COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing web site at **www.e-publishing.af.mil** or via the Air Force Portal.

RELEASABILITY: There are no releasability restrictions on this publication.

This instruction implements Air Force Policy Directive (AFPD) 35-1, *Public Affairs Management*. It provides guidance for Public Affairs planning during contingency and readiness operations. It also implements Department of Defense (DOD) Instruction (DODI) 5120.04, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*; DOD Directive (DODD) 5120.20, *Armed Forces Radio and Television Service (AFRTS)*; DOD 5120.20-R, *Management and Operation of American Forces Radio and Television Services*; DODD 5160.48, *DoD Public Affairs and Visual Information (PA & VI) Education and Training (E&T)*; DODI 5040.4, *Joint Combat Camera (COMCAM) Program*; DODI 5400.14, *Procedures for Joint Public Affairs Operations*. Read this instruction with Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*; Air Force Instruction (AFI) 10-403, *Deployment Planning and Execution*; AFI 10-404, *Base Support and Expeditionary Site Planning*; and AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. This AFI requires the collection and maintenance of personal information including the following systems notices: F035 AF SAFPA B (Hometown News Release Background Data File), F035 AF SAFPA C (Official Biographies), and F035 SAFPA A (Mobilization Augmentee Training Folders). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at **https://afrims.amc.af.mil/rds_series.cfm**. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF

Form 847, *Recommendation for Change of Publication*, and route AF Form 847s from the field through the appropriate functional chain of command.   This instruction applies to the Air Force Reserve (AFR) and the Air National Guard (ANG) unless otherwise noted.

Chapter 1

MISSION AND OPERATIONAL CONCEPTS

1.1. Roles and Missions. The U.S. Air Force is responsible for providing fully trained and qualified public affairs professionals to the combatant commander to support joint war fighting requirements. This Public Affairs instruction applies to Airmen who hold the following AFSCs: 35P Public Affairs Officer, 35B Band Officer, 3N000 Public Affairs Chief Enlisted Manager, 3N090 Public Affairs Superintendent, 3N0X1 Public Affairs Specialist, 3N0X2 Broadcaster, 3N0X4 Still Photographer, 3N1 Regional Band, and 3N2 Premier Band.

1.1.1. Public Affairs delivers candid and timely communication counsel and guidance to commanders on decisions that affect the Air Force's ability to accomplish its mission. Public Affairs professionals identify and analyze key issues; provide products for historical documentation, combat documentation, and imagery management; conduct media training; develop plans to reach specific audiences; ensure legally mandated public involvement requirements are met; recommend methods of delivery; and measure and evaluate results of communication programs.

1.1.2. DOD's Joint Strategic Capabilities Plan tasks each combatant commander to consider public information options to deter conflict — before using force. PA assists combatant commanders in planning these efforts. PA uses factual information to put the international public spotlight on an issue. PA Airmen clearly communicate U.S. goals and objectives, what the U.S. expects the adversary to do to satisfy international concerns, why the U.S. concern is important, and what the U.S. intends to do if the adversary refuses to comply. PA activities may involve highlighting the military's deployment preparations, activities, and force projection to show domestic, allied, coalition, and adversary publics what the commander is actually doing to prepare for conflict.

1.2. PA provides the following capabilities for Joint Force Commanders (JFCs):

1.2.1. Providing Trusted Counsel to Leaders. This capability includes analyzing and interpreting the global information environment (GIE), monitoring domestic and foreign public understanding, providing lessons learned, forecasting the possible impact of military operations within the public information realm, and preparing JFCs to communicate with audiences through the media and other methods.

1.2.2. Enhancing Morale and Readiness. PA operations enable military personnel to understand their roles in the mission by explaining how policies, programs, and operations affect them and their families. Media interest in military operations can be high, especially during the initial phases. Military and family members may be interviewed. In order to clearly communicate the mission, all military members need to understand their role in the operation. PA programs keep military members and their families informed about operations, events, and issues to counter adversary propaganda efforts, and reduce stress and uncertainty, and other factors that may undermine mission accomplishment.

1.2.3. Fostering Public Trust and Support. With backing from the public and Congress, military leaders are able to effectively recruit, equip, and train forces to perform across the full range of military operations. Effective PA operations support a strong national defense

by building public trust and understanding for the military's contribution to national security. During a national crisis, PA operations give the American public the information needed to understand military roles and missions. Visual imagery further enhances this role by providing the documentation of military forces and combating enemy propaganda. This understanding is critical to sustaining American public support for military operations.

1.2.4. Global Influence and Deterrence. JFCs should employ PA to develop and implement communication strategies that inform national and international audiences and adversaries about the impact of U.S. military during operations and exercises through providing visual imagery from the battlefield, and other communication tools. Making these audiences aware of U.S. military capabilities and U.S. resolve to employ them can enhance support from allies and friendly countries and deter potential adversaries. When adversaries are not deterred from conflict, information about U.S. capabilities and resolve may still shape the adversary's planning and actions in a manner beneficial to the United States.

1.2.5. Visual Documentation (VDOC) Program. The VDOC program ensures that Air Force wartime, contingency/humanitarian operations, historical and newsworthy events are visually and accurately recorded. The JFCs, Air Expeditionary Unit Commanders, and the Commander of Air Force Forces (COMAFFOR) use this imagery as a decision-making tool for critical operational assessment and their communication needs. Other mission-related uses of recorded imagery are visual support to truthful psychological operations, training, battle damage assessment, post-strike assessment, and public information.

1.3. Readiness. Public Affairs must ensure the readiness of all of its professionals. Maintaining and developing readiness allows Public Affairs to effectively execute these roles and responsibilities. Developing and maintaining a deployable Public Affairs combat force is essential to meeting combatant commander requirements.

1.4. Information Operations. Joint Publication 3-13, *Joint Doctrine for Information Operations,* defines information operations (IO) as actions taken to affect adversary information and information systems while defending one's own information and information systems. Public Affairs operations have a great impact on friends and foes and may be supported by, or support, IO missions, as detailed in Air Force Doctrine Document (AFDD) 2-5.3, *Public Affairs Operations*. Since policy, precedent, integrity, and good strategy all bar PA from intentionally misleading the American public or elected leaders, integration with IO planners eliminates the possibility of PA unintentionally misleading the public or compromising operational security (OPSEC) or legitimate deception campaigns.

1.4.1. Tactics. Some PA tactics reside in the influence operations sphere of IO and provide the commander with effective means to maintain legitimacy and counter adversary propaganda through the timely release of accurate information through public communication channels.

1.4.2. Integration. Planners for PA, psychological operations (PSYOP), Military Deception (MILDEC), and Civil Affairs (CA, when in use) will coordinate their actions/information products to prevent counteracting each other or compromising OPSEC.

