

DEPARTMENT OF THE ARMY  
 US Army Corps of Engineers  
 Washington, DC 20314-1000

CEPA-I

Regulation  
 No. 360-1-1

1 April 1991

Army Information  
 PUBLIC AFFAIRS

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This regulation supersedes ER 360-1-1, 1 Jun 82, including all changes. This regulation also rescinds ENG Form 4776-R, dated Jan 82, and RCS DAEN-PA-1.

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CHAPTER 1. GENERAL

1-1. Purpose. This regulation establishes policy, assigns responsibilities and provides direction and guidance for the public affairs program of the U.S. Army Corps of Engineers.

1-2. Applicability. This regulation applies to HQUSACE and all USACE Commands including Major Subordinate Commands, Districts, Laboratories and Field Operating Activities.

1-3. References.

- a. AR 20-1
- b. AR 25-30
- c. AR 195-2
- d. AR 360-5
- e. AR 360-61
- f. AR 360-81
- g. ER 500-60

1-4. Policy. a. The Corps of Engineers will make timely and accurate information about its policies, programs, activities and capabilities available to the American public. The Corps will adhere to a policy of openness and candor to all inquiries in accordance with Department of Defense Principles of Information.

b. The Chief of Public Affairs (HQUSACE PAO) is the primary spokesman/spokeswoman for the Commander and Chief of Engineers. The HQUSACE PAO articulates Corps perspectives and policies, delineates facts, identifies audiences, highlights successes, anticipates areas of public concern and takes actions that support or enable the resolution of issues.

c. When a USACE command assumes responsibility for a project or activity, the local Public Affairs Officer (PAO) represents the commander as the primary spokesman for that effort unless otherwise directed. The PAO also has the authority to communicate the viewpoints and policies of the Commander and Chief of Engineers. He/she will use command channels to keep the HQUSACE PAO informed about local public affairs matters. (Note: the spokesman may be male or female. "Spokesman" and "he" are used in subsequent references to cover both sexes.)

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d. The Corps works and speaks as a team. PAOs undertake public information, community relations and command information programs to increase recognition of the Corps accomplishments and contributions to the Army and the Nation as well as appreciation of Corps missions in the communities where the Corps undertakes activities.

## CHAPTER 2. RESPONSIBILITIES

2-1. Commander and Chief of Engineers. The Commander and Chief of Engineers is the spokesman for the Corps of Engineers. He identifies goals, objectives and activities that require public affairs support. Together with the other commanders and senior leaders, he directs that public affairs specialists be brought into problem solving from the outset and be notified of events or issues that may require public affairs actions.

2-2. Chief of Public Affairs. The Chief of Public Affairs is designated as the spokesman for the Commander and Chief of Engineers. He has the USACE staff responsibility for all public affairs plans, programs and strategies in support of USACE missions. This responsibility includes establishing standards for developing and evaluating all public information (media relations), command information (employee communications) and community relations activities within USACE.

2-3. Major Subordinate Commanders.

a. The Major Subordinate Commander has the primary responsibility for public affairs with each command. Staff responsibility and direct access to the Commander are assigned to the Public Affairs Officer.

b. The Major Subordinate Command Public Affairs Officer, in addition to developing and evaluating command-wide public affairs plans and programs, is responsible for:

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

(2) Staff supervision of district public affairs activities to include guidance, assistance and systematic evaluation.

(3) Participation in the development of nationwide public affairs plans and regional application of nationwide programs.

c. The Major Subordinate Command Public Affairs Officer is expected to possess the knowledge and skills to explain significant decisions or actions, negotiate or mediate among groups or individuals with divergent viewpoints and persuade senior leadership to change or modify decisions involving significant or controversial issues to avoid misunderstandings and enhance acceptance of Corps programs and policies.

2-4. District Commanders.

a. The District Commander has the primary responsibility for public affairs in each district and his involvement is key to the success of the public affairs effort. Staff responsibility for public affairs and direct access to the District Commander are assigned to the Public Affairs Officer.

b. The District Public Affairs Officer is responsible for preparing communications strategies to manage current and long-term issues and problems, providing public affairs counsel to the District Commander and other staff and representing the Corps in news media and other contacts. This also includes:

(1) Presenting policies and viewpoints as the Corps spokesman on behalf of the Commander and Chief of Engineers.

