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Public Affairs

Army in Europe Outreach-KONTAKT Program

This regulation supersedes AE Regulation 360-90, 22 June 2006.

For the Commander:

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Document Management

Summary. This regulation prescribes policy and procedures for the Outreach-KONTAKT program in Germany.

Summary of Change. This regulation has been totally revised.

Applicability. This regulation applies to USAREUR and IMCOM-Europe.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

Supplementation. Organizations will not supplement this regulation without approval of the Chief, Public Affairs (CPA), USAREUR.

Forms. This regulation prescribes AE Form 360-90A. AE and higher level forms are available through the Army in Europe Library & Publishing System at <http://aepubs.army.mil>.

Suggested Improvements. The proponent of this regulation is the Office of the Chief, Public Affairs, HQ USAREUR (mil 337-3057/3056). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR CPA (AEPA), Unit 29351, APO AE 09014-9351.

CONTENTS

SECTION I INTRODUCTION

1. Purpose
2. References
3. Explanation of Abbreviations and Terms
4. Objectives
5. Policy

SECTION II RESPONSIBILITIES

6. USAREUR
7. USAREUR CSM
8. OCPA
9. Commanders of USAREUR Units and United States Army Garrisons
10. Public Affairs Officers
11. Outreach-KONTAKT Project Officers

SECTION III ORGANIZATION

12. Local Clubs
13. Districts
14. *BDAF*

SECTION IV AUTHORIZATIONS AND RESTRICTIONS

15. Chain of Command
16. Use of U.S. Forces and German Facilities
17. Transportation
18. Real and Personal Property
19. Accident and Liability Insurance

SECTION V PUBLIC AFFAIRS

20. Publications
21. Interest Surveys

SECTION VI FUNDING, BUDGETING, AND ACCOUNTABILITY

- 22. Funding
- 23. Budgeting
- 24. Accountability

SECTION VII AWARDS AND REPORT REQUIREMENTS

- 25. Awards
- 26. AE Form 360-90A

Appendixes

- A. Federal Association of German-American Friendship Outreach-KONTAKT (*BDAF*)
- B. Outreach-KONTAKT Performance Guide

Glossary

SECTION I INTRODUCTION

1. PURPOSE

This regulation—

- a. Prescribes policy and procedures for funding and operating Outreach-KONTAKT clubs in Germany.
- b. Identifies program responsibilities for supporting Outreach-KONTAKT operations and participation, and providing administrative and logistic support through chains of command.
- c. Outlines procedures for recognizing groups and individuals whose contributions and service increase program effectiveness in the community.
- d. Establishes reporting requirements for club demographics.

2. REFERENCES

a. Publications.

- (1) The Privacy Act of 1974.
- (2) Joint Federal Travel Regulation, volume I.
- (3) Joint Travel Regulations, volume II.
- (4) AR 37-47, Representation Funds of the Secretary of the Army.
- (5) AE Regulation 210-22, Private Organizations and Fundraising Policy.

(6) AE Regulation 360-1, Public Affairs Program.

(7) Outreach-KONTAKT Guide (published by the *Bundesverband der Deutsch-Amerikanischen Freundschaft, e. V. (BDAF)* (Federal Association of German-American Friendship Outreach-KONTAKT)).

b. Forms.

(1) DA Form 2028, Recommended Changes to Publications and Blank Forms.

(2) AE Form 360-90A, KONTAKT Club Demographic Information.

3. EXPLANATION OF ABBREVIATIONS AND TERMS

The glossary defines abbreviations and terms.

4. OBJECTIVES

Outreach-KONTAKT is an official U.S. Army in Europe program designed to—

a. Unite U.S. Soldiers and civilians with German and third-country citizens through common interests and goals.

b. Establish and maintain self-governing Outreach-KONTAKT clubs throughout the Army in Europe.

c. Support Army in Europe community relations goals (AE Reg 360-1).

d. Support USAREUR Line of Effort 4 by enhancing the well-being of Soldiers, Civilians, and Family Members and by strengthening communities through volunteer support.

e. Increase Soldier morale and welfare by promoting off-duty participation in Outreach-KONTAKT clubs and programs.

f. Ensure continuity and support of Outreach-KONTAKT clubs by encouraging affiliation with the *BDAF*.

g. Encourage Outreach-KONTAKT volunteer support.

