advertisement, marketing, promotion, solicitation, or fundraising purposes is found at <https://www.dimoc.mil/resources/limitations/>.

No Representations or Warranties. DoD makes no representations or warranties of any kind regarding the suitability of DoD VI for non-DoD purposes. **Use of DoD VI is at the user's sole risk.**

Publicity and Privacy Rights. DoD VI postings do not waive any publicity or privacy rights of any individuals portrayed.

Intellectual Property Restrictions. Military Department and other DoD Component names, insignia, seals, symbols, and similar marks may be protected as trademarks or service marks and may not be used in commerce without prior written permission. DoD Component Trademark Licensing Office contacts may be found at <https://www.defense.gov/Resources/Branding-and-Trademarks/DOD-Trademark-Licensing-Guide/>.

In general, DoD VI that are works of authorship prepared by U.S. Government employees as part of their official duties are not eligible for copyright protection in the United States.

However, some of the DoD VI available on this publicly accessible website may be subject to copyright or other intellectual property rights owned by non-DoD parties, regardless of whether the VI is marked with a copyright notice or other indication of non-DoD ownership or interests.

Any use of this DoD VI other than as expressly authorized in this notice may subject the user to legal liability, including liability to such non-DoD owners of intellectual property or other protectable legal interests.

Figure 3. Government Website Public Use Notice of Limitations. Continued

Non-Endorsement Requirements and Disclaimer. DoD VI may not be used in a manner that could imply endorsement of an individual, for-profit business, nonprofit organization, any other non-federal entity (including DoD contractors), product, or service, or any political party or candidate for partisan political office. This applies to both domestic and international users. Endorsement of a non-federal entity, event, product, service, or enterprise may be neither stated nor implied. **All** users of DoD VI must display this non-DoD endorsement disclaimer except that commercial items are not required to use the full disclaimer when it is impracticable:

“The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.”

Commercial Use Defined. Use of VI by any individual or entity for advertisements, marketing, promotion, solicitation, or fundraising purposes regardless of whether the user is a for-profit business, business industry organization, or nonprofit organization, including an educational institution. Commercial use includes a particular individual posting VI on an electronic messaging service that could then be distributed further, regardless of original intent. Commercial use does not include activities described below as “Productions Authorized for DoD Assistance.”

Commercial Use Authorized. To the maximum extent practicable, all commercial uses are required to display the non-DoD endorsement disclaimer. Commercial users are also requested to obscure all distinctive U.S. military markings (e.g., tail or hull number, unit insignia, Service name) and other indicia that could connote DoD endorsement from DoD aircraft, missiles, ships, and other hardware or uniforms that may be used in any marketing or advertising campaign, including any collateral products.

Non-Commercial Use Authorized. Except in cases where productions are authorized for DoD assistance, DoD VI may be distributed, copied, and used, for non-commercial, personal use, as well as historical and newsworthy purposes or activities. Display of the non-DoD endorsement disclaimer is requested.

Productions Authorized for DoD Assistance. DoD VI obtained for use in a third-party production (e.g., motion picture, documentary, television, or video production) for which the Assistant to the Secretary of Defense for Public Affairs has authorized production assistance is governed under separate authority and project-specific terms, pursuant to DoD Instruction 5410.16, and will not be considered to be either commercial use or non-commercial use.

7.7. DOD AND MILITARY DEPARTMENT SEALS.

Event organizers who seek military support often request permission to use official Military Department seals and other military insignia. The official seals of the DoD and Military Departments are protected by law from unauthorized use and are restricted for official departmental purposes. Use must be in accordance with DoDDs 5110.04 and 5535.09 and DoDI 5535.12. Section 506 of Title 18, U.S.C. provides for criminal penalties for falsely making, forging, counterfeiting, mutilating, or altering the seal of a department, and for certain other knowing or fraudulent uses of department seals.

