



UNITED STATES MARINE CORPS
COMMAND ELEMENT
II MARINE EXPEDITIONARY FORCE
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II MEFO 5720.2
COMMSTRAT

FEB 03 2020

II MARINE EXPEDITIONARY FORCE ORDER 5720.2

From: Commanding General, II Marine Expeditionary Force
To: Distribution List

Subj: II MARINE EXPEDITIONARY FORCE COMMUNICATION STRATEGY AND OPERATIONS
ORDER (SHORT TITLE: II MEF COMMSTRAT ORDER)

Ref: (a) MCO 5720.77
(b) MCO 3104.1B
(c) USMC Concept for Communication Strategy and Operations
(d) MEFO 5720.1A
(e) MEFO 3070.1
(f) SECNAVINST 5720.44C
(g) CJCSI 3205.01D
(h) Title 17 USC, Section 107
(i) MEFO P5511.1C
(j) MARADMIN 613/18
(k) ECSD 001
(l) DOD DIR 5405.03
(m) MCO 5600.31B
(n) MCO 4400.201

Encl: (1) II MEF Communication Strategy and Operations (COMMSTRAT) Standard
Operating Procedure (SOP)
(2) II MEF-Generated Functional Area Checklist for COMMSTRAT

1. Situation. This order establishes policies and procedures for effective management of Communication Strategy and Operations (COMMSTRAT) within II MEF. On 1 October 2017, the 45XX "Communication Strategy and Operations" Occupational Field (OccFld) was established by merging the 43XX "Public Affairs" and 46XX "Combat Camera" OccFlds. According to references (a) and (b), COMMSTRAT directly supports the commander through communication synchronization, command information, community engagement, public diplomacy, operational planning, decision making, and training. COMMSTRAT actions are a key component of Operations in the Information Environment (OIE) and is a capability available across the Marine Air-Ground Task Force with COMMSTRAT units at each major subordinate command and element (MSC/E) receiving direction, guidance, and tasking from II MEF.

a. In accordance with reference (c), COMMSTRAT capabilities extend beyond the capturing of written, photo, graphic and illustration products in electronic and print formats. Commanders employ COMMSTRAT to use truthful information to put Marine Corps operations, activities and policies in context. COMMSTRAT builds public support, counters disinformation and propaganda, corrects misinformation, deters adversaries, and reassures partners. COMMSTRAT also communicates with internal, U.S., international (host-nation, coalition, enemy, etc.) audiences, and engages via news and social media, community relations, and face-to-face engagements. COMMSTRAT is also an immediately responsive form of non-kinetic fire at the commander's

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call. COMMSTRAT actions directly support OIE whether stateside, or deployed, and can achieve effects at the tactical, operational, and strategic levels.

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

2. Mission. II MEF Communication Strategy and Operations advises commanders and staffs on communication matters; develops and integrates communication plans; communicates with internal, domestic, and international audiences; and produces written and visual information products in order to build understanding, credibility, historical preservation, and trust with audiences critical to mission success.

3. Execution

a. Commander's Intent. II MEF's operational success is dependent on planning, coordination, and deliberate execution at all levels of command. This order establishes policy and guidelines regarding the II MEF COMMSTRAT mission, organization, and functions. The objective is to ensure the efficient and effective application of COMMSTRAT resources from across the MAGTF to accomplish identified end states, desired outcomes, and desired effects. COMMSTRAT will be viewed as an "enterprise," which will account for and consider the COMMSTRAT capabilities across the entire MEF. The II MEF COMMSTRAT enterprise consists of all COMMSTRAT capabilities in II MEF to include MSC/E COMMSTRAT sections/units.

b. Concept of Operations

(1) All subordinate units shall use and comply with this order, references (a) through (1) and enclosures (1) and (2).

(2) Local standard operating procedures may be developed within the scope of this order.

c. Tasks

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

(a) Provide access to personnel information as required.

(b) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

(c) Coordinate with COMMSTRAT Director to properly source personnel requirements for exercises and operations.

(2) AC/S, G-2

(a) Provide intelligence support to II MEF COMMSTRAT as required.

(b) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

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(c) Coordinate with COMMSTRAT Director to identify and prioritize information requirements that can support COMMSTRAT assessment and analysis.

(3) AC/S, G-3

(a) Synchronize with II MEF COMMSTRAT during the planning and execution of operations.

(b) Ensure II MEF COMMSTRAT is aware of policy and guidance that have implications for COMMSTRAT planning.

(c) Include II MEF COMMSTRAT planners in planning processes.

(d) Analyze feasibility of support and task appropriate units to support community engagement stateside and overseas.

(e) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

(4) AC/S, G-4

(a) Provide facilities for II MEF COMMSTRAT to conduct official business.

(b) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

(5) AC/S, G-6

(a) Provide technical communications assistance to II MEF COMMSTRAT requirements.

(b) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

(c) Assist II MEF COMMSTRAT with exemption requirements in order to access websites that support mission accomplishment.

(d) Coordinate with II MEF COMMSTRAT on suspicious activity reporting requirements.

(6) AC/S, G-8

(a) Provide staff cognizance in support of the II MEF COMMSTRAT budget and coordination of all fiscal matters between the II MEF Comptroller and the II MEF COMMSTRAT section.

(b) Provide funding for the execution of the II MEF COMMSTRAT mission.

(c) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

(7) AC/S, G-10

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(a) Identify II MEF COMMSTRAT support requirements for II MEF campaigns that promote forging the physical, emotional, and spiritual fitness of II MEF's personnel.

(b) Provide representation at II MEF COMMSTRAT battle rhythm events as required.

(8) Director, COMMSTRAT

(a) Provide policy, guidance, administration, budgeting oversight, training, and supervision of COMMSTRAT activities within II MEF.

