



Communications & Outreach

Standard Operating Procedure

June 2026

Version 4.0

Version & Revision History

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Approval

Name	Title	Signature	Date
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1.0 Background

1.1 Purpose

The Warrior Care Recovery Coordination Program (WC RCP) Communications & Outreach Standard Operating Procedure (SOP) describes the role the Communications & Outreach team plays within WC RCP, the communications tools and products available to WC RCP government and support personnel as outlined in the 2024-2026 WC RCP Communications & Outreach Plan; rules of engagement for interacting across WC RCP and with public affairs and media relations stakeholders across the Military Departments, the Military Health System (MHS), and the Office of the Secretary of Defense (OSD); and guidance for executing common outreach practices on behalf of WC RCP. WC RCP Communications & Outreach team members must read and abide by this SOP to ensure effective execution of WC RCP communications efforts to support WC RCP, overall, and in support of individual programs. This SOP provides general guidance and advice and will be updated periodically to account for evolving communications priorities and needs. As mentioned above, in addition to this SOP, the WC RCP Communications & Outreach team has a Warrior Care Communications & Outreach Plan that works together with this document to execute the overall SOP task and has an annual update requirement. All these products are available on the O: Drive (See Appendix A).

1.2 Warrior Care Guiding Strategy and Brand

This SOP describes the role WC RCP Communications & Outreach plays in WC RCP's mission "to proactively support wounded, ill, and injured Service members in their recovery and reintegration or transition to civilian life." Its vision is "to ensure the nation's wounded, ill, and injured Service members, their families, and caregivers are not forgotten." The WC RCP brand includes elements that should be consistently present and applied across all WC RCP communications, promotional, and informational materials.

2.0 Role of WC RCP Communications & Outreach

2.1 Responsibilities

WC RCP Communications & Outreach is responsible for the following major tasks, including but not limited to:

2.1.1 Develop and Execute WC RCP Office-Wide Communications & Outreach Plan

The plan outlines key tenets of WC RCP Communications & Outreach, including the communications goal and supporting objectives, definition of customers, stakeholders, and audiences, office-wide messaging, program-specific messaging, and communications tools and products. Associated work includes executing the plan, socializing plan contents with WC RCP government and support personnel, and evaluating communication effectiveness using

qualitative and quantitative methods. Periodic updates ensure the plan remains aligned with WC RCP senior leadership priorities and the DoD and wounded, ill, and injured communications environment.

2.1.2 Develop and Maintain Print Outreach Materials

WC RCP's physical outreach materials are produced in a tailored fashion and disseminated to target audiences to increase awareness of WC RCP resources. WC RCP Communications & Outreach works with designers to produce print products; reviews and updates them periodically to incorporate key messages, information, and resources; and manages the distribution processes.

2.1.3 Develop and Execute WC RCP Digital Engagement Strategy and Analytics Program

The strategy defines how the office engages its customers, stakeholders, and audiences through social media and web channels. WC RCP Communications & Outreach is responsible for ensuring that digital engagement practices remain compliant with all DoD, Washington Headquarters Services, and HA/DHA social media guidelines, and that WC RCP practices the right procedures to monitor, mitigate, and proactively address any issues. WC RCP Communications & Outreach establishes baseline performance measures for digital engagement on a weekly, monthly, and ad hoc basis, and produces snapshots and detailed analysis to track impact and opportunities.

2.1.4 Establish Strategy for, and Facilitate, Face-to-Face Interactions

Possessing the greatest potential for motivating and engaging WC RCP audiences, face-to-face communications include a range of interactions, from personal (between military leadership and Service members) to larger, more unidirectional situations (a speaker at a conference or ceremony). WC RCP Communications & Outreach plays an integral role in planning and executing—in close collaboration with WC RCP senior leadership—trainings, WC RCP-sponsored efforts, WC RCP-supported events, testimony and briefings, executive engagements, site assistance visits, and others.