5. POLICY

a. Outreach-KONTAKT clubs are not private organizations as defined and restricted by AE Regulation 210-22.

b. The Office of the Chief, Public Affairs (OCPA), HQ USAREUR, will determine the basis for cooperation and support of the Outreach-KONTAKT program. Formal agreements between USAREUR, German Federal authorities, and the *BDAF* follow German and U.S. legislation and practices, both civil and military.

c. Outreach-KONTAKT clubs in Germany are, and may become, affiliated with the *BDAF*. The *BDAF* is a permanent, international German agency that cooperates with USAREUR in

carrying out the Outreach-KONTAKT mission. Local Outreach-KONTAKT clubs in Germany can become member clubs. Appendix A lists criteria for *BDAF* organization and membership.

d. The OCPA, in coordination with the *BDAF*, is the final authority for policy and operational control of the Outreach-KONTAKT program.

SECTION II RESPONSIBILITIES

6. USAREUR

USAREUR will—

a. Support Outreach-KONTAKT club operations through USAREUR and IMCOM-Europe chains of command.

b. Support and encourage volunteer cooperation with other organizations (for example, Better Opportunities for Single Soldiers (BOSS) programs, Family readiness groups (FRGs), retiree councils).

c. Host or appoint a general officer to host an annual awards ceremony in accordance with guidelines for official representation funds as outlined in AR 37-47.

7. USAREUR COMMAND SERGEANT MAJOR (CSM)

The USAREUR CSM will—

a. Appoint an Outreach-KONTAKT Project Officer.

b. Host or appoint a host for the quarterly community-support roundtable Outreach-KONTAKT discussion.

8. OCPA

The OCPA will—

a. Schedule, plan, execute, and host an annual training conference in how to establish and manage an Outreach-KONTAKT program.

b. Schedule, plan, and execute an annual Outreach-KONTAKT awards ceremony.

c. Schedule, plan, and execute the quarterly community-support roundtable Outreach-KONTAKT discussions.

9. COMMANDERS OF USAREUR UNITS AND UNITED STATES ARMY GARRISONS

Garrison cities or towns (glossary) are considered independent of one another for local Outreach-KONTAKT operations, but responsibilities of commanders are the same when it comes to supporting local club programs. Commanders of USAREUR units and of United States Army garrisons (USAGs) will—

a. Provide administrative and logistic support to Outreach-KONTAKT club representatives when needed. Commanders may reimburse club representatives for local transportation when on

Outreach-KONTAKT business and TDY as prescribed by the Joint Federal Travel Regulation, volume I, and the Joint Travel Regulations, volume II.

- b. Help distribute Outreach-KONTAKT information and recruit members.
- c. Encourage and permit Outreach-KONTAKT volunteer support.
- d. Support Outreach-KONTAKT requests for Outreach-KONTAKT leadership and management training.
- e. Ensure clubs comply with customs directives on the transfer of duty-free goods at Outreach-KONTAKT events.
- f. Facilitate access to military installations for Outreach-KONTAKT members who are not ID-card holders to participate in Outreach-KONTAKT activities and events.
- g. Be responsible for the security of an Outreach-KONTAKT center (only when the center is located on a military installation.)
- h. Permit Outreach-KONTAKT clubs to participate in unit and community activities and festivals according to the shared-profit policy of the morale, welfare, and recreation fund.
- i. Encourage group submissions for the annual Outreach-KONTAKT award ceremony.
- j. Attend at least one Outreach-KONTAKT meeting a year.
- k. Appoint a local Outreach-KONTAKT project officer.

10. PUBLIC AFFAIRS OFFICERS

Army in Europe public affairs officers (PAOs) will—

- a. Maintain contact with and assist Outreach-KONTAKT clubs.
- b. Monitor the club's development, objectives, planning, and programs.
- c. Ensure Outreach-KONTAKT personnel attend USAREUR-scheduled training and *BDAF* educational seminars.
- d. Establish and maintain communication with representatives from Outreach-KONTAKT districts, the *BDAF*, and the OCPA.
- e. Evaluate possible unit sponsorship of Outreach-KONTAKT programs and promote action when desirable. Appendix B provides standards for evaluating Outreach-KONTAKT programs.
- f. Serve as Army in Europe liaisons to local clubs.
- g. In coordination with the USAREUR Outreach-KONTAKT Project Officer, participate in staff-assistance visits to local clubs once each year. Visits will include—

- (1) Meetings with local Outreach-KONTAKT club officials.