(b) Advise II MEF Commanding General and staff on all matters relating to COMMSTRAT and Department of Defense public affairs.

(c) Provide oversight for all COMMSTRAT activities throughout II MEF.

(d) Provide oversight for II MEF COMMSTRAT personnel employment and training, as well as certification of deploying COMMSTRAT forces.

(e) Provide fiscal budget oversight for contract support to II MEF COMMSTRAT activities including production, printing, commercial internet services, training, and social media monitoring, equipment lifecycle management, consumables, and travel.

(f) Coordinate all II MEF COMMSTRAT activities with US Marine Corps Communication Directorate (CD), US Combatant Commanders, higher headquarters, interagency partners and host nations.

(g) Provide oversight to II MEF Unit Information Officer Program per reference (d).

(h) Develop Communication strategies and guidance for II MEF operations and exercises.

(i) Participate in II MEF battle rhythm events as required.

(9) Major Subordinate Commands/Elements

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

(b) Coordinate production and operations with II MEF COMMSTRAT to ensure II MEF and MSC/E messaging are nested and meet commanders' communication objectives.

(c) Send representatives to II MEF COMMSTRAT battle rhythm events as required in the staff regulations.

(d) Develop and produce communication and visual information products in support of MSC/E commander and in coordination with II MEF COMMSTRAT Director.

(e) BPT to provide COMMSTRAT personnel to deploying forces.

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d. Coordinating Instructions

(1) Operations Security (OPSEC) is a command responsibility under cognizance of the G-3. Per reference (e) OPSEC considerations will be coordinated with COMMSTRAT and in accordance with II MEF OPSEC programs.

(2) All COMMSTRAT units within II MEF will coordinate media engagements with II MEF AC/S COMMSTRAT to ensure communication synchronization across the MEF.

(3) Media procedures aboard installations will comply with Marine Corps Installations East (MCIEAST) media SOP.

(4) No individual within II MEF will bring media aboard an installation without approval through their respective COMMSTRAT unit.

(5) The II MEF COMMSTRAT enterprise will disseminate COMMSTRAT and public affairs guidance received from HHQ in support of operations in the Continental United States (CONUS) and outside the Continental United States (OCONUS).

4. Administration and Logistics

a. Administrative Requirements. Required II MEF COMMSTRAT personnel need to maintain access to Non-secure Internet Protocol Routed Network (NIPR), Secure Internet Protocol Routed Network (SIPR) and any required coalition networks.

b. Job Order Database. II MEF COMMSTRAT will use a centralized job order database to track fiscal expenditures (excluding travel and training expenses), total number of jobs completed, man hours, units supported, etc. II MEF units are required to locally maintain a minimum of two years of historical data collected from the database. All MSCs will provide, at a minimum, quarterly reporting to II MEF COMMSTRAT. II MEF COMMSTRAT will provide annual reports to the HQMC Communication Directorate in accordance with reference (b).

c. Local Imagery Archive. All II MEF COMMSTRAT sections will maintain a local imagery archive preserving a minimum of three years of digital media in accordance with reference (b).

d. Release and Transmission. The II MEF COMMSTRAT Director will have delegated release authority and provide authorization for release of II MEF products to the lowest appropriate level. Release of products outside the scope of II MEF authorities will be coordinated with higher and adjacent commands. COMMSTRAT units within II MEF will transmit RELEASED imagery to Defense Video and Imagery Distribution System and accession imagery both released and FOUO to Defense Imagery Management Center Joint Combat Camera Center per references (f) and (g). II MEF COMMSTRAT Marines will ensure that all content is appropriate in accordance with operational security and established doctrine.

e. Copyright Laws. II MEF COMMSTRAT is prohibited by law to copy, duplicate, or reproduce any item protected by copyright. The only exceptions are identified under the "Fair Use Act" per ref. (h). II MEF COMMSTRAT in

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coordination with the Staff Judge Advocate provides guidance to any unit requesting support on copyright material.

f. Classified Material. Classified material will be handled in accordance with reference (i).

g. Ethical Considerations. II MEF COMMSTRAT resources are to be employed for "official purposes" only. Appropriated funds may not be used for social functions or personal gifts, unless there is specific statutory authority.

5. Command and Signal

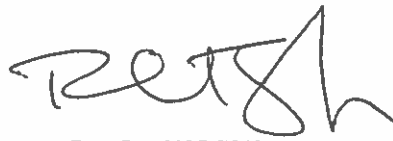
a. Command. This order is applicable to all II MEF units.

b. Signal

(1) This order is effective the date signed.

(2) Point of Contact for II MEF COMMSTRAT is:

PSC Box 20085
Camp Lejeune, NC 28542-0085
DSN (312) 751-3526
Commercial (910) 451-3526



R. S. MORGAN

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Chapter 1

Introduction

1. Background. This order establishes policy, procedures, and standards for the effective management and execution of Communication Strategy and Operations (COMMSTRAT) within II MEF. COMMSTRAT is the merged occupational field consisting of former Combat Camera (46xx) and Public Affairs (43xx) military occupational specialties. This order provides guidance concerning the mission and capabilities of COMMSTRAT in support of commanders, staff, and Major Subordinate Commands and Elements (MSC/Es).

2. Organization of II MEF CE COMMSTRAT. For the purpose of clarity in this order II MEF Command Element COMMSTRAT will be designated as "II MEF CE COMMSTRAT" when referring to the primary staff section at the II MEF headquarters level. This command element COMMSTRAT unit is led by the Assistant Chief of Staff for COMMSTRAT, the Deputy, and the Senior Enlisted Advisor. The subsections include Future Operations, Current Operations, and Research and Assessments (R&A). There is also a Visual Information Officer who serves as an advisor and production supervisor for all visual information matters. The AC/S, Deputy and Senior Enlisted Advisor will manage and supervise all section activities and serve as the direct counsel to the II MEF Commanding General and staff. The FOPS section will integrate into the staff planning process to ensure that COMMSTRAT support is built into every MEF exercise or operation. The COPS section will execute the day-to-day activities that allow II MEF to communicate to various audiences and stakeholders. The R&A section will conduct qualitative and quantitative research and assessments in order to inform planning and decision making.