2.1.5 Support OSD and HA/DHA Media and Public Relations Outreach

WC RCP Communications & Outreach collaborates with the appropriate OSD and HA/DHA public affairs and media relations points of contact in support of their efforts.

2.1.6 Establish and Strengthen Strategic Stakeholder Collaborations

WC RCP Communications & Outreach conducts analyses to identify influential stakeholders and recommend outreach strategies to develop and maintain its partnership and collaboration efforts. WC RCP Communications & Outreach also manages relationships as appropriate with mission-similar governmental and intergovernmental organizations – e.g., Military Community

and Family Policy (MC&FP) – to sustain key organizational interactions to further WC RCP’s mission.

2.2 Monthly Data Collection and Reporting

WC RCP Communications & Outreach is responsible for collecting social media data and reporting to leadership.

- Ensure timely and accurate collection of all relevant data to support decision-making.
- Maintain transparency and consistency in reporting.
 - Pull data directly from platform analytics (Meta for Business and LinkedIn analytics) and our third-party application – Sprout Social
 - Use top profile posts from each platform that includes Engagements, Followers, Impressions, & Visits
- Provide actionable insights that align with organizational goals and compliance requirements.
 - Key Metrics, Key Observations and Future Improvements
- Monthly Data Analytics Presentation can be found on our O: Drive (See Appendices A & C).

The following sections outline, at a high level, the current and planned tools and products within WC RCP Communications & Outreach’s scope, organized by the categories of: Print Products, Digital Engagement, Face-to-Face Interactions, and Public Relations and Media Outreach.

3.0 Print Products

Print products encompass a variety of physical outreach materials that are disseminated to stakeholders, customers, and target audiences to increase awareness and understanding of WC RCP’s programs and resources. All print materials must undergo an annual review to ensure accuracy, relevance, and compliance with current standards and guidelines. These hard-copy materials should always include the office’s and/or program’s key messages, information, and resources. Highest profile and most frequently used materials are detailed below.

- WC RCP Overview Brief (slide deck): Provides a general overview of WC RCP and its programs and resources; primarily presented or distributed within DoD and to other collaborating organizations (e.g., partnering federal agencies, educational institutions, and military and veteran service organizations)
- WC RCP Fact Sheet: Includes office-wide and program fact sheets with a consistent look and feel, in line with the MHS Style Guide; primary audience: installation level commanders and senior leaders, attendees at WC RCP sponsored or supported events

- WC RCP Branded Templates: Branded PowerPoint, Word, and flyer templates for WC RCP staff and Regional Coordinators

WC RCP Communications & Outreach manages production of additional materials, such as branded banners, pop-up screens, tablecloths, folders, brochures, and others. WC RCP programs interested in producing these materials should contact WC RCP Communications & Outreach to determine specific needs and requirements.

4.0 Digital Engagement

Digital products provide a dynamic outreach opportunity beyond the reach of print materials, allowing end-users to develop a deeper understanding of WC RCP and its programs and resources. Digital platforms allow users to receive WC RCP information more immediately—policy updates, program messages, good news stories, and other pertinent wounded, ill, and injured content—and to connect with WC RCP through interactive, social activities and informational resources, such as:

- [Social Media](#): (Facebook, Instagram, LinkedIn, YouTube, and Flickr): Provides program information, event details, policy facts, live event coverage, photographs, partner content, and video to WC RCP followers
- [Website](#): The WC RCP website serves as a central hub for comprehensive program information and resources, policy updates, and event information to support wounded, ill, and injured Service members.
- [Caregiver Resource Directory](#): Web compilation of vetted resources specifically for caregivers of wounded, ill, and injured Service members
- WC RCP Newsletter: A digital publication released quarterly that highlights program updates, upcoming events, and success stories. The newsletter serves as a tool to keep stakeholders, partners, and the recovering military community informed and engaged with WC RCP initiatives.