1.5. Media and Outreach. These programs, when used in a deployed location, directly support the combatant commander in accordance with Joint Publication 3-61, *Joint Doctrine for Public*

Affairs, and AFDD 2-5.3. Separate plans are developed for each level of command to support the combatant commander's overarching plan.

1.5.1. Media Operations. Operations guidance and supervision are provided by a joint information bureau (JIB), a Combined Air Operations Center (CAOC) or Air Operations Center (AOC), or other PA activities designated by the deployed commander.

1.5.2. Community relations. Overseas deployment duties in community relations will usually fall within the scope of the Civil Affairs plan and Joint Publication 3-57, *Civil-Military Operations.*

1.6. Internal Information. Internal information programs in combat and contingency scenarios are a responsibility of the services. Air Expeditionary Wing (AEW) and Air Expeditionary Group (AEG) PA operations will produce internal information products in support of AEW commander and Combined Forces Air Component Commander (CFACC) objectives. Though a timely flow of accurate information always enhances morale, internal information products can produce valuable mission-enabling effects during times of contingency and combat. Mission-focused topics such as safety, OPSEC, force protection, and medical readiness will always be priority communication topics for warfighting commanders. Internal information products can greatly enhance the mission by reinforcing policy, procedures, and training on these important topics in creative and effective ways and combats enemy misinformation. Additionally, internal information products will often have dual-use value in support of media operations objectives.

1.6.1. While each Joint Task Force (JTF) commander may set up a command information function within the JTF PA office, individual service units will also establish their own local internal information requirements.

1.7. Security and Policy Review. Security begins at the source.

1.7.1. Public Affairs will monitor the release of information to prevent compromising security, jeopardizing operations, or threatening the safety of service members.

1.7.2. Deploying service members should be briefed on guidelines for discussions with the media as outlined in Joint Publication 3-61.

1.7.3. The deployed image release authority is the joint force commander; however, that authority can be delegated to forward-deployed PA personnel. Wherever the release authority may lie for a given operation, PA Airmen should ensure that all Airmen assigned to their unit understand and comply with guidelines regarding imagery collection, review, and release.

1.8. Expeditionary Combat Airmen (ECA): All Air Force PA personnel serve as expeditionary combat airmen. Training for deploying PA Airmen will be accomplished in accordance with Air Force, C-NAF and SAF/PA policy. For training, XFFGX (PA officer, PA specialist, broadcaster, photographer, and Combat Camera) UTCs will be tasked to support exercises such as Red Flag, Bright Star, Agile Leader to develop skills required for forward area support.

1.8.1. Combat Skills Training. The demand for Public Affairs expertise in expeditionary environments has never been greater. More and more of our Airmen are deploying to meet this demand and are operating at locations and in conditions that are often dynamic, unpredictable and dangerous. Combat Skills Training provides Airmen the critical

proficiency in tactics, techniques and procedures required to effectively and safely operate in today's challenging environments.

1.8.1.1. Combat Skills Training curricula are also continually updated based on evolving threats and modified responses to those threats. Military and civilian personnel holding PA AFSCs will complete Combat Skills Training before each and every deployment to a designated Imminent Danger Pay area (found in the DoD Financial Management Regulation (DOD 7000.14-R), Volume 7A, Chapter 10, **www.defenselink.mil/comptroller/fmr/07a**/). This requirement is documented in the PA supplement to the War Mobilization Plan 1 (WMP-1).

1.9. JCS and AF-level Exercises. To be effective, both in evaluating the readiness of XFFGX UTCs and in providing training opportunities, exercises must duplicate the deployed location workload as much as possible.

1.9.1. When a unit exercises, the scenario will test the ability of deploying and home-based PA operations to perform the Mission Capability (MISCAP) outlined in the supported Unit Type Codes (UTCs).   Public Affairs UTCs will be tasked for exercise support through the AEF process for major exercises.

1.9.2. When deploying, a unit can expect to draw media attention (local, national, and international) both at the deployed location and at home station.   Community support activities may range from very positive support of activities to opposition demonstrations, depending on the acceptability of the operation to members of the public. Information needs will vary depending on the timing of the deployment and advanced preparations. PA XFFGX UTCs will exercise in those kinds of environments when testing deployment procedures to familiarize the command staff with potential situations they can expect to encounter during an actual deployment. Additionally, imagery documentation requirements must be identified and supported.

1.9.3. After-Action Reports and Lessons Learned. In order to ensure organizational learning and gain the benefits of participating in exercises, all PA Airmen will prepare after-action reports that include lessons learned and recommendations. These reports will be sent to the appropriate MAJCOM/PA and forwarded to SAF/PAR and the relevant air component PA office.

Chapter 2

PUBLIC AFFAIRS READINESS PLANNING

2.1. Air Force Wartime Planning Process. Air Force deliberate planning begins when the President issues the annual National Security Strategy of the United States.

2.1.1. The National Security Strategy is translated into the National Military Strategy.

2.1.2. The Joint Strategic Capabilities Plan (JSCP) matches up the National Military Strategy with the forces needed to meet that requirement. The JSCP also outlines Information Flexible Deterrent Options such as the ones listed below:

2.1.2.1. Maintain an open dialogue with the news media.

2.1.2.2. Heighten international awareness of the potential for conflict.

2.1.2.3. Promote U.S. national (and/or coalition) objectives for the operation.

2.1.2.4. Combat enemy disinformation.

2.1.2.5. Gain and maintain support through public involvement in the operation.

2.1.2.6. Keep the operation in the public's mind beyond the first wave of coverage.

2.1.2.7. Use visual imagery to support PA activities and provide historical documentation.

2.1.3. Each combatant command, such as U.S. Central Command or U.S. European Command, generates Operation Plans (OPLANS) based on the assumptions of the JSCP, the combatant commander's strategic concept, and a coordinated movement schedule for getting forces to the theater.

2.2. Deliberate Planning. Deliberate Planning is a Joint Operations Planning and Execution System (JOPES) and Deliberate/Crisis Action Planning and Execution Segment (DCAPES) process to develop joint plans for contingencies in Joint Strategic Planning System documents. This is primarily conducted by combatant commands in peacetime in a prescribed cycle following the DoD planning cycle. The resulting plan identifies tactics, equipment, training needs, and support requirements for successful execution. Budget, force size, and equipment design decisions are based on deliberate plans.

2.3. Crisis Action Planning (CAP). Crisis Action Planning is driven by specific events, and the process is a compression of the deliberate planning process. Crisis Action Planning is a structured JOPES and DCAPES process used to commit forces based on actual crisis contingency when response is imminent. In CAP, a deliberate plan is tailored to meet existing operational requirements, or a new plan is developed based on mission requirements and available resources.

Table 2.1. Crisis Action and Deliberate Planning Comparison.