II MEF CE COMMSTRAT will coordinate with II MEF G3 to task MSC/Es in order to execute COMMSTRAT actions on behalf of the Commanding General. Tasking will come through but is not limited to the following means: Automated Message Handling System, Operations Orders (OPORDs), Execution Orders (EXORDs), Letters of Instruction (LOIs), and Memorandums. With the fluid, dynamic information environment, tasking may be informal in nature and agreed upon through verbal and email coordination. An enterprise approach will be used to account for and direct COMMSTRAT capabilities and activities across II MEF. This approach will ensure a synchronized effort across the MEF. MSC/E COMMSTRAT units will execute COMMSTRAT actions on behalf of their respective commanders, but must remain synchronized with II MEF CE COMMSTRAT. In some cases, MSC/E COMMSTRAT units will conduct missions in response to MEF or HHQ tasking and intent.

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Chapter 2

Communication Operations

1. General. In order to ensure consistent communication to key publics on behalf of the commander, the II MEF COMMSTRAT enterprise will conduct coordinated communication operations that comply with all guidance and directives as well as support the commanders' communication objectives. II MEF COMMSTRAT enterprise will proactively engage domestic and foreign publics in all operational environments, approaching communication as a two-way social process of dialogue and interaction among people to the most extent possible, as opposed to a technical process of one-way message delivery to a target audience. All II MEF COMMSTRAT activities are conducted in support of and in alignment with the II MEF Campaign Plan or supported operational commander.

2. Communication Counsel. COMMSTRAT serves as trusted advisors to commanders, providing objective counsel regarding proposed courses of action and policy decisions and their impact on key publics.

3. Media Operations. COMMSTRAT seeks to build trust and relationships with external media, civic organizations, and key community leaders to better serve the public and to effectively communicate II MEF's priorities and messages, both CONUS and OCONUS. Deliberately planned and well-researched media interaction advances the II MEF narrative and has the potential to undermine adversary propaganda, and misinformation/disinformation efforts. II MEF will leverage the established roles and responsibilities and tactics, techniques, and procedures (TTP) of II MEF COMMSTRAT units to provide the interface between the military and the media in its various forms (traditional media, social media, and web-based platforms) during the conduct of military operations. For II MEF CE COMMSTRAT, COPS will be responsible for the execution of media operations.

a. II MEF COMMSTRAT units coordinate, monitor and facilitate external media interaction with II MEF personnel and units in support of the II MEF Communication Strategy and HHQ intent.

b. Information Subsidies. The below traditional tools are used to engage external media.

(1) Media Advisory. Alerts or invites external media to an upcoming event.

(2) Press Release. Provides media with information to generate reporting about an event or issue.

(3) Press Conference. Moderated opportunity to address media in-person and immediately receive and respond to questions.

(4) Response to Query. Any public queries pertaining to II MEF or subordinate units should be directed to the appropriate command COMMSTRAT office. COMMSTRAT sections make determinations on the release of information, in coordination with other staff sections as applicable, and respond to all queries.

(5) Media Visits/Escorts. II MEF COMMSTRAT plans and executes credentialed media visits or escorts as required to accomplish communication

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objectives. Coordination will be made with key stakeholders prior to execution of a media visit or escort. All media personnel must be accompanied by a COMMSTRAT escort while visiting II MEF personnel and resources aboard military installations. II MEF COMMSTRAT will coordinate with the installation or higher headquarters COMMSTRAT/Public Affairs, regardless of service, to ensure that visiting media are properly credentialed and vetted.

(6) Media embeds. II MEF COMMSTRAT plans and conducts media embeds as required. During garrison operations, media visits will be the preferred TTP vice embedded media to lessen the impact on the unit. During exercises within the U.S., media embeds will be conducted in coordination with the local installation and any installation guidance or regulations. When a unit is overseas, theater and host nation media embed rules and SOPs will be followed.

(7) Interviews. All official interviews, whether in person or by other means, will be coordinated through the appropriate II MEF COMMSTRAT unit, with II MEF CE COMMSTRAT included in the coordination process. Interviews with appropriate subject matter experts allow for greater understanding of the MEF and its mission.

4. Community Relations. Community events present vital opportunities to ensure the success and reputation of II MEF as an operational fighting force. Support for these events requires prior planning with sufficient and reasonable advanced notice to all participants. These requirements will mitigate any negative impact on unit training, maintenance cycles or leave periods, and facilitate well-planned and executed community outreach events. All requests for support to local or regional community events involving II MEF personnel, forces, equipment, or facilities shall be tasked through MEF G3 or MSC/E G3 with COMMSTRAT as a primary action element to plan and execute the event. MSCs and other subordinate units shall not process or approve requests without first routing them to the II MEF CE COMMSTRAT section for proper coordination and approval. Major community relations events will be coordinated with MCI-East COMMSTRAT and HQMC CD Future Operations. Long-term, standing community partnerships with units do not require additional coordination with COMMSTRAT. COMMSTRAT personnel provide support to Combatant Commander community relations in deployed environments as required.

5. Issues management. II MEF COMMSTRAT identifies, mitigates and responds to potential or emerging issues in order to maintain credibility, get ahead of misinformation and disinformation, and further the II MEF narrative. Through monitoring of the information environment (IE), COMMSTRAT seeks to forecast potential issues in order to shape perceptions and reactions.