(2) Developing and evaluating public affairs plans and programs for district projects and to supplement national and regional campaigns.

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

c. The District Public Affairs Officer is expected to explain or clarify District activities and possess the skills to mediate among groups or individuals with differing viewpoints as well as convince the District Commander and senior staff to change or modify significant decisions about controversial issues to avoid misunderstandings and enhance acceptance of Corps programs and policies.

2-5. Laboratory Commanders.

a. The Laboratory Commander has the primary responsibility for public affairs in each laboratory. Staff responsibility for public affairs and direct access to the Laboratory Commander and senior staff are assigned to the Public Affairs Officer.

b. The Laboratory Public Affairs Officer is responsible for preparing communications strategies to support the research and development program, providing public affairs counsel to the Laboratory Commander and other staff and representing the Corps in news media and other contacts. This also includes:

(1) Presenting policies and viewpoints as the Corps spokesman on behalf of the Commander and Chief of Engineers.

(2) Developing public affairs plans and programs for laboratory research and development projects and to support national and regional campaigns.

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

c. The Laboratory Public Affairs Officer is expected to possess the knowledge and skills needed to enhance public understanding of the Corps research and development program. This also includes explaining, clarifying or defending Laboratory activities, facilitating the exchange of views among groups or individuals with different perspectives and taking other actions to avoid misunderstandings about controversial issues.

2-6. Commanders and/or Directors, Field Operating Activities.

a. The Commanders and/or Directors of Field Operating Activities have the primary responsibility for public affairs for their activities. Staff responsibility for public affairs and direct access to the Commander and/or Director and senior staff are assigned to the Public Affairs Officer. HQUSACE PAO will provide public affairs support to Separate Operating Activities that do not have a Public Affairs Officer.

b. The Public Affairs Officer is responsible for preparing communications strategies to support the work of each activity, providing public affairs counsel to the Commander and/or Director and other staff and representing the Corps in news media and other contacts. This also includes:

(1) Presenting policies and viewpoints as the Corps spokesman on behalf of the Commander and Chief of Engineers.

(2) Developing public affairs plans and programs for projects and to support national and regional campaigns.

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

c. The Public Affairs Officer is expected to possess the knowledge and skills needed to enhance public understanding of the work of each activity. This also includes explaining, clarifying or defending activities, facilitating the exchange of views among groups or individuals with different perspectives and taking other actions to avoid misunderstanding about controversial issues.

### CHAPTER 3. PLANS AND POLICIES

3-1. Release Authority. Information should be released at the lowest command level possible. Commanders, directors and heads of activities are authorized to release information to local media that is within the mission and scope of their activities. The information is normally submitted to PAOs to review for security, accuracy, policy and propriety purposes. Requests for information or coverage from network television, national news magazines or metropolitan newspapers which have national distribution should be considered national media requests; these require that the HQUSACE PAO be notified at the first available opportunity.

3-2. Advocacy. The Corps manages its workload (Civil Works, Research and Development, Military Program and Work for Others) in accordance with laws and policies established by Congress and the Administration. The Corps requires a public involvement process and is forthright in providing factual information candidly and openly. The Corps acknowledges a valid interest in increasing public recognition of its contributions and capabilities; however, Corps PAOs or other spokesmen will not be "salesmen" or "lobbyists" for projects.

3-3. Community Relations. Commanders and other officials are expected to undertake activities that involve direct contact with local communities to develop public understanding of and appreciation for the Army's and the Corps missions, policies and programs. These efforts should also facilitate public involvement in the Corps civil and military programs. See AR 360-61 for additional guidance.

3-4. Direct Communications. The chain of command will normally be used to communicate public affairs actions; however, district public affairs officers may communicate directly with the HQUSACE PAO in emergency or other situations that require an urgent response or immediately involve the Commander and Chief of Engineers or his senior staff. Public affairs officers will also communicate directly with each other when they have activities taking place in the other's area of operations.

3-5. Plans. a. The HQUSACE PAO, in coordination with Major Subordinate Command PAOs, will prepare an annual public affairs plan that highlights the Corps situation, objectives and other areas of emphasis for each calendar year. This plan may be supplemented at the national, regional and local levels to meet changing needs and circumstances.



b. The annual plan will also be the basis for developing other public affairs plans which support specific activities or projects. All plans should be tailored; they may range from informal listings of objectives, responsibilities and materials for public release to strategies that delineate the assumptions, responsibilities, execution and materials for public release.