(2) Attendance at a club event or meeting.

(3) An exit briefing with recommendations to the commander.

h. Continually conduct research to identify local German and U.S. resources and agencies to help the club develop programs and recruit members.

i. Serve as the POC between the club, club officials, and their unit.

j. Process requests for logistic support from USAREUR.

k. Prepare funding requests for community relations funds individually as part of an annual projected budget.

l. Expedite transportation and reproduction requests for Army assets. Transportation is available for activities that include, but are not limited to, Outreach-KONTAKT club events and training opportunities. Computers, copiers, and printers are available for such programs as monthly newsletters and publicity flyers.

m. Attend at least one Outreach-KONTAKT meeting a year.

n. Distribute Outreach-KONTAKT information throughout their unit.

o. Investigate and expedite legal contracts for the use of German and U.S. resources in coordination with the servicing staff judge advocate.

11. OUTREACH-KONTAKT PROJECT OFFICERS

KONTAKT project officers will—

a. Monitor Outreach-KONTAKT clubs and help them with duties that may require command action.

b. Serve as the primary POC for the local Outreach-KONTAKT club and perform high-priority duties when necessary.

c. Execute and host quarterly roundtable discussions to inform Outreach-KONTAKT club leaders of volunteer possibilities and to coordinate and encourage joint activities with various organizations and programs (for example, BOSS programs, Boy Scouts of America, equal opportunity offices, FRGs, Girl Scouts of America, United Services Organization).

d. Provide quarterly updates to USAREUR leaders concerning the joint activities described in subparagraph c above.

e. Attend scheduled training and participate in *BDAF* leadership seminars.

f. Participate in the annual training conference and Outreach-KONTAKT awards ceremony.

SECTION III ORGANIZATION

12. LOCAL CLUBS

a. Military personnel will develop local Outreach-KONTAKT clubs in cooperation with their German counterparts. These clubs will operate according to German laws and be responsible for club goals and operations. Club objectives must be consistent with this regulation and the *BDAF* constitution.

b. Local clubs should develop and maintain programs and activities in the areas of recreation, education, and community action to benefit Soldiers, Family members, DOD civilians, German citizens, and citizens of other countries living in the local community. The program should be based on the interests of club members.

c. Local club goals should include—

(1) Developing an independent, self-governing organization.

(2) Developing and maintaining a self-generated funds program.

(3) Developing a membership recruitment program.

(4) Promoting positive public relations.

(5) Cooperating in joint programming with other German and U.S. military support organizations, BOSS program managers, other Outreach-KONTAKT clubs, other Outreach-KONTAKT districts (para 13), and the *BDAF*.

13. DISTRICTS

a. Outreach-KONTAKT districts are—

(1) Based on geographic considerations and formed as needed.

(2) Not in the military chain of command.

(3) Organizational units of the *BDAF* and governed by the *BDAF* constitution.

b. District responsibilities include—

(1) Shared logistic support.

(2) Programming.

(3) Support of developing groups in the district.

(4) Regional training.

(5) Development of an organizational structure.

14. BDAF

Appendix A explains the *BDAF* organization and functions.

SECTION IV AUTHORIZATIONS AND RESTRICTIONS

15. CHAIN OF COMMAND

The technical chain of command for the Outreach-KONTAKT program is through the local public affairs office. The operational chain of command is through IMCOM-Europe.

16. USE OF U.S. FORCES AND GERMAN FACILITIES

a. Outreach-KONTAKT clubs may use U.S. Forces facilities for Outreach-KONTAKT centers (glossary) or offices under U.S. property-accountability procedures and consistent with installation security policy.

b. Outreach-KONTAKT events will not be scheduled on a regularly recurring basis in U.S. Forces establishments (for example, clubs) where duty- or tax-free food and beverages are sold. The German Ministry of Finance must approve exceptions to policy for regularly recurring events in U.S. Forces establishments where duty- or tax-free food or beverages are sold.