6. Crisis communication. Crisis communication enables the command to provide timely and truthful information while maintaining accuracy and minimizing the chance of misinterpretation of facts. Additionally, crisis communication minimizes the potential of rumors and addresses the immediate concerns of key publics in units who may have personal or professional links to the crisis. A critical aspect of crisis communication is the communication synchronization across all units involved and with informing HHQ.

7. Social Media and Digital Engagement

a. Unit Information Officers. See reference (d).

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b. Digital Engagement

(1) Owned Platforms. II MEF COMMSTRAT enterprise digital engagement platforms include, but are not limited to Facebook, Twitter, YouTube, Instagram, DVIDS, and Marines.mil. These platforms will be used to engage with II MEF audiences in order to support the II MEF Communication Strategy.

(2) Types of Content. Generally, COMMSTRAT units will post content supporting the II MEF themes from the current II MEF Campaign Plan in the following priority:

(a) Releasable information regarding II MEF Marines and Sailors engaged/supporting combat operations, theater-level operations, overseas deployments directly contributing to partner-nation relationship building and combatant commander/fleet commander narratives that II MEF Marines are supporting.

(b) Exercises and operations not falling under real-world operations, e.g. Fleet Week, Marine Week, pre-deployment training and so forth.

(c) Other content, e.g. safety messages, holiday messages, and so forth.

(3) II MEF COMMSTRAT will post and share content posted by HQMC, adjacent commands, and MSC/Es that is relevant, of high quality, and falls within one of the above categories.

(4) Personal social media usage by Service Members and civilians is permitted in accordance with reference (a).

(5) O-5 level commands and higher are authorized to have an external official presence in accordance with reference (d).

(6) Digital engagement in support of real-world operations where II MEF is under a Joint Task Force or part of an international coalition will adhere to the guidelines established for that operation.

8. Suspicious Activity Reporting. Suspicious activity is categorized as any suspicious events regarding suspected intrusions or unauthorized access; circumvention of security procedures; presence of suspicious files or programs; receipt of suspicious email attachments, files, or links; spillage incidents; and malicious logic (e.g. viruses, Trojan horses, worms, spamming, phishing, chain letters, etc.). The 2017 annual Suspicious Activity Reporting (SAR) summary identified that breach/attempted intrusions, expressed/implied threats, and unauthorized or suspicious photography remain the most common incident types and accounted for more than 76 percent of the SAR at USMC facilities during 2017. The content posted via social media and other public facing websites pose a significant risk to the Marine Corps and its infrastructure. In accordance with references (j) and (k) any user noticing anomalous or suspicious activity, such as a perceived event or incident, will report the situation immediately to their local Information System Coordinator (ISC) or local administrator. The ISC or local administrator will then report to the local ISSM for further guidance/coordination.

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Chapter 3

Planning

1. General. Operations require COMMSTRAT to research, plan, implement, and evaluate communication activities in support of MAGTF training, operations, and community engagements to ensure efforts are effective. This manual provides guidance to all II MEF personnel on the proper employment of these capabilities. The capacity to do this work depends on the availability of trained and experienced personnel at respective COMMSTRAT units. II MEF will take an enterprise approach to utilizing all COMMSTRAT capability to the best extent because not all COMMSTRAT units will be capable of providing similar levels of support. These actions may require coordination with the AC/S G2 and with the MEF Information Group's Information Command Center.

2. Priorities of Support. COMMSTRAT provides support to various events and official Marine Corps functions, provided they meet certain requirements or have requisite historical significance. The priorities are:

a. Operations

(1) Deployed forces in support of GFM requirements, and operational and contingency plans have priority for support.

(2) COMMSTRAT support is determined based on tasking and/or mission requirements identified through HHQ and II MEF G3.

b. Exercises

(1) MEF, MEF Forward, and MEB-level events, as well as joint and multilateral exercises, have priority for support in this category.

(2) Secondary to the above, theater security cooperation events/exercises will be supported.

(3) MSC/E COMMSTRAT units will support their commands as required in accordance with unit training plans.

c. External Agencies and Organizations

(1) MEF COMMSTRAT units will support external agency tasks such as Joint Staff, Office of the Secretary of Defense, HQMC, Marine Corps Recruiting Command, after proper coordination through MEF G3 and AC/S COMMSTRAT. This includes activities like community relations events and crises.

(2) COMMSTRAT support is determined based on tasking, mission requirements, and personnel availability.

3. Planning Integration. During operational planning, COMMSTRAT will use information gained through research to enhance the commander's understanding of the IE and the nature of the problem. This understanding will shape the commander's initial planning guidance and intent, which must include communication considerations. COMMSTRAT research will inform staff planning, to include (1) development of constraints and restraints, (2) identification of potential intended and unintended consequences of planned actions within areas of operations, interest and/or influence, and (3) appreciation for the

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nature of information flow in varying cultural contexts. COMMSTRAT will support the entire Marine Corps Planning Process (MCP), provide staff estimates, and advise commanders and staffs on COMMSTRAT considerations for courses of action.