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

3-6. Accountability. a. Public affairs plans should contain procedures, even though they might be subjective, for validating their effectiveness. Some measurements (meeting milestones, for example) are straightforward; others such as judgements about writing quality are not. Absolute measures are inappropriate. Performance standards should be based on the objectives of the annual plan.

b. The Internal Control Checklist for Public Affairs Activities (AR 360-5) provides safeguards for the release of information. Local supplements that cover security, accuracy, policy and propriety reviews are encouraged.

3-7. Political Activities. The Corps does not engage in any activities that could be interpreted as associating the U.S. Army with any particular political causes or candidates. See AR 360-5, para 3-45, for further guidance.

3-8. Clearance of Speeches and Manuscripts. Clearance is required for speeches and writings that are to be presented or published in the civilian domain. The review will be done at the lowest level by PAOs who know the subject matter and audience. They may clear materials but may not deny clearance. When the review shows any doubt, the materials, together with a recommendation from the commander, director or activity head, will be sent to the HQUSACE PAO for clearance or forwarding to HQDA (SAPA-OSR). ENG Forms 4329-R, Request for Clearance of Material Concerning Civil Works Functions of the Corps (APP A), and 4330-R, Request for Clearance of Material on Military Subjects (APP B), will be used to forward materials. For further guidance, see AR 360-5, paras 4-1, 4-2 and 4-3.

CHAPTER 4. PUBLIC INFORMATION (MEDIA RELATIONS)

4-1. General. Commanders and other officials are encouraged and expected to broaden public knowledge of Corps missions and capabilities by speaking factually and candidly about matters within their purview and about which they have personal knowledge and expertise. This may be done in a variety of forums. They should not comment (i.e., speculate) about matters that are beyond their knowledge and experience.

4-2. Access. U.S. media representatives may visit areas that are normally open to the public. Commanders, directors and heads of activities will cooperate and ensure that procedures are developed to protect safeguarded information. Requests by foreign media representatives will be forwarded through public affairs channels to HQDA (SAPA-MR), WASH DC 20310-1507 for approval. In all cases, foreign media representatives are prohibited access to classified information, activities and/or areas.

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

4-4. Criminal Investigations. See AR 195-2, paragraph 4-3j, for guidance.

4-5 Inspector General Activities. The Inspector General has release authority for all IG reports. See AR 20-1, paragraph 1-30, for guidance.

4-6. Disaster Relief.

a. Information about Corps participation in disaster relief operations will be made available promptly to the news media. Material of possible national interest will be forwarded immediately to the HQUSACE PAO. Responsibilities for public affairs activities are outlined in ER 500-60.

b. Upon conclusion of disaster relief operations, PAOs will provide a narrative summary of their activities to the HQUSACE PAO.

4-7. Accidents Involving Corps Personnel or Equipment. a. When circumstances warrant, one-story, single-release coverage is desirable. Information for release will be as follows:

- (1) Announcement that an accident or incident has occurred.

(2) Location and time of the accident or incident.

(3) Names and addresses of deceased and/or injured. Names and addresses of casualties will be withheld until such time as next-of-kin have been notified. Addresses will be limited to city and state.

(4) In answering questions about the cause of an accident or incident before official findings are available, the customary answer will be: " An investigation is being conducted to determine the cause."

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

c. See AR 360-5, para 3-21, for additional guidance about accidents or incidents involving military personnel.

4-8. Audio-Visual Support. The use of photography, television, audio and graphic art to support public information programs is authorized. Funding may come from a variety of sources, including operation and maintenance activities.

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## CHAPTER 5. COMMAND INFORMATION

5-1. General. a. Commanders, directors and heads of activities are encouraged and expected to increase understanding of USACE missions among the workforce.

b. Objectives of Command Information are:

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

(2) Inspire a better motivated workforce.

(3) Instill better performance of assigned missions.

(4) Maintain close liaison with the Chief of Public Affairs Department of the Army, on USACE activities for Army command information programs as outlined in AR 360-81.