7.8. MILITARY EMBLEMS, LOGOS, AND OTHER INSIGNIA.

Permission to use or reproduce military emblems or insignia (other than the seals of the DoD and Military Departments) for unofficial purposes, whether for commercial advertising, promotion, commercial purposes or otherwise, may be given only by the Military Department or other DoD Component that is responsible for such insignia in accordance with DoDD 5535.09. Approval may be sought from the offices listed at <https://www.defense.gov/Resources/Branding-and-Trademarks/DOD-Trademark-Licensing-Guide/>.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
AOR	area of responsibility
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
CCDR	Combatant Commander
CCMD	Combatant Command
CFR	Code of Federal Regulations
CONUS	continental United States
DMA	Defense Media Activity
DoDD	DoD directive
DoDI	DoD instruction
ETP	exception to policy
MDW	Military District of Washington
NCR	National Capital Region
NFE	non-Federal entity
O&M	operations and maintenance
OATSD(PA)	Office of the Assistant to the Secretary of Defense for Public Affairs
OCONUS	outside the continental United States
PA	public affairs
PAO	public affairs officer
U.S.C.	United States Code
USNORTHCOM	United States Northern Command
USSOCOM	United States Special Operations Command
VI	visual information

G.2. DEFINITIONS.

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

TERM	DEFINITION
active and visible participation	See definition of “participation in the conduct of an event” in Subpart 2635.808 of Title 5, CFR.
additional cost to the government	Costs incurred solely because of participation in or support of an unbudgeted activity or event. Examples include unbudgeted expense for booth space at an air show or sporting event or for personnel (or equipment) travel and transportation, meals and lodging for military personnel away from government messes, and civilian per diem and overtime pay. Costs such as pay and allowances of personnel (excluding overtime) are generally not considered additional costs to the government.

**aerial
demonstrations**

The use or display of DoD military aircraft or parachute teams in an event, including:

aerial events. Aerial demonstrations designed to portray performance techniques by a single aircraft or group of aircraft or personnel. Such demonstrations include, but are not limited to, air-to-air refueling, helicopter flight techniques, maximum performance takeoff, performance record demonstrations, parachute jumps, air delivery of equipment, assault aircraft demonstrations, tactical helicopter troop landings, air rescue demonstrations, flyovers, capability demonstrations, static displays, and aircraft rappelling demonstrations.

aerial demonstration teams. The official DoD jet demonstration teams, currently designated as the U.S. Air Force Thunderbirds and the U.S. Navy Blue Angels.

DoD parachute demonstration teams. The official DoD parachute demonstration teams designated as the U.S. Army Golden Knights and the U.S. Navy Leap Frogs. The parachute demonstration teams are comprised of active duty Service members assigned to a unit for the primary purpose of performing demonstrations of free-fall and precision-landing techniques to support Military Department recruiting and community outreach activities.

Service or United States Special Operations Command (USSOCOM) parachute demonstration teams. For the purpose of this volume, parachute demonstration teams with members who are cadets, volunteers, or active duty Service members that serve on the team as a collateral duty do not meet the qualification for the designation as an **official** DoD parachute demonstration team. For the purpose of this volume, the U.S. Air Force Wings of Blue, U.S. Army Black Daggers, U.S. Army Silver Wings, USSOCOM Para-Commandos, and any other military parachute team are **not** considered **official** DoD parachute demonstration teams. These parachute demonstration teams are limited to performing at qualified air shows, military academy sporting events, and public events as determined by the Military Service Departments and when the official DoD parachute demonstration teams are not available to perform. Performances by Service parachute demonstration teams at national level events are not authorized without prior approval by Military Service Department headquarters PA and OATSD(PA). USSOCOM parachute demonstration team is limited to performing within the state of Florida and out-of-town events as approved by OATSD(PA).

TERM

DEFINITION

flyover. A straight and level flight, usually limited to one pass, by no more than four military aircraft of the same type from the same Military Department over a predetermined point on the ground at a specific time and not involving aerobatics or demonstrations.

AOR for community outreach activities

A defined geographic area in which responsibility is specifically assigned to a commander for the development and maintenance of installations, control of movement, conduct of tactical operations involving military personnel under the commander's control, and official interactions representing the DoD with civic, business, and governmental organizations within that area.

The geographic AOR of a specific military band, for instance, generally would be the AOR of the immediate command to which the band is assigned. This is generally true for bands based within CONUS that support a localized installation-oriented community outreach program. The NCR-based touring bands generally are assigned a national concert tour mission in addition to a local community outreach support mission. A large-scale ceremonial performance that tours for a Military Department will comply with the same assigned touring area as the Military Department's NCR-based touring band. Services may identify AORs for their CONUS-based regional, field, fleet, or equivalent bands for community outreach purposes.