4. Future Operations. II MEF CE COMMSTRAT Future Operations Section (FOPS) supports upcoming engagement opportunities and obligations and initiates preliminary, research-based communication planning efforts that support the commander's intent. This section executes Public Relations Strategic Planning Steps (Research, Plan, Implement, Evaluate - RPIE) and MCP to develop tailored communication strategies for exercises and operations. FOPS supports subordinate unit COMMSTRAT offices to ensure the proper allocation of resources and personnel to support future activities, exercises and operations and reviews and validates subordinate communication plans. The section manages mission requirements and support to deploying MAGTF and task-force formations ahead of training and/or certification exercises and deployments to geographic combatant commands. FOPS planners incorporate COMMSTRAT considerations into operational planning, to include strategic-level messaging in support of Combatant Command-directed initiatives. FOPS efforts support service-directed and Global-Force-Management (GFM) requirements charged upon COMMSTRAT personnel throughout the MAGTF in order to leverage informational power and prepare ready COMMSTRAT forces to support the commander, subordinate commands and task forces, and adjacent and higher commands. FOPS is responsible for synchronizing with the II MEF staff to ensure COMMSTRAT activities support the lines of effort and operation identified in the II MEF Campaign Plan. The II MEF CE COMMSTRAT FOPS section is responsible for MAGTF pre-deployment certification exercises.

a. Planning and Integration

(1) The CE FOPS section reviews and selects from the II MEF Training and Exercise Employment Plan (TEEP) all upcoming events, exercises, operations and deployments that provide an opportunity to exercise II MEF COMMSTRAT capabilities in support of the II MEF Campaign Plan. FOPS attends applicable boards, bureaus, centers, cells and working groups and represents II MEF COMMSTRAT throughout the operational planning process beginning with the intelligence preparation of the operational environment and throughout all relevant planning conferences and events to ensure COMMSTRAT planners maintain comprehensive coordination and integration across the staff.

(2) The CE FOPS section attends all regularly scheduled Operations and Intelligence (O&I) briefings to ensure the COMMSTRAT section is kept abreast of activities within areas of responsibility where II MEF forces are assigned to ensure future plans remain in keeping with and complement the current operational picture.

(3) Within the MEF CE staff, the II MEF CE COMMSTRAT FOPS section coordinates all relevant II MEF COMMSTRAT plans with the G3 Fires and Effects Coordination Center (FECC).

b. Concept Development. During the planning process, the CE FOPS section examines the problems, opportunities, and complexity regarding the IE and develops a situation analysis that supports the drafting of documents that complement the commander's operational plan:

(1) Strength, Weakness, Opportunity, Threat (SWOT) analysis. This document identifies and seeks to take advantage of organizational strengths

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and opportunities while seeking to minimize any weaknesses or threats imposed by external factors that can negatively affect desired communication outcomes.

(2) Stakeholder Analysis. The stakeholder analysis aims to identify audiences and key publics involved or affected by II MEF actions or operations. Factors to consider involve a public's information use and whether they are passive or active toward an event or activity, and information that offers planners an opportunity to predict what information an audience may use to better inform themselves on II MEF activities.

(3) Staff Estimate. The FOPS section provides a staff estimate to operational planning cells for all MEB, MEF Forward, and MEF-level training exercises and operations. MSC/E COMMSTRAT sections provide staff estimates to their respective commanders' planning processes.

(4) Annex F. The FOPS section authors the Annex F to operation orders for all MEB, MEF Forward, and MEF-level training exercises and operations. This document defines the communication strategy and operations plan that supports the MEF operational plan. In joint orders, it defines the public affairs plan. It follows the five-paragraph order format and details COMMSTRAT considerations within the context of the exercise/operation. MSC/E COMMSTRAT sections provide Annex Fs to their respective commanders' plans.

(5) Appendix 9/10, Annex C. The FOPS section authors Appendix 9/10, Annex C to the operation order for all MEB, MEF Forward, and MEF-level training exercises and operations. This document defines the visual information plan that supports the MEF operational plan. It follows the five-paragraph order format and details COMMSTRAT considerations within the context of the exercise/operation. MSC/E COMMSTRAT sections provide Appendix 9/10s to their respective commanders' plans.

(6) Plan of Action and Milestones (POA&M). The FOPS section initiates and maintains a COMMSTRAT POA&M for each MEB/MEF FWD/MEF-level exercise and operation to ensure the COMMSTRAT activities and actions timeline aligns with and supports the II MEF operational battle rhythm.

(7) Public Affairs Guidance (PAG). The FOPS section authors PPAG for all MEF exercises, operations, activities and contingencies that may garner public attention. PPAG serves as an operational tool that guides commanders, staffs, and COMMSTRAT officers during a specific event, or for a specific topic. See reference (j) for additional information.

c. Evaluation of Deploying COMMSTRAT Forces. The CE FOPS section tasks CE COMMSTRAT personnel to support pre-deployment training and certification exercises for MEUs, SPMAGTFs and Task Forces when necessary. Selected II MEF COMMSTRAT personnel, in coordination with relevant naval and joint partners, will support coaching, evaluation, and role-playing throughout predeployment training exercises in accordance with reference (r).

d. Personnel and Information Management

(1) The II MEF CE COMMSTRAT FOPS section maintains the II MEF CE COMMSTRAT Sharepoint site and tracks future planning activities, engagements, exercises, deployments, and messaging opportunities.

(2) The FOPS section identifies capability development and

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Professional Military Education (PME) opportunities for CE, MSC and MSE COMMSTRAT Marines.

5. Current Operations. When possible, COMMSTRAT units will designate a Current Operations (COPS) section. COMMSTRAT COPS support requirements within 30 days of execution. COPS will manage production for the MEF COMMSTRAT section. All engagement activities, to include third-party media, digital, and content development and distribution are the responsibility of this section. COPS consists of the digital engagements team, the media officer, and the productions cell. The II MEF COMMSTRAT COPS section coordinates visual information (VI) support for II MEF production requirements. COPS is responsible for maintaining II MEF official websites and platforms and for managing and supervising the Unit Information Officer Programs. COPS is responsible for media operations as outlined in chapter (2). COPS provides support to II MEF G-3 Strategic Engagements Section (STE). COPS is responsible for coordinating and providing support to community events. The Digital Engagements team monitors traditional and social media. While II MEF COMMSTRAT units may not have enough personnel to stand up a separate COPS section, the roles and actions outlined in this order must be considered.