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

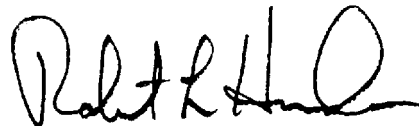
5-2. Activity Newspapers. a. All USACE newspapers will be published under authority of and within provisions of AR 360-81. USACE commands unable to publish a newspaper in accordance with AR 360-81 should consider alternative information formats for command information purposes.

b. The HQUSACE PAO is responsible for publishing and distributing a command-wide newspaper to address the entire Corps family and a headquarters' Internal News Brief for the HQUSACE internal audience.

c. USACE commands should publish a newspaper or information bulletin in accordance with AR 360-81 or AR 25-30. Five copies of each issue will be sent to HQUSACE Public Affairs Office (CEPA-C), 20 Massachusetts Avenue, NW, Washington, DC 20314-1000.

5-3. Other. The use of brochures, folders, speeches, fact sheets, bulletin boards and electronic computer programs to support command information programs is authorized.

FOR THE COMMANDER:



ROBERT L. HERNDON  
Colonel, Corps of Engineers  
Chief of Staff

2 Appendices  
APP A - ENG Form 4329-R  
APP B - ENG Form 4330-R

APPENDIX A

REQUEST FOR CLEARANCE OF MATERIAL CONCERNING CIVIL WORKS FUNCTIONS OF THE CORPS (ER 360-1-1)		
THRU	TO CDR, USACE CEPA-ZM WASH, DC 20314-1000	FROM
1. TITLE OF PAPER		
2. AUTHOR (Name)		3. OFFICIAL TITLE AND/OR MILITARY RANK
4. THIS PAPER IS SUBMITTED FOR CLEARANCE PRIOR TO PRESENTATION OR PUBLICATION AS IT FALLS INTO THE CATEGORY (OR CATEGORIES) CHECKED BELOW:		
<input type="checkbox"/> MATERIAL THAT AFFECTS THE NATIONAL MISSION OF THE CORPS.	<input type="checkbox"/> MATERIAL IS SIGNIFICANTLY WITHIN THE PURVIEW OF OTHER AGENCIES OF THE FEDERAL GOVERNMENT.	
<input type="checkbox"/> RELATES TO CONTROVERSIAL ISSUES.	<input type="checkbox"/> PERTAINS TO MATTERS IN LITIGATION.	
5. CHECK APPLICABLE STATEMENT:		
<input type="checkbox"/> NO COPYRIGHTED MATERIAL USED.	<input type="checkbox"/> COPYRIGHTED MATERIAL USED HAS BEEN PREVIOUSLY CLEARED IN ACCORDANCE WITH AR 25-30 AND A COPY OF THE CLEARANCE IS ATTACHED.	
6. FOR PRESENTATION TO:		
ORGANIZATION:		
CITY AND STATE:		
7. DATE OF FUNCTION		8. DATE CLEARED PAPER IS REQUIRED
9. FOR PUBLICATION (Name of Publication Media)		10. DATE CLEARED PAPER IS REQUIRED
THIS PAPER CONTAINS NO CLASSIFIED ORIGINAL OR DERIVATIVE MATERIAL.		
DATE	NAME AND TITLE (Approving Authority)	SIGNATURE (Approving Authority)
THRU	TO	FROM CDR, USACE CEPA-ZM WASH, DC 20314-1000
1. SUBJECT MANUSCRIPT IS CLEARED FOR PRESENTATION AND PUBLICATION:		
<input type="checkbox"/> WITHOUT CHANGE	<input type="checkbox"/> WITH CHANGES ANNOTATED ON THE MANUSCRIPT	<input type="checkbox"/> WITH SUGGESTED CHANGES AND/OR COMMENTS ATTACHED
2. RETURNED WITHOUT CLEARANCE FOR THE FOLLOWING REASON(S):		
<b>FOR ILLUSTRATION PURPOSES ONLY</b> (Local reproduction authorized - blank masters available from local FMO)		
DATE	NAME AND TITLE (Approving Authority)	SIGNATURE (Approving Authority)

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INSTRUCTIONS FOR SUBMISSION OF MATERIAL FOR CLEARANCE  
(ENG Form 4329-R)

1. An original and two copies of papers or material on civil works functions or other non-military matters requiring HQUSACE approval, will be forwarded to reach HQUSACE at least 15 days before clearance is required. Include any maps, pictures, drawings, etc., referred to in the text.