Official military bands based CONUS or OCONUS, in addition to their function of supporting a localized community outreach program, also must respond to community outreach requirements tasked by CCDRs assigned responsibility for the Military Service-specific AOR or overseas operational theater to which the band is assigned.

Armed Forces Medley

The sequential performance of the Army, Marine Corps, Navy, Air Force, Space Force, and Coast Guard service songs only, either in ascending or descending order of seniority. Organizational songs are not to be included as part of this medley.

business

A specific organization engaged in the for-profit trade of goods, services, or both.

TERM	DEFINITION
business industry organizations	Organizations typically founded and funded by for-profit businesses that operate in a specific industry, and known commonly as trade associations, industry trade groups, business associations, or for-profit sector associations. Business industry organizations often participate in public relations activities such as advertising, education, political donations, lobbying, and publishing on behalf of their members, but a typical focus is collaboration between companies or standardization across a specific industry. Business industry organizations may offer other services, such as producing conferences, networking, or charitable events or offering classes or educational materials.
ceremonial support	Support provided by ceremonial units (or individuals) officially representing their command, Military Department, or the DoD. For purposes of this issuance, ceremonial support does not include support provided by military musical units, aerial demonstration teams, or support provided by volunteer or additional duty demonstration teams. Ceremonial units typically participate in events such as eligible civic, State governor, and Presidential inaugural parades; eligible patriotic celebrations; wreath-layings; military funerals; military unit change of command ceremonies; and other events, both in the public domain and on military installations, which honor the United States, Commander in Chief, or Service members. Social events such as non-military concerts, dinners, roasts, or tributes for individuals generally do not meet the criteria for ceremonial support.
ceremonial unit	Units such as color guards (including mounted color guards), drill teams, marching units, cordons, casket teams, firing details, salute batteries, and personnel formations organized to officially represent their command, Military Department, or the DoD. For purposes of this issuance, ceremonial units do not include military musical units, aerial demonstration teams, or support provided by volunteer or additional duty demonstration teams.
civic pride	Expressions of pride in one's city, municipality, or local geographic area, including broad-based community pride in local sporting teams and sporting-related events.

TERM	DEFINITION
commercial activity	A commercially oriented program where support primarily will serve to increase sales or business traffic, such as a motion picture premiere, fashion show, beauty pageant or similar event, or a program.
commercial use/commercial purpose	Use of VI by any individual or entity for advertisements, marketing, promotion, solicitation, or fundraising purposes, regardless of whether the user is a for-profit business, business industry organization, or nonprofit organization, including an educational institution. Commercial use includes a particular individual posting VI on an electronic messaging service that could then be distributed further, regardless of original intent. Commercial use for purposes of this issuance does not include third-party productions (e.g., motion pictures, documentaries, television, and video productions addressed in DoDI 5410.16) for which the ATSD(PA) has authorized production assistance.
community	A group of people with common interests. Normally refers to a geographic location, such as a town, city, or nation, or to a representative interest group, such as an organization or an association.
community outreach	Interactions initiated by the DoD and between the DoD and civilian communities at home and abroad at all levels designed to achieve and maintain good relations with an element of the civilian community or the community at large. Previously referred to as “community relations.”

TERM	DEFINITION
community outreach activity	Previously referred to as “community relations activity.” An officially planned program, sequence or series of events, or individual action by a DoD Component, unit, or person designed to conduct community outreach. Community outreach activities are conducted at all levels of command, both in the United States and overseas, on or off military installations. Community outreach activities include, but are not limited to: International, national, regional, State, and local public events. Installation open houses, tours, and embarkations on naval vessels and military aircraft. Cooperation with Federal, State, and local government and community leaders. Aerial demonstrations before the public. Military Service ceremonial unit appearances before the public. Liaison and cooperation with national, regional, and local organizations representing elements of the society at large. Authorized speeches and briefings by DoD military and civilian personnel on matters of interest to the public. This includes mission-related presentations at events or meetings sponsored by industry associations and similar NFEs. Any of the activities above undertaken in support of recruiting or personnel procurement goals, whether initiated or sponsored by recruiters, other elements of the DoD, or by elements of the community. DoD Component recruiting marketing activities or direct recruiting activities using recruiting assets only are not community outreach activities. Providing information requested by the public through mailings, briefings, electronic distribution, or other methods.
community outreach support	The use of DoD military and civilian personnel, individually or collectively, or the use of DoD resources, facilities, or materiel in support of community outreach activities.
country plan	A plan developed under the auspices of a U.S. ambassador to coordinate the activities of all U.S. Government agencies and offices in a country with which the United States has official relations.

