

22 FEBRUARY 2002

Personnel

**MCGUIRE AIR FORCE BASE
SPECIAL OBSERVANCES**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction is designed to the scope, effectiveness, and continuity of specific special observance events through innovative approaches to program development. It is also designed to help foster teamwork and awareness by exhibiting pride in the accomplishments of various ethnic and social groups that comprise our nation. It applies to all special observance participants assigned or attached to McGuire Air Force Base (McGuire AFB).

SUMMARY OF REVISIONS

Changes have been made to update information on Special Observances and to add additional templates to assist project chairpersons in planning and coordinating special observance events.

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Chapter 1

INTRODUCTION

1.1. Introduction:

1.1.1. During the early 1970's racial unrest, war protests, drug abuse, etc., accelerated social awareness and change in the United States. Within the Armed Forces, formal education and training programs were developed to counter the social and cultural conditions/problems having a negative impact on mission effectiveness. In 1974, the Department of Defense encouraged each service to conduct functions that acknowledge the cultural and historical contributions of their diverse population.

1.2. Purpose: To recognize the contributions and achievements of all Americans to the American culture and to increase awareness, mutual respect, and understanding.

1.2.1. Special observances are designed to enhance cross-cultural awareness and promote harmony among all military members, their families, and the civilian work force.

1.2.2. These activities are extensions of the equal opportunity education and training objectives.

1.2.3. They are set aside annually to recognize the achievements and contributions made by women and members of specific racial or ethnic groups in our society.

1.2.4. The focus of the observance should be directed towards encouraging interaction.

1.2.5. Success can best be looked upon as the level of cross-cultural and cross-gender participation.

1.3. Background: Special observances are held annually in support of Joint Congressional Resolution, Presidential Proclamation, and achievements of all groups that comprise the society of the United States. Since 1968, the Department of Defense (DoD) has proudly supported ethnic observances through the development of local programs of recognition and many diverse activities. Major events in this category recognized by the Air Force are as follows, in order of occurrence:

1.3.1. Dr. Martin Luther King, Jr. Memorial Day: Public Law 98-144 (federal holiday - third Monday in January) established this observance. Chapel services, community educational projects, and other appropriate events can be used to commemorate the anniversary of Dr. King's birthday, 15 January 1929. Activities are intended to promote universal pursuit of excellence.

1.3.2. African-American Heritage Month: Dr. Carter G. Woodson, founder of the Association of the Study of Negro Life and History (now the Association of the Study of African-American Life and History) launched the celebration of Negro History Week in 1926. It was originally observed on or about the 12th and 14th of February, e.g., the birth dates of Abraham Lincoln and 19th Century abolitionist Frederick Douglas. The first Presidential Proclamation recognizing Black History Week was issued in 1976. The observance has since changed to offer activities throughout the month of February that commemorate significant historical events and achievements of African-Americans.

1.3.3. Women's History Month: Public Law 97-28 establishes this observance. Activities focus on recognizing greater freedom of choice in planning their lives, particularly in the areas of equal opportunity, compensation and responsibility. Federal agencies have used the occasions to promote the goal of the Federal Woman's Program (the full integration of women into all levels government structure,

commensurate with their abilities and aspirations). Opportunities for recruitment, selection, training, and advancement are emphasized. Since 1987 this observance has been celebrated in March.

1.3.4. Asian-American/Pacific Islander American Heritage Month: In 1979, Presidential Proclamation established the month of May for Asian/Pacific American Heritage commemoration. The dates of this observance recognize the first Japanese immigrants to the United States (7 May 1843), and the completion of the transcontinental railroad (19 May 1869) – partly due to the work of Chinese laborers. The contributions and cultures of Asian- Americans/Pacific Islanders are to be recognized, especially in the education community.

1.3.5. National Hispanic Heritage Month: In 1968, Congress passed a resolution requesting the President annually issue a proclamation designating 15 September through 15 October for National Hispanic Heritage recognition. This time frame has particular significance in Mexico and Central America (especially Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua), since several of these countries celebrate their independence during this time frame. The observance should highlight the diversity of the Hispanic cultures and contributions.

1.3.6. National Native-American Heritage Month: Public Law 101-343 establishes this observance. The month of November has been designated for Native American Heritage recognition. November is significant because of Thanksgiving.

Chapter 2

PROGRAM MANAGEMENT AND SUPPORT

2.1. Functional Tasks and Responsibilities: The following activities work together to develop a special program to promote knowledge and familiarity with cultural differences, such as family structures, religions, ethnic foods, etc.

2.1.1. Wing Commander: The wing commander appoints project officer/chairperson for each special observance 90 to 180 days before the observance month. This person will serve as a focal point for the observance. It is not necessary that this person be of the same gender or racial/ethnic background of the special observance being commemorated. If possible, the project officer should be a volunteer. Selection procedures may be the same as those used to choose project officers for other Air Force-sponsored events of this nature.

2.1.1.1. Assure action is initiated to solicit interest and support; e.g., announcements in the base newspaper, information bulletin, and the Base Advisory Council system.

2.1.1.2. Ensure staff cooperation and resource availability to support program objectives.

2.1.2. Special Observance Project Officer:

2.1.2.1. Review previous special observance after-action reports. Contact the Military Equal Opportunity Office, 305 AMW/ME.

2.1.2.2. Coordinate/publish news release (in the AIRTIDES, McGuire Cable Network, etc.) with 305 AMW/PA announcing the formation of a special observance committee and requesting volunteers.

2.1.2.3. Establish committees, planning, publicity, luncheon/banquet, etc.

2.1.2.4. Brief 305 AMW/CC and Chief, Military Equal Opportunity on proposed activities (dates, times, etc.), and provide regular status reports to the 305 AMW/CC and Chief, Military Equal Opportunity.

2.1.2.5. Collect after-action reports from standing committees, consolidate and present to: (IN TURN) 1) Chief, Military Equal Opportunity Office, 2) 305 AMW/CV.