WC RCP Communications & Outreach develops and manages the office's social media and web analytics to automate and more precisely monitor and report trends and activity, leveraging data from multiple sources. Trends and highlights inform weekly, monthly, and ad hoc digital engagement reports and leadership briefings.

4.1 Web and Social Media Policy and Security

Operating social media and web accounts under a DoD/federal government authority is a responsibility that requires careful attention to compliance, security, and Operations Security (OPSEC) guidance and best practices. The following resources and practices help ensure WC

RCP's social media and webpages are always in compliance with policy set by the Washington Headquarters Service, the Office of Management and Budget, and DoD.

- Adhere to DoD Web and Social Media Policies: Web and Internet-based Capabilities (IBC) Policies – U.S. Department of Defense – <https://dodcio.defense.gov/DoD-Web-Policy/>
- Periodically review current practices and policies, adjust as needed

4.2 WC RCP's Social Media and Online Presence

WC RCP has a strong and growing presence. To effectively continue to share program information, news, and updates, WC RCP and its partners are asked to follow and incorporate WC RCP social media in all outreach tactics, as appropriate. (Facebook, Instagram, and LinkedIn):

- Warrior Care website: <https://warriorcare.dodlive.mil/>
- NRD website: <https://nrd.gov/>
- Warrior Care Facebook: <https://www.facebook.com/WarriorCare>
- NRD Facebook: <https://www.facebook.com/NationalResourceDirectory/>
- Instagram: <https://www.instagram.com/warriorcarephotos/>
- WC RCP LinkedIn: <https://www.linkedin.com/company/department-of-defense-recovery-coordination-program-operation-warfighter/>
- NRD LinkedIn: <https://www.linkedin.com/company/national-resource-directory/>
- Health.mil web presence: <http://www.health.mil/About-MHS/Defense-Health-Agency/Healthcare-Operations/Warrior-Care-Program>

Archived Accounts

- X: WarriorCare
- YouTube: <https://www.youtube.com/@WarriorCare/>
- Flickr: <https://www.flickr.com/photos/warriorcarephotos/>

4.2.1 Social Media Approval Process

All social media posted on WC RCP platforms must have prior approval from the DHA comms team. After the team receives approval, then the content can be scheduled for posting. Here are the steps to submitting a social media post for approval:

1) Content Planning:

- a) Receiving content from WC RCP teams and partnering agencies
- b) Identify the post for approval
- c) Draft initial concepts for each post (theme, message and platform)

2) Prepare the Social Media Toolkit (See Appendix B):

- a) Graphics: branded images, infographics or illustrations
- b) Text: draft messaging

c) Links: URLs to resources or call to action

3) Send email to DHA Communications POC

a) Crystal Deleon at Crystal.G.Deleon.civ@health.mil

b) Allow 5 business days for feedback and approval

5.0 Face-to-Face Interactions

WC RCP maintains a roster of more than 19 Regional Coordinators, who work remotely throughout the United States to provide a variety of in-person services to wounded, ill, and injured Service members and their caregivers. These coordinators cover Operation Warfighter and the Education and Employment Initiative. While Regional Coordinators have many responsibilities within each of their respective service areas, they play a considerable role in conducting outreach on behalf of WC RCP and its programs. Oftentimes, Regional Coordinators are the “face” of WC RCP and the single point of contact many stakeholders and customers will have with the organization. As a result, WC RCP Strategic Communications must maintain an oversight role with the coordinators to ensure message consistency, while also helping to outfit the coordinators with outreach materials that will effectively help them engage and educate wounded, ill, and injured Service members, caregivers, Recovery Care Coordinators, Cadre, and other military leaders—across all military services. In turn, coordinators can offer valuable insights into WC RCP’s stakeholders, audiences, and customers.