TERM	DEFINITION
DoD personnel	Service members, DoD civilian employees, and DoD contractors in the performance of a DoD contract deliverable.
DoD speaker	Any DoD civilian or military member acting in an official capacity who speaks or presents to an organization or group, whether the subject pertains to military or personal experiences related to official duties or DoD policies.
DoD support	See “community outreach support.”
DoD VI	Any visual media that contains military subjects (persons, places, or things such as equipment, official military specific uniforms, and insignia). Any visual media with or without sound that is owned, operated, or controlled by DoD or the Military Departments or placed on DoD electronic messaging services. Generally, VI includes still and motion photography, audio visual recording, graphic arts, visual aids, models, displays, and visual presentations created or acquired by the DoD for official purposes. DoD VI also includes any image (still or motion) that includes Service members in uniform, who must comply with DoDI 8170.01, and DoDI 1334.01.
electronic messaging	Defined in DoDI 8170.01.
electronic messaging services	Defined in DoDI 8170.01.

events

Any occasion for which support or participation in the form of a community outreach activity using DoD manpower, equipment, funding, or similar resources is requested, considered, or provided.

international event. An event in which the audience or participation is drawn from the United States and at least one other nation, or is otherwise of international interest.

local event. An event of primary interest to a single geographic community (or within a CCMD's geographic AOR) sponsored or attended by civic or governmental dignitaries.

national event. An event in which the audience or participation is drawn from the United States as a whole, or is of national interest.

official civic event (function or ceremony). A public event sponsored and conducted by state, county, or municipal government, including corresponding authorities of a host nation in overseas areas. Events include inaugurals; dedications of public buildings and projects; ceremonies for officially invited governmental visitors; and the convening of legislative bodies. Community or civic celebrations, such as banquets, dinners, receptions, carnivals, festivals, opening of sports seasons, and anniversaries are not considered official civic events or ceremonies even though sponsored or attended by civic or governmental dignitaries.

official Federal Government event. An event sponsored in whole or predominately by an element of the Federal Government and paid for in whole or in part with U.S. Government funds, in which officials of any branch of the Federal Government are involved in the performance of their official duties.

public event. Outreach activities, including ceremonies, exhibitions, expositions, athletic contests, fairs, air shows, conventions, meetings, symposiums, or similar programs, not connected with the military functioning of the DoD and intended primarily for non-military audiences. (Military exercises, movements, maneuvers, or operations, even though incidentally observed by the public, are not considered public events.)

regional event. An event in which the audience or participation is from two or more States in a section of the United States, or is of regional interest.

State event. An event in which the audience or participation is drawn from that State as a whole, and is of State-wide interest.

TERM	DEFINITION
Federal Government agency	A branch, department, office, or agency of the U.S. Government (e.g., the Department of State), including, for purposes of this instruction, the Congress and Federal courts.
fundraising event	An event or activity with the purpose of soliciting money or materiel for charitable; civic or educational organizations; organizational operations, for which the donor may be eligible for a charitable tax deduction; or similar purposes, by any means, beyond that necessary to cover the reasonable costs of the event. Fundraising events are distinct from commercial activities that involve the conduct of business to make a profit, but support must still meet the guidelines of this instruction and other regulations.
geographic CCMD	A unified command with a broad continuing mission under a single commander, composed of significant assigned components of two or more Military Departments, that is established and so designated in the Unified Command Plan by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff, as having physical AORs. The Unified Command Plan designates these commands as having physical AORs as they operate in clearly delineated AORs and have a regional military focus.
holidays	National holidays prescribed by Federal law. Additionally, for the purposes of this instruction, Armed Forces Day (third Saturday in May) and Prisoner of War/Missing In Action Recognition Day (third Friday in September) are treated as national holidays.
incidental support	Providing DoD military and civilian personnel, individually or collectively, or providing DoD resources, facilities, or materiel to support or participate in an event or activity for the purposes referenced in this instruction when the total DoD support or participation does not constitute the main component of the planning, scheduling, functioning, or audience draw of the event.
industry	A distinct group of productive or profit-making enterprises (e.g., banking industry) or collective group of likeminded persons whose work is devoted to the study of a particular subject (e.g., mental health research industry).