2.1.2.6. Keep minutes of every meeting. Forward a copy to all members and MEO representative.

2.1.3. Military Equal Opportunity Office:

2.1.3.1. Serves as primary consultant/technical advisor.

2.1.3.2. Coordinates proposed activities for approval with the wing commander.

2.1.3.3. Coordinates requests for guest speakers, invited dignitaries, as appropriate.

2.1.3.4. Ensures protocol policies are followed.

2.1.4. Public Affairs Office:

2.1.4.1. Ensures accurate and timely publicity of planned events.

2.1.4.2. Provides overall information coverage, as appropriate (e.g., base/local newspaper articles, radio/TV coverage and photographic support).

2.1.4.3. Coordinates information regarding scheduled activities with higher headquarters and local news media, as appropriate.

2.1.5. Wing Chaplain:

2.1.5.1. Serves as consultant/advisor to steering/program committees.

2.1.5.2. Coordinates the use of resources/facilities for religious (commemorative) activities.

2.1.6. Services; Base Information Management and Audiovisual Services:

2.1.6.1. Serves as consultants to steering/program committees.

2.1.6.2. Coordinates the use of resources/facilities for planned activities, as appropriate.

2.1.7. Budget Office:

2.1.7.1. Serves as financial advisor to steering committees.

2.1.7.2. Coordinates funding requests for planned/proposed activities.

2.1.8. Legal Office:

2.1.8.1. Reviews all programs and activities to ensure they are in accordance with all regulations, statutes and other laws.

2.1.8.2. Reviews any participation in civilian-sponsored events.

2.2. Budgetary Requirements:

2.2.1. Adequate funding is an essential element in the success or failure of special observance programs. As with any DoD supported program, thorough forethought and planning must be accomplished well in advance of the target date of the observance. To support your efforts in this area, consider the following sequence of events and recommendations.

2.2.1.1. Prior to the submissions for the annual budget proposals for the fiscal year, a thorough review of the special observances for scope and costs should be accomplished for all concerned. Factors that should be considered are: the degree of local interest in each event or observance, command emphasis, the overall installation budget history, and potential costs of the observances. The approximate costs of guest speakers (honorariums, transportation, per diem, lodging, plaques), publicity, education programs, literature, entertainment, luncheons and any other related miscellaneous expenses must be computed. **A budget must be prepared for each special observance.** The support and emphasis of the commander will play a major role in determining adequacy of funding.

2.2.1.2. Upon approval of the annual budget, funds must be phased into the proper fiscal quarter to coincide with the special observances to pay for the services, transportation, per diem and lodging costs for guest speakers.

2.2.1.3. Prior to a special observance, it is critical that the project officer meets with the 305 AMW/ME Resource Advisor, as early as possible after appointment. During this initial meeting, the project officer will be informed of the Appropriated Funds available for the observance and begin initial planning.

2.2.1.4. He/she may appoint a finance committee to develop a budget and coordinate the expenditure of funds with other committees and with the Resource Advisor. The project officer should closely monitor the finance committee and be apprised of problems encountered.

2.2.2. Major Command Budget Operating Guidance Extraction: DoD OBSERVANCES. The Office of the Deputy Assistant Secretary for Military Manpower and Personnel Policy, in conjunction with the DoD General Counsel has determined that the procurement of such things as scholarly lectures, ethnic historical exhibits, arts exhibits, displays, and musical groups associated with racial/ethnic/women observances are authorized through appropriated funds.

2.2.2.1. These activities must contribute to the welfare of our military and civilian personnel by adding insight, meaning, and understanding to the observances themselves. Appropriated support funding during the Fiscal Year will be provided within budgeting constraints.

Chapter 3

TIPS FOR PROJECT OFFICERS

3.1. Procedural Philosophy: Compliance with the following guidelines should enhance operational effectiveness:

3.1.1. Plan Ahead: Appointed project officers should:

3.1.1.1. Review previous special observance after-action reports to determine possible funding and resources.

3.1.1.2. Solicit support from a wide range of base organizations. The Base Advisory Council system and chartered organizations (ethnic, cultural, women, religious, etc.) are logical focal points to recruit volunteers. In addition, the following agencies/groups should be contacted for assistance, as appropriate: Base Exchange; Services; Civilian Personnel Office (EEO/Federal Women's Program Coordinators); and Officer/Enlisted Spouses' Club.

3.1.1.3. Schedule and chair an organizational meeting to work out details for the program. Appoint program subcommittees and plan comprehensive program publicity and news coverage. Establish subsequent meeting places and dates with deadlines for progress reports on each activity.

3.1.1.4. Monitor committee activities and advise the wing commander and Military Equal Opportunity of developing plans.

3.1.1.5. Draft speeches, news articles, and letters for the wing commander, as appropriate. Ensure Military Equal Opportunity Office gets a copy.

3.1.1.6. Coordinate official military functions, using a Staff Summary Sheet through the wing commander; e.g., special retreat ceremonies/announcements and protocol requirements.

3.1.2. Organize for Action: Committees and assigned responsibilities are as follows:

3.1.2.1. Steering Committee: These individuals plan the entire observance, track progress, and cross-feed information (program innovations, achievements, problem solutions, and lessons learned). This committee is also the focal point for all budgeting requirements unless a finance subcommittee is appointed.

3.1.2.2. Program Subcommittees: These committees develop a schedule of planned activities; provide accompanying estimates; help secure local resources/facilities; obtain guest speakers, films and tape recordings; arrange for community exhibits and displays; duplicate program leaflets; and prepare draft invitations and thank you letters for the wing commander's signature. Please see paragraph 3.5. for additional guidance on program subcommittee responsibilities.

3.1.3. Evaluate: Evaluation should be a continuous process. When an unexpected problem arises, document it in a timely manner. Once the observance is over, evaluate the entire activity. Estimate the successes and shortcomings in each area and make recommendations to enhance effectiveness.