WC RCP Communications & Outreach generates, and updates approved program messaging, as outlined in the 2024-2026 WC RCP Communications & Outreach Plan and reflected in content found online and in WC RCP factsheets. To ensure message consistency, WC RCP Communications & Outreach must provide oversight to Regional Coordinators, from a communications perspective, by working closely with, and through, WC RCP senior leadership to ensure all coordinators are aware of and using the most up-to-date program and office-wide messaging when representing WC RCP and their specific program.

In addition, WC RCP Communications & Outreach primary support of Regional Coordinators includes creating and providing custom outreach materials for use at a variety of local events and engagements. These events and engagements include internship fairs, employment fairs, veteran transition conferences, annual military expos, caregiver summits, and adaptive sports competitions, among others. WC RCP Communications & Outreach has traditionally provided:

- WC RCP and program branded pop-up banners
- WC RCP and program branded tablecloths
- Program postcards (See Appendix D)
- WC RCP program fact sheets
- WC RCP branded Regional Coordinator business cards

WC RCP Communications & Outreach leads the development of marketing collateral, overseeing the creative/graphic design process on any revisions to current products or requests for new materials. WC RCP Communications & Outreach makes decisions on when or how to update current products, and when to create new products, based on feedback from Regional Coordinators or other WC RCP staff. After Action Reports created at the conclusion of events and engagements serve as the primary forum for feedback on the effectiveness of marketing collateral. WC RCP Communications & Outreach will also revise or create new products as requirements dictate and based on any significant shifts in program operations.

6.0 Public Relations and Media Outreach

By and large, WC RCP encourages media to talk with Service members and caregivers who are participating in WC RCP programs, while embracing opportunities to provide factual and accurate information about what the programs are, why they exist, and how they are providing support now and into the future. However, WC RCP is governed by some specific media engagement guidelines that must be adhered to.

As a matter of process, WC RCP is required to work through Media Operations at the Defense Health Agency / Military Health System (DHA/MHS) for all media engagements (both proactive and reactive). This requires dedicated coordination between WC RCP Communications & Outreach and DHA/MHS's communications team to ensure WC RCP's media engagement strategies align with, and are supported by, DHA/MHS. In addition, the military services are the primary lead for any media engagements that include requests to interview Service members or require access to a military installation.

Accordingly, WC RCP must identify and coordinate with the appropriate public affairs officers within each military service should media engagements include Service members or access to military installations.

Communications planning and formal media engagement strategies are critical to ensuring WC RCP receives the desired media coverage for its programs, policies, resources, and events. By identifying the “who, what, when, where, and why” for media engagement well in advance of execution, WC RCP Communications & Outreach provides DHA/MHS with the necessary information to coordinate media engagement on behalf of WC RCP. WC RCP's media engagement strategies should be submitted to DHA/MHS 30 days prior to execution and should, at a minimum, include:

- An overview of the purpose for the proactive media engagement and desired outcomes, demonstrating how the engagement enhances WC RCP and aligns with MHS priorities

- A draft media alert and/or press release (dependent on the type of media engagement desired)
- A target media list (outlets and specific reporters, if desired)
- A detailed fact sheet or background document on the topic or event
- WC RCP senior leadership talking points related to the topic or event

As within any organization, WC RCP Communications & Outreach is occasionally put in a reactive position with media. Media may approach WC RCP or its Regional Coordinators directly with questions or requests for comment. Media may also approach OSD public affairs or DHA/MHS to address topics relevant to WC RCP. In either instance, WC RCP is required to allow OSD public affairs or DHA/MHS to establish the primary strategy for responding to media. OSD public affairs or DHA/MHS will also have the first right of refusal as the official DoD spokespersons to address the inquiry. WC RCP senior leadership acts solely as the subject matter experts on topics relevant to its portfolio unless otherwise authorized.

In addition, WC RCP contractor staff are prohibited from speaking to media on behalf of WC RCP. Currently, all WC RCP Regional Coordinators are contractors and must be mindful not to speak with media, either formally or informally. Coordinators should also refrain from directing media to interview specific Service members or military caregivers.