TERM	DEFINITION
insignia	Any rank, patch, or medal authorized by a DoD Component to be worn on a military uniform or included on military vessels as an identifier. This does not include the U.S. flag but it does apply to a subdued version of the flag (e.g., infrared flag, tactical flag insignia, and subdued flag), and other insignia designed specifically for military tactical use.
military musical unit	A band, ensemble, drum and bugle corps, fife and drum corps, buglers, chorus, band detachments, or similar musical unit of the Military Services that represent their command, Military Department, or the DoD at official or public events. Any unit that is musical in nature but does not include non-musical units providing ceremonial support (defined above). This also includes volunteer or additional duty musical units supported in part by appropriated or nonappropriated funds only when the primary audience is not Service members and families for morale purposes but the public for community outreach purposes (e.g., Army Soldier Show).
military-to-military engagements	Military training and liaison exchanges, joint exercises, and activities with other nations intended to shape the operational environment in peacetime.
NCR	Defined in DoDI 4515.14.
NCR-based touring bands	The musical ensembles of the Military Departments stationed within the NCR that include: The Army Field Band located in Fort Meade, MD; The United States Marine Band located in the Marine Barracks, Washington, DC; The Navy Band located in the Navy Yard, Washington, DC, Navy Yard; and The Air Force Band located in the Joint Base Anacostia-Bolling, Washington, DC. A large-scale musical and ceremonial production that tours for a Military Department is also considered a part of this definition for the purpose of this instruction.

TERM	DEFINITION
NFE	A self-sustaining non-Federal person or organization, established, operated, and controlled by any individual(s) acting outside the scope of any official capacity as officers, employees, or agents of the Federal Government. It may be an incorporated or unincorporated person or organization that is not an agency or instrumentality of the Federal Government. NFEs may include elements of State, interstate, Indian tribal, or local government, as well as private organizations. Other subsets of NFEs may include for-profit businesses, business industry organizations, veteran service organizations, nonprofit NFEs, foundations, community-based or other non-governmental organizations that are not affiliated with a local, State, or Federal Government agency.
OCONUS	Locations outside the continental United States, including most of the U.S. Territories and possessions such as the U.S. Virgin Islands, Puerto Rico, Guam, and American Samoa. However, Hawaii and Alaska are not considered OCONUS for the purposes of this instruction and authority for community outreach activities in those States reside with the local installation commander(s) or a Military Department. The Commander, United States Indo-Pacific Command, in their capacity as “the senior commander in Hawaii,” may conduct their own community outreach activities, or coordinate support of public events involving multiple Military Service participation, unless the ATSD(PA) delegates otherwise. The Commander, USNORTHCOM, has a similar CCMD authority for multiple Military Service outreach in Alaska, unless the ATSD(PA) delegates otherwise.
official civil ceremony	A public event funded, sponsored, and conducted by the Federal Government or a State, county, or municipal government.
official military band	A band, ensemble, drum and bugle corps, fife and drum corps, buglers, chorus, band detachments, or similar musical unit of a Military Service that represents its command, Military Department, or the DoD at official or public events, holding the Armed Forces Specialty Code or military occupational specialty code of military bandsman or equivalent. This also includes non-official military band personnel assigned to an official military band unit (e.g., U.S. Army Europe Band’s Chorus).