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Chapter 4

Research and Assessment

1. Introduction. The Research and Assessment (R&A) section provides a data collection and analysis capability that produces valuable quantitative and qualitative information related to II MEF units to better understand the information environment in which they operate. R&A uses the research, planning, implementation, and evaluation (RPIE) process. R&A efforts enable communication planning based on real-time, data-driven goals and objectives and thorough evaluation of implemented communication plans nested within the II MEF Communication Strategy supporting the II MEF Campaign Plan. R&A evaluates both the impact and reach of originally created and distributed content as well as the general perception of II MEF by external publics and key stakeholders. Through forecasting of potential issues and crises or the expected reaction to a planned exercise or operation, II MEF COMMSTRAT can shape how information is perceived and understood by our audiences. R&A exists to evaluate the effectiveness of II MEF's COMMSTRAT efforts and determine how best to refine and improve these efforts in support of the commander's objectives. COMMSTRAT will incorporate assessments into all planning and execution steps, and feedback will be used to adapt and adjust actions accordingly. Preparation evaluation will assess the quality and adequacy of problem framing and strategic planning. Implementation evaluation (i.e. measures of performance) will assess COMMSTRAT efforts and outputs, such as the number of visitors to a website. Impact evaluation (i.e. measures of effectiveness) will assess the impact of the plan or action, such as the change in knowledge, attitude, or behavior of a specific population. While II MEF COMMSTRAT units may not have enough or appropriate personnel to stand up an R&A section, the roles and actions outlined in this order should still be accounted for.

a. COMMSTRAT Research and Assessments (R&A) section provides a data collection and analysis capability to support communication planning and evaluation through real-time, data-driven analysis of the information environment.

b. COMMSTRAT will employ quantitative and qualitative research to better understand problems and opportunities, the operating environment, internal and external publics, and cultural landscapes. These methods of formal research will inform the overall decision-making process, guide planning efforts, and improve the quality of COMMSTRAT counsel. COMMSTRAT is not an intelligence asset, but works in conjunction with other staff sections with similar capabilities.

2. Research

a. Quantitative Research

(1) The II MEF COMMSTRAT enterprise employs media-monitoring and business-intelligence software to ensure relevant data is available to assess ongoing actions or planning efforts. Data-driven tools track all media mentions across broadcast, print/online and social media. Following this collection, all media-mention data is aggregated to provide quantitative information on the frequency of media reporting, audience reach, and the general posture of all mentions.

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(2) II MEF CE COMMSTRAT maintains the business contracts for media monitoring platforms. As part of these contracts, a capability exists for II MEF CE and subordinate units to have individual user access with an associated dashboard, providing quantitative research specific to that unit. Access and coordination of these accounts is managed by the II MEF COMMSTRAT RA Section.

b. Qualitative Research

(1) R&A conducts qualitative research to gain a better understanding of information not acquired via quantitative methods to ensure goals and objectives in support of communication plans can be evaluated through multiple methods of research. This research focuses on obtaining a greater understanding of information needs and how they relate to the IE in which II MEF units are operating. Research is based on observations to determine patterns, which create generalizations that can support future action.

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

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

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

3. Assessment

a. Evaluations. R&A conducts evaluations in support of the II MEF Campaign Plan.

b. Commanding General's Monthly Report. II MEF CE COMMSTRAT executes a monthly update with the II MEF CG. R&A develops a report pertaining to a given date range, usually 30 days in duration, for presentation to key leadership. The report provides an overview of the IE associated with II MEF units across assessable mediums. The report identifies key events or topics of interest and trends. Other points of evaluation pertain to II MEF's efforts in the battle for the narrative, sentiment of key publics, total reach, and distribution of content when comparing media and units. Assessment across all available media will be tied to key themes outlined in the II MEF Communication Strategy.

c. Information Environment Assessments

(1) R&A monitors the IE daily. Key training, exercises, operations or noteworthy events are added to environmental scanning terms to ensure the most up-to-date, relevant news is being captured. Environmental scanning occurs consistently during normal operating hours and via mobile application.

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(2) IE assessment also has value during a crisis. Proper research and assessment enables II MEF COMMSTRAT to gain a better understanding of current stakeholders involved and stakeholders' perceived organizational responsibility for the crisis. Also, monitoring of a crisis enables effects of communication efforts to be measured and if needed, adjusted accordingly. Information pertaining to a crisis is usually constructed via a one-slide assessment with reach of the crisis and evaluation of impact on the II MEF narrative, through varied mediums, with associated links providing examples of reporting.

(3) R&A supports continued evaluation and benchmarking of exercises in support of II MEF priorities. This includes evaluating baseline qualitative and quantitative metrics related to named exercise and operations.

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Chapter 5

Visual Information (VI)

1. General. This chapter outlines the basic scope and requirement for the COMMSTRAT field to provide Visual Information (VI) support to II MEF. VI is information in the form of visual or pictorial representation of person(s), place(s), or thing(s), either with or without sound. These may be products for a specific audience or documentation of exercises, operations and various Marine Corps functions. VI covers a large breadth of media to include: digital and print still imagery, motion imagery, multimedia products, graphic products and printed products. Imagery acquisition and product creation and dissemination: Communication products may include written articles, photographs, video, widgets (e.g. smartphone applications), and multimedia productions optimized for intended audiences, distribution channels (particularly mobile), and ease of sharing among audiences. In the operating environment, COMMSTRAT Marines may attach to units at the lowest level, providing commanders with the ability to capture, document, and rapidly disseminate unit actions to preempt or counter adversary misinformation and disinformation.