3.2. Civilian-Sponsored Events: Participation in civilian-sponsored events may be accomplished consistent with resource capability, operational commitments and applicable regulations. If off-base agencies (media/community relations) are contacted for support, liaison with Public Affairs (PA) should be maintained for coordination purposes.

3.3. Suggested Activities: Programming should not be limited to the following suggestions. Be innovative! Don't be reluctant to ask for additional ideas (strive for conglomerate involvement).

- 3.3.1. Articles in the AIRTIDES on the history and achievements of different ethnic/cultural groups.
- 3.3.2. Pictorial/static displays (Library, Base Exchange, Officer and Enlisted Clubs, etc.) These can be sponsored by local units or staff agencies.
- 3.3.3. Luncheons/banquets with guest speakers.
- 3.3.4. Military ceremonies, i.e., retreats, etc.
- 3.3.5. Theme contest (essay, art, photo, etc.)
- 3.3.6. Religious/memorial services (prayer breakfasts, gospel singing, mass, etc.)
- 3.3.7. Workshops/seminars.
- 3.3.8. Cultural/ethnic exhibits and demonstrations.
- 3.3.9. Traditional music, singing, and dancing (to include dancing groups).
- 3.3.10. Conduct readings, related to the special observance at the Child Development Centers.
- 3.3.11. Contact local community organizations, colleges, to coordinate events.
- 3.3.12. Fun Runs/Walks
- 3.3.13. Children Activities, i.e., food samplings, puppet shows, etc.
- 3.3.14. Family Day/picnic.

3.4. Planning Timetable: This is a suggested timetable for development and implementation of cultural/ethnic observance activities.

3.4.1. Four Months (Minimum) Before the Event:

3.4.1.1. The Wing Commander appoints a project officer.

3.4.1.2. Project officer should:

3.4.1.2.1. Solicit interest from/through the AIRTIDES, wing units, tenant organizations, staff agencies, etc.

3.4.1.2.2. Contact wing agencies that share special interest programs, i.e., Civilian Personnel, the Base Exchange, etc.

3.4.1.2.3. Contact the Military Equal Opportunity Office (305 AMW/ME, 4-2255) concerning the theme of the special observance, and to determine the availability of appropriated funds.

3.4.1.2.4. Publicize first meeting -- the AIRTIDES, 305 AMW/PAM (4-6856), McGuire Cable Network, 305 AMW/PA (4-3954).

3.4.1.2.5. Conduct first meeting -- explain purpose of meeting, brainstorm activities for consideration. Determine committees needed and appoint subcommittee chairpersons. All plans and publicity must be coordinated with the Project Officer.

3.4.1.2.6. Publicize next meeting and continue to solicit interest. Suggested interval between meetings is one week.

- 3.4.1.2.7. Conduct second meeting -- should be a general overview of the first meeting. Advise new volunteers of project operating procedures, and assign respective duties. Make committee appointments according to experience, etc.
 - 3.4.1.2.8. Committees should begin to plan what activities will be conducted and develop a schedule. Coordinate with appropriate staff agencies involved with scheduled plans, i.e. Security Forces, Services Squadron, Base Exchange, Chapel, Civilian Personnel, Legal, Public Affairs, etc.
 - 3.4.1.2.9. Make contingency plans for events being held outdoors.
 - 3.4.1.2.10. Coordinate a Staff Summary Sheet on the proposed schedule of events through the following agencies: 1) 305 AMW/CC; 2) 305 SPTG/CC; 3) and Chief, Military Equal Opportunity.
 - 3.4.1.2.11. Invitations (inquiries) to possible guest speakers should be made as early as possible. Contact Wing Protocol for assistance.
 - 3.4.1.2.12. Start the publicity process for scheduled events.
- 3.4.2. Three Months Prior to the Event: (Project Officer)
- 3.4.2.1. Evaluate progress of respective committee projects. Increase meeting frequency, if needed.
 - 3.4.2.2. Reserve necessary base facility, i.e., Officers' Club, Enlisted Club, Community Center, Chapel, Picnic Area, Theater, etc., for planned activities/events. Again, plan for possible inclement weather -- especially for outdoor activities/events. Depending on available funds, also consider off-base facilities.
 - 3.4.2.3. Flyers should be made and sent for printing. All requests for copying will be coordinated through 305 AMW/ME prior to being sent out.
 - 3.4.2.4. Coordinate with Public Affairs (PA) all media coverage, i.e., announcements and articles in base and local newspapers, radio and television stations, request for interviews, etc. Coordination with the Public Affairs Office (305 AMW/PA), on all aspects relating to release of information, is mandatory, regardless of prior knowledge of scheduled events.
 - 3.4.2.5. Meeting frequency should increase.
 - 3.4.2.6. Prepare progress reports -- keep commanders (305 AMW and 305 SPTG) and Chief, Military Equal Opportunity, informed.
- 3.4.3. Two Months Prior to the Event: (Project Officer)
- 3.4.3.1. Prepare an editorial for the 305 AMW Commander for inclusion in the AIRTIDES. This article should include relevant comments about the special observance. Also, include a schedule of planned events and a motivational pitch to enhance teamwork and support.
 - 3.4.3.2. Arrange the display of posters/banners in prominent areas.
 - 3.4.3.3. Continue publicity efforts.
 - 3.4.3.4. Confirm all reservations, i.e., guest speaker invitation, guest speaker accommodations, facilities for various functions, concessions, etc.

3.4.3.5. Prepare progress reports -- keep commanders (305 AMW and 305 SPTG) and Chief, Military Equal Opportunity, informed.