2. Technical papers containing unpublished data and information obtained by the author in connection with his/her official duties will contain the following acknowledgment when released for publication outside the US Army Corps of Engineers. The acknowledgment will identify the research program which provided resources for the paper, the agency directing the program and a statement that publication is by permission of the Chief of Engineers.

The tests described and the resulting data presented herein, unless otherwise noted, were obtained from research conducted under the \_\_\_\_\_ of  
(Program)  
the United States Army Corps of Engineers by the  
\_\_\_\_\_. Permission was granted by  
(Agency)  
the Chief of Engineers to publish this information.

3. When manuscripts are submitted for publication in THE MILITARY ENGINEER, a brief biographical sketch (100 to 150 words) of the author is required, indicating his/her background in the subject matter.

APPENDIX B

REQUEST FOR CLEARANCE OF MATERIAL ON MILITARY SUBJECTS (ER 360-1-1)		
THRU	TO CDR, USACE CEPA-ZM WASH, DC 20314-1000	FROM
1. TITLE OF PAPER		
2. AUTHOR (Name)		3. OFFICIAL TITLE AND/OR MILITARY RANK
4. FOR PRESENTATION TO:  ORGANIZATION:  CITY AND STATE:		
5. DATE OF FUNCTION		6. DATE CLEARED PAPER IS REQUIRED
7. FOR PUBLICATION (Name of Publication Media)		8. DATE CLEARED PAPER IS REQUIRED
9. CHECK APPLICABLE STATEMENT: <input type="checkbox"/> NO COPYRIGHTED MATERIAL USED. <input type="checkbox"/> COPYRIGHTED MATERIAL USED HAS BEEN PREVIOUSLY CLEARED IN ACCORDANCE WITH AR 25-30 AND A COPY OF THE CLEARANCE IS ATTACHED.		
THIS PAPER CONTAINS NO CLASSIFIED ORIGINAL OR DERIVATIVE MATERIAL.		
DATE	NAME AND TITLE (Approving Authority)	SIGNATURE (Approving Authority)
THRU	TO	FROM CDR, USACE CEPA-ZM WASH, DC 20314-1000
1. SUBJECT MANUSCRIPT IS CLEARED FOR PRESENTATION AND PUBLICATION:		
CLEARANCE NUMBER _____ DATE OF CLEARANCE _____		
<input type="checkbox"/> WITHOUT CHANGE <input type="checkbox"/> AS CHANGED <input type="checkbox"/> WITH SUGGESTED CHANGES AND/OR COMMENTS ATTACHED		
2. RETURNED WITHOUT CLEARANCE FOR THE FOLLOWING REASON(S):		
<b>FOR ILLUSTRATION PURPOSES ONLY</b> (Local reproduction authorized - blank masters available from local FMO)		
DATE	NAME AND TITLE (Approving Authority)	SIGNATURE (Approving Authority)

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INSTRUCTIONS FOR SUBMISSION OF MATERIAL FOR CLEARANCE  
(ENG Form 4330-R)

1. An original and five (5) copies of papers and material on military subjects requiring clearance will be forwarded to reach HQUSACE at least 45 days before clearance is required. Include an original and five (5) copies of pictures, maps, charts, etc., that are referred to in the text. This material is reviewed in HQUSACE for accuracy, propriety, consistency with official policy, and security of safeguarded information. After HQUSACE review, five copies are forwarded to the Chief of Public Affairs, who has full responsibility for clearance coordination with other agencies of the Federal Government, including the Assistance Chief of Staff for Intelligence, Defense Intelligence Agency as required, and for obtaining Department of Defense clearance.
2. In unofficial writings or speeches on military subjects by individuals acting in a private capacity, if a title or other identification with the Department of Defense is used, the writer will include with such material, even if cleared by DOD, a published disclaimer stating that "the views of the author do not purport to reflect the position of the Department of the Army or the Department of Defense." Unofficial military material will be reviewed solely to insure that it contains no classified military security information. Its clearance for publication is not to be construed as an indorsement of factual accuracy or opinion.
3. When manuscripts are submitted for publication in media such as THE MILITARY ENGINEER, a brief biographical sketch (100 to 150 words) of the author is required, indicating his/her background in the subject matter.