2. Visual Information Management (VIM). VIM is a critical function of the COMMSTRAT mission, ensuring commands have the ability to maintain, archive, access, and disseminate VI and VI products. This section will outline the minimum requirements for VIM, listing types of VIM support, procedures and types of VI not supported by II MEF COMMSTRAT. The proper management of imagery across the II MEF COMMSTRAT enterprise is critical to effective inform and influence operations in support of OIE, and is a primary function of historical archive in support of unit actions.

a. Imagery Accessioning. Imagery accessioning serves as the DoD process for historically preserving, tracking and searching official imagery and products in support of future VI requirements. COMMSTRAT accessions media through two key sources; DVIDS and DIMOC. DVIDS (<https://www.dvidshub.net/>) is the key repository for RELEASABLE imagery for public consumption. DIMOC (<https://www.dimoc.mil/>) acts as the repository for all non-releasable/FOUO/Classified Secret imagery. II MEF COMMSTRAT provides routine reporting of transmissions, views, downloads and official usage as required.

b. Local Archive. II MEF COMMSTRAT enterprise maintains local archives of imagery and products for a minimum of three calendar years. All COMMSTRAT products will utilize DoD and USMC imagery archive standards; including Visual Information Record Identification Number (VIRIN), Metadata, Captioning, Public Release Instructions and file size.

c. Imagery Transmission. All officially collected/produced Marine Corps imagery and products will be assigned a VIRIN, caption and are to be transmitted to the designated and authorized imagery collection points IAW DoD and USMC visual information directives. Timeliness of transmissions will be dictated by the urgency and assigned priority of the support request. Digital records will be maintained for tracking transmitted imagery and products.

d. Imagery Search. II MEF COMMSTRAT enterprise researches and provides specific official historical and current imagery in support of command requirements, utilizing authorized DoD and USMC imagery collection points.

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e. Photography

(1) Purpose. Photography is a critical function of the COMMSTRAT mission, ensuring commands have the ability to document and preserve historical events that support administrative, training, operational, and communication requirements. This section outlines, defines and prioritizes the types of photography support.

(2) Administrative Photography. II MEF COMMSTRAT does not support administrative photography requests. Administrative photographs, such as special program application photos, official passport photos required by orders, and promotion board photos are all conducted through the MCI-East COMMSTRAT office.

(3) Operational and Training Photography. Photographers will create high resolution official photographs, capturing uncontrolled action in direct support of operational and training requirements. Photographs will be archived, classified and transmitted as dictated by command officials and/or PAG.

(4) Classified Photography. II MEF COMMSTRAT enterprise has the ability to provide photographic support to classified collection requirements in coordination with the security manager and the AC/S G-2.

(5) Aerial Photography. II MEF COMMSTRAT enterprise can provide imagery support to assess critical areas. (Ex. Overflight of humanitarian assistance/disaster relief, battle damage)

f. Videography

(1) Purpose. Videography is a critical function of the COMMSTRAT mission, ensuring Commands have the ability to document and preserve historical events that support administrative, training, operational, and communication requirements. This section outlines, defines and prioritizes the types of video support.

(2) Motion-Media Services. II MEF COMMSTRAT has capability to provide motion-media services, including targeted imagery acquisition, edited audio and video products, script writing, video editing, media conversion and duplication, as well as video/audio coverage of official events.

(3) Operational and Training Video. Videographers will record motion imagery, capturing uncontrolled action in direct support of operational and training requirements. The video will be archived, classified and transmitted as dictated by command officials and/or PAG.

(4) Classified Videography. II MEF COMMSTRAT has the ability to provide video support to classified collection requirements in coordination with the security manager and the AC/S G-2.

(5) Aerial Videography. II MEF COMMSTRAT enterprise can provide imagery support to assess critical areas. (Ex. Overflight of HA/DR, battle damage)

g. Graphics

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(1) Purpose. Graphics production is a critical function of the COMMSTRAT mission, ensuring commands have the ability to create and disseminate critical information that support administrative, training, operational, and communication requirements. This section outlines, defines and prioritizes the types of graphics support, including information on official policies, authorities, responsibilities, and procedures associated with product creation, archive, printing, finishing, and delivery options.

(2) Graphics Services. II MEF COMMSTRAT has capability to provide professionally prepared multi-media designs for publications, displays, and limited illustrations. For printing of these see Chapter (6).

(3) Operational and Training Graphic Support. Graphic Specialists will conceptualize and create digital layout and design products in direct support of operational and training requirements. Graphic products will be archived, classified and transmitted as dictated by command officials and or PAG.

(4) Support to Information Operations. II MEF COMMSTRAT has the ability to provide graphic support to information operations like Psychological Operations.

h. Supported and Unsupported VI Services. II MEF COMMSTRAT does not provide services or product creation for unofficial office/unit functions, such as gifts, mementos, dining-ins, mess nights, family events, and hails and farewells. Support is determined based on priorities outlined in chapter (3) and availability of personnel. Discretion for certain events need to be discussed with the MSC/E commanders and the respective COMMSTRAT unit.

(1) Administrative/Historical Events. The following is a list of common events and the criteria under which II MEF COMMSTRAT will provide support; this list is not all inclusive.

(a) Changes of Command and Relief and Appointments

(1) II MEF COMMSTRAT VI support for changes of command and relief and appointments at the O-6/E-9 level or higher.

(2) II MEF COMMSTRAT support is limited to the following: photography and video to document the official ceremony, and graphic design support for ceremony programs.

(b) Official Marine Corps Birthday Ball Ceremonies

(1) The Marine Corps Birthday Ball is a two-faceted event. One facet is the official ceremony and the other facet is the social event (e.g. dinner and dancing). II MEF COMMSTRAT only supports the ceremony portion of the Marine Corps Birthday Ball.

(2) COMMSTRAT sections are authorized to design programs and invitations for the official birthday ceremony; Printing of programs is also supported.