3.4.4. One Month Prior to the Event: (Project Officer)

3.4.4.1. Confirm all arrangements and tie up any loose ends.

3.4.4.2. Continue publicity efforts, i.e., flyers distributed, arrangements to use marquees, etc.

3.4.4.3. Attend Wing Stand up, and brief the 305 AMW/CC on the activities planned.

3.4.4.4. Prepare final status report and brief commanders (305 AMW and 305 SPTG), along with Chief, Military Equal Opportunity.

3.4.5. After the Observance: (Project Officer)

3.4.5.1. Send letters/certificates of appreciation to commanders of committee members, sponsors of activities, and others who deserve special recognition.

3.4.5.2. The project officer, committee members, and Military Equal Opportunity should meet and evaluate the entire event. The purpose is to provide an after-action report to the wing commander. The report should include identified and potential problems, lessons learned, and suggestions to improve future events. A copy of this report must also be provided to Military Equal Opportunity.

3.5. Program Subcommittees and Responsibilities:

3.5.1. Planning Subcommittee Responsibilities:

3.5.1.1. Review results of "brainstorming" efforts.

3.5.1.2. Develop proposed agenda of events and activities, including estimated costs.

3.5.1.3. Identify potential guest speaker(s) and determine costs: honorarium, lodging, and transportation.

3.5.1.4. Coordinate estimated costs with finance committee.

3.5.1.5. Present proposed agenda and suggested guest speaker(s) (via Staff Summary Sheet) to the commander for approval, two months prior to the scheduled event.

3.5.1.6. Solicit feedback from committee members and prepare an after-action report for the project officer, outlining the final agenda, and problems encountered and lessons learned.

3.5.2. Finance Subcommittee Responsibilities:

3.5.2.1. Determine dollar amount available.

3.5.2.2. Review plan or schedule of events to determine areas requiring funding.

3.5.2.3. Verify funding needs with subcommittee chairpersons.

3.5.2.4. Develop an operating budget. Coordinate with the Budget Office (305 AMW/FMA) and the Military Equal Opportunity office to ensure Appropriated Funds can be used to fund proposed activities.

3.5.2.5. Discuss possible fund raising events for items MEO cannot fund.

3.5.2.6. Prepare finance forms as required.

3.5.2.7. Coordinate requirements with the Base Contracting Office, as required.

3.5.2.8. Verify timeliness of any contracts.

3.5.2.9. Allocate funds for expenses, not to exceed budget.

3.5.2.10. Prepare an after-action report for the project officer, itemizing all expenses, payments, problems encountered, and lessons learned, outlining the publicity program, problems encountered, and lessons learned.

3.5.3. Publicity Subcommittee Responsibilities:

3.5.3.1. Plan, develop, coordinate, and implement publicity programs to increase the awareness of the accomplishments and achievements of ethnic groups and to advertise planned activities.

3.5.3.2. Coordinate program with other committees and the wing Public Affairs Office.

3.5.3.3. Prepare articles for publication.

3.5.3.4. Coordinate suspense and publication dates with the base newspaper.

3.5.3.5. Determine photography requirements and schedule photographic support.

3.5.3.6. Review article and photography proofs prior to publication.

3.5.3.7. Monitor events for interesting after-events articles.

3.5.3.8. Utilize base marquees for recognizing/publicizing the event.

3.5.3.9. Submit calendar of events for the month to the McGuire All Administrator to be sent out one week prior to the beginning of that month.

3.5.3.9.1. Individual events will only be advertised once and no more than week prior to the event. Exceptions will be made for events with entry submissions deadlines or ticket sales that require more than a week's notice.

3.5.3.9.2. McGuire All submissions may not be as attachments and content must be less than 2MB.

3.5.3.9.3. Events sponsored by private organizations may not be sent out on McGuire All. For example, an event ad can say sponsored by the African-American Heritage Committee, but not by the AACAA, a private organization.

3.5.3.9.4. Prepare an after-action report for the project officer, outlining the publicity program, problems encountered, and lessons learned.

3.5.4. Luncheon/Banquet Subcommittee Responsibilities:

3.5.4.1. Coordinate dates and obtain reservation for luncheon/banquet with Officer's/Enlisted Club.

3.5.4.2. Coordinate with Protocol to ensure invitations are sent to the proper dignitaries on base/off base.

3.5.4.3. Solicit for a volunteer to be the Master/Mistress of Ceremonies for the luncheon/banquet.

3.5.4.4. Assist the Master/Mistress of Ceremonies in preparing a script for the luncheon/banquet. Ensure the script has been coordinated with MEO and the Protocol office prior to the date of the luncheon/banquet.

- 3.5.4.5. Coordinate ticket sales with committee members to ensure the widest dissemination of sales of tickets to the base populace.
- 3.5.4.6. Coordinate with finance committee to determine funds available.
- 3.5.4.7. Select menu, basing cost on food only. Ensure color coded cards are available to distinguish between the different meals.
- 3.5.4.8. Review seating arrangements with wing protocol.
- 3.5.4.9. Arrange entertainment for luncheon/banquet; cost to be paid by budgeted moneys.
- 3.5.4.10. Design and prepare centerpieces and place cards, if required.
- 3.5.4.11. Schedule public address system for date and time; pretest prior to activity.
- 3.5.4.12. Coordinate publicity efforts with publicity committee to ensure extensive publicity EARLY.
- 3.5.4.13. Monitor activity for potential problems and resolve as quickly as possible.
- 3.5.4.14. Keep the project officer informed on the status of the planning and implementation of the activity.
- 3.5.4.15. Prepare an after-action report for the project officer, outlining the programs presented, problems encountered and lessons learned.