7.0 Bringing It All Together

WC RCP Communications & Outreach sets the tone for how WC RCP communicates with its stakeholders, customers, and audiences. While much of that tone is established through the messaging strategies, tactics, and techniques included in the 2024-2026 WC Communications & Outreach Plan, there are inevitably situations and issues that will arise and require a change in tactic or technique or require immediate action outside the scope of the communications and outreach plan. However, the standardized operating procedures by which WC RCP Communications & Outreach must adhere to are both firmly rooted in how the 2024-2026 WC Communications & Outreach Plan must be implemented and as the guide for how the day-to-day work of the WC RCP Communications & Outreach team must be carried out.

As the subject matter experts for communications, the WC RCP Communications & Outreach team dictates much of how WC RCP communicates through its digital, print, face-to-face, and other communication channels. Collaboration with WC RCP senior leadership, DHA/MHS, OSD public affairs, and the military services' public affairs is critical to ensuring WC RCP Communications & Outreach is disseminating the right messages, to the right people, at the right time.

WC RCP Communications & Outreach is only as strong as the collaborative approach the entire office takes to communicating about its mission, programs, and offerings to wounded, ill, and injured Service members, and their family members and caregivers, as well as influence organizations that help carry WC RCP’s message. WC RCP staff and support personnel play an important role in proactively working with the WC RCP Communications & Outreach team on a regular basis to:

- Identify and share, in a timely manner, leads on viable good news stories and other material for WC RCP Communications & Outreach to leverage through appropriate communications platforms
- Notify WC RCP Communications & Outreach with as much lead time as possible to ensure live or remote social media coverage for upcoming events
- Generate messaging and other products in a timely manner
- Follow WC RCP social media accounts and promote social media presence as much as possible
- Use approved WC RCP branded materials and messaging
- Articulate the WC RCP brand story accurately when speaking with stakeholders

Appendix A: Product Locations

Product	O: Drive Location
WC RCP Communications Plan	O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\103-02.1_Instruction Files\SOP\Communications & Outreach
WC RCP Communications & Outreach SOP	
WC RCP Monthly Data Analytics Presentation	O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\102-13_Program Progress Files\Analytics\Monthly Data Analytics Presentations
WC RCP Factsheets	O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\103-02.1_Instruction Files\SOP\Communications & Outreach\Comms & Outreach Plan\Communications Tools & Products\WC RCP Factsheets
WC RCP Branded Templates	O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\103-02.1_Instruction Files\SOP\Communications & Outreach\Comms & Outreach Plan\Communications Tools & Products\WC RCP Branded Templates
WC RCP Logos	O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\701-08_Imaging and Audio\Logos-Graphics 2024
WC RCP Social Media Toolkits and Campaigns	O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\702-03 Public Events

WC RCP Newsletter & Timeline Matrix O:\ASD (HA)\WCP\OfficialRecords\Recovery Coordination Program\702-03 Public Events\Newsletter

Appendix B: Social Media Toolkit Example

Four panels showing social media content: a table of links, a 'Warrior Care' social media post, a 'National Agency Spotlight' post, and a 'Thanksgiving' post.

Appendix C: Monthly Analysis Presentation Example

Two 'March 2025' analysis slides. The left slide shows 'StratCom Data Analysis' with metrics like 'Impressions decreased by 17%' and 'Engagements increased by 10%'. The right slide shows 'March 2025' with metrics like 'Impressions increased by 22%' and 'Engagements decreased by 6%'.

Appendix D: Program Postcard Examples

Three program postcard examples: 'CONNECTING' (connecting service members to educational and employment opportunities), 'ONLINE PARTNERSHIP' (providing access to services and resources), and 'DISCOVER YOUR EDUCATION AND EMPLOYMENT OPPORTUNITIES!' (promoting educational and employment opportunities).