	Crisis Action Planning	**Deliberate Planning**
Time available to plan Joint Planning and Execution Community (JPEC) involvement	Hours or days For security reasons, possibly very limited to close-hold procedures	18-24 months Participates fully
Phases	6 Phases from situation development to execution	5 Phases from initiation to supporting plans
Forces for Planning	Allocated in the Warning, Planning, Alert, or Execute Order	Apportioned in JSCP
Early planning guidance to staff	Warning order from Chairman of the Joint Chiefs of Staff (CJCS); Combatant Commander's evaluation request	Planning Directive issued by Combatant Commander after planning guidance step of concept development phase
Commander's estimates	Communicates recommendations of Combatant Commander to the CJCS	Communicates the Combatant Commander's decision to staff and subordinate commanders
Decision of Course of Action (COA)	President with advice decides COA	Combatant Commander decides COA with review by CJCS
Execution Document	Execute Order	When operation plan is implemented, it is converted to an Operation Order (OPORD) and executed with an Execute Order
Products	Campaign Plan (if required) with supporting OPORDs or OPORD with supporting OPORDs	OPLAN or CONPLAN with supporting plan

2.4. Public Affairs Planning and Sourcing Process: Air Force PA's role in the process begins when the combatant commands issue their OPLANS.   The USAF War Mobilization Plan (WMP) outlines specific planning guidance that must be followed in using PA resources and

building PA capabilities into OPLANS. All Component Numbered Air Force (C-NAF) planners are required to follow the PA annex of the AF WMP.

2.4.1. SAF/PAR Responsibilities**.**

2.4.1.1. Review and coordinate on all OPLANS received by the Air Staff for review.

2.4.1.2. Ensure force providers can meet OPLAN taskings.

2.4.1.3. Manage all PA assets to include posturing those authorizations for the Air Staff, Major Command (MAJCOM), Field Operating Agency (FOA), and Direct Reporting Unit (DRU) assets in the Air Force-wide Unit Type Code (UTC) Tasking Availability Summary (AFWUS) and the AEF time-phased force and deployment data (TPFDD) libraries. This will apply to the UTC Availability tool (UTA) as well.

2.4.1.4. Develop policy and guidance that supplement this instruction as needed.

2.4.1.5. Organize annual PA Planning and Sourcing conferences. PA Planners (and functional area managers, or FAMs) at the MAJCOM and C-NAF level attend the sourcing conference; AFPC schedulers will also attend. When the MAJCOM FAM role is centralized at the Air Force Public Affairs Agency (AFPAA) as outlined in Program Action Directive 07-13, *Implementation of the Chief of Staff of the Air Force Direction to Transform and Consolidate Headquarters Management Functions,* Annex J, MAJCOM representatives will be invited to attend.

2.4.1.6. Write the Air Staff Posturing and Coding Guidance annually; attend all Global Force Management conferences such as the U.S. Army Forces Command conference and the Joint Forces Command annual sourcing conferences; and serve as Air Force representative to the Joint Combat Camera Planning Group.

2.4.1.7. Oversee the entire AEF force management planning process for all PA capabilities, providing oversight and deconflicting issues as required.

2.5. AFPAA Responsibilities. PA forces are centrally managed. The AFPAA will maintain a detachment at Langley AFB, VA, in support of the centralized MAJCOM FAM function for PA.

2.5.1. Provide reach back to the MAJCOMs for all FAM and force management issues.

2.5.2. Forward emerging requirements to SAF/PAR for approval.

2.5.3. Update the Air and Space Expeditionary Force (AEF) Inventory (AEFI) filed in MilPDS for all PA assets.

2.6. AFPC Responsibilities. Due to PA's unique capability, AFPC will use sourcing solutions developed by the AFPAA and approved by SAF/PAR. AFPC schedulers will not source requirements using other means.

2.7. Air Combat Command (ACC) Responsibilities. ACC will coordinate requirements for PA capability through the AFPAA. Any emerging or rotational requirement issues for PA capability are worked through the AFPAA as the centralized force management function for PA. The AFPAA will, in turn, forward emerging requirements to SAF/PAR for validation. The AFPAA will have an Operating Location (OL) at Langley AFB, VA, in support of this function.

2.8. Air Component Responsibilities (C-NAF) Responsibilities.

2.8.1. Plans to employ PA forces during the beginning stages of any operation to ensure comprehensive mission documentation. Ensures that PA forces have full-mission access during each phase of the operation.

2.8.2. Build PA requirements in support of the combatant command OPLAN, usually titled Annex F (See attachment 2), using the planning guidance in the War Mobilization Plan, PA Annex.

2.8.3. Establish the associated PA deployment requirements within an OPLAN TPFDD.

2.8.4. Coordinate with SAF/PAR prior to building requirements to ensure forces are available for sustainment.

2.9. MAJCOM Responsibilities.

2.9.1. Organize, train, and equip PA capabilities within their commands in order to provide ready PA forces to meet DOD and combatant command requirements in support of crisis or deliberate plans. Ensure UTCs are postured and coded IAW Air Staff Prioritization and Coding Guidance.

2.9.2. Ensure SAF/PAR has all military authorizations and deployment-eligible positions against UTCs and loaded into the AFWUS and the AEF TPFDD libraries.

2.9.3. Ensure postured members are aware of their AEF assignments and are entered in MilPDS per PA Functional Area Prioritization and Sequencing Guidance.

2.9.4. Ensure all UTCs assigned to their command are continually updated in the AEF Reporting Tool (ART) database and any change is reflected in ART within 24 hours.

2.9.5. Ensure all units are reporting within the established guidelines in the PA Functional Area Prioritization and Sequencing Guidance.

2.9.6. Ensure planning for PA participation in MAJCOM exercises. Serve as POC for MAJCOM exercise planning conferences and provide AFPAA with exercise requirements.

2.9.7. Transfer all MAJCOM FAM and force management responsibilities to the AFPAA when and as directed by SAF/PAR, per PAD 07-13, Annex J.

2.10. Annual AEF Planning and Sourcing Conference. SAF/PAR schedules a PA AEF Planning and Sourcing Conference at least annually. MAJCOM and FOA representatives, air component planners, AFPC representatives, and AFPAA force management personnel attend. SAF/PAR notifies participants of dates and locations.

2.10.1. The conference allows participants to review current and upcoming AEF requirements and source from the available pool of authorizations to satisfy OPLAN taskings in support of component commanders. It allows for C-NAF planners to prioritize requirements and validate existing requirements.

2.10.2. Throughout the year, changes in sourcing requirements or available status of postured personnel are reviewed and adjudicated by SAF/PAR through the AFPAA.

Chapter 3

PA OPERATIONS PLANS ANNEXES

3.1. Public Affairs Annexes to Operational Plans. Air Force PA plans for a variety of roles both operationally and within support functions. The relevant combatant command PA staff is responsible for PA planning and execution within a specific theater, while air component PA staffs will create sub-plans and be responsible for telling the joint air, space, and cyberspace story. Air Force PAs at units subordinate to air component commands must plan to support both combatant and component requirements. PAs serving stateside or within commands outside the operational chain of command must do the same and ensure support to both forward and rear areas of operations, including information support to Air Force Reserve, Air National Guard, and other services' families in the local area. Each war or contingency plan annex should contain, at a minimum, appendices for media support, visual documentation, historical documentation, combat documentation, internal information, community relations (as appropriate), and an estimate of logistical, manpower, and financial requirements.

3.1.1. Annex F (See Attachment 2). This annex to OPLANs stipulates the concept of the overall conduct of the PA program in support of the operation or exercise being planned. It should also provide a coordinated list of logistical, manpower, and financial requirements needed to fully support the operation or exercise plan. Normally, an annex to a supporting plan will be written by the Air Force component command PA staff in response to a combatant command tasking. Each plan annex subordinate to the Air Force components will state how levied support requirements are satisfied.

3.1.2. Time-Phased Force and Deployment Data (TPFDD). The TPFDD is the document that tells war planners which capability is deploying to where and when. TPFDDs list the UTCs being deployed, the tasked unit, UTC origin and final destination (and all points in-between), projected departure and arrival dates, number of personnel associated with the UTC, weight of all associated equipment, and other important information for logistics planners. Together, the OPLAN and the TPFDD tell C-NAF PA planners what needs to be done and what PA forces are deploying. TPFDDs are usually managed at the air component level and are normally classified. Unit plans or logistics readiness offices can provide insight into current OPLAN TPFDDs and other deployment related information. Components must consult the AEF library to see what PA forces are available and take into consideration current deployments when establishing new requirements. AFPC/DPW, AF/A1PR, and AF/A3/5 will work through SAF/PAR to validate new requirements prior to sourcing.

Chapter 4

PUBLIC AFFAIRS READINESS

4.1. Public Affairs

4.1.1. Public Affairs forces are first and foremost a deployable combat capability, fully trained and prepared to meet the need of the joint warfighter. Public Affairs forces provide trusted counsel, enhance morale and readiness of Airmen, foster public trust and support, provide global influence and deterrence and ensure visual documentation.

4.1.2. Visual documentation (VDOC). The VDOC program ensures wartime, contingency/humanitarian operations, and historical events are visually recorded. The battle field commander and the Secretary of Defense (SECDEF) use this imagery as a decision-making tool for critical operational assessment. Other mission-related uses are support to psychological operations, training, battle damage assessment, post-strike assessments, public information, and providing an accurate record of air and ground operations.

4.1.3. When tasked, XFFGX UTCs will support deployed wing-level forces and VDOC requirements. SAF/PAR may assign wing-level PA forces to support or replace theater-level Combat Camera (COMCAM) operational requirements when contingencies have reached a steady state situation of 12 months or longer, COMCAM training criteria are met, and the combatant commander acknowledges and permits the substitution.

4.2. Weapon Systems Video.

4.2.1. Public Affairs maintains a deployable theater-level support for Weapons System Video (WSV) augmentation with the mission to manage WSV at the aviation wing-level through the ANG. WSV support includes editing and copying gun and bomb damage assessment, collateral intelligence, training, historical, public, and other needs. C-NAF planners establish the requirement for all WSV in their theater of operations. The ANG is the source for WSV support, and WSV UTCs are postured in the ANG. SAF/PAR is the waiver authority. Any 3N0XX in the ANG can perform the WSV mission.

4.2.2. The ANG maintains the ability to support WSV for combat aviation units for contingency operations. Generally, this support includes the ability to train and deploy with the supported weapon system. Non-rotational support for WSV (Red Flag or other local exercises, for example) also comes from the ANG if requesting units fund the augmentation.

4.2.3. Personnel assigned to WSV teams are equipped and trained to deploy with wing operations and intelligence staffs to select, digitize, edit, and transmit WSV imagery. The WSV teams send imagery according to theater guidelines. The ANG is responsible for WSV training and will ensure all billets assigned WSV missions are coded for a Top Secret clearance requirement. When deployed, WSV teams at the wing level work for the senior intelligence officer at an AEW.

4.3. Combat Camera.

4.3.1. The mission of Combat Camera is to provide the SECDEF, the Chairman of the Joint Chiefs of Staff (CJCS), the Unified Combatant Commands, and the Air Force with a directed

imagery capability in support of operations and planning requirements during worldwide crises, contingencies, exercises, and wartime operations.

4.3.2. The primary role of COMCAM is the visual documentation of AF combat operations as tasked by the Joint Task Force Commander, Commander Air Force Forces, or CSAF.

4.3.3. Air Force COMCAM teams are uniquely trained, equipped, and organized for rapid global deployment to provide documentation of air and ground operations. They are fully qualified and equipped for day/night operations. COMCAM units also possess fully certified/qualified aircrew members for aerial documentation. Two-person teams are trained, equipped, and qualified to support either ground or air operations. Because of their unique experience and qualifications, teams assigned for aerial duty do not perform the ground documentation mission unless approved by the AFPAA director.

4.3.4. Combat camera UTCs are postured out of the AFPAA as outlined in the PA Functional Area Prioritization and Sequencing Guidance.

4.4. Air Force Bands.

4.4.1. USAF Band Readiness and Deployment Program.   Air Force Bands must be ready to perform their mission in contingency and wartime environments. Deploying Air Force Band musical support teams provides the commander with operational assets specialized to enhance morale and readiness and support host nation and civic engagement initiatives.

4.4.2. Objective, Scope, and Planning.

4.4.2.1. Objective.   Ensure Air Force Bands have the knowledge, training, and equipment to conduct missions in contingency and wartime environments and possess an understanding of planning and execution processes.

4.4.2.2. Scope.   All Air Force Band members in AFSCs 35B, 3N1, and 3N2 may be used to meet tasking requirements. All military personnel assigned to Air Force Bands are postured in UTCs and are considered deployable. Wartime duties are the same as peacetime duties. Air Force Band members should not be tasked to perform non-band duties in functional areas other than Air Force Band activities. Failure to comply with this may lead to mission failure in either home support or deployment support. Air Force Band members must perform only assigned musical duties because missions and training require 100 percent of assigned positions.

4.4.2.3. Wartime duties fall into the following categories: Strategic Mission Support, inter-theater deployable, intra-theater deployable, overseas in-place, CONUS and OCONUS home station support, and CONUS and OCONUS sustainment. **Note**: Deployment requirements supersede all other staffing needs, except as determined by SAF/PAR.

4.4.2.4. Augmentation requirements of the active-duty force may be supported by using Air National Guard personnel through the Military Personnel Appropriation man-day program.

4.4.3. Concept of Operations.

4.4.3.1. Air Force Bands will deploy in support of a component commander's troop morale and host nation initiatives in coordination with the senior Air Force Public Affairs Officer (PAO) assigned to the Air Component Commander.

4.4.3.2. The Air Force Band Career Field Manager (CFM) will coordinate UTC sourcing and report dates in theater with specific bands.

4.4.3.3. The Air Force Band advance echelon (ADVON) will plan and oversee all aspects of the preparation and execution of Air Force Band missions within the AOR. The Air Force Band ADVON will coordinate with local PA personnel regarding troop morale and host nation events scheduled at their locations and work closely with the regional coordinator of Armed Forces Entertainment to de-conflict schedules of civilian entertainment packages visiting the AOR.

4.5. Responsibilities.

4.5.1. SAF/PAR :

4.5.1.1. Provides policy and guidance on all aspects of PA mission areas as it relates to wartime and operational taskings and exercises. Approves all taskings, redirects forces when necessary, and determines mitigation strategies.

4.5.1.2. Is the Manpower and Equipment Force Packaging System (MEFPAK) and Logistics Detail (LOGDET) planner for all PA UTCs (both XFFG and LBFA (band)).

4.5.1.3. Monitor Air and Space Expeditionary Force (AEF) Reporting Tool (ART) reporting for all PA (XFFG) and Band (LBFA) series UTCs to ensure compliance with reporting guidance.

4.5.1.4. Develops guidelines and standards for inspection of all PA UTC capabilities during operational readiness inspections.

4.5.1.5. Oversees USAF COMCAM and PA combat readiness.   Sets combat training standards and develops programs for all USAF active and reserve PA and COMCAM personnel (both formal classroom and field readiness training).

4.5.1.6. Manages the enterprise-wide process of posturing, sourcing, and coding.

4.5.2. AFPAA Detachment at Langley AFB:

4.5.2.1. Establishes readily deployable and adaptive PA and COMCAM force packages that may operate as independent units or be integrated into an AOC or CAOC as outlined in PA's Functional Area Prioritization and Sequencing Guidance .

4.5.2.2. Coordinates emerging/contingency PA requirements outside of global force management (GFM) process with SAF/PAR for approval.

4.5.2.3. Ensures availability of aircrew qualified (9D) COMCAM personnel to support operational aerial requirements.

4.5.2.4. Funds COMCAM personnel, equipment, and supplies for contingency or wartime deployments. The requester funds temporary duty and supply costs for planned events, such as non-JCS exercises and competitions.

4.5.3. MAJCOM/FOA/DRU PA:

4.5.3.1. Ensures PA forces meet their wartime tasking and identify and resolve deficiencies. Refers significant deficiencies, problems, and proposed resolutions to SAF/PAR.

4.5.3.2. Ensures forces are capable of documentation of significant Air Force activities and events, regardless of their sensitivity or classification. Protects materials as the supported commander directs. Safeguards classified images and handles them according to DoD Directive 5200.01, *DoD Information Security Program*, and AFI 31-401, *Information Security Program Management*. The authority in charge of the event or operation approves documentation distribution.

4.5.3.3. Follows the PA Functional Area Prioritization and Sequencing Guidance.

4.5.4. Air Component (C-NAF) PA:

4.5.4.1. Employs PA forces to communicate and document the entire scope of military operations during joint and combined exercises and operations.

4.5.4.2. Manages PA support within their area of responsibility. Ensures appropriate documentation of significant events and operations for theater and national-level use. During both planned and contingency operations, identifies objectives, priorities, and chain of command. Develops staffing solutions enabling a mix of deployed officer and enlisted forces to effectively fulfill in-theater assignments.

4.5.4.3. Assists in coordinating facilities, transportation, communication, and logistical assets to support and sustain deployed forces.

4.5.4.4. Updates SAF/PAR with proposed changes to PA rotational requirements as required.

4.5.5. Wing Responsibilities. Wings or units (to include AFPAA, Air Force Bands, FOAs, DRUs, AFRC, and ANG) with deployment-eligible PA forces will:

4.5.5.1. Equip to the total number of UTCs postured. Specific equipment requirements are listed in the UTC logistics detail (LOGDET) in the MISCAP. All PA UTCs are coded "DWS"; therefore, units are required to fund 100% of the equipment required for all UTCs. Exception to this policy is outlined in the PA Functional Area Prioritization and Sequencing Guidance.

4.5.5.2. Report UTC status within the ART system IAW AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*. Changes in a UTC status must be reported within 24 hours of the change.

4.5.5.3. Promptly notify the AFPAA Force Management section when a UTC status changes to red.

4.5.5.4. Ensure all military personnel are qualified on weapons required per UTC and/or logistics detail (LOGDET). Qualification must take place within 90 days before entering vulnerability period for AEF. All members filling PA (both XFFG and LBFA UTCs) will be dual-qualified on M-9 and rifle (i.e., M-16 or M-4).

4.5.5.5. Funding. All deployments and associated training costs are funded through appropriated funds using local fund cites and coded with an applicable emergency and special programs (ESP) code.

4.5.6. All assigned military in the AFSCs of 35P, 35B, 3N0xx, 3N1xx or 3N2xx (in the active, Guard and Reserve components) will:

4.5.6.1. Maintain personal affairs (financial, legal, medical, administrative, etc.) so deployments do not create undue hardships for themselves or dependents.

4.5.6.2. Keep the following items current and available at all times:

4.5.6.2.1. U.S. Government driver's license .

4.5.6.2.2. SF 601, *Health Record/Immunization Record*.

4.5.6.2.3. DD Form 2, *Armed Forces of The United States—Geneva Convention Identification Card (Active),* Identification Tags (2 each).

4.5.6.2.4. DD Form 93, *Record of Emergency Data*.

4.5.6.2.5. DFAS Form 702, *Defense Finance and Accounting Service Military Leave and Earnings Statement,* or DFAS Form 1, *Department of Defense Civilian Leave and Earnings Statement*.

4.5.6.2.6. Two pairs of eyeglasses and one pair of eyeglass inserts for the gas mask (if required).

4.5.6.2.7. Official passports for every Active-duty, Guard and Reserve military member.

4.5.6.3. Ensure they have the required uniform items, personal clothing, and hygiene items, according to the combatant commander and/or C-NAF requirements.

4.5.6.4. Ensure medical and dental clearances are performed no later than 30 days prior to the deployment's Load Availability Date (LAD).

Chapter 5

. INFORMATION COLLECTION, RECORDS, AND FORMS.

5.1. Information Collections. No information collections are created by this publication.

5.2. Records. The program records created as a result of the processes prescribed in this publication are maintained in accordance with AFMAN 33-363 and disposed of in accordance with the AFRIMS RDS located at **https://afrims.amc.af.mil/rds_series.cfm**.

5.3. Prescribed and Adopted Forms.

    5.3.1. Adopted Forms.

        5.3.1.1. AF Form 847, *Recommendation for Change of Publication*

        5.3.1.2. DD Form 2, *Armed Forces of The United States—Geneva Convention Identification Card (Active)*

        5.3.1.3. DD Form 93, *Record of Emergency Data*

        5.3.1.4. DFAS Form 1, *Department of Defense Civilian Leave and Earnings Statement*

        5.3.1.5. DFAS Form 702, *Defense Finance and Accounting Service Military Leave and Earnings Statement*

        5.3.1.6. SF 601, *Health Record/Immunization Record*.

    5.3.2. Prescribed Forms.   No forms are prescribed by this publication.

                              LES A. KODLICK, Colonel, USAF
                              Director of Public Affairs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

National Security Strategy, 16 Mar 2006

National Military Strategy of 2004

CJCSI 3205.01B, *Joint Combat Camera (COMCAM)*, revised 5 Sep 2007

Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 12 Apr 2001, as amended through 17 Oct 2008

Joint Publication 3-13, *Information Operations*, 13 Feb 2006

Joint Publication 3-57, *Civilian-Military Operations*, 8 Jul 2008

Joint Publication 3-61, *Public Affairs*, 9 May 2005

DOD 5120.20-R, *Management and Operation of Armed Forces Radio and Television Service*, 9 Nov 2008

DODD 5120.20, *Armed Forces Radio and Television Service (AFRTS)*, 17 Dec 1991

DODD 5160.48, *DoD Public Affairs and Visual Information (PA&VI) Education and Training*, 2 Jul 2004

DODD 5200.01**,** *DoD Information Security Program*, January 1997

DODD 5410.01, *Release of Information Concerning Accidental Casualties Involving Military Personnel or Equipment*, 14 May 2004

DODI 5040.04, *Joint Combat Camera (COMCAM) Program*, 6 Feb 2006

DODI 5120.04, *Department of Defense Newspapers, Magazines and Civilian Enterprise Publications*, 16 Jun 1997

DODI 5400.14, *Procedures for Joint Public Affairs Operations*, 22 Jan 1996

AFDD 1-2, *Air Force Glossary*, 11 Jan 2007

AFDD 2-5.3, *Public Affairs Operations*, 24 Jun 2005

AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*, 12 Sep 2005

AFI 10-2501, *Air Force Emergency Management EM) Program Planning and Operations,* 24 Jan 2007

AFI 10-401, *Air Force Operations Planning and Execution*, 7 Dec 2006

AFI 10-403, *Deployment Planning and Execution*, 13 Jan 2008

AFI 10-404, *Base Support and Expeditionary Site Planning*, 9 Mar 2004

AFI 31-401, *Information Security Program Management*, 1 Nov 2005

AFI 36-2619, *Military Personnel Appropriation Man-day Program*, 22 Jul 1994

AFMAN 33-363, *Management of Records*, 1 Mar 2008

AFPD 35-1, *Public Affairs Management*, 17 Sep 1999

ANGI 10-401, *Air National Guard Unit Type Code Management*, 8 Oct 1999

AFRIMS RDS, **https://afrims.amc.af.mil/rds_series.cfm**

PAD 07-13, *Implementation of the Chief of Staff of the Air Force Direction to Transform and Consolidate Headquarters Management Functions,* 25 Jan 2008

Abbreviations and Acronyms

ACC— Air Combat Command

ACS— Agile Combat Support

AEF— Air and Space Expeditionary Force

AEFC— Air and Space Expeditionary Force Center

AEFI— Air and Space Expeditionary Force Inventory

AEG— Air Expeditionary Group

AES— Air Expeditionary Squadron

AETF— Air and space expeditionary task force

AEW— Air expeditionary wing

AFDD— Air Force Doctrine Document

AFFOR— Air Force forces

AFI— Air Force Instruction

AFMAN— Air Force Manual

AFPAA— Air Force Public Affairs Agency

AFPC— Air Force Personnel Center

AFPD— Air Force policy directive

AFRC— Air Force Reserve Command

AFRTS— American Forces Radio and Television Service

AFSC— Air Force specialty code

AFSOC— Air Force Special Operations Command

AFWUS— Air Force-wide UTC Tasking Availability Summary

AMC— Air Mobility Command

ANG— Air National Guard

AO— Area of operations

AOC— Air and space operations center

AOR— Area of responsibility

APOD— Aerial Port of Debarkation

APOE— Aerial Port of Embarkation

ARC— Air Reserve Component

ARPC— Air Reserve Personnel Center

ART— AEF Reporting Tool

ATSO— Ability to Survive and Operate

BOS— Base Operating Support

C2— Command and Control

CA— Civil affairs

CAOC— Combined air operations center

CAP— Crisis Action Planning

CFACC— Combined force air component commander

CFM— Career Field Manager

CFR— Code of Federal Regulations

CJCS— Chairman of the Joint Chiefs of Staff

CJCSM— Chairman of the Joint Chiefs of Staff Manual

NAF— Component Numbered Air Force

COA— Course of action

COB— Collocated Operating Base

COMAFFOR— Commander of Air Force Forces

COMCAM— Combat Camera

CONOPS— Concept of operations

CONPLAN— Concept Plan

CONUS— Continental United States

CSAF— Chief of Staff of the United States Air Force

CSAR— Combat Search and Rescue

CSS— Combat Service Support

DCAPES— Deliberate/Crisis Action Planning and Execution Segment

DEFCON— Defense readiness condition

DIRLAUTH— Direct Liaison Authorized

DOC— Designed operational capability

DOD— Department of Defense

DPG— Defense Planning Guidance

DRMD— Deployment Requirements Manning Document

DRU— Direct reporting unit

EAD— Earliest Arrival Date

EAF— Expeditionary Air Force

ECA— Expeditionary combat Airmen

ECS— Expeditionary Combat Support

ESP— Emergency and special programs

EUCOM— U.S. European Command

EXORD— Execution Order

FAM— Functional area manager

FOA— Field operating agency

FOIA— Freedom of Information Act

FOL— Forward Operating Location

FPCON— Force protection condition

GFM— Global Force Management

GIE— Global information environment

GMFP— Global Military Force Policy

GRL— Global Reach Laydown

HA— Humanitarian Assistance

HHQ— Higher Headquarters

IAW— In accordance with

IDO— Installation Deployment Officer

IMA— Individual Mobilization Augmentee

IO— Information operations

IRR— Individual Ready Reserve

ISR— Intelligence, Surveillance, and Reconnaissance

JCS— Joint Chiefs of Staff

JFACC— Joint force air component commander

JFC— Joint force commander

JIB— Joint information bureau

JOPES— Joint Operation Planning and Execution System

JPD— Joint Planning Document

JPEC— Joint Planning and Execution Community

JSCP— Joint Strategic Capabilities Plan

JTF— Joint task force

LAD— Load Availability Date, Latest Availability Date

LD/HD— Low Density/High Demand

LIMFAC— Limiting Factor

LOGDET— Logistics detail

LOGFOR— Logistics force

MAJCOM— Major command

MANFOR— Manpower Force

MEFPAK— Manpower and Equipment Force Packaging System

MilPDS— Military Personnel Data System

MISCAP— Mission capability

MPA— Military Personnel Appropriation

MST— Mission Support Teams

MTW— Major theater war

NAF— Numbered air force

NCO— Noncommissioned officer

NEO— Non-combatant evacuation operation

NGB— National Guard Bureau

NMR— News media representative

NMS— National Military Strategy

NSS— National Security Strategy

OASD/PA— Office of the Assistant Secretary of Defense for Public Affairs

OCONUS— Outside of the continental United States

OL— Operating Location

OPCON— Operational control

OPLAN— Operation plan

OPORD— Operation Order

OPR— Office of Primary Responsibility

OPSEC— Operational security

OPSTEMPO— Operations Tempo

PA— Public Affairs

PAO— Public Affairs office, Public Affairs officer

PERSTEMPO— Personnel tempo

PIC— Press information center

PSYOP— Psychological operations

SAF— Secretary of the Air Force

SECDEF— Secretary of Defense

SITREP— Situation report

SORTS— Status of Resources and Training System

TACON— Tactical Control

TFA— Total Force Assessment

TPFDD— Time-Phased Force and Deployment Data

UDM— Unit Deployment Manager

ULN— Unit Line Number

USAF— United States Air Force

USAFE— United States Air Forces in Europe

USIS— U.S. Information Service

UTC— Unit type code

VDOC— Visual documentation

WMP— USAF War and Mobilization Plan

WRM— War Reserve Materiel

WSV— Weapon Systems Video

Attachment 2

SAMPLE FORMAT FOR A PUBLIC AFFAIRS ANNEX F

Figure A2.1. Sample Format for a Public Affairs Annex F.

ANNEX F TO COMUSAFE STANDARD PLAN 4000-01 (U)

                                                             HQ US AIR FORCES IN EUROPE
                                                             UNIT 3050 BOX 1 APO AE 09094

PUBLIC AFFAIRS (U)

REFERENCES:

a. (U) DOD Directive 5122.5, Assistant Secretary of Defense for Public Affairs (ASD(PA)) (U)

b. (U) DOD Instruction 5400.14, Procedures for Joint Public Affairs Operations (U)

c. (U) ED 15-1, Public Affairs Policies & Procedures (U)

d. (U) ED 55-11, Joint Task Force Headquarters Organization and Standing Operating Procedures, 7 Jul 95 (U)

e. (U) USCINCEUR Standard Plan 4000, 19 Jul 96 (S)

f. (U) AFI 35-101, Public Affairs Policies and Procedures, 1 May 99 (U)

1. (U) <u>Situation</u>.

a. (U) <u>General</u>. This annex assigns responsibilities and provides guidance for military PA actions. Those actions include public information, command and internal information, and community relations. (See Annex C for operational details.)

b. (U) <u>Enemy</u>. Enemy forces and others hostile to U.S. interests will attempt to mold U.S. and foreign public opinion through propaganda, disinformation and fictionalized reporting to discredit the United States and its allies, and create opposition to the course of action (COA). (See Annex B, Intelligence.)

c. (U) <u>Friendly</u>.

(1) (U) Department of Defense (Office of the Assistant to the Secretary of Defense for Public Affairs—OASD/PA).

---

(2) (U) Department of State (American Embassies).

(3) (U) Host nation (government press & information office/military Public Affairs offices).

(4) (U) Service Public Affairs offices and internal/command information programs.

(5) (U) Coalition military Public Affairs offices.

(6) (U) American Forces Radio and Television Service.

(7) (U) Army/Air Force Hometown News Service and Fleet Hometown News Center.

d. (U) Policy. DOD policy and principles of information require a vigorous program to inform U.S. and foreign publics. PA programs will support the DOD policy of maximum disclosure, minimum delay.   PA activities are an integral part of military operations to ensure we speak with one voice.

e. (U) Assumptions.

(1) (U) The National Command Authorities (NCA) or designated representative will make initial release.

(2) (U) Operation will attract worldwide media attention.   Large numbers of media representatives (U.S. and foreign) will seek access to the area of operation and staging areas.

(3) (U) The DOD National Media Pool may deploy during the initial stages of operations.   Operational requirements may dictate other pooling.

2.   (U) Mission.

a. (U) Inform the American and international public and gain their support of operations, within the restrictions imposed by operational and force protection requirements.

b. (U) Provide American forces in theater with print and broadcast internal information.

c. (U) Support NATO or coalition public information operations; ensure proper coordination of release of U.S. Air Force specific information.

d. (U) Support U.S. and international media coverage with access to unclassified, timely and accurate accounts of operations; counter enemy propaganda, fictionalized reporting and disinformation.

e. (U) Provide liaison with higher headquarters and Component Commands.

f. (U) Establish theater PA policy and provide updated theater PA guidance throughout the operation.

g. (U) Ensure PA operations are synchronized at all levels of command.

3. (U) Execution.

a. (U) Concept of Operations. Following the initial announcement, Public Affairs activities will be carried out in coordination with the senior U.S. diplomatic representative in the AO. Public Affairs support is integral to all courses of action. PA will respond to the courses of action (COAs) as appropriate.

 (1) (U) Planning. Begin Public Affairs planning concurrently with operational planning. Unless otherwise directed, consider:

(a) (U) Deployment of the DOD National Media Pool.

(b) (U) Execution of personnel support for the joint information bureau and subordinate joint information bureaus.

(c) (U) Deployment of Public Affairs units.

(2) (U) Deployment. Deploying units will plan to deploy with an AFSC-qualified and trained PA (for example, AFSC 35P3/4 or 3N0X1). PA should be deployed as early as possible to assist in media/internal information coverage of the deployment.

b. (U) Tasks:

(1) (U) OASD/PA.

(a) (U) Delegate release authority to EUCOM/PA for all matters related to an operation.

(b) (U) Provide PA guidance for the operation.

(c) (U) Ensure national and international media organizations are advised of U.S. and NATO accreditation requirements, such as dress, inoculations, and passport/visa requirements.

(2) (U) EUCOM/PA.

(a) (U) Coordinate and manage PA activities associated with U.S. military operations.

(b) (U) Coordinate support for news media coverage of all phases of the operation.

(c) (U) Coordinate manpower augmentation for JIB/Sub-JIBs as required.

(d) (U) Provide Public Affairs policy guidance to operation PAO.

(e) (U) Delegate release authority to the operation PAO, as required.

(f) (U) Assume control of American Forces Radio and Television Service operations.

 (g) (U) Coordinate media training for the on-scene commander and appropriate senior officers.

(h) (U) Assist EUCOM/J1 in ensuring <u>European Stars and Stripes</u> newspaper is provided to deployed personnel at the earliest opportunity.

(3) (U) <u>HQ USAFE/PA</u>.

(a) (U) Plan, coordinate, and conduct a Public Affairs program as directed by EUCOM/PA.

(b) (U) Coordinate any Air Force PA requirements (personnel, equipment, communications and/ or other support) for any joint information bureaus or other deployed higher headquarters PA offices that might be established.

(c) (U) Provide support for visiting media including transportation, access to military communications, messing and billeting, and if necessary, emergency medical treatment.

(4) (U) <u>Deploying Unit.</u>

(a) (U) Ensure all deploying personnel are briefed on host nation sensitivities before leaving home station.

(b) (U) Deploy with a fully qualified and trained PA (AFSC should be 35P3/4 or 3N0X1) early in the deployment.

(5) (U) <u>Deploying Unit PA</u>.

(a) (U) Plan to implement and manage an Air Force Public Affairs program as directed by the commander based on guidance received from HQ USAFE/PA and EUCOM/PA.

(b) (U) Obtain MAJCOM/PA, HQ USAFE/PA and host nation approval before inviting any U.S. media to cover deployment activities.

(c) (U) Use the Hometown News Release Program to the fullest extent.

(d) (U) Pursue an active internal information program for the deployed troops.   Include electronic media in all internal coverage.   Provide stories and photographs (digital if possible) for release via the USAFE News Service.

(e) (U) Provide media with the opportunities to document all operations consistent with force protection and OPSEC considerations.

(f) (U) Notify HQ USAFE/PA and the AFFOR/PA (task force level) about significant events or newsworthy developments. Provide a daily SITREP.

(g) (U) Keep historical records including lessons learned. Prepare an after-action report within 45 days of operation/deployment completion and forward it via e-mail or message to HQ USAFE/PAR and the AFFOR/PA (task force level).

c. (U) Coordinating Instructions.

(1) (U) Command Relationships.

(a) (U) HQ USAFE/PA will respond to EUCOM/PA taskings.

(b) (U) Participating PA offices are authorized and encouraged to communicate directly with each other. Such communication does not substitute for required coordination, and should not be used in any situation where it would interfere with the responsibility and authority of a commander or disrupt the chain of command.

(2) (U) Coordination of Release of Information.

(a) (U) No military command will release information about this operation until the official announcement has occurred.

(b) (U) After initial announcement, OASD/PA delegates release authority to EUCOM/PA. EUCOM/PA may delegate release authority to subordinate and supporting commands.

(c) (U) After EUCOM/PA delegates release authority, the JIB and component commands may issue media releases and news summaries.

(3) (U) Information Operations Coordination. PA will support Information Operations by coordinating key themes and messages with IO Officer and provide PA representatives for IO Work Group and IO Planning Cell activities.

(4) (U) Other Coordination Instructions.

(a) (U) Report accidents and incidents associated with the operation through command channels.

(b) (U) Maintain historical records of PA operations at all levels of command.

4. (U) Security Review.

a. (U) Security will be of the utmost importance during any military operation. Security at the source will be the policy. At no time will media representatives be exposed to classified information. All information given to news media representatives will be unclassified and "on the record."

b. (U) The fact that NMRs may know something that is classified does not declassify that information. PAs are cautioned to release only cleared information that has been properly coordinated and approved at all levels.

5. (U) Arrangements for the Media.

a. (U) Facilities. JIBs and unit PAOs will provide media support consistent with operational feasibility and U.S. objectives.

b. (U) Immunizations. News media representatives are responsible for acquiring any necessary inoculations prior to traveling into the theater of operations.

c. (U) Expenses. News media representatives are responsible for any costs they incur covering U.S. operations.

d. (U) Simulated Rank. News media representatives are afforded the rank of 0-4/GS-12 for billeting and military travel purposes.

e. (U) Communications.

(1) (U) Media will use commercial communications when available. When not available, use of military communications systems is authorized to transmit news reports.

(2) (U) Expedite media materials transmission.   Process media communications traffic as soon as possible, contingent on operational requirements.

f. (U) Transportation. Media are responsible for their own transportation to, from, and within the theater of operations where commercial means are available.   Military transportation may be provided to facilitate coverage of military operations.

g. (U) Travel Orders. Media representatives who travel via military air asset will be issued invitational travel orders IAW with DOD travel regulations by the supporting military command.

h. (U) Pools. Media pools will be formed as a last resort and when pool coverage is the best means to facilitate the coverage of operations. Participation in media pools is voluntary.

i. (U) Registration. The JIB will maintain accountability, not accreditation, of news media representatives covering U.S. military operations in theater.   Bona fide media will be supported to the fullest extent possible. Accreditation will be determined by HHQ PA.

6. (U) Security of Operations and Personnel.

a. (U) Operations. Media coverage will not compromise operational security.   Security and safeguards will be at the source.

b. (U) <u>Personnel</u>. News media representatives will receive appropriate level of Antiterrorism/Force Protection (AT/FP) training prior to entering the theater of operations.

7. (U) <u>Operations Security</u>. Security is at the source. If security review is imposed, media products will be subject to review before release to determine if they contain sensitive information about military plans, capabilities, operations, equipment, facilities, and vulnerabilities that would jeopardize the outcome of an operation or the safety of U.S. forces. Material will be examined solely for its conformance to established ground rules, not for its potential to express criticism or cause embarrassment. Security review is not censorship.

8. (U) <u>Audiovisual and Visual Information</u>. Provides joint combat camera assets to support JIB press information center (PIC), information operations, PSYOPS and operational visual information requirements including media products as determined by JIB and PIC directors.

9. (U) <u>Internal Information</u>. Component and subordinate commanders will ensure that all personnel are kept fully informed of their roles and the objectives of the operation. At a minimum, the following actions will be completed:

a. (U) PAOs should prepare an information plan to support this contingency to keep the Airmen and their families informed. Unit PA assets will support the unit and AOR internal information program force.

b. (U) Deployed PAOs should prepare bulletins, newsletters or a newspaper to keep the deployed force informed about current operations and national and international news of significance.

10. (U) <u>Community Relations</u>. Community relations will be coordinated with OASD/PA, host-nation, and internal components (civil affairs, PSYOP, etc.).

XXXX XXXX
General, USAF, Commander
Appendices

1 — Personnel Requirements for JIBs and Sub-JIBs (see also Annex A)
2 — Equipment and Support Requirements For JIBs and Sub-JIBs (see also Annex D)
3 — General Ground Rules for Media
4 — DOD National Media Pool (Not Used)
5 — Armed Forces Radio & Television Service Support
6 — Stars and Stripes Support
7 — Redeployment/Reconstitution Preparation