3.5.5. Education Subcommittee Responsibilities:

- 3.5.5.1. Plan, develop, coordinate, and implement educational programs (i.e. workshops, seminars, fairs, etc) that give individuals the opportunity to gain knowledge, adopt attitudes, and develop skills; activities should be centered on those endeavors that acknowledge the historical and cultural accomplishments and achievements of the special observance.
- 3.5.5.2. Identify subject(s) to be presented.
- 3.5.5.3. Locate and reserve a suitable location for the presentation of the lesson/presentation.
- 3.5.5.4. Develop news releases in coordination with the Publicity Committee that generates interest in the presentation and/or speaker(s).
- 3.5.5.5. Coordinate estimated costs with the Finance Committee.
- 3.5.5.6. Present proposed outline of presentation to the wing commander for approval of overall subject.
- 3.5.5.7. Coordinate activities with the Protocol Committee.
- 3.5.5.8. Monitor educational programs to identify potential problems early and resolve as quickly as possible.
- 3.5.5.9. Prepare an after-action report for the project officer, outlining the education programs, problems encountered, lessons learned.

3.5.6. Protocol Subcommittee Responsibilities:

- 3.5.6.1. Solicit services of guest speaker(s).
- 3.5.6.2. Reserve quarters for guest speaker(s).

- 3.5.6.3. Arrange travel reservations, if required.
- 3.5.6.4. Coordinate and confirm travel dates and times with speaker(s).
- 3.5.6.5. Prepare a biography of the speaker(s) for the commander's information and to use in the base newspaper and luncheon/banquet programs.
- 3.5.6.6. Verify readiness of quarters prior to speaker(s) arrival.
- 3.5.6.7. Meet the speaker(s) at arrival point and escort to temporary quarters. Sign him/her in.
- 3.5.6.8. Contact the 305 AMW/CC secretary and schedule an appointment for the guest speaker to meet with the wing commander or designated representative.
- 3.5.6.9. Escort the speaker(s) to the commander's office and introduce him/her.
- 3.5.6.10. Present a tour of the installation to the speaker(s), if desired.
- 3.5.6.11. Escort speaker(s) to the event.
- 3.5.6.12. Introduce speaker(s) to dignitaries and others present at the event.
- 3.5.6.13. Take care of the speaker(s) personal needs or requests, if any.
- 3.5.6.14. Escort speaker(s) to departure point.
- 3.5.6.15. Prepare a letter of appreciation to the speaker(s) for the commander's signature and ensure timely forwarding of the letter.
- 3.5.6.16. Prepare an after-action report for the project officer, outlining the cost incurred/paid, problems encountered, and lessons learned.

TERESA M. PETERSON, Brig Gen, USAF
Commander, 305th Air Mobility Wing (AMC)

Attachment 1**QUICK REFERENCE TELEPHONE NUMBERS**

OFFICE	PHONE NUMBER
Military Equal Opportunity	
Chief, Military Equal Opportunity	4-2255
Superintendent, Equal Opportunity Treatment	4-4958
NCOIC, Equal Opportunity Technician	4-4672
Public Affairs	
Chief	4-6828
NCOIC	4-4091
AIRTIDES, Staff Writer	4-3894/6856
Protocol	4-2405
Finance	4-6259
Budget	4-6239
Services	
Enlisted Club	4-3153
Officer's Club	4-3297/3296
Contracting	
Dir. of Contract Operations	4-5925
Management Analysis	4-5936
Communication	
Base Visual Information	4-3285
Customer Service	4-2666
Chapel	4-3811
Legal	4-2010

Attachment 2

CHECKLIST FOR DEVELOPMENT OF PERSONNEL ASSIGNMENTS

“COORDINATE - COORDINATE - COORDINATE”“PLAN - PLAN - PLAN”

	<u>DATE</u>	<u>CONTACTED</u>	<u>ACCOMPLISHED</u>
1. Contact Services or similar organization to compare calendar of events for installation activities during the time frame being considered for the ethnic observance. Inform them of your plan and look for interface with other activities planned for the observance.	_____	_____	_____
2. Determine the availability of facilities to accommodate the program. Book facilities on a temporary basis.	_____	_____	_____
3. Verbally apprise the wing commander and Chief, Military Equal Opportunity of your intentions.	_____	_____	_____
4. Prepare a rough draft of the following documents:			
a. Publicity releases announcing the event.	_____	_____	_____
b. Special Observance program outline.	_____	_____	_____
c. List of possible guest speaker(s) including name, title, and address.	_____	_____	_____
d. Brief description of events (exhibit, luncheon, picnic, etc.).	_____	_____	_____
e. Structure of planning committee showing proposed members and their organization of assignment (Legal, Budget, Security Forces, etc.).	_____	_____	_____
f. Estimated funds required for the program.	_____	_____	_____
g. Draft introductory message (sample enclosed).	_____	_____	_____
h. Prepare a draft of letter to proposed keynote speaker (sample enclosed).	_____	_____	_____
i. Notification to the Commander and Chief, Military Equal	_____	_____	_____

“COORDINATE - COORDINATE - COORDINATE”.....“PLAN - PLAN - PLAN”

	<u>DATE</u>	<u>CONTACTED</u>	<u>ACCOMPLISHED</u>
Opportunity stating your objective and attaching drafts.	_____	_____	_____
5. Coordinate within your chain of command. Present your formal proposal to the Wing Commander and Chief, Military Equal Opportunity.	_____	_____	_____
6. Upon approval by the commander, proceed with the program by scheduling a Planning Committee Meeting. This meeting should result in the assignment of tasks to committee members. Keep minutes of these meetings.	_____	_____	_____
7. Ensure Planning Committee members cover all aspects of the observance:			
Funding requirement established/approved.	_____	_____	_____
Advertising; installation and community w/pictures.	_____	_____	_____
Facility acquisition/confirmation.	_____	_____	_____
Initial contact with keynote speaker(s).	_____	_____	_____
Written invitation to speaker(s).	_____	_____	_____
Exhibit materials/artifacts.	_____	_____	_____
Luncheon/picnic arrangements.	_____	_____	_____
Program design.	_____	_____	_____
Secure an advance copy of the guest speaker’s presentation.	_____	_____	_____
When complete package is formulated, send copies to the wing commander, Chief, Military Equal Opportunity, (individual “opening” and “closing” the ceremonies), and other appropriate individuals.	_____	_____	_____
When the observance is over, obtain publicity coverage regarding the success of the observance.	_____	_____	_____

Attachment 3

PROTOCOL EVENT CHECKLIST

(Current as of 16 January 2002)

Project/Function:

Date/Time/Place:

POC Name/Organization:

POC phone numbers:

DV POC Name/

Organization:

Practice date/time (info all applicable participants):

Please see attached DETAILED "Change of Command" checklist for further information on handling this specific event. Some of the information MAY OR MAY NOT apply. Consult with Protocol on all lists/scripts/invitations/programs/seating chart, etc. for review and approval (drafts/final products), before sending out. All templates/lists/DV worksheet, etc. can be found in the Public Folders/305 AMW/Protocol. Please contact Protocol at 4-2405 with any questions.