TERM	DEFINITION
open house	A community outreach program sponsored by the military, conducted on an installation or other military facility, to which the public is invited. It is designed to show military missions, equipment, facilities, and personnel to a local or regional civilian community to satisfy its interest in the defense establishment and national security affairs. It identifies a traditional activity held on military installations. The term is not intended to specify or dictate any predetermined level of access to military installations.
operations security	Defined in DoDD 5205.02E.
overseas area	Any area outside the 50 States comprising the United States of America. Hawaii and Alaska are not considered overseas areas, and authority for community outreach activities in those States does not fall within the broad authority of a CCMD.
PA	Those public information, command information, and community outreach activities directed toward both the external and internal publics with interest in the DoD. See also “command information” and “public information,” as defined in Joint Publication 3-61.
patriotic event	A concert, parade, or other event whose theme is centered around love of country, passion which inspires one to serve one’s country, or one of the approved Federal holidays.
patriotic opener	A ceremony involving a color guard or musical unit that honors the nation with the formal presentation of the American flag and the flags of the Military Departments. The color guard should include representatives from as many Military Departments as possible; the presentation of colors should be in accordance with Army Regulation 600-25. A musical opener is approximately 15 to 20 minutes in duration, and is designed to establish a patriotic mood or tone that initiates the formal portion of a civic, military, or governmental event. The musical program will be limited to military and patriotic selections and normally will include the National Anthem unless the ceremony includes the Pledge of Allegiance. Patriotic opener sequencing could include patriotic music, presentation of colors, National Anthem, retiring of colors, then the Armed Forces Medley.
personal property	Uniforms, musical instruments, and buses are examples of acceptable unsolicited personal property gifts for military musical units.

TERM	DEFINITION
personal use	Use of DoD VI in a communication or activity that is private and that is not conducted as an assigned DoD employee function when the VI may not be accessed or further distributed without prior consent. Posting DoD VI on a publicly accessible electronic messaging service is not considered personal use because it may be downloaded by a third party and used without consent.
public confrontation	An actual or planned incident in which the apparent purpose is to stage or perpetuate controversy.
qualifying air show	Air shows sponsored by either nonprofit or for-profit civilian organizations that meet all of the criteria outlined in Paragraph 3.1. of this volume as well as additional eligibility criteria found in Paragraph 6.4. in Volume 4 of this instruction. Other qualifying air shows are broadly based fundraising air shows (or air shows sponsored by broadly based charities and nonprofit groups) that focus on the community as a whole when DoD support is incidental to the overall event, or for-profit organizations that donate at least half of any excess event revenues (revenue beyond what will cover the reasonable costs of sponsoring the event) to local broadly based community organizations. Air shows considered for support must comply with Paragraphs 1.2.a. and 1.2.b. of Volume 4 of this instruction.
recruiting	An activity in which persons qualified and authorized to do so are directly engaged in the recruitment of personnel for Military Departments and use recruiting material, equipment, and exhibits.
restricted event	An event sponsored by an organization that specifically excludes any person from its membership on the basis of race, color, national origin, religion, age, disability, sex, or sexual orientation.
Service exhibits	Any display for PA purposes of Service materiel such as equipment, models, devices, information, or orientation graphics. Service exhibits also include a ground display of military aircraft and their related equipment not involving taxiing or starting of engines while spectators are in the display area. Excluded are operable aircraft. Exhibits designed and used exclusively for direct recruitment of personnel by a Military Department recruiting command and not part of a larger community outreach activity are not subject to this instruction.

TERM	DEFINITION
speaking engagement	A scheduled speaking appearance by a civilian or military member of the DoD or DoD Components, in which the speaker addresses a subject in his or her official capacity. Impromptu remarks by an individual delivered incidentally, and simply as a part of his or her attendance at an event, do not constitute a speaking event within the meaning of this instruction.
sponsor (sponsoring organization)	The person, organization, or institution having primary responsibility for the performance or financial support of a public event.
support (general)	Providing DoD military and civilian personnel, individually or collectively, or providing DoD resources, facilities, or materiel in support of community outreach activities.
tour or touring	A series of community outreach performances by a ceremonial unit or entertainment production to a general audience, exceeding 3 consecutive days away from the unit's home station.
veteran service organization	A subset category of NFEs. They typically are veteran membership organizations with a mission to advocate for entitlements, benefits, and services for Service members, veterans, and their families. Many veteran service organizations are congressionally chartered and authorized to represent veterans before the Department of Veterans Affairs when filing benefit claims.
veterans association	Any organization or association recognized by State or Federal governments representing a national membership of individuals or chapters oriented toward veterans of military service in general, veterans of specific Military Departments or campaigns, or veterans organized or identified by sex, ethnic group, religion, military campaign, or geographic region.