(3) COMMSTRAT sections are not authorized to print products for the social portion of the ball (e.g. name cards, seating charts, etc).

(c) Retirements

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(1) II MEF COMMSTRAT supports retirements in conjunction with O6/E9 change of command or relief and appointment ceremonies.

(2) II MEF COMMSTRAT supports retirements of general officers, GO-level sergeants major, or GO-level command master chiefs.

(d) Events Not Supported. II MEF CE COMMSTRAT does not support the following events:

(1) Routine award presentation and promotion ceremonies.

(2) Mess nights, dining-ins, and other unit morale events.

(3) Social or family events.

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Chapter 6

Print

1. General. The United States Marine Corps has designated COMMSTRAT as the primary source for printing reference (k). 4512 graphic specialists are trained in graphic design, layout, and print production. II MIG COMMSTRAT Company coordinates printing for the MEF and MEB command elements. II MEF CE COMMSTRAT coordinates printing tied directly to communication tasks required for the accomplishment of MEF communication plans. MSC/E COMMSTRAT sections are responsible for providing or coordinating approved print services. MSC/E COMMSTRAT sections can coordinate with each other or MCIEAST COMMSTRAT to support approved print requests.
2. Types of Print Support. There are a myriad of print support capabilities provided by COMMSTRAT personnel in support of II MEF.
 - a. High Volume Printing. High volume printing/duplication consist of any requirement needing more than 500 print impressions.
 - b. Large Format Printing. COMMSTRAT employs large format printers to create products larger than 12"x18". Large format printing is limited to the size specification of the machines available to the section.
 - c. Binding. Binding consists of various methods to combine paper products into a professional product for use in both tactical and garrison environments (e.g. wire binding).
 - d. Cutting. Cutting various paper sizes and types.
3. Formal Print Requests. The MSC/E COMMSTRAT sections are the primary source for formal print requests by II MEF and its subordinate commands. MSC/E COMMSTRAT sections validate print requests and provide support to approved requests. If the print request does not meet print guidelines per references (k) and (b) COMMSTRAT will advise the customer and direct them to Defense Logistics Agency (DLA) for further support as required. MEF and MEB command element print requests will be submitted to II MIG COMMSTRAT Company per the COMMSTRAT Company's SOP.
4. Tactical Print Capability. The term tactical printing defines the printing capability COMMSTRAT provides commanders in a forward or tactical environment. II MEF COMMSTRAT (through the MSC/E COMMSTRAT sections) is responsible for tactical printing and the employment of the Tactical Imagery Production System (TIPS) that contains both high volume and large format print capability. COMMSTRAT is required to maintain printing systems in support of this activity. Tactical printing includes but is not limited to; high volume print/duplication, large format printing, cutting, and basic paper binding.
5. Defense Logistics Agency. For printing requirements not supported by COMMSTRAT such as non-appropriated funds, books, brochures, booklets, posters, and print for certain historical displays customers should source these projects through DLA Document Services.
6. Command Print Officer. The command print officer assesses official print requests to validate the requirement for further processing. The command will

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assign in writing the COMMSTRAT section officer in charge, deputy, or civilian equivalent.

7. Table of Organization and Equipment (T/O&E) Assets. Deployable reprographics assets are exempt from the provisions of reference (k). This includes acquisition and management of T/O&E assets such as the printing equipment used by II MEF COMMSTRAT sections. It includes reprographic equipment used in the operating forces which are procured and fielded for use while deployed. This also applies to deployable office-level reprographics equipment used by operational units.

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Chapter 7

Training and Equipment

1. General. COMMSTRAT is equipped with camera systems and computers provided through Marine Corps Systems Command (SYSCOM). Training is primarily accomplished formally through the Defense Information School and informally at the unit level.

2. Training

a. Indoctrination Program. The USMC Communication Directorate COMMSTRAT INDOC program is a 30-day period used to train newly joined 45XX Marines on training and readiness standards and unit specific procedures and functions.

b. Sustainment Training. Sections conduct sustainment training in accordance with the COMMSTRAT Training and Readiness Manual.

c. Formal Schools. Sections send Marines to formal schools at every opportunity to increase their proficiency and capability at entry, intermediate, and advanced levels.

d. Academic Institutions. II MEF COMMSTRAT enterprise will explore opportunities to coordinate and enroll Marines in classes at institutions of higher education in the community to improve MOS proficiency and capability.

3. Equipment Accountability and Supply Management. All II MEF COMMSTRAT sections are responsible for managing and maintaining equipment accountability and for equipment life cycle management. II MEF CE COMMSTRAT will manage and maintain equipment in the following manner:

a. The COMMSTRAT COPS section maintains overall cognizance for all II MEF COMMSTRAT program-of-record systems. This includes, but is not limited to: equipment fielding and redistribution, life-cycle maintenance, transfer, and disposition.

b. In accordance with reference (1), all program-of-record table of equipment (T/E) items will be placed on a GCSS-MC account and tracked according to Marine Corps processes; all other accountable property will be tracked via local supply methods. A Responsible Officer (RO) will be assigned in writing for all accountable property.

c. The VIO will review all equipment procurement actions in order to ensure equipment is compatible with currently fielded T/E systems. Additionally, the VIO will review all maintenance contracts/service agreements in order to ensure proper life-cycle management of T/E systems.

d. A responsible COMMSTRAT Officer/VIO facilitates the execution and reconciliation of the COMMSTRAT budget on behalf of the director/OIC. The section director/OIC is ultimately responsible for the management and execution of the budget. All requests for consumable-level purchases and equipment, must be coordinated through the responsible officer for validation, status of available funding and first-level approval. Training and/or temporary additional duty travel will be coordinated with responsible officer to ensure availability of funding.