Contact the following agencies, if applicable:

___ Contact Protocol for detailed info/checklists:

___ SM&W money ___ reviews ___ approvals ___ DVs attending

___ Sample Invitation to DVs; Sample Program; or Sequence of Events

___ Reserve parking stands ___ Reserve flags (US and 1-Star Flag)

___ Reserve DV Suites (0-6 and above) by completing DV Worksheet

___ Contact Wing Command Section (x3051 or x3052) to set up "initial office visit" with CV re: "plan of attack"; and then, a follow-up appt as we get closer to date of event and to show proposed Itinerary and Program, etc.

___ Club/establishment to confirm room reservations

___ Contact the Enlisted Club (x2396), the O'Club (x3296); Public Affairs for all marquis messages

___ Welcome Packets – Family Support Center (Emma, 4-3294)

___ Contact Public Affairs (x2104) for all civic leader, Congressional or Senate Staffer Visits

___ Contact FTAC (x5457) if 50-State Flags are needed (in Pudgy Circle or in Club)

___ Contact Visual Information (x3581) (Photographer)

___ Contact Outdoor Rec for folding chairs (x2145/4271)

Accomplish:

___ Inform Protocol of event/obtain checklist/key list/templates (4-2405)

___ Contact presiding official/key members to determine date/time/place for ceremony/luncheon/reception

___ Arrange pre-ceremony meeting with all appropriate personnel (15 min prior)

___ Obtain background info on honoree (atch)

___ Obtain names/relationship of all family/guest

___ determine uniform ___ hats on/off

___ Reserve place for ceremony ___ luncheon ___ reception

ASSIGN: ___ narrator ___ proffer ___ ushers ___ escorts ___ Singer

___ determine who will be the singer (comm/protocol for music)

___ determine chaplain

Create the following:

___ list of POCs from all organizations involved

___ invite list (obtain key list from Protocol)

___ invitation (Protocol review)

___ RSVP card

___ RSVP worksheet

___ map to ceremony if applicable

___ script ___ itinerary (Protocol review/approval)

___ programs (send to Defense Agency Printing 2-6150) DD fm 844 **NOTE: IAW AMCPAM 65-603 AN AFI 65-601, DAPS ONLY AUTHORIZED FOR CHANGE OF COMMANDS, OR GROUND BREAKINGS. SINCE DAPS IS A DOD AGENCY, FUNDS MUST BE CONFIRMED BETWEEN YOUR UNIT AND DAPS PRIOR TO PLACING ORDER. DAPS WILL NOT ACCEPT APF OR TWCF FUNDS.**

___ list of all DVs attending (to Protocol)

Name tags for: ___ chair ___ table tents ___ clip-on

___ seating chart

___ parking signs

total number and DV names needed

___ order cake/refreshments (Commissary)

___ SFS letter listing names/vehicle info of guests attending (passes/parking)

____ Transportation Request (MAFB form 3) – for U-Drive-It (UDIs)—Sedans; DV Surrey; 15-pax Silver Bullet Van w/Luggage Wagon; 28-pax bus; or for a Dedicated Transportation Opr (DTO)

____ lodging (reservations for special guests/family) (X3974)

____ audio visual for photographer (AF fm 833)

Public affairs

____ airtides article ____ marquee message (gate 2)

____ comm squadron (x4704) for PA system/music-complete CS Form 3

____ Honor guard

____ FTAC to set up 50 state flags

____ CE to reserve chairs

Obtain the following PRIOR to the ceremony:

____ script ____ seating chart ____ seat tags ____

____ flags ____ stands

____ chairs ____ parking signs

____ cake ____ refreshments ____ accessories

____ gifts ____ flowers

____ certificates ____ orders ____ citations ____ awards

PLEASE HAVE PROTOCOL REVIEW ALL FINAL PLANS FOR THE CEREMONY.

Attachment 4

POC'S SHORT-NOTICE CHECKLIST FOR DV VISITS

(0-6 AND HIGHER; CMD CHIEF MASTER SERGEANTS)

{current as of 16 January 2002)

Name of DV _____

Date/Time of arrival _____

Who's meeting the DV _____

POC name & telephone _____

____ POC drafts itinerary (Protocol, x2405 has "canned itinerary template" if needed)

____ **Script:** Contact Protocol for a suggested script (2405)____ **Contact Command Section** (ext 3051 or 3052) of visit and to setup courtesy call with CV or DS, for their suggested ideas/itinerary/sequence of events. **(this is mandatory)**____ **TRANSPORTATION REQUIREMENTS:**

If arriving/departing Mil Air, contact Protocol. If UDI is desired, complete MAFB Form 3 and submit to Transportation.