17. TRANSPORTATION

a. Military transportation to support Outreach-KONTAKT programs is authorized on a reimbursable basis for petroleum, oils, and lubricants. Community-relations funds may be used to pay overtime for drivers.

b. Outreach-KONTAKT programs may be supported by Army-contracted commercial bus transportation with community-relations funds according to AE Regulation 360-1. Local transportation officers may initiate requested contracts. Transportation funding requests must be submitted at least 6 weeks before the event.

c. When using Army-funded transportation, travel programs must include an equal or near-equal ratio of U.S. and German or third-country participants.

d. Elected Outreach-KONTAKT officials (primary officers) may negotiate with commercial bus companies for charter-bus transportation using self-generated funds. Charter-bus contracts rely on guaranteed seating. Participant fees should be prorated on bus capacity with mandatory registration fees.

e. Club travel may be less expensive on regularly scheduled commercial transportation with special group rates (for example, on a train arranged through a travel agency).

18. REAL AND PERSONAL PROPERTY

a. Real property purchased by local clubs with self-generated funds or received as donations is the property of the club. The club constitution must include guidelines on how the club may sell this property and guidance on what to do with property if the club is discontinued.

b. Outreach-KONTAKT merchandise acquired by U.S. Army organizations with appropriated funds will be used to support local club programs. Merchandise may be distributed to Outreach-KONTAKT members or potential members at no cost.

c. Mementos acquired by clubs from commercial suppliers for resale may be purchased only with self-generated funds.

19. ACCIDENT AND LIABILITY INSURANCE

a. Outreach-KONTAKT councils will obtain accident and liability insurance for high-risk activities (for example, large public events, mountain climbing, skydiving).

b. Clubs may obtain annual accident and liability insurance for other events at a reasonable cost through German agencies.

c. Insurance must be paid with self-generated funds.

SECTION V PUBLIC AFFAIRS

20. PUBLICATIONS

a. The local Outreach-KONTAKT council will distribute program and membership information to U.S. and German media and current and potential members of local clubs.

b. Any publication developed by an Outreach-KONTAKT club must be approved by the local commander or PAO when the publication will be distributed to the military community.

c. One copy of each approved publication (b above) will be sent to the USAREUR CPA (AEPA), Unit 29351, Box 100, APO AE 09014-9351.

d. Local clubs may use the Defense Logistics Agency Document Services to purchase printing.

e. POCs at local clubs may mail informational material through the Military Postal System to U.S., German, and third-country recipients as prescribed by postal regulations.

f. The *BDAF* will prepare, publish, and distribute the KONTAKTER, a quarterly publication intended for Outreach-KONTAKT clubs.

21. INTEREST SURVEYS

The following Privacy Act statement will be included on Outreach-KONTAKT interest surveys:

Outreach-KONTAKT Interest Survey – AE Regulation 360-90

Authority: 10 USC 3013.

Principal Purpose: Used to determine individual interests and identify interest-group leaders.

Routine Uses: Used to determine individual preferences for development of Outreach-KONTAKT activities.

Mandatory or Voluntary Disclosure and Effect on Individual Not Providing Information:

Voluntary. Failure to disclose requested information will result in the individual not being informed of Outreach-KONTAKT activities.

**SECTION VI
FUNDING, BUDGETING, AND ACCOUNTABILITY**

22. FUNDING

a. Funding for Outreach-KONTAKT programs will be provided from the following sources:

(1) Appropriated Funds. Obligation and expenditure of appropriated funds will be made according to AE Regulation 360-1. Outreach-KONTAKT programs are exempt, however, from the restrictions of appropriated-fund use for profit-making or dues-collecting activities. A share of authorized expenses may be paid when an event is cosponsored by another commander or representative of a USAREUR unit.

(2) Self-Generated Funds. Self-generated funds include, but are not limited to, those generated by—

(a) Local Outreach-KONTAKT clubs, districts, and the *BDAF* through the sale of self-funded Outreach-KONTAKT merchandise, food, or beverages.