VI Defined in DoDI 5040.02.

REFERENCES

- Army Regulation 600-25, “Salutes, Honors, and Visits of Courtesy,” September 10, 2019, as amended
- Code of Federal Regulations, Title 5
- Code of Federal Regulations, Title 32, Part 53
- Department of Defense Standards of Conduct Office, “Joint Ethics Regulation,” current edition
- DoD 7000.14-R, Volume 12, “Financial Management Regulations (FMRs): Special Accounts, Funds and Programs,” current edition
- DoD Directive 1344.10, “Political Activities by Members of the Armed Forces,” February 19, 2008
- DoD Directive 1440.1, “DoD Civilian Equal Employment Opportunity (EEO) Program,” May 21, 1987, as amended
- DoD Directive 3025.18, “Defense Support of Civil Authorities (DSCA),” December 29, 2010, as amended
- DoD Directive 5100.46, “Foreign Disaster Relief (FDR),” July 6, 2012, as amended
- DoD Directive 5110.04, “Washington Headquarters Services (WHS),” March 27, 2013, as amended
- DoD Directive 5122.05, “Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)),” August 7, 2017
- DoD Directive 5205.02E, “DoD Operations Security (OPSEC) Program,” June 20, 2012, as amended
- DoD Directive 5500.11, “Nondiscrimination in Federally Assisted Programs,” May 27, 1971, as amended
- DoD Directive 5535.09, “DoD Branding and Trademark Licensing Program,” December 19, 2007
- DoD Instruction 1334.01, “Wearing of the Uniform,” July 13, 2021
- DoD Instruction 1350.02, “Department of Defense Military Equal Opportunity Program,” September 4, 2020, as amended
- DoD Instruction 3025.20, “Defense Support of Special Events,” April 6, 2012, as amended
- DoD Instruction 4515.13, “Air Transportation Eligibility,” January 22, 2016, as amended
- DoD Instruction 4515.14, “Washington Local Commuting Area,” June 28, 2013, as amended
- DoD Instruction 5040.02, “Visual Information (VI),” October 27, 2011, as amended
- DoD Instruction 5122.08, “Use of DoD Transportation Assets for Public Affairs Purposes,” October 11, 2024
- DoD Instruction 5230.09, “Clearance of DoD Information for Public Release,” January 25, 2019, as amended
- DoD Instruction 5230.29, “Security and Policy Review of DoD Information for Public Release,” August 13, 2014, as amended
- DoD Instruction 5410.16, “DoD Assistance to Non-Government, Entertainment-Oriented Media Productions,” July 31, 2015, as amended

DoD Instruction 5410.19, Volume 2, “Community Outreach Activities: OSD Outreach Programs, Speaking Engagements, and Support to Non-DoD Organizations,” September 29, 2021, as amended

DoD Instruction 5410.19, Volume 3, “Community Outreach Activities: Honors to National Symbols; Annual Patriotic and Military Observances,” September 29 2021

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

DoD Instruction 5535.12, “DoD Branding and Trademark Licensing Program Implementation,” September 13, 2013, as amended

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

DoD Manual 3025.01, “Defense Support of Civil Authorities,” August 11, 2016, as amended

Joint Publication 3-61, “Public Affairs,” November 17, 2015, as amended¹

Joint Travel Regulations, current version

Office of Management and Budget Circular A-25 Revised, “User Charges,” current version²

Office of the Assistant to the Secretary of Defense for Public Affairs, “DoD Public Affairs Community Engagement Plan,” current edition³

Office of the Chairman of the Joint Chiefs of Staff, “DoD Dictionary of Military and Associated Terms,” current edition

Unified Command Plan, April 25, 2023

United States Code, Title 5

United States Code, Title 10

United States Code, Title 18

United States Code, Title 31

United States Code, Title 36, Section 119

¹ Available at <https://jdeis.js.mil/jdeis/index.jsp?>

² Available at <https://www.whitehouse.gov/wp-content/uploads/2017/11/Circular-025.pdf>

³ Available to authorized DoD personnel by submitting a written request to osd.pentagon.pa.mbx.cpo-review@mail.mil