____ If Windshield Tour: – contact CCP for suggested vehicles – i.e., DV Surrey holds 9 pax; 25-pax bus)

____ For Windshield tours, be sure you schedule a Dry-Run using the same transportation bus & driver

____ **Meeting location(s)** (O'Club or E'Club, etc)____ Provide **list of DV attendees** and family members, if any, to Protocol and Command Section Execs____ **DV Lodging:** Complete DV Worksheet and submit to Protocol via e-mail or Fax (4-4927)____ **Photographer Needed?** Contact Visual Information (ext 3581) and complete AF Fm 833____ **DV parking signs & flags** (US and 1-Star; 2-Star Flags) (CCP)____ **Welcome Packets** – Family Support Center (Emma, 4-3294)

____ Lunch or Dinner (for menu ideas, contact Steve Pivin and Marti Oliver @ O'Club ext 3296; Bob Travia @ E'Club ext 2396 as required) Who's paying for lunch/dinner? Get Club Card numbers in advance.

____ 50-State and US Flags for Pudgy Circle and Main Gate (if they aren't already up, contact FTAC x5420)

____ Prior to visit: Arrange for DV Announcement on Main Gate Marquis (PA ext 8301) and O'Club Marquis (ext 3296) – to be displayed night prior to their arrival

____ Departure transportation (If commercial flight, Trans will transport Wing Commanders or their equivalents, or groups of 5 or more to airports)

____ Seating arrangement/Table tents (Contact CCP for template and help in setting up – Order of Precedence is critical)

NOTES – Make sure all locations are ready for arriving party.

SAMPLE LUNCHEON/BANQUET CHECKLIST**DV Preparation**

- ___ - Pre-arrival
- ___ - Identify escort for each official guest
- ___ - Send advance agenda to exec officer/Protocol
- ___ - Send contact #'s and address of escort
- ___ - Send bio or talker of escort
- ___ - Obtain flight arrival/departure information
- ___ - Accommodations
- ___ - Pre-register lodging and get the keys
- ___ - Arrange for early check-in or late departure
- ___ - Are the quarters up to DV standards?
- ___ - Are they billeted away from main body?
- ___ - Inspect the room
- ___ - Welcome folder w/personal note from CC
- ___ - Fruit/nut/light snack and/or drink, check with executive officer for favorites
- ___ - Is it clean? Bathroom, bed, floor, kitchen, fridge
- ___ - Any complicated items? Include brief instructions
- ___ - Arrange for payment of the bill
- ___ - Arrival
- ___ - Clean car
- ___ - Reserve parking space at arrival point (if poss.)
- ___ - Know the route to all destinations (make actual dry run)
- ___ - Leave early, expect the unexpected (traffic, car trouble, delayed or early flight arrival, etc.)
- ___ - **Welcome Folder includes:**
- ___ - Standard welcome letter and safety information
- ___ - Agenda of events
- ___ - Official biographies or personal talker on squadron commander, superintendent, first sergeant, and distinguished guests
- ___ - Provide VIP guests with a list of rooms and phone numbers of key personnel and other guests
- ___ - List of squadron management personnel, positions and phone numbers
- ___ - List of dress requirements by day and event
- ___ - Anecdotal remarks on select members or human interest items of which the representative should be aware
- ___ - **Table and Seating Arrangements**

_____ - Place cards for all attendees. Handwritten (calligraphy) or computer generated in legible but calligraphy-like font

-- Spoken form of address is to be used. Lt Col is “Colonel Jones”, SMSgt is “Sergeant White”, CMSgt is “Chief Jones”, SrA is “Airman Thompson”, etc.

_____ - Proper seating protocol is to have ranking member or distinguished guests seated with best view of stage/entertainment. The next senior member to their immediate right, next senior to most senior’s immediate left, etc.

_____ - Proper arrangement of flights to tables is critical! Deal directly with the facility coordinator to determine number of tables required and discuss arrangement.

_____ - Head table seating – confer with Protocol

_____ - Numbered table diagram *

_____ - Greet and escort all members of head table to their seats

_____ - **Room Set-up**

_____ - Dinner chimes (contact the Officer’s Club x3297)

_____ - Head table decorations

_____ - All other decorations/centerpieces (How many tables? Enough centerpieces?)

_____ - Flag set-up – personally ensure that all flags are brought to the event (US, POW/MIA, AF, AFRS, General Officer)

_____ - Proper placement – confer with first sergeant

_____ - General officer – one per grade represented at function (contact McGuire Protocol 754-2405 to borrow)

_____ - Podiums and PA System – set up and sound check, work equipment if necessary

_____ - Heating/Cooling/Lighting controls location and operation

_____ - Reserve room for practices and set-up

_____ - **Invocation/Benediction**

_____ - Written ahead of time

_____ - Brief 1 – 2 minutes

_____ - Submit to Project Officer for review

_____ - **Script**

_____ - Practice, practice, and practice some more:)

_____ - Make the words fit your mouth. Unless it must be said a certain way, change any words or phrases that twist your tongue

_____ - Acquire accompanying music (Ruffles and Flourishes, National Anthem, background for any presentation)

_____ - Coordinate w/wait staff, facility coordinator for:

_____ - Salad/dinner/dessert serving times, dish removal, etc.

_____ - Competing public address system – identify and neutralize. Other possible distractions to the event.

____ - **Audio Visuals**

____ - Personally ensure all equipment is available

____ - Reserve a back-up Lite-pro from McGuire Audio Visual

____ - Coordinate to have extra bulbs on hand

____ - Sound check/rehearse entire presentation under actual conditions (location, lighting, moving to and from seat, etc.)

Attachment 5**SAMPLE MEMORANDUM REQUESTING PARTICIPATION**

MEMORANDUM FOR

SUBJECT: (Name of Observance)

This is to request your participation in subject ceremony. Traditionally, the President has declared (month/week) as (name of observance) month/week, and has supported this event by issuing a Presidential Proclamation. Accordingly, we have prepared a memorandum for your signature to be placed in the program to be distributed at this observance.

Your participation in the (date) observance of (name of observance) would greatly enhance the program. The theme of this year's observance is _____. We would appreciate you making opening remarks regarding the (importance of the subject). If (name of speaker) accepts the invitation to attend as our special guest, we also appreciate you introducing him/her.