(b) Entrance fees to Outreach-KONTAKT events.

(c) Benefit activities.

(d) Donations.

(e) Membership fees.

(3) German Agencies.

(a) Funds provided by German Federal agencies to benefit the Outreach-KONTAKT program will be managed by the *BDAF* by formal agreement.

(b) Funds provided by local agencies to benefit local clubs will be governed by local-agency and German statutes and procedures.

b. Profits from Outreach-KONTAKT activities will be used to benefit the Outreach-KONTAKT club according to the provisions of their nonprofit status in the *BDAF* constitution and German ordinances.

c. Local clubs may purchase food and beverages from commercial sources for resale in Outreach-KONTAKT centers. Centers located on military installations will follow installation policy.

23. BUDGETING

a. Annual Budget Requests. The local PAO, in cooperation with local councils, will submit annual budget requests for appropriated funds to the commander for inclusion in the command's budget request.

b. Case-by-Case Requests. The local councils will prepare case-by-case justifications for fund requests and send them to the local PAO for approval and processing. These requests must include—

- (1) The name and date of the activity.
- (2) Items to be funded.
- (3) Estimated attendance of German or third-country and U.S. personnel, when applicable.

c. Outreach-KONTAKT Training Seminars. The OCPA will budget for at least one educational training seminar each year.

d. Outreach-KONTAKT Awards Ceremony. The OCPA will budget for one awards banquet each year. The CG, USAREUR, or a designated representative will host the banquet in accordance with AR 37-47.

24. ACCOUNTABILITY

a. Outreach-KONTAKT clubs will follow regulations governing accountability procedures for appropriated funds received from U.S. agencies (AR 37-47 and AE Reg 360-1).

b. PAOs and commanders are not accountable for Outreach-KONTAKT self-generated funds. Military officials have no authority to conduct nonconsensual audits of Outreach-KONTAKT self-generated funds.

c. Outreach-KONTAKT clubs are accountable to German donor agencies and will conform to ordinances regarding the accountability of recipients.

d. The Outreach-KONTAKT council or board of officers is accountable to the Outreach-KONTAKT club members for self-generated funds.

e. Each Outreach-KONTAKT club that is registered in a German court as a registered association (*eingetragener Verein*) is accountable to that court and its ordinances.

SECTION VII AWARDS AND REPORT REQUIREMENTS

25. AWARDS

a. General. Each December, the OCPA will notify USAREUR commands and IMCOM-Europe of the KONTAKT awards program and deadlines for submissions.

b. Outreach-KONTAKT Group and Individual High-Achievement Awards. The following persons or organizations may recommend clubs, individuals, or both for the Outreach-KONTAKT High-Achievement Awards:

- (1) Commanders and CSMs of USAREUR units and USAGs.
- (2) Local Outreach-KONTAKT club principal officers.

(3) The *BDAF* board of officers.

c. Outreach-KONTAKT Outstanding Civilian Service Award for Nonmembers. This award will be awarded to nonmembers of an Outreach-KONTAKT club for supporting the Outreach-KONTAKT program.

(1) This support includes, but is not limited to, the following:

- (a) Providing location or transportation support.
- (b) Making donations.
- (c) Providing guidance.
- (d) Distributing Outreach-KONTAKT information.
- (e) Participating in joint committees.
- (f) Volunteer support.

(2) The support can be provided by any of the following:

- (a) Local authorities.
- (b) Businesses.
- (c) Social agencies.
- (d) Other associations or individuals.

d. Individual High-Achievement Award for Members. Awards will be presented to Outreach-KONTAKT members to honor specific acts of assistance to local clubs, military or civilian communities, or to the *BDAF*. The criteria include, but are not limited to, the following:

(1) Outstanding contribution to developing good relations between the command and local communities.

(2) Exceptional contribution to the development of a local Outreach-KONTAKT club and its acceptance as an integral part of the local military and civilian community.

(3) Contribution that led to a significant increase in membership or participation in activities of a local club.

e. Group High-Achievement Award. Criteria for this award include, but are limited to, the following:

(1) Organizing and conducting single events or activities that directly support the welfare of the local civilian community, the military community, or both.

(2) Organizing and conducting activities that support the development of the club, the district, or both.

(3) Organizing and conducting programs and activities that promote cross-cultural activities within the group (for example, cooking or language classes, *Fasching* or Halloween events, sporting activities).

(4) Special support and volunteer actions in support of Soldiers and Families.

(5) Outstanding relationships and contacts with the internal public (that is, USAREUR and IMCOM-Europe commands, Soldiers, Civilians, and Family members), the external public (that is, official German counterparts at the city and community level), local associations and clubs, and media representatives, which result in a positive Outreach-KONTAKT image, recruitment, and joint events and programs.

(6) Organizing and conducting a single special event. The event should have an imaginative concept and directly support the group's objective. The event should also promote other leisure activities offered by the local Outreach-KONTAKT club.

f. Nominations. Award nominations must include the following information:

(1) Name of the nominated club or individual.

(2) Period of cited service. The nomination period is any time from 1 January through 31 December of a given year.

(3) Number of volunteer hours.

(4) Narrative justification and supporting documentation.

(5) Names and addresses of principal officials in the Outreach-KONTAKT club.

(6) Name and address of the lord mayor or mayor of the town or city in which the club is located.

(7) Name, rank, and address of the USAREUR unit or USAG commander.

g. Submissions. Nominations must be sent to the USAREUR CPA (AEPA), Unit 29351, Box 100, APO AE 09014-9351, by 31 January.

h. Local Awards. Local clubs should develop an awards program to honor individuals or committees in the club and individuals in U.S. and German agencies in the private or public sector. Local awards may be given individually or at an annual awards ceremony.

26. AE FORM 360-90A

USAREUR units and USAG commanders will ensure that AE Form 360-90A is prepared and submitted for the periods 1 January through 31 December each year. The form will be prepared by the local club council, approved by the commander, and sent to the USAREUR CPA (AEPA), Unit 29351, Box 100, APO AE 09014-9351, by 31 January each year.

APPENDIX A

FEDERAL ASSOCIATION OF GERMAN-AMERICAN FRIENDSHIP OUTREACH-KONTAKT (*BDAF*)

A-1. OBJECTIVES

a. The *Bundesverband der Deutsch-Amerikanischen Freundschaft, e. V. (BDAF)* (Federal Association of German-American Friendship) is a registered, nonprofit, German Federal organization that supports local Outreach-KONTAKT clubs in Germany. *BDAF* objectives are consistent with the Army in Europe Outreach-KONTAKT mission. The *BDAF* was founded to—

(1) Create an organization that can legally receive subsidies, funds, grants, operational funding, and logistic support from German public and private funds and U.S. and German agencies to support local Outreach-KONTAKT clubs in Germany.

(2) Provide a permanent German agency that can ensure continuity of local Outreach-KONTAKT clubs and programs.

(3) Provide a management system to decrease the hours worked by U.S. military and civilian personnel.

(4) Contribute to Soldier training by providing conditions for leadership and management training.

(5) Provide a framework for plans, policy, and programming to benefit Outreach-KONTAKT clubs.

b. The *BDAF*—

(1) Does not decrease the independence of local clubs.

(2) Helps clubs become self-sustaining organizations.

(3) Enables local clubs to acquire recognition through affiliation status and independent-registered status in their cities or towns.

A-2. ORGANIZATION AND OPERATION

a. The *BDAF* is governed by a constitution that conforms to German law. A board of officers elected each year at a delegate assembly from candidates nominated by local club affiliates runs the *BDAF*. Committees are drawn from local club members working near one another.

b. The functional areas of the *BDAF* are—

(1) Administration.

(2) Funding.

(3) Membership.

(4) Programming.

(5) Public relations.

A-3. FUNDING

a. Nonpublic fund subsidies, grants, donations, and membership fees from organizations or individuals provide administrative funding for the *BDAF*.

b. The *BDAF* occasionally receives logistic support, but no financial or other support, from USAREUR.

A-4. MEMBERSHIP

a. Local Outreach-KONTAKT clubs become affiliate members of the *BDAF* after submitting—

(1) An affiliation request.

(2) A copy of the local club constitution.

(3) The membership fee. The club membership fee is a flat rate determined by *BDAF* delegates at the delegate assembly.

b. Outreach-KONTAKT districts become affiliate members when they consist of at least 5 local clubs in which at least 51 percent of the local clubs are *BDAF* members.

c. Affiliate clubs are local branches of the *BDAF*. Member clubs are represented by their delegates and determine *BDAF* program, policy, and operations.

d. Affiliate-club members may attend *BDAF* educational training seminars and programs at a reduced cost.

e. Affiliate-club members are protected from cases of liability or damage while attending *BDAF*-sponsored events.

f. Affiliate clubs are eligible for local German tax reductions for specific activities. Members should contact local tax offices to determine the amount of reductions in their areas.

APPENDIX B

OUTREACH-KONTAKT PERFORMANCE GUIDE

B-1. PURPOSE

This appendix provides performance standards and rate-of-progress criteria for evaluating individuals and clubs in the Outreach-KONTAKT program. This appendix also prescribes what is needed to maintain a local Outreach-KONTAKT program.

B-2. PROGRAM EVALUATION

An Outreach-KONTAKT program evaluation is an analysis of contributory factors (a below) and performance criteria (b below) as they determine the rate of progress (c below). These factors and criteria are as follows:

a. Contributory Factors. Contributory factors are factors that affect the establishment and maintenance of an Outreach-KONTAKT program in a military or civilian community. These factors indicate the U.S. military and German attitude toward club development. Contributory factors include, but are not limited to, the following:

(1) Military Community.

(a) Number of negative incidents involving U.S. personnel by type of incident (for example, bar fight, theft).

(b) Positive and negative media coverage.

(c) Troop, Family member, and German or third-country population balance.

(d) Types of troops.

(e) Use of U.S. recreation and education agencies.

(f) Troop strength.

(g) Increase or reduction in stationed troops.

(h) Housing.

(i) Availability of transportation.

(j) Location of caserns.

(2) Local German Community.

(a) Local natural resources.

(b) Road and transportation accessibility.

(c) Public transportation.

(d) Economic structure.

- (e) Population breakdown.
- (f) Amount and types of interest groups.
- (g) Official and unofficial attitude toward Outreach-KONTAKT.
- (h) Local attitudes toward the U.S. Forces.

b. Performance Criteria. Standards for individual and club performance include standards for commanders, Outreach-KONTAKT project officers, German officials and agencies, core groups or councils, and Outreach-KONTAKT clubs. Standards are as follows:

(1) Commanders.

- (a) Logistic support.
- (b) Guidance.
- (c) Command internal communication.
- (d) Reporting requirements.
- (e) Understanding and supporting the Outreach-KONTAKT concept.
- (f) Program priority.
- (g) Local U.S. agency support.
- (h) Interrelationship of social action programs.
- (i) District support.
- (j) Coordination of program support with German officials.

(2) Outreach-KONTAKT Project Officers.

- (a) Guidance and assistance to the POC for the local club.
- (b) Leadership.
- (c) Motivation.
- (d) Club monitoring.
- (e) Logistic and financial support.
- (f) Communication with the *BDAF* and HQ USAREUR.

(3) German Officials and Agencies.

- (a) Logistic support.
- (b) Official and agency cooperation and assistance.
- (c) Understanding the Outreach-KONTAKT concept.
- (d) Official recognition of Outreach-KONTAKT.
- (e) Joint planning and operational capabilities.
- (f) Funding support.

(4) Outreach-KONTAKT Core Clubs or Councils.

- (a) Balance of members (that is, U.S., German, and third-country citizens).
- (b) Goal-setting ability.
- (c) Planning ability.
- (d) Operational structure.
- (e) Division of functions and responsibilities.
- (f) Tasking ability.
- (g) Club interaction.
- (h) Ratio of U.S. and German or third-country members in the council.
- (i) Administrative and funding capability.
- (j) Fiscal accountability.
- (k) Program quality and distribution.
- (l) District participation.
- (m) *BDAF* affiliation.
- (n) Registered association.

(5) Outreach-KONTAKT Clubs.

- (a) Participation ratio (for example, German or third-country to U.S., individual Soldier to troop strength, Family member to total U.S. Families in the area).
- (b) Program emphasis (for example, recreation, education, community action).

- (c) Interest-group development, diversification, and continuity.
- (d) Interest-group leadership and structure.
- (e) Participation in regional, district, and German Federal activities.
- (f) Acceptance of responsibility.
- (g) Short- and long-term goals.
- (h) Group satisfaction and achievement.
- (i) Acceptance by the German community.

c. Rate-of-Progress Criteria. Rate-of-progress criteria are determined when time-goal plan objectives are established by or for the core group or council. Variances in rate-of progress criteria are the result of contributory factors (for example, troop-to-civilian population ratios, different levels of education) and the degree of club development. Rate-of-progress criteria for clubs in the first 6 months of operation should include, but not be limited to, the following:

- (1) Research of community conditions and availability of resources from German organizations, U.S. agencies, and other sources.
- (2) Establishment of a basic structure and an administrative system.
- (3) Development of a time-goal plan.
- (4) Club cooperation with U.S. and German agencies.

B-3. LOCAL PROGRAM STANDARDS OF PERFORMANCE AND RATE-OF-PROGRESS CRITERIA

a. The basic factors in forming and developing an Outreach-KONTAKT program should be considered when setting local standards of performance and progress. The following factors are critical to the performance and continuity of the local club:

(1) Club Formation. Each club should be formed of a homogeneous mix of U.S., German, and third-country members.

(2) Conditions. The conditions for forming and developing an Outreach-KONTAKT club include the following:

- (a) Geographic assets.
- (b) Local accessibility.
- (c) Economic structure.
- (d) Cultural and public service institutions.

- (e) Type of command.
- (f) The image of the U.S. Army.
- (g) Germany's relationship to the command.

(3) Resources. Resources include human resources and other support that can affect the administration and programming of a local club.

(4) Command Support. Command support consists of knowledgeable guidance and logistic support of the Outreach-KONTAKT program.

(5) Marketing. Marketing consists of the following:

- (a) Distribution of effective internal and external information to German and U.S. target groups.
- (b) Viable programming.
- (c) Membership development for club cohesion.

(6) Programming. Programming should be varied to provide events during off-duty time in the areas of recreation, education, and community action.

(7) Organization Structure. The structure of the organization should develop in stages, one of which includes affiliation with the *BDAF*.

(8) German Support. German support includes logistic and financial support and the development of a joint U.S.-German activity-sponsorship plan.

(9) Funding. Funding for the program includes command, German, and self-generated funding.

b. The variables among Outreach-KONTAKT club phases of development show the degree to which the critical factors have been considered and successfully handled.

c. Because conditions in each community are different, local performance standards and rate-of-progress criteria should be based on local conditions as well as standards common throughout the Army in Europe Outreach-KONTAKT program.

GLOSSARY

SECTION I ABBREVIATIONS

AE	Army in Europe
AR	Army regulation
BDAF	<i>Bundesverband der Deutsch-Amerikanischen Freundschaft Outreach-KONTAKT, e. V. (Federal Association of German-American Friendship Outreach-KONTAKT)</i>
BOSS	Better Opportunities for Single Soldiers
CG, USAREUR	Commanding General, United States Army Europe
CSM	command sergeant major
DOD	Department of Defense
FRG	Family readiness group
HQ USAREUR	Headquarters, United States Army Europe
ID	identification
IMCOM-Europe	United States Army Installation Management Command, Europe Region
OCPA	Office of the Chief, Public Affairs, Headquarters, United States Army Europe
PAO	public affairs officer
POC	point of contact
TDY	temporary duty
U.S.	United States
USAG	United States Army garrison
USAREUR	United States Army Europe
USAREUR CPA	Chief, Public Affairs, United States Army Europe
USAREUR CSM	Command Sergeant Major, United States Army Europe

SECTION II TERMS

garrison city or town

A community in which U.S. Forces are stationed. Although one United States Army garrison may have command and control over several garrison or military communities, each is allowed to have its own Outreach-KONTAKT club.

Outreach-KONTAKT center

A permanent meeting place used on a regular basis by the Outreach-KONTAKT club members to hold meetings and events.