We propose to invite (name of speaker) as the guest speaker, who is the (brief description of guest speaker). His/her biography and photograph (if available) are attached. The (approving office) has been apprised of this proposal and approves. If you approve, please sign the attached letter of invitation to (name of speaker).

The observance is scheduled (date) at (time) at (place). We recommend you host a reception immediately following the ceremony to be held from (time) to (time). Request your concurrence.

Attch

As stated

SAMPLE**TENTATIVE PROGRAM OUTLINE**

(Name of Observance)

(Date)

*Tentative Program Outline**Time**Pre-Program Concert**Welcoming Remarks**Presentation of the Colors**National Anthem**Invocation**Introduction of Dignitaries**Musical Interlude**Introduction of Guest Speaker**Speakers Message*

Presentation and Closing Remarks

Retirement of the Colors

SAMPLE

A MESSAGE FROM

(Name and Title)

FOR

(Name of Observance) (Year)

I am pleased to welcome all who have joined us today to celebrate the very special contributions of (ethnic group) to our Nation's defense. The theme for years (observance) is _____.

This ceremony is dedicated to the commemoration of all (ethnic groups) who have contributed so much to our Nation and our American culture. Contributions made by (ethnic group)-Americans have been truly outstanding and the Nation acknowledges these contributions by honoring them today.

Please join us as we salute our fellow (ethnic group)-Americans and pay tribute to all the aspects of their lives, which have been interwoven and deeply enriched the fabric of the United States of America.

SAMPLE LETTER TO SPEAKER

Speaker's Name

Title

Address

City State and Zip Code

Dear Mr./Mrs. _____:

On (date), the (name of organization sponsoring observance) is sponsoring an observance in honor of (ethnic group). This will mark the (number) annual celebration of the role of (ethnic group) in all segments of life in this nation and the (number) annual observance by this organization.

The (name of organization/Defense Equal Opportunity Management Institute) has suggested the following theme:

On behalf of (host organization), it is my privilege to invite you to be our guest speaker. It will be a great honor if you are able to accept our invitation.

The program will take place (day/date), from (time) to (time), with a reception to follow. The (person/people/office) who is/are coordinating this effort is/are available to provide additional details. He/She/They can be reached at (Area Code) - (Phone number).

I look forward to your participation in the celebration of (observance), (year).

Sincerely,

SAMPLE NEWS RELEASE**McGUIRE AFB****(NAME OF ORGANIZATION HOSTING EVENT)**

(Rank/name of senior officer officiating), (title/organization) will participate in a commemorative ceremony observing (observance), (day/date) at (time) in the (location).

Joining (rank/name) in this year's observance is (name), who is the (brief identification of guest).

This observance will incorporate the theme "(title of theme)." The theme was selected by (name of organization announcing theme).

SAMPLE of SCHEDULE of EVENTS for CIRCULATION

(Name of Organization hosting event)

Name of Observance

Date

Master/Mistress of Ceremonies

Schedule of Events

Pre-Program Concert

Presentation of the Colors

National Anthem

Invocation

Remarks/Introduction of Keynote Speaker

Keynote Speaker

Acknowledgment of Speaker

Musical Interlude

Closing Remarks

Retirement of the Colors

SAMPLE**Request for Signature on Letter of Appreciation**

MEMORANDUM FOR

SUBJECT: (Observance and year) Letter of Appreciation to (Name of Speaker)

This is to request your signature on the attached letter to (name of speaker). Thanking him/her for providing the keynote address at the (name of observance), held on (date). In as much as (speaker's) participation in the observance was at your request, it is appropriate for you to sign the letter of appreciation.

SAMPLE LETTER OF APPRECIATION

Brig Gen Teresa M. Peterson

305th Air Mobility Wing

2901 Falcon Lane

McGuire AFB, NJ 08641

Wilber S. Smith

Fundamentals of Freedom, Inc.

1313 Mockingbird Lane

Taneytown NJ, 00000

Dear Mr. Smith

I would like to personally thank you for your interest, support, and participation, in our observance of (observance) on (date), and for sharing your personal thoughts and sincere and warm concern for the men and women in the (sponsoring organization).

Your inspiring and education speech was the highlight of this year's observance. You were able to help us understand and feel the grandeur and importance of the historical times in which we live. It enhanced our comprehension of (group's) participation in contemporary American society. We are indeed fortunate to have citizens such as you who are willing to give their personal time and lend their talents to ensure the success of such programs. Your participation attests to your character and professionalism.

Again, many thanks for your interest, support and outstanding presentation.

Sincerely,

Sample Letter of Appreciation



DEPARTMENT OF THE AIR FORCE

JOINT AIR MOBILITY VALUE (JAMC)

DATE

Chairperson's Name

Observance

1222 E. Fifth Street

McGuire AFB, NJ 08641

Committee Member's Name

Organization

McGuire AFB, NJ 08641

Dear Committee Member

You have demonstrated one of the highest forms of human expression and have given one of the greatest of all gifts. Throughout my tenure as Chairperson, I have been touched by your service and your gifts of time and talent to the Committees Name. Although the weekly meetings can at times seem tedious, your impact on Team McGuire is integral to the future and paying huge dividends to the Air Force.

In addition to your unselfish volunteerism, I am deeply grateful for your guidance and support. You should know how you have inspired me and breathe life into what was only a vision to/for the Native-American heritage Month Observance.

Chairperson's name

Chair, Observance Month

Sample Certificate of Appreciation

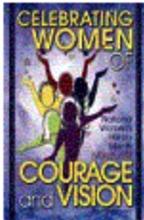


*305th Air Mobility Wing
Women's History Month
"Women of Vision, Courage and Determination"*

Certificate of Appreciation

presented to

NAME



*Thomas D. McGuire
Flight Officer, USAF
Commander, 10th Air Support Wing*

*William J. Kelly, USAF
Colonel, 305th Air Mobility Wing